

Board of Commissioners Regular Meeting Agenda  
November 10, 2025 - 4:00 p.m.



Virtual Meeting Participation Information:  
Dial: 1-253-215-8782 Meeting ID No. 89889710668  
Webinar link: <https://us02web.zoom.us/j/89889710668>

Physical Meeting Location:  
Pierce Transit Training Center  
3720 96<sup>th</sup> ST SW  
Lakewood, WA 98499

**Call to Order**

**Roll Call**

**Flag Salute and Land Acknowledgement**

**Presentations**

1. Honoring Brent Feiker for Operator of the Month for October 2025  
Katharine Hawkins  
Asst. Transportation Mgr.
2. Proposed 2026 State Legislative Priorities  
(Includes 2026 Session Preview)  
Curt Kohlwes  
Government Relations Adm.  
&  
Hanna Jones  
Gordon Thomas Honeywell

**Public Hearing**

1. Proposed 2026 Budget  
Chris Schuler  
Chief Financial Officer

Persons wishing to provide comments during the public hearing will be given up to three minutes to comment on the public hearing topic. The Chair, at his or her discretion, may reduce the comment time to allow sufficient time for the Board to conduct business.

To request to speak virtually during public comment, please press the Raise Hand button near the bottom of your Zoom window or press \*9 on your phone. If speaking in person, please sign in at the table at the back of the room. Written comments may also be emailed to [Djacobson@piercetransit.org](mailto:Djacobson@piercetransit.org).

**Public Comment**

*Those wishing to provide comment will be given up to three minutes to comment on transit-related matters regardless of whether it is an agenda item or not. The Chair, at his or her discretion, may reduce the comment time to allow sufficient time for the Board to conduct business.*

*To request to speak virtually during public comment, please press the Raise Hand button near the bottom of your Zoom window or press \*9 on your phone. If speaking in person, please sign in at the table at the back of the room. Your name or the last four digits of your phone number will be called out when it is your turn to speak. Written comments may also be emailed to [Djacobson@piercetransit.org](mailto:Djacobson@piercetransit.org).*

## Consent Agenda

*(Items listed below were distributed to commissioners in advance for reading and study and are enacted with one motion. Item(s) may be moved to the Action Agenda at the request of a commissioner.)*

1. Approval of Vouchers: October 1-31, 2025
2. Approval of Minutes: October 13, 2025, regular board meeting
3. 2025 Q3 Sole Source and Contract Executed Over \$100,000 Report
4. FS 2025-039, Authorize the Chief Executive Officer to Execute a Multi-Year Contract with Drug Free Business, Contract No. E2306, to Provide Drug and Alcohol Collection, Testing, and Laboratory Analysis, as well as Medical Review Officer (MRO) Services for a Total Contract Spending Authority Amount of \$375,000

## Action Agenda

### Staff Updates

1. CEO's Report Mike Griffus  
Chief Executive Officer

### Informational Items

1. Chair Report Chair Whalen
2. Sound Transit Update Commissioner Mello
3. Puget Sound Regional Council Transportation Policy Board Update Commissioner Walker  
&  
Commissioner Fagundes
4. Committee Chair Reports
5. Commissioners' Comments Commissioner Walker
  - Regional Fare Forum Update

### Executive Session

RCW 42.30.110 (1)(g) - Review the Performance of a Public Employee. [The Board may take formal action when it returns to opens session.]

### Adjournment

**Handouts: Q3 Financial Report**

Pierce Transit does not discriminate on the basis of disability in any of its programs, activities, or services. Anyone who requires an auxiliary aid or service for effective communication, or a modification of policies or procedures to participate in a program, service, or activity of Pierce Transit should contact the Clerk's Office at 253.581.8066, or [Clerks@piercetransit.org](mailto:Clerks@piercetransit.org) as soon as possible but no later than the Thursday preceding the Board meeting.

# 2026 Session Preview

**Hanna Jones**

La Center's Contract Lobbyist

Gordon Thomas Honeywell  
Government Relations (GTH)



# Agenda



2026 Session  
Overview



Key political, policy &  
budget considerations



Pierce Transit's 2026  
Session

# 2026 Legislative Session

The Legislature operates under a biennial, or two-year, cycle

Second year of the 2025-27 biennium

Begins the second Monday of the new year – Jan. 12, 2026

60-day short session

- Adopt supplemental budgets
- Debate and pass policy

# Political Makeup

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Democrats hold a majority in both chambers of the Legislature and the Governor's Office

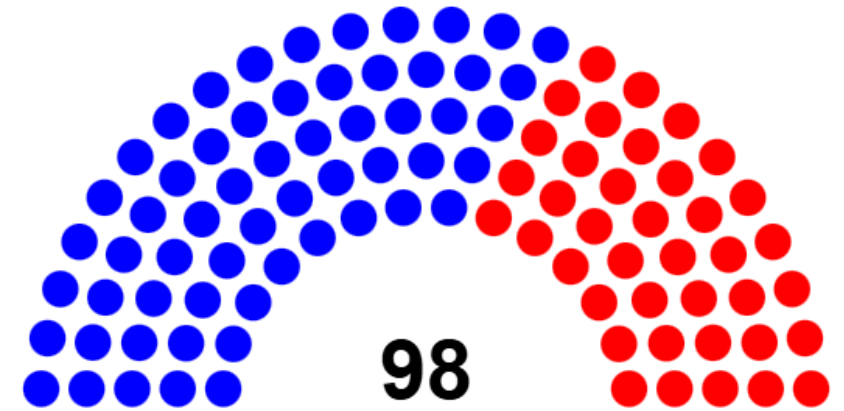
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Political control not expected to change

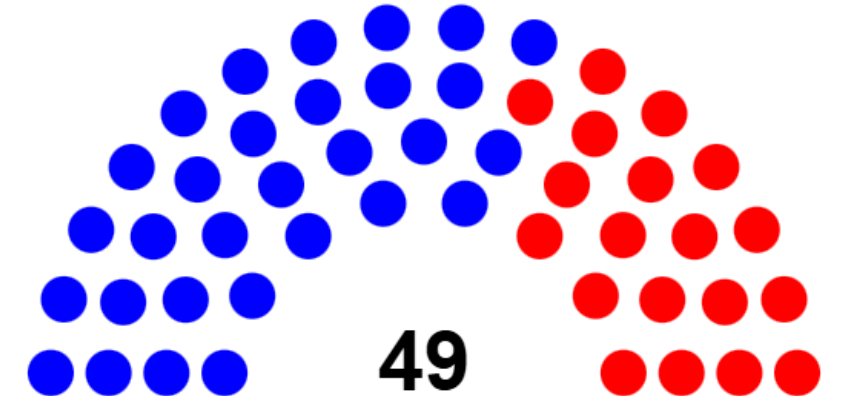
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Governor Ferguson's second year working with the Legislature

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**House of Representatives**  
59 Democrats / 39 Republicans



**Senate**  
30 Democrats / 19 Republicans

# The Bill Process



Bills introduced in 2025 and not passed will automatically return



Deadlines, or “cutoffs”, happen quicker in a short session – significant preparatory work must happen during the interim.



New bills can be “pre-filed” as early as the second week in December

# The Budget Process



## The Legislature adopts three budgets:

**Operating:** Funds agency operations, “keeps the lights on”

**Capital:** Funds new construction for schools, local community projects, etc.

**Transportation:** Funds highway and road construction/improvements, culvert replacement, etc.



## 2026 budget will focus on supplemental adjustments

Budgets are smaller

Address some small projects, emergencies, and fix any mistakes in the biennial budgets

# The Budget Process: Timeline

**September:** Agencies submit their budget requests to the Governor's Office



**Mid-December:** The Governor then uses agency proposals + his priorities to develop his proposed budgets



**January:** The Legislature uses the Governor's proposed budgets as a starting point

# Budget Context

## Fiscal Outlook – Operating Budget

- September Revenue Forecast: Nearly half a billion shortfall in the state’s general fund
  - By law, the Legislature is required to adopt a balanced, four-year budget
- Complicating Factors:
  - Medicaid funding reduction begins in 2027
  - \$500M challenged in court from newly adopted sales tax proposal
- Budget cuts, including state-shared revenues, are possible

### **‘All bad news’: WA tax receipts expected to slide further**

Projected tax revenue is down more than \$500 million since the Legislature passed its latest two-year budget. One lead budget writer isn’t ruling out further tax increases next year.

BY: **JAKE GOLDSTEIN-STREET** - SEPTEMBER 23, 2025 3:23 PM



### **Comcast lawsuit argues new Washington tax on advertising is illegal**

The tax is set to take effect Oct. 1. If the company gets it overturned, it could cost the state nearly a half-billion dollars in revenue over the next four years.

BY: **JERRY CORNFIELD** - SEPTEMBER 15, 2025 4:01 AM



# Budget Context

## Fiscal Outlook – Transportation Budget

- September Revenue Forecast – transportation budget is healthier than the operating budget
  - Gas tax revenue continues to decline
  - Mitigated by gas tax increase + other tax and fee increases during 2025 session
- Other factors: bridge repairs, continued project cost overrun.
- Nevertheless, transportation chairs have indicated no new projects until 2027.

# Elections



## Key races in Nov. 2025

9 special legislative races  
Swing Senate districts: 5th (Issaquah area) and 26<sup>th</sup> (Gig Harbor/Key Peninsula area)  
Could impact Democratic supermajority



## 2026 is an election year

All House seats and half of Senate seats are up for election  
Short sessions in election years tend to avoid controversy

# Building a Legislative Agenda

## Strategic Considerations

- If funded in 2025, less likely to receive funding again in 2026
- Budget Specifics:
  - Operating: Extremely limited; must support programs, operations, completed by June 30, 2027
  - Capital: Stable; successful requests are under \$250,000; last dollar in, and urgent projects only
  - Transportation: No new projects expected in 2026; possible opportunity in 2027. Safety continues to be of interest to the Legislature.

# Pierce Transit's 2026 Legislative Priorities

## Support pedestrian & safety infrastructure at Spanaway Transit Center- \$11 million, Transportation Budget

- Pierce Transit will join Pierce County and a host of other local partners to support safety improvements along SR7 around the Spanaway Transit Center.

## Preserve & Maintain Public Transit Investments

- Funding for multimodal grant programs, transit support grants, and the Green Transportation Capital Grant program must be preserved in the supplemental budget.

## System-wide Safety Enhancements

- Support state investment to expand proven safety enhancements and funding for future safety-oriented projects

# Pierce Transit's 2026 Legislative Priorities

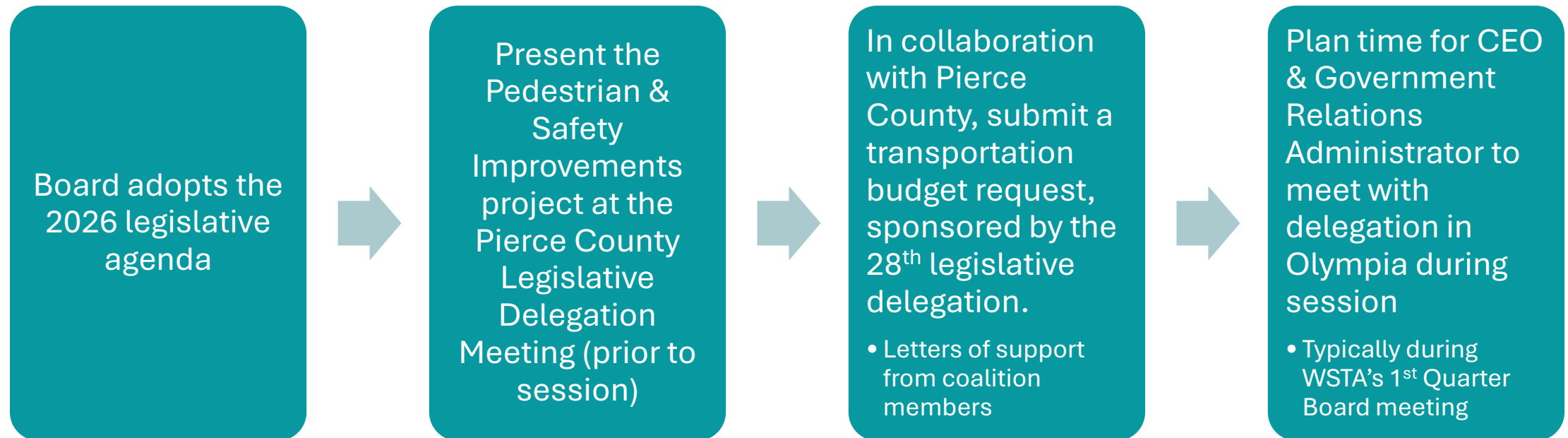
## Expanding Service to Underserved Communities

- Support efforts to expand local options to adjust PTBA boundaries to remove barriers to transit access.

## Sustainable Revenue Options

- Support any legislative changes that could expand local taxing authority options for transit agencies to ensure sustainable transit funding for communities.

# Next Steps



# Questions? Thank you!

**Hanna Jones**

[hjones@gth-gov.com](mailto:hjones@gth-gov.com)

(360) 584-4198

## Pierce Transit - 2026 State Legislative Priorities

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### **State Route 7 Pedestrian Safety**

Pierce Transit joins Pierce County in respectfully requesting \$11 million for WSDOT to expand its upcoming State Route 7 Complete Streets work to include pedestrian safety improvements near the Spanaway Transit Center, which began service in September 2025. Improvements will include a pedestrian-only signal light and sidewalks on the east and west sides of State Route 7 from 204<sup>th</sup> to 208<sup>th</sup> Streets. Funding will also include ADA improvements at each intersection.

### **System-wide Safety Enhancements**

Pierce Transit's operators and passengers deserve a safe, secure, and comfortable experience when using transit. The agency has taken significant steps in achieving its mission in recent years through the HART (Hardship Assistance Response Team) behavioral health co-responder program, operator barriers within vehicles, collision avoidance and emergency braking equipment, additional public safety and security personnel, lighting and shelter improvements, and various innovative monitoring and equipment enhancements for buses and the built environment. Pierce Transit strongly supports state investment in expanding proven transit safety enhancements and in funding pilot projects that will inform future improvements.

### **Preserve and Maintain Public Transit Investments**

Pierce Transit joins our sister local transit agencies in respectfully supporting efforts to preserve, maintain, and increase funding for public transit and the multimodal grant programs. Public Transportation grant programs serve as a critical lifeline for our local transit agencies; robust and sustainable funding of these programs is essential for supporting paratransit, rideshare, microtransit, and a litany of other critical services and programs throughout the state.

### **Streamlining Permitting**

Pierce Transit supports the efforts of the transportation project permit streamlining work group established in ESHB 1902. The agency supports permitting policy changes aimed at reducing cost escalation and shortening project delivery timelines for transit and transportation projects.

### **Sustainable Revenue Options**

Pierce Transit supports legislative changes to RCW 82.14.045 that expand local authority taxing options for transit agencies to ensure sustainable transit funding for communities.

### **Expanding Service to Underserved Communities**

Pierce Transit regularly hears feedback from communities outside our service area that are eager for local Bus, SHUTTLE, Rideshare, and Runner services. The process to return to a PTBA includes multiple steps and can be arduous, resulting in longer wait times for the communities to realize transit service. Pierce Transit supports expanding locally authorized mechanisms for PTBA boundary adjustments to address barriers to transit access for Pierce County residents.

### **Climate Resiliency**

Pierce Transit is committed to sustainability as a core value and supports any opportunities for transit agencies to reduce their environmental footprint. The \$14 million extension of the electric vehicle sales tax exemption, authorized by the Washington State Legislature, demonstrates the state's dedication to realizing these core values. Pierce Transit supports the continuation and full funding of this exemption, as well as any other incentives that ensure transit agencies can continue transitioning to low/no-emission fleets.

### **Supporting Partner Organizations**

Pierce Transit supports the policy goals and objectives of key advocacy partners as they align with and encourage the mission of people-first public transportation services in Pierce County. This includes grant programs and policies that incentivize high-capacity transit and transit-oriented development.

*Washington State Transit Association | Transportation Choices Coalition | Tacoma/Pierce County Chamber of Commerce  
Joint Municipal Action Committee | Affordable Housing Consortium | Regional Access Mobility Partnership*



**PIERCE TRANSIT  
NOTICE OF PUBLIC HEARING  
PROPOSED 2026 BUDGET**

A public hearing will be held as part of the Board of Commissioners regular board meeting on Monday, November 10, 2025. The meeting begins at 4:00 p.m. and members of the public may attend the meeting in person or virtually through Zoom.

The purpose of the public hearing is to advise the public and receive public testimony on the proposed 2026 Budget. The proposed Budget may be viewed on the Agency's website at: <https://piercetransit.org/wp-content/uploads/2025/10/2026-preliminary-budget.pdf>.

Details on how to attend this hearing in person or virtually can be found on the November 10, 2025, regular board meeting agenda by visiting <https://piercetransit.org/board-of-commissioners/#board-meetings> after November 5, 2025.

Those wishing to submit written comments may do so by emailing [Djacobson@piercetransit.org](mailto:Djacobson@piercetransit.org), or by submitting written comments to Deanne Jacobson, Pierce Transit Clerk of the Board, 3701 96<sup>th</sup> Street SW, Lakewood, WA 98499. Written comments will be received up to 12:00 p.m. on November 10, 2025, and will be forwarded to the Pierce Transit Board. The Board is expected to consider adoption of the 2026 Budget at their December 8, 2025, regular board meeting.

Pierce Transit does not discriminate on the basis of disability in any of its programs, activities, or services. Anyone who requires an auxiliary aid or service for effective communication, or a modification of policies or procedures to participate in a program, service, or activity of Pierce Transit should contact the Clerk's Office at 253.581.8066, or [Clerks@piercetransit.org](mailto:Clerks@piercetransit.org) as soon as possible but no later than the Thursday preceding the board meeting.

Dated this 29th day of October 2025.

Deanne Jacobson, Clerk of the Board

*Published in the Tacoma Daily Index and Tacoma News Tribune on Thursday, October 30, 2025.*

November 10, 2025

# 2026 Preliminary Budget

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# Budget Process

## Executive Review

Thorough review of requests and sustainability presented to Executive staff

## Preliminary Review

Budget is presented to Board of Commissioners, CTAG and public for input

## Adoption

Final version is adopted by Board of Commissioners

## Monitor

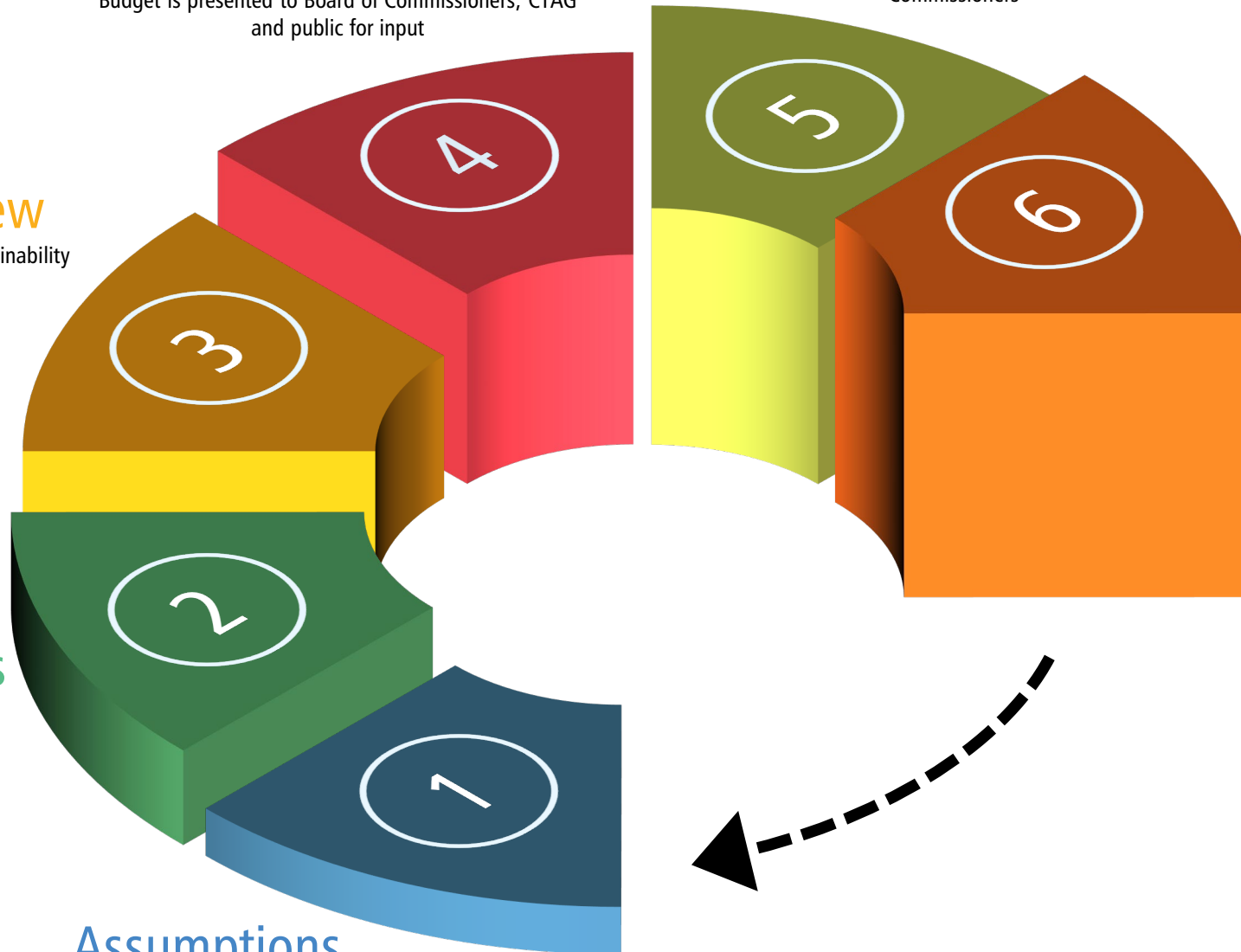
Compare actual spending to budgeted amounts and act if necessary

## Budget Requests

Budget managers submit requests

## Assumptions

Determine major components for basis of budget



## VISION



Your Preferred  
Transportation Choice  
for Today and  
Tomorrow

Improving people's  
quality of life by  
providing safe,  
reliable, and  
accessible  
transportation  
services that are  
locally based and  
regionally connected



## MISSION

## VALUES



Innovative  
Driven  
Responsible  
Equitable

# Our Strategic Priorities

1

Adopt a "Customer First" Mindset.

## Metrics

- 6% ridership growth per year
- 20% increase of satisfied riders
- 25% walkable high-frequency bus routes
- 85% on-time performance



2

Engage the community through outreach, partnerships, and listening.

## Metrics

- 10% increased favorable opinion of Pierce Transit
- 25% increase in ORCA business accounts



3

Elevate the employee experience.

## Metrics

- 85% retention rate
- 60% survey response rate



4

Assure sustainability of agency's finances, infrastructure, and environment.

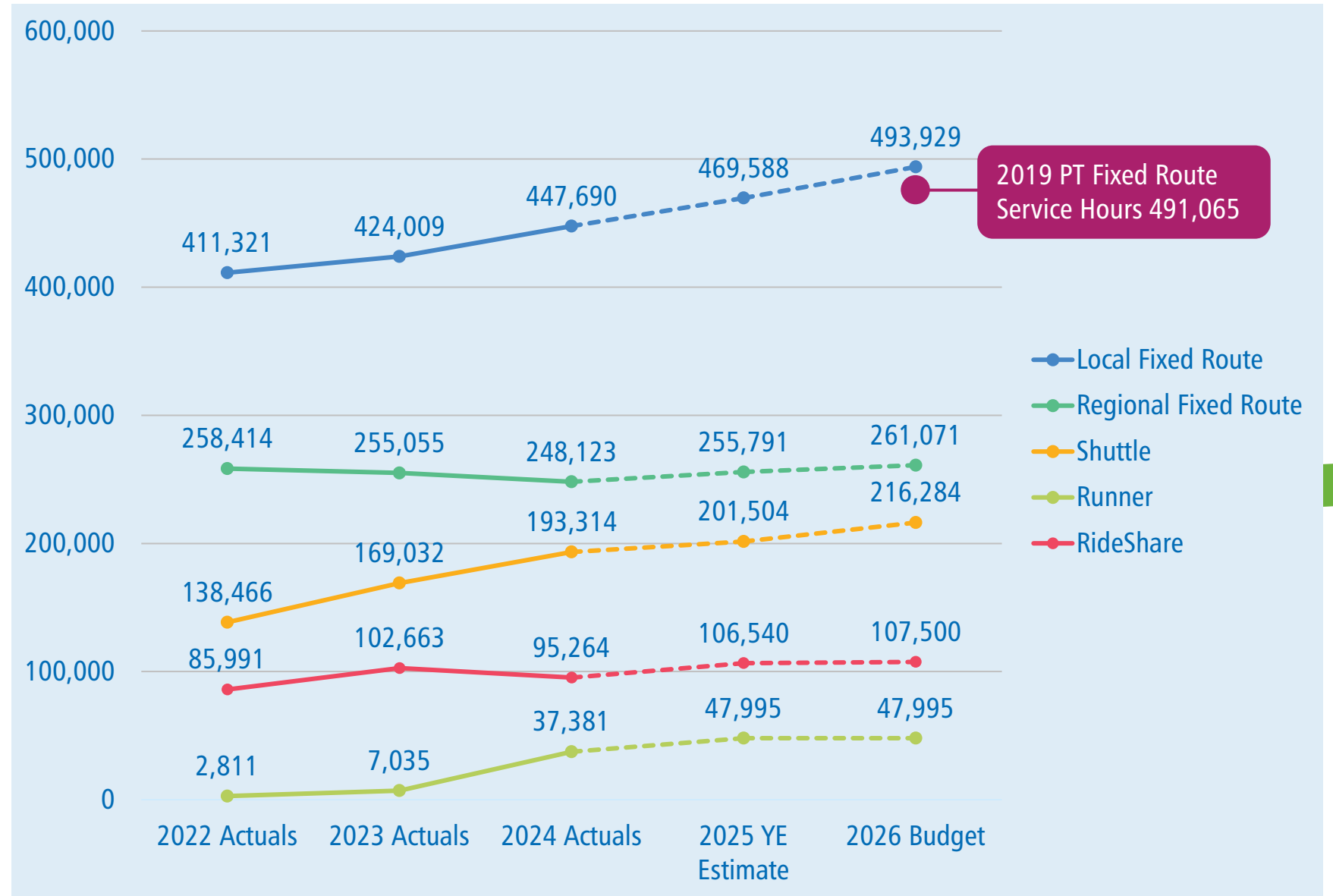
## Metrics

- 40% reduction of CO2 emissions from 2017 levels
- 75% of facilities within useful life or good repair
- 95% of fleet within useful life or good repair



# Service Hours

4.2%



# PT Local Service – March 2026 Service Change

1

Extend Stream  
Community Line  
to Commerce  
Street

2

15-Minute  
Frequency on  
Route 1  
6am-7pm

3

15-Minute  
Frequency on  
Route 3  
6am-7pm

4

Special Event  
Service

# Operating Revenues

## 2025 Budget

**Passenger Fares:**  
\$7,030,520



**Regional Transportation:**  
\$60,919,470



**Sales Tax:**  
\$113,220,060



**Grants & Contributions:**  
\$18,230,380



**Miscellaneous:**  
\$1,071,600



**Total: \$200,472,030**

**VS**

## 2026 Budget

**Passenger Fares:**  
\$7,149,240



**Regional Transportation:**  
\$65,124,290



**Sales Tax:**  
\$116,794,690



**Grants & Contributions:**  
\$25,781,750

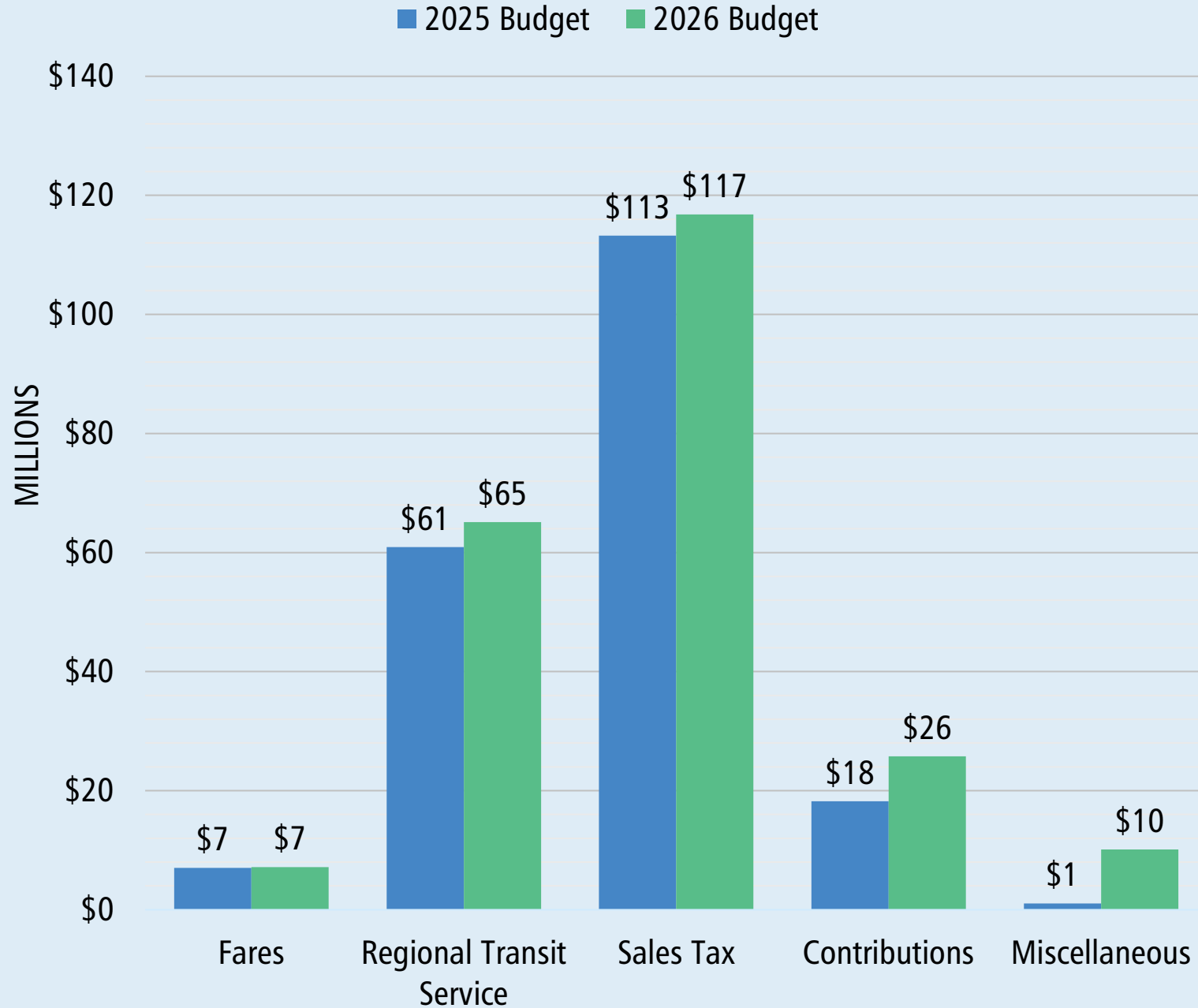


**Miscellaneous:**  
\$10,112,660



**Total: \$224,962,630**

# Operating Revenue by Year and Category



# Operating Expenditures

## 2025 Budget

**Full-Time Equivalents:**  
980



**Personnel Costs:**  
\$127,430,520



**Maintenance & Operations:**  
\$69,212,000



**Self-Insurance:**  
\$3,374,080



**Pass-Thru:**  
\$1,293,540



**Total: \$201,310,140**



## 2026 Budget



**Full-Time Equivalents:**  
965



**Personnel Costs:**  
\$134,177,100



**Maintenance & Operations:**  
\$77,572,210



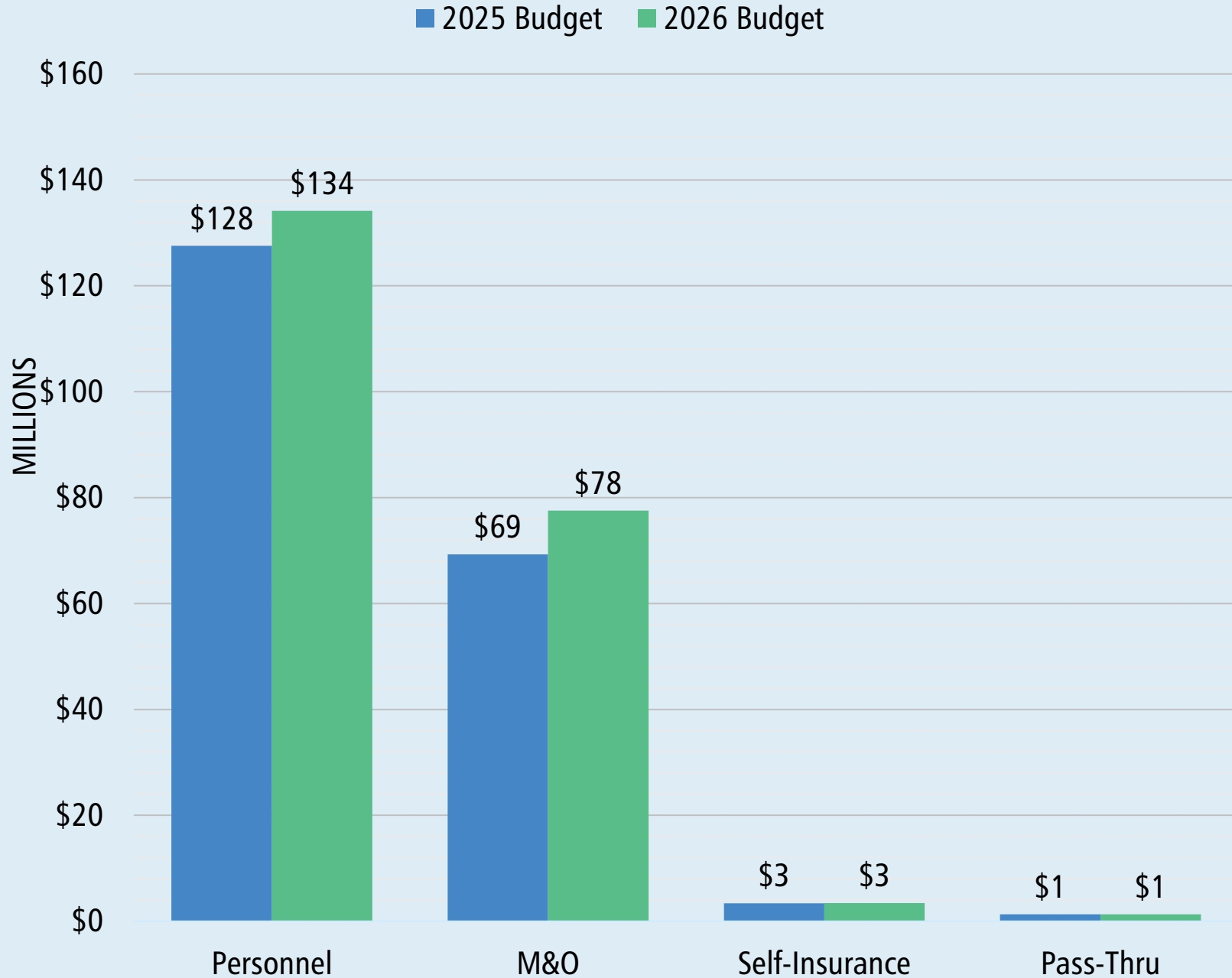
**Self-Insurance:**  
\$3,417,000



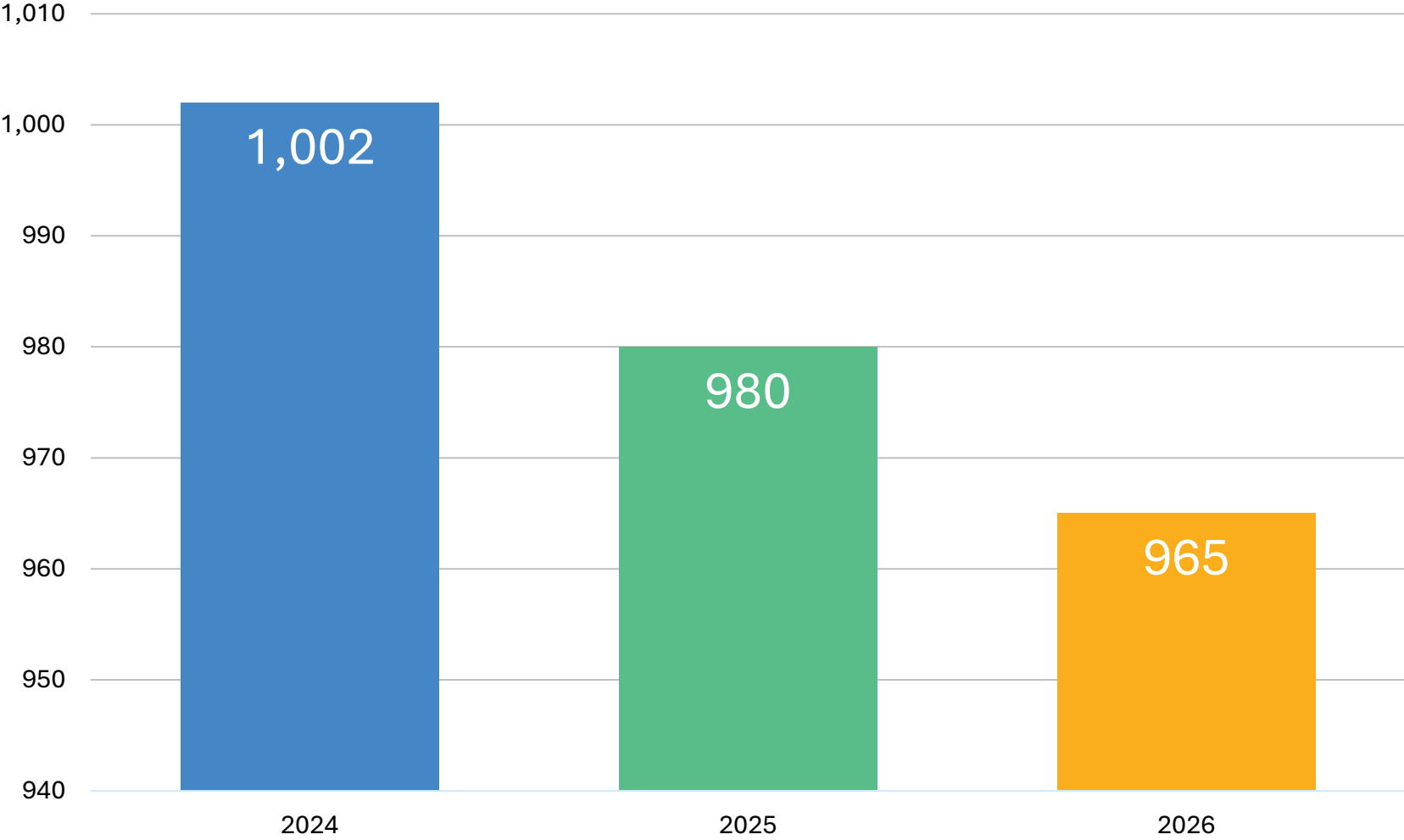
**Pass-Thru:**  
\$1,325,010

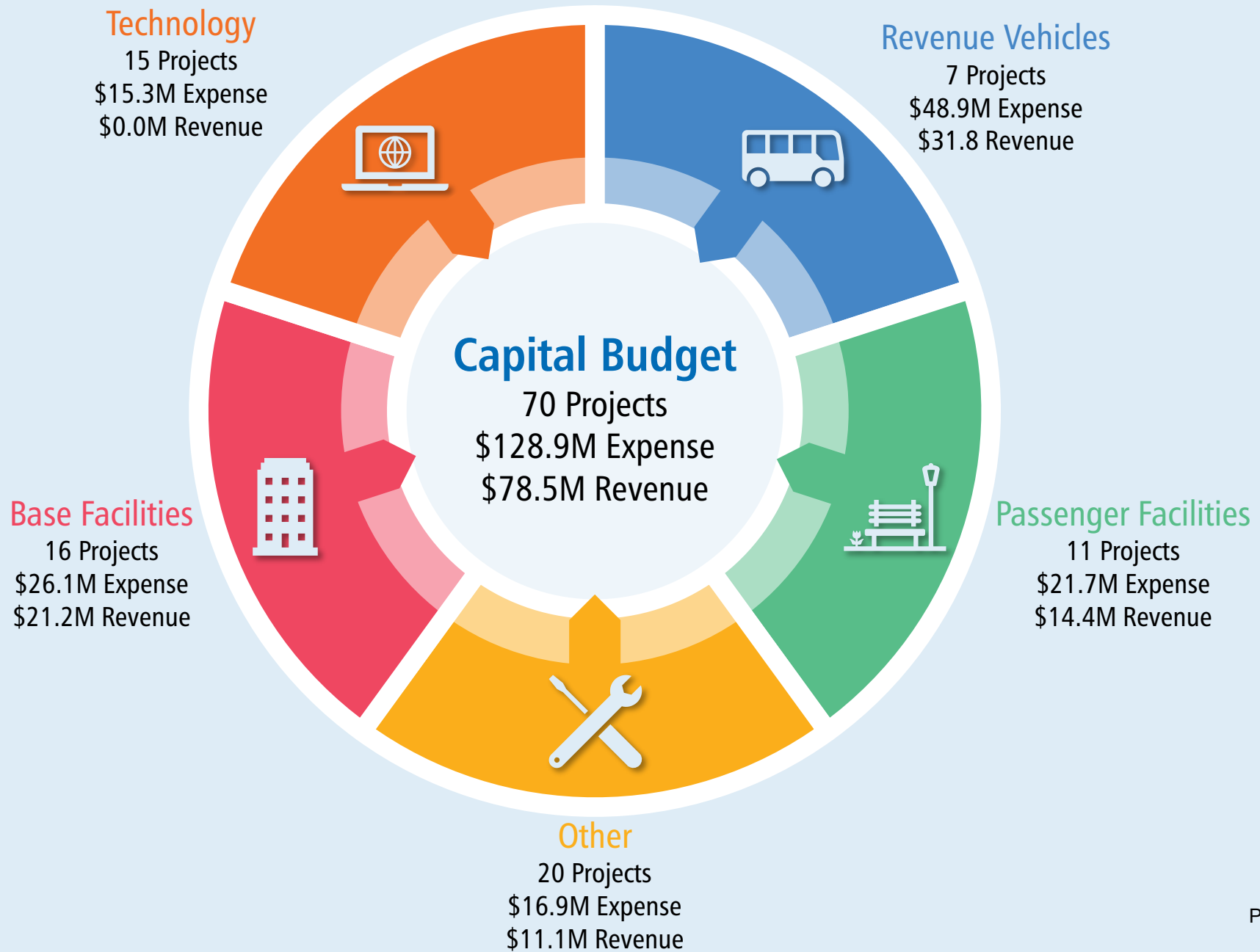
**Total: \$216,491,320**

# Operating Expenditures by Year and Category



# Personnel Changes

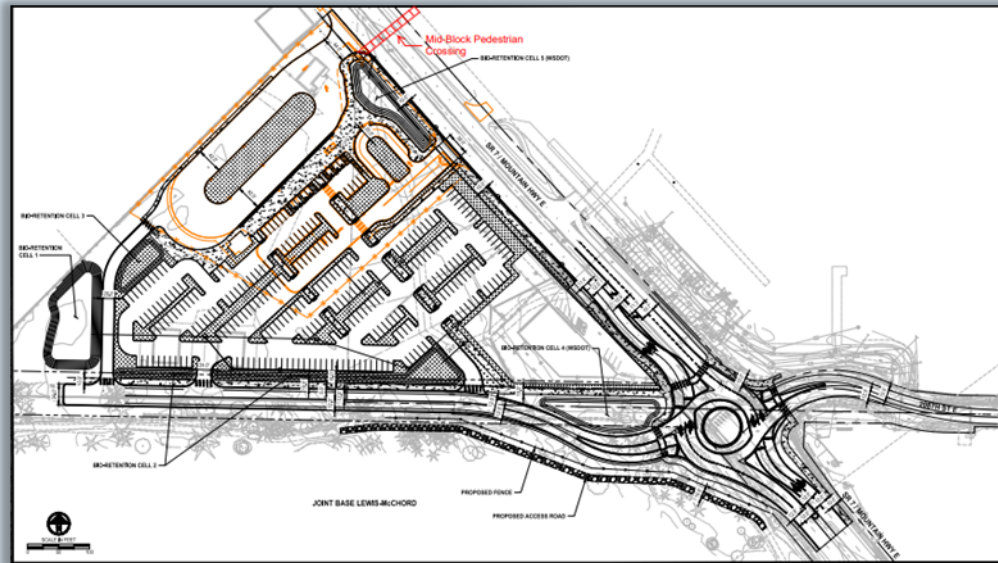




# New Capital Projects

Project	Cost	Funding	Local	NTD
ADA Eligibility Assessment Facility at TDS	2,686,350	2,149,080	67,440	Base Facilities
Bldg 1 Lighting Modification	151,800		75,130	Base Facilities
Workspace Design/Furniture Remodel	120,000		21,150	Base Facilities
Protective Devices (Bollard)	75,590		67,200	Base Facilities
Running Repair Restroom	31,500		772,900	Base Facilities
Bldg 1 Bodyshop Restroom	31,500		309,320	Base Facilities
Light Pole	11,780		33,000	Base Facilities
Support Vehicle Replacement 2026	2,139,160		31,500	Other
Bus Stop Upgrades	577,000	461,600	24,690	Other
Bus Stop Bench Expansion	575,720		75,590	Other
Skid Steer	67,440		10,500	Other
Bldg 1 Component Rebuild Parts Washer	21,150		93,450	Other
Bldg 1 Wheel & Tire Balances Replacement	10,500		57,000	Other
512 PR Seal and Stripe Pavement and Asphalt	93,450		575,720	Passenger Facilities
TCC Transit Center State of Good Repair	73,120		2,139,160	Passenger Facilities
Tacoma Mall Transit Center Sealing	67,200		115,400	Passenger Facilities
TDS Pedestrian Improvements	33,000		11,780	Passenger Facilities
South Hill Transit Center SOGR - Sprinkler System	24,690		73,120	Passenger Facilities
Rideshare Replacement 2026	1,869,430	839,580	537,270	Revenue Vehicles
Fleetwatch in Building 1	772,900		120,000	Technology
EAM Software for Capital Facilities	309,320		1,029,850	Technology
Radio and Telephone Recording	75,130		31,500	Technology
Update Fleetwatch Software	57,000		151,800	Technology
	<b>9,874,730</b>	<b>3,450,260</b>	<b>6,424,470</b>	

# Major Capital Projects – Over \$5M



## Spanaway Transit Center Parking Lot Expansion

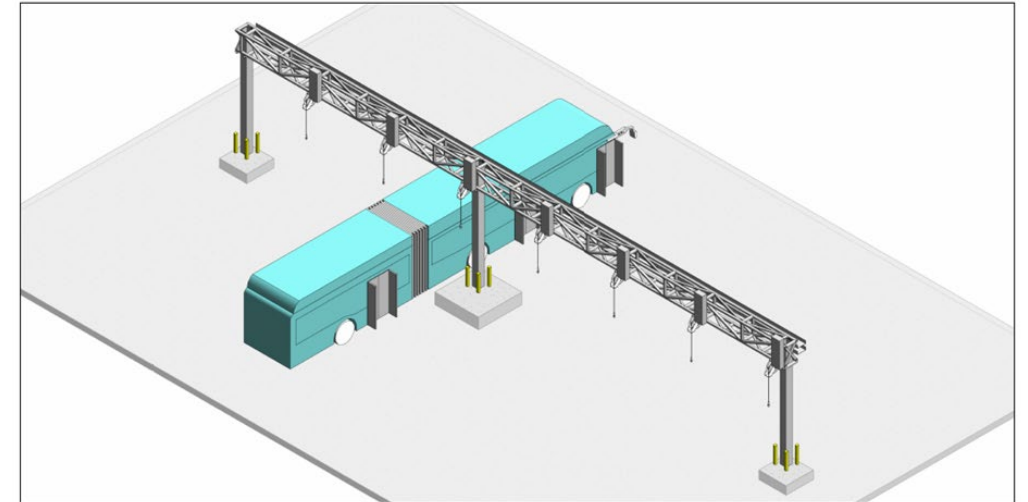
**Total Project Cost:** \$15,493,350

**2026 Budget:** \$14,562,180

**2026 Grant:** \$12,703,150

**2026 Local:** \$1,859,030

**Estimated Completion:** 2028



ISOMETRIC VIEW

## Gantry w/ Depot Conductive Charging

**Total Project Cost:** \$16,963,830

**2026 Budget:** \$16,963,830

**2026 Grant:** \$14,784,750

**2026 Local:** \$1,909,080

**Estimated Completion:** Grant/Project On Hold

# Major Capital Projects – Over \$5M



## Bus Replacement 2024

**Total Project Cost:** \$13,651,990

**2026 Budget:** \$13,651,990

**2026 Grant:** \$10,921,600

**2026 Local:** \$2,730,390

**Estimated Completion:** 2026

## Bus Replacement 2025

**Total Project Cost:** \$8,796,250

**2026 Budget:** \$8,796,250

**2026 Grant:** \$6,432,410

**2026 Local:** \$2,363,840

**Estimated Completion:** 2027



## Shuttle Replacement 2024

**Total Project Cost:** \$13,898,430

**2026 Budget:** \$13,898,430

**2026 Grant:** \$7,776,960

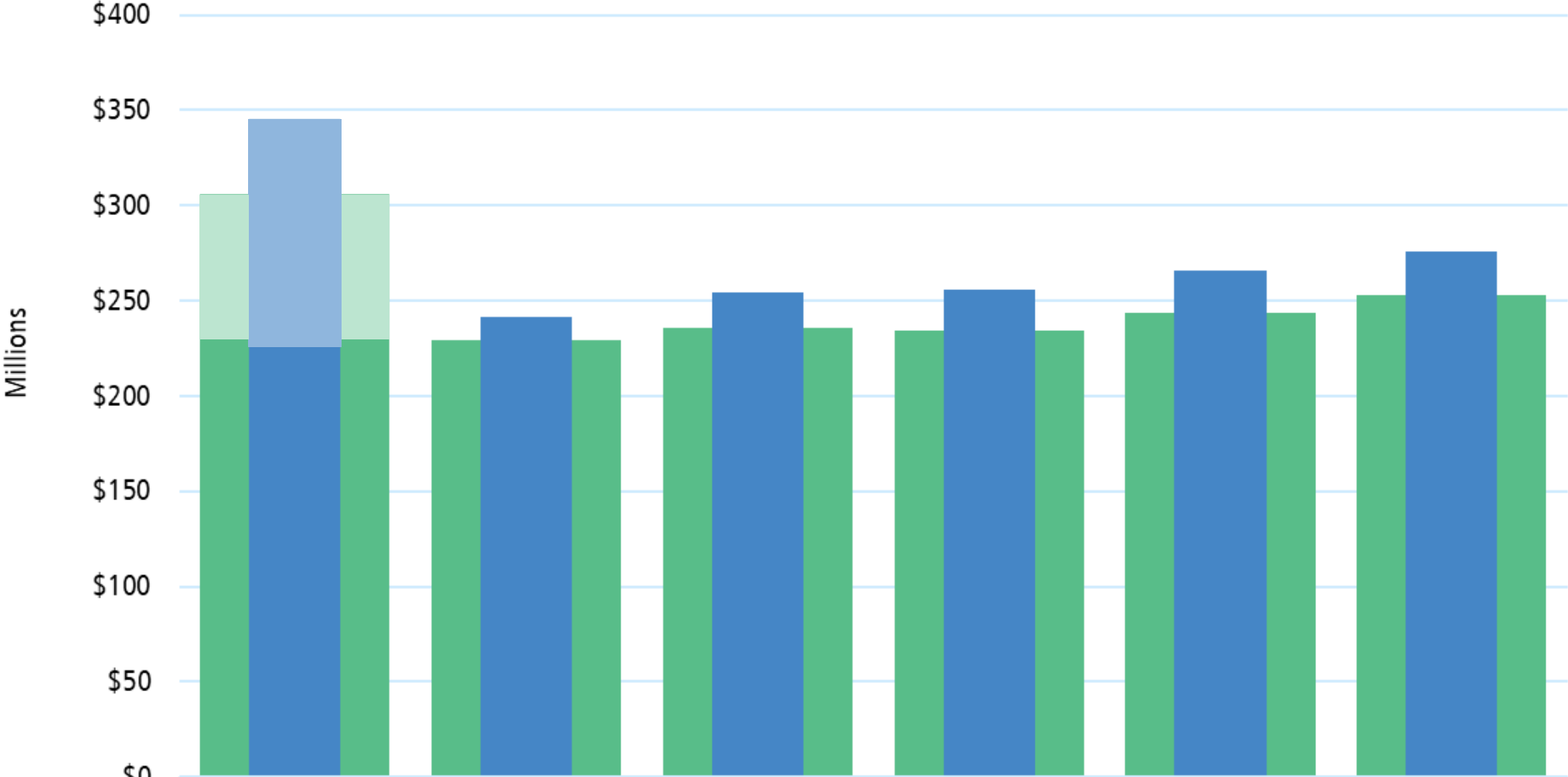
**2026 Local:** \$6,121,470

**Estimated Completion:** 2026

# Six-Year Forecast 2026-2031

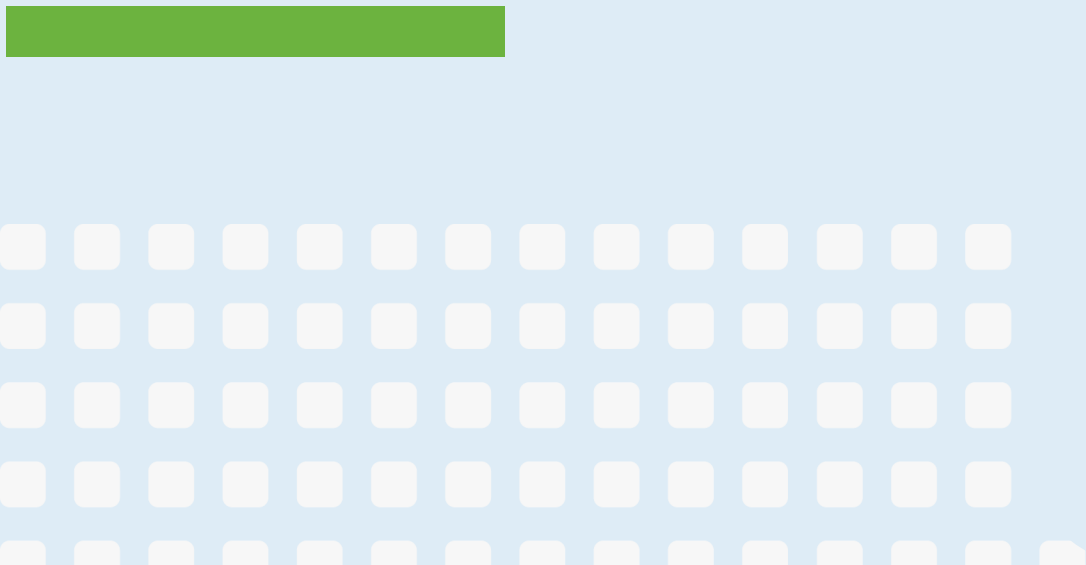
	2026	2027	2028	2029	2030	2031
<b>Beginning Balance</b>	263,822,360	224,369,110	211,546,640	192,713,380	171,171,550	149,163,150
<b>Revenues</b>						
Operating						
Passenger Fares	7,149,240	7,507,970	7,866,590	8,225,380	8,584,090	8,942,830
Advertising	610,100	615,300	620,610	626,020	631,540	637,170
Regional Transit Service	65,124,290	67,784,750	70,544,660	73,413,800	76,396,390	79,496,780
Non-Operating						
Sales Tax	116,794,690	119,364,170	121,930,500	124,503,230	127,068,000	129,634,770
Miscellaneous	11,995,680	9,868,400	8,870,830	7,742,390	6,627,230	5,980,240
Contributions						
Operating	25,781,750	14,010,520	13,786,950	13,786,950	13,786,950	13,786,950
Capital	78,453,700	9,777,340	11,807,150	6,041,770	10,508,940	14,138,230
<b>Total Revenue</b>	<b>305,909,450</b>	<b>228,928,450</b>	<b>235,427,290</b>	<b>234,339,540</b>	<b>243,603,140</b>	<b>252,616,970</b>
<b>Expenditures</b>						
Operating						
Wages	100,477,360	103,836,250	107,297,930	110,875,000	114,571,310	118,390,810
Benefits	33,699,740	35,864,930	38,133,540	40,513,580	43,009,950	45,627,640
Maintenance & Operations	80,989,210	79,588,650	82,056,160	84,682,250	87,392,380	90,189,180
Non-Operating	1,325,010	1,058,760	1,058,760	1,058,760	1,058,760	1,058,760
Capital	128,871,380	21,402,330	25,714,160	18,751,780	19,579,140	20,787,850
<b>Total Expenditures</b>	<b>345,362,700</b>	<b>241,750,920</b>	<b>254,260,550</b>	<b>255,881,370</b>	<b>265,611,540</b>	<b>276,054,240</b>
<b>Ending Balances</b>	<b>224,369,110</b>	<b>211,546,640</b>	<b>192,713,380</b>	<b>171,171,550</b>	<b>149,163,150</b>	<b>125,725,880</b>
Required Reserves	47,091,550	47,762,290	49,110,420	50,521,620	51,985,470	62,903,880
Margin/(Deficit)	177,277,560	163,784,350	143,602,960	120,649,930	97,177,680	62,822,000

# Six-Year Revenues & Expenditures



	2026	2027	2028	2029	2030	2031
■ Revenues	305,909,450	228,928,450	235,427,290	234,339,540	243,603,140	252,616,970
■ Expenditures	345,362,700	241,750,920	254,260,550	255,881,370	265,611,540	276,054,240

# Reserve Requirements



## **Operating Reserve** *(Municipal Code 3.63.020B)*

Maintain at a minimum of two months of the agency's operating expenditures.

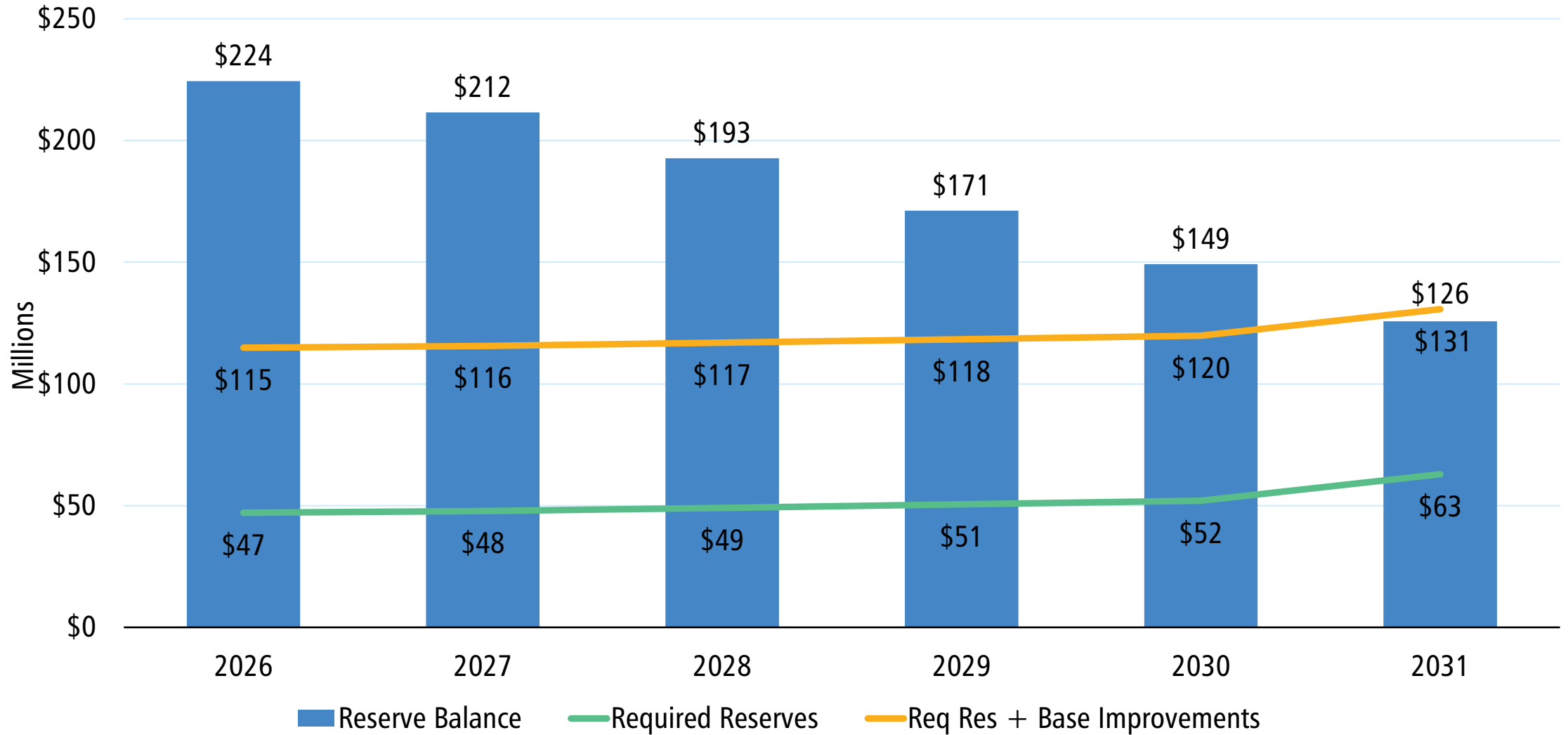
## **Self-Insurance Reserve** *(Municipal Code 3.63.030)*

Review annually and set at a level adequate to protect the agency from self-insurance risks.

## **Capital Reserve** *(Municipal Code 3.63.040B)*

Maintain at no less than 50% of the previous three years average annual asset depreciation at any time in the six-year financial plan. Final year shall be set at 100% of the previous three years average annual asset depreciation.

### Six-Year Ending Balance & Required Reserves



# 2026 Budget Appropriations



Operating	\$216,491,320
Carryover Capital	118,996,650
New Capital	9,874,730
<b>Total Appropriations</b>	<b>\$345,362,700</b>

# Budget Meetings

## Completed

CTAG Operating 9/25  
CTAG Capital 10/23

## Today 11/10

Board Study Session  
Public Hearing

## Upcoming

Budget Adoption 12/8

# Questions?





# 2026 Preliminary Budget



L A K E W O O D , W A S H I N G T O N

**DRAFT**

# 2026 Preliminary Budget

Fiscal Year January 1 through December 31, 2026

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For more information about Pierce Transit, visit [www.PierceTransit.org](http://www.PierceTransit.org)

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# Introduction

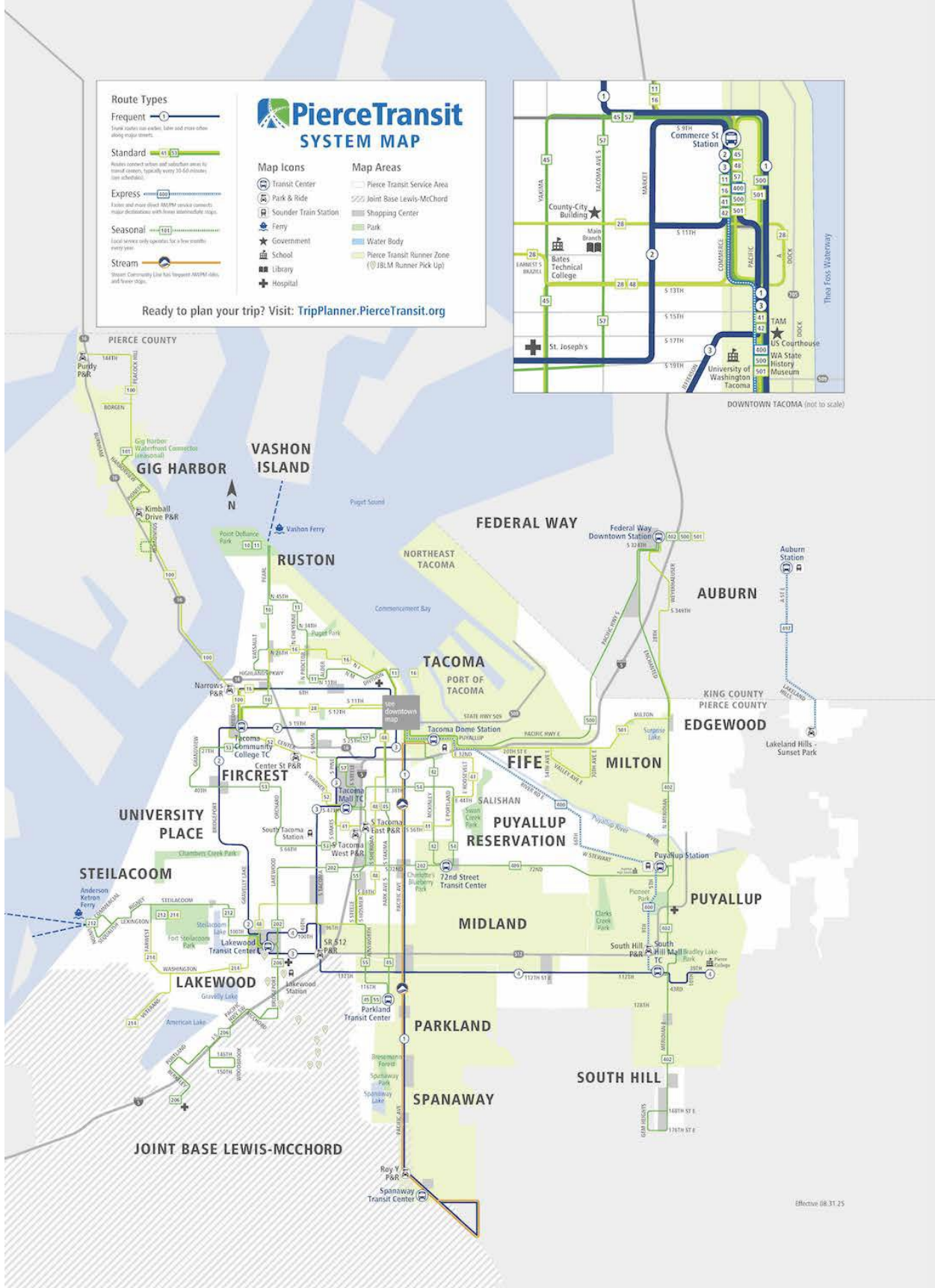


# About Pierce Transit

Pierce Transit was established by a vote of the people on November 6, 1979, to expand the public transportation system from Tacoma city limits to greater Pierce County. Over the years, we have adapted our service as opportunities have risen to meet the needs of our community. Currently, Pierce Transit serves approximately 292 square miles and 70 percent of the population, north to Federal Way, east to Puyallup, south to Spanaway and west to Gig Harbor.

Pierce Transit offers four transportation modes: bus transportation that follows one of 30 routes on a schedule; SHUTTLE paratransit, which provides transportation for those with a qualifying disability within  $\frac{3}{4}$  of a mile of our bus routes; Rideshare service, which allows groups of three or more whose journey has a common beginning and ending location and begins or ends within Pierce County to commute together to reduce traffic; and Pierce Transit Runner service, which allows patrons to use a mobile app or call for on-demand trips within specific microtransit zones in the agency's service area. Additionally, Pierce Transit contracts with Sound Transit to provide regional service from Pierce County to King County.

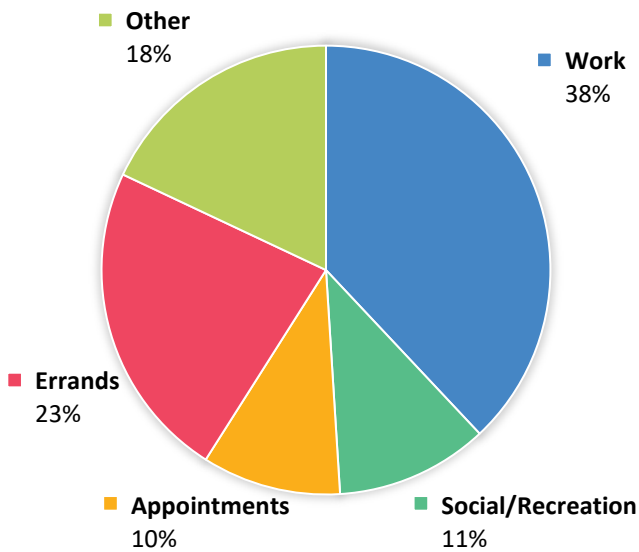
For more information on Pierce Transit, visit the agency's public dashboard at [PierceTransit.org/about-us](https://PierceTransit.org/about-us).



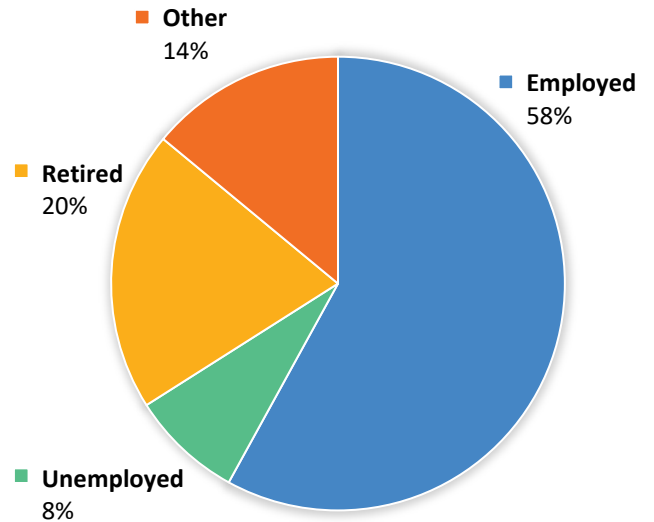
# Our Customers

Pierce Transit routinely performs customer surveys, conducted by a third-party vendor. Our most recent survey was conducted October 7 through November 19, 2024, and received 643 responses, with 465 being current riders. The survey allows Pierce Transit to collect ridership data and assess current customer and potential customer awareness of and attitudes towards Pierce Transit. The following charts are representative of the information collected on current riders.

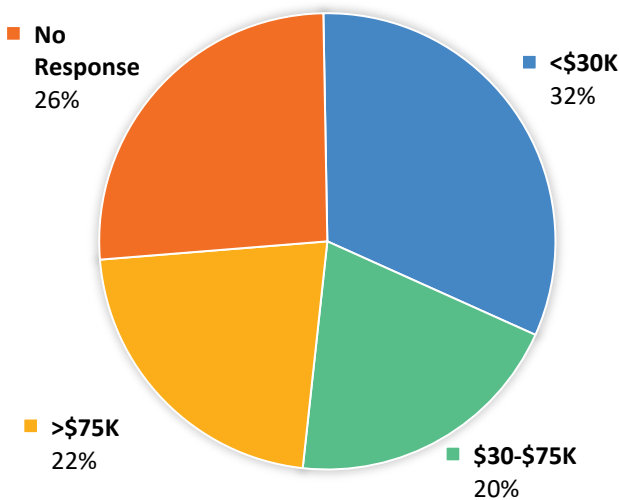
### TRIP PURPOSE



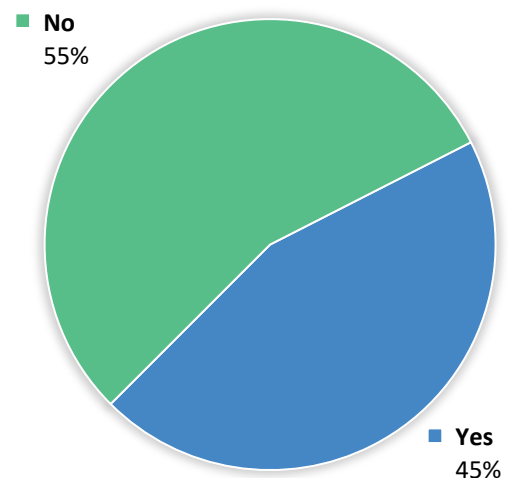
### EMPLOYMENT




### ANNUAL HOUSEHOLD INCOME



### VEHICLE ACCESS



# A Brief History




**Pierce Transit Established**  
Voters approved establishing a public transportation system for Pierce County funded by a 0.3% Sales Tax

1979



**Vanpool Launched**  
Vanpool, known today as Rideshare, is introduced to provide another transit option for commuters

1986



**Switch to Natural Gas**  
Pierce Transit unveils the nation's first two natural gas-fuel buses

1986



**Tacoma Dome Station (TDS) Opens**  
TDS begins operations as a central bus hub

1997




**Partners with Sound Transit**  
Pierce Transit begins operating regional service for Sound Transit

1999




**Real-Time Bus Info**  
Real-time bus arrival info becomes available to riders via the One Bus Away collaboration

2010




**It's Electric**  
Pierce Transit purchases its first three battery electric buses

2018




**Improved Connectivity**  
Runner on-demand service added to connect customers with local attractions and other transit services

2020



**Youth Ride Free**  
On September 1, Pierce Transit implements free rides for all youth ages 18 and under on all Pierce Transit services

2022



**ORCA LIFT Implemented**  
On April 1, ORCA LIFT reduced fares are implemented for income-qualified riders

2023



# Our Mission



## VISION

Your preferred transportation choice.

---



## MISSION

Improve people's quality of life by providing safe, reliable, and accessible transportation services that are locally based and regionally connected.

---



## VALUES

Innovation, Driven, Responsible, Equitable

# Strategic Priorities



## Adopt a “Customer First” mindset.

Metrics:

- 6% ridership growth per year
  - 20% increase of satisfied riders
  - 25% walkable high-frequency bus routes
  - 85% on-time performance
- 



## Engage with the community through outreach, partnerships, and listening opportunities.

Metrics:

- 10% increase favorable opinion of Pierce Transit
  - 25% increase in ORCA business accounts
- 



## Elevate the employee experience.

Metrics:

- 85% retention rate
  - 60% survey response rate
- 



## Assure sustainability of agency’s finances, infrastructure, and environment

Metrics:

- 40% reduction of CO2 emissions from 2017 levels
- 75% of facilities within useful life or good repair
- 95% of fleet within useful life or good repair

# Board of Commissioners



**Jason Whalen**  
Board Chair,  
Commissioner  
Mayor of Lakewood  
*Lakewood*



**Rosie Ayala**  
Board Vice Chair,  
Commissioner  
Pierce County Council  
*Pierce County*



**Olgy Diaz**  
Commissioner  
Tacoma City Council  
*Tacoma*



**Doug Fagundes**  
Commissioner  
Fife City Council  
*Auburn, Edgewood, Fife,  
Milton, Pacific, Ruston,  
and Steilacoom*



**John Hines**  
Commissioner  
Tacoma City Council  
*Tacoma*



**Jim Kastama**  
Commissioner  
Mayor of Puyallup  
*Puyallup*



**Ryan Mello**  
Commissioner  
Pierce County  
Executive  
*Pierce County*



**Shannon Reynolds**  
Commissioner  
Fircrest City Council  
*Fircrest, Gig Harbor, and  
University Place*

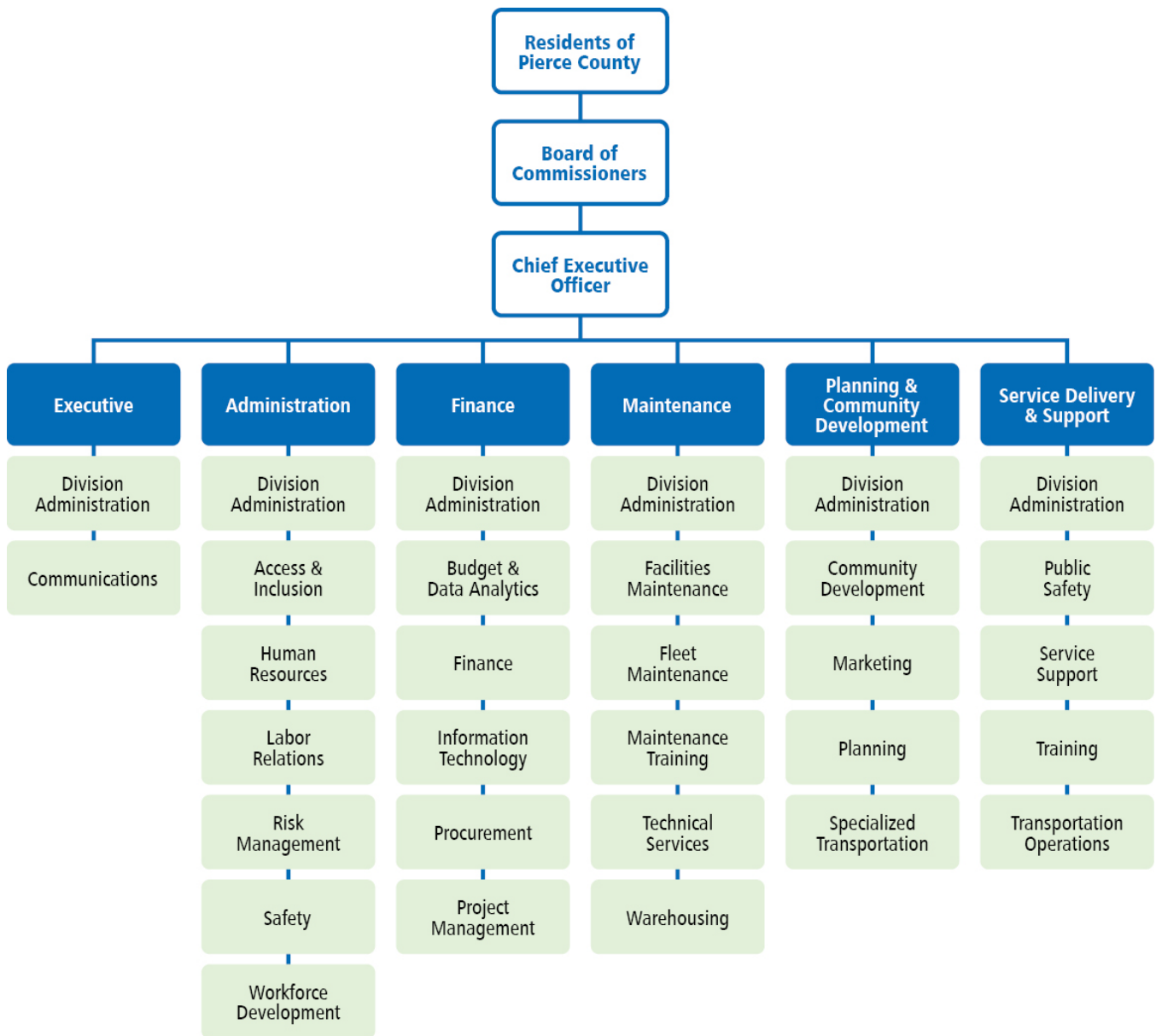


**Kristina Walker**  
Commissioner  
Deputy Mayor of  
Tacoma  
*Tacoma*



**John Hoheusle**  
Commissioner  
Non-Voting Labor  
Representative

# Organizational Chart



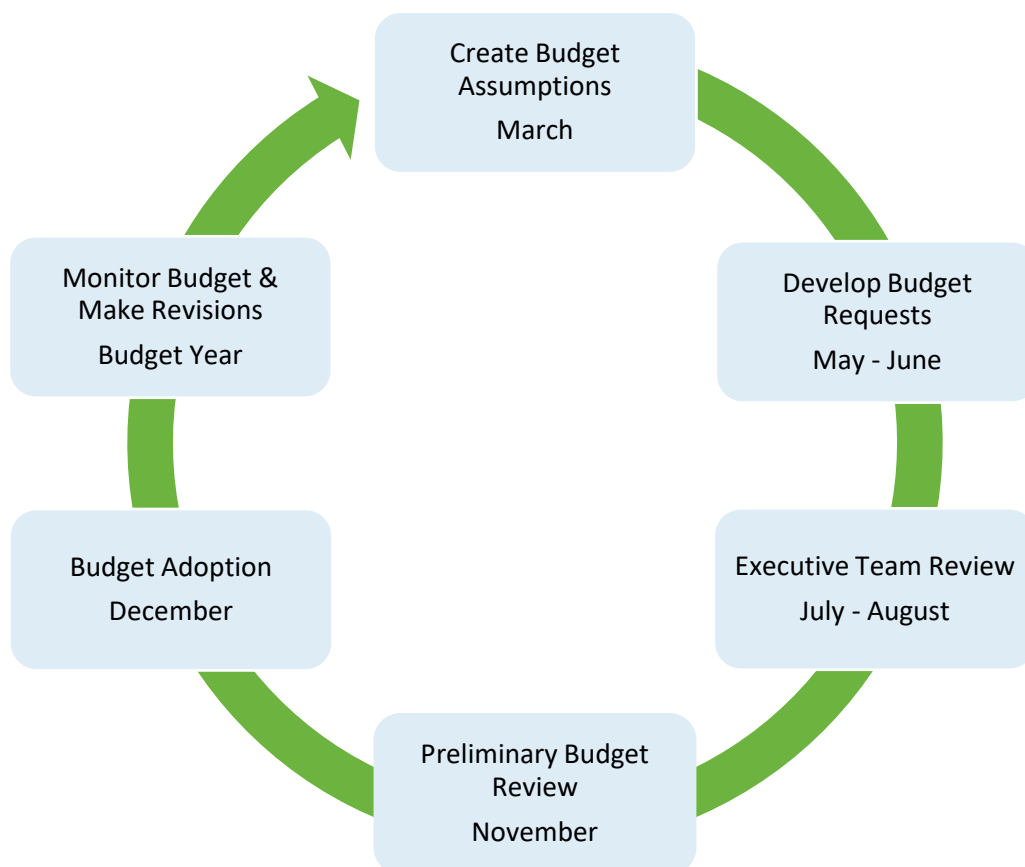
# Reserve Policy and Budget Process

## RESERVE POLICY

- Operating Reserve – Will maintain at a minimum of two months of the agency’s annual operating expenditures. *(Pierce Transit Municipal Code 3.63.020 B)*
- Insurance Reserve – Reviewed annually and set at a level adequate to protect the agency from self-insurance risks. *(Pierce Transit Municipal Code 3.63.030)*
- Capital Reserve – The capital reserve shall be maintained at no less than 50% of the previous three years’ average annual asset depreciation at any time in the six-year financial plan. At the end of the six-year financial plan, the capital reserve shall be at least 100% of the previous three years’ average annual asset depreciation. *(Pierce Transit Municipal Code 3.63.040 B)*

## BUDGET PROCESS

The budget cycle begins by making assumptions of what should be captured in the budget. The assumptions made each year are the level of service to provide, anticipated revenue, impacts of wage adjustments and collective bargaining agreements, benefit costs and trends, and capital investment needs.



# Budget Assumptions

## REVENUE ASSUMPTIONS

Fare revenue projections are based on the average fare per boarding (AFB), calculated using actual fare revenue and ridership data from the most recently completed fiscal year (FY 2024). This AFB serves as the baseline for forecasting fare revenue in the current year (FY 2025) and the budget year (FY 2026). Ridership estimates for FY 2025 and FY 2026 are provided by Service Planning and are multiplied by the FY 2024 AFB to determine projected fare revenue for those years. For the outyears (FY 2027-FY 2031), ridership is adjusted based on the annual population growth forecast published by the Washington State Office of Financial Management. These adjusted ridership figures are then multiplied by the FY 2024 AFB to estimate fare revenue. No change to fare structure or policy is assumed during the forecast period.

Reimbursement from Sound Transit for regional transit services is calculated using a Cost Allocation Model (CAM), which assigns both direct and indirect costs to each mode of transportation provided. The CAM is based on actual budget data for the budget year (FY 2026), with outyear projections (FY 2027-FY 2031) adjusted to reflect anticipated increases in costs. In addition to the CAM-based reimbursement, the budget includes a cost-sharing agreement for specific services. These include operation costs for Tacoma Dome Station and reimbursement for ADA paratransit services provided in the Hilltop area, which lies outside of Pierce Transit's service area. These agreements are expected to continue throughout the forecast period under current terms.

Sales tax revenue projections for the current fiscal year (FY 2025) and the upcoming fiscal year (FY 2026) are based on the most recent twelve months of actual collections (April 2024-March 2025). This rolling 12-month total is used as a baseline to reflect the most current economic activity and consumer spending trends. To develop the six-year forecast (FY 2026-FY 2031), the model incorporates the four most recent completed fiscal year of actual sales tax collection (FY 2021-FY 2024), along with the forecasted amounts for FY 2025 and FY 2026. These six data points are used to establish a trend line and calculate average annual growth rates, which are then applied to project revenue for FY 2027 through FY 2031. This methodology balances short-term responsiveness with long-term trend analysis, providing a stable yet adaptive foundation for multi-year financial planning. It assumes no significant changes in tax policy, economic disruptions, or shifts in consumer behavior beyond those already reflected in the current data.

Grant contributions included are based on awards that have been formally secured. These known grant amounts are programmed into the applicable years of the six-year forecast (FY 2026-FY 2031) according to their award terms and spending schedules. For Federal Transit Administration (FTA) formula funding, where future year allocations are not yet published, the forecast assumes the continuation of the last known estimated fiscal year across the remaining years of the forecast. This approach provides a conservative and stable estimate in the absence of updated federal apportionments.

The "Other" revenue category includes advertising income, earned interest, proceeds for the sale of surplus assets, and other minor revenue sources. In recent years, the largest contributor within this category has been earned interest. Interest earnings are calculated by applying an assumed interest rate – ranging from 3 to 4 percent – to the prior year's ending balance. This method is used throughout the six-year forecast period to estimate interest income. Projections assume stable market conditions and no significant changes in investment strategy. Remaining other revenue types use historical averages for budgeted amounts.

## EXPENDITURE ASSUMPTIONS

Wage projections for employees covered by collective bargaining agreements are based on the negotiated wage adjustments outlined in the current contracts. For years beyond the expiration of these agreements, a 2 percent cost-of-living adjustment (COLA) is applied, along with average step increases. For non-represented employees, an annual adjustment is applied to the salary table, in addition to applicable step increases. These adjustments are determined based on internal compensation strategies and market conditions. All years in the six-year forecast (FY 2026-FY 2031) assume that all budgeted positions are fully staffed at 100% occupancy, providing a consistent basis for projecting personnel-related expenditures.

Benefit costs for the budget year (FY 2026) are calculated during position budgeting using estimated rates for each benefit category. All vacant positions are budgeted with the highest-cost benefit packages to ensure adequate funding regardless of future hires. For the outyears, (FY 2027-FY 2031), benefit costs are projected as a percentage of wages, based on recent historical trends. This percentage ranges from 34 to 39 percent over the six-year forecast period, reflecting anticipated changes in healthcare premiums, retirement contributions, and other benefit-related expenses.

Maintenance and operations (M&O) costs for the budget year (FY 2026) are developed by the individual budget requestors based on program needs, service levels, and known cost drivers. These amounts serve as the baseline for projecting M&O costs in the outyears (FY 2027-FY 2031). Outyear projections are escalated annually using the anticipated Consumer Price Index (CPI), as published by the United States Congressional Budget Office. This approach ensures that inflationary impacts on goods and services are reflected in the long-range financial plan.

Self-insurance costs for the budget year (FY 2026) are developed by individual budget requestors using a combination of historical actuals, anticipated claims activity, and known or expected changes within the insurance industry. This approach allows for a tailored estimate that reflects both experience and emerging risk factors. Outyear projections are escalated annually using the anticipated Consumer Price Index (CPI), as published by the United States Congressional Budget Office.

Pass-thru costs are equal to 80 percent of the estimated earned share due to Pierce County Ferries from Federal Transit Administration (FTA) funding. For FTA formula funding, where future year allocations are not yet published, the forecast assumes the continuation of 80 percent of the last known estimated fiscal year across the remaining years of the forecast.

## ONE-TIME VERSUS ONGOING ASSUMPTIONS

The budget distinguishes between one-time and ongoing costs to ensure accurate long-term financial planning. Known one-time costs are fully included in the first year of the budget (FY 2026) and are removed from the projections in the outyears (FY 2027-FY 2031). Ongoing costs projected beyond the first year are adjusted based on the methods listed above for each expenditure category. All capital projects are considered one-time expenditures, where the full cost is applied to the anticipated project start year. All remaining project balances as of June 30th in the current fiscal year (FY 2025) that are not expected to be completed this year are carried forward to the budget year (FY 2026).

# 2026 Budget Highlights

**Budget Breakdown**      Ongoing Operations **\$216M** + Capital Improvements **\$129M** = Total Budget **\$345M**

**Sales Tax is Pierce Transit's #1 Revenue Source.** We collect 6¢ for every \$10 spent within our benefit area. Sales tax projects to be **\$117M** in 2026.



we're removing  
**15 vacant positions**  
compared to 2025



## Projected Service for 2026



### Fixed Route\*

**10,159,127**  
Ridership

**755,000**  
Service Hours

**11,510,668**  
Service Miles



### SHUTTLE

**337,645**  
Ridership

**216,284**  
Service Hours

**2,880,485**  
Service Miles



### Rideshare

**408,000**  
Ridership

**107,500**  
Service Hours

**3,600,000**  
Service Miles



### Runner

**92,195**  
Ridership

**47,995**  
Service Hours

**607,741**  
Service Miles

*\*Local and Regional*

# Annual Budget



# Operating Budget

## REVENUES

Operating revenues include both operating income, non-operating income, and contributions to pay for ongoing transportation operations. The type of revenue and percent change from 2025 Year-End Estimate is included in the table below.

**Fares** – Fare revenue accounts for approximately five percent of total operating revenue and is derived from fees charged to individuals for transit services. The average fare per boarding (AFB) for fixed route service is projected to be \$0.69 in FY 2026. The AFB varies based on factors such as total boardings and the distribution of boardings by fare type and rider category. No fare increases are included in the FY 2026 budget. The last adult fare increase occurred in November 2010. As of September 1, 2022, fares are no longer collected for riders aged 18 and under. Additionally, the ORCA LIFT reduce fare program became available to eligible riders on April 1, 2023.

	One Ride	All Day Local	All Day Regional	Monthly Local	Monthly Regional
Adult (19-64)	\$2	\$5	\$6	\$62	\$72
Discounted	\$1	\$2	\$2	NA	\$36
Youth (18 & Under)	FREE	FREE	FREE	FREE	FREE

**Sound Transit** – Regional Transit Service budgeted revenue totals \$65,124,290 in 2026 a 13.7 percent increase from 2025 Year-End Estimate. Pierce Transit is under contract with Sound Transit to provide regional express transit services. Sound Transit reimburses Pierce Transit for the cost of operating its service. For 2026, Sound Transit service hours are budgeted at 261,071. In addition to Express Service reimbursement, Sound Transit reimburses for their share of costs associated with security, liability insurance, and special services for operating Tacoma Dome Station and reimbursable ADA services to assist Sound Transit with FTA requirements for their Hilltop light rail extension.

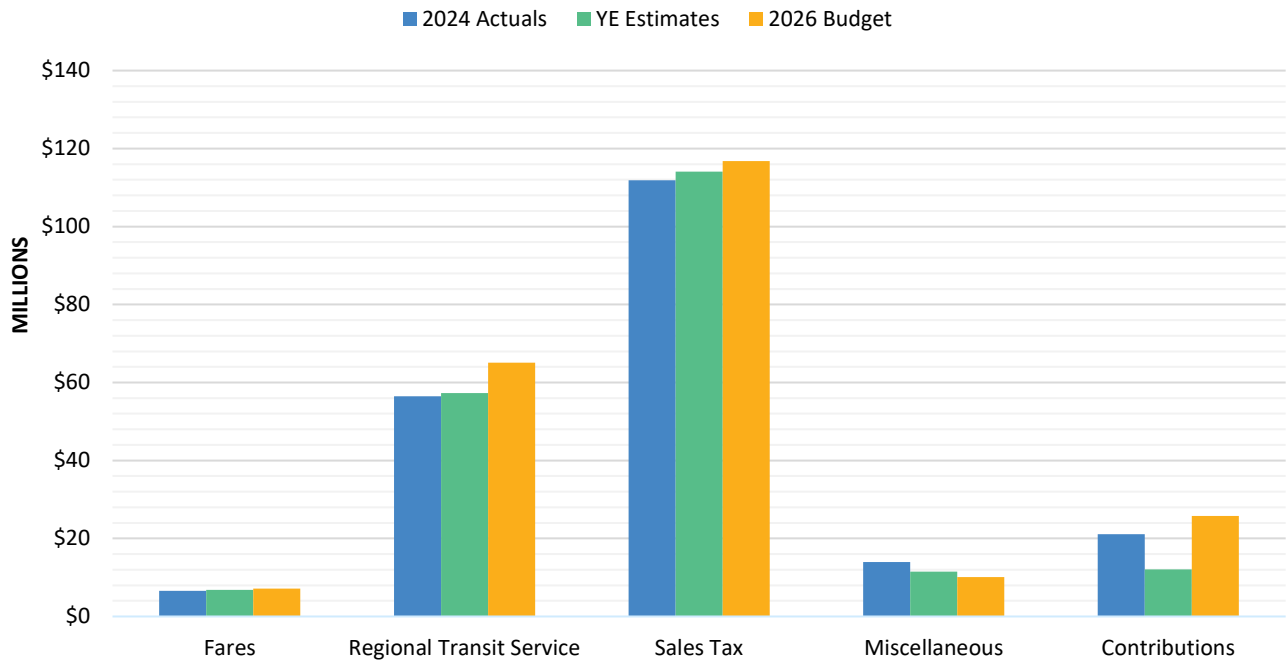
**Sales Tax** – Sales tax projections are based on economic conditions and analysis of activity in the jurisdictions in the Public Transportation Benefit Area (PTBA). Consumer spending plays a major role in the generation of sales tax revenue which is Pierce Transit’s primary operating revenue source. Sales tax represents 73.1 percent of the operating budget revenue excluding Sound Transit. In 2026, sales tax is expected to total \$116,794,690, a 2.4 percent increase over the 2025 Year-End Estimate and in line with current growth trends.

**Miscellaneous** – Includes revenues such as earned interest, advertising, gains on disposed assets, Lakeland Hill transportation services, and parking fees.

**Operating Contributions** – Operating Contributions are funds from partnering agencies. They include Federal Transportation Administration (FTA) for ADA Services and Low-No and Washington State Department of Transportation (WSDOT) for Special Needs, Transit Support, and Runner programs.

	<u>2024 Actuals</u>	2025	<u>2026 Budget</u>	YE Estimate vs Budget	
		<u>YE Estimates</u>		<u>\$ Change</u>	<u>% Change</u>
Operating Income					
Fares	6,573,620	6,824,190	7,149,240	325,050	4.8%
Regional Transit Service	56,477,584	57,278,070	65,124,290	7,846,220	13.7%
Non-Operating Income					
Sales Tax	111,899,630	114,046,180	116,794,690	2,748,510	2.4%
Miscellaneous	13,994,135	11,530,340	10,112,660	(1,417,680)	-12.3%
Contributions	21,081,542	12,057,000	25,781,750	13,724,750	113.8%
	<u>210,026,511</u>	<u>201,735,780</u>	<u>224,962,630</u>	<u>23,226,850</u>	<u>11.5%</u>

## OPERATING REVENUE BY YEAR AND CATEGORY



# OPERATING GRANTS

Activity	Grantor	Percent	Grant Funding	Required Match	Additional Local	Activity Cost
<b>2026</b>						
Preventative Maintenance	FTA	80%	7,830,550	1,957,640	2,186,720	11,974,910
ADA Operations	FTA	80%	1,656,260	414,070	2,929,810	5,000,140
FIFA Coordination	WSDOT	100%	938,830	-	100,000	1,038,830
Tideflats Runner	WSDOT	80%	537,180	134,300	-	671,480
Gig Harbor Runner	WSDOT	80%	613,910	153,480	-	767,390
Ruston Runner	WSDOT	80%	179,060	44,770	-	223,830
Spanaway North Runner	WSDOT	80%	613,920	153,480	-	767,400
High Capacity Transit Study	WSDOT	100%	2,000,000	-	-	2,000,000
Puyallup Runner	WSDOT	80%	613,910	153,480	-	767,390
Transit Support	WSDOT	100%	7,182,140	-	55,381,910	62,564,050
Special Needs	WSDOT	80%	3,578,490	894,620	6,330,130	10,803,240
RideShare Incentives	WSDOT	100%	37,500	-	-	37,500
<b>2027</b>						
Preventative Maintenance	FTA	80%	1,109,470	277,370	11,081,050	12,467,890
ADA Operations	FTA	80%	1,323,450	330,860	2,736,100	4,390,410
Tideflats Runner	WSDOT	80%	195,860	48,970	446,120	690,950
Gig Harbor Runner	WSDOT	80%	223,840	55,960	509,840	789,640
Ruston Runner	WSDOT	80%	65,280	16,320	148,720	230,320
Spanaway North Runner	WSDOT	80%	177,240	44,310	568,100	789,650
Puyallup Runner	WSDOT	80%	154,750	38,690	596,970	790,410
Transit Support	WSDOT	100%	7,182,140	-	58,273,680	65,455,820
Special Needs	WSDOT	80%	3,578,490	894,620	7,398,160	11,871,270
<b>2028</b>						
Preventative Maintenance	FTA	80%	1,702,870	425,720	10,850,710	12,979,300
ADA Operations	FTA	80%	1,323,450	330,860	2,872,200	4,526,510
Transit Support	WSDOT	100%	7,182,140	-	60,951,690	68,133,830
Special Needs	WSDOT	80%	3,578,490	894,620	7,766,170	12,239,280
<b>2029</b>						
Preventative Maintenance	FTA	80%	1,702,870	425,720	11,382,360	13,510,950
ADA Operations	FTA	80%	1,323,450	330,860	3,017,050	4,671,360
Transit Support	WSDOT	100%	7,182,140	-	63,735,400	70,917,540
Special Needs	WSDOT	80%	3,578,490	894,620	8,157,830	12,630,940
<b>2030</b>						
Preventative Maintenance	FTA	80%	1,702,870	425,720	11,935,030	14,063,620
ADA Operations	FTA	80%	1,323,450	330,860	3,166,530	4,820,840
Transit Support	WSDOT	100%	7,182,140	-	66,628,900	73,811,040
Special Needs	WSDOT	80%	3,578,490	894,620	8,562,020	13,035,130
<b>2031</b>						
Preventative Maintenance	FTA	80%	1,702,870	425,720	12,509,530	14,638,120
ADA Operations	FTA	80%	1,323,450	330,860	3,320,800	4,975,110
Transit Support	WSDOT	100%	7,182,140	-	69,636,370	76,818,510
Special Needs	WSDOT	80%	3,578,490	894,620	8,979,140	13,452,250

# EXPENDITURES

Operating expenditures are funds paid for providing and administering transportation services including wages, benefits, maintenance and operations (M&O), and self-insurance costs. Non-operating expenditures are funds for Pierce County grant exchange funds agreements.

Operating expenses are projected to total \$216,491,320 a 15.7 percent increase from the 2025 year-end estimate. The changes from the 2025 year-end estimate to the 2026 budget are as follows:

**Wages** – The 2026 budget includes 967 positions or 965 full-time equivalents (FTEs). The 16.0 percent increase in wages includes general wage adjustments, eligible step increases, and projected wages and salaries for filling vacant positions from the prior year. Represented employees are 84% of the total Agency workforce. The master agreement with the Amalgamated Transit Union (ATU) expires December 31, 2026, International Association of Machinists (IAM) expires December 31, 2027, and Protec17 is currently in negotiations. A placeholder for Protec17 has been assumed in the budget; however, the actual amounts will be set in the final master agreement.

**Benefits** – The increase in benefits of 10.0 percent or \$3,058,910 is a result of projected medical, dental, and vision premium increases, percentage-based benefits that increase with wages, and filling vacancies with the most expensive benefit package.

- AWC medical, dental, and vision benefits increased at the 3-year average percentage rate.
- Public Employees Retirement System decreased by 0.80% based on DRS adopted rates.
- Deferred compensation, long-term disability, and federal tax rates remain unchanged.

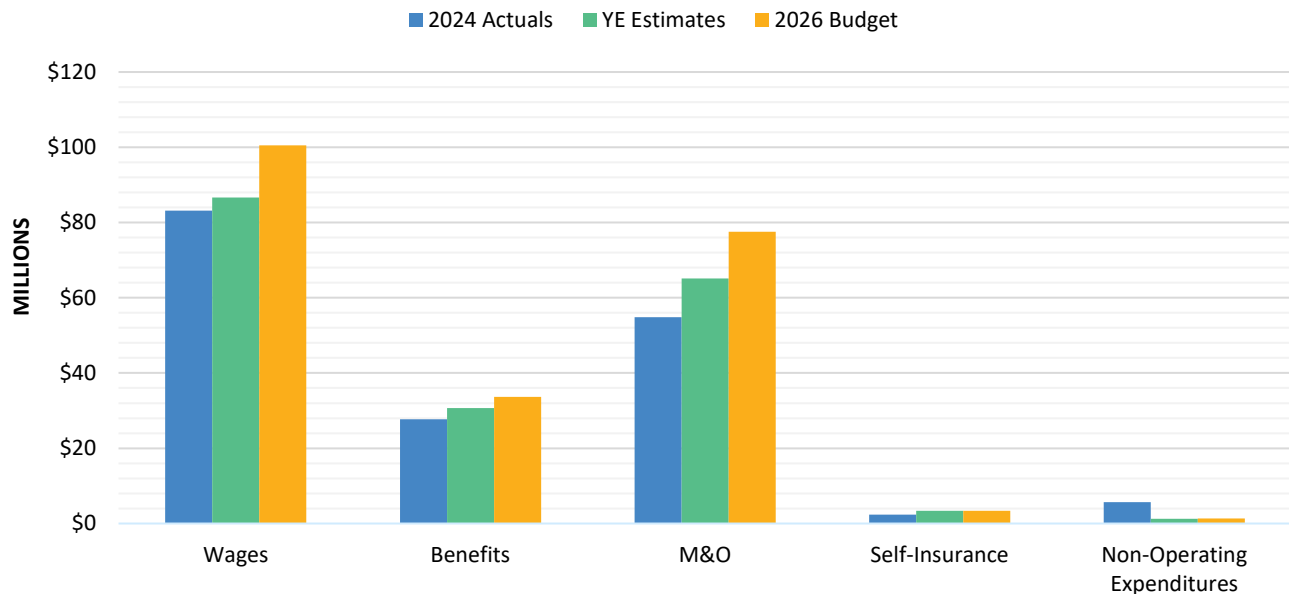
**Maintenance and Operations** – The 2026 maintenance and operations (M&O) budget is \$77,572,210. The expenditures support service, maintenance of equipment, and technology system needs. This is an increase of \$12,410,770 or 19 percent higher than the 2025 year-end estimate. The increases in expenses are impacted by the planned number of service hours and miles operated as well as inflation on key items such as security, policing, and purchased transportation costs.

**Self-Insurance** – The 2026 self-insurance budget is \$3,417,000. The expenditures cover the cost of claims that arise from workers' compensation and unemployment.

**Non-Operating Expenditures** – 2026 non-operating expenditures is a payment of \$1,325,010 to Pierce County grant exchange funds agreement. Pierce County Ferries receives 80% of their portion of FTA funding. The remainder is held by Pierce Transit as an administrative fee.

	2025			YE Estimate vs Budget	
	<u>2024 Actuals</u>	<u>YE Estimates</u>	<u>2026 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
Wages	83,197,646	86,653,890	100,477,360	13,823,470	16.0%
Benefits	27,697,630	30,640,830	33,699,740	3,058,910	10.0%
M&O	54,823,299	65,161,440	77,572,210	12,410,770	19.0%
Self-Insurance	2,334,089	3,373,000	3,417,000	44,000	1.3%
Operating Expenditures	168,052,665	185,829,160	215,166,310	29,337,150	15.8%
Non-Operating Expenditures	5,649,539	1,293,540	1,325,010	31,470	2.4%
	173,702,204	187,122,700	216,491,320	29,368,620	15.7%

## OPERATING EXPENDITURES BY YEAR AND CATEGORY

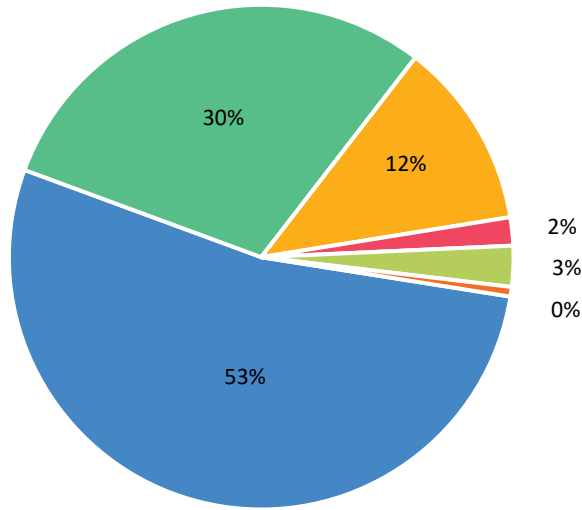


## RESERVE BALANCE

Pierce Transit defines the operating reserve balance as reserves maintained to provide enough working capital to finance cash flow requirements, meet unanticipated downturns in revenue, and provide funds for emergency expenditures. This balance must be maintained at a level of reserves that meets or exceeds the Agency’s required reserve policy of two months of operating expenses.

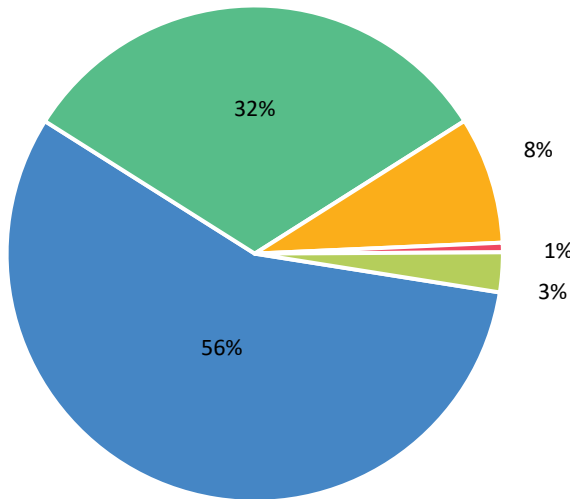
The 2026 budget includes operating and non-operating revenues of \$225 million which funds operating and non-operating expenses of \$216 million for 1,126,779 hours of service and contributes to the capital program. In addition, the budget fully funds and maintains all reserve balances at levels required by the Board adopted reserve policy.

**2026 OPERATING BUDGET**  
\$216,491,320



■ Local Fixed Route ■ Regional Fixed Route ■ SHUTTLE ■ Runner ■ Rideshare ■ Pass-Thru

**2026 STAFFING**  
967 POSITIONS



■ Local Fixed Route ■ Regional Fixed Route ■ SHUTTLE ■ Runner ■ Rideshare

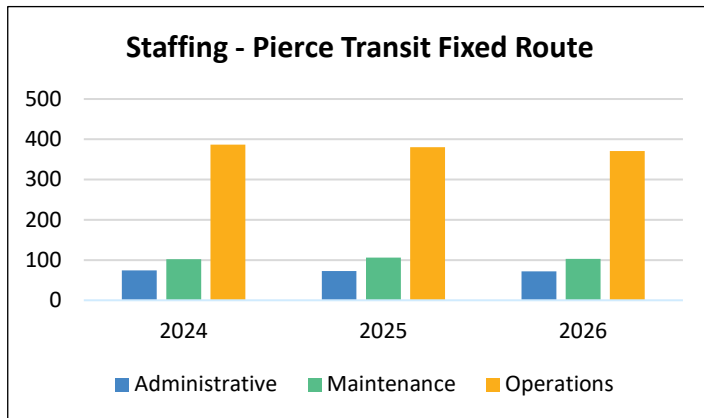
The pass-thru amount of \$1,325,010 is not considered part of the allocation by mode and is not included in the following section, Operating Budget by Mode.

# Operating Budget by Mode

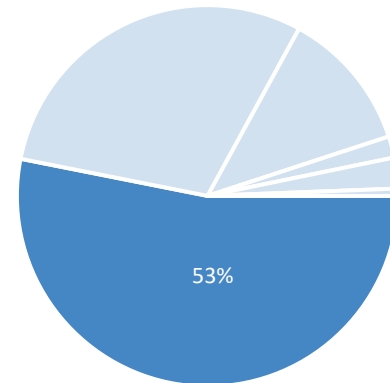
## LOCAL FIXED ROUTE

Local fixed route service consists of 30 routes and approximately 2,000 bus stops. Total costs of \$115 million to operate this service.

Category	2024 Actuals	2025 Budget	2025 YE Estimate	2026 Budget
Wages	48,569,731	55,594,860	50,760,180	58,797,930
Benefits	17,291,968	20,517,350	18,350,570	21,256,340
Services	4,226,562	10,836,785	11,685,020	13,535,310
Supplies	13,120,852	15,335,580	11,534,870	13,361,390
Utilities	1,494,425	876,750	814,610	943,600
Insurance	2,173,230	3,401,150	2,145,460	2,485,230
Other	1,057,831	2,719,090	3,647,640	4,225,230
Rentals	342,692	365,150	397,940	391,820
<b>Total</b>	<b>88,277,291</b>	<b>109,646,715</b>	<b>99,336,290</b>	<b>114,996,850</b>



Percent of 2026 Operating Budget



Measure	2025 YE Estimate	2026 Budget	Change	2026 Cost/Measure
Ridership	7,094,401	7,462,264	2.6%	\$15.41
Service Hours	469,588	493,929	2.6%	\$232.82
Service Miles	5,631,513	5,721,238	-0.9%	\$20.10

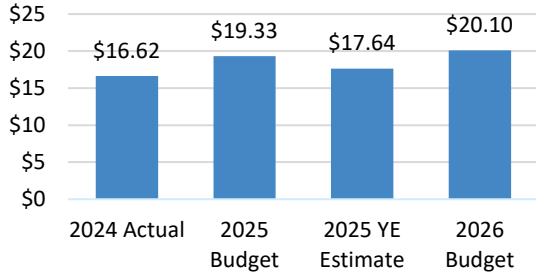
### 2025 Accomplishments

- Overhauled scheduling to make routes more efficient
- Implemented campaign for On-Time Performance
- Completed Phases 1 & 2 of recovery plan

### 2026 Goals

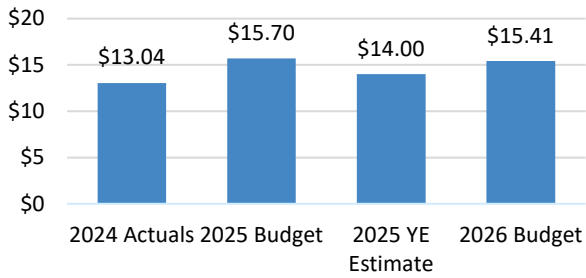
- Continue recovery plan to 482,000 service hours
- Staff all budgeted positions
- Achieve and maintain a minimum 85% On-Time Performance

### Operating Expense per Vehicle Mile



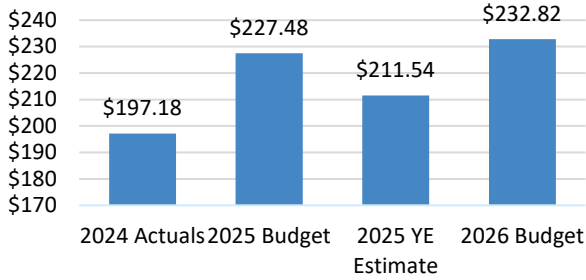
Expense per revenue mile is the total cost to operate the service divided by the number of miles, excluding the miles from base to the first pickup and the last drop off to base.

### Operating Expense per Boarding



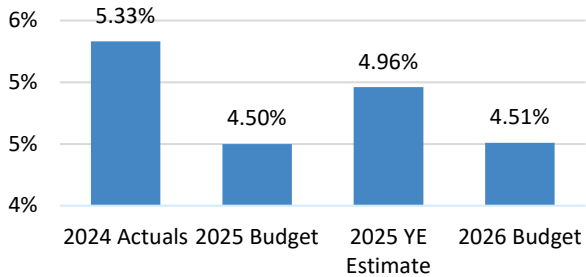
Expense per boarding is the total cost to operate the service divided by the total number of boardings.

### Operating Expense per Vehicle Hour



Expense per revenue hour is the total cost to operate the service divided by the number of hours, excluding the time from base to the first pick up and the last drop off to base.

### Fare Recovery

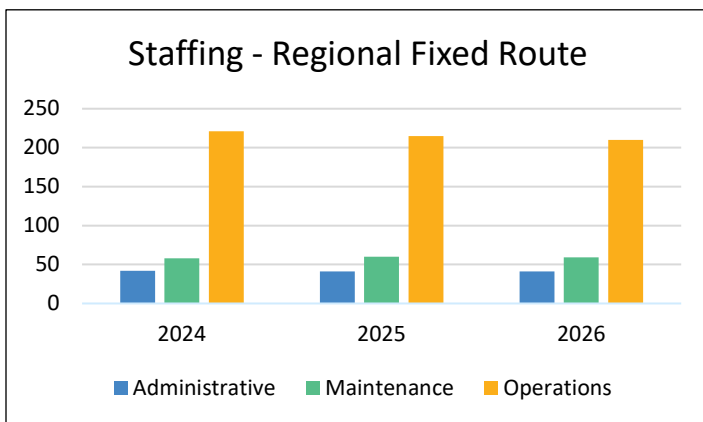


Fare recovery is the revenue generated by a service divided by the total cost to run the service.

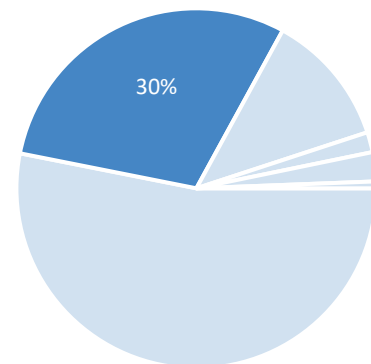
# REGIONAL FIXED ROUTE

Contracted service between Pierce Transit and Sound Transit to provide regional bus services between Pierce and King Counties. Total costs of \$65 million to operate the service, reimbursed by Sound Transit.

Category	2024 Actuals	2025 Budget	2025 YE Estimate	2026 Budget
Wages	27,577,389	32,348,320	29,399,510	34,054,850
Benefits	9,961,361	12,056,480	10,735,160	12,435,050
Services	3,731,773	5,327,620	5,714,510	6,619,390
Supplies	7,667,361	7,710,530	6,105,570	7,072,370
Utilities	577,612	487,460	456,290	528,540
Insurance	1,521,975	1,965,160	1,913,340	2,216,340
Other	895,578	523,900	1,465,670	1,697,750
<b>Total</b>	<b>51,933,049</b>	<b>60,419,470</b>	<b>55,790,050</b>	<b>64,624,290</b>



Percent of 2026 Operating Budget



Measure	2025 YE Estimate	2026 Budget	Change	2026 Cost/Measure
Ridership	2,642,013	2,696,863	6.7%	23.96
Service Hours	255,791	261,071	6.7%	\$247.54
Service Miles	5,814,680	5,789,430	4.1%	\$11.16

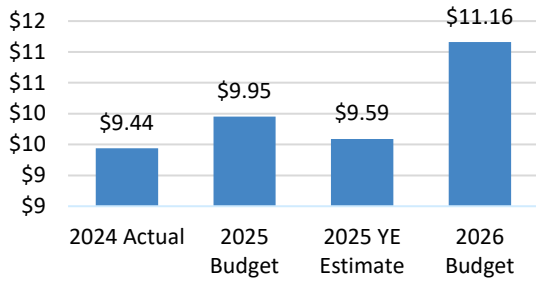
**2025 Accomplishments:**

- Canceled trips decreased by an average of 0.2%
- Executed contract with Sound Transit to include T-Link Paratransit

**2026 Goals:**

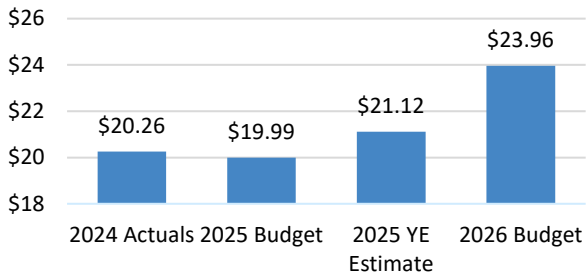
- Restore service hours paused in March 2024
- Meet On-Time Performance Sound Transit standard of greater or equal to 85%

**Operating Expense per Vehicle Mile**



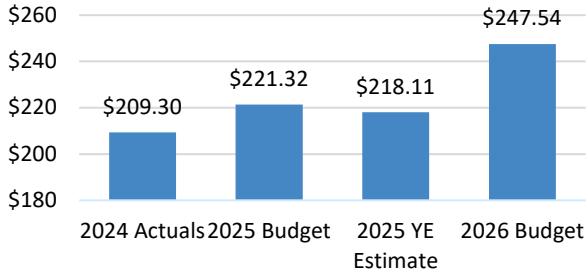
Expense per revenue mile is the total cost to operate the service divided by the number of miles, excluding the miles from base to the first pickup and the last drop off to base.

**Operating Expense per Boarding**



Expense per boarding is the total cost to operate the service divided by the total number of boardings.

**Operating Expense per Vehicle Hour**



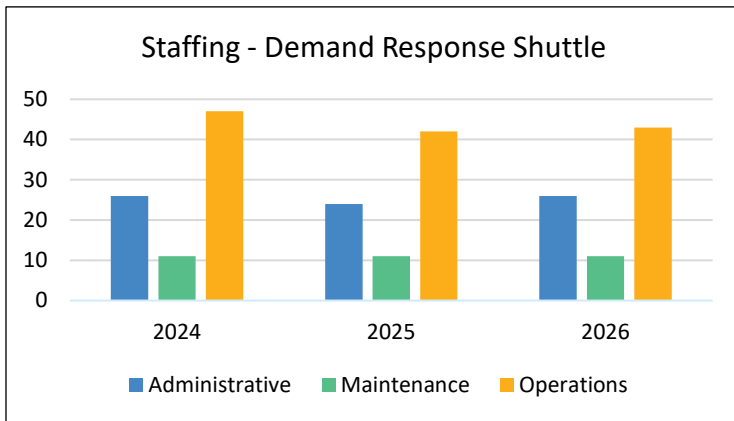
Expense per revenue hour is the total cost to operate the service divided by the number of hours, excluding the time from base to the first pick up and the last drop off to base.

Fare Recovery is not supplied for Sound Transit

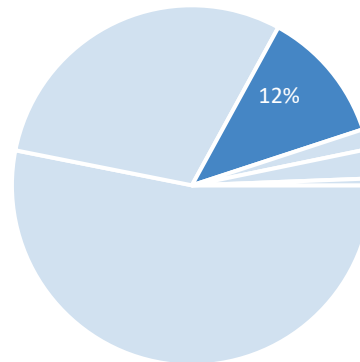
# DEMAND RESPONSE - SHUTTLE

To use our SHUTTLE service, you must apply and qualify. Shuttle service operates within ¼ of a mile of our local fixed route service, plus a small area near Sound Transit’s T line service in the Hilltop area. Total costs of \$26 million to operate this service.

Category	2024 Actuals	2025 Budget	2025 YE Estimate	2026 Budget
Wages	5,019,815	4,863,440	4,705,390	5,450,480
Benefits	1,655,485	1,767,800	1,648,740	1,909,810
Services	565,849	426,200	594,600	688,750
Supplies	1,111,215	464,870	1,233,770	1,429,130
Utilities	30,672	39,890	40,290	46,670
Insurance	163,639	181,320	109,730	127,100
Other	11,546,790	13,742,650	13,854,620	16,048,460
Rentals	239,776	245,450	245,450	265,000
<b>Total</b>	<b>20,333,241</b>	<b>21,731,620</b>	<b>22,432,590</b>	<b>25,965,400</b>



Percent of 2026 Operating Budget



Measure	2025 YE Estimate	2026 Budget	Change	2026 Cost/Measure
Ridership	\$316,761	\$337,645	6.6%	\$76.90
Service Hours	\$201,504	\$216,284	7.3%	\$120.05
Service Miles	\$2,803,329	\$2,880,485	2.8%	\$9.01

## 2025 Accomplishments

- Answered over 200,000 calls
- Provided over 300,000 trips

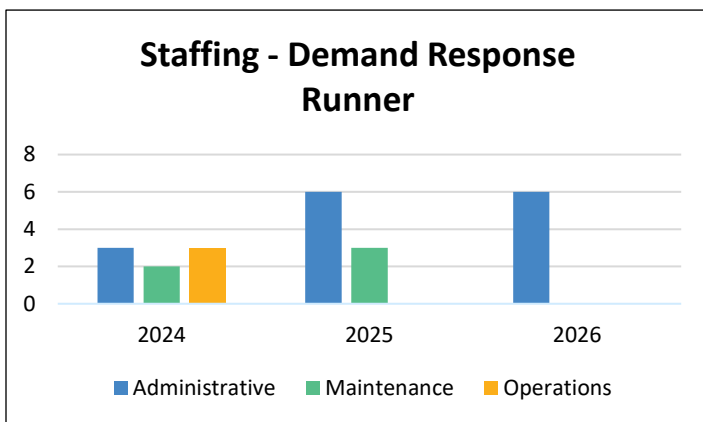
## 2026 Goals

- Maintain a 92% on-time performance
- Answer 99% of calls within three minutes
- Increase motivation and focus of agents by enabling participation gamification module in software

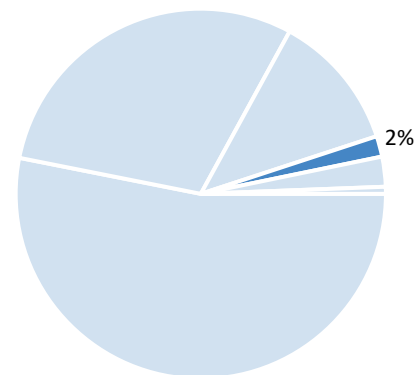
# DEMAND RESPONSE - RUNNER

On demand service, also known as Runner, assists within communities by connecting them to connection points within the service area, such as transit centers. Total costs of \$4 million to operate this service.

Category	2024 Actuals	2025 Budget	2025 YE Estimate	2026 Budget
Wages	185,847	213,940	227,700	263,750
Benefits	70,043	85,010	87,790	101,690
Services	33,331	52,050	57,310	66,380
Supplies	11,830	80,520	59,940	69,430
Utilities	16	7,690	8,120	9,410
Insurance	9,928	24,080	27,430	31,770
Other	2,432,679	3,058,580	2,911,210	3,372,190
<b>Total</b>	<b>2,743,674</b>	<b>3,521,870</b>	<b>3,379,500</b>	<b>3,914,620</b>



Percent of 2026 Operating Budget



Measure	2025 YE Estimate	2026 Budget	Change	2026 Cost/Measure
Ridership	89,577	92,195	2.9%	\$42.46
Service Hours	47,995	47,995	0.0%	\$81.56
Service Miles	607,741	607,741	0.0%	\$6.44

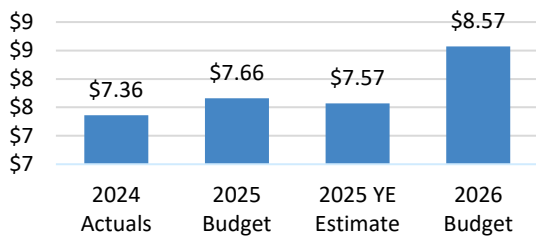
## 2025 Accomplishments

- Implemented zone updates for Spanaway and Puyallup
- Acquired grant funding for all zones through 2027

## 2026 Goals

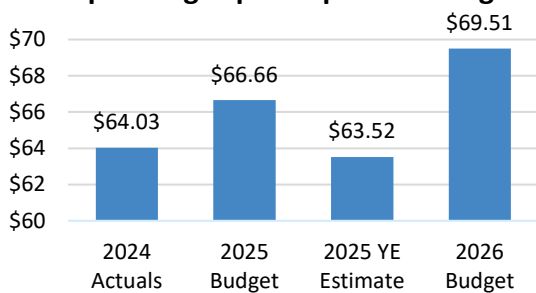
- Implement ORCA payments with new tablet system
- Implement telematics reporting from Via

### Operating Expense per Vehicle Mile



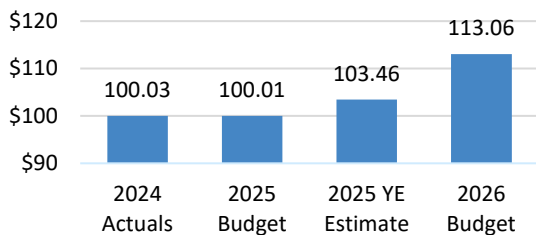
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### Operating Expense per Boarding



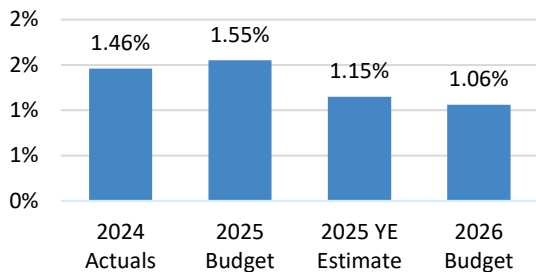
Expense per boarding is the total cost to operate the service divided by the total number of boardings.

### Operating Expense per Vehicle Hour



Expense per revenue hour is the total cost to operate the service divided by the number of hours, excluding the time from base to the first pick up and the last drop off to base.

### Fare Recovery

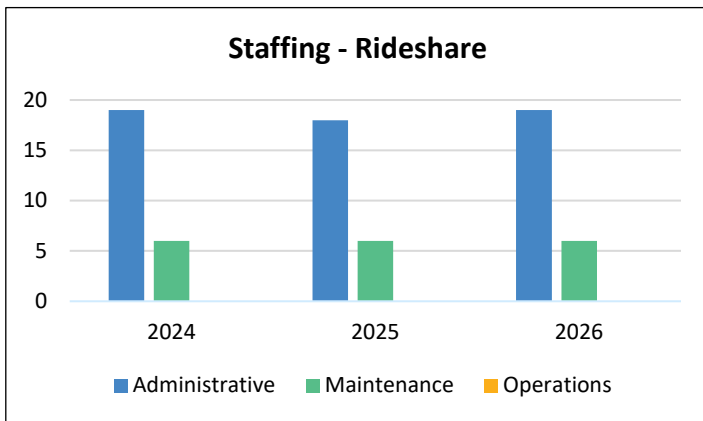


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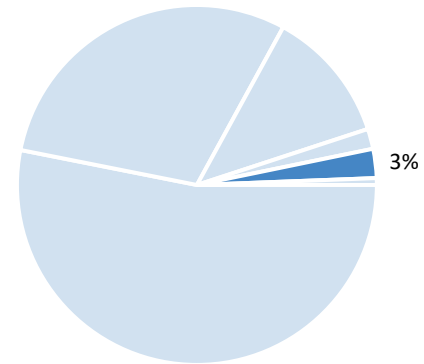
# RIDESHARE

Rideshare, formerly Vanpool, groups individuals that have a common starting and ending journey to decrease single occupancy vehicles and reduce congestion. Total costs of \$6 million to operate this service.

Category	2024 Actuals	2025 Budget	2025 YE Estimate	2026 Budget
Wages	1,931,801	2,000,440	1,866,260	2,161,780
Benefits	693,410	742,880	654,590	758,240
Services	256,876	334,590	347,040	401,990
Supplies	1,352,939	1,613,470	1,231,740	1,426,780
Utilities	49,343	47,680	43,540	50,430
Insurance	423,069	63,750	623,830	722,610
Other	57,972	68,350	123,730	143,320
<b>Total</b>	<b>4,765,410</b>	<b>4,871,160</b>	<b>4,890,730</b>	<b>5,665,150</b>



Percent of 2026 Operating Budget



Measure	2025 YE Estimate	2026 Budget	Change	2026 Cost/Measure
Ridership	400,000	408,000	2.0%	\$13.89
Service Hours	106,540	107,500	0.9%	\$52.70
Service Miles	3,580,000	3,600,000	0.6%	\$1.57

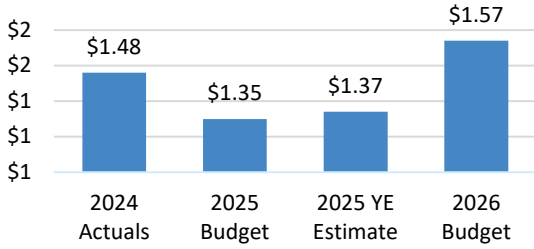
## 2025 Accomplishments

- Completed customer satisfaction survey
- Launched a daily rider reservation platform

## 2026 Goals

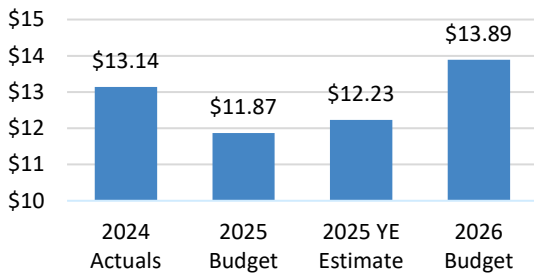
- Increase passenger group size by 5% for groups of 5 or more
- Improve operational efficiency by reducing preventable accidents by 20%
- Benchmark fare structures for comparable programs

### Operating Expense per Vehicle Mile



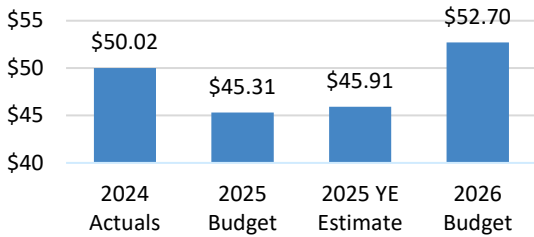
Expense per revenue mile is the total cost to operate the service divided by the number of miles, excluding the miles from base to the first pickup and the last drop off to base.

### Operating Expense per Boarding



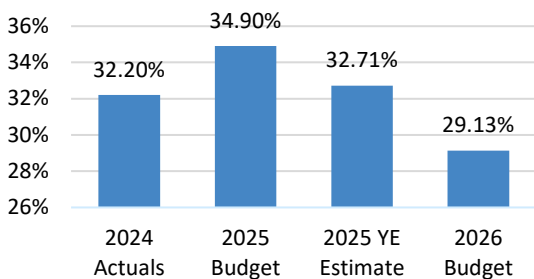
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### Operating Expense per Vehicle Hour



Expense per revenue hour is the total cost to operate the service divided by the number of hours, excluding the time from base to the first pick up and the last drop off to base.

### Fare Recovery



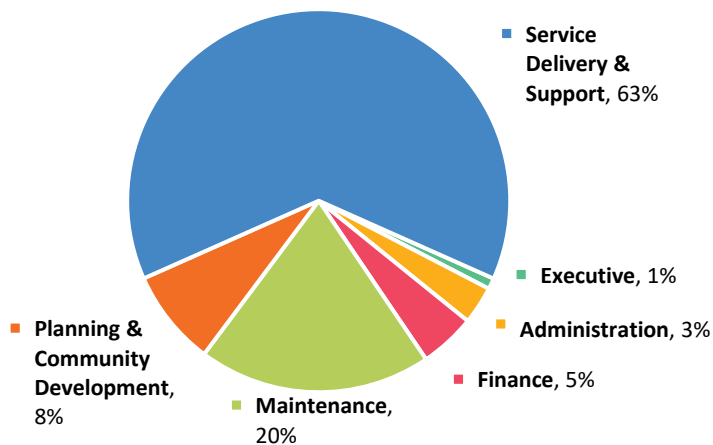
Fare recovery is the revenue generated by a service divided by the total cost to run the service.

# Operating Budget by Division

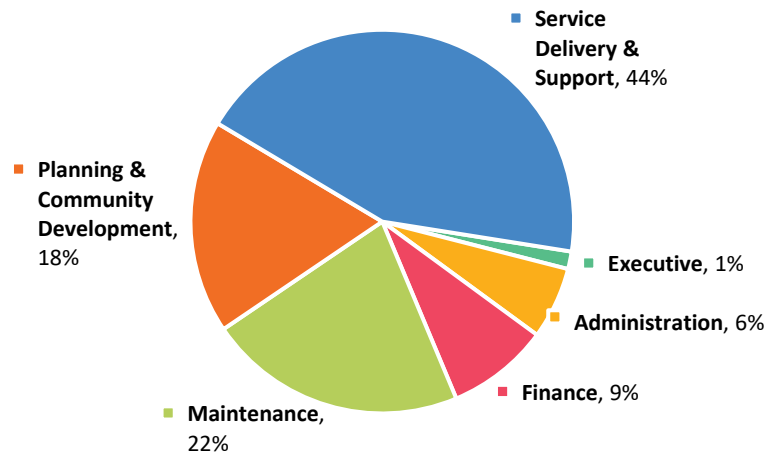
	Executive	Administration	Finance	Maintenance	Planning & Community Development	Service Delivery & Support	Agency-Wide
Full-Time Equivalent	9.00	31.00	45.50	190.00	78.50	611.00	965.00
Wages	1,491,870	4,205,680	6,243,700	18,462,180	8,379,190	61,694,740	100,477,360
Benefits	415,270	1,365,630	1,979,210	6,807,030	2,634,960	20,497,640	33,699,740
<b>Total Personnel</b>	<b>1,907,140</b>	<b>5,571,310</b>	<b>8,222,910</b>	<b>25,269,210</b>	<b>11,014,150</b>	<b>82,192,380</b>	<b>134,177,100</b>
Supplies	5,070	241,020	7,561,700	16,995,820	2,030,780	477,740	27,312,130
Services	1,031,090	1,308,330	645,840	602,300	3,462,450	10,130,630	17,180,640
Insurance	-	5,712,560	-	-	-	2,300	5,714,860
Utilities	-	-	484,320	1,086,840	7,500	-	1,578,660
Repairs	-	2,000	3,700	643,760	42,370	28,700	720,530
Rentals	-	-	-	127,000	525,120	4,700	656,820
Other	193,250	33,700	1,358,600	358,650	21,119,790	186,780	23,250,770
Contracted Services	500	1,790	-	1,145,510	-	10,000	1,157,800
Other Improvements	-	-	-	-	-	-	-
<b>Total M&amp;O</b>	<b>1,229,910</b>	<b>7,299,400</b>	<b>10,054,160</b>	<b>20,959,880</b>	<b>27,188,010</b>	<b>10,840,850</b>	<b>77,572,210</b>
<b>Total Expenditures</b>	<b>3,137,050</b>	<b>12,870,710</b>	<b>18,277,070</b>	<b>46,229,090</b>	<b>38,202,160</b>	<b>93,033,230</b>	<b>211,749,310</b>

The difference between the total operating budget of \$216,491,320 and the operating budget by division of \$211,749,310 is \$4,742,010. This is the cost of self-insurance, \$3,417,000 and pass thru to Pierce County Ferries, \$1,325,010, which are considered non-departmental expenditures.

## 2026 FULL-TIME EQUIVALENT BY DIVISION



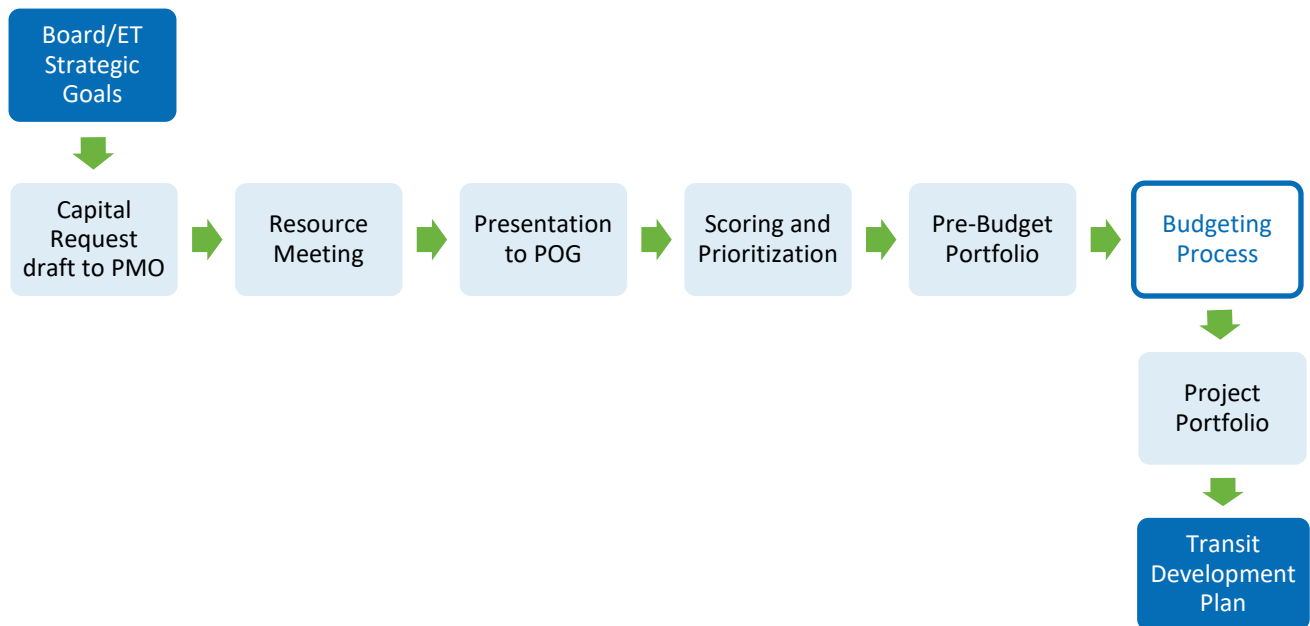
## 2026 EXPENDITURES BY DIVISION



# Capital Budget

## PROJECT SELECTION

Annually, the Project Oversight Group (POG) performs the Capital Project Selection process to develop the Six-Year Capital Improvement plan. Capital Project Selection is a process during which capital projects are proposed throughout the Agency, and the POG determines which projects, and order of priority, to recommend to the Executive Team for funding. Current projects that are not completed are automatically carried forward to the next year's budget.



For more information on our current Transit Development Plan, visit [PierceTransit.org/public-documents](https://PierceTransit.org/public-documents).

# REVENUES

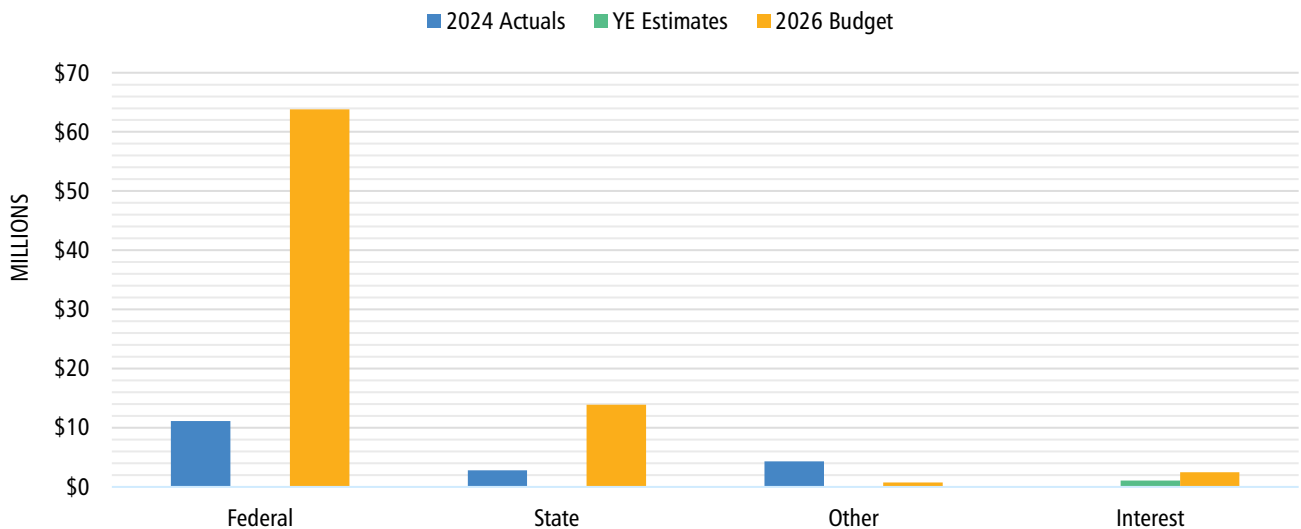
**Federal** – The majority of Pierce Transit’s federal funding comes from the Federal Transportation Administration (FTA) through formula funds. Formula funds are based on metrics from the urbanized area, allocating a portion of the money to Pierce Transit. Due to the routine nature of formula funds, Pierce Transit often uses them to fund vehicle replacement. Pierce Transit also participates in competitive grant awards with FTA, which we have successfully secured over \$29 million competitive awards included in the 2026 budget. The current budget has \$30.9 million funding vehicles, \$6.3 million funding passenger facilities, and \$26.6 million funding other assets such as bus shelters and base charging infrastructure.

**State** – Similar to federal funding we have one main source for state, Washington State Department of Transportation (WSDOT). Approximately \$9.1 million of state funding is being used towards the Spanaway Transit Center Parking Lot Expansion and Enhanced Bus projects. The remainder is funding on-route charging infrastructure and vehicles.

**Other** – All of the \$0.7 million in other funding is from Sound Transit. They fund projects that support their services at Tacoma Dome Station.

	<u>2024 Actuals</u>	2025		YE Estimate vs Budget	
		<u>YE Estimates</u>	<u>2026 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
Contributions					
Federal	\$11,129,374	\$8,150	\$63,802,910	\$63,794,760	782757.8%
State	2,814,223	158,250	13,907,390	13,749,140	8688.2%
Other	4,342,224	22,770	743,400	720,630	3164.8%
Interest	147,660	1,080,000	2,493,120	1,413,120	130.8%
	<u>\$18,433,480</u>	<u>\$1,269,170</u>	<u>\$80,946,820</u>	<u>\$79,677,650</u>	<u>6277.9%</u>

## CAPITAL REVENUE BY YEAR AND CATEGORY



## EXPENDITURES

**Revenue Vehicles** – 38% of the capital budget, this category consists of bus, shuttle, and Rideshare vehicle replacement.

**Base Facilities** – 20% of the capital budget, projects such as electric vehicle charging infrastructure at our headquarter facilities.

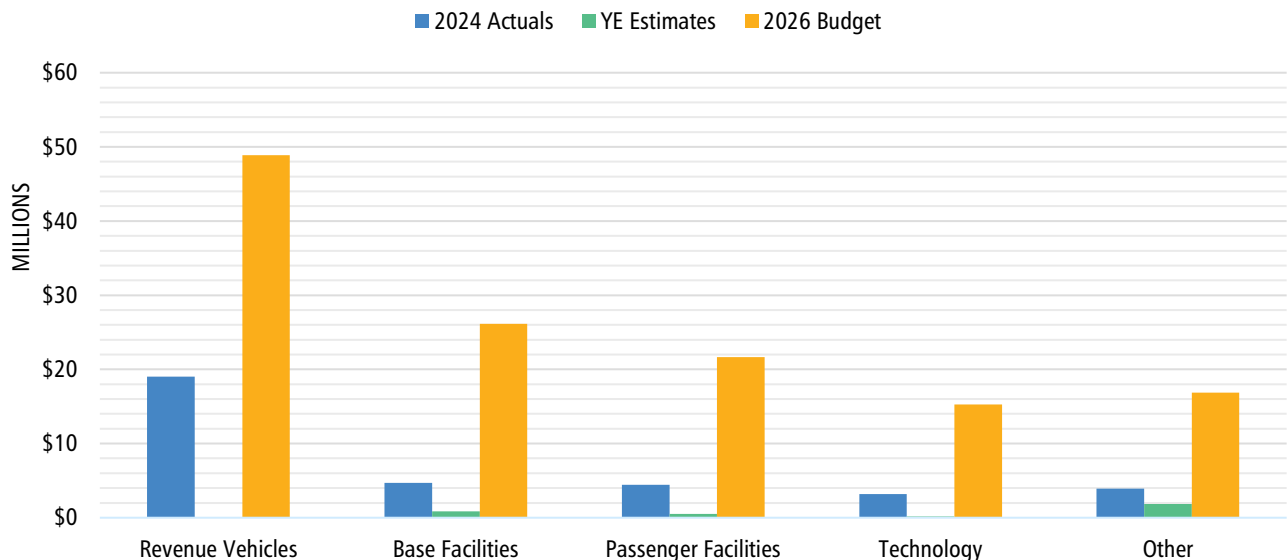
**Passenger Facilities** – 17% of the capital budget, this category contains improvement projects to Transit Centers and Park and Rides.

**Technology** – 12% of the capital budget, provide infrastructure and software to improve information and services for staff and the public.

**Other** – 13% of the capital budget, this category includes support vehicles for maintenance and operations, bus shelters, and equipment that is not fixed to a building.

	2025			YE Estimate vs Budget	
	2024 Actuals	YE Estimates	2026 Budget	\$ Change	% Change
Revenue Vehicles	19,005,265	65,640	48,875,390	48,809,750	74359.8%
Base Facilities	4,711,713	863,650	26,143,350	25,279,700	2927.1%
Passenger Facilities	4,449,013	521,140	21,696,420	21,175,280	4063.3%
Technology	3,167,147	179,250	15,276,600	15,097,350	8422.5%
Other	3,940,754	1,855,460	16,879,620	15,024,160	809.7%
	35,273,892	3,485,140	128,871,380	125,386,240	3597.7%

## CAPITAL EXPENDITURES BY YEAR AND CATEGORY



Line #	Category	Project Name	Project #	Project Budget	Spent Thru 2024	2025 YE Estimate	2026 New Requested	2026 Budget	Local	Grant
1	B	MOBI	525	62,800,000	56,824,280	472,170	(5,000,000)	503,550	503,550	
2	B	Base BEB Charging Exp to 12	653	4,444,500		440		4,444,060	888,510	3,555,550
3	B	Bldg 4 HVAC Retrofit	671	305,900	24,271	19,680		261,950	261,950	
4	B	Bldg 5 Spec Transportation	676	400,400	6,207	371,360		22,830	22,830	
5	B	Gantry w/ Depot for 30	680	16,963,830				16,963,830	2,179,080	14,784,750
6	B	Bus Lot Emergency Notification Sys	683	53,530			50,860	104,390	20,880	83,510
7	B	Bldg 1 Security Cameras & EWS	684	38,760				38,760	38,760	
8	B	F&W TV Monitor Screens	685	17,000				17,000	17,000	
9	B	Bldg 1 Tire Shop Office Reno	690	44,000			41,800	85,800	(29,140)	114,940
10	B	F&W EV Chargers	692	622,160			57,870	680,030	136,000	544,030
11	B	Running Repair Restroom Reno	NEW08				31,500	31,500	31,500	
12	B	Bldg 1 Bodysop Restroom Reno	NEW09				31,500	31,500	31,500	
13	B	Bldg 1 Lighting Modification	NEW10				151,800	151,800	151,800	
14	B	ADA Eligibility Assessment Fac	NEW14				2,686,350	2,686,350	537,270	2,149,080
15	B	Workspace Design	NEW15				120,000	120,000	120,000	
<b>Subtotal Base Facilities</b>				<b>85,690,080</b>	<b>56,854,758</b>	<b>863,650</b>	<b>(1,828,320)</b>	<b>26,143,350</b>	<b>4,911,490</b>	<b>21,231,860</b>
16	O	Bus Shelter Replacement	633	4,218,430	1,518,674	740,400	2,259,080	4,218,440	772,620	3,445,820
17	O	Enhanced Bus SR7	657	5,672,290	1,754,528	72,000		3,845,760	(895,310)	4,741,070
18	O	Bldg 1 Paint Booth Controls	658	210,580				210,580	210,580	
19	O	Bldg 1 Wheel Alignment Machine	661	103,000				103,000	103,000	
20	O	Bldg 1 Can Crusher	663	25,290		12,140		13,150	13,150	
21	O	Support Vehicle Replacement 2024	666	896,150	272,384	515,060		108,710	108,710	
22	O	Fleet Maintenance Purchases	686	673,800			31,650	705,450	705,450	
23	O	Marketing Plotter Replacement	694	33,410				33,410	33,410	
24	O	Support Vehicle Replacement	696	1,299,880		284,980	2,139,160	3,154,060	3,154,060	
25	O	Stream Community Line Exp	699	1,419,530				1,419,530	283,910	1,135,620
26	O	Stream Meridian/SR161 TSP	703	1,560,000				1,560,000	260,000	1,300,000
27	O	Facilities Maintenance Purchases	704	17,780		17,780	67,440	67,440	67,440	
28	O	Misc. Capital Equipment	778	96,290			103,710	200,000	200,000	
29	O	Bus Stop Bench Expansion	NEW03				575,720	575,720	575,720	
30	O	Bus Stop Upgrades	NEW06				577,000	577,000	115,400	461,600
31	O	Protective Devices	NEW17				75,590	75,590	75,590	
32	O	Bldg 5 Light Pole	NEW18				11,780	11,780	11,780	
<b>Subtotal Other</b>				<b>16,226,430</b>	<b>3,545,586</b>	<b>1,642,360</b>	<b>5,841,130</b>	<b>16,879,620</b>	<b>5,795,510</b>	<b>11,084,110</b>
33	P	Pac Ave/SR7 P&R	556	13,192,886	9,341,274	370,540		3,481,070	3,481,070	
34	P	TDS Elevator Repairs & Upgrades	588	3,451,549	3,327,216	24,440		99,890	99,890	
35	P	Spanaway TC Parking Lot Expansion	607	15,493,350	854,454	76,720		14,562,180	1,859,030	12,703,150
36	P	TDS Wayfinding	608	1,308,837	80,207	49,440		1,179,190	435,790	743,400
37	P	Braille & Real Time Signage	687	2,914,070			(1,136,640)	1,777,430	844,580	932,850
38	P	Commerce Tunnel Gate Retrofit	691	120,000			160,000	280,000	280,000	
39	P	Lakewood Transit Center Roof Repl	698	25,200				25,200	25,200	
40	P	TDS Pedestrian Improvements	NEW05				33,000	33,000	33,000	
41	P	TCC Transit Center SOGR	NEW11				73,120	73,120	73,120	
42	P	Tacoma Mall TC Sealing	NEW12				67,200	67,200	67,200	
43	P	512 P&R Seal and Stripe	NEW13				93,450	93,450	93,450	
44	P	South Hill TC Sprinkler Sys	NEW16				24,690	24,690	24,690	
<b>Subtotal Passenger Facilities</b>				<b>36,505,892</b>	<b>13,603,152</b>	<b>521,140</b>	<b>(685,180)</b>	<b>21,696,420</b>	<b>7,317,020</b>	<b>14,379,400</b>
45	R	SHUTTLE Replacement 2023	637	3,114,590				3,114,590	623,080	2,491,510
46	R	Bus Fleet Replacement 2024	659	13,651,990				13,651,990	2,730,390	10,921,600
47	R	SHUTTLE Replacement 2024	660	13,898,430				13,898,430	6,121,470	7,776,960
48	R	SHUTTLE Replacement	681	4,120,340				4,120,340	824,070	3,296,270
49	R	Bus Fleet Replacement	682	8,796,250				8,796,250	2,363,840	6,432,410
50	R	RideShare Replacement	693	3,424,360			1,869,430	5,293,790	4,454,210	839,580
<b>Subtotal Revenue Vehicles</b>				<b>47,005,960</b>	<b>-</b>	<b>-</b>	<b>1,869,430</b>	<b>48,875,390</b>	<b>17,117,060</b>	<b>31,758,330</b>
51	T	Security Systems Replacement	452	4,080,769	2,873,380			1,207,390	1,207,390	
52	T	ngORCA	482	6,935,194	4,118,243	34,260		2,782,690	2,782,690	
53	T	CAD/AVL	573	11,000,000	9,546,026			1,453,970	1,453,970	
54	T	Call Center Software Replacement	604	159,000	151,465			7,530	7,530	
55	T	ADEPT Replacement	625	2,200,000	311,926	98,210		1,789,860	1,789,860	
56	T	Real Time Sign Replacement	645	43,070				43,070	43,070	
57	T	Finance ERP	675	3,900,000	611			3,899,390	3,899,390	
58	T	Network Infrastructure Repl 2024	678	1,646,880	452,578	46,780		1,147,520	1,147,520	
59	T	Hastus Upgrade 2025	688	824,870				824,870	824,870	
60	T	NW Infrastructure Replacement	689	678,040				678,040	678,040	
61	T	VOAM Module Interface	695	227,920				227,920	227,920	
62	T	Fleetwatch Software Update	NEW01				57,000	57,000	57,000	
63	T	Fleetwatch Bldg 1	NEW02				772,900	772,900	772,900	
64	T	Radio and Telephone Recording	NEW04				75,130	75,130	75,130	
65	T	EAM for Capital Facilities	NEW07				309,320	309,320	309,320	
<b>Subtotal Technology</b>				<b>31,695,743</b>	<b>17,454,229</b>	<b>179,250</b>	<b>1,214,350</b>	<b>15,276,600</b>	<b>15,276,600</b>	<b>-</b>
<b>Total Capital</b>				<b>217,124,105</b>	<b>91,457,724</b>	<b>3,206,400</b>	<b>6,411,410</b>	<b>128,871,380</b>	<b>50,417,680</b>	<b>78,453,700</b>

# Six-Year Forecast



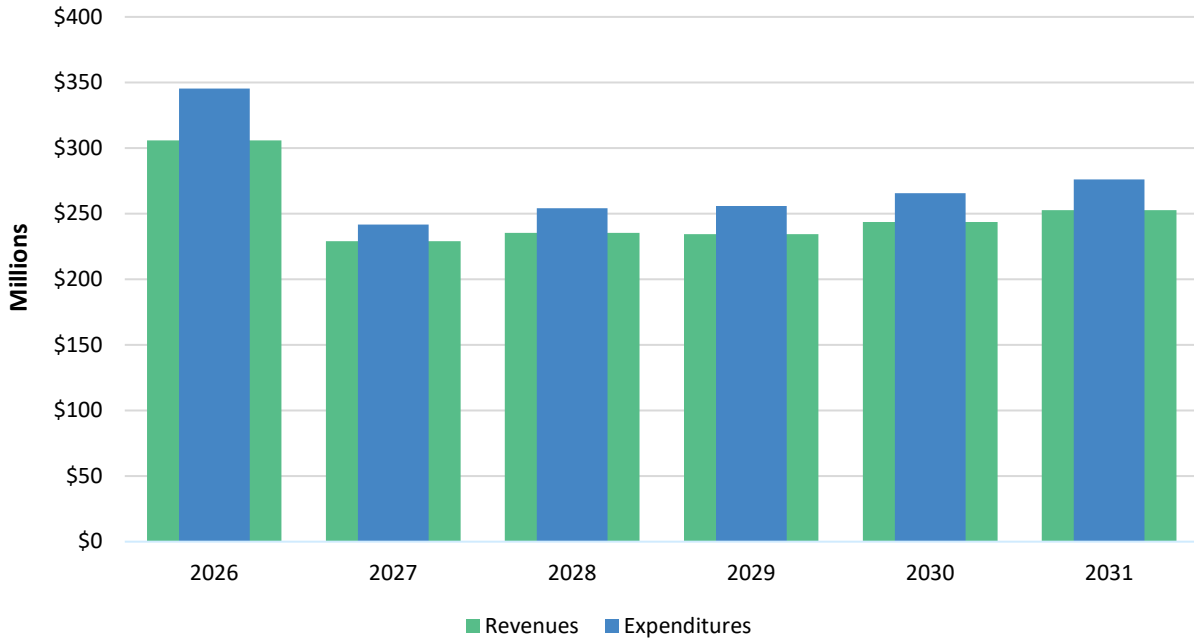
# Six-Year Forecast

The six-year financial table and charts below illustrate the forecasted trajectory of the agency's finances. In 2026, both revenues and expenditures are higher compared to the subsequent years. This is primarily due to the outstanding capital projects carried forward from 2025. Although the full amount of these projects is budgeted in the first year of the plan, larger construction-type projects typically incur expenses over multiple years.

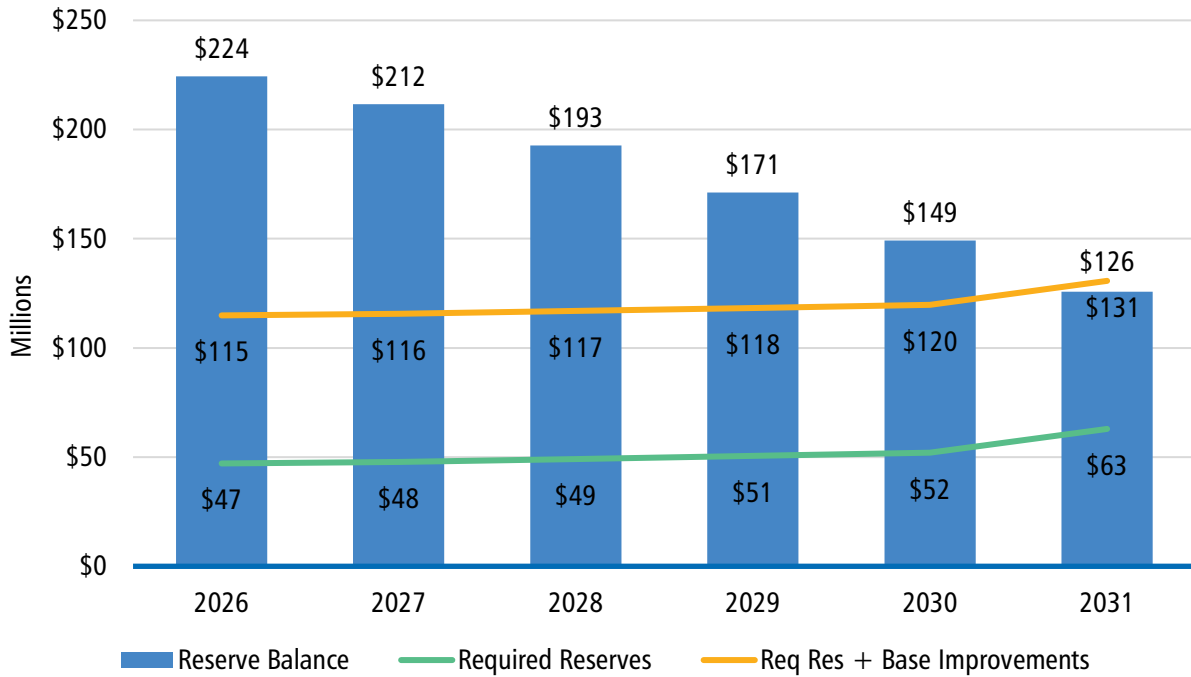
From 2027 through 2031, while our revenues show a year-over-year increase, expenditures continue to outpace revenues. This trend results in a gradual decrease in our reserves each year. However, it is important to note that we maintain reserves higher than those required by our municipal code throughout the entire six-year plan.

	2026	2027	2028	2029	2030	2031
<b>Beginning Balance</b>	263,822,360	224,369,110	211,546,640	192,713,380	171,171,550	149,163,150
<b>Revenues</b>						
Operating						
Passenger Fares	7,149,240	7,507,970	7,866,590	8,225,380	8,584,090	8,942,830
Advertising	610,100	615,300	620,610	626,020	631,540	637,170
Regional Transit Service	65,124,290	67,784,750	70,544,660	73,413,800	76,396,390	79,496,780
Non-Operating						
Sales Tax	116,794,690	119,364,170	121,930,500	124,503,230	127,068,000	129,634,770
Miscellaneous	11,995,680	9,868,400	8,870,830	7,742,390	6,627,230	5,980,240
Contributions						
Operating	25,781,750	14,010,520	13,786,950	13,786,950	13,786,950	13,786,950
Capital	78,453,700	9,777,340	11,807,150	6,041,770	10,508,940	14,138,230
<b>Total Revenue</b>	<b>305,909,450</b>	<b>228,928,450</b>	<b>235,427,290</b>	<b>234,339,540</b>	<b>243,603,140</b>	<b>252,616,970</b>
<b>Expenditures</b>						
Operating						
Wages	100,477,360	103,836,250	107,297,930	110,875,000	114,571,310	118,390,810
Benefits	33,699,740	35,864,930	38,133,540	40,513,580	43,009,950	45,627,640
Maintenance & Operations	80,989,210	79,588,650	82,056,160	84,682,250	87,392,380	90,189,180
Non-Operating	1,325,010	1,058,760	1,058,760	1,058,760	1,058,760	1,058,760
Capital	128,871,380	21,402,330	25,714,160	18,751,780	19,579,140	20,787,850
<b>Total Expenditures</b>	<b>345,362,700</b>	<b>241,750,920</b>	<b>254,260,550</b>	<b>255,881,370</b>	<b>265,611,540</b>	<b>276,054,240</b>
<b>Ending Balances</b>	<b>224,369,110</b>	<b>211,546,640</b>	<b>192,713,380</b>	<b>171,171,550</b>	<b>149,163,150</b>	<b>125,725,880</b>
Required Reserves	47,091,550	47,762,290	49,110,420	50,521,620	51,985,470	62,903,880
Margin/(Deficit)	177,277,560	163,784,350	143,602,960	120,649,930	97,177,680	62,822,000

### SIX-YEAR REVENUES & EXPENDITURES



### SIX-YEAR ENDING BALANCE & REQUIRED RESERVES



# Six-Year Capital Projects

Line #	Project Name	Project #	2026	2027	2028	2029	2030	2031
1	Security Systems Replacement	452	1,207,390					
2	ngORCA	482	2,782,690					
3	MOBI	525	503,550					
4	Pac Ave/SR7 P&R	556	3,481,070					
5	CAD/AVL	573	1,453,970					
6	TDS Elevator Repairs & Upgrades	588	99,890					
7	Call Center Software Replacement	604	7,530					
8	Spanaway TC Parking Lot Expansion	607	14,562,180					
9	TDS Wayfinding	608	1,179,190					
10	ADEPT Replacement	625	1,789,860					
11	Bus Shelter Replacement	633	4,218,440					
12	SHUTTLE Replacement 2023	637	3,114,590					
13	Real Time Sign Replacement	645	43,070					
14	Base BEB Charging Exp to 12	653	4,444,060					
15	Enhanced Bus SR7	657	3,845,760					
16	Bldg 1 Paint Booth Controls	658	210,580					
17	Bus Fleet Replacement 2024	659	13,651,990					
18	SHUTTLE Replacement 2024	660	13,898,430					
19	Bldg 1 Wheel Alignment Machine	661	103,000					
20	Bldg 1 Can Crusher	663	13,150					
21	Support Vehicle Replacement 2024	666	108,710					
22	Bldg 4 HVAC Retrofit	671	261,950					
23	Finance ERP	675	3,899,390					
24	Bldg 5 Spec Transportation	676	22,830					
25	Network Infrastructure Repl 2024	678	1,147,520					
26	Gantry w/ Depot for 30	680	16,963,830					
27	SHUTTLE Replacement	681	4,120,340					
28	Bus Fleet Replacement	682	8,796,250					
29	Bus Lot Emergency Notification Sys	683	104,390					
30	Bldg 1 Security Cameras & EWS	684	38,760					
31	F&W TV Monitor Screens	685	17,000					
32	Fleet Maintenance Purchases	686	705,450					
33	Braille & Real Time Signage	687	1,777,430					
34	Hastus Upgrade 2025	688	824,870					
35	NW Infrastructure Replacement	689	678,040					
36	Bldg 1 Tire Shop Office Reno	690	85,800					
37	Commerce Tunnel Gate Retrofit	691	280,000					
38	F&W EV Chargers	692	680,030					
39	RideShare Replacement	693	5,293,790					
40	Marketing Plotter Replacement	694	33,410					
41	VOAM Module Interface	695	227,920					
42	Support Vehicle Replacement	696	3,154,060					
43	Lakewood Transit Center Roof Repl	698	25,200					
44	Stream Community Line Exp	699	1,419,530					
45	Stream Meridian/SR161 TSP	703	1,560,000					
46	Facilities Maintenance Purchases	704	67,440					
47	Misc. Capital Equipment	778	200,000					
<b>Subtotal Carryover &amp; Additional</b>			<b>123,104,330</b>	-	-	-	-	-
Line #	Project Name	Project #	2026	2027	2028	2029	2030	2031
48	Fleetwatch Software Update	NEW01	57,000					
49	Fleetwatch Bldg 1	NEW02	772,900					
50	Bus Stop Bench Expansion	NEW03	575,720					
51	Radio and Telephone Recording	NEW04	75,130					
52	TDS Pedestrian Improvements	NEW05	33,000					
53	Bus Stop Upgrades	NEW06	577,000	606,000	637,000	668,000	702,000	
54	EAM for Capital Facilities	NEW07	309,320					
55	Running Repair Restroom Reno	NEW08	31,500					
56	Bldg 1 Bodyshop Restroom Reno	NEW09	31,500					
57	Bldg 1 Lighting Modification	NEW10	151,800					
58	TCC Transit Center SOGR	NEW11	73,120	37,450				
59	Tacoma Mall TC Sealing	NEW12	67,200					
60	512 P&R Seal and Stripe	NEW13	93,450					
61	ADA Eligibility Assessment Fac	NEW14	2,686,350					
62	Workspace Design	NEW15	120,000					
63	South Hill TC Sprinkler Sys	NEW16	24,690					
64	Protective Devices	NEW17	75,590					
65	Bldg 5 Light Pole	NEW18	11,780					
<b>Subtotal New Requests</b>			<b>5,767,050</b>	<b>643,450</b>	<b>637,000</b>	<b>668,000</b>	<b>702,000</b>	-

Line #	Project Name	Project #	2026	2027	2028	2029	2030	2031
66	TCC BEB On-Route Charging	700			3,761,410			
67	Lakewood TC Ind Chargers & Support	701			2,841,800			
68	Bus Replacements	OUTYEAR01		11,965,810	13,060,340	14,180,450	15,237,340	15,788,020
69	Shuttle Replacements	OUTYEAR02		3,152,800				1,884,770
70	RideShare Replacement	OUTYEAR03		1,925,760	2,004,590	2,004,590	2,004,590	2,004,590
71	Support Vehicle Replacement	OUTYEAR04		1,688,810	1,688,810	1,125,870	562,940	562,940
72	Network Infrastructure Repl	OUTYEAR05		500,000	500,000	500,000	500,000	500,000
73	Bldg 1 Transmission Jack Replacement	OUTYEAR06		10,000				
74	Bldg 6 SOGR	OUTYEAR07		169,420	495,590			
75	Bldg 5 SOGR	OUTYEAR08		1,050,180	724,620			
76	Commerce Station SOGR	OUTYEAR09		296,100				
77	72nd & Portland TC SOGR	OUTYEAR10				37,390		
78	Bldg 4 Fire Alarm System	OUTYEAR11				138,280		
79	Parkland TC SOGR	OUTYEAR12				97,200		
80	72nd PR Seal Coat & Striping	OUTYEAR13					34,070	
81	Bldg 1 Brake Dyno Replacement	OUTYEAR14					250,000	
82	Bldg 1 Horizontal Ban Saw Replacement	OUTYEAR15					13,200	
83	Bldg 1 Parts Washer Replacement	OUTYEAR16					275,000	
84	South Hill TC SOGR	OUTYEAR17						47,530
<b>Subtotal Outyears</b>			<b>-</b>	<b>20,758,880</b>	<b>25,077,160</b>	<b>18,083,780</b>	<b>18,877,140</b>	<b>20,787,850</b>
<b>Total 6-Year Capital</b>			<b>Totals</b>	<b>128,871,380</b>	<b>21,402,330</b>	<b>25,714,160</b>	<b>18,751,780</b>	<b>19,579,140</b>

Indicates a project is partially covered with outside funding.

While the list of capital projects for the outyears includes those that we routinely replace, such as vehicles, each year we conduct a comprehensive evaluation of projects across the entire agency. This process may result in the addition of new projects to future budgets that are not currently listed. The following projects were submitted for inclusion but were ultimately not included in the budget.

Unfunded Projects	Cost	Year	Reason
Community Dev & Marketing Remodel	404,850	2026	POG Declined
Planning Area Workspace	247,670	2026	POG Declined
Mobile Shelter	35,900	2026	POG Declined
Fleet Admin Office Renovations	34,500	2027	Part of MOBI 2
RideShare Expansion 2027	1,116,530	2027	Cannot Expand at Current Tax Rate
Hydrogen Fuel Study	330,900	2028	POG Declined
RideShare Expansion 2028	1,157,980	2028	Cannot Expand at Current Tax Rate
Route 402: Fast, Frequent and Reliable	36,000,000	2028	Cannot Expand at Current Tax Rate
Stream S 19th St & Bridgeport	237,888,000	2028	Cannot Expand at Current Tax Rate
RideShare Expansion 2029	1,157,980	2029	Cannot Expand at Current Tax Rate
RideShare Expansion 2030	1,157,980	2030	Cannot Expand at Current Tax Rate
Route 41: Fast, Frequent and Reliable	41,283,640	2030	Cannot Expand at Current Tax Rate
RideShare Expansion 2031	1,157,980	2031	Cannot Expand at Current Tax Rate
Stream Downtown Tacoma to Lakewood	88,745,000	2031	Cannot Expand at Current Tax Rate
<b>Total</b>	<b>410,718,910</b>		

# Appendix



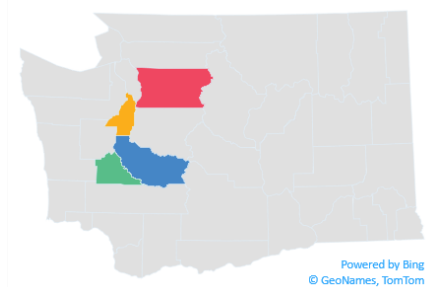
# Service Summary

Service Summary - All Modes				
	2024	2025	2026	% Change 2025
	Actual	YE Estimate	Budget	YE Estimate - 2026 Budget
<b>Pierce Transit - Local Fixed Route</b>				
Ridership	6,769,493	7,094,401	7,462,264	5.2%
Service Hours	447,690	469,588	493,929	5.2%
Service Miles	5,312,162	5,631,513	5,721,238	1.6%
<b>Sound Transit - Regional Fixed Route</b>				
Ridership	2,562,879	2,642,013	2,696,863	2.1%
Service Hours	248,123	255,791	261,071	2.1%
Service Miles	5,502,753	5,814,680	5,789,430	-0.4%
<b>SHUTTLE</b>				
Ridership	308,021	316,761	337,645	6.6%
Service Hours	193,314	201,504	216,284	7.3%
Service Miles	2,634,967	2,803,329	2,880,485	2.8%
<b>On-Demand Runner</b>				
Ridership	52,379	89,577	92,195	2.9%
Service Hours	37,381	47,995	47,995	0.0%
Service Miles	502,038	607,741	607,741	0.0%
<b>RideShare</b>				
Ridership	362,661	400,000	408,000	2.0%
Service Hours	95,264	106,540	107,500	0.9%
Service Miles	3,209,158	3,580,000	3,600,000	0.6%
<b>Total Agency</b>				
Ridership	10,055,433	10,542,752	10,996,967	4.3%
Service Hours	1,021,772	1,081,418	1,126,779	4.2%
Service Miles	17,161,078	18,437,263	18,598,894	0.9%

# Peer Comparison

Agency	Service Population	Service Area (Sq Mi)	FTA Urbanized Zone Area	Vehicles Operated at Maximum Service	Sales Tax Rate
Pierce Transit	575,963	292	Seattle	430	0.6%
Kitsap Transit	254,183	396	Bremerton	222	0.8%
InterCity Transit	200,200	101	Olympia	230	1.2%
Community Transit	910,144	256	Seattle	497	1.2%

Agency	Operating Expenses	Vehicle Revenue Miles	Vehicle Revenue Hours	Unlinked Trips	Fare Revenue
<b>Motorbus</b>					
Pierce Transit	76,259,695	4,371,847	387,392	6,101,806	4,290,475
Kitsap Transit	31,622,708	2,212,491	113,849	1,313,942	2,080,325
InterCity Transit	42,160,796	2,868,976	206,698	3,449,951	-
Community Transit	116,200,278	6,027,337	410,150	5,659,465	4,857,607
<b>Demand Response</b>					
Pierce Transit	18,645,727	2,095,276	153,757	278,398	387,613
Kitsap Transit	17,089,236	1,328,614	84,865	253,579	197,928
InterCity Transit	18,109,913	851,048	82,759	137,303	-
Community Transit	9,407,090	1,175,597	71,996	129,799	309,181
<b>Vanpool</b>					
Pierce Transit	4,524,209	3,421,086	102,663	412,041	1,599,237
Kitsap Transit	1,248,355	534,730	17,835	79,380	251,318
InterCity Transit	3,014,895	2,604,976	70,122	198,302	466,799
Community Transit	5,031,019	2,654,836	76,970	381,068	1,747,873



Our peers were selected by the location and services of the providing agency. They serve similar areas considered to be city and suburban and offer motorbus, demand response, and vanpool modes. The following charts break down the spending on a per unit basis to make comparisons easier to determine utilizing the last completed year of NTD data, currently 2023. The definitions below will assist you in understanding what is being measured in the charts.

**Revenue Mile:** The total miles driven while the vehicle is in service providing passenger trips, not including the miles from base to the first stop or the last stop returning to base.

**Revenue Hour:** The total hours driven while the vehicle is in service providing passenger trips, not including the time from base to the first stop or the last stop returning to base.

**Unlinked Passenger Trip:** The total number of passengers who board public transportation vehicles counted each time they board.

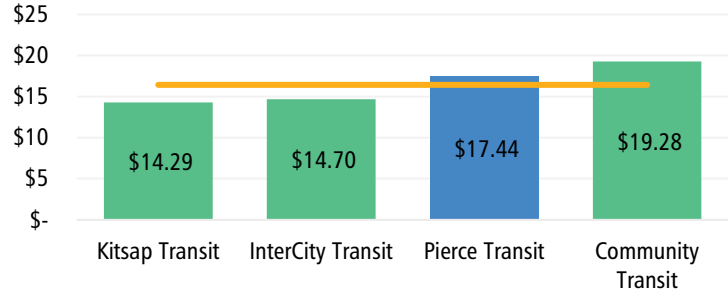
**Fare Recovery:** The amount of money collected by the specific mode to offset the costs of operating the mode.

# MOTORBUS

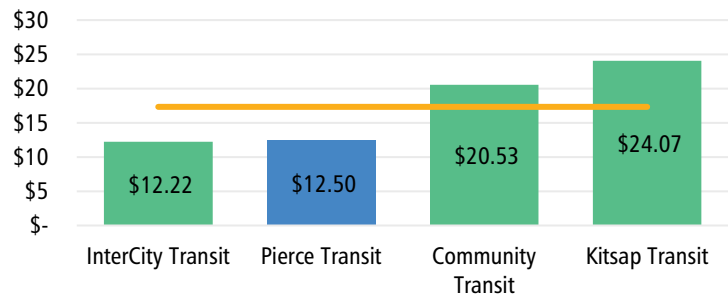
These graphs illustrate the performance of fixed-route bus services, also known as motorbus, directly operated (MBDO) in the National Transit Database (NTD) reporting, based on 2023 agency profiles. Utilizing NTD data allows for standardized reporting, enabling more accurate unit-to-unit comparisons.

Compared to our peers, Pierce Transit ranks third in cost per revenue mile at 6% above the group average, second in cost per unlinked passenger trip at 28% below the group average, first in cost per revenue hour at 18% below the group average, and second in fare recovery at 37% above the group average. In general, the lower the cost per metric, the more efficient the mode is. The exception being fare recovery, where the higher the percentage the greater the service is covered by those using the service. The yellow line represents the peer average for the metric.

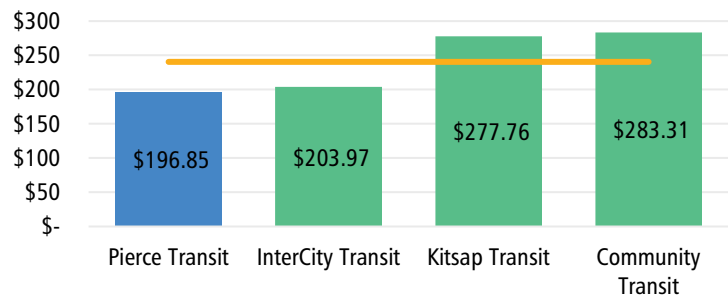
Operating Expense per Vehicle Revenue Mile



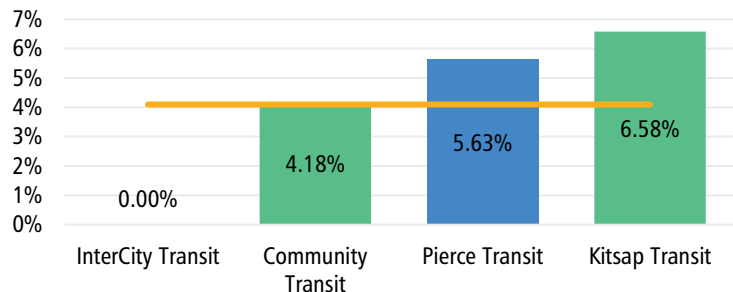
Operating Expense per Unlinked Passenger Trip



Operating Expense per Vehicle Revenue Hour



Fare Recovery

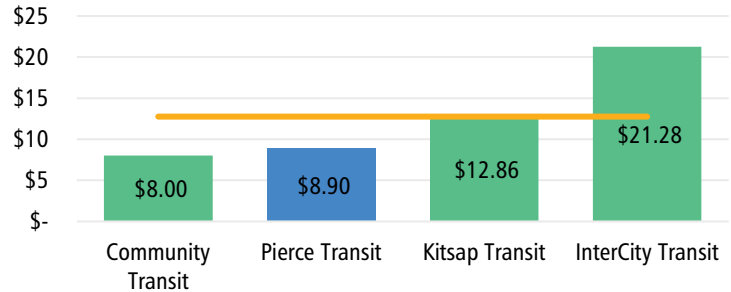


# DEMAND RESPONSE

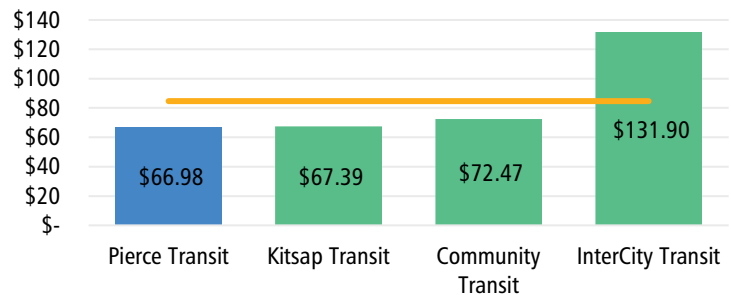
These graphs illustrate the performance of paratransit and on demand services, also known as demand response, directly operated (DRDO) and demand response purchased transportation (DRPT) in the National Transit Database (NTD) reporting, based on 2023 agency profiles. Utilizing NTD data allows for standardized reporting, enabling more accurate unit-to-unit comparisons.

Compared to our peers, Pierce Transit ranks second in cost per revenue mile, at 30% below the group average, first in cost per unlinked passenger trip at 21% below the group average, first in cost per revenue hour at 28% below the group average, and second in fare recovery at 27% above the group average. In general, the lower the cost per metric, the more efficient the mode is. The exception being fare recovery, where the higher the percentage the greater the service is covered by those using the service. The yellow line represents the peer average for the metric.

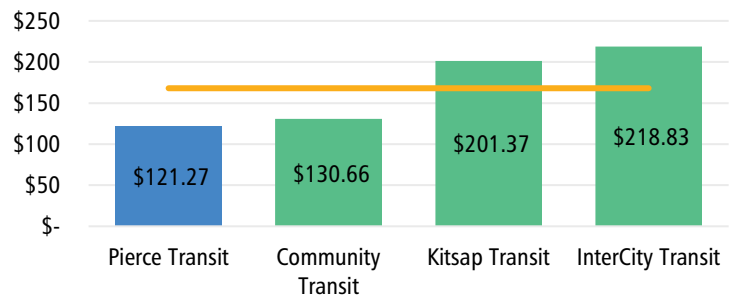
Operating Expense per Vehicle Revenue Mile



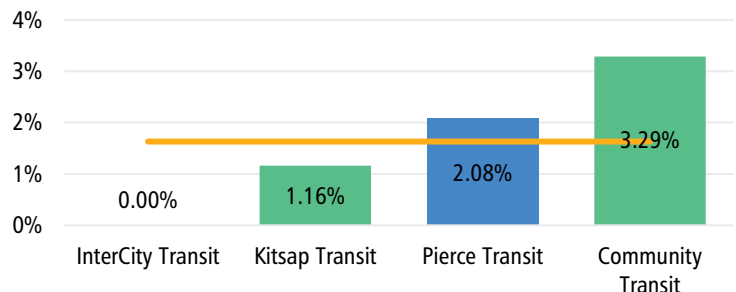
Operating Expense per Unlinked Passenger Trip



Operating Expense per Vehicle Revenue Hour



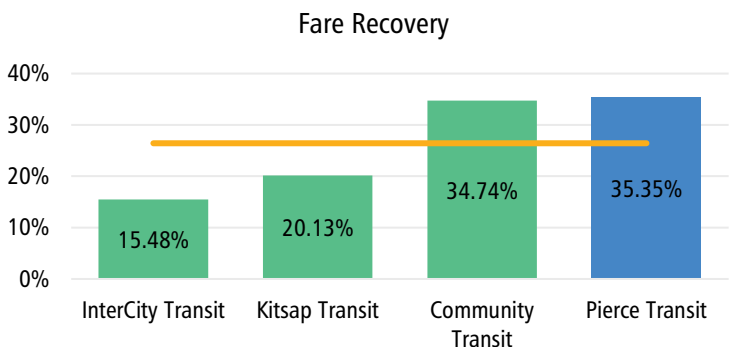
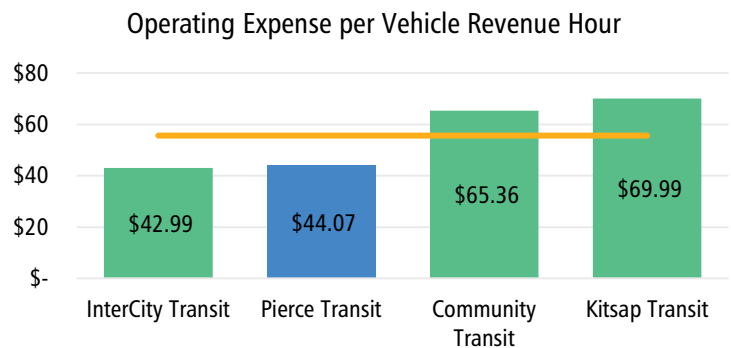
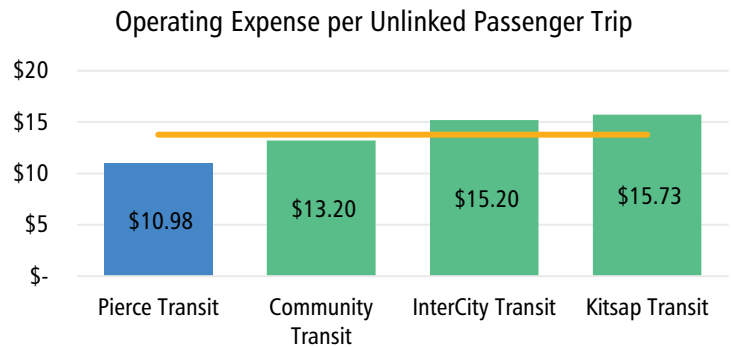
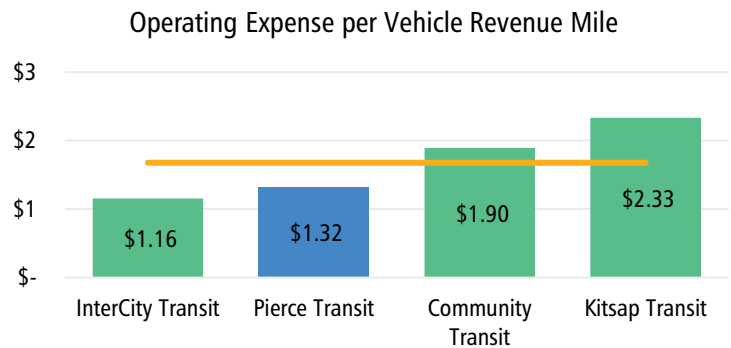
Fare Recovery



# VANPOOL

These graphs illustrate the performance of Rideshare, also known as Vanpool directly operated (VPDO) in the National Transit Database (NTD) reporting, based on 2023 agency profiles. Utilizing NTD data allows for standardized reporting, enabling more accurate unit-to-unit comparisons.

Compared to our peers, Pierce Transit ranks second in cost per revenue mile, at 21% below the group average, first in cost per unlinked passenger trip at 20% below the group average, second in cost per revenue hour at 21% below the group average, first in fare recovery at 34% above the group average. In general, the lower the cost per metric, the more efficient the mode is. The exception being fare recovery, where the higher the percentage the greater the service is covered by those using the service. The yellow line represents the peer average for the metric.



# Acronyms

Acronyms are words formed from the initial letters of other words most used in the context of this budget.

**ADA** – Americans with Disabilities Act  
**AFB** – Average Fare per Boarding  
**ATU** – Amalgamated Transit Union  
**AWC** – Association of Washington Cities  
**BEB** – Battery Electric Bus  
**CAM** – Cost Allocation Model  
**COLA** – Cost of Living Adjustment  
**DRDO** – Demand Response Directly Operated  
**DRPT** – Demand Response Purchased Transportation  
**EAM** – Enterprise Asset Management  
**ERP** – Enterprise Resource Planning  
**EV** – Electric Vehicle  
**EWS** – Emergency Warning System  
**FTA** – Federal Transit Administration  
**FTE** – Full-Time Equivalent  
**FY** – Fiscal Year  
**F&W** – Fuel and Wash  
**IAM** – International Association of Machinists  
**MBDO** – Motor Bus Directly Operated  
**MOBI** – Maintenance and Operations Building Improvements  
**M&O** – Maintenance and Operations  
**ngORCA** – Next Generation One Regional Card for All  
**NTD** – National Transit Database  
**POG** – Project Oversight Group  
**PTBA** – Public Transportation Benefit Area  
**P&R** – Park and Ride  
**SOGR** – State of Good Repair  
**SSES** – Stream System Expansion Study  
**TC** – Transit Center  
**TCC** – Tacoma Community College  
**TDS** – Tacoma Dome Station  
**VPDO** – Vanpool Directly Operated  
**WSDOT** – Washington State Department of Transportation  
**YE** – Year End

# Glossary

**Accrual Basis of Accounting** – A method of accounting that matches revenues and expenditures with the period to which they relate rather than received or distributed.

**Agency** – As a government agency, Pierce Transit is often referred to as “the Agency” in this document and in other Pierce Transit publications.

**Americans with Disabilities Act (ADA)** – Federal legislation mandating specific requirements for vehicles and facilities to accommodate the disabled.

**Appropriation** – A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.

**Beginning Balance** – The fund balance as of January 1.

**Benefits** – Employer paid costs provided for employees such as retirement contributions, medical and dental insurance premiums, and workers’ compensation.

**Boardings** – Passengers are counted each time they board revenue vehicles no matter how many vehicles they use to travel from their origin to their destination. The official name of this statistic in National Transit Database (NTD) terms is “unlinked passenger trip.”

**Bond** – Long-term debt issued by an agency to help finance new acquisitions of property, facilities, and equipment.

**Budget** – A financial plan for the operation of a program or organization for a specific timeframe or through project completion.

**Budget Amendment** – A budget amendment is a formal action of the Board of Commissioners to approve additional appropriations after the initial budget adoption.

**Budget Revision** – A budget revision is a record of change to the budget with no financial impact.

**Bus Rapid Transit** – Bus Rapid Transit systems are designed to carry larger numbers of riders with greater speed, reliability, and frequency than a standard fixed-route bus.

**Capital** – Purchase or construction project that has a cost of greater than \$5,000, or \$50,000 aggregate, and a useful life of greater than one year.

**Capital Budget** – A portion of the annual budget that appropriates funds for the purchase of capital items.

**Consumer Price Index (CPI)** – A statistical description of price levels provided by the U.S. Department of Labor that measures the change in the cost of goods purchased in comparative timeframes.

**Cost per Passenger** – The cost of carrying each passenger determined by dividing the total cost of carrying all passengers by the total number of passenger trips.

**Cost per Vehicle Mile** – The cost of traveling one mile determined by dividing the total cost of providing service by the total number of miles traveled.

**Debt** – The amount of money required to pay interest and principal on the Agency's borrowed funds.

**Debt Service** – The annual debt service requirements and future debt service schedule associated with the bonds currently outstanding as determined by the debt policy. Debt service includes the principal and interest payment obligations for the defined periods.

**Division** – An organizational unit of the Agency responsible for carrying out Agency functions.

**Ending Balance** – The fund balance as of December 31.

**Enterprise Fund** – An enterprise fund is a type of proprietary fund used to account for a government’s business-type activities and used to report any activity for which a fee is charged to external users for goods or services.

**Expenditure** – The payment of cash or the transfer of property or services for the purpose of acquiring an asset, service, or materials.

**Expenses** – Decreases in net total assets that represent the total cost of operations during a period regardless of the timing of related expenditures.

**Farebox Recovery Ratio** – The total fares collected divided by total costs to operate the service.

**Fiscal Year** – The fiscal year for Pierce Transit is the calendar year January 1 through December 31.

**Fixed Route** – Bus operations that adhere to a published schedule on specific routes.

**Full-time Equivalents (FTEs)** – A unit used for measuring personnel according to the percentage of hours worked annually, based on a 40-hour workweek / 52 weeks / 2080 hours.

**Fund** – A fiscal or accounting entity with a self-balancing set of accounts, established for the purpose of carrying on specific activities.

**Grants** – A contribution by a government or other organization to support a particular function.

**Insurance Budget** – A portion of the annual budget that appropriates funds for Workers’ Compensation and Unemployment claims.

**Insurance Reserve** – Reserves set at a level to adequately protect the Agency from self-insurance risks that is evaluated annually.

**Key Performance Indicators (KPI)** – Measures by which Pierce Transit evaluates the effectiveness and efficiency of its operations.

**Maintenance and Operation Expenditures (M&O)** – This term refers to expenditures paid to obtain goods or services, including services, supplies, fuel, utilities, insurance, etc. This category does not include personnel or capital expenditures.

**On Demand Services** – Allows user to ride-hail on-demand trips within a specific microtransit zone using a mobile app.

**One Regional Card for All (ORCA)** – The seamless fare system for the region’s customers, enabling agencies to offer transit fare options, reduce media confusion, and improve interagency fare revenue reconciliation through an apportionment process.

**Operating Budget** – A portion of the annual budget that appropriates funds for continued operations.

**Personnel** – This item includes the cost of all salaries, wages, overtime, and benefits associated with the Agency's staff.

**Reserve** – Reserves maintained to provide a sufficient working capital and balance to finance cash flow requirements, unanticipated downturns in revenues, and provide funds for emergency expenditures set by Board of Commissioners.

**Revenue** – Income received by the agency in support of its program of services to the community.

**Revenue Vehicle** – Any vehicle which provides service resulting in fare revenue for the Agency.

**Rideshare (formally Vanpool)** – A group of 3 to 15 people sharing the ride in an 8, 12, or 15-passenger van.

**Ridership** – The total number of passenger boardings on fixed route, SHUTTLE, or Rideshare in a year.

**Sales Tax** – Tax on certain forms of consumption levied by the State of Washington within the service district for the Agency in the amount of six-tenths of one percent (0.6 percent) effective 7/1/02.

**Self-insurance** – The items determined to be administered by the Agency rather than covered by an insurance policy.

**Service Hours** – A calculation of service based on the number of hours a vehicle is on the road, includes revenue, recovery, and deadhead hours.

**Service Miles** – A calculation of service based on the number of miles a vehicle is on the road, includes revenue, recovery, and deadhead miles, but not training or maintenance road test miles.

**SHUTTLE** – A program whereby transportation services are provided to those with a qualifying disability within  $\frac{3}{4}$  of a mile of our fixed bus routes.

**Single-Enterprise Fund** – A self-supporting government fund whose activities include selling goods and/or services to the public for a charge or fee.

**Sound Transit** – Regional Transit Authority. A cooperative known as “Sound Transit” which includes Pierce, King, and Snohomish counties, established to implement a regional, integrated, transit system throughout the Puget Sound area.

**Working Cash** – Excess of readily available assets over current liabilities or cash on hand equivalents that may be used to satisfy cash flow needs.

**PIERCE TRANSIT**  
**Board Payments Over \$50,000**  
**Payments From: Oct 1, 2025 to Oct 31, 2025**  
**Cash and Investment Balance: \$255,496,300.76**

Payment Numbers CK 00386849 through CK 00387084  
Wire Numbers EFT 00021438 through EFT 00021764  
Total \$8,764,254.54

Payments in Excess of \$50,000 are as follows:

<b>Operating Fund</b>				
	<b>Check</b>	<b>Vendor</b>	<b>Item/Service</b>	<b>Amount</b>
CHK	00386962	ATU LOCAL 758 CORP	Union Dues PP21 2025	61,087.12
CHK	00386971	CITY OF LAKEWOOD	Policing Svcs 09/25	64,742.21
CHK	00387005	US BANK NA	Fuel VP 09/02-10/01/25	69,202.50
CHK	00387057	UNIVERSAL PROTECTION SERVICE L	Security 1stTr 08/29-09/25/25	198,696.31
CHK	00387077	PIERCE COUNTY	Policing Svcs 09/25	73,601.73
EFT	00021450	CUMMINS INC	Misc Inventory Bus Parts	59,572.74
EFT	00021457	GILLIG LLC	Misc Inventory Bus Parts	101,408.95
EFT	00021480	PETROCARD INC	Diesel usage	71,601.04
EFT	00021509	ICMA RETIREMENT	Deferred Comp PP20 2025	319,497.54
EFT	00021546	LASTPASS US LP	IT Subscription 09/18/25-11/17/28	99,089.96
EFT	00021554	PETROCARD INC	Diesel usage	124,515.70
EFT	00021579	US BANK CORPORATE PAYMENT SYST	Small operating supplies pcard	84,743.07
EFT	00021594	FIRST TRANSIT INC	ADA Paratransit Svcs 09/25	1,030,688.52
EFT	00021623	SOUND TRANSIT	Fares Collected 09/25	61,500.13
EFT	00021635	DOBBS HEAVY DUTY HOLDINGS LLC	Misc Inventory Bus Parts	65,673.49
EFT	00021639	AWC EMPLOYEE BENEFIT TRUST	Employee Benefits 10.25	1,515,704.30
EFT	00021640	ICMA RETIREMENT	Deferred Comp PP21 2025	315,310.55
EFT	00021654	BRIDGESTONE AMERICA	Tire Miles 09/25	83,953.08
EFT	00021673	LAKEVIEW LIGHT & POWER CO	Power 3701 #4 09/04-10/04/25	50,555.68
EFT	00021689	PETROCARD INC	Diesel usage	109,275.59
EFT	00021711	VIA TRANSPORTATION INC	Gig Harbor Runner Svc 09/25	251,236.22
EFT	00021713	DOBBS HEAVY DUTY HOLDINGS LLC	Misc Inventory Bus Parts	93,188.36
EFT	00021740	PETROCARD INC	Diesel Fuel usage	81,518.96
EFT	00021761	ICMA RETIREMENT	Deferred Comp PP22 2025	313,083.90
<b>Payments for Fund 1 Total</b>				<b>5,299,447.65</b>
<b>Self Insurance Fund</b>				
	<b>Check</b>	<b>Vendor</b>	<b>Item/Service</b>	<b>Amount</b>
CHK	00387055	WA ST EMPLOYMENT SECURITY DEPT	Unemployment Q325	62,237.02
<b>Payments for Fund 4 Total</b>				<b>62,237.02</b>
<b>Capital Fund</b>				
	<b>Check</b>	<b>Vendor</b>	<b>Item/Service</b>	<b>Amount</b>
EFT	00021443	BUD CLARY CHEVROLET CADILLAC I	Chevy Express Van Supp 2072	50,697.60
EFT	00021474	NORTHWEST BUS SALES INC	Ford Starcr 2025 Shuttle 5245	991,362.00
<b>Payments for Fund 9 Total</b>				<b>1,042,059.60</b>
<b>Total Payments in Excess of \$50,000.00</b>				<b>6,403,744.27</b>

**Pierce Transit**  
**Payment Certification for Oct 31, 2025**  
**Payments Oct 1, 2025 to Oct 31, 2025**

**Payment Numbers CK 00386849 through CK 00387084**  
**Wire Numbers EFT 00021438 through EFT 00021764**

Check Number	Check Date	Vendor Name	Amount	
CHK	00386849	10/02/2025	ALL STAR RENT A FENCE INC	363.33
CHK	00386850	10/02/2025	AMPLIFIED WIRELESS SOLUTIONS I	333.33
CHK	00386851	10/02/2025	APEX ENGINEERING LLC	3,907.00
CHK	00386852	10/02/2025	ASSOCIATION OF WASHINGTON CITI	125.00
CHK	00386853	10/02/2025	AT&T	11,340.38
CHK	00386854	10/02/2025	AT&T	11,340.38
CHK	00386855	10/02/2025	ATU LOCAL 758 CORP	2,075.00
CHK	00386856	10/02/2025	BUNCE RENTALS INC	182.47
CHK	00386857	10/02/2025	CHILD SUPPORT SERVICES	455.50
CHK	00386858	10/02/2025	CITY OF TACOMA	622.01
CHK	00386859	10/02/2025	CITY OF TACOMA	444.60
CHK	00386860	10/02/2025	COLONIAL SUPPLEMENTAL LIFE	2,540.35
CHK	00386861	10/02/2025	COMCAST HOLDINGS CORPORATION	174.41
CHK	00386862	10/02/2025	COMMITTEE ON POLITICAL EDUCATI	756.34
CHK	00386863	10/02/2025	CONVERGINT TECHNOLOGIES LLC	8,232.67
CHK	00386864	10/02/2025	DAVID EVANS AND ASSOCIATES INC	6,710.61
CHK	00386865	10/02/2025	DM RECYCLING CO INC	3,239.98
CHK	00386866	10/02/2025	ENERGY SYSTEMS MANAGEMENT/TRS	758.74
CHK	00386867	10/02/2025	FASTENAL COMPANY	108.40
CHK	00386868	10/02/2025	GENES TOWING CORP	3,317.71
CHK	00386869	10/02/2025	GILCHRIST CHEVROLET BUICK GMC	547.58
CHK	00386870	10/02/2025	HAROLD LEMAY ENTERPRISES	7,916.26
CHK	00386871	10/02/2025	HAUGEN GRAPHICS	1,025.50
CHK	00386872	10/02/2025	HOME DEPOT USA INC	38.99
CHK	00386873	10/02/2025	IAM & AW	841.00
CHK	00386874	10/02/2025	INTERNAL REVENUE SERVICE	220.00
CHK	00386875	10/02/2025	KIRK'S AUTOMOTIVE INC	11,243.28
CHK	00386876	10/02/2025	KITE REALTY GROUP LP	1,037.15
CHK	00386877	10/02/2025	LEEANN ROBERTS	15.00
CHK	00386878	10/02/2025	LEMAY MOBILE SHREDDING	430.56
CHK	00386879	10/02/2025	LES TURBO IMAGES INC	1,152.39
CHK	00386880	10/02/2025	SYNCHRONY BANK	163.71
CHK	00386881	10/02/2025	MATERIALS TESTING & CONSULTING	1,290.00
CHK	00386882	10/02/2025	MICHAEL G MALAIER	2,297.08
CHK	00386883	10/02/2025	NELSON TRUCK EQUIPMENT CO INC	878.25
CHK	00386884	10/02/2025	NH DEPT OF H&HS	419.50
CHK	00386885	10/02/2025	NORTHWEST IAM BENEFIT TRUST	2,442.44
CHK	00386886	10/02/2025	O'REILLY AUTO ENTERPRISES LLC	30.02
CHK	00386887	10/02/2025	OCCUPATIONAL HEALTH CENTERS OF	133.50
CHK	00386888	10/02/2025	WASHINGTON STATE SCHOOL FOR TH	35.30
CHK	00386889	10/02/2025	OLYMPIC SPORTS & SPINE PLLC	120.00
CHK	00386890	10/02/2025	AMERIDIAN INDUSTRIES LLC	20,288.14
CHK	00386891	10/02/2025	PUGET SOUND ENERGY	1,194.65
CHK	00386892	10/02/2025	PURE FILTRATION PRODUCTS INC	2,631.94
CHK	00386893	10/02/2025	SHERWIN-WILLIAMS	1,310.24
CHK	00386894	10/02/2025	SHERWIN-WILLIAMS	1,221.33
CHK	00386895	10/02/2025	ROBERT MUSTAIN	166.25
CHK	00386896	10/02/2025	OD SNIDER & SON INC	627.70
CHK	00386897	10/02/2025	SOLUTIONS NORTHWEST INC	685.30
CHK	00386898	10/02/2025	SM STEMPER ARCHITECTS PLLC	6,818.21
CHK	00386899	10/02/2025	SYRACUSE UNIVERSITY	4,549.99
CHK	00386900	10/02/2025	T-MOBILE	470.67
CHK	00386901	10/02/2025	TACOMA MALL PARTNERSHIP	5,436.56
CHK	00386902	10/02/2025	TACOMA NEIGHBORHOODS TOGETHER	500.00
CHK	00386903	10/02/2025	TERRACE MCCLURE	22.86
CHK	00386904	10/02/2025	THE LAMAR COMPANY LLC	3,950.00
CHK	00386905	10/02/2025	TK ELEVATOR CORPORATION	825.75
CHK	00386906	10/02/2025	ULINE INC	126.66
CHK	00386907	10/02/2025	UNITED SITE SERVICES OF NEVADA	1,796.38
CHK	00386908	10/02/2025	UNITED WAY OF PIERCE COUNTY	1,097.51
CHK	00386909	10/02/2025	WA ST DEPT OF ENTERPRISE SVCS	424.99
CHK	00386910	10/02/2025	WA ST DEPT OF LABOR & INDUSTRI	856.20
CHK	00386911	10/02/2025	WA ST DEPT OF SOCIAL & HEALTH	112.50
CHK	00386912	10/02/2025	WA ST DEPT OF TRANSPORTATION	107.65
CHK	00386913	10/02/2025	WURTH USA INC	473.43
CHK	00386914	10/09/2025	AAA FIRE PROTECTION INC	347.37
CHK	00386915	10/09/2025	AT&T	31.21
CHK	00386916	10/09/2025	BISON CASH	506.68
CHK	00386917	10/09/2025	BLAKE YORK	13.23

CHK	00386918	10/09/2025	CITY OF FEDERAL WAY	35,358.75
CHK	00386919	10/09/2025	CITY OF GIG HARBOR	2,423.23
CHK	00386920	10/09/2025	CITY OF PUYALLUP	37,118.61
CHK	00386921	10/09/2025	CITY OF TACOMA	1,702.11
CHK	00386922	10/09/2025	CITY OF TACOMA	1,071.72
CHK	00386923	10/09/2025	COMCAST HOLDINGS CORPORATION	174.37
CHK	00386924	10/09/2025	COMCAST HOLDINGS CORPORATION	169.37
CHK	00386925	10/09/2025	COMCAST HOLDINGS CORPORATION	305.21
CHK	00386926	10/09/2025	COMCAST HOLDINGS CORPORATION	157.37
CHK	00386927	10/09/2025	CITIZENS FOR A HEALTHY BAY	1,000.00
CHK	00386928	10/09/2025	SIMON AND COMPANY INC	3,750.00
CHK	00386929	10/09/2025	CRANE FINANCE	473.69
CHK	00386930	10/09/2025	M2 PROJECT LLC	586.83
CHK	00386931	10/09/2025	DOWNTOWN ON THE GO	2,000.00
CHK	00386932	10/09/2025	ENERGY SYSTEMS MANAGEMENT/TRS	7,164.89
CHK	00386933	10/09/2025	FORMFOX INC.	50.00
CHK	00386934	10/09/2025	FRUITLAND MUTUAL WATER COMPANY	640.24
CHK	00386935	10/09/2025	GARIVAL SEC	776.20
CHK	00386936	10/09/2025	GENES TOWING CORP	2,707.70
CHK	00386937	10/09/2025	GILCHRIST CHEVROLET BUICK GMC	102.44
CHK	00386938	10/09/2025	GUARDIAN SECURITY SYSTEMS INC	246.57
CHK	00386939	10/09/2025	INSIDE SOURCE WASHINGTON INC	5,027.35
CHK	00386940	10/09/2025	INTEGRATED POWER SYSTEMS	4,389.69
CHK	00386941	10/09/2025	JEREMY STONE	18.60
CHK	00386942	10/09/2025	SYNCHRONY BANK	229.60
CHK	00386943	10/09/2025	MCMASTER-CARR SUPPLY	372.45
CHK	00386944	10/09/2025	MONTE PIMLOTT	30.10
CHK	00386945	10/09/2025	AMERIDIAN INDUSTRIES LLC	640.14
CHK	00386946	10/09/2025	PENINSULA LIGHT COMPANY	223.43
CHK	00386947	10/09/2025	PIERCE COUNTY	6,805.62
CHK	00386948	10/09/2025	PUGET SOUND COLLECTIONS INC	1,624.55
CHK	00386949	10/09/2025	REFRIGERATION SUPPLIES DISTRIB	151.24
CHK	00386950	10/09/2025	SENTINEL TECHNOLOGIES INC	8,700.19
CHK	00386951	10/09/2025	TERMINIX INTERNATIONAL COMPANY	165.56
CHK	00386952	10/09/2025	TERMINIX INTERNATIONAL COMPANY	158.15
CHK	00386953	10/09/2025	TK ELEVATOR CORPORATION	3,303.00
CHK	00386954	10/09/2025	LOON LENDING LLC	847.17
CHK	00386955	10/09/2025	TOWN SQUARE PUBLICATIONS LLC	690.00
CHK	00386956	10/09/2025	UNITED SITE SERVICES OF NEVADA	2,901.88
CHK	00386957	10/09/2025	WA ST DEPT OF ENTERPRISE SVCS	1,699.94
CHK	00386958	10/09/2025	WB SPRAGUE CO INC	1,293.68
CHK	00386959	10/16/2025	20/10 PRODUCTS INC	1,767.11
CHK	00386960	10/16/2025	AMB TOOLS INC	447.60
CHK	00386961	10/16/2025	AT&T	127.23
<b>CHK</b>	<b>00386962</b>	<b>10/16/2025</b>	<b>ATU LOCAL 758 CORP</b>	<b>61,087.12</b>
CHK	00386964	10/16/2025	BRASCO INTERNATIONAL INC.	3,975.00
CHK	00386965	10/16/2025	BUILDERS EXCHANGE OF WASHINGTO	60.00
CHK	00386966	10/16/2025	BUNCE RENTALS INC	935.62
CHK	00386967	10/16/2025	QWEST CORPORATION	913.86
CHK	00386968	10/16/2025	QWEST CORPORATION	4,262.62
CHK	00386969	10/16/2025	QWEST CORPORATION	86.85
CHK	00386970	10/16/2025	QWEST CORPORATION	100.77
<b>CHK</b>	<b>00386971</b>	<b>10/16/2025</b>	<b>CITY OF LAKEWOOD</b>	<b>64,742.21</b>
CHK	00386972	10/16/2025	CITY OF TACOMA	7,223.66
CHK	00386973	10/16/2025	CITY OF TACOMA	11,119.28
CHK	00386974	10/16/2025	CRT TOOLS LLP	388.33
CHK	00386975	10/16/2025	DISH NETWORK LLC	126.15
CHK	00386976	10/16/2025	DS SERVICES OF AMERICA INC	68.73
CHK	00386977	10/16/2025	ENERGY SYSTEMS MANAGEMENT/TRS	20,348.41
CHK	00386978	10/16/2025	GIG HARBOR CHAMBER OF COMMERCE	200.00
CHK	00386979	10/16/2025	GOVERNMENT FINANCE OFFICERS AS	225.00
CHK	00386980	10/16/2025	HAUGEN GRAPHICS	71.23
CHK	00386981	10/16/2025	HOME DEPOT USA INC	81.97
CHK	00386982	10/16/2025	INTERNAL REVENUE SERVICE	220.00
CHK	00386983	10/16/2025	IOPREDICT INC	1,086.00
CHK	00386984	10/16/2025	LANGUAGE LINE SERVICES	42.43
CHK	00386985	10/16/2025	LOOMIS ARMORED US LLC	1,496.77
CHK	00386986	10/16/2025	SYNCHRONY BANK	255.92
CHK	00386987	10/16/2025	MCMASTER-CARR SUPPLY	569.58
CHK	00386988	10/16/2025	MICHAEL G MALAIER	2,297.08
CHK	00386989	10/16/2025	SIT TOOL CO INC	3,892.40
CHK	00386990	10/16/2025	NH DEPT OF H&HS	419.50
CHK	00386991	10/16/2025	OCCUPATIONAL HEALTH CENTERS OF	133.50
CHK	00386992	10/16/2025	ODP BUSINESS SOLUTIONS LLC	44.58
CHK	00386993	10/16/2025	OLYMPIC SPORTS & SPINE PLLC	124.00
CHK	00386994	10/16/2025	AMERIDIAN INDUSTRIES LLC	3,082.08
CHK	00386995	10/16/2025	PIERCE COUNTY	46,605.00
CHK	00386996	10/16/2025	PUGET SOUND ENERGY	47,056.94
CHK	00386997	10/16/2025	OD SNIDER & SON INC	555.96
CHK	00386998	10/16/2025	SPECIALIZED PAVEMENT MARKING L	13,763.75

CHK	00387000	10/16/2025	TRUIVIEW BSI LLC	261.72
CHK	00387001	10/16/2025	ULINE INC	530.90
CHK	00387002	10/16/2025	UNITED SITE SERVICES OF NEVADA	219.28
CHK	00387003	10/16/2025	UNITED WAY OF PIERCE COUNTY	1,097.51
CHK	00387004	10/16/2025	VERIZON WIRELESS	1,744.67
<b>CHK</b>	<b>00387005</b>	<b>10/16/2025</b>	<b>US BANK NA</b>	<b>69,202.50</b>
CHK	00387006	10/16/2025	WA ST DEPT OF SOCIAL & HEALTH	162.50
CHK	00387007	10/16/2025	WALTER E NELSON CO	2,940.29
CHK	00387008	10/16/2025	WILLIAM BEVIER	125.00
CHK	00387009	10/23/2025	CITY OF PUYALLUP	550.50
CHK	00387010	10/23/2025	CITY OF TACOMA	12,023.08
CHK	00387011	10/23/2025	WASH SERVICE COMPANY INC	2,527.78
CHK	00387012	10/23/2025	COMCAST HOLDINGS CORPORATION	169.41
CHK	00387013	10/23/2025	COMCAST HOLDINGS CORPORATION	261.37
CHK	00387014	10/23/2025	COMCAST HOLDINGS CORPORATION	8,820.34
CHK	00387015	10/23/2025	DDMK INC	1,172.81
CHK	00387016	10/23/2025	FIRST RESPONDER OUTFITTERS INC	226.12
CHK	00387017	10/23/2025	GOVERNMENT FINANCE OFFICERS AS	187.50
CHK	00387018	10/23/2025	IDENTISYS INCORPORATED	9,130.59
CHK	00387019	10/23/2025	SADLER ENTERPRISES INC	126.28
CHK	00387020	10/23/2025	LAKEWOOD WATER DISTRICT	7,481.40
CHK	00387021	10/23/2025	SYNCHRONY BANK	22.23
CHK	00387022	10/23/2025	SIT TOOL CO INC	469.44
CHK	00387023	10/23/2025	NORTHWEST PLAYGROUND EQUIPMENT	18,330.55
CHK	00387024	10/23/2025	OCCUPATIONAL HEALTH CENTERS OF	334.50
CHK	00387025	10/23/2025	ODP BUSINESS SOLUTIONS LLC	18.94
CHK	00387026	10/23/2025	OLYMPIC INDUSTRIAL SUPPLY LLC	802.06
CHK	00387027	10/23/2025	OLYMPIC SPORTS & SPINE PLLC	124.00
CHK	00387028	10/23/2025	PARKLAND LIGHT & WATER CO	420.03
CHK	00387029	10/23/2025	PENINSULA LIGHT COMPANY	92.26
CHK	00387030	10/23/2025	PETER E DOVE	6,305.98
CHK	00387031	10/23/2025	PUGET SOUND ENERGY	301.42
CHK	00387032	10/23/2025	PURE FILTRATION PRODUCTS INC	1,972.55
CHK	00387033	10/23/2025	SME SOLUTIONS LLC	1,861.65
CHK	00387034	10/23/2025	OD SNIDER & SON INC	548.62
CHK	00387035	10/23/2025	SYRACUSE UNIVERSITY	57.84
CHK	00387036	10/23/2025	TACOMA MALL PARTNERSHIP	5,436.56
CHK	00387037	10/23/2025	TANYA MAPP-BYNUM	72.03
CHK	00387038	10/23/2025	UNITED SITE SERVICES OF NEVADA	563.65
CHK	00387039	10/23/2025	VERIZON WIRELESS	1,088.44
CHK	00387040	10/23/2025	VERIZON WIRELESS	1,288.01
CHK	00387041	10/23/2025	VERIZON WIRELESS	576.31
CHK	00387042	10/23/2025	VERIZON WIRELESS	561.31
CHK	00387043	10/23/2025	VERIZON WIRELESS	585.74
CHK	00387044	10/23/2025	VERIZON WIRELESS	756.31
CHK	00387045	10/23/2025	VERIZON WIRELESS	1,426.95
CHK	00387046	10/23/2025	VERIZON WIRELESS	591.31
CHK	00387047	10/23/2025	VERIZON WIRELESS	1,396.95
CHK	00387048	10/23/2025	VERIZON WIRELESS	668.00
CHK	00387049	10/23/2025	VERIZON WIRELESS	2,534.63
CHK	00387050	10/23/2025	VERIZON WIRELESS	561.18
CHK	00387051	10/23/2025	VERIZON WIRELESS	527.94
CHK	00387052	10/23/2025	VERIZON WIRELESS	4,502.54
CHK	00387053	10/23/2025	VERIZON WIRELESS	235.86
CHK	00387054	10/23/2025	WA ST DEPT OF LABOR & INDUSTRI	500.00
<b>CHK</b>	<b>00387055</b>	<b>10/23/2025</b>	<b>WA ST EMPLOYMENT SECURITY DEPT</b>	<b>62,237.02</b>
CHK	00387056	10/23/2025	WILLIAM PARKER JR	30.84
<b>CHK</b>	<b>00387057</b>	<b>10/30/2025</b>	<b>UNIVERSAL PROTECTION SERVICE L</b>	<b>198,696.31</b>
CHK	00387058	10/30/2025	AT&T	11,347.53
CHK	00387059	10/30/2025	ATU LOCAL 758 CORP	788.90
CHK	00387060	10/30/2025	BISON CASH	833.68
CHK	00387061	10/30/2025	CLESTER JACKSON	75.00
CHK	00387062	10/30/2025	COMCAST HOLDINGS CORPORATION	174.41
CHK	00387063	10/30/2025	COMCAST HOLDINGS CORPORATION	169.41
CHK	00387064	10/30/2025	CONNECTPOINT INC	23,768.39
CHK	00387065	10/30/2025	DAILY JOURNAL OF COMMERCE INC	335.50
CHK	00387066	10/30/2025	DAVID EVANS AND ASSOCIATES INC	19,256.36
CHK	00387067	10/30/2025	FIRST RESPONDER OUTFITTERS INC	717.50
CHK	00387068	10/30/2025	I/O CONTROLS CORPORATION	726.65
CHK	00387069	10/30/2025	INTERNAL REVENUE SERVICE	220.00
CHK	00387070	10/30/2025	KITE REALTY GROUP LP	1,037.15
CHK	00387071	10/30/2025	MATERIALS TESTING & CONSULTING	3,676.50
CHK	00387072	10/30/2025	MICHAEL G MALAIER	2,297.08
CHK	00387073	10/30/2025	MULTICARE HEALTH SYSTEM	12,356.97
CHK	00387074	10/30/2025	OCCUPATIONAL HEALTH CENTERS OF	363.00
CHK	00387075	10/30/2025	ODP BUSINESS SOLUTIONS LLC	206.96
CHK	00387076	10/30/2025	OLYMPIC SPORTS & SPINE PLLC	248.00
<b>CHK</b>	<b>00387077</b>	<b>10/30/2025</b>	<b>PIERCE COUNTY</b>	<b>73,601.73</b>
CHK	00387078	10/30/2025	QUEBEC INC	605.55
CHK	00387079	10/30/2025	RICHARD MIKLIAN	38.52

CHK	00387080	10/30/2025	CHUCKALS INC	790.31
CHK	00387081	10/30/2025	SNAP-ON INDUSTRIAL ICSC	165.05
CHK	00387082	10/30/2025	T-MOBILE	470.67
CHK	00387083	10/30/2025	SOUND PUBLISHING	164.97
CHK	00387084	10/30/2025	WB SPRAGUE CO INC	660.60
EFT	00021438	10/02/2025	ADAM DAVIS	830.64
EFT	00021439	10/02/2025	ADRIAN T LEWIS	28.00
EFT	00021440	10/02/2025	ALL STARZ STAFFING AND CONSULT	244.80
EFT	00021441	10/02/2025	AMAZON CAPITAL SERVICES INC	7,182.58
EFT	00021442	10/02/2025	CONTINENTAL BATTERY COMPANY	7,156.30
<b>EFT</b>	<b>00021443</b>	<b>10/02/2025</b>	<b>BUD CLARY CHEVROLET CADILLAC I</b>	<b>50,697.60</b>
EFT	00021444	10/02/2025	CABBROS CLEANING SERVICE LLC	24,762.68
EFT	00021445	10/02/2025	CENTRAL PUGET SOUND REGIONAL T	10,981.75
EFT	00021446	10/02/2025	CINTAS CORPORATION NO 2	5,894.71
EFT	00021447	10/02/2025	CLARY LONGVIEW LLC	42,010.00
EFT	00021448	10/02/2025	COMMERCIAL BRAKE & CLUTCH	129.40
EFT	00021449	10/02/2025	CONFLICT MANAGEMENT STRATEGIES	2,695.00
<b>EFT</b>	<b>00021450</b>	<b>10/02/2025</b>	<b>CUMMINS INC</b>	<b>59,572.74</b>
EFT	00021451	10/02/2025	DAWN NIELSEN	509.60
EFT	00021452	10/02/2025	DELL MARKETING LP	43,947.14
EFT	00021453	10/02/2025	TRUCKPRO HOLDING CORPORTATION	558.90
EFT	00021454	10/02/2025	DYNAMIC LANGUAGE CENTER LTD	213.88
EFT	00021455	10/02/2025	ELIJAH SUDERMAN	165.00
EFT	00021456	10/02/2025	GORDON TRUCK CENTERS INC	16.78
<b>EFT</b>	<b>00021457</b>	<b>10/02/2025</b>	<b>GILLIG LLC</b>	<b>101,408.95</b>
EFT	00021458	10/02/2025	GLEN JOHNSON	36.32
EFT	00021459	10/02/2025	GRAINGER	8,783.28
EFT	00021460	10/02/2025	MOTION INDUSTRIES, INC.	2,509.75
EFT	00021461	10/02/2025	JAJ ENTERPRISES LLC	1,244.00
EFT	00021462	10/02/2025	K & L GATES	1,782.05
EFT	00021463	10/02/2025	LARSCO INC	35.52
EFT	00021464	10/02/2025	LARSEN SIGN COMPANY	165.15
EFT	00021465	10/02/2025	LUMINATOR TECHNOLOGY GROUP GLO	4,288.40
EFT	00021466	10/02/2025	LYTX INC	2,591.02
EFT	00021467	10/02/2025	MALLORY SAFETY & SUPPLY LLC	8,746.75
EFT	00021468	10/02/2025	MARAH HARRIS	553.46
EFT	00021469	10/02/2025	DB PRINTING LLC	4,936.28
EFT	00021470	10/02/2025	MOHAWK MFG & SUPPLY	715.72
EFT	00021471	10/02/2025	MUNCIE RECLAMATION & SUPPLY CO	1,419.22
EFT	00021472	10/02/2025	NICK NASH	583.87
EFT	00021473	10/02/2025	NORMED INC	1,844.06
<b>EFT</b>	<b>00021474</b>	<b>10/02/2025</b>	<b>NORTHWEST BUS SALES INC</b>	<b>991,362.00</b>
EFT	00021475	10/02/2025	NORTHWEST EQUIPMENT GROUP LLC	86.83
EFT	00021476	10/02/2025	NORTHWEST LIFT & EQUIPMENT	45,415.94
EFT	00021477	10/02/2025	OLYMPIC HOLDINGS STG LLC	1,887.29
EFT	00021478	10/02/2025	PACIFICA LAW GROUP LLP	11,346.90
EFT	00021479	10/02/2025	PEAK INDUSTRIAL INC	2,202.66
<b>EFT</b>	<b>00021480</b>	<b>10/02/2025</b>	<b>PETROCARD INC</b>	<b>71,601.04</b>
EFT	00021481	10/02/2025	PRINT NW	148.12
EFT	00021482	10/02/2025	PURCELL TIRE & RUBBER COMPANY	1,752.66
EFT	00021483	10/02/2025	QUALITY PRESS	298.16
EFT	00021484	10/02/2025	ROMAINE ELECTRIC CORP	492.22
EFT	00021485	10/02/2025	SHUMAN LLC	165.00
EFT	00021486	10/02/2025	RIGHT! SYSTEMS INC	2,500.00
EFT	00021487	10/02/2025	RONALD MACKENZIE	83.98
EFT	00021488	10/02/2025	SEATTLE AUTOMOTIVE DISTRIBUTIN	407.92
EFT	00021489	10/02/2025	SOUND TRANSIT SMART CARD CENTR	1,331.65
EFT	00021490	10/02/2025	STANDARD PARTS CORP	1,052.02
EFT	00021491	10/02/2025	STAPLES INC	3,561.46
EFT	00021492	10/02/2025	UNIVERSAL AUTO GROUP 1	1,231.55
EFT	00021493	10/02/2025	TACOMA SCREW PRODUCTS INC	1,707.30
EFT	00021494	10/02/2025	GETTING PERSONAL IMPRINTING	5,288.08
EFT	00021495	10/02/2025	TENNANT SALES AND SERVICE COMP	621.21
EFT	00021496	10/02/2025	TERRYBERRY COMPANY LLC	174.71
EFT	00021497	10/02/2025	THE WW WILLIAMS COMPANY LLC	6,170.61
EFT	00021498	10/02/2025	TINY'S TIRE	302.67
EFT	00021499	10/02/2025	TITUS-WILL FORD SALES INC	134.20
EFT	00021500	10/02/2025	THE AFTERMARKET PARTS CO LLC	38,760.25
EFT	00021501	10/02/2025	TRISTAR CLAIMS MANAGEMENT SERV	23,075.00
EFT	00021502	10/02/2025	UNITED PARCEL SERVICE INC	3.06
EFT	00021503	10/02/2025	UNITED RENTALS (NORTH AMERICA)	728.86
EFT	00021504	10/02/2025	VIA TRANSPORTATION INC	5,723.26
EFT	00021505	10/02/2025	WAXIE SANITARY SUPPLY	1,740.57
EFT	00021506	10/02/2025	WESMAR COMPANY INC	2,089.31
EFT	00021507	10/02/2025	DOBBS HEAVY DUTY HOLDINGS LLC	11,624.53
EFT	00021508	10/02/2025	WORLDPAK INC	1,268.58
<b>EFT</b>	<b>00021509</b>	<b>10/03/2025</b>	<b>ICMA RETIREMENT</b>	<b>319,497.54</b>
EFT	00021510	10/03/2025	NAVIA BENEFIT SOLUTIONS	18,789.37
EFT	00021511	10/03/2025	TACOMA EMPLOYEES RETIREMENT SY	19,886.15
EFT	00021512	10/03/2025	WA ST CHILD SUPPORT REGISTRY	6,187.81

EFT	00021513	10/09/2025	AARON'S INDUSTRIAL LLC	3,624.51
EFT	00021514	10/09/2025	ABA CLEANING SERVICES LLC	32,000.00
EFT	00021515	10/09/2025	AIRGAS INC	332.06
EFT	00021516	10/09/2025	AMAZON CAPITAL SERVICES INC	8,740.16
EFT	00021517	10/09/2025	ANIXTER INC	2,064.38
EFT	00021518	10/09/2025	ATWORK! COMMERCIAL ENTERPRISES	18,356.33
EFT	00021519	10/09/2025	BRAUN CORPORATION	486.37
EFT	00021520	10/09/2025	BRAVO ENVIRONMENTAL NW INC	9,147.72
EFT	00021521	10/09/2025	CCC INTELLIGENT SOLUTIONS INC	483.34
EFT	00021522	10/09/2025	CDW GOVERNMENT INC	34,045.01
EFT	00021523	10/09/2025	CHARGEPOINT INC	1,695.54
EFT	00021524	10/09/2025	CHRISTINA MORRISON	155.10
EFT	00021525	10/09/2025	CHRISTINE BARRY	69.00
EFT	00021526	10/09/2025	CINTAS CORPORATION NO 2	999.13
EFT	00021527	10/09/2025	COGENT COMMUNICATIONS INC	3,850.41
EFT	00021528	10/09/2025	PACIFIC APEX CONSTRUCTION LLC	529.79
EFT	00021529	10/09/2025	CUMMINS INC	9,785.96
EFT	00021530	10/09/2025	CYBERSOURCE CORPORATION	290.04
EFT	00021531	10/09/2025	DOCUMO INC	1,466.53
EFT	00021532	10/09/2025	EASTER SEALS WASHINGTON	2,302.00
EFT	00021533	10/09/2025	EVERBRIDGE	13,101.91
EFT	00021534	10/09/2025	FIVE9 INC	6,349.26
EFT	00021535	10/09/2025	FSX INC	576.92
EFT	00021536	10/09/2025	GALLS LLC	5,872.50
EFT	00021537	10/09/2025	SPX CORPORATION	8,832.27
EFT	00021538	10/09/2025	GILLIG LLC	21,869.85
EFT	00021539	10/09/2025	GORDON THOMAS HONEYWELL	6,850.00
EFT	00021540	10/09/2025	GRAINGER	10,590.83
EFT	00021541	10/09/2025	HUIIT-ZOLLARS INC	13,341.52
EFT	00021542	10/09/2025	MOTION INDUSTRIES, INC.	2,336.27
EFT	00021543	10/09/2025	JAJ ENTERPRISES LLC	1,549.00
EFT	00021544	10/09/2025	JESSICA MADRIGAL	375.73
EFT	00021545	10/09/2025	KENT D BRUCE CO LLC	2,114.04
<b>EFT</b>	<b>00021546</b>	<b>10/09/2025</b>	<b>LASTPASS US LP</b>	<b>99,089.96</b>
EFT	00021547	10/09/2025	LEEANN MCNULTY	76.00
EFT	00021548	10/09/2025	MOHAWK MFG & SUPPLY	4,477.85
EFT	00021549	10/09/2025	NAVIA BENEFIT SOLUTIONS	1,341.60
EFT	00021550	10/09/2025	NEOPART TRANSIT LLC	18,597.47
EFT	00021551	10/09/2025	OLYMPIC HOLDINGS STG LLC	711.75
EFT	00021552	10/09/2025	PARAMETRIX ENGINEERING	26,497.42
EFT	00021553	10/09/2025	PEAK INDUSTRIAL INC	5.09
<b>EFT</b>	<b>00021554</b>	<b>10/09/2025</b>	<b>PETROCARD INC</b>	<b>124,515.70</b>
EFT	00021555	10/09/2025	QUALITY BUSINESS SYSTEMS INC	144.08
EFT	00021556	10/09/2025	QUADIENT FINANCE USA INC	3,152.40
EFT	00021557	10/09/2025	SHUMAN LLC	164.06
EFT	00021558	10/09/2025	RODNEY CHANDLER	339.60
EFT	00021559	10/09/2025	RODNEY DYE	304.80
EFT	00021560	10/09/2025	SHI INTERNATIONAL CORP	7,206.22
EFT	00021561	10/09/2025	SOUND TRANSIT SMART CARD CENTR	399.83
EFT	00021562	10/09/2025	STANDARD PARTS CORP	525.18
EFT	00021563	10/09/2025	STAPLES INC	1,591.78
EFT	00021564	10/09/2025	STERICYCLE INC	65.75
EFT	00021565	10/09/2025	SUMMIT LAW GROUP PLLC	10,480.70
EFT	00021566	10/09/2025	TACOMA COMMUNITY COLLEGE	5,665.56
EFT	00021567	10/09/2025	UNIVERSAL AUTO GROUP 1	1,479.69
EFT	00021568	10/09/2025	THE WW WILLIAMS COMPANY LLC	1,074.00
EFT	00021569	10/09/2025	THE AFTERMARKET PARTS CO LLC	10,541.18
EFT	00021570	10/09/2025	TRAPEZE SOFTWARE GROUP INC	19,486.05
EFT	00021571	10/09/2025	TRIBOLOGIK CORPORATION	7,664.00
EFT	00021572	10/09/2025	UNITED PARCEL SERVICE INC	4.43
EFT	00021573	10/09/2025	DOBBS HEAVY DUTY HOLDINGS LLC	17,267.28
EFT	00021574	10/09/2025	WILLIAM DICKEN	318.66
EFT	00021575	10/09/2025	WOFSCO INC	338.15
EFT	00021576	10/09/2025	WORLDPAK INC	877.29
EFT	00021577	10/09/2025	XEROX CORPORATION	2,266.63
EFT	00021578	10/09/2025	ZONAR SYSTEMS INC	156.29
<b>EFT</b>	<b>00021579</b>	<b>10/14/2025</b>	<b>US BANK CORPORATE PAYMENT SYST</b>	<b>85,674.70</b>
EFT	00021580	10/16/2025	AMERICAN CUSTODIAN INC	27,058.00
EFT	00021581	10/16/2025	ALL STARZ STAFFING AND CONSULT	1,193.40
EFT	00021582	10/16/2025	AMAZON CAPITAL SERVICES INC	3,498.13
EFT	00021583	10/16/2025	ANIXTER INC	15,331.48
EFT	00021584	10/16/2025	CHEVRON PRODUCTS CO	88.99
EFT	00021585	10/16/2025	CHLOE OYADOMARI	522.28
EFT	00021586	10/16/2025	CLEVER DEVICES LTD	509.77
EFT	00021587	10/16/2025	CONFLICT MANAGEMENT STRATEGIES	790.00
EFT	00021588	10/16/2025	CUMMINS INC	42,590.25
EFT	00021589	10/16/2025	CURT KOHLWES	125.72
EFT	00021590	10/16/2025	DANETTE ROGERS	76.00
EFT	00021591	10/16/2025	DANIEL GUY	153.29
EFT	00021592	10/16/2025	DRUG FREE BUSINESS	3,998.00

EFT	00021593	10/16/2025	ERIC GALLAGHER	161.22
<b>EFT</b>	<b>00021594</b>	<b>10/16/2025</b>	<b>FIRST TRANSIT INC</b>	<b>1,030,688.52</b>
EFT	00021595	10/16/2025	FOISAGA FULU	200.00
EFT	00021596	10/16/2025	SPX CORPORATION	10,959.11
EFT	00021597	10/16/2025	GILLIG LLC	39,357.60
EFT	00021598	10/16/2025	GRAINGER	11,456.49
EFT	00021599	10/16/2025	HUITT-ZOLLARS INC	906.21
EFT	00021600	10/16/2025	MOTION INDUSTRIES, INC.	95.53
EFT	00021601	10/16/2025	JAJ ENTERPRISES LLC	1,549.00
EFT	00021602	10/16/2025	K & L GATES	1,609.20
EFT	00021603	10/16/2025	KATHERINE SEMAKULA	41.90
EFT	00021604	10/16/2025	LAKEWOOD CHAMBER OF COMMERCE	220.20
EFT	00021605	10/16/2025	LARSCO INC	396.91
EFT	00021606	10/16/2025	MARAH HARRIS	65.38
EFT	00021607	10/16/2025	MARK ANSTEY	165.00
EFT	00021608	10/16/2025	MATTHEW NORTH	23.15
EFT	00021609	10/16/2025	MICHAEL GRIFFUS	29.31
EFT	00021610	10/16/2025	DB PRINTING LLC	7.40
EFT	00021611	10/16/2025	MOHAWK MFG & SUPPLY	1,613.92
EFT	00021612	10/16/2025	MUNCIE RECLAMATION & SUPPLY CO	2,867.45
EFT	00021613	10/16/2025	NORTHWEST PUMP & EQUIPMENT CO	657.73
EFT	00021614	10/16/2025	OLYMPIC HOLDINGS STG LLC	1,743.64
EFT	00021615	10/16/2025	PACIFICA LAW GROUP LLP	12,880.00
EFT	00021616	10/16/2025	PAMELA GANT	665.24
EFT	00021617	10/16/2025	PETROCARD INC	42,607.90
EFT	00021618	10/16/2025	PRINT NW	99.38
EFT	00021619	10/16/2025	PURCELL TIRE & RUBBER COMPANY	112.50
EFT	00021620	10/16/2025	ROMAINE ELECTRIC CORP	132.17
EFT	00021621	10/16/2025	ROBBLEE'S TOTAL SECURITY INC	109.20
EFT	00021622	10/16/2025	SETH KOLODZIEJSKI	191.12
<b>EFT</b>	<b>00021623</b>	<b>10/16/2025</b>	<b>SOUND TRANSIT</b>	<b>61,500.13</b>
EFT	00021624	10/16/2025	SOUND TRANSIT SMART CARD CENTR	36,962.59
EFT	00021625	10/16/2025	SOUTH SOUND 911	14,615.00
EFT	00021626	10/16/2025	STANDARD PARTS CORP	959.96
EFT	00021627	10/16/2025	STAPLES INC	3,285.25
EFT	00021628	10/16/2025	STELLAR INDUSTRIAL SUPPLY INC	794.30
EFT	00021629	10/16/2025	GETTING PERSONAL IMPRINTING	10,459.89
EFT	00021630	10/16/2025	THE WW WILLIAMS COMPANY LLC	26,698.04
EFT	00021631	10/16/2025	TITUS-WILL FORD SALES INC	376.85
EFT	00021632	10/16/2025	THE AFTERMARKET PARTS CO LLC	45,610.39
EFT	00021633	10/16/2025	UNITED PARCEL SERVICE INC	63.48
EFT	00021634	10/16/2025	WA ST AUDITOR'S OFFICE	1,459.50
<b>EFT</b>	<b>00021635</b>	<b>10/16/2025</b>	<b>DOBBS HEAVY DUTY HOLDINGS LLC</b>	<b>65,673.49</b>
EFT	00021636	10/16/2025	ASSOCIATED PETROLEUM	7,900.27
EFT	00021637	10/16/2025	WORLDPAC INC	926.01
EFT	00021638	10/16/2025	WASHINGTON STATE TRANSIT ASSOC	1,818.65
<b>EFT</b>	<b>00021639</b>	<b>10/17/2025</b>	<b>AWC EMPLOYEE BENEFIT TRUST</b>	<b>1,515,704.30</b>
<b>EFT</b>	<b>00021640</b>	<b>10/17/2025</b>	<b>ICMA RETIREMENT</b>	<b>315,310.55</b>
EFT	00021641	10/17/2025	NAVIA BENEFIT SOLUTIONS	18,736.10
EFT	00021642	10/17/2025	TACOMA EMPLOYEES RETIREMENT SY	20,269.29
EFT	00021643	10/17/2025	WA ST CHILD SUPPORT REGISTRY	6,187.81
EFT	00021644	10/20/2025	WA ST DEPT OF REVENUE	6,961.83
EFT	00021645	10/20/2025	WA ST DEPT OF REVENUE	1,182.55
EFT	00021646	10/23/2025	ALL STARZ STAFFING AND CONSULT	2,220.14
EFT	00021647	10/23/2025	AMAZON CAPITAL SERVICES INC	5,025.92
EFT	00021648	10/23/2025	AMY MAXWELL	321.30
EFT	00021649	10/23/2025	ANIXTER INC	452.16
EFT	00021650	10/23/2025	B & G MACHINE	1,134.31
EFT	00021651	10/23/2025	CONTINENTAL BATTERY COMPANY	761.41
EFT	00021652	10/23/2025	BEN'S CLEANER SALES INC	2,350.45
EFT	00021653	10/23/2025	BLUEBEAM INC	1,717.56
<b>EFT</b>	<b>00021654</b>	<b>10/23/2025</b>	<b>BRIDGESTONE AMERICA</b>	<b>83,953.08</b>
EFT	00021655	10/23/2025	CINTAS CORPORATION NO 2	8,797.68
EFT	00021656	10/23/2025	CLEVER DEVICES LTD	509.77
EFT	00021657	10/23/2025	COMMERCIAL BRAKE & CLUTCH	363.86
EFT	00021658	10/23/2025	CONVERGINT TECHNOLOGIES LLC	6,534.16
EFT	00021659	10/23/2025	CUMMINS INC	9,794.07
EFT	00021660	10/23/2025	DYNAMIC LANGUAGE CENTER LTD	611.82
EFT	00021661	10/23/2025	ECOLUBE RECOVERY LLC	264.20
EFT	00021662	10/23/2025	CLEAN AIR TECHNOLOGIES INC	4,870.16
EFT	00021663	10/23/2025	FERGUSON ENTERPRISES LLC #3007	154.64
EFT	00021664	10/23/2025	FRANK GOFINCH	128.81
EFT	00021665	10/23/2025	GORDON TRUCK CENTERS INC	219.65
EFT	00021666	10/23/2025	GENES TOWING CORP	2,881.28
EFT	00021667	10/23/2025	GILLIG LLC	43,568.40
EFT	00021668	10/23/2025	GRAINGER	1,407.12
EFT	00021669	10/23/2025	MOTION INDUSTRIES, INC.	1,116.99
EFT	00021670	10/23/2025	INFOJINI INC	2,982.65
EFT	00021671	10/23/2025	RONALD E JENSEN & JAMES W JENS	21,182.19
EFT	00021672	10/23/2025	CANAM MINERALS	202.31

<b>EFT</b>	<b>00021673</b>	<b>10/23/2025</b>	<b>LAKEVIEW LIGHT &amp; POWER CO</b>	<b>50,555.68</b>
EFT	00021674	10/23/2025	LARSEN SIGN COMPANY	3,402.09
EFT	00021675	10/23/2025	LEVEL 3 FINANCING INC	4,386.52
EFT	00021676	10/23/2025	MALLORY SAFETY & SUPPLY LLC	397.47
EFT	00021677	10/23/2025	MAURICE MITCHELL	120.29
EFT	00021678	10/23/2025	MCGUIRE BEARING CO	91.68
EFT	00021679	10/23/2025	MCMASTER-CARR SUPPLY	899.71
EFT	00021680	10/23/2025	MOHAWK MFG & SUPPLY	611.88
EFT	00021681	10/23/2025	MOOD MEDIA NORTH AMERICA HOLDI	133.49
EFT	00021682	10/23/2025	MUNCIE RECLAMATION & SUPPLY CO	1,827.53
EFT	00021683	10/23/2025	NEOPART TRANSIT LLC	11,759.73
EFT	00021684	10/23/2025	NORTHWEST EQUIPMENT GROUP LLC	476.82
EFT	00021685	10/23/2025	OLYMPIC HOLDINGS STG LLC	1,775.29
EFT	00021686	10/23/2025	OUTFITTER SATELLITE INC	104.10
EFT	00021687	10/23/2025	BEN-KO-MATIC CO	2,862.60
EFT	00021688	10/23/2025	PEAK INDUSTRIAL INC	1,198.24
<b>EFT</b>	<b>00021689</b>	<b>10/23/2025</b>	<b>PETROCARD INC</b>	<b>109,275.59</b>
EFT	00021690	10/23/2025	REXEL USA INC	284.94
EFT	00021691	10/23/2025	PURCELL TIRE & RUBBER COMPANY	2,116.51
EFT	00021692	10/23/2025	QUALITY PRESS	276.40
EFT	00021693	10/23/2025	ROMAINE ELECTRIC CORP	2,988.76
EFT	00021694	10/23/2025	REFRIGERATION SUPPLIES DISTRIB	49.06
EFT	00021695	10/23/2025	REX V PEGG FABRICS INC	251.48
EFT	00021696	10/23/2025	RS AMERICAS INC	91.38
EFT	00021697	10/23/2025	SOUND TRANSIT SMART CARD CENTR	2,206.18
EFT	00021698	10/23/2025	STANDARD PARTS CORP	954.56
EFT	00021699	10/23/2025	STAPLES INC	484.88
EFT	00021700	10/23/2025	TACOMA COMMUNITY COLLEGE	5,818.53
EFT	00021701	10/23/2025	UNIVERSAL AUTO GROUP 1	1,217.45
EFT	00021702	10/23/2025	TACOMA SCREW PRODUCTS INC	2,722.33
EFT	00021703	10/23/2025	GETTING PERSONAL IMPRINTING	2,054.21
EFT	00021704	10/23/2025	TERRYBERRY COMPANY LLC	675.85
EFT	00021705	10/23/2025	TITUS-WILL FORD SALES INC	5,037.45
EFT	00021706	10/23/2025	THE AFTERMARKET PARTS CO LLC	28,848.90
EFT	00021707	10/23/2025	ULINE INC	352.17
EFT	00021708	10/23/2025	UNITED PARCEL SERVICE INC	3.06
EFT	00021709	10/23/2025	UNITED RENTALS (NORTH AMERICA)	2,699.65
EFT	00021710	10/23/2025	VIA TRANSPORTATION INC	18,056.40
<b>EFT</b>	<b>00021711</b>	<b>10/23/2025</b>	<b>VIA TRANSPORTATION INC</b>	<b>251,236.22</b>
EFT	00021712	10/23/2025	WAXIE SANITARY SUPPLY	775.81
<b>EFT</b>	<b>00021713</b>	<b>10/23/2025</b>	<b>DOBBS HEAVY DUTY HOLDINGS LLC</b>	<b>93,188.36</b>
EFT	00021714	10/23/2025	WORLDPAC INC	144.83
EFT	00021715	10/23/2025	WASHINGTON STATE TRANSIT ASSOC	626.45
EFT	00021716	10/23/2025	ZAYO GROUP HOLDINGS INC	1,393.12
EFT	00021717	10/30/2025	ALL STARZ STAFFING AND CONSULT	1,321.20
EFT	00021718	10/30/2025	AMAZON CAPITAL SERVICES INC	4,636.86
EFT	00021719	10/30/2025	CONTINENTAL BATTERY COMPANY	230.64
EFT	00021720	10/30/2025	BRANDY TUGGLE	531.40
EFT	00021721	10/30/2025	PRECARE INC	3,594.93
EFT	00021722	10/30/2025	CABBROS CLEANING SERVICE LLC	17,256.89
EFT	00021723	10/30/2025	CENTENNIAL CONTRACTORS ENTERPR	31,389.12
EFT	00021724	10/30/2025	CINTAS CORPORATION NO 2	6,779.55
EFT	00021725	10/30/2025	CONFLICT MANAGEMENT STRATEGIES	3,490.00
EFT	00021726	10/30/2025	CUMMINS INC	2,743.30
EFT	00021727	10/30/2025	TRUCKPRO HOLDING CORPORTATION	888.45
EFT	00021728	10/30/2025	GALLS LLC	4,361.16
EFT	00021729	10/30/2025	SPX CORPORATION	9,833.02
EFT	00021730	10/30/2025	GILLIG LLC	14,896.18
EFT	00021731	10/30/2025	GRAINGER	456.44
EFT	00021732	10/30/2025	MOTION INDUSTRIES, INC.	1,227.93
EFT	00021733	10/30/2025	JAJ ENTERPRISES LLC	3,106.00
EFT	00021734	10/30/2025	JARROD HAMMOND	165.00
EFT	00021735	10/30/2025	KENDRA BROKMAN	1,294.04
EFT	00021736	10/30/2025	KIEL NA LLC	21.00
EFT	00021737	10/30/2025	MALLORY SAFETY & SUPPLY LLC	796.03
EFT	00021738	10/30/2025	MOHAWK MFG & SUPPLY	4,029.76
EFT	00021739	10/30/2025	WORKSPACE DEVELOPMENT LLC	5,190.72
<b>EFT</b>	<b>00021740</b>	<b>10/30/2025</b>	<b>PETROCARD INC</b>	<b>81,518.96</b>
EFT	00021741	10/30/2025	PURCELL TIRE & RUBBER COMPANY	554.50
EFT	00021742	10/30/2025	QUALITY BUSINESS SYSTEMS INC	643.55
EFT	00021743	10/30/2025	QUALITY PRESS	298.16
EFT	00021744	10/30/2025	SHUMAN LLC	330.00
EFT	00021745	10/30/2025	REDMON GROUP INC	14,729.55
EFT	00021746	10/30/2025	SCHETKY NORTHWEST SALES INC	85.24
EFT	00021747	10/30/2025	SEATTLE AUTOMOTIVE DISTRIBUTIN	41.29
EFT	00021748	10/30/2025	STANDARD PARTS CORP	33,523.00
EFT	00021749	10/30/2025	STAPLES INC	2,827.81
EFT	00021750	10/30/2025	SUMMIT LAW GROUP PLLC	17,664.20
EFT	00021751	10/30/2025	UNIVERSAL AUTO GROUP 1	1,132.14
EFT	00021752	10/30/2025	TACOMA SCREW PRODUCTS INC	2,286.24

EFT	00021753	10/30/2025	TERRYBERRY COMPANY LLC	92.48
EFT	00021754	10/30/2025	THE AFTERMARKET PARTS CO LLC	17,630.65
EFT	00021755	10/30/2025	TRANSPORTATION CHOICES	12,500.00
EFT	00021756	10/30/2025	ULINE INC	22.73
EFT	00021757	10/30/2025	DOBBS HEAVY DUTY HOLDINGS LLC	1,622.31
EFT	00021758	10/30/2025	WILLIAM SNYDER	280.44
EFT	00021759	10/30/2025	WASHINGTON STATE TRANSIT ASSOC	652.35
EFT	00021760	10/30/2025	XEROX CORPORATION	2,640.66
<b>EFT</b>	<b>00021761</b>	<b>10/31/2025</b>	<b>ICMA RETIREMENT</b>	<b>313,083.90</b>
EFT	00021762	10/31/2025	NAVIA BENEFIT SOLUTIONS	18,698.57
EFT	00021763	10/31/2025	TACOMA EMPLOYEES RETIREMENT SY	20,287.52
EFT	00021764	10/31/2025	CONVERGINT TECHNOLOGIES LLC	13,565.71
<b>Total Payments</b>				<b><u>8,764,254.54</u></b>

**PIERCE TRANSIT  
BOARD OF COMMISSIONERS  
REGULAR BOARD MEETING MINUTES**

**October 13, 2025**

**CALL TO ORDER**

Chair Whalen called the regular board meeting to order at 4:03 p.m.

**ROLL CALL**

Commissioners present:

Rosie Ayala, Vice Chair, Pierce County Council  
Olgy Diaz, City of Tacoma Councilmember  
Doug Fagundes, City of Fife Councilmember  
*(representing Fife/Milton/Edgewood/Pacific/Auburn/Ruston/Steilacoom)*  
John Hines, City of Tacoma Councilmember  
John Hoheusle, President of ATU 758, Represents IAM and ATU  
Ryan Mello, Pierce County Executive  
Shannon Reynolds, City of Fircrest Mayor *(representing Fircrest, University Place, and Gig Harbor)*  
Kristina Walker, City of Tacoma Councilmember  
Jason Whalen, Chair, City of Lakewood Mayor

Commissioners excused:

Jim Kastama, City of Puyallup Mayor *(Mayor of the City of Puyallup)*

Staff present:

Mike Griffus Chief Executive Officer  
Deanne Jacobson, Clerk of the Board  
Mona Sullivan, Deputy Clerk of the Board  
Abe Weill, K&L Gates Counsel

**LAND ACKNOWLEDGMENT AND FLAG SALUTE**

Chair Whalen led attendees in the land acknowledgment, followed by the flag salute.

**OPENING REMARKS AND HOUSEKEEPING ITEMS**

Chair Whalen welcomed board members, staff, and citizens to the meeting and provided attendees with instructions for meeting participation.

**PRESENTATIONS**

**1. Honoring Lori Cogar for Operator of the Month for September 2025**

Assistant Transportation Manager Katharine Hawkins honored Lori Cogar for being selected Operator of the Month for September 2025. She reported that Ms. Cogar

has been an operator since 2022, noting that she is friendly, dedicated, and professional. [Ms. Cogar was not present to receive the award.]

On behalf of the Board, Chair Whalen congratulated Ms. Cogar for receiving the award and thanked her for her service and dedication.

### **PUBLIC COMMENT**

After providing instructions for participation, Chair Whalen opened the public comment period. The following individual(s) spoke:

- “Spazz” reported that he is a disabled person with a spinal injury and has been refused access to Sound Transit bus service and other bus service because of the segway device he uses. He reported that operators have not allowed him to board the bus with his segway mobility device. He advised that he needs to use a segway device to assist him with his disability. He spoke about the inconvenience being denied service has caused him and expressed his frustration.

### **CONSENT AGENDA**

*(Items listed below were distributed to Commissioners in advance for reading and study and are enacted with one motion. Item(s) may be moved to the Action Agenda at the request of a commissioner.)*

Commissioners Ayala and Walker **moved** and seconded to approve the consent agenda as presented.

Motion **carried**, 8-0.

1. Approval of Vouchers, September 1-30, 2025  
Operating Fund #10  
Self-Insurance Fund #40  
Capital Fund #90  
Payment Nos. 386625 through 21437  
Wire Nos. 21186 through 21437  
Total \$11,177,269.81
2. Approval of Minutes: September 8, 2025, regular meeting
3. FS 2025-037, Approved Resolution No. 2025-015, amending the Agency’s Awards and Recognition policy as presented in Exhibit A, clarifying that the spending limits for the program shall be in compliance with IRS guidelines and repealing Resolution No. 17-040, which authorized the previous Awards and Recognition policy.

### **ACTION AGENDA**

1. **FS 2025-038, Authority to Increase Contract #E1893 with Denovo Ventures, LLC, for Multi-Year Licensing and Support Services of the Cloud-Based Oracle Finance Enterprise Resource Planning (ERP) System**

Chief Financial Officer Chris Schuler presented on the item. He reminded the members of the board that last month they approved the capital project and contract for the software implementation for the Enterprise Resource Planning system and that staff is back today to ask for approval of the licensing and support agreement. He reviewed the costs and system support that will be covered under the contract.

Commissioners Fagundes and Walker **moved** and seconded to authorize the Chief Executive Officer to increase Contract #E1893 with Denovo Ventures, LLC, in the amount of \$2,262,247 for Multi-Year Licensing and Support Services for the Cloud-Based Oracle Finance Enterprise Resource Planning (ERP) System for a revised contract spending authority of \$5,203,247.

Motion **carried**, 8-0.

## **STAFF UPDATES**

### **1. CEO's Report**

CEO Mike Griffus reported on the following:

- The Washington State Auditor's Office has completed the annual single audit for the use of federal funds and Pierce Transit received no findings.
- Pierce Transit continues to install Stream Community Line enhanced bus stops and most stops in the southern half of the system are complete. He reported that Pierce Transit just received permits from the City of Tacoma and so work will begin soon on stops within that segment of the line.
- Pierce Transit's facilities team continues to work to improve the customer experience at transit centers and is wrapping up many projects. Some of these improvements include the repainting of the bus platform at Tacoma Dome Station and an in-depth pressure washing of the entire facility; and safety striping and curb painting at transit centers.
- Sound Transit is taking public feedback about its 2026 Service Plan and proposed changes to ST Express Bus Services in connection with the expansion of Link Light rail to the region from October 6 to November 7. Please visit sound transit's website to learn more about the proposed plan and if you would like to provide feedback.

## **INFORMATIONAL BOARD ITEMS**

### **1. Chair's Report**

Chair Whalen reported on the following:

- The October 16, 2025, Service Delivery and Capital Committee meeting will be cancelled. The next Service Delivery and Capital Committee meeting is scheduled for December 18, 2025.

## **2. Sound Transit Update**

Commissioner Mello reported on the following:

- Announced that people can take Sound Transit service to the Mariner games.
- Reported that the Rider Experience and Operations Committee is deliberating on the future of Sound Transit Express Bus Service. He noted that the 590 Express Service is sustained, but there are discussions about truncating the 574 service to where the service would no longer go directly to the SeaTac Airport, but instead connect to the Link Light Rail in Federal Way, where passengers would transfer.
- Other meeting topics were financial in nature relating to bonds and TIFIA loans as well as how to get more companies to bid on capital projects. A Multiple Award Task Order Contract was formed, and hopefully this will yield more competition.
- The Board will hold a retreat next month to dive into capital planning and service delivery. The Board is working on solution to the funding gap to complete the projects.

## **3. Puget Sound Regional Council Transportation Policy Board (TPB) Update**

- Commissioner Walker reported on the work that was conducted at the October meeting, which included the following:
  - Working on recommendations for the state legislature session.
  - Puget Sound Clean Air Agency presented a Regional Comprehensive Climate Action Plan
  - Big initiatives include working on the Regional Transportation Plan

The next meeting is scheduled for November 13, 2025.

## **4. Committee Chair Reports**

- No reports were provided.

## **5. Commissioners' Comments**

No comments were provided.

## **EXECUTIVE SESSION**

Chair Whalen recessed the meeting into executive session until approximately 5:15 p.m. for purposes of reviewing the performance of a public employee, pursuant to RCW

42.30.110(1)(g). He advised that no action will be taken when the Board returns to open session and the executive session proceedings are closed to the public.

**RECONVENE/ADJOURNMENT**

Chair Whalen reconvened the meeting back to open session at 5:17 p.m. There being no further business to come before the Board, the meeting was adjourned at 5:17 p.m.

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Deanne Jacobson  
Clerk of the Board

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Jason Whalen, Chair  
Board of Commissioners

## 3rd Quarter 2025 Contracts Report

Report to Board of Commissioners

Sole Source Over \$10,000 Approved by the CEO

Contracts and Amendments - \$100,000 to \$200,000 Approved by the CEO

Sole Source Over \$10,000			
Name & Contract #	Explanation	Amount	Eff. Date
Integrated Power Systems E2364	Annual preventive maintenance on Uninterrupted Power Supply and Batteries in Bldg 4 and 5	\$13,169.07	9.19.25
Clever Devices E2309	SmartYard Additional Sensors for CAD/AVL	\$44,296.05	8.6.25
Contracts and Amendments - \$100,000 to \$200,000			
Name & Contract #	Explanation	Amount	Eff. Date
Dell USA E2317	Processor and laptop replacements	\$123,019.57	7.10.25
CDW Government E2366	Commvault Metallic Backup Software Renewal	\$125,663.62	9.30.25
Wash Services Company E2249	Unit Priced Pressure Washing Services	\$150,000.00	7.10.25
Sign Dog West LLC E2270	TDS Wayfinding sign and stencil fabrication	\$164,599.50	8.26.25
Parametrix Engineering E2242	Facilities Condition Assessment	\$165,771.06	9.24.25
Huitt Zollars Inc E2208	Base BEB Charging Expansion Engineering Design Services	\$178,184.25	7.28.25

**Sole Source:** A circumstance when the vendor is the sole provider of licensed or patented goods or services or has specialized knowledge or skill needed for a project when there is limited time and vendors with the expertise.

**TITLE:** Authority to Execute a Multi-Year Contract with Drug Free Business, Contract No. E2306, to Provide Drug and Alcohol Collection, Testing and Laboratory Analysis, In Addition to Medical Review Officer Services

**DIVISION:** Administration

**SUBMITTED BY:** Brandy Tuggle, Human Resources Assistant Manager

**RELATED ACTION:** N/A

**ATTACHMENTS:** N/A

**RELATION TO STRATEGIC PLAN:** Internal

**BUDGET INFORMATION**

Is it Budgeted?  Yes /  No

Project Name or Number: N/A

Operating Budget

Capital Budget

FUNDING SOURCE:		EXPLANATION:
Local Amount	\$ \$375,000.00	This service is essential to the agency providing safe transportation services to the community and to meet regulatory compliance requirements and is budgeted.
Grant/Other Amounts	\$	
Total Expenditure	\$ \$375,000.00	

**BACKGROUND:**

Pierce Transit is dedicated to providing and maintaining a drug and alcohol-free working environment in compliance with the Drug-Free Workplace Act of 1988, the Omnibus Transportation Employees Testing Act of 1991, Department of Transportation (DOT) 49 CFR Part 40 and Federal Transit Administration (FTA) 49 CFR Part 655. T

Pierce Transit’s Procurement Department issued a Request for Proposals (RFP) No. E2306 on September 2, 2025, to solicit proposals from qualified firms to perform drug and alcohol collection, testing and laboratory analysis, as well as medical review officer (MRO) services. Pierce Transit received five (5) proposals and were evaluated by an Evaluation Committee of three (3) Pierce Transit Staff members. After a competitive process, Drug Free Business was the awarded vendor based on experience, price, and ability to provide the services required under the RFP.

**STAFF RECOMMENDATION:**

Staff recommends approving Contract No. E2306 with Drug Free Business to support the Agency’s drug and alcohol program.

ALTERNATIVES:

Do not authorize the contract. This is not recommended as the agency must continue to test applicants and employees to remain in compliance with the Federal Transit Administration regulations and Agency policy.

PROPOSED MOTION:

Move to: Authorize the Chief Executive Officer to enter into and execute a multi-year contract with Drug Free Business, Contract No. E2306, to provide drug and alcohol collection, testing and laboratory analysis, as well as medical review officer (MRO) services for a total contract spending authority amount of \$375,000.



**Pierce Transit**  
**Financial Report**  
**01.01.2025 – 09.30.2025**

## **Revenue Definitions**

Fares – Revenues collected for services provided and include fixed route, SHUTTLE and Vanpool services.

Sales Tax – Revenue collected on taxable sales within the Pierce Transit Public Transportation Benefit Area. Currently, Pierce Transit only collects 0.6% of the 0.9% allowable sales tax rate.

Sound Transit – Are reimbursable expenses for Pierce Transit providing regional transit service from Pierce to King County on behalf of Sound Transit. Reimbursements are based on the costs of services at an hourly rate for service hours required to provide the service.

Grants – Revenues awarded from other agencies such as FTA or WSDOT, through formula or competitive processes to support transit programs, projects or studies.

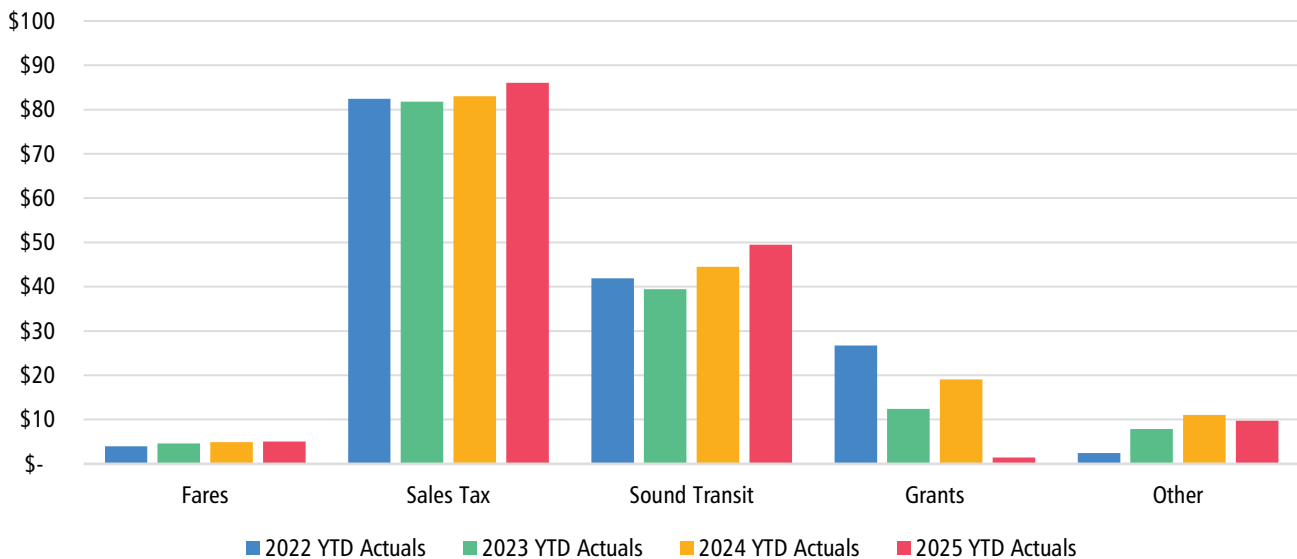
Other – Revenue collection for earned interest advertising, transit operations outside of the PTBA, and minor revenue that cannot be classified in one of the other revenue types.

## Operating Revenues

As of September 30th, Pierce Transit has received 75.72% of the budgeted revenue. A comparison of operating revenue for three prior years and the 2025 Budget to Actuals are provided in the table below. The 2025 budget numbers are for the full year whereas actuals for each year reflect activity through September 30<sup>th</sup>.

	2022	2023	2024	2025		% of Budget Received
	YTD Actuals	YTD Actuals	YTD Actuals	Budget	YTD Actuals	
Fares	\$ 3,941,260	\$ 4,598,611	\$ 4,922,307	\$ 7,030,520	\$ 5,038,160	71.66%
Sales Tax	82,467,775	81,751,174	83,019,115	\$ 113,220,060	86,020,470	75.98%
Sound Transit	41,927,223	39,473,518	44,528,884	\$ 60,919,470	49,518,174	81.28%
Grants	26,751,274	12,418,712	19,032,802	\$ 18,230,380	1,450,060	7.95%
Other	2,460,008	7,842,110	11,023,872	\$ 1,071,600	9,768,445	911.58%
<b>Total Operating Revenues</b>	<b>\$ 157,547,540</b>	<b>\$ 146,084,126</b>	<b>\$ 162,526,980</b>	<b>\$ 200,472,030</b>	<b>\$ 151,795,308</b>	<b>75.72%</b>

### Year-To-Date Revenue by Type 2022 - 2025 (in millions)



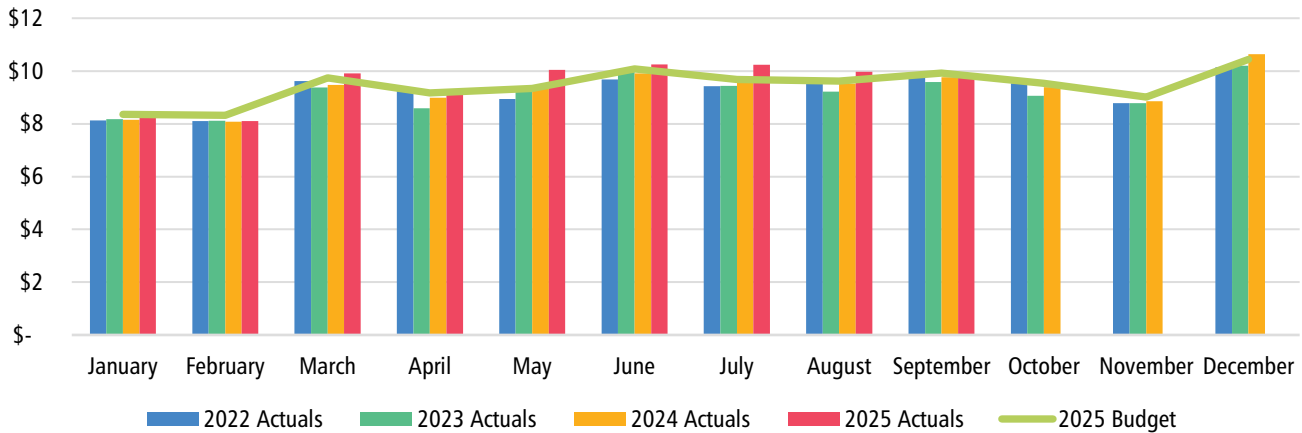
### Highlights from 3<sup>rd</sup> Quarter:

With the exception of Grants, all revenue categories are performing at or above budgeted expectations. The Other revenue category – which includes earned interest, proceeds from asset disposals, and miscellaneous income – has seen the most significant increase, reaching 909.98% of the budgeted amount. This surge is primarily driven by elevated interest rates and the higher balance of invested funds. As anticipated, Grant revenue remains low through the first half of the year due to accelerated billings of Pierce Transit’s two primary operating grants – Transit Support and Special Needs – which were fully billed through October 2024. The third quarter of 2025 marks the first billable period for these grants in the current year. Looking ahead, two grants are not expected to have billable activity in 2025. One is a portion of our FTA formula funds that is currently awarded, but inactive. The other is the Stream System Expansion Study II, which we are proposing to reallocate to a capital project to better align with current funding priorities and support more critical expenditures.

## Sales Tax Collections by Month

	2022 Actuals	2023 Actuals	2024 Actuals	2025 Budget	2025 Actuals	% of Budget Received
January	\$ 8,126,107	\$ 8,177,567	\$ 8,150,248	\$ 8,362,875	\$ 8,429,663	100.80%
February	8,108,303	8,115,984	8,075,504	8,322,154	8,108,175	97.43%
March	9,618,167	9,380,893	9,476,809	9,745,458	9,911,597	101.70%
April	9,280,481	8,587,248	8,990,369	9,165,148	9,162,093	99.97%
May	8,936,817	9,281,166	9,339,210	9,344,809	10,040,229	107.44%
June	9,684,670	9,964,047	9,909,429	10,078,696	10,243,669	101.64%
July	9,421,412	9,441,416	9,780,173	9,675,579	10,235,823	105.79%
August	9,526,356	9,220,604	9,527,924	9,616,145	9,964,923	103.63%
September	9,765,463	9,582,250	9,769,450	9,924,298	9,924,298 *	100.00%
October	9,529,305	9,057,537	9,386,925	9,534,013		0.00%
November	8,784,403	8,782,920	8,854,177	9,011,058		
December	10,146,049	10,206,699	10,639,413	10,439,825		
<b>Total Sales Tax</b>	<b>\$ 110,927,532</b>	<b>\$ 109,798,330</b>	<b>\$ 111,899,630</b>	<b>\$ 113,220,060</b>	<b>\$ 86,020,470</b>	<b>75.98%</b>

## Sales Tax Collections by Month 2022 - 2025 (in millions)



\*There is a two-month lag between the collection of sales tax and its remittance to Pierce Transit. For reporting purposes, projections are based on the monthly budgeted amounts for the current year until actual remittance figures are received. The accompanying chart and graph reflect the budgeted revenue for September, which is scheduled to be received by November 30<sup>th</sup>.

3<sup>rd</sup> Quarter 2025 collections are up 3.62% or \$3,001,355 over year-to-date 2024 actuals.

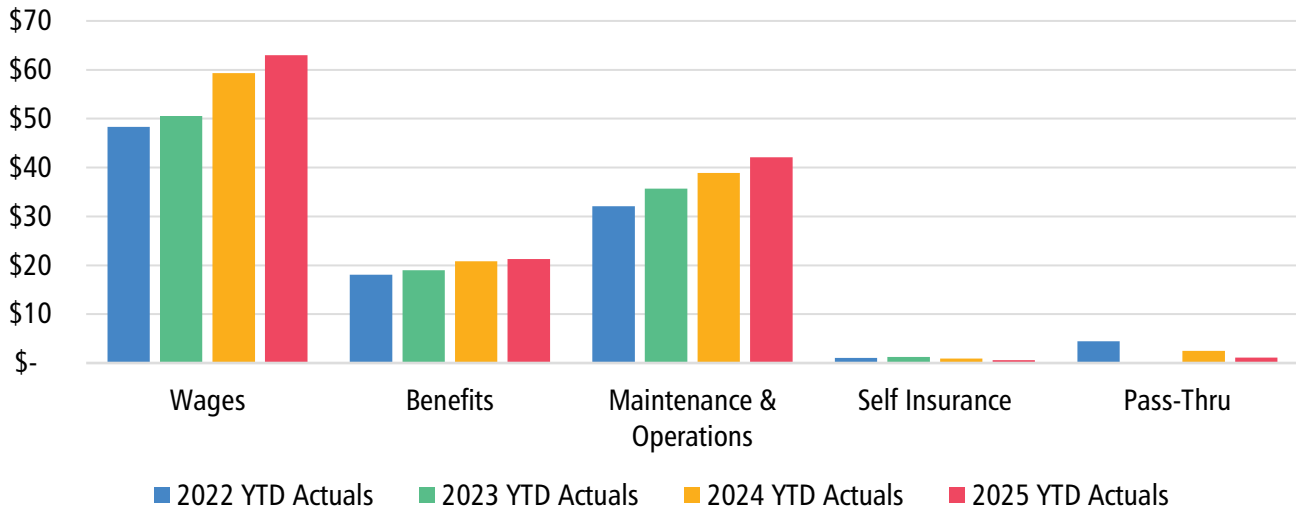
3<sup>rd</sup> Quarter 2025 collections are up 2.12%, or \$1,785,305 over year-to-date 2025 budget.

## Operating Expenditures by Object

As of September 30th, Pierce Transit has expended 63.56% of the budgeted expenditures. A comparison of operating expenditures for three prior years and the 2025 Budget and Actuals are provided in the table below. The 2025 budget numbers are for the full year whereas actuals for each year reflect activity through September 30th. Non-Departmental Pass-Thru funds are payments made to Pierce County as part of the 5307 agreements.

	2022		2023		2024		2025		% of Budget Expended
	YTD Actuals	YTD Actuals	YTD Actuals	YTD Actuals	Budget	YTD Actuals	YTD Actuals		
Wages	\$ 48,333,292	\$ 50,530,073	\$ 59,288,700	\$ 94,961,160	\$ 62,970,230	66.31%			
Benefits	\$ 18,091,325	\$ 18,961,133	\$ 20,836,719	32,569,360	21,284,882	65.35%			
Total Personnel	\$ 66,424,617	\$ 69,491,206	\$ 80,125,418	\$ 127,530,520	\$ 84,255,112	66.07%			
Maintenance & Operations	\$ 32,106,720	\$ 35,710,069	\$ 38,879,222	\$ 69,286,235	\$ 42,123,288	60.80%			
Total Operating Expenditures	\$ 98,531,337	\$ 105,201,275	\$ 119,004,640	\$ 196,816,755	\$ 126,378,399	64.21%			
Self Insurance	\$ 1,029,983	\$ 1,234,565	\$ 904,502	\$ 3,374,080	\$ 583,566	17.30%			
Pass-Thru	\$ 4,463,382	\$ -	\$ 2,471,166	\$ 1,293,540	\$ 1,092,050	84.42%			
<b>Total Expenditures</b>	<b>\$ 104,024,702</b>	<b>\$ 106,435,841</b>	<b>\$ 122,380,308</b>	<b>\$ 201,484,375</b>	<b>\$ 128,054,016</b>	<b>63.56%</b>			

### Year-To-Date Expenditures by Object 2022 - 2025 (in millions)



### Highlights from 3rd Quarter:

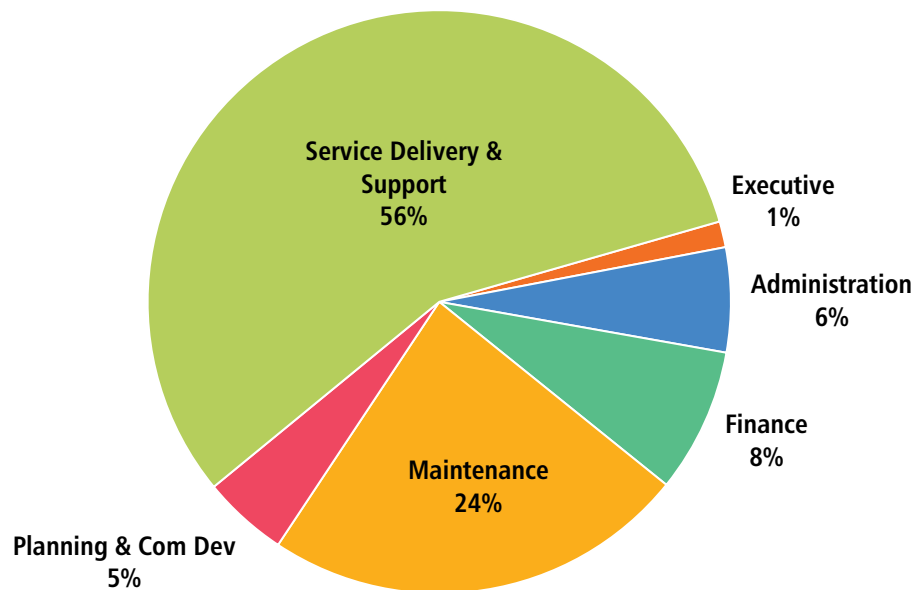
Operating expenditures are currently 11.44% under budget when measured against 75% of the annual allocation. All major spending categories are tracking below budgeted expectations. Personnel costs remain the largest expenditure category, accounting for 65.8% of total spending. A key driver of savings in this is the average vacancy rate of 4.41%, which has contributed to reduce wage and benefit expenses. Maintenance and operations expenditures are also below projections, with the most significant savings observed in the Services category, which has utilized only 39% of its annual budget. Other expenditure categories range from 54 to 106% of their respective budgets, reflecting overall prudent financial management. The annual non-departmental pass thru payment to Pierce County, in accordance with the 2025 5307 agreement, has been completed. No additional payments are anticipated for the remainder of the year.

## Operating Expenses by Division

Pierce Transit consists of six divisions: Executive, Administration, Finance, Maintenance, Planning & Community Development, and Service Delivery & Support. All divisions are under 75% of the annual budget through September.

	2022	2023	2024	2025	% of Budget Expended
	YTD Actuals	YTD Actuals	YTD Actuals	Budget	
Executive	1,187,299	1,306,961	1,490,917	2,926,980	62.12%
Administration	5,646,075	5,876,136	6,684,552	11,315,670	64.75%
Finance	9,457,435	8,211,165	9,856,165	16,460,780	61.43%
Maintenance	23,717,653	26,735,876	28,876,508	43,875,185	67.78%
Planning & Com Dev	4,605,796	5,214,290	5,861,611	11,290,380	53.09%
Service Delivery & Support	53,917,081	57,856,848	66,234,886	110,947,760	64.35%
<b>Total Operating Expenditures</b>	<b>98,531,337</b>	<b>105,201,275</b>	<b>119,004,640</b>	<b>196,816,755</b>	<b>64.21%</b>

## OPERATING EXPENDITURES BY DIVISION 2025



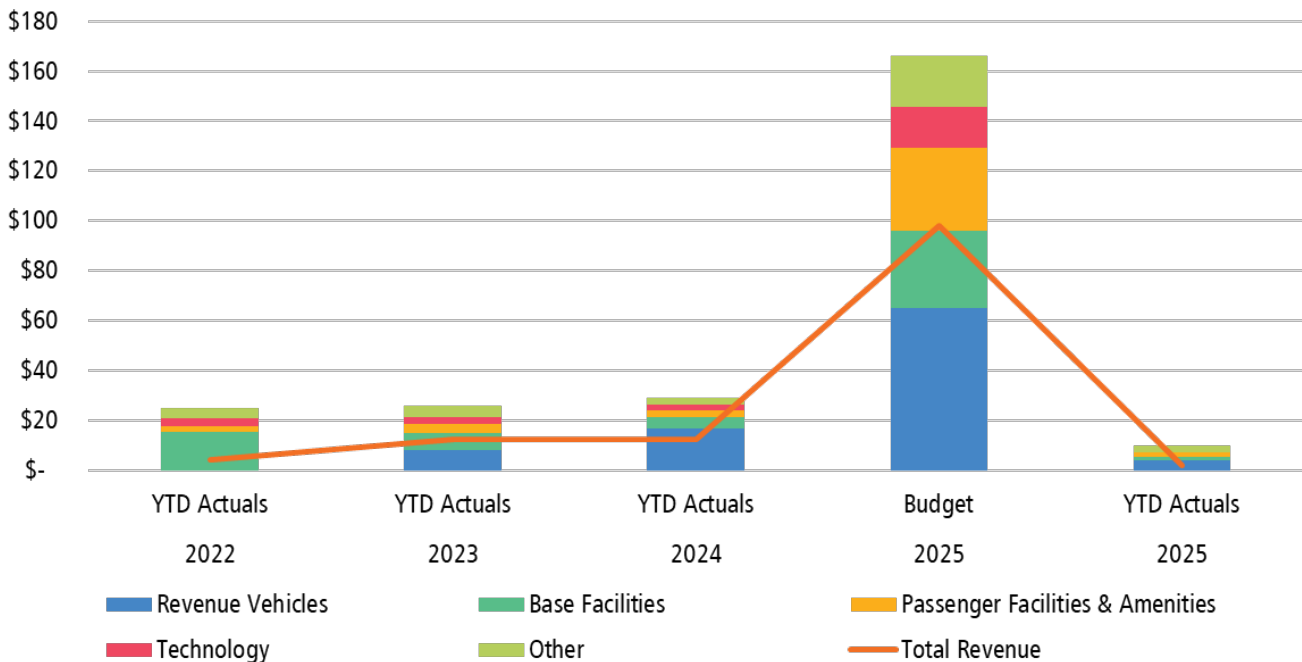
The difference between total expenditures of \$128,054,016 and division expenditures of \$126,378,399 is \$1,675,617 which represents the costs associated with self-insurance and pass thru.

## Capital Budget

The Capital Fund is established to support projects that meet capital expenditure criteria – defined as individual items exceeding \$10,000 or aggregate purchases over \$50,000 – with a useful life of more than one year. Capital projects are fully budgeted in the year they are added to the capital portfolio. Any unspent budget and remaining funding are carried forward to the next fiscal year. Project funding is sourced from federal, state, and other external entities, and is allocated on a project-specific basis. When expenditures exceed revenues, the difference is covered through reserves and transfers from the Operating Fund. Capital expenditure classifications follow the standards set by the National Transit Database (NTD).

	2022 YTD Actuals	2023 YTD Actuals	2024 YTD Actuals	2025 Budget	2025 YTD Actuals
<b>Revenue</b>					
Interest	\$ 246,386	\$ 1,533,226	\$ 147,660	\$ 356,680	\$ 1,446,458
Grants	4,180,655	10,851,579	12,428,724	97,641,090	\$ 189,165
<b>Total Revenue</b>	<b>\$ 4,427,041</b>	<b>\$ 12,384,805</b>	<b>\$ 12,576,384</b>	<b>\$ 97,997,770</b>	<b>\$ 1,635,622</b>
<b>Expenditures</b>					
Revenue Vehicles	\$ 10,213	\$ 7,978,824	\$ 16,871,617	\$ 65,135,860	\$ 4,218,033
Base Facilities	15,576,024	6,731,201	4,409,415	31,084,400	\$ 1,167,163
Passenger Facilities & Amenities	2,027,599	3,672,933	2,734,537	33,199,140	\$ 1,670,542
Technology	3,217,780	2,816,252	2,510,592	16,214,370	\$ 315,822
Other	3,893,444	4,585,308	2,536,334	20,418,560	\$ 2,523,255
<b>Total Expenditures</b>	<b>\$ 24,725,060</b>	<b>\$ 25,784,518</b>	<b>\$ 29,062,496</b>	<b>\$ 166,052,330</b>	<b>\$ 9,894,814</b>
<b>Net Income (Loss)</b>	<b>\$ (20,298,019)</b>	<b>\$ (13,399,713)</b>	<b>\$ (16,486,112)</b>	<b>\$ (68,054,560)</b>	<b>\$ (8,259,192)</b>

**Capital Fund  
Revenue & Expenditures**  
(in millions)



## Summary

As of September 30th, the revenues outpaced the expenditures and added approximately \$15.2 million to our reserves that will be invested until needed for continued operations and future capital investments.

<b>Revenue</b>	
Operating	151,476,118
Capital	1,635,622
<b>Total</b>	<b>153,111,741</b>
<b>Expenditures</b>	
Operating	128,054,016
Capital	9,894,814
<b>Total</b>	<b>137,948,830</b>
<b>Net Income (Loss)</b>	<b>15,162,910</b>

## Reserve Requirements

**Operating:** A minimum of two months of agency operating expenditures of the current year and is currently \$34 million, plus \$1.2 million to protect the agency from self-insurance risks.

**Capital:** A minimum of 50% of the previous three years average of annual asset depreciation at any point in the Six-Year Financial Plan; 100% in the final year of the Six-Year Financial Plan and is currently \$8.4 million each year and \$16.8 million in the final year.

## Budget Revisions & Amendments

Budget revisions are made when funds are reallocated between accounts within the approved budget. These revisions do not impact the agency's overall budget total. However, Board of Commissioners' approval is required when cumulative increases to capital projects exceed \$50,000 over the life of the project. Budget amendments, on the other hand, occur when unanticipated expenses arise and the agency's total budget must be increased. All budget amendments require approval from the Board of Commissioners.

The following section outlines all budget adjustments through the third quarter of 2025, along with a table reflecting updated fund balances resulting from these changes.

2025 Budget Summary												
Budget	Revenues & Other Sources						Expenditures & Other Uses				Original Ending Balance	Revised Ending Balance
	Original Beginning Balance	Balance Adjustments	Adjusted Beginning Balance	Original Budget	Amendments	Revised Budget	Original Budget	Amendments	Revised Budget			
Operating	169,169,240	17,712,060	186,881,300	200,828,710	-	200,828,710	207,142,710	158,580	207,301,290	162,855,240	180,408,720	
Capital	71,335,350	(6,933,810)	64,401,540	103,116,980	(2,918,000)	100,198,980	166,052,330	(7,580,138)	158,472,192	8,400,000	6,128,328	
<b>Total</b>	<b>240,504,590</b>	<b>10,778,250</b>	<b>251,282,840</b>	<b>303,945,690</b>	<b>(2,918,000)</b>	<b>301,027,690</b>	<b>373,195,040</b>	<b>(7,421,558)</b>	<b>365,773,482</b>	<b>171,255,240</b>	<b>186,537,048</b>	

Fund	Item Description	Quarter	Beginning Fund Balance	Revenues	Transfers-In	Sources	Expenditures	Transfers-Out	Uses	Ending Fund Balance	Fact Sheet or Resolution #
Operating	Beginning Fund Balance Adjustment	1	17,604,700	-	-	-	-	-	-	17,604,700	NA
	Capital Purchases Moved to Ops	1	-	-	-	-	16,100	-	16,100	(16,100)	NA
	Correct Project #643	3	-	-	-	-	142,480	-	142,480	(142,480)	NA
			17,604,700	-	-	-	158,580	-	158,580	17,446,120	
Insurance	Beginning Fund Balance Adjustment		107,360	-	-	-	-	-	-	107,360	NA
			107,360	-	-	-	-	-	-	107,360	
Capital	Beginning Fund Balance Adjustment	1	(6,933,810)	-	-	-	-	-	-	(6,933,810)	NA
	Lakewood TC Ind Charging & Support	1	-	(2,668,000)	-	(2,668,000)	(3,335,000)	-	(3,335,000)	667,000	NA
	Capital Purchases Moved to Ops	1	-	-	-	-	(16,100)	-	(16,100)	16,100	NA
	Closeout Project #636	1	-	-	-	-	(109,539)	-	(109,539)	109,539	NA
	Adjust Project #667	1	-	-	-	-	(17,199)	-	(17,199)	17,199	NA
	Closeout Project #579	1	-	-	-	-	(100,702)	-	(100,702)	100,702	NA
	Closeout Project #650	1	-	-	-	-	(250,000)	-	(250,000)	250,000	NA
	Closeout Project #646	2	-	-	-	-	(16,411)	-	(16,411)	16,411	NA
	Closeout Project #623	2	-	-	-	-	(616,339)	-	(616,339)	616,339	NA
	Closeout Project #558	2	-	-	-	-	(280,711)	-	(280,711)	280,711	NA
	Closeout Project #649	2	-	-	-	-	(11,805)	-	(11,805)	11,805	NA
	Closeout Project #639	2	-	-	-	-	(146,768)	-	(146,768)	146,768	NA
	Closeout Project #673	2	-	-	-	-	(1,806)	-	(1,806)	1,806	NA
	Closeout Project #642	2	-	-	-	-	(130,000)	-	(130,000)	130,000	NA
	Closeout Project #643	2	-	-	-	-	(130,683)	-	(130,683)	130,683	NA
	Closeout Project #665	2	-	-	-	-	(297,460)	-	(297,460)	297,460	NA
	Closeout Project #638	2	-	-	-	-	(896,683)	-	(896,683)	896,683	NA
	Closeout Project #669	2	-	-	-	-	(1,645)	-	(1,645)	1,645	NA
	Closeout Project #668	2	-	-	-	-	(172,500)	-	(172,500)	172,500	NA
	Closeout Project #503	2	-	-	-	-	(310,773)	-	(310,773)	310,773	NA
	Adjust Project #687	2	-	(250,000)	-	(250,000)	(312,510)	-	(312,510)	62,510	NA
	Closeout Project #674	3	-	-	-	-	(18,641)	-	(18,641)	18,641	NA
	Correct Project #643	3	-	-	-	-	(142,477)	-	(142,477)	142,477	NA
	Closeout Project #652	3	-	-	-	-	(35,131)	-	(35,131)	35,131	NA
	Closeout Project #677	3	-	-	-	-	(52,846)	-	(52,846)	52,846	NA
	Closeout Project #620	3	-	-	-	-	(6,396)	-	(6,396)	6,396	NA
	Closeout Project #704.2501	3	-	-	-	-	(357)	-	(357)	357	NA
	Closeout Project #697	3	-	-	-	-	(64,930)	-	(64,930)	64,930	NA
	Closeout Project #609	3	-	-	-	-	(104,726)	-	(104,726)	104,726	NA
			(6,933,810)	(2,918,000)	-	(2,918,000)	(7,580,138)	-	(7,580,138)	(2,271,672)	
<b>Grand Total</b>			<b>10,778,250</b>	<b>(2,918,000)</b>	<b>-</b>	<b>(2,918,000)</b>	<b>(7,421,558)</b>	<b>-</b>	<b>(7,421,558)</b>	<b>15,281,808</b>	

## Budget Revision & Amendment Highlights

Beginning fund balances for 2025 exceeded budget projections by \$10,778,250, primarily due to agency-wide underspending of the 2024 year-end budget estimates and higher-than-anticipated revenues – most notably from interest earned on investments. Additionally, several projects closed under budget, further contributing to the increased ending fund balance for 2025.

### Projects Closed this Quarter

<b>Project Name &amp; Number</b>	<b>Budget</b>	<b>Actual</b>
NeoGov HRIS Module – 609	\$160,000	\$55,274
Building 5 A/V Equipment – 620	\$220,386	\$213,990
Shatterproof Film – 652	\$86,772	\$62,401
Building 1 3 Phase Spot Welder – 674	\$50,000	\$31,659
Building 1 Training Room Equipment – 677	\$73,000	\$9,058
72 <sup>nd</sup> & Portland TC Roof – 697 (cancelled)	\$64,930	\$0
Facilities Maintenance Purchases – 704.2501	\$18,140	\$17,783