

Board of Commissioners Special Meeting Agenda

November 18, 2024 – 3:30 p.m.

(Rescheduled from November 11, 2024)

Virtual Meeting Participation Information:

Dial: 1-253-215-8782 Meeting ID No. 82610418115

Webinar link: <https://us02web.zoom.us/j/82610418115>



Physical Meeting Location:

Pierce Transit Training Center

3720 96th Street SW

Lakewood, WA 98499

Call to Order

Roll Call

Flag Salute and Land Acknowledgement

Presentations

1. Honoring Rachel Heller for Operator of the Month for October 2024 Tina Thomas
Assistant Transportation Manager
2. 2025 State Legislative Overview and Review of Draft 2025 State Legislative Priorities Lauren Adler
Government Relations Administrator
&
Hanna Jones
Gordon Thomas Honeywell

Public Hearing – Proposed 2025 Budget

(Includes budget presentation)

Chris Schuler
Chief Financial Officer

Citizens wishing to provide comments during 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. 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.*

Public Comment

Citizens 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.*

Consent Agenda

1. Approval of Vouchers: October 1-31, 2024

November 18, 2024

2. Approval of Minutes: October 14, 2024
3. FS 2024-048, Authorizing Personnel Manual housekeeping Amendments to Sections 6.4 – Leave with Pay – Military, Jury Duty, and Bereavement; Section 7.11 – Deferred Compensation for Non-Represented Employees; and Section 7.15 – Benefits Status During Leave Without Pay, as presented in Exhibit A

Action Agenda

1. FS 2024-049, Authority to Execute Amendment No. 4 to the Chief Executive Officer's Employment Contract, Increasing Paid Personal Leave Days from Twenty to Thirty Days During Each Calendar Year Amy Cleveland
Chief of Administration

Staff Updates

1. CEO's Report Mike Griffus
Chief Executive Officer
2. Customer Experience Update: Efforts to Combat Human Trafficking in the Pierce Transit System Ed Roberts
Chief of Public Safety
3. Runner Pilot Program Update Ryan Wheaton
Chief of Planning and Community Dev.

Informational Items

1. Chair Report Chair Walker
2. Sound Transit Update Commissioner Kastama
3. Puget Sound Regional Council Transportation Policy Board Update Commissioner Mello
4. Committee Chair Reports
5. Commissioners' Comments

Executive Session – None scheduled

Adjournment

Handouts: Q3 Financial Report

Pierce Transit does not discriminate on the basis of disability in any of its programs, activities, or services. To request this information in an alternative format or to request a reasonable accommodation, please contact the Clerk's Office at 253.581.8066, before 4:00 p.m., no later than the Thursday preceding the Board meeting.



**Pierce
Transit**

**Operator of the Month
October 2024**

524

Pierce Transit

WASHINGTON
C4313C

Rachel Heller

October 2024

- Operator since 2016
- Excellent Customer Service
- Outstanding Safety Record

Meet one of Pierce Transit's finest drivers.

TRANSIT OPERATOR OF THE MONTH

Rachel



*October
2024*

"I enjoy being an agent for good in our community, getting people where they need to be."





State Legislative Update

November 18, 2024

Preparing for the 2025 Legislative Session



What to Expect



First year of the two-year biennium, 105-day session

- Develop biennial operating, capital, and transportation budgets
- Consider and adopt policy bills

General Election Results / Political Context:

- **Washington State Legislature**
 - A significant number of legislators are running for statewide office, higher office, or retiring. We will see many new members next session.
- **Statewide Offices**
 - Governor, Attorney General, Commissioner of Public Lands, Office of Insurance Commissioner
- **Initiatives**
 - **I-2109:** Repealing the capital gains tax
 - **I-2117:** Repealing the Climate Commitment Act & prohibiting carbon tax credit trading
 - **I-2124:** Allowing all employees to opt out of paying into and receiving long-term care insurance
 - **I-2066:** Requires Puget Sound Energy to engage in a multi-year planning process to reduce its use of natural gas, and comply with the State's Clean Energy Transformation Act, mandating zero carbon emissions by 2045

What to Expect



Influential Interim Activity:

- Economic Revenue Forecast in September appeared to reverse the anticipated revenue decrease predicted in the June revenue forecast.
- Budget leaders are concerned about new budget obligations: Increased K-12 obligations + special education, collective bargaining.
- Outcome & budgetary implication of initiatives:
 - CCA
 - Capital Gains
 - Natural Gas

Where are we now?

November 2024



- Legislators engaging in stakeholder discussions
- Legislative committees planning and preparations
- State agency decision packages submitted
- The Governor's policy staff actively reviewing decision packages submitted
- The Governor's proposed budget will be based on the current administration's priorities
The new administration will submit their own priorities to the Legislature during session

Where are we now?



Key Dates

- **Late November/early December:** Committee on Committee reorganization process
- **December 3:** Washington Highway Users Federation Interim Briefing
- **December 9-10:** House Committee Assembly Days
- **December 11:** Joint Committee meetings
- **December 12-13:** Senate Committee Assembly Days
- **1st week of December:** Pre-filing of bills begins
- **3rd week of December:** Governor's Budget is released
- **January 13th:** 1st day of the 2025 session

Pierce Transit 2025 State Legislative Priorities

Equitable Transit Service

Pierce Transit is committed to equitable solutions to ensure all within the service area have access to reliable, frequent public transportation service. As a result, the agency is considering solutions to better serve disadvantaged communities in its service area, including the cities of Lakewood, Steilacoom, Puyallup, Fife, Gig Harbor, and unincorporated Pierce County. Pierce Transit respectfully requests the Legislature consider advancing additional operating revenue for Pierce Transit to strengthen service for these underserved communities.

Preserve State Capital Grant Opportunities

- Green Transportation Grant Program
- Transit Support Grant Program
- Battery Electric Buses and Bus Facilities Grant Program

Spanaway Transit Center

Pierce Transit respectfully requests full funding for pedestrian safety improvements at the Spanaway Transit Center to include a pedestrian-only signal light and sidewalks on the east and west sides of State Route 7 from 204th to 208th Street. Funding will also include ADA improvements at each intersection. Pierce Transit also requests full funding for construction of a new vehicle roundabout on SR 7.

Re-Appropriations

Pierce Transit respectfully requests \$11.4 million in re-appropriations from the Legislature for the following projects in the 2025-2027 biennium:

- \$6 million** for the Spanaway Transit Center (awarded via Regional Mobility Grant)
- \$3.5 million** for High Capacity Transit Service (Move Ahead WA TIER Grant)
- \$1.4 million** for SR-7/STREAM (Move Ahead WA TIER Grant)
- \$500,000** for SR-7 Enhancements (awarded via Regional Mobility Grant)

Fleet Modernization

Pierce Transit supports the extension of RCW 82.08.816, which provides the tax exemption on electric vehicle infrastructure, electric batteries and fuel cells and related labor costs. The current exemption is slated to sunset July 1, 2025.

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 and 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*



**PIERCE TRANSIT
NOTICE OF PUBLIC HEARING
PROPOSED 2025 BUDGET**

A public hearing will be held as part of the Board of Commissioners Special Study Session meeting on Monday, November 18, 2024. The meeting begins at 3:30 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 2025 Budget. The proposed Budget may be viewed on the Agency's website at <https://piercetransit.org/wp-content/uploads/2024/10/2025-Preliminary-Budget-Document.pdf>.

Details on how to attend this hearing in person or virtually can be found on the November 18, 2024, Special Study Session meeting agenda by visiting <https://piercetransit.org/board-of-commissioners/#board-meetings> after November 13, 2024.

Those wishing to submit written comments may do so by emailing Djacobson@piercetransit.org, or by submitting written comments to Deanne Jacobson, Pierce Transit Clerk of the Board, 3701 96th Street SW, Lakewood, WA 98499. Written comments will be received up to 12:00 p.m. on November 18, 2024, and will be forwarded to the Pierce Transit Board. The Board is expected to consider adoption of the 2025 Budget at their December 9, 2024, regular Board meeting.

American Disability Act (ADA) accommodations are available with 48-hour notice. Please contact the Clerk's office at (253) 581-8066, or Djacobson@piercetransit.org for special accommodations.

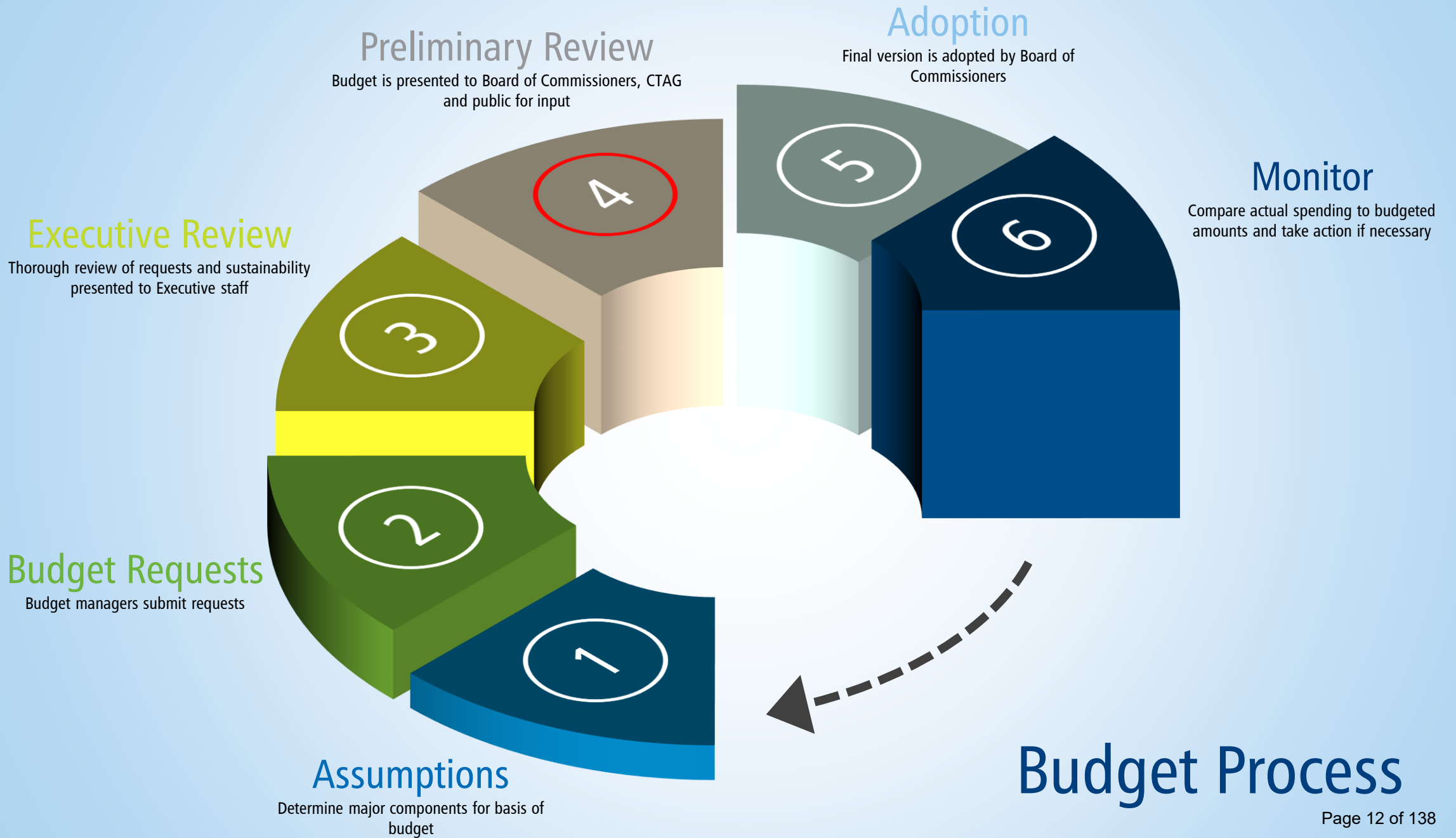
Dated this 6th day of November 2024.

Deanne Jacobson, Clerk of the Board

Published in the Tacoma Daily Index and Tacoma News Tribune on Thursday, November 7, 2024.



**Pierce Transit's
2025 Preliminary 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.

- 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.

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



3

Elevate the employee experience.

- 85% retention rate
- 60% survey response rate



4

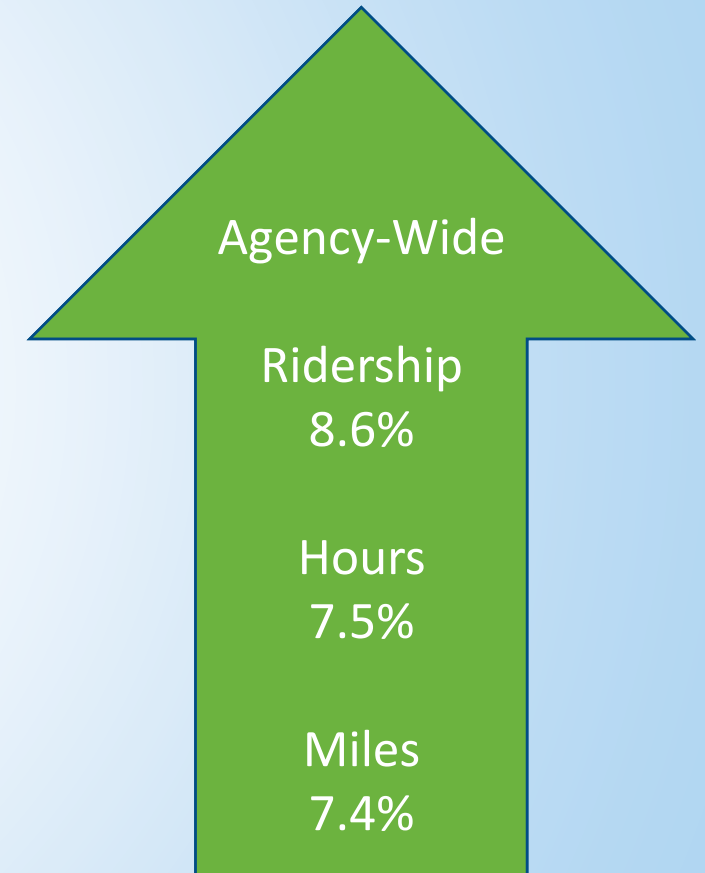
Assure sustainability of agency's finances, infrastructure, and environment.

- 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 Summary

	2023	2024 YE Estimate	2025 Budget	% Change
Fixed Route PT				
Ridership	6,096,759	6,488,384	6,983,902	7.6%
Service Hours	424,009	454,047	482,000	6.2%
Service Miles	4,951,925	5,344,095	5,673,099	6.2%
Fixed Route ST				
Ridership	2,821,392	2,689,877	3,022,108	12.4%
Service Hours	255,055	242,988	273,000	12.4%
Service Miles	5,642,694	5,405,195	6,072,803	12.4%
SHUTTLE				
Ridership	262,611	315,113	333,724	5.9%
Service Hours	169,071	193,697	204,505	5.6%
Service Miles	2,320,309	2,679,896	2,834,515	5.8%
Runner				
Ridership	22,903	41,007	45,113	10.0%
Service Hours	5,850	41,826	47,995	14.7%
Service Miles	89,524	417,365	461,300	10.5%
Rideshare				
Ridership	414,614	406,000	410,500	1.1%
Service Hours	102,419	105,000	107,500	2.4%
Service Miles	3,306,292	3,508,000	3,600,000	2.6%



Operating Revenues

2024 Year-End Estimate

Passenger Fares:
\$6,633,250



Regional Transportation:
\$49,799,090



Sales Tax:
\$110,579,340



Grants & Contributions:
\$20,063,230



Miscellaneous:
\$9,065,960



Total: \$196,140,870

VS

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

2.2%

Operating Expenditures

2024 Year-End Estimate

Budgeted Staff Positions:
1,002



Personnel Costs:
\$116,992,860



Maintenance & Operations:
\$59,336,740



Pass-Thru:
\$1,357,400



Total: \$177,687,000

VS

13.3%

2025 Budget

Budgeted Staff Positions:
984



Personnel Costs:
\$127,430,520



Maintenance & Operations:
\$72,586,080

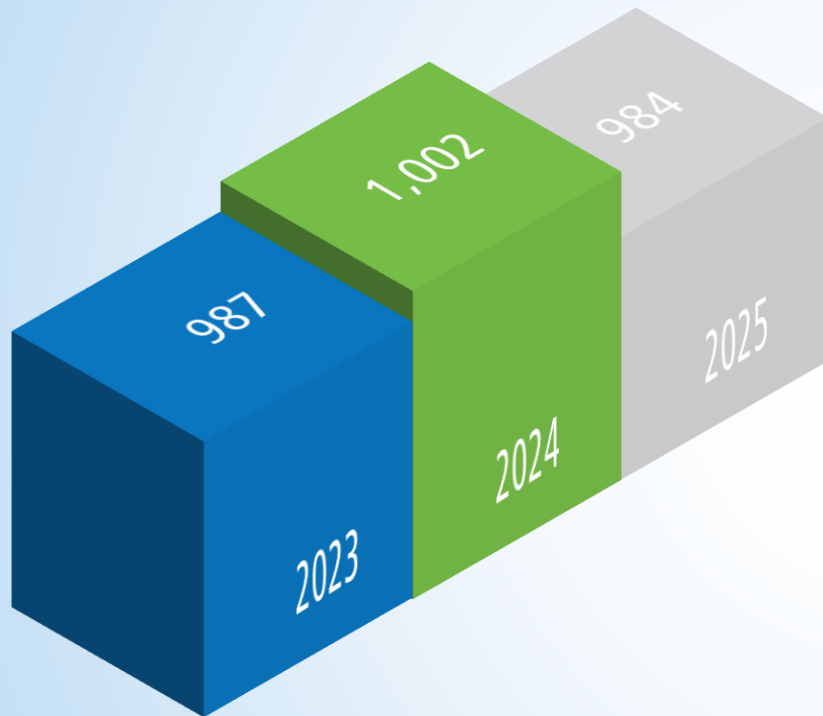


Pass-Thru:
\$1,293,540



Total: \$201,310,140

Personnel Changes

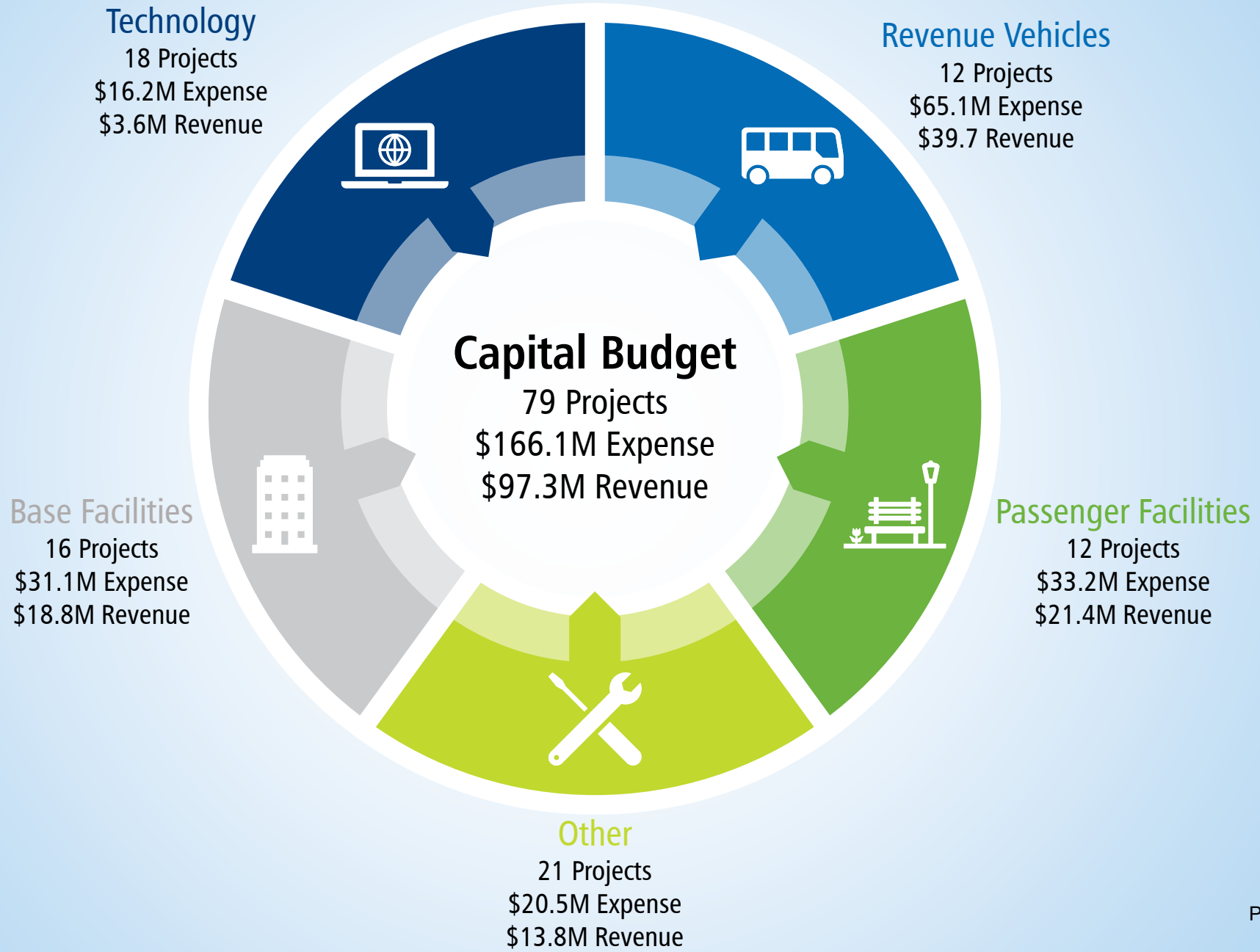


New Positions:

- Transit System Maintenance Worker, 1
- Facilities Mechanic, 1
- Security and Access Technician, 1

Position Reductions:

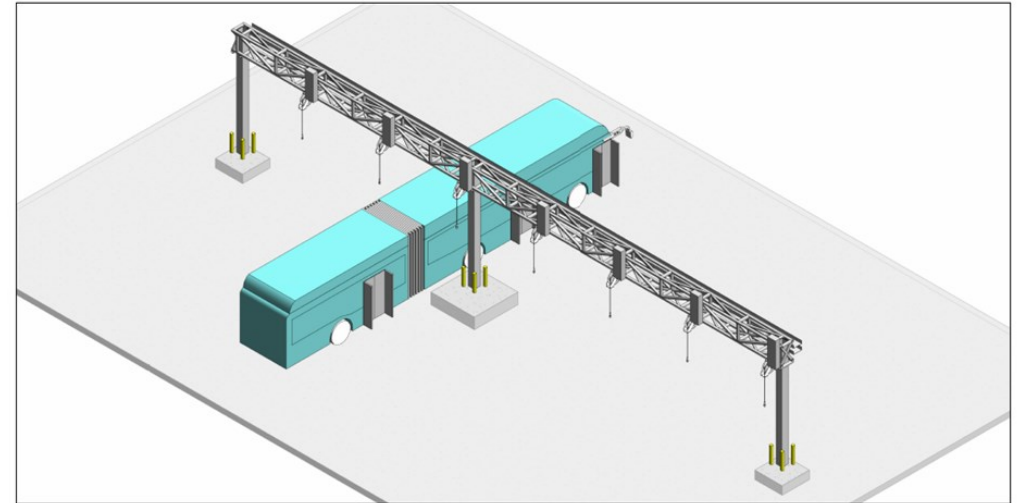
- Transit Operator, 18 (vacant)
- Microtransit Driver, 3 (vacant)



Major Capital Projects – Over \$5M in 2025 Budget



Maintenance & Operations Building Improvements
Total Project Cost: \$62,800,000
2025 Budget: \$7,595,090
2025 Grant: \$0
2025 Local: \$7,595,090
Estimated Completion: 2025



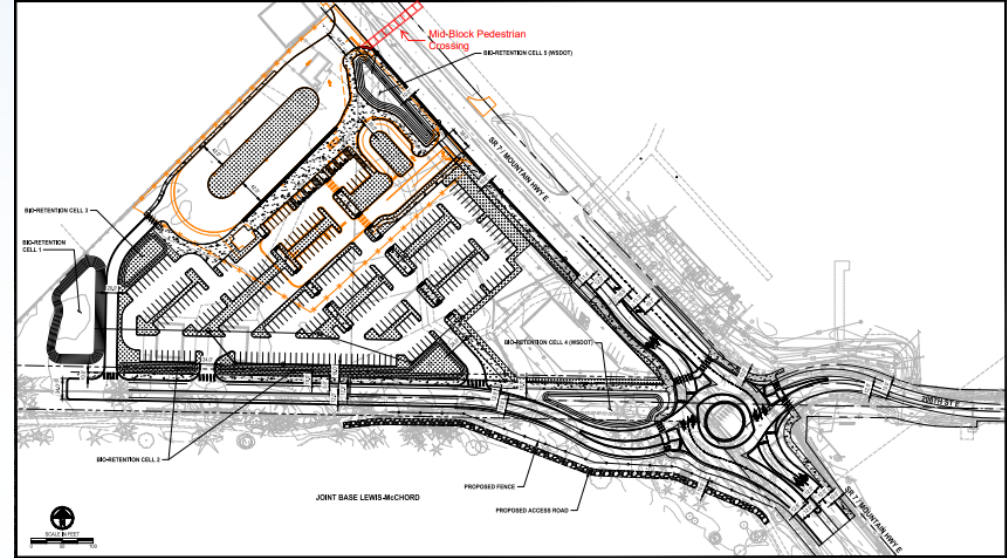
ISOMETRIC VIEW

Gantry w/ Depot Conductive Charging Infrastructure
Total Project Cost: \$16,963,830
2025 Budget: \$16,963,830
2025 Grant: \$14,784,750
2025 Local: \$1,909,080
Estimated Completion: 2026

Major Capital Projects – Over \$5M in 2025 Budget

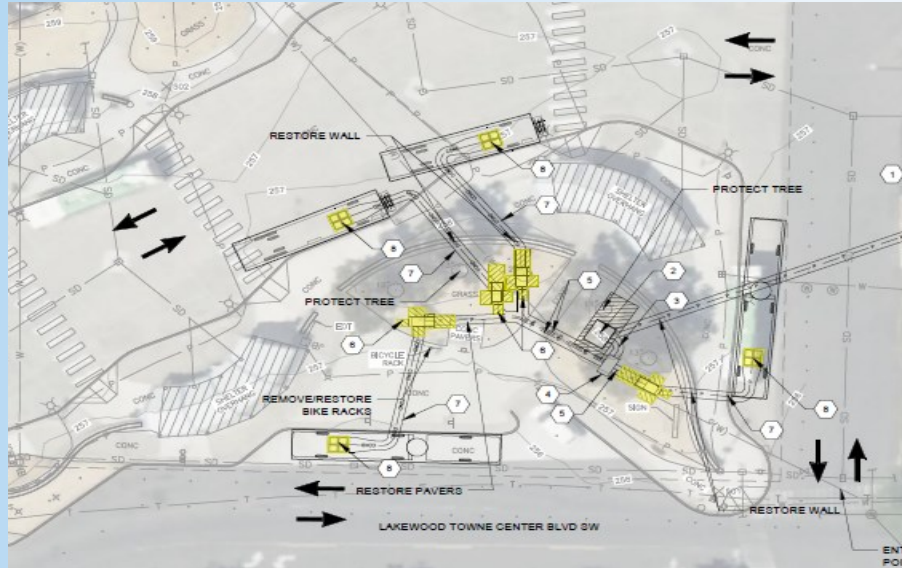


Enhanced Bus SR7
Total Project Cost: \$5,672,290
2025 Budget: \$5,613,590
2025 Grant: \$5,295,550
2025 Local: \$318,040
Estimated Completion: 2025



Spanaway Transit Center Parking Lot Expansion
Total Project Cost: \$15,493,350
2025 Budget: \$15,125,380
2025 Grant: \$13,142,450
2025 Local: \$1,982,930
Estimated Completion: 2027

Major Capital Projects – Over \$5M in 2025 Budget



Lakewood Transit Center Inductive Charging & BEBs
Total Project Cost: \$6,176,800
2025 Budget: \$6,176,800
2025 Grant: \$4,941,440
2025 Local: \$1,235,360
Estimated Completion: 2027

Shuttle Replacement 2024 (47 Vehicles)
Total Project Cost: \$13,898,430
2025 Budget: \$13,898,430
2025 Grant: \$2,964,590
2025 Local: \$10,933,840
Estimated Completion: 2026

Major Capital Projects – Over \$5M in 2025 Budget



Bus Fleet Replacement 2023 (15 Vehicles)

Total Project Cost: \$13,541,180

2025 Budget: \$13,541,180

2025 Grant: \$10,832,940

2025 Local: \$2,708,240

Estimated Completion: 2025

Bus Fleet Replacement 2024 (13 Vehicles)

Total Project Cost: \$13,651,990

2025 Budget: \$13,651,990

2025 Grant: \$10,921,600

2025 Local: \$2,730,390

Estimated Completion: 2026

Bus Fleet Replacement 2025 (9 Vehicles)

Total Project Cost: \$8,796,250

2025 Budget: \$8,796,250

2025 Grant: \$7,037,000

2025 Local: \$1,759,250

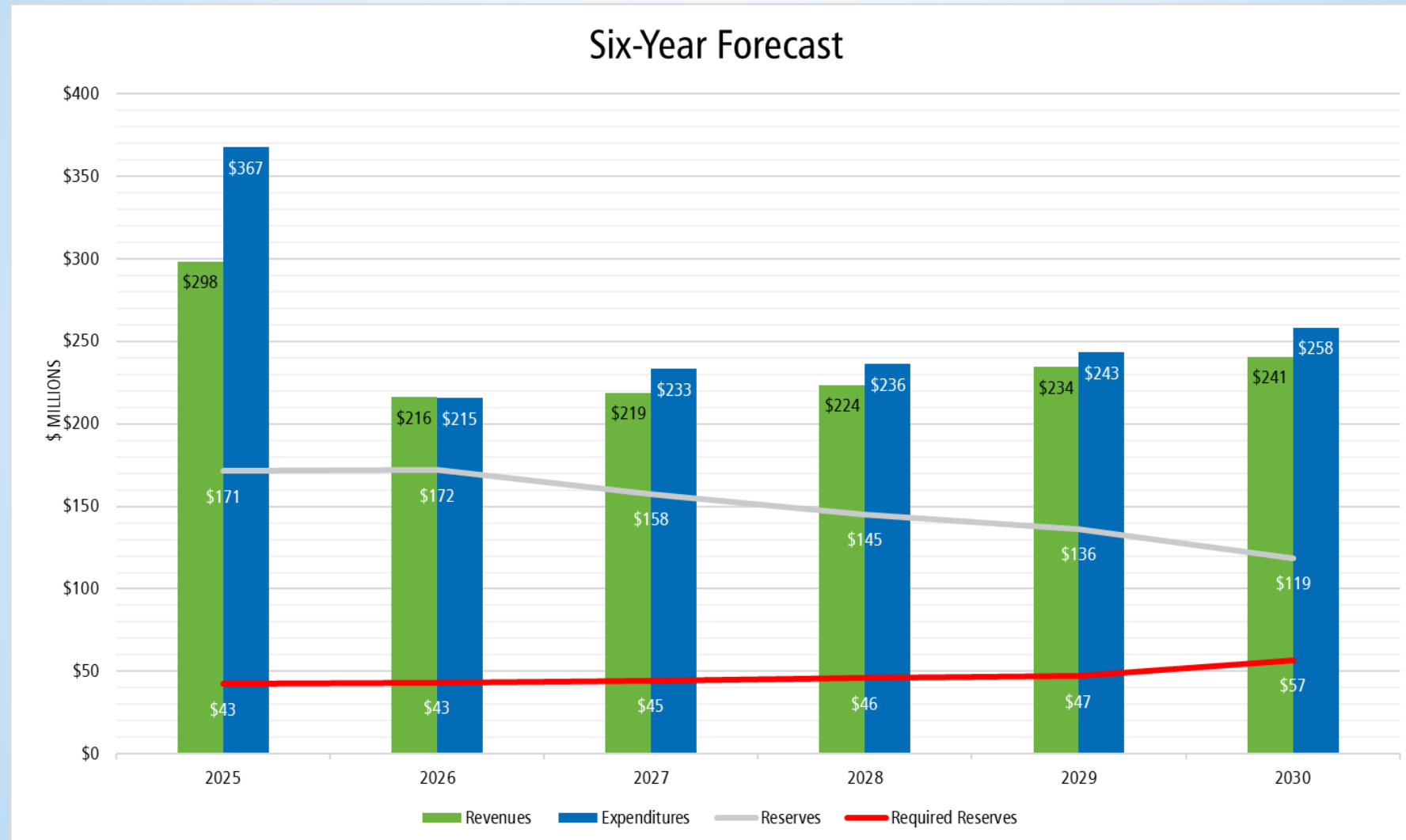
Estimated Completion: 2027

Projects Investing in Equity & Electrification Goals

- Braille Tactile Signs and Real Time Signage Project, \$3.2M
- Tacoma Community College Transit Center Battery Electric Bus On-Route Charging, \$3.8M
- On Base Electric Vehicle Charging Expansion, \$0.2M
- Stream System Expansion Meridian/SR 161 Transit Signal Prioritization, \$1.6M



Six-Year Financial Plan



Reserve Requirements

- 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 Summary



Budget Meetings

Completed

- ✓ CTAG Operating Review 08/22
- ✓ Board Preview 09/09
- ✓ CTAG Capital Review 10/24

Today

- ✓ Board Study Session 11/18
- ✓ Public Hearing 11/18

Upcoming

- Budget Adoption 12/09

2025 Budget



Pierce Transit Lakewood, WA

Table of Contents

Introduction	Page
Budget Message from Our CEO	2
Our Mission.....	3
Our Strategic Priorities	4
About Pierce Transit	5
Our History.....	6
Our Customers	7
Our Board of Commissioners	8
Our Organization.....	9
Reserve Policy and Budget Process	10
Economic Conditions and Budget Summary	11
Budget Objectives	12
2025 Budget Highlights.....	13
Annual Budget	
Agency-Wide Operating Budget	15
Operating Grants.....	19
Operating Budget by Mode	20
Operating Budget by Division	29
Capital Budget	30
Six-Year Financial Plan	
Six-Year Financial Plan.....	35
Six-Year Capital Projects	36
Appendix	
Service Summary	39
Peer Comparison	40
Acronyms	42
Glossary	43



Pierce Transit

505 East 25th Street

 **Stream COMMUNITY LINE**

WELCOME

 Pierce Transit | MultiCare 



CEO Budget Message

December 9, 2024

TO: Pierce Transit Board of Commissioners, Community Members and Employees

FROM: Mike Griffus, Chief Executive Officer

I am pleased to present Pierce Transit's 2025 budget, which reflects our balanced approach to recovering services while ensuring long-term sustainability. This budget serves as a financial roadmap and a testament to our commitment to meeting the needs and expectations of our riders and communities while adapting to future challenges.

This year's budget focuses on several key priorities:

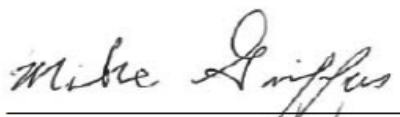
1. **Balancing Service Recovery with Long-Term Sustainability:** We are focused on restoring service levels to meet current demands while simultaneously planning for long-term sustainability. By managing resources effectively and improving operational efficiencies, we aim to ensure that our transportation services remain reliable and accessible for years to come.
2. **Pursuing Zero Emission Goals:** Pierce Transit continues to prioritize its zero emission goals through strategic investments in both fleet and infrastructure. This includes the addition of electric charging infrastructure to service more electric buses and support vehicles and continued pursuit of funding opportunities to accelerate our transition to a greener, more sustainable future.
3. **Elevating the Customer Experience:** We believe that meaningful improvements start with listening to our customers. We are committed to improving the customer experience by focusing on better outreach and feedback mechanisms. In addition, we are advancing projects like accessible, Braille signage to create a more inclusive system and wayfinding improvements at Tacoma Dome Station to ensure riders can navigate our facilities and transit system more easily.
4. **Enhanced Facility and Safety Investments:** This budget includes additional personnel in targeted areas to keep our transit facilities secure, clean, and in good repair. We are also investing in base facilities projects to maintain safety and compliance standards. Furthermore, we are laying the groundwork for an improved southern transit hub, providing better regional connectivity.

These initiatives reflect our ongoing commitment to delivering safe, reliable, and accessible transportation services while addressing the evolving needs of our community. We also remain focused on creating a supportive work environment for our staff, being responsible stewards of public resources, and ensuring the sustainability of our agency's resources, infrastructure, and environmental impact.

I would like to thank the Pierce Transit Finance and Budget professionals for their thoughtful preparation of the agency's 2025 Budget. The budget provides a plan that allows Pierce Transit to serve its communities not only in 2025 but well into the future.

I also extend my gratitude to the Pierce Transit Board of Commissioners for their continued commitment to public transportation in our communities.

Together, these initiatives position Pierce Transit to not only meet the challenges of today but to build a resilient, innovative public transportation system that will serve our community well into the future.



Mike Griffus, Chief Executive Officer



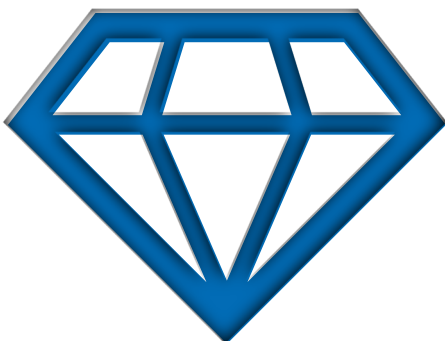
VISION

Connecting Our Communities



MISSION

Improve people's quality of life by providing safe, reliable, and accessible transportation service 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
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-



Assure sustainability of agency’s finance, infrastructure, and environment

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 - 75% of facilities within useful life or good repair
 - 95% of fleet within useful life or good repair
-

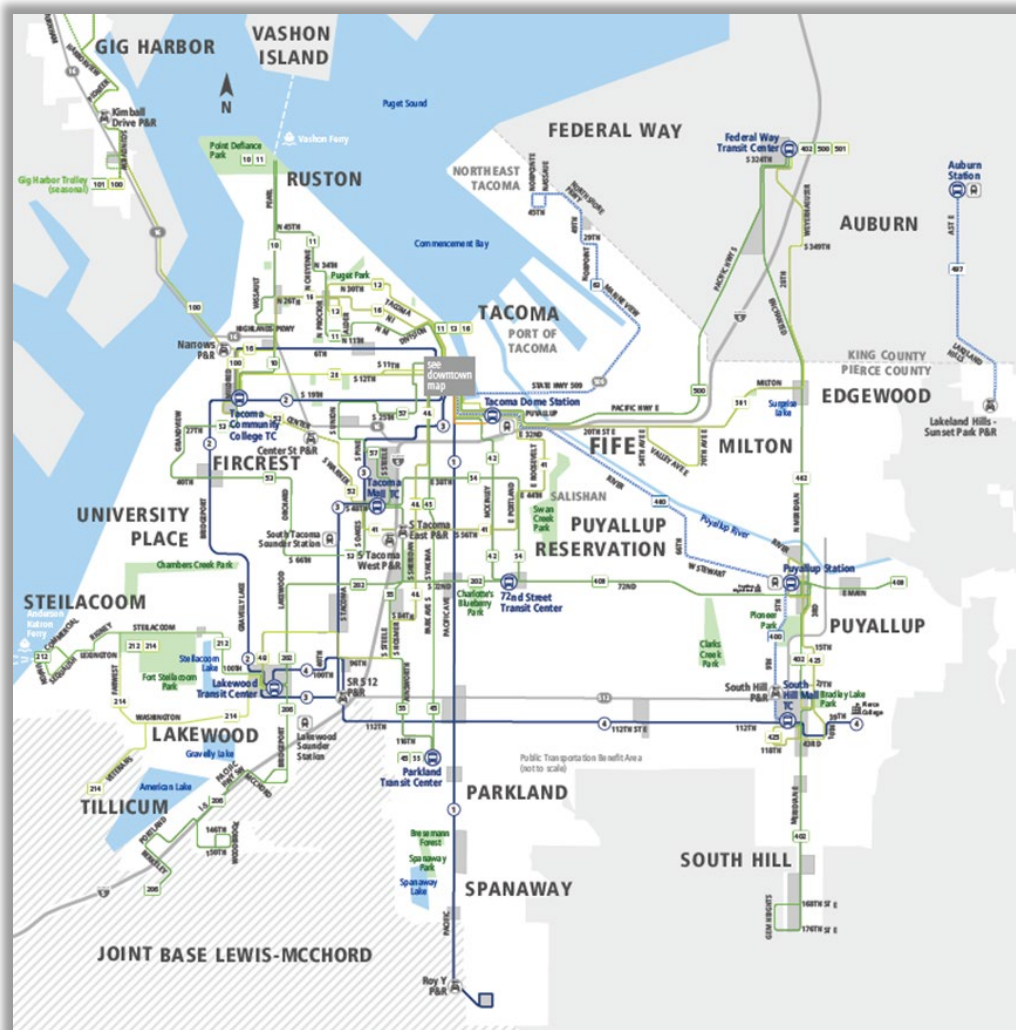
To see how Pierce Transit is performing at meeting our strategic goals, visit [Strategic Plan Dashboard](#).

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 31 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 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/PT-Key-Performance-Indicators](https://www.piercetransit.org/PT-Key-Performance-Indicators).



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

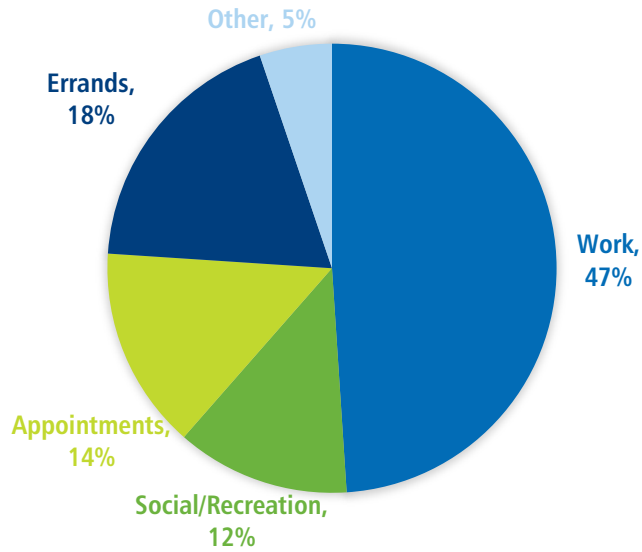
2023



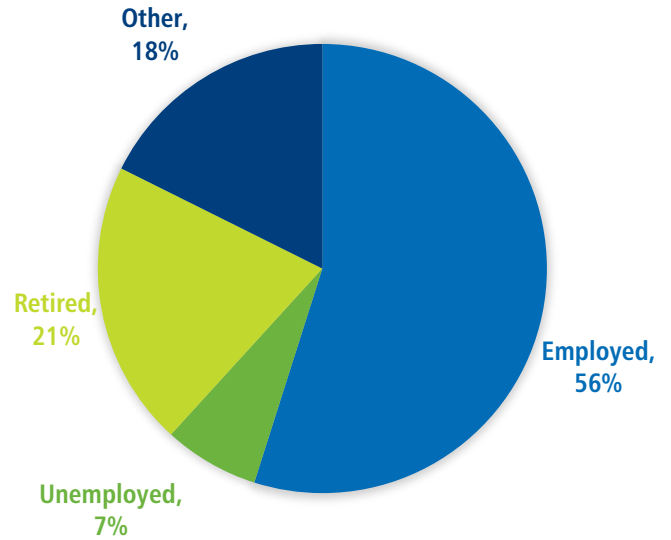
Our Customers

Pierce Transit routinely performs customer surveys, conducted by a third-party vendor. Our most recent survey was conducted September 12th through October 26th, 2022, and received 712 responses, with 440 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.

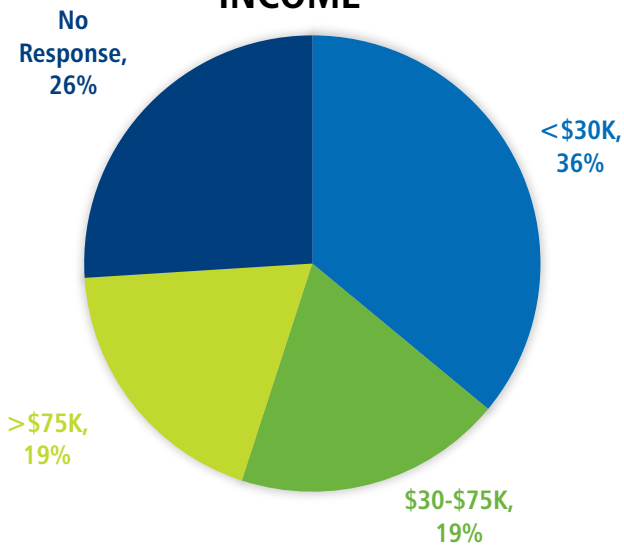
TRIP PURPOSE



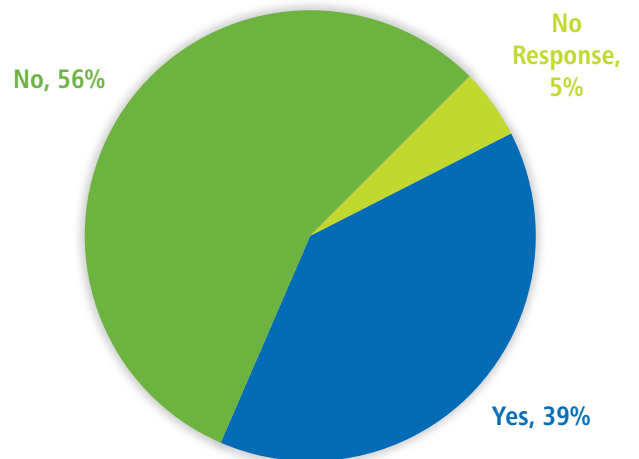
EMPLOYMENT



ANNUAL HOUSEHOLD INCOME



VEHICLE ACCESS



Board of Commissioners



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



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



**Commissioner
Marty Campbell
Pierce County Council
Pierce County**



**Commissioner
Olgy Diaz
Tacoma City Council
Tacoma**



**Commissioner
Jim Kastama
Mayor of Puyallup
Puyallup**



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



**Commissioner
John Hines
Tacoma City Council
Tacoma**



**Commissioner
Ryan Mello
Pierce County Council
Pierce County**

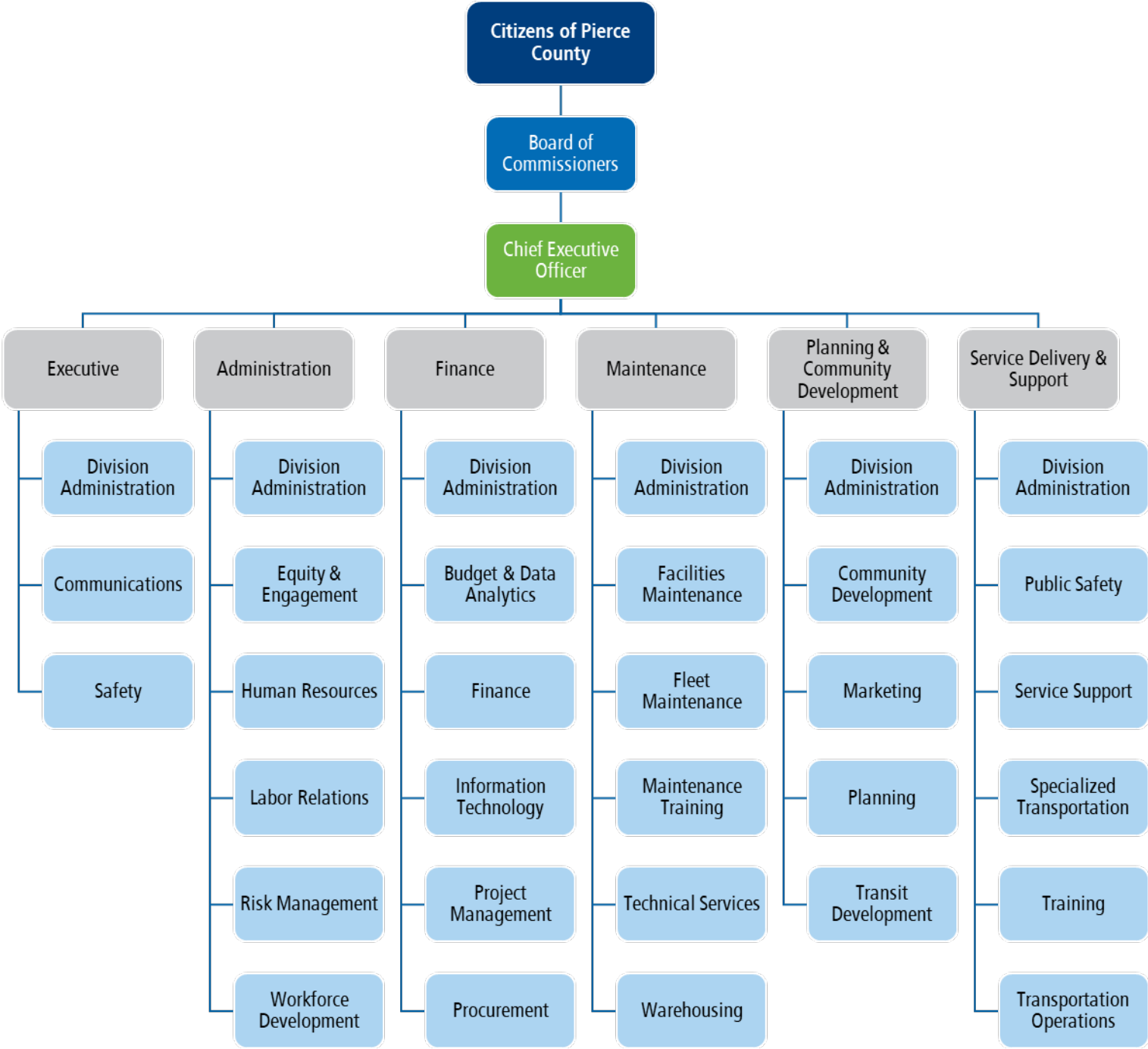


**Commissioner
Shannon Reynolds
Fircrest City Council
Fircrest, Gig Harbor,
and University Place**



**John Hoheusle
Non-Voting Labor
Representative**

Organizational Chart



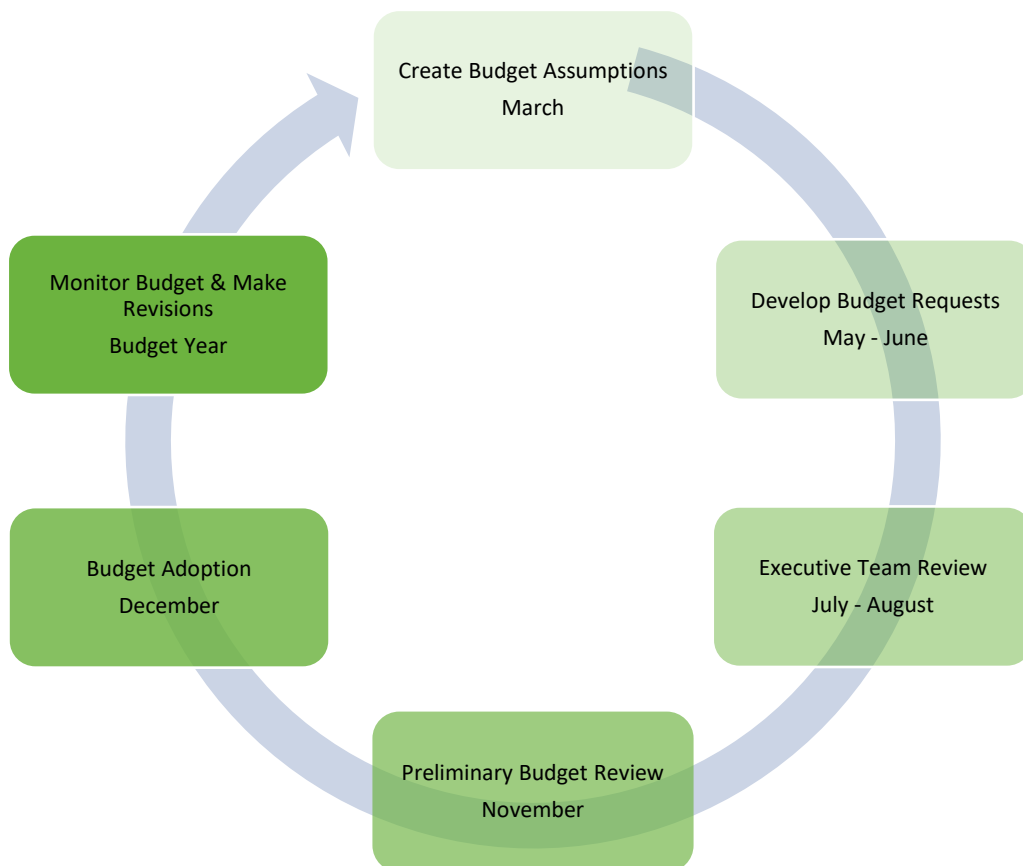
Reserve Policy & Budget Process

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 CYCLE

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.



Economic Conditions & Budget Summary

ECONOMIC CONDITIONS

Compared to recent years, the economic environment is showing a positive trend. This improvement is attributed to reduced inflation, lower unemployment rates, and the Federal Reserve's initial rate cuts, signaling a shift in the country's economic policy. Although interest rates may still be too high to trigger a significant increase in spending, these positive factors contribute to a more favorable economic perception among households. Consequently, the current economic environment presents opportunities in several key areas.

- Reduced, stable inflation rates allow for more consistency in pricing and budgeting, which will positively impact our financial planning.
- Green transportation funding opportunities support the replacement of outdated infrastructure and help us achieve our carbon emissions goals.
- Retaining staff in hard-to-fill Operator positions will ensure we maintain a skilled and dedicated workforce, essential for delivering high-quality services.

Although Pierce Transit has successfully navigated the challenges of the past four years, it continues to face significant hurdles in the current economic landscape. Key challenges include revenue collection, staffing vacancies, and the high costs associated with replacing or improving our existing infrastructure.

- The growth of sales tax, our primary source of operating revenue, has significantly slowed and continues to lag inflation.
- The high vacancy rate in maintenance positions is impacting our ability to provide optimal service levels and keep pace with operational demands.
- Funding is required to retrofit the maintenance building to accommodate new vehicle types, such as Sound Transit's double-decker fleet, and to restore the building to state of good repair.

BUDGET SUMMARY

The 2025 budget emphasizes a renewed commitment to best serve our communities. This includes identifying efficiencies, conducting outreach to understand the most effective ways to deliver our services, and enhancing system infrastructure. The 2025 budgeted expenditures for all components are approximately \$367 million, balanced by expected revenues and reserves. Sales tax is expected to generate \$113 million in revenue, making up 81.1 percent of total budgeted operating revenues in 2025, excluding the revenue from our contract to provide Sound Transit regional service. Sales tax collections are projected to increase throughout our six-year plan, however at a much more modest rate of 2.37 percent average annual increase, well below our historical average annual increase of 5.6 percent. Operating expenditures are increasing by 13.3 percent over projected 2024 levels, due primarily to filling vacant positions, expanding contract with Pierce County Sheriff's Department, and adding minor service recovery. The budget includes 981 full-time equivalents (FTE) or 984 positions. Pierce Transit fixed-route service hours for 2025 are planned to be maintained at 482,000. Overall, the budget presented strives to balance providing service and maintaining infrastructure within the constraints of the available resources.

Budget Objectives

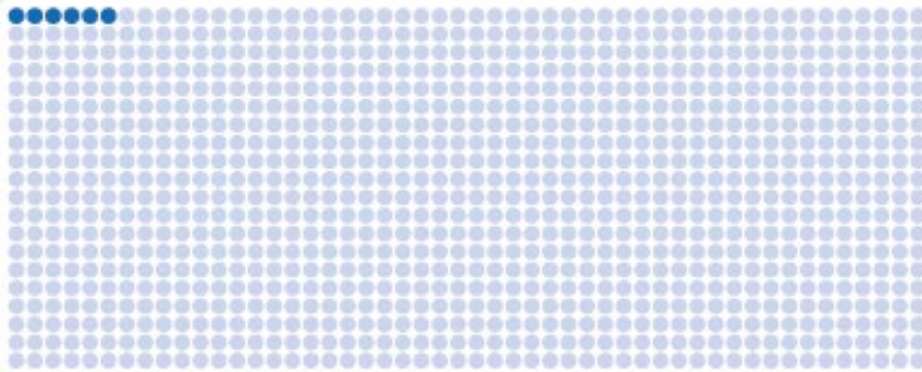
BUDGET OBJECTIVES

- **Additional personnel to keep transit facilities secure, clean, and in good repair:** We believe that our facilities are the front door to our service and in this mindset, we want to provide clean bus stops and transit centers that have minimal repairs needed. We are investing in two additional positions that will be tasked with cleaning and repairing facilities as well as one position dedicated to maintaining and repairing security devices such as cameras throughout our system.
- **Investment in a southern transit hub:** We are progressing with the construction of our newest transit center at the southern end of our system, situated between 204th & 208th on Mountain Highway/SR 7. This strategic investment will provide our customers with additional options, including dedicated parking spaces and enhanced access to our transit system.
- **More inclusive system:** Adding braille signage at bus stops and transit centers will offer numerous benefits, enhancing accessibility for individuals who are visually impaired. It allows individuals to independently navigate the transit system by providing essential information such as bus stop identification and routes. This promotes inclusivity and ensures that all community members can utilize public transportation with confidence and ease.
- **Wayfinding improvement at Tacoma Dome Station:** We are committed to enhancing the rider experience by improving wayfinding at the Tacoma Dome Station. Clear signage and information systems will make it easier for transit passengers to navigate the station, find their bus or train, and make seamless connections to their destinations.
- **Additional electric charging infrastructure to service more electric support vehicles:** As part of our commitment to sustainability and reducing our carbon footprint, we will seek funding to increase our electric charging infrastructure. This investment would support our growing fleet of electric vehicles, ensuring they remain operational and contribute to a cleaner environment.
- **Support for a modern Enterprise Resource Planning (ERP) system:** We recognize the importance of efficient business operations and data-driven decision-making. Investing in a modern ERP system will streamline our internal processes, improve data visibility and financial transparency, and empower us to make more informed choices to benefit our riders and the community.

2025 Budget Highlights

Budget Breakdown Ongoing Operations **\$201M** + Capital Improvements **\$166M** = Total Budget **\$367M**

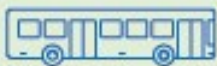
Sales Tax is Pierce Transit's #1 Revenue Source. We collect 6¢ for every \$10 spent within our benefit area. Sales tax projects to be \$113M in 2025.



we're removing
18 vacant positions
compared to 2024



Projected Service for 2025



Fixed Route*

10,006,010
Ridership

755,000
Service Hours

11,745,902
Service Miles



SHUTTLE

333,724
Ridership

204,505
Service Hours

2,834,515
Service Miles



Rideshare

410,500
Ridership

107,500
Service Hours

3,600,000
Service Miles



Runner

45,113
Ridership

47,995
Service Hours

461,300
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 2024 Year-End Estimate are included in the table below.

Fares – Revenues are estimated based on ridership and average fare per boarding projections. The average fare per boarding is expected to be \$0.71 per fixed route boarding. Average fare per boarding varies due to factors such as number of boardings and the percentage of boardings by fare type and category. There is no projected fare increase included in the 2025 Budget. The last adult fare increase was November 2010. The current Adult Fare for Local PT Service (one-ride) is \$2.00 or a Local PT Service All Day Pass is \$5.00. The current Discounted Fare for Local PT Service (one-ride) is \$1.00 or a Local PT Service All Day Pass is \$2.50. As of September 1, 2022, no fares will be collected for riders aged 18 and under on local Pierce Transit services. ORCALift became available on Pierce Transit for those that qualify effective April 1, 2023.

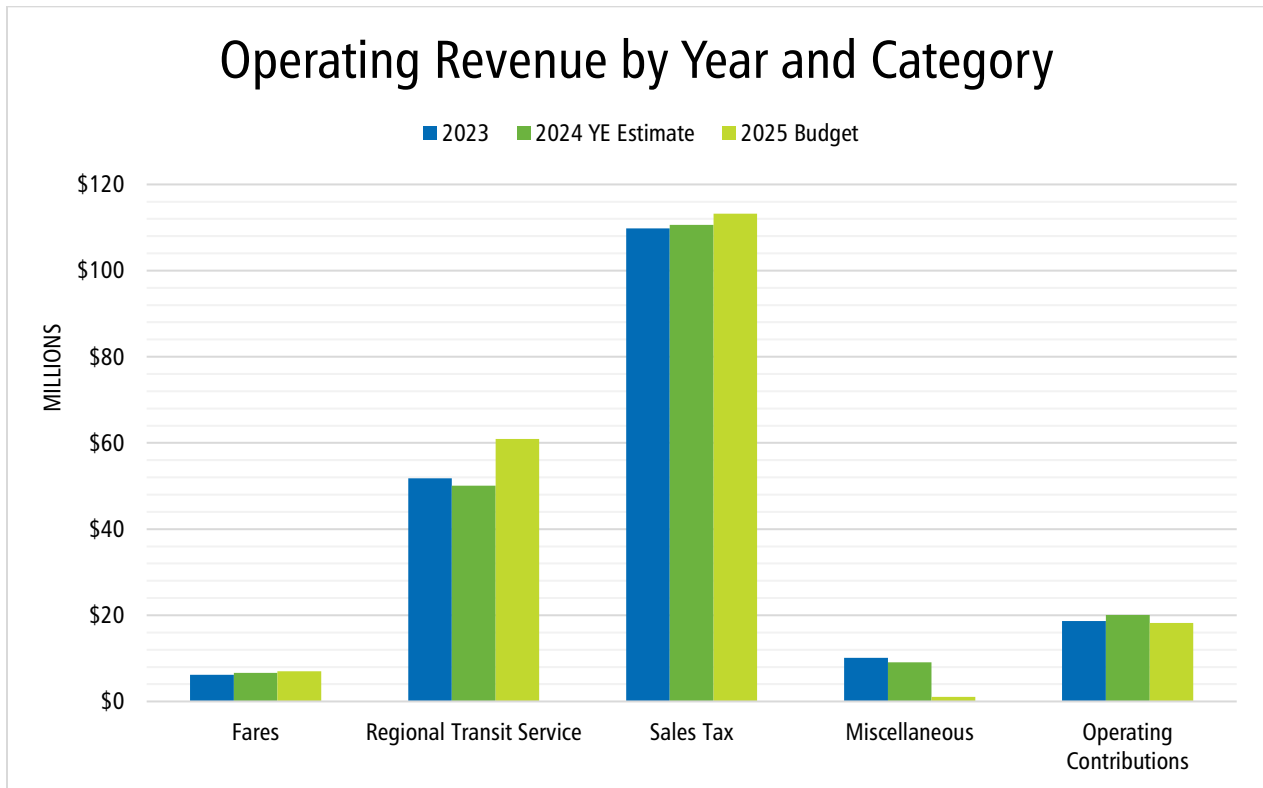
Sound Transit – Regional Transit Service budgeted revenue totals \$60,919,470 in 2025 a 22.3 percent increase from 2024 Year-End Estimate. Pierce Transit is under contract with Sound Transit to provide regional express transit services. Sound Transit reimburses Pierce Transit for the cost of operating its service. For 2025, Sound Transit service hours are increasing to 273,000. 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 81.1 percent of the operating budget revenue excluding Sound Transit. In 2025, sales tax is expected to total \$113,220,060, a 2.4 percent increase over the 2024 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; Washington State Department of Transportation (WSDOT) for Special Needs, Transit Support, and Runner programs; and Pierce County for Behavioral Health funding.

	<u>2023 Actuals</u>	<u>2024 YE Estimate</u>	<u>2025 Budget</u>	<u>Year-End Estimate vs Budget</u>	
				<u>\$ Change</u>	<u>% Change</u>
Operating Income					
Fares	6,218,947	6,633,250	7,030,520	397,270	6.0%
Regional Transit Service	51,777,942	49,799,090	60,919,470	11,120,380	22.3%
Non-Operating Income					
Sales Tax	109,798,330	110,579,340	113,220,060	2,640,720	2.4%
Miscellaneous	10,152,693	9,065,960	1,071,600	(7,994,360)	-88.2%
Contributions	18,657,061	20,063,230	18,230,380	(1,832,850)	-9.1%
	<u>196,604,973</u>	<u>196,140,870</u>	<u>200,472,030</u>	<u>4,331,160</u>	<u>2.2%</u>



EXPENDITURES

Operating expenditures are funds paid for providing and administering transportation services including wages, benefits, and Maintenance & Operations (M&O). Non-Operating Expenditures are funds for Pierce County Agreement grant exchange funds.

Operating expenses are projected to total \$201,310,140 a 13.3 percent increase from the 2024 Year-End Estimate. The large increase is due to vacant positions not filled in 2024 that we expect to fill in 2025 plus wage increases. The changes from the 2024 Year-End Estimate to the 2025 Budget are as follows:

Wages – The 2025 Budget includes 984 positions and 981 full-time equivalents (FTEs). The 9.1% increase in wages includes general wage adjustments and eligible step increases. The increase in wages also includes projected wages and salaries for filling vacant positions from the prior year in addition to the three new positions. Represented employees are 83% of the total Agency workforce. The master agreements with the Amalgamated Transit Union (ATU) expires December 31, 2026, and International Association of Machinists (IAM) are currently in negotiations. A placeholder for IAM has been assumed in the budget; however, the actual amounts will be set in the final master agreements.

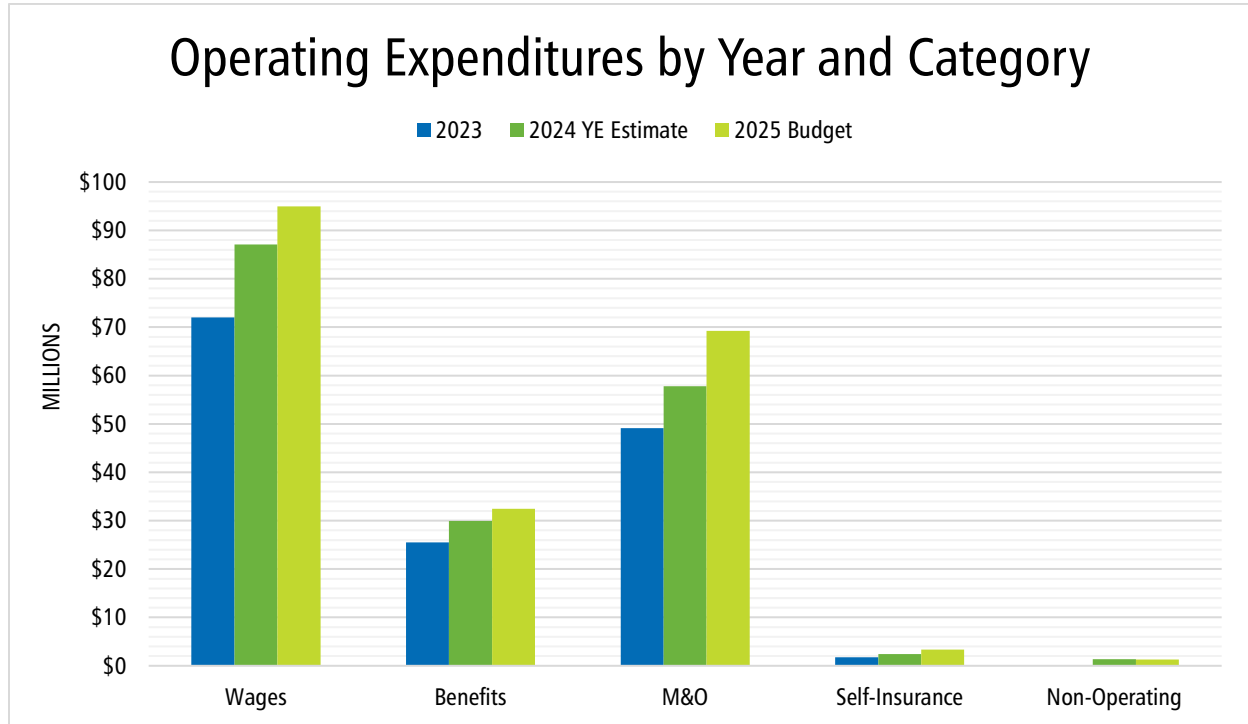
Benefits – The increase in benefits of 8.5 percent or \$2,531,840 is a result of a five percent projected medical, dental, and vision premium increases, percentage-based benefits that increase with wages, and filling prior year vacancies and new positions with the most expensive benefit package.

Maintenance and Operations – The 2025 Maintenance and Operations (M&O) Budget is \$69,212,000 The expenditures support service, maintenance of equipment, and technology system needs. This is an increase of \$12,317,260 or 21.6 percent higher than the 2024 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 expanded police contract with Pierce County Sheriff's Department, fuel, electricity, and insurance. In addition, \$1,900,000 is included for a one-time cost for Stream System Expansion Study for future Bus Rapid Transit (BRT) lines that is covered 100% by grant funding.

Self-Insurance – The 2025 self-insurance budget is \$3,374,080. The expenditures cover the cost of claims that arise from workers' compensation and unemployment.

Non-Operating Expenditures – 2025 Non-Operating Expenditures are for payment of \$1,293,540 for Pierce County Agreement grant exchange funds. Pierce County Ferries receives 80% of their portion of FTA funding. The remainder is held by Pierce Transit as an administrative fee.

	<u>2023 Actuals</u>	<u>2024 YE Estimate</u>	<u>2025 Budget</u>	<u>Year-End Estimate vs Budget</u>	
				<u>\$ Change</u>	<u>% Change</u>
Wages	72,031,633	87,055,190	94,961,010	7,905,820	9.1%
Benefits	25,481,168	29,937,670	32,469,510	2,531,840	8.5%
M&O	49,135,292	56,894,740	69,212,000	12,317,260	21.6%
Self-Insurance	1,767,311	2,442,000	3,374,080	932,080	38.2%
Total Operating Expenditures	148,415,404	176,329,600	200,016,600	23,687,000	13.4%
Non-Operating Expenditures	-	1,357,400	1,293,540	(63,860)	-4.7%
Total Expenditures	148,415,404	177,687,000	201,310,140	23,623,140	13.3%



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.

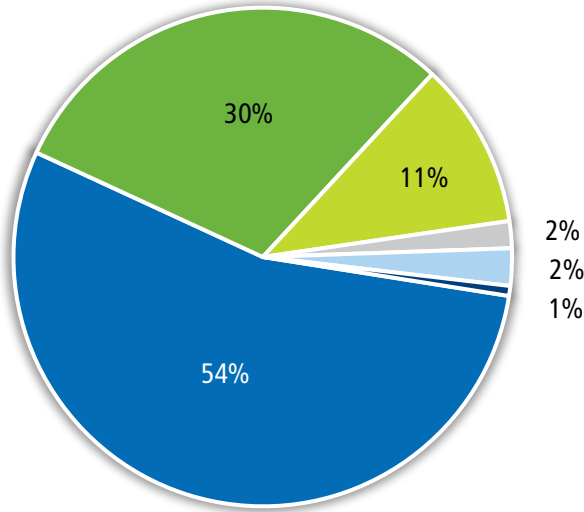
The 2025 budget includes operating and non-operating revenues of \$200.5 million which funds operating and non-operating expenses of \$201.3 million for 1,115,000 hours of service and contributes to the capital program. In addition, the budget fully funds and maintains all reserve balances at levels required by the Board adopted reserve policy.

Operating Grants

Activity	Grantor	Grant Funding	Required Match	Additional Local	Activity Cost
2025					
Battery Electric Bus Training	FTA	157,600	39,400	-	197,000
Paratransit Purchased Transportation	FTA	1,616,920	404,230	2,220,730	4,241,880
Preventative Maintenance	FTA	6,147,780	1,536,950	3,119,580	10,804,310
HART Behavioral Health	Pierce County	305,300	-	-	305,300
Paratransit Purchased Transportation	WSDOT	3,506,330	876,580	4,815,710	9,198,620
Puyallup Runner	WSDOT	423,420	105,860	174,540	703,820
Transit Support Grant - Operating	WSDOT	4,173,030	-	-	4,173,030
Transit Support Grant - SSES II	WSDOT	1,900,000	-	-	1,900,000
2026					
Paratransit Purchased Transportation	FTA	1,656,260	414,070	2,340,820	4,411,150
Preventative Maintenance	FTA	7,673,450	1,918,360	1,888,850	11,480,660
Paratransit Purchased Transportation	WSDOT	3,506,330	876,580	4,955,570	9,338,480
Puyallup Runner	WSDOT	563,060	140,770	-	703,830
Transit Support Grant - Operating	WSDOT	8,346,060	-	-	8,346,060
2027					
Paratransit Purchased Transportation	FTA	1,323,450	330,860	2,200,000	3,854,310
Preventative Maintenance	FTA	6,131,540	1,532,890	4,305,310	11,969,740
Paratransit Purchased Transportation	WSDOT	3,506,330	876,580	5,828,650	10,211,560
Puyallup Runner	WSDOT	212,150	53,040	-	265,190
Transit Support Grant - Operating	WSDOT	8,346,060	-	-	8,346,060
2028					
Paratransit Purchased Transportation	FTA	1,323,450	330,860	2,288,650	3,942,960
Preventative Maintenance	FTA	6,131,540	1,532,890	4,815,220	12,479,650
Paratransit Purchased Transportation	WSDOT	3,506,330	876,580	6,063,520	10,446,430
Transit Support Grant - Operating	WSDOT	8,346,060	-	-	8,346,060
2029					
Paratransit Purchased Transportation	FTA	1,323,450	330,860	2,379,340	4,033,650
Preventative Maintenance	FTA	6,131,540	1,532,890	5,346,850	13,011,280
Paratransit Purchased Transportation	WSDOT	3,506,330	876,580	6,303,780	10,686,690
Transit Support Grant - Operating	WSDOT	8,346,060	-	-	8,346,060
2030					
Paratransit Purchased Transportation	FTA	1,323,450	330,860	2,472,110	4,126,420
Preventative Maintenance	FTA	6,131,540	1,532,890	5,901,130	13,565,560
Paratransit Purchased Transportation	WSDOT	3,506,330	876,580	6,549,580	10,932,490
Transit Support Grant - Operating	WSDOT	8,346,060	-	-	8,346,060

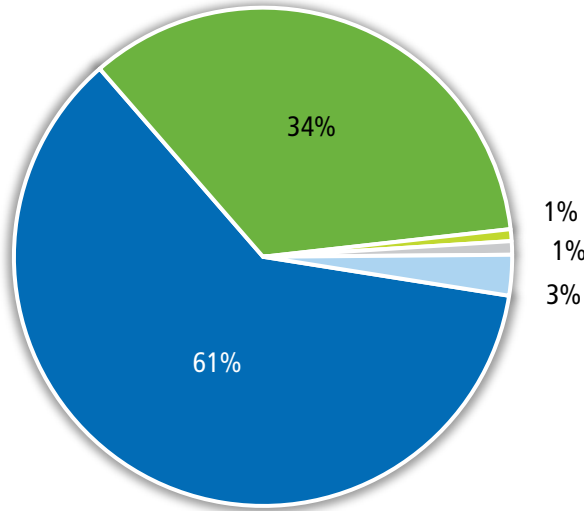
Budget by Mode

2025 Operating Budget - \$201,310,140



Local Fixed Route Regional Fixed Route Shuttle Runner RideShare Pass-Thru

2025 Staffing - 984 Positions



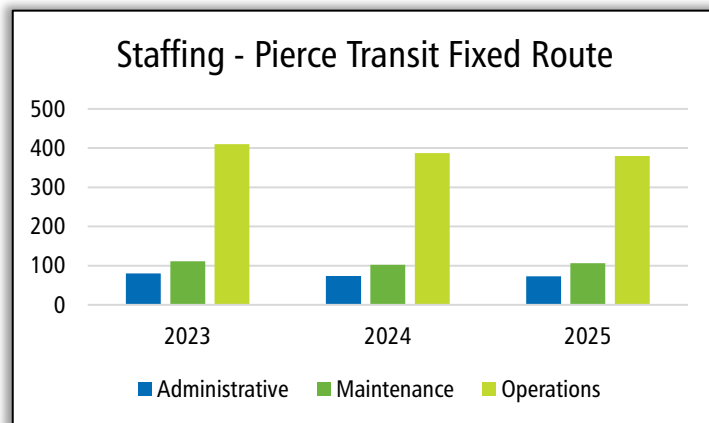
Local Fixed Route Regional Fixed Route Shuttle Runner RideShare

Budget by Mode

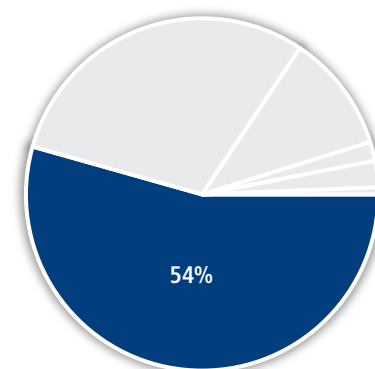
LOCAL FIXED ROUTE

Local fixed route service consists of 31 routes and approximately 2,000 bus stops. Total costs of \$109.5 million to operate this service.

	Local Fixed Route - Pierce Transit			
	2023 Actuals	2024 Budget	2024 YE Est	2025 Budget
Wages	38,050,843	54,629,840	49,011,020	55,594,860
Benefits	14,044,684	20,735,890	18,087,580	20,517,350
Supplies	10,501,607	13,142,360	13,505,270	15,319,480
Services	5,898,010	8,403,110	9,414,030	10,678,650
Insurance	2,331,692	3,600,570	2,998,370	3,401,150
Utilities	600,489	1,208,740	772,920	876,750
Repairs	174,838	347,330	225,240	255,500
Rentals	250,319	386,680	321,910	365,150
Other	1,298,526	2,119,900	1,671,460	1,895,990
Contracted Services	388,527	494,670	500,380	567,600
Other Improvements	-	12,900	-	-
Total	73,539,535	105,081,990	96,508,180	109,472,480



Percent of 2025 Operating Budget



Measure	2024 Year-End Estimate	2025 Budget	Change
Ridership	6,488,384	6,983,902	7.6%
Service Hours	454,047	482,000	6.2%
Service Miles	5,344,095	5,673,099	6.2%

2024 Accomplishments

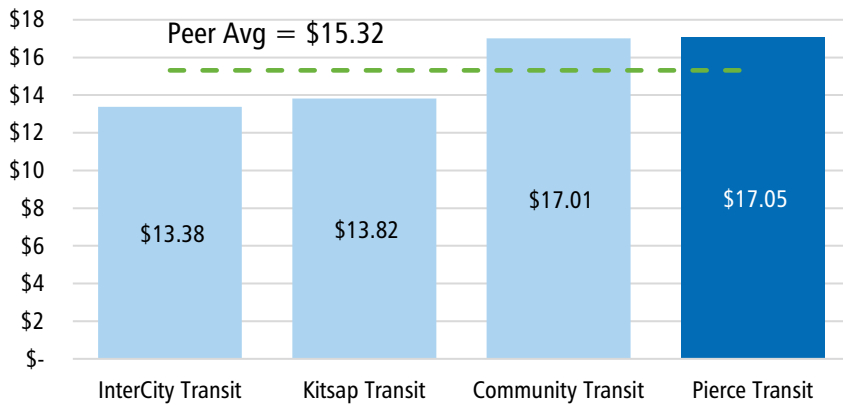
- Overhauled scheduling to make routes more efficient
- Implemented campaign for On-Time Performance
- Completed Phases 1 & 2 of recovery plan

2025 Goals

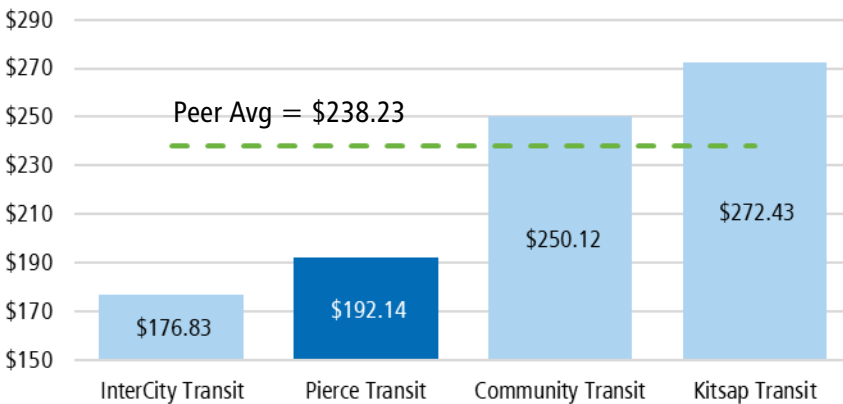
- Continue recovery plan to 482,000 service hours
- Staff all budgeted positions
- Achieve and maintain a minimum 85% On-Time Performance

Budget by Mode

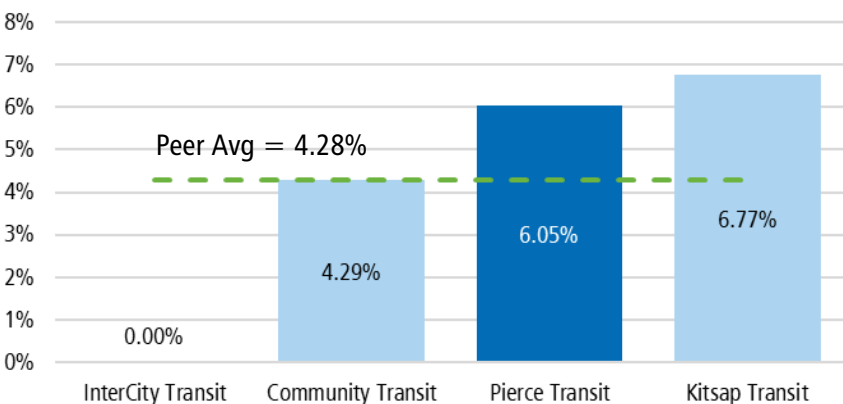
Operating Expense per Vehicle Revenue Mile



Operating Expense per Revenue Hour



Fare Recovery



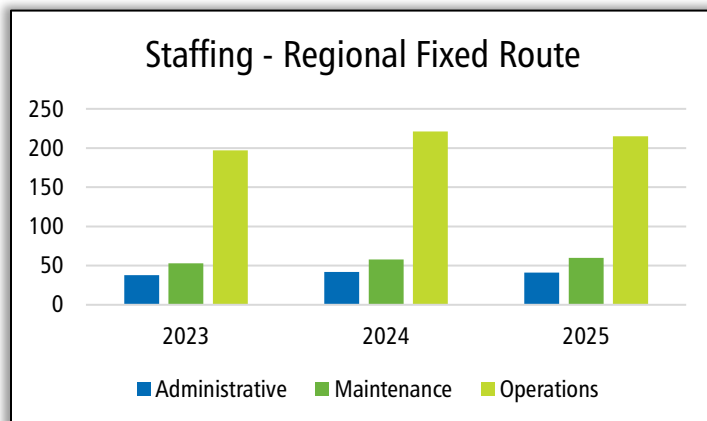
These graphs illustrate the performance of fixed-route bus services, also known as motorbus directly operated (MBDO) in the National Transit Database (NTD) reporting, based on 2022 agency profiles. Utilizing NTD data allows for standardized reporting, enabling more accurate unit-to-unit comparisons. Compared to our peers, Pierce Transit ranks last in cost per revenue mile, at 11% above the group average, second in cost per revenue hour at 19% below the group average, and second in fare recovery at 41% above the group average. Due to InterCity's fare-free policy, the average fare recovery among those charging a fare is 5.70%, placing Pierce Transit 6% above the group average.

Budget by Mode

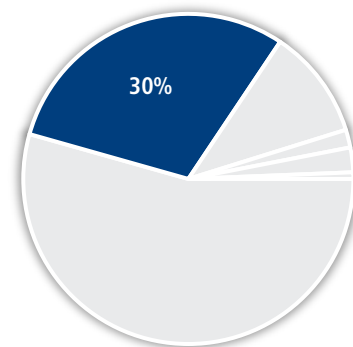
REGIONAL FIXED ROUTE

Contracted service between Pierce Transit and Sound Transit to provide regional bus services between Pierce and King Counties. Total costs of \$60.4 million to operate the service, reimbursed by Sound Transit.

	Regional Service - Sound Transit			
	2023 Actuals	2024 Budget	2024 YE Est	2025 Budget
Wages	28,243,066	32,052,700	28,517,460	32,348,320
Benefits	10,524,554	12,361,950	10,628,690	12,056,480
Supplies	6,726,849	6,714,600	6,797,410	7,710,530
Services	3,240,487	4,428,710	4,200,390	4,764,640
Insurance	1,714,563	2,099,360	1,732,440	1,965,160
Utilities	424,880	628,590	429,730	487,460
Repairs	138,637	230,050	140,090	158,910
Rentals	-	-	-	-
Other	457,529	673,460	461,860	523,900
Contracted Services	352,334	367,920	356,220	404,070
Other Improvements	-	7,370	-	-
Total	51,822,899	59,564,710	53,264,290	60,419,470



Percent of 2025 Operating Budget



Measure	2024 Year-End Estimate	2025 Budget	Change
Ridership	2,689,877	3,022,108	12.4%
Service Hours	242,988	273,000	12.4%
Service Miles	5,405,195	6,072,803	12.4%

2024 Accomplishments:

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

2025 Goals:

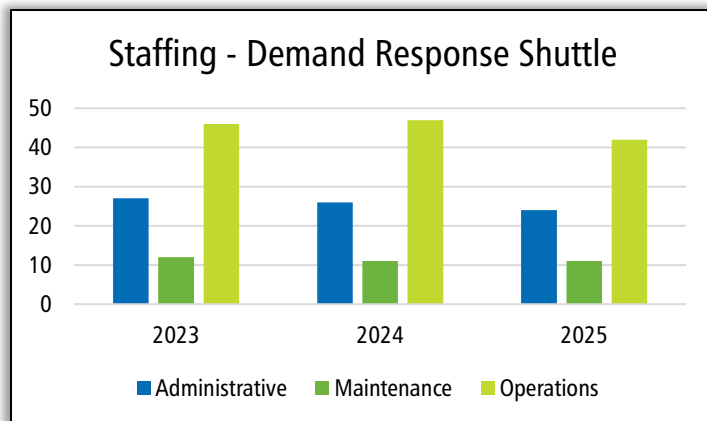
- Restore service hours paused in March 2024
- Meet On-Time Performance Sound Transit standard of greater or equal 85%

Budget by Mode

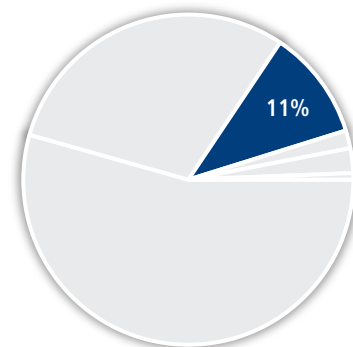
DEMAND RESPONSE - SHUTTLE

To use our SHUTTLE service, you must apply and qualify. Shuttle service operates within ¾ 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 \$21.7 million to operate this service.

	Shuttle			
	2023 Actuals	2024 Budget	2024 YE Est	2025 Budget
Wages	3,664,527	5,114,050	4,287,490	4,863,440
Benefits	1,332,016	1,923,820	1,558,450	1,767,800
Supplies	349,485	385,920	409,820	464,870
Services	291,301	529,220	340,080	385,760
Insurance	136,102	237,550	159,850	181,320
Utilities	30,334	64,840	35,170	39,890
Repairs	14,007	21,090	16,280	18,470
Rentals	184,249	238,300	216,380	245,450
Other	10,316,462	11,476,010	12,115,170	13,742,650
Contracted Services	16,830	21,430	19,370	21,970
Other Improvements	-	-	-	-
Total	16,335,313	20,012,230	19,158,060	21,731,620



Percent of 2025 Operating Budget



Measure	2024 Year-End Estimate	2025 Budget	Change
Ridership	315,113	333,724	5.9%
Service Hours	193,697	204,505	5.6%
Service Miles	2,679,896	2,834,515	5.8%

2024 Accomplishments

- Implemented new software
- Answered over 220,000 calls
- Provided over 300,000 passenger trips

2025 Goals

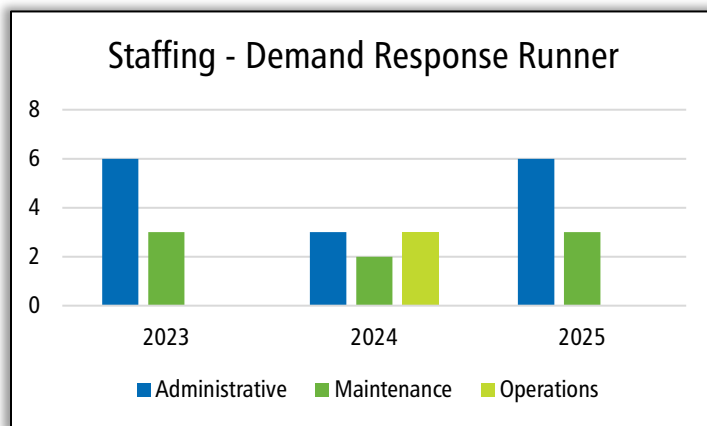
- Deploy new customer facing application to allow riders to manage and track trips
- Achieve 92% On-Time Performance
- Answer 99% of calls within 3 minutes

Budget by Mode

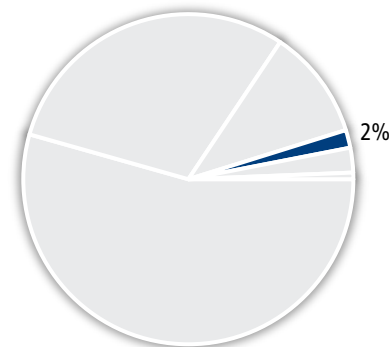
DEMAND RESPONSE - RUNNER

On demand service, also known as Runner, assist within communities by connecting them to connection points within the service area, such as transit centers. Total costs of \$3.5 million to operate this service. Compared to our other modes, On Demand Service is expected to grow considerably due to the addition of the Gig Harbor zone and increased service in other zones.

	Runner			
	2023 Actuals	2024 Budget	2024 YE Est	2025 Budget
Wages	141,263	175,210	188,600	213,940
Benefits	55,994	72,200	74,940	85,010
Supplies	52,104	51,790	70,980	80,520
Services	28,152	49,710	37,970	43,070
Insurance	15,565	20,660	21,230	24,080
Utilities	5,040	9,360	6,780	7,690
Repairs	2,643	4,280	3,560	4,040
Rentals	-	-	-	-
Other	1,976,323	1,765,060	2,696,370	3,058,580
Contracted Services	3,250	4,520	4,350	4,940
Other Improvements	-	-	-	-
Total	2,280,334	2,152,790	3,104,780	3,521,870



Percent of 2025 Operating Budget



Measure	2024 Year-End Estimate	2025 Budget	Change
Ridership	41,007	45,113	10.0%
Service Hours	41,826	47,995	14.7%
Service Miles	417,365	461,300	10.5%

2024 Accomplishments

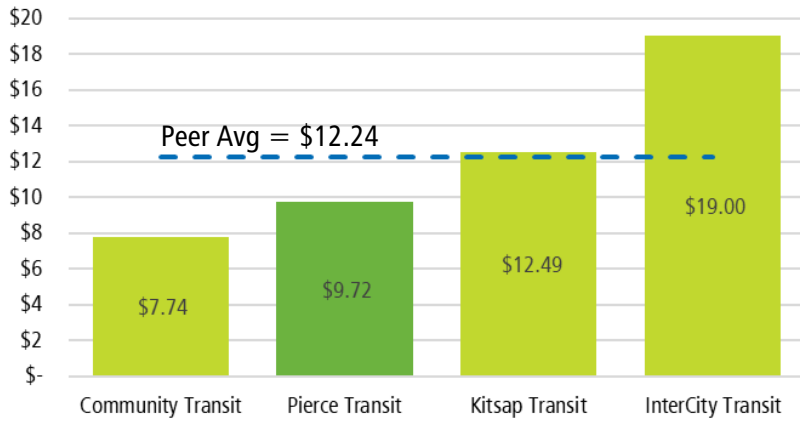
- Added a new zone in Gig Harbor
- Increased span for Ruston and Tideflats zones

2025 Goals

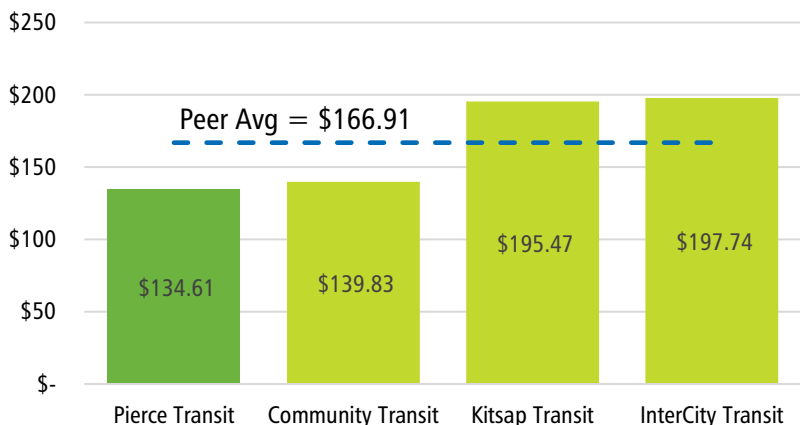
- Acquire funding for 2025-27 for continued service
- Better efficiencies with corner-to-corner service

Budget by Mode

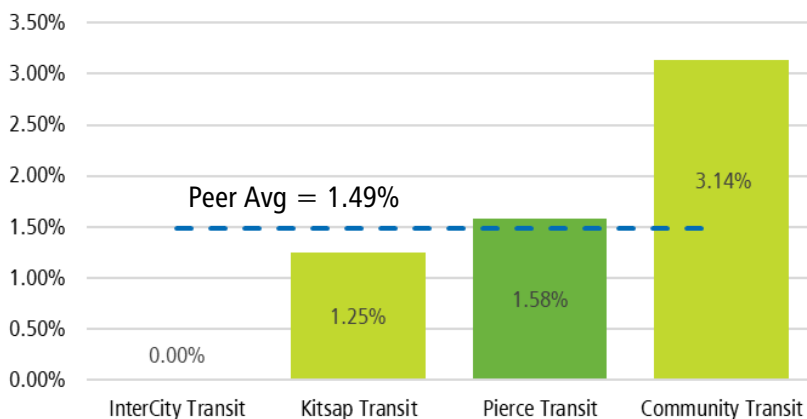
Operating Expense per Vehicle Revenue Mile



Operating Expense per Revenue Hour



Fare Recovery



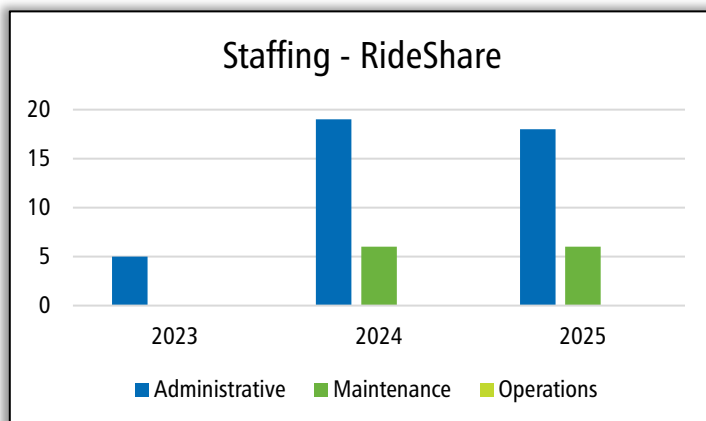
These graphs illustrate the performance of paratransit and on demand services, also known as demand response directly operated (DRDO) and demand response purchased transportation (DRPT) in the National Transit Database (NTD) reporting, based on 2022 agency profiles. Utilizing NTD data allows for standardized reporting, enabling more accurate unit-to-unit comparisons. Compared to our peers, Pierce Transit ranks second in cost per revenue mile, at 21% under the group average, first in cost per revenue hour at 19% below the group average, and second in fare recovery at 6% above the group average. Due to InterCity's fare-free policy, the average fare recovery among those charging a fare is 2.99%, placing Pierce Transit 47% below the collecting group average.

Budget by Mode

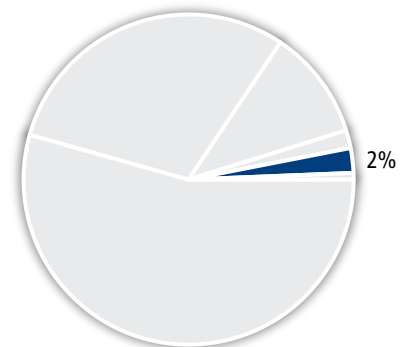
RIDESHARE

RideShare, formerly Vanpool, groups individuals that have a common starting and ending journey to decrease single occupancy vehicles and reduce congestion. Total costs of \$4.9 million to operate this service.

	RideShare			
	2023 Actuals	2024 Budget	2024 YE Est	2025 Budget
Wages	1,838,320	2,150,490	1,763,540	2,000,440
Benefits	681,970	860,010	654,900	742,880
Supplies	1,394,322	1,523,180	1,367,530	1,551,240
Services	391,553	439,090	294,970	334,590
Insurance	57,270	73,770	56,200	63,750
Utilities	43,453	59,670	42,030	47,680
Repairs	-	43,000	29,200	33,120
Rentals	-	-	-	-
Other	30,436	69,210	60,260	68,350
Contracted Services	-	33,960	25,660	29,110
Other Improvements	-	-	-	-
Total	4,437,323	5,252,380	4,294,290	4,871,160



Percent of 2025 Operating Budget



Measure	2024 Year-End Estimate	2025 Budget	Change
Ridership	406,000	410,500	1.1%
Service Hours	105,000	107,500	2.4%
Service Miles	3,508,000	3,600,000	2.6%

2024 Accomplishments

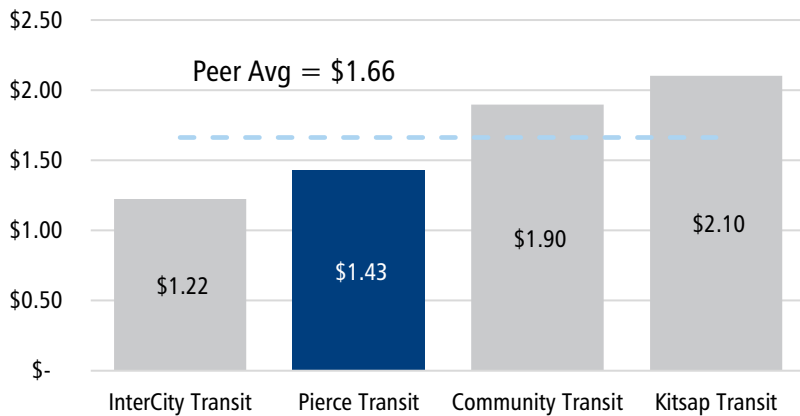
- Diversified fleet by adding electric vehicles
- Replaced 68 RideShare vehicles ensuring a more reliable, modern fleet

2025 Goals

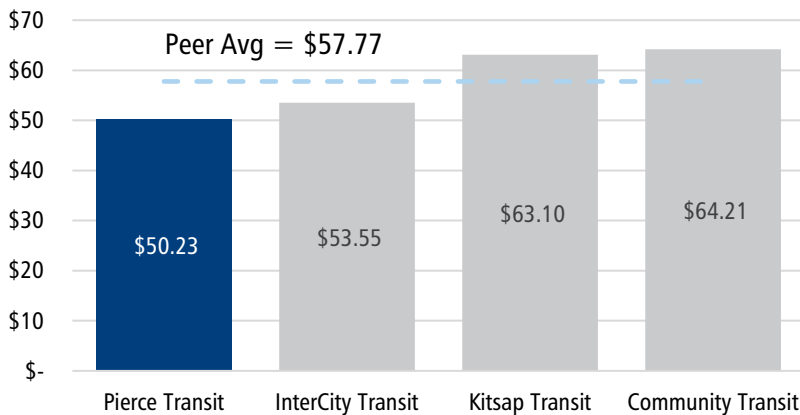
- Achieve a 6% growth in ridership compared to previous year
- Develop and launch a customer satisfaction survey to gather feedback and improve service

Budget by Mode

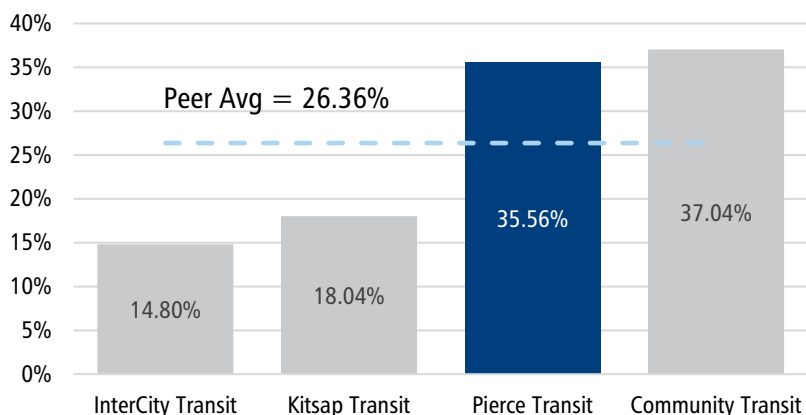
Operating Expense per Vehicle Revenue Mile



Operating Expense per Revenue Hour



Fare Recovery



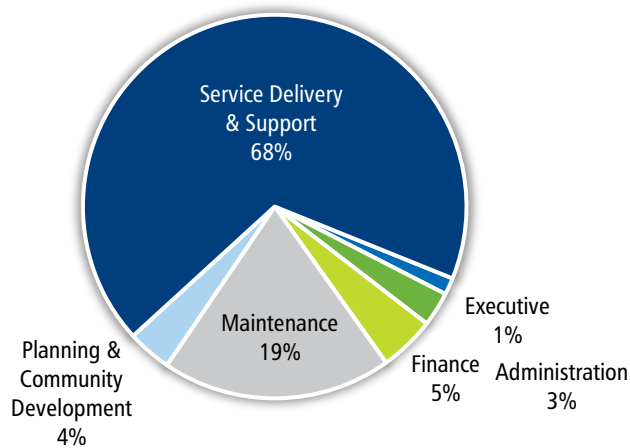
These graphs illustrate the performance of RideShare, also known as Vanpool directly operated (VPDO) in the National Transit Database (NTD) reporting, based on 2022 agency profiles. Utilizing NTD data allows for standardized reporting, enabling more accurate unit-to-unit comparisons. Compared to our peers, Pierce Transit ranks second in cost per revenue mile, at 14% below the group average, first in cost per revenue hour at 13% below the group average, and second in fare recovery at 35% above the group average.

Operating by Division

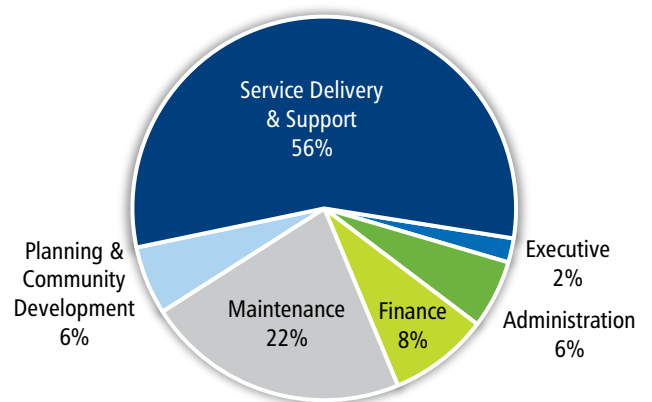
	Executive	Administration	Finance	Maintenance	Planning & Community Development	Service Delivery & Support	Total
Full-Time Equivalent	14.00	28.50	46.00	190.00	36.50	666.00	981.00
Wages	2,130,720	3,376,740	5,877,010	17,455,030	4,114,410	62,007,110	94,961,020
Benefits	535,430	1,119,740	1,907,680	6,545,120	1,205,490	21,156,040	32,469,500
Total Personnel	2,666,150	4,496,480	7,784,690	24,000,150	5,319,900	83,163,150	127,430,520
Supplies	110,500	149,400	6,900,290	16,445,490	1,083,090	437,870	25,126,640
Services	1,024,050	1,138,110	665,320	572,600	3,435,000	9,209,830	16,044,910
Insurance	-	5,533,170	-	-	-	-	5,533,170
Utilities	-	-	460,300	990,760	8,400	-	1,459,460
Repairs	-	3,050	12,500	446,100	8,400	-	470,050
Rentals	-	4,700	-	70,000	535,910	-	610,610
Other	203,900	26,210	736,210	181,580	957,150	16,834,420	18,939,470
Contracted Services	1,790	-	-	1,010,900	-	15,000	1,027,690
Other Improvements	-	-	-	-	-	-	-
Total M&O	1,340,240	6,854,640	8,774,620	19,717,430	6,027,950	26,497,120	69,212,000
Total Expenditures	4,006,390	11,351,120	16,559,310	43,717,580	11,347,850	109,660,270	196,642,520

The difference between the total operating budget of \$201,310,140 and the operating budget by division of \$196,642,520 is \$4,667,620. This is the cost of self-insurance, \$3,374,080, and pass thru to Pierce County Ferries, \$1,293,540, which are considered non-departmental expenditures.

2025 Full-Time Equivalent by Division



2025 Expenditures by Division



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 from 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 Pierce Transit's website [Transit-Development-Plan-2024_Final-Adopted.pdf \(wpcomstaging.com\)](https://www.piercetransit.com/wp-content/uploads/2024/01/Transit-Development-Plan-2024_Final-Adopted.pdf).

Capital Budget

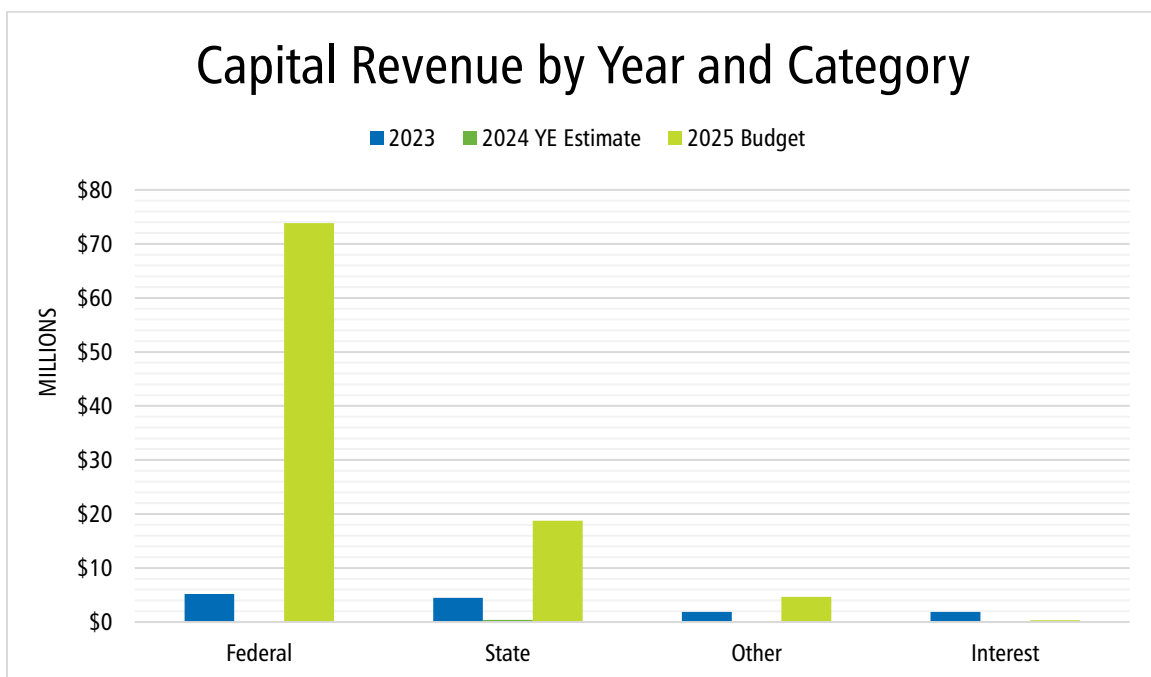
REVENUES

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. The current budget has \$40.9 million funding vehicles, \$8.5 million funding passenger facilities, and \$24.5 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 62% or \$10.9 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 \$4.6 million in other funding is from Sound Transit. They fund projects that support their services, such as improvements to Tacoma Dome Station and the communications equipment in the CAD/AVL project.

	<u>2023 Actuals</u>	<u>2024 YE Estimate</u>	<u>2025 Budget</u>	<u>Year-End Estimate vs Budget</u>	
				<u>\$ Change</u>	<u>% Change</u>
Contributions					
Federal	5,188,851	11,150	73,869,580	73,858,430	662407%
State	4,480,322	404,530	18,779,080	18,374,550	4542%
Other	1,899,070	65,400	4,635,750	4,570,350	6988%
Interest	1,890,647	150,000	356,680	206,680	138%
	<u>13,458,890</u>	<u>631,080</u>	<u>97,641,090</u>	<u>97,010,010</u>	<u>15372.06%</u>



Capital Budget

EXPENDITURES

Revenue Vehicles – 39% of the capital budget, this category consists of bus, shuttle, and RideShare vehicle replacement.

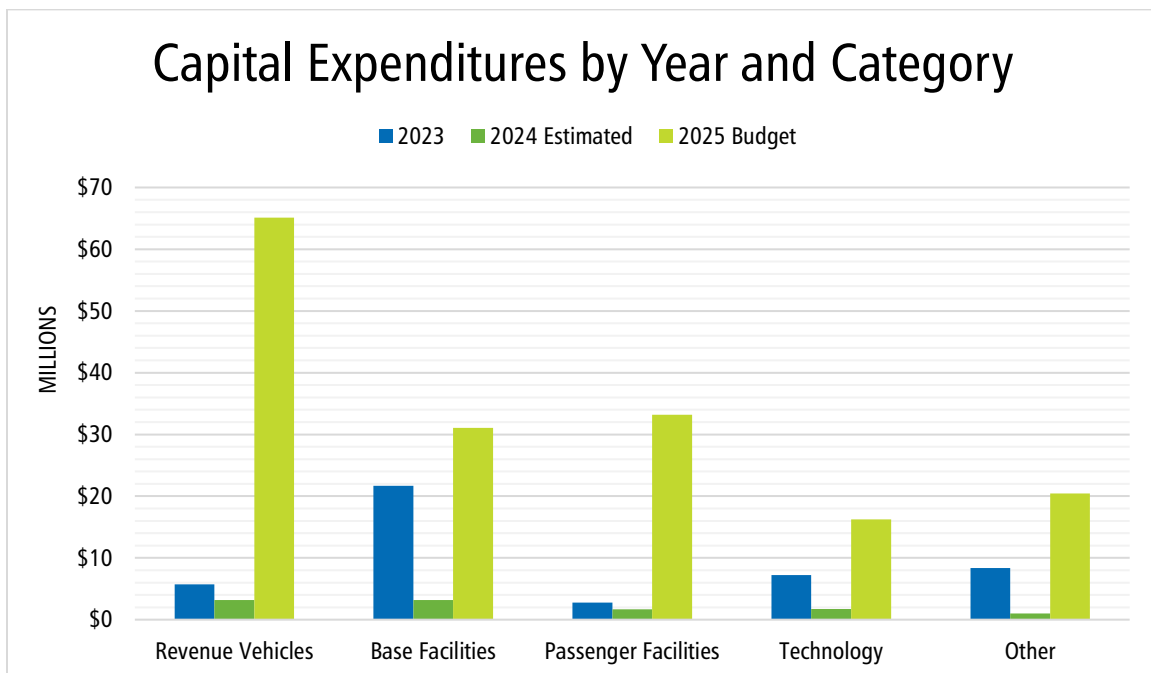
Base Facilities – 19% of the capital budget, projects such as electric vehicle charging infrastructure at our headquarter facilities.

Passenger Facilities – 20% of the capital budget, this category contains improvement projects to Transit Centers and Park and Rides.

Technology – 10% of the capital budget, provide infrastructure and software to improve information and services for staff and the public.

Other – 12% of the capital budget, this category includes support vehicles for maintenance and operations, bus shelters, and equipment that is not fixed to a building.

	<u>2023 Actuals</u>	<u>2024 YE Estimate</u>	<u>2025 Budget</u>	Year-End Estimate vs Budget	
				<u>\$ Change</u>	<u>% Change</u>
Revenue Vehicles	8,873,460	3,158,150	65,135,860	61,977,710	1962.47%
Base Facilities	8,701,929	3,159,330	31,084,400	27,925,070	883.89%
Passenger Facilities	5,067,461	1,680,210	33,199,140	31,518,930	1875.89%
Technology	5,009,328	1,703,890	16,214,370	14,510,480	851.61%
Other	5,071,107	978,510	20,418,560	19,440,050	1986.70%
	32,723,285	10,680,090	166,052,330	155,372,240	1454.78%



Capital Budget

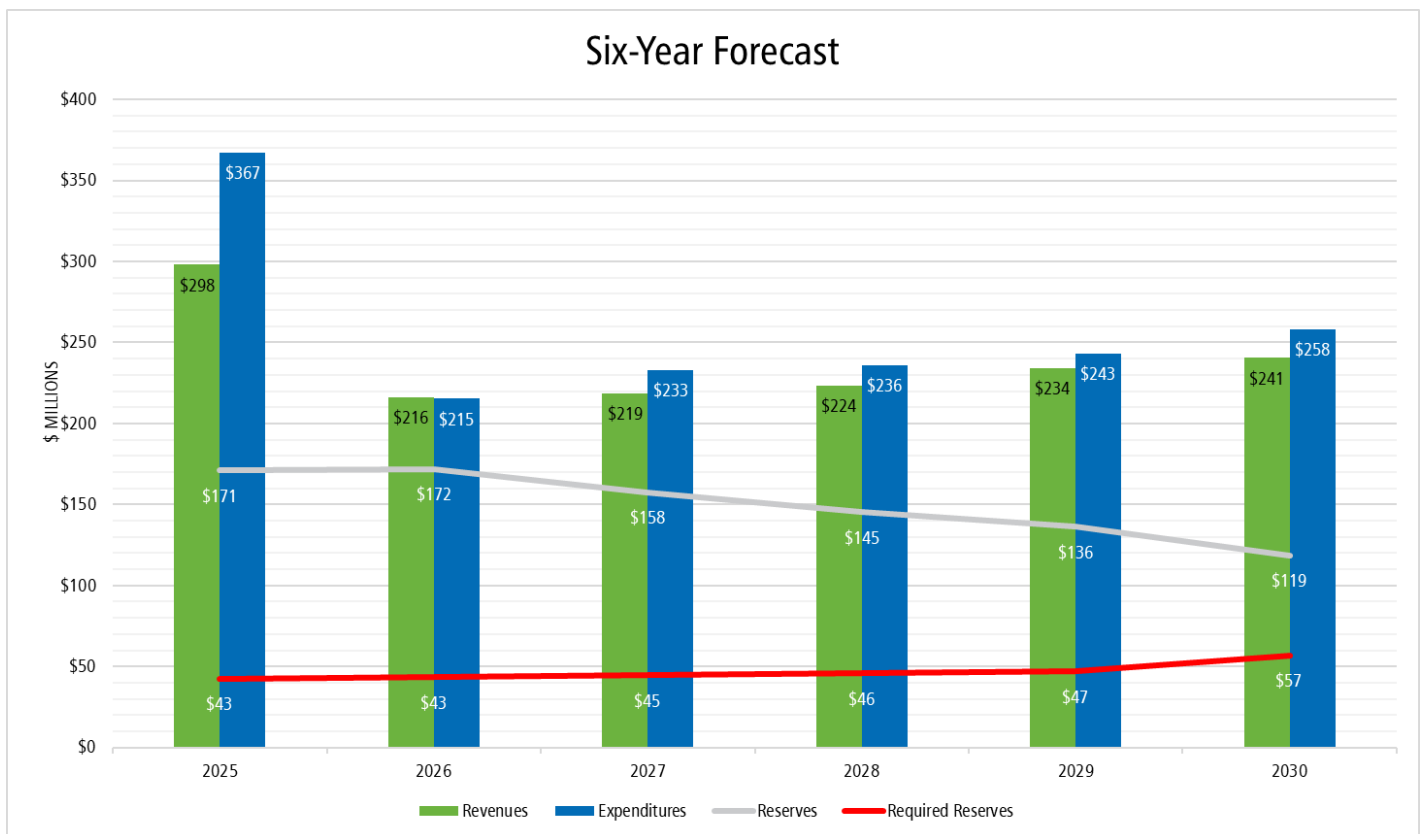
#	Project Name	Project #	Project Budget	Spent Thru 2023	2024 YE Est	2025 Estimated Carryover	2025 New Request	2025 Budget	Local Funding	Grant Funding
1	Maintenance & Operations Base Improvements (MOBI)	525	62,800,000	52,152,103	3,052,810	7,595,087		7,595,090	7,595,090	-
2	Bldg 5 A/V Equipment Replacement	620	220,386	213,990	4,990	1,406		1,410	1,410	-
3	Bldg 5 Exterior Sealing	642	130,000	-	-	130,000		130,000	130,000	-
4	Bldg 4 Exterior Painting	643	273,160	62	30	273,068		273,070	273,070	-
5	Base Battery Electric Bus Charging Expansion to 12 Buses	653	4,444,500	-	-	4,444,500		4,444,500	888,900	3,555,600
6	CNG Compressor Transformers	668	172,500	-	-	172,500		172,500	172,500	-
7	Bldg 4 HVAC Retrofit	671	305,900	-	-	305,900		305,900	305,900	-
8	Bldg 5 Specialized Transportation Work Area Redesign	676	400,400	-	-	400,400		400,400	400,400	-
9	Bldg 1 Training Room Technology Upgrade	677	73,000	-	39,650	33,350		22,250	22,250	-
10	Gantry with Depot Conductive Charging Infrastructure for 30	680	-	-	-	-	16,963,825	16,963,830	2,179,080	14,784,750
11	Bus Lot Emergency Notification System	NEW03					53,530	53,530	53,530	-
12	Bldg 1 Security Cameras and EWS Stations	NEW04					38,755	38,760	38,760	-
13	Fuel and Wash TV Monitor screens	NEW05					17,000	17,000	17,000	-
14	Bldg 1 Tire Shop Office Renovation	NEW12					44,000	44,000	44,000	-
15	Fuel and Wash Electric Vehicle Chargers	NEW16					429,270	429,270	85,850	343,420
16	Bldg 5 Electric Vehicle Charger Expansion	NEW38					192,890	192,890	38,580	154,310
Subtotal Base Facilities Projects			68,819,846	52,366,155	3,097,480	13,356,211	17,739,270	31,084,400	12,246,320	18,838,080
17	Commerce Facility Bus Charging Station	612	2,000,000	871,162	5,120	1,123,718		1,123,720	1,123,720	-
18	Support Vehicle Replacement 2022	624	336,678	166,359	166,780	3,539		3,540	3,540	-
19	Bus Stop Replacement	633	3,125,000	51,199	546,510	2,527,291	1,093,430	3,620,720	174,900	3,445,820
20	Support Vehicle Replacement 2023	639	697,330	299,116	186,830	211,384		211,380	211,380	-
21	Behavioral Health Vehicle	648	78,000	38,813	60	39,127		39,130	39,130	-
22	Public Safety Vehicle Expansion (2)	649	186,330	56,201	5,170	124,959		124,960	124,960	-
23	Enhanced Bus SR7	657	5,672,290	568	58,130	5,613,592		5,613,590	318,040	5,295,550
24	Bldg 1 Paint Booth Controls	658	210,580	-	-	210,580		210,580	210,580	-
25	Bldg 1 Wheel Alignment Machine	661	103,000	-	-	103,000		103,000	103,000	-
26	Bldg 1 Aerosol Can Crusher	663	25,290	-	-	25,290		25,290	25,290	-
27	Bldg 1 Sand Blast Cabinet	664	39,030	-	-	39,030		39,030	39,030	-
28	Support Vehicle Replacement 2024	666	896,150	-	-	896,150		896,150	896,150	-
29	Bldg 1 Heavy Duty Box and Pan Bending Brake	673	13,740	-	-	13,740		13,740	13,740	-
30	Bldg 1 Three Phase Spot Welder	674	50,000	-	-	50,000		50,000	50,000	-
31	Misc Capital Equipment	778						200,000	200,000	-
32	Fleet Maintenance Purchases	NEW06					637,330	637,330	637,330	-
33	Braille Tactile Signs and Real Time Signage Project	NEW07					3,226,581	3,226,580	645,320	2,581,260
34	Marketing Plotter Replacement 2025	NEW18					33,405	33,410	33,410	-
35	Support Vehicle Replacement 2025	NEW20					1,266,876	1,266,880	1,266,880	-
36	Stream Community Line Expansion	NEW33					1,419,525	1,419,530	283,910	1,135,620
37	Stream S. Meridian/SR 161 Transit Signal Prioritization	NEW39					1,560,000	1,560,000	260,000	1,300,000
Subtotal Other Projects			13,433,418	1,483,418	968,600	10,981,400	9,237,147	20,418,560	6,660,310	13,758,250
38	Narrows Park and Ride Renewal	503	1,013,060	134,986	426,920	451,154		451,150	451,150	-
39	Spanaway Transit Center Park and Ride	556	9,242,886	6,738,604	992,820	1,511,462		5,461,460	5,461,460	-
40	South Hill Mall Transit Center Renewal	571	1,807,028	1,691,450	-	115,578		115,580	115,580	-
41	Tacoma Dome Station Elevator Repairs and Upgrades	588	3,451,549	2,738,819	106,720	606,010		606,010	299,360	306,650
42	Spanaway Transit Center Parking Lot Expansion	607	15,493,350	214,223	153,750	15,125,377		15,125,380	1,982,930	13,142,450
43	Tacoma Dome Station Garage Wayfinding Design	608	1,308,837	34,917	-	1,273,920		1,273,920	530,520	743,400
44	TDS HVAC Metasys Bldg Mgmt	669	17,300	-	-	17,300		17,300	6,920	10,380
45	Commerce Tunnel Gate Retrofit	NEW15					120,000	120,000	120,000	-
46	72nd and Portland Transit Center Roof Replacement	NEW22					64,933	64,930	64,930	-
47	Lakewood Transit Center Roof Replacement at Comfort Station	NEW23					25,200	25,200	25,200	-
48	TCC Battery Electric Bus On-Route Charging	NEW36					3,761,407	3,761,410	1,487,970	2,273,440
49	Lakewood Transit Center Inductive Chargers and Support	NEW37					6,176,800	6,176,800	1,235,360	4,941,440
Subtotal Passenger Facilities Projects			32,334,010	11,552,999	1,680,210	19,100,801	10,148,340	33,199,140	11,781,380	21,417,760
50	SHUTTLE Replacement 2019	558	1,051,607	-	763,620	287,987		287,990	287,990	-
51	SHUTTLE Replacement 2022	623	2,928,534	4,305	2,291,220	633,009		633,010	(1,129,920)	1,762,930
52	Barrier Door Install	636	606,580	7,199	8,660	590,721		590,720	590,720	-
53	SHUTTLE Replacement 2023	637	3,114,590	-	-	3,114,590		3,114,590	623,080	2,491,510
54	Bus Fleet Replacement 2023	638	13,541,180	-	-	13,541,180		13,541,180	2,708,240	10,832,940
55	Vanpool Replacement 2023	646	1,933,230	834,892	23,640	1,074,698		1,074,700	1,074,700	-
56	Bus Fleet Replacement 2024	659	13,651,990	-	-	13,651,990		13,651,990	2,730,390	10,921,600
57	SHUTTLE Replacement 2024	660	13,898,430	-	-	13,898,430		13,898,430	10,933,840	2,964,590
58	Rideshare Replacement 2024	665	2,002,300	-	-	2,002,300		2,002,300	1,614,140	388,160
59	SHUTTLE Replacement 2025	NEW01					4,120,340	4,120,340	824,070	3,296,270
60	Bus Fleet Replacement 2025	NEW02					8,796,250	8,796,250	1,759,250	7,037,000
61	Rideshare Replacement 2025	NEW17					3,424,363	3,424,360	3,424,360	-
Subtotal Revenue Vehicle Projects			52,728,441	846,395	3,087,140	48,794,906	16,340,953	65,135,860	25,440,860	39,695,000
62	Security Systems Replacement	452	4,080,769	2,373,642	347,970	1,359,157		1,359,160	1,122,270	236,890
63	ngORCA	482	6,154,834	3,962,213	61,940	2,130,681		2,130,680	2,130,680	-
64	Backup Software Replacement 2018	543	120,000	103,100	-	16,900		16,900	16,900	-
65	CAD-AVL System Replacement 2019	573	11,000,000	8,103,765	996,160	1,900,075		1,900,080	(1,438,350)	3,338,430
66	Storage Area Network 2019	579	294,700	176,381	26,760	91,559		91,560	91,560	-
67	Call Center Software Replacement 2021	604	159,000	144,115	-	14,885		14,880	14,880	-
68	NeoGov HRIS Module	609	150,000	44,616	-	105,384	10,000	115,380	115,380	-
69	ADEPT Upgrade or Replacement 2022	625	2,200,000	2,688	-	2,197,312		2,197,310	2,197,310	-
70	Real Time Sign Refurbishment	645	43,070	-	-	43,070		43,070	43,070	-
71	Managed Cyber Security Services	650	250,000	-	-	250,000		250,000	250,000	-
72	SQL Service DB Monitoring	667	27,310	-	-	27,310		27,310	27,310	-
73	ngORCA Phase 2	670	780,360	-	-	780,360		780,360	780,360	-
74	DriveCam Equipment Replacement 2024	672	264,300	-	254,330	9,970		9,970	9,970	-
75	Finance ERP	675	3,900,000	-	-	3,900,000		3,900,000	3,900,000	-
76	Network Infrastructure Replacement 2024	678	1,646,880	-	-	1,646,880		1,646,880	1,646,880	-
77	Hastus Upgrade 2025	NEW08					824,868	824,870	824,870	-
78	Network Infrastructure Replacement 2025	NEW10					678,040	678,040	678,040	-
79	VOAM Module Interface	NEW19					227,921	227,920	227,920	-
Subtotal Technology Projects			31,071,223	14,910,520	1,687,160	14,473,543	1,740,829	16,214,370	12,639,050	3,575,320
Total Capital Projects			198,386,938	81,159,487	10,520,590	106,706,861	55,206,539	166,052,330	68,767,920	97,284,410



Six-Year Forecast

Six-Year Financial Plan

	2025	2026	2027	2028	2029	2030
Beginning Balance	240,504,590	171,255,240	172,000,380	157,655,650	145,222,200	136,325,260
Revenues						
Operating						
Passenger Fares	7,030,520	7,329,330	7,646,220	7,982,290	8,338,690	8,716,650
Advertising	605,000	610,100	615,300	620,610	626,020	631,540
Regional Transit Service	60,919,470	65,705,510	68,460,820	71,331,890	74,326,170	77,446,460
Non-Operating						
Sales Tax	113,220,060	115,940,460	118,716,100	121,532,670	124,380,930	127,234,310
Miscellaneous	823,280	2,038,160	2,053,340	1,993,420	1,943,410	1,911,450
Contributions						
Operating	18,230,380	21,745,160	19,519,530	19,307,380	19,307,380	19,307,380
Capital	97,284,410	2,750,640	1,739,390	772,560	5,374,980	5,378,690
Total Revenue	298,113,120	216,119,360	218,750,700	223,540,820	234,297,580	240,626,480
Expenditures						
Operating						
Wages	94,961,010	100,907,420	105,208,030	109,691,870	114,366,830	119,241,040
Benefits	32,469,510	34,308,560	35,770,710	37,295,250	38,884,710	40,541,960
Maintenance & Operations	72,586,080	69,860,590	71,467,380	73,111,120	74,792,680	76,512,920
Non-Operating	1,293,540	1,325,010	1,058,760	1,058,760	1,058,760	1,058,760
Capital	166,052,330	8,972,640	19,590,550	14,817,270	14,091,540	20,934,260
Total Expenditures	367,362,470	215,374,220	233,095,430	235,974,270	243,194,520	258,288,940
Ending Balance	171,255,240	172,000,380	157,655,650	145,222,200	136,325,260	118,662,800
Required Reserves	42,589,340	43,424,980	44,595,640	45,857,450	47,167,940	56,929,050
Margin(Deficit)	128,665,900	128,575,400	113,060,010	99,364,750	89,157,320	61,733,750



Six-Year Capital Plan

#	Project Name	Project #	2025	2026	2027	2028	2029	2030
1	Security Systems Replacement	452	1,359,160					
2	ngORCA	482	2,130,680					
3	Narrows Park and Ride Renewal	503	451,150					
4	Maintenance & Operations Base Improvements (MOBI)	525	7,595,090					
5	Backup Software Replacement 2018	543	16,900					
6	Spanaway Transit Center Park and Ride	556	5,461,460					
7	SHUTTLE Replacement 2019	558	287,990					
8	South Hill Mall Transit Center Renewal	571	115,580					
9	CAD-AVL System Replacement 2019	573	1,900,080					
10	Storage Area Network 2019	579	91,560					
11	Tacoma Dome Station Elevator Repairs and Upgrades	588	606,010					
12	Call Center Software Replacement 2021	604	14,880					
13	Spanaway Transit Center Parking Lot Expansion	607	15,125,380					
14	Tacoma Dome Station Garage Wayfinding Design	608	1,273,920					
15	NeoGov HRIS Module	609	115,380					
16	Commerce Facility Bus Charging Station	612	1,123,720					
17	Bldg 5 A/V Equipment Replacement	620	1,410					
18	SHUTTLE Replacement 2022	623	633,010					
19	Support Vehicle Replacement 2022	624	3,540					
20	ADEPT Upgrade or Replacement 2022	625	2,197,310					
21	Bus Stop Replacement	633	3,620,720					
22	Barrier Door Install	636	590,720					
23	SHUTTLE Replacement 2023	637	3,114,590					
24	Bus Fleet Replacement 2023	638	13,541,180					
25	Support Replacement 2023	639	211,380					
26	Bldg 5 Exterior Sealing	642	130,000					
27	Bldg 4 Exterior Painting	643	273,070					
28	Real Time Sign Refurbishment	645	43,070					
29	Vanpool Replacement	646	1,074,700					
30	Behavioral Health Vehicle	648	39,130					
31	Public Safety Vehicle Expansion (2)	649	124,960					
32	Managed Cyber Security Services	650	250,000					
33	Base BEB Charging Expansion to 12 Buses	653	4,444,500					
34	Enhanced Bus SR7	657	5,613,590					
35	Bldg 1 Paint Booth Controls	658	210,580					
36	Bus Fleet Replacement 2024	659	13,651,990					
37	SHUTTLE Replacement 2024	660	13,898,430					
38	Bldg 1 Wheel Alignment Machine	661	103,000					
39	Bldg 1 Aerosol Can Crusher	663	25,290					
40	Bldg 1 Sand Blast Cabinet	664	39,030					
41	Rideshare Replacement 2024	665	2,002,300					
42	Support Vehicle Replacement 2024	666	896,150					
43	SQL Service DB Monitoring	667	27,310					
44	CNG Compressor Transformers	668	172,500					
45	TDS HVAC Metasys Building Management	669	17,300					
46	ngORCA Phase 2	670	780,360					
47	Bldg 4 HVAC Retrofit	671	305,900					
48	DriveCam Equipment Replacement 2024	672	9,970					
49	Bldg 1 Heavy Duty Box and Pan Bending Brake	673	13,740					
50	Bldg 1 Three Phase Spot Welder	674	50,000					
51	Finance ERP	675	3,900,000					
52	Bldg 5 Specialized Transportation Work Area Redesign	676	400,400					
53	Bldg 1 Training Room Technology Upgrade	677	22,250					
54	Network Infrastructure Replacement 2024	678	1,646,880					
55	Gantry with Depot Conductive Charging Infrastructure for 30	680	16,963,830					
56	Miscellaneous Capital Equipment	778	200,000					
Subtotal Carryover and Additional			128,913,030	-	-	-	-	-
57	SHUTTLE Replacement 2025	NEW01	4,120,340					
58	Bus Fleet Replacement 2025	NEW02	8,796,250					
59	Bus Lot Emergency Notification System	NEW03	53,530					
60	Bldg 1 Security Cameras and EWS Stations	NEW04	38,760					
61	Fuel and Wash TV Monitor screens	NEW05	17,000					
62	Fleet Maintenance Purchases	NEW06	637,330					
63	Braille Tactile Signs and Real Time Signage Project	NEW07	3,226,580					
64	Hastus Upgrade 2025	NEW08	824,870					
65	Network Infrastructure Replacement 2025	NEW10	678,040					
66	Bldg 1 Tire Shop Office Renovation	NEW12	44,000					
67	Commerce Tunnel Gate Retrofit	NEW15	120,000					
68	Fuel and Wash Electric Vehicle Chargers	NEW16	429,270					
69	Rideshare Replacement 2025	NEW17	3,424,360					
70	Marketing Plotter Replacement 2025	NEW18	33,410					
71	VOAM Module Interface	NEW19	227,920					
72	Support Vehicle Replacement 2025	NEW20	1,266,880					
73	72nd and Portland Transit Center Roof Replacement	NEW22	64,930					
74	Lakewood Transit Center Roof Replacement at Comfort Station	NEW23	25,200					
75	Stream Community Line Expansion	NEW33	1,419,530					
76	TCC Battery Electric Bus On-Route Charging	NEW36	3,761,410					
77	Lakewood Transit Center Inductive Chargers and Support	NEW37	6,176,800					
78	Bldg 5 Electric Vehicle Charger Expansion	NEW38	192,890					
79	Stream S. Meridian/SR 161 Transit Signal Prioritization	NEW39	1,560,000					
Subtotal New Requests			37,139,300	-	-	-	-	-

Six-Year Capital Projects

#	Project Name	Project #	2025	2026	2027	2028	2029	2030
80	Bldg 1 Body Shop Fresh Air System	OUTYEAR01		31,250				
81	Bldg 1 Vertical Band Saw Replacement	OUTYEAR02		38,500				
82	Bldg 1 Wheel and Tire Balancer Replacement	OUTYEAR03		10,000				
83	Bldg 5 State of Good Repair	OUTYEAR04		1,050,180				
84	Bldg 6 RTU HVAC	OUTYEAR05		115,500				
85	Bldg 6 State of Good Repair	OUTYEAR06		443,340				
86	Kimball Park and Ride State of Good Repair	OUTYEAR07		195,350				
87	Network Infrastructure Replacement 2026	OUTYEAR08		1,000,000				
88	Rideshare Replacement 2026	OUTYEAR09		2,031,140				
89	SHUTTLE Replacement 2026	OUTYEAR10		3,114,110				
90	South Hill Transit Center State of Good Repair	OUTYEAR11		24,690				
91	Support Vehicle Replacement 2026	OUTYEAR12		418,220				
92	TCC Transit Center State of Good Repair	OUTYEAR13		68,100				
93	TDS State of Good Repair	OUTYEAR14		314,670				
94	TDS Call Center Furniture Replacement	OUTYEAR15		117,590				
95	512 Park and Ride Seal and Stripe Pavement and Asphalt	OUTYEAR16			99,140			
96	Bldg 1 Transmission Jack Replacement	OUTYEAR17			30,000			
97	Bldg 5 Roof Top Unit HVAC	OUTYEAR18			236,250			
98	Bus Fleet Replacement 2027	OUTYEAR19			12,679,430			
99	Commerce Station State of Good Repair	OUTYEAR20			296,100			
100	Network Infrastructure Replacement 2027	OUTYEAR21			1,000,000			
101	Rideshare Replacement 2027	OUTYEAR22			4,288,790			
102	Support Vehicle Replacement 2027	OUTYEAR24			960,840			
103	Bldg 1 Auto Shop Bench Grinder	OUTYEAR25				10,000		
104	Bus Fleet Replacement 2028	OUTYEAR26				13,134,630		
105	Network Infrastructure Replacement 2028	OUTYEAR27				1,000,000		
106	Support Vehicle Replacement 2028	OUTYEAR30				672,640		
107	72nd and Portland Transit Center State of Good Repair	OUTYEAR31					37,390	
108	Bldg 1 Bench Grinder A Replacement	OUTYEAR32					8,800	
109	Bldg 1 Bench Grinder B Replacement	OUTYEAR33					8,800	
110	Bldg 4 Fire Alarm System	OUTYEAR34					138,290	
111	Bus Fleet Replacement 2029	OUTYEAR35					6,232,340	
112	Network Infrastructure Replacement 2029	OUTYEAR36					1,000,000	
113	Parkland Transit Center State of Good Repair	OUTYEAR37					97,210	
114	Rideshare Replacement 2029	OUTYEAR38					74,690	
115	SHUTTLE Replacement 2029	OUTYEAR39					5,753,020	
116	Support Vehicle Replacement 2029	OUTYEAR40					741,000	
117	72nd Park and Ride Seal Coat and Striping	OUTYEAR41						23,400
118	Bldg 1 Brake Dyno Replacement	OUTYEAR42						250,000
119	Bldg 1 Horizontal Ban Saw Replacement	OUTYEAR43						13,200
120	Bldg 1 Parts Washer Replacement	OUTYEAR44						275,000
121	Bus Fleet Replacement 2030	OUTYEAR45						13,136,180
122	Network Infrastructure Replacement 2030	OUTYEAR46						1,000,000
123	SHUTTLE Replacement 2030	OUTYEAR47						6,031,300
124	Support Vehicle Replacement 2030	OUTYEAR48						205,180
Subtotal Outyear Requests			-	8,972,640	19,590,550	14,817,270	14,091,540	20,934,260
Grand Total			166,052,330	8,972,640	19,590,550	14,817,270	14,091,540	20,934,260
A portion of the project is funded by grants.								

The six-year financial table and chart above illustrate the forecasted trajectory of the agency's finances. In 2025, both revenues and expenditures are higher compared to the subsequent years. This is primarily due to the outstanding capital projects carried forward from 2024. 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 2026 through 2030, 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.

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.



Appendix

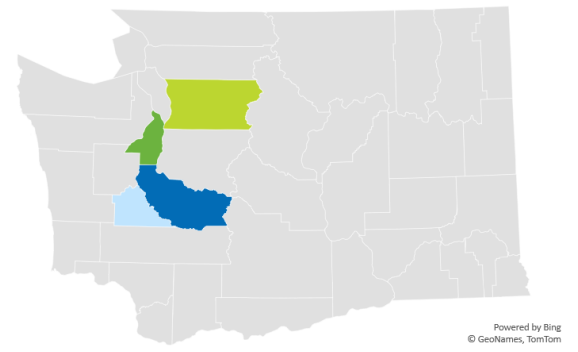
Service Summary

All Modes				
	2023	2024	2025	% Change 2024
	Actual	YE Estimate	Budget	YE Estimate - 2025 Budget
Pierce Transit - Fixed Route				
Ridership	6,096,759	6,488,384	6,983,902	7.6%
Service Hours	424,009	454,047	482,000	6.2%
Service Miles	4,951,925	5,344,095	5,673,099	6.2%
Sound Transit - Fixed Route				
Ridership	2,821,392	2,689,877	3,022,108	12.4%
Service Hours	255,055	242,988	273,000	12.4%
Service Miles	5,642,694	5,405,195	6,072,803	12.4%
Total Fixed Route				
Ridership	8,918,151	9,178,261	10,006,010	9.0%
Service Hours	679,064	697,035	755,000	8.3%
Service Miles	10,594,619	10,749,290	11,745,902	9.3%
SHUTTLE				
Ridership	262,611	315,113	333,724	5.9%
Service Hours	169,071	193,697	204,505	5.6%
Service Miles	2,320,309	2,679,896	2,834,515	5.8%
Runner				
Ridership	22,903	41,007	45,113	10.0%
Service Hours	5,850	41,826	47,995	14.7%
Service Miles	89,524	417,365	461,300	10.5%
Rideshare				
Ridership	414,614	406,000	410,500	1.1%
Service Hours	102,419	105,000	107,500	2.4%
Service Miles	3,306,292	3,508,000	3,600,000	2.6%
AGENCY TOTAL				
Ridership	9,618,279	9,940,381	10,795,347	8.6%
Service Hours	956,404	1,037,558	1,115,000	7.5%
Service Miles	16,310,744	17,354,551	18,641,717	7.4%

Peer Comparison

Agency	Agency Profile				Sales Tax Rate	Local Fares		
	Service Population	Service Area (Sq Mi)	FTA Urbanized Zone Area	Vehicles Operated at Maximum Service		Adult	Discounted	Adult Monthly
Pierce Transit	575,963	292	Seattle	351	0.6%	\$ 2.00	\$ 1.00	\$ 62.00
Kitsap Transit	254,183	396	Bremerton	213	0.8%	\$ 2.00	\$ 1.00	\$ 50.00
InterCity Transit	198,000	101	Olympia	233	1.2%	\$ -	\$ -	\$ -
Community Transit	804,287	258	Seattle	505	1.2%	\$ 2.50	\$ 1.25	\$ 90.00

Agency	Motor Bus				
	Operating Expenses	Vehicle Revenue Miles	Vehicle Revenue Hours	Unlinked Trips	Fare Revenue
Pierce Transit	69,288,838	4,558,354	407,561	4,363,241	4,462,149
Kitsap Transit	26,646,477	2,036,360	116,731	946,001	1,889,919
InterCity Transit	29,694,801	2,342,918	180,687	2,287,878	-
Community Transit	79,800,613	6,311,028	440,436	4,000,232	3,706,721
Agency	SHUTTLE				
	Operating Expenses	Vehicle Revenue Miles	Vehicle Revenue Hours	Unlinked Trips	Fare Revenue
Pierce Transit	13,266,088	1,367,836	96,105	163,024	204,661
Kitsap Transit	13,128,283	974,582	63,255	153,020	160,240
InterCity Transit	14,371,857	857,985	78,734	115,286	-
Community Transit	7,725,100	877,538	50,919	85,059	223,654
Agency	Vanpool				
	Operating Expenses	Vehicle Revenue Miles	Vehicle Revenue Hours	Unlinked Trips	Fare Revenue
Pierce Transit	3,485,434	2,583,536	73,511	323,089	1,321,152
Kitsap Transit	847,124	363,404	11,950	63,723	134,449
InterCity Transit	2,316,905	1,435,516	37,400	178,904	301,631
Community Transit	2,844,848	1,582,130	48,425	227,847	1,784,087



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 fixed route, demand response, and RideShare modes. The following charts breaks down the spending on a per unit basis to make comparisons easier to determine utilizing the last completed year of NTD data, currently 2022. 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.

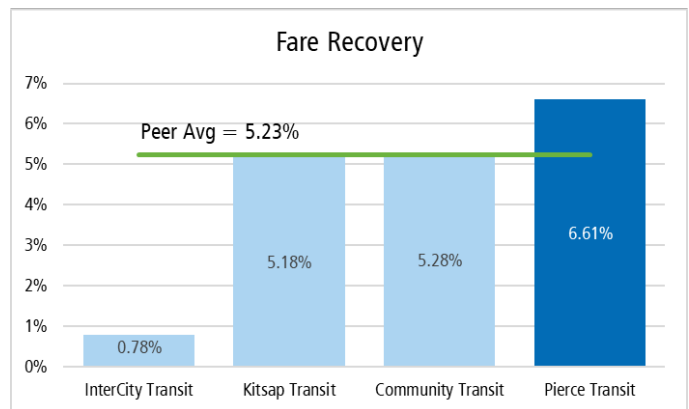
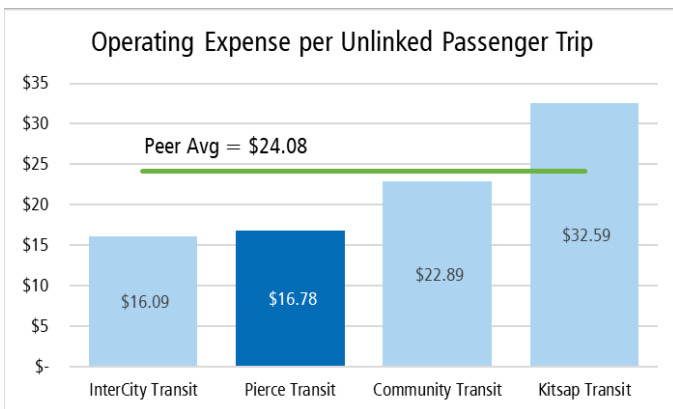
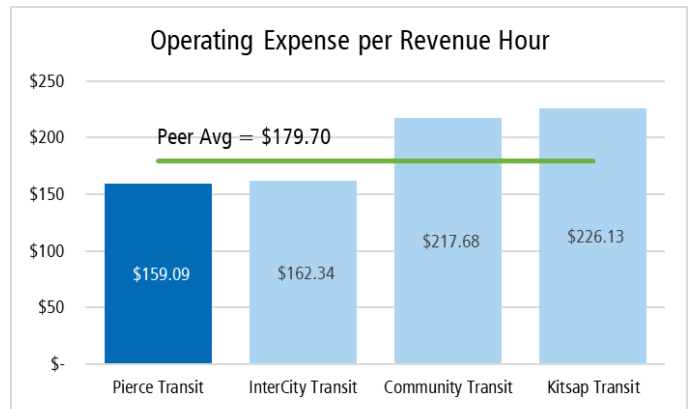
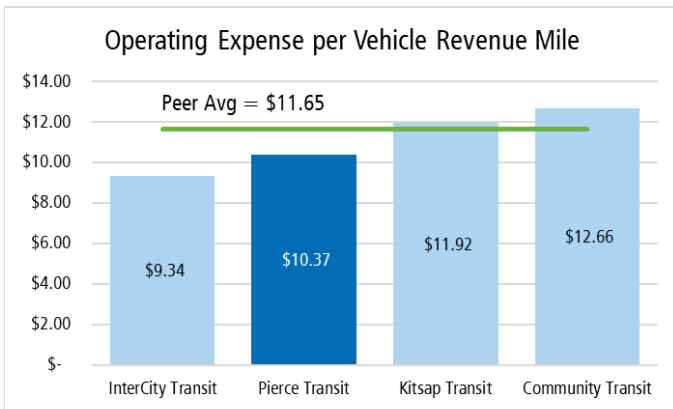
Fare Recovery: The amount of money collected by the specific mode to offset the costs of operating the mode.

Peer Comparison

ALL MODES

It is important to compare how well we are doing year-over-year to ourselves, but it is equally important to see how compare with our peers. Pierce Transit performs well compared to peers, being under the average in all the costs per unit calculations. We also, have the highest fare recovery of the agencies.

Information by specific mode can be found in the Budget by Mode section of this budget document.



Acronyms

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

BEB – Battery Electric Bus

FTA – Federal Transit Administration

FTE – Full-Time Equivalent

FY – Fiscal Year

M&O – Maintenance and Operations

MOBI – Maintenance & Operations Base Improvements

ngORCA – Next Generation One Regional Card for All

NTD – National Transit Database

PT – Pierce Transit

PTBA – Public Transportation Benefit Area

SSES – Stream System Expansion Study

ST – Sound Transit

TDS – Tacoma Dome Station

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.

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

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

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.

Glossary

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.

Glossary

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, 2024 to Oct 31, 2024
Cash and Investment Balance: \$248,047,435.81

Payment Numbers CK 00384298 through CK 00384532
 Wire Numbers EFT 00018152 through EFT 00018480
 Total \$13,481,353.25

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

Operating Fund				
	Check	Vendor	Item/Service	Amount
CHK	00384334	PIERCE COUNTY	FERRY ARPA 2022	2,471,166.40
CHK	00384357	UNIVERSAL PROTECTION SERVICE L	SECURITY TRANSDEV 08/30-09/26/24	170,859.53
CHK	00384374	HDR ENGINEERING INC	UTILITY STUDY 08/25-09/28/24	58,287.73
CHK	00384394	US BANK NA	MISC BUSN EXPENSES	51,031.67
CHK	00384399	ATU LOCAL 758 CORP	EE DED PP21 2024	58,198.80
CHK	00384427	PUGET SOUND ENERGY	CARBON CREDIT 09/24	70,305.05
CHK	00384440	WA ST DEPT OF LABOR & INDUSTRI	SELF INS RPT Q324	67,258.19
CHK	00384451	CITY OF LAKEWOOD	POLICING SVCS 09/24	58,135.30
EFT	00018196	PETROCARD INC	DIESEL USAGE	63,122.23
EFT	00018215	THE AFTERMARKET PARTS CO LLC	MISC INVENTORY BUS PARTS	12,728.89
EFT	00018219	EMPOWER	DEF COMP PP20 2024	57,693.72
EFT	00018220	ICMA RETIREMENT	DEF COMP CEO PP20 2024	192,071.35
EFT	00018242	FIRST TRANSIT INC	ADA PARATRANSIT SVCS 09/24	958,638.62
EFT	00018263	SOUND TRANSIT	FARES COLLECTED 09/24	58,632.68
EFT	00018276	UNITED ENERGY TRADING LLC	CNG SUPPLY 09/24	103,256.12
EFT	00018283	US BANK CORPORATE PAYMENT SYST	MISC BUSN EXPENSES	75,895.73
EFT	00018290	BRIDGESTONE AMERICA	TIRE MILES 09/24	79,229.84
EFT	00018352	US BANK CORPORATE PAYMENT SYST	MISC BUSN EXPENSES	75,895.73
EFT	00018353	VIA TRANSPORTATION INC	GIG HARBOR RUNNER SVCS 09/24	218,624.01
EFT	00018359	AWC EMPLOYEE BENEFIT TRUST	ER BGLI 10.24	1,392,492.55
EFT	00018360	EMPOWER	DEF COMP PP21 2024	55,554.32
EFT	00018362	ICMA RETIREMENT	DEF COMP CEO PP21 2024	188,688.53
EFT	00018373	CDW GOVERNMENT INC	SUB SW COMMV 10/10/24-10/05/25	121,657.25
EFT	00018402	PETROCARD INC	DIESEL USAGE	89,067.22
EFT	00018433	CENTENNIAL CONTRACTORS ENTERPR	DEBRIS REMOVAL BLDG 5 10/24	91,076.69
EFT	00018457	PETROCARD INC	DIESEL USAGE	125,445.75
EFT	00018477	DOBBS HEAVY DUTY HOLDINGS LLC	MISC INVENTORY BUS PARTS	77,560.98
Payments for Fund 1 Total				\$ 7,042,574.88
Self Insurance Fund				
	Check	Vendor	Item/Service	Amount
CHK	00384440	WA ST DEPT OF LABOR & INDUSTRI	SELF INS RPT Q324	22,530.66
CHK	00384529	WA ST EMPLOYMENT SECURITY DEPT	UNEMPLOYMENT Q324	59,878.53
Payments for Fund 4 Total				\$ 82,409.19
Capital Fund				
	Check	Vendor	Item/Service	Amount
CHK	00384423	PEASE CONSTRUCTION INC.	Clean Glass TDS Elev 09/24	91,484.51
EFT	00018165	CLARY LONGVIEW LLC	Ford Explorer 2025 RS 7732	518,648.00
EFT	00018215	THE AFTERMARKET PARTS CO LLC	6503167 Gillig Barrier ArowGua	121,249.14
EFT	00018229	CENTENNIAL CONTRACTORS ENTERPR	Bldg 5 Exterior Sealing 09/24	91,129.18
EFT	00018233	CLARY LONGVIEW LLC	2025 Ford Explorer 7731	438,856.00
EFT	00018234	CLEVER DEVICES LTD	Hardware CAD/AVL Repl 50%	71,508.41
EFT	00018242	FIRST TRANSIT INC	Audit Buy Am 08/23-12/23	14,243.00
EFT	00018293	CLARY LONGVIEW LLC	2025 Ford Explorer RS 7737	79,792.00
EFT	00018375	CLARY LONGVIEW LLC	2025 Ford Explorer RS 7756	518,648.00
EFT	00018379	CONSTRUCT INC	Asphalt SpanTC 10/24	1,220,081.75
EFT	00018395	LNI CUSTOM MANUFACTURING INC	Fabrication Pylons Stream 75%	446,947.72
EFT	00018433	CENTENNIAL CONTRACTORS ENTERPR	Demo BLDG1 Hoise 10/24	192,627.12
EFT	00018435	CLARY LONGVIEW LLC	2025 Ford Explorer RS 7760	279,272.00
EFT	00018471	TALAKAI CONSTRUCTION LLC	Fabr/Del Bus Shelt Rep 10/24	139,403.71
Payments for Fund 9 Total				\$ 4,223,890.54
Total Payments in Excess of \$50,000.00				\$ 11,348,874.61

Nov 1, 2024 8:41:49 AM

Pierce Transit
Payment Certification for Oct 31, 2024
Payments Oct 1, 2024 to Oct 31, 2024

Payment Numbers CK 00384298 through CK 00384532
Wire Numbers EFT 00018152 through EFT 00018480

Bank ID	Check Number	Check Date	Amount	Vendor Name	Status
01	CHK	00384298	10/03/2024	333.33 AMPLIFIED WIRELESS SOLUTIONS I	
01	CHK	00384299	10/03/2024	10,189.41 AT&T	
01	CHK	00384300	10/03/2024	3,606.96 ATU LOCAL 758 CORP	
01	CHK	00384301	10/03/2024	120.00 BUILDERS EXCHANGE OF WASHINGTO	
01	CHK	00384302	10/03/2024	540.80 CITY OF TACOMA	
01	CHK	00384303	10/03/2024	2,998.38 COLONIAL SUPPLEMENTAL LIFE	
01	CHK	00384304	10/03/2024	162.21 COMCAST HOLDINGS CORPORATION	
01	CHK	00384305	10/03/2024	254.17 COMCAST HOLDINGS CORPORATION	
01	CHK	00384306	10/03/2024	8,595.99 COMCAST HOLDINGS CORPORATION	
01	CHK	00384307	10/03/2024	733.34 COMMITTEE ON POLITICAL EDUCATI	
01	CHK	00384308	10/03/2024	388.24 CONSERVE	
01	CHK	00384309	10/03/2024	5,391.34 CONVERGINT TECHNOLOGIES LLC	
01	CHK	00384310	10/03/2024	3,750.00 SIMON AND COMPANY INC	
01	CHK	00384311	10/03/2024	7,964.25 COURVAL SCHEDULING INC	
01	CHK	00384312	10/03/2024	1,928.20 DM RECYCLING CO INC	
01	CHK	00384313	10/03/2024	1,863.70 ENERGY SYSTEMS MANAGEMENT/TRS	
01	CHK	00384314	10/03/2024	3,852.80 FIRST RESPONDER OUTFITTERS INC	
01	CHK	00384315	10/03/2024	285.06 FRUITLAND MUTUAL WATER COMPANY	
01	CHK	00384316	10/03/2024	5,026.75 GENES TOWING CORP	
01	CHK	00384317	10/03/2024	555.11 GILCHRIST CHEVROLET BUICK GMC	
01	CHK	00384318	10/03/2024	797.63 GREAT PROMOTIONS	
01	CHK	00384319	10/03/2024	7,435.51 HAROLD LEMAY ENTERPRISES	
01	CHK	00384320	10/03/2024	1,193.99 HILTI INC	
01	CHK	00384321	10/03/2024	1,048.50 IAM & AW	
01	CHK	00384322	10/03/2024	220.00 INTERNAL REVENUE SERVICE	
01	CHK	00384323	10/03/2024	2,104.56 LEGEND DATA SYSTEMS INC	
01	CHK	00384324	10/03/2024	405.00 LEMAY MOBILE SHREDDING	
01	CHK	00384325	10/03/2024	35.35 MCMASTER-CARR SUPPLY	
01	CHK	00384326	10/03/2024	812.31 MICHAEL G MALAIER	
01	CHK	00384327	10/03/2024	419.50 NH DEPT OF H&HS	
01	CHK	00384328	10/03/2024	125.51 NORTHWEST HANDLING SYSTEMS	
01	CHK	00384329	10/03/2024	2,616.90 NORTHWEST IAM BENEFIT TRUST	
01	CHK	00384330	10/03/2024	720.00 OCCUPATIONAL HEALTH CENTERS OF	
01	CHK	00384331	10/03/2024	109.59 ODP BUSINESS SOLUTIONS LLC	
01	CHK	00384332	10/03/2024	960.00 OLYMPIC SPORTS & SPINE PLLC	
01	CHK	00384333	10/03/2024	74.13 PENINSULA LIGHT COMPANY	
01	CHK	00384334	10/03/2024	2,471,166.40 PIERCE COUNTY	
01	CHK	00384335	10/03/2024	3,195.00 PREMIER MEDIA GROUP	
01	CHK	00384336	10/03/2024	1,719.89 PUGET SOUND ENERGY	
01	CHK	00384337	10/03/2024	4,598.23 PURCELL TIRE & RUBBER COMPANY	
01	CHK	00384338	10/03/2024	7.93 RAINIER LIGHTING & ELECTRICAL	
01	CHK	00384339	10/03/2024	679.10 REX V PEGG FABRICS INC	
01	CHK	00384340	10/03/2024	616.56 SCHINDLER ELEVATOR CORPORATION	
01	CHK	00384341	10/03/2024	49.65 SHERWIN-WILLIAMS	
01	CHK	00384342	10/03/2024	697.00 ROBIN LUCAS	
01	CHK	00384343	10/03/2024	213.51 SNAP-ON INDUSTRIAL ICSC	
01	CHK	00384344	10/03/2024	11,970.00 SOURCE PANEL	
01	CHK	00384345	10/03/2024	466.87 T-MOBILE	
01	CHK	00384346	10/03/2024	1,757.25 UNITED SITE SERVICES OF NEVADA	
01	CHK	00384347	10/03/2024	1,145.00 UNITED WAY OF PIERCE COUNTY	
01	CHK	00384348	10/03/2024	80.02 VERIZON WIRELESS	
01	CHK	00384349	10/03/2024	112.50 WA ST DEPT OF SOCIAL & HEALTH	
01	CHK	00384350	10/03/2024	528.35 WA ST DEPT OF TRANSPORTATION	
01	CHK	00384351	10/03/2024	1,285.59 WALTER E NELSON CO	
01	CHK	00384352	10/03/2024	561.52 WESCO EQUIPMENT	
01	CHK	00384353	10/03/2024	824.52 WURTH USA INC	
01	CHK	00384354	10/10/2024	1,276.06 AAA FIRE PROTECTION INC	
01	CHK	00384355	10/10/2024	290.00 ADVANCE SANDBLAST INC	
01	CHK	00384356	10/10/2024	528.48 ALL STAR RENT A FENCE INC	
01	CHK	00384357	10/10/2024	170,859.53 UNIVERSAL PROTECTION SERVICE L	
01	CHK	00384358	10/10/2024	30.21 AT&T	
01	CHK	00384359	10/10/2024	3,479.16 BLAUBERG NORTH AMERICA LLC	
01	CHK	00384360	10/10/2024	513.00 CERTIFIED INSPECTION SERVICE	
01	CHK	00384361	10/10/2024	29,075.21 CITY OF FEDERAL WAY	
01	CHK	00384362	10/10/2024	2,885.52 CITY OF GIG HARBOR	
01	CHK	00384363	10/10/2024	36,383.61 CITY OF PUYALLUP	
01	CHK	00384364	10/10/2024	6,347.84 CITY OF TACOMA	
01	CHK	00384365	10/10/2024	167.17 COMCAST HOLDINGS CORPORATION	
01	CHK	00384366	10/10/2024	167.21 COMCAST HOLDINGS CORPORATION	
01	CHK	00384367	10/10/2024	968.10 CONVERGINT TECHNOLOGIES LLC	
01	CHK	00384368	10/10/2024	990.00 DDMK INC	
01	CHK	00384369	10/10/2024	10.00 DE'APRIL BALL	
01	CHK	00384370	10/10/2024	121.13 DISH NETWORK LLC	

01	CHK	00384371	10/10/2024	3,985.00	EPSILON TECHNOLOGIES INTERNATI
01	CHK	00384372	10/10/2024	8,272.50	ETC TACOMA LLC
01	CHK	00384373	10/10/2024	1,803.10	GENES TOWING CORP
01	CHK	00384374	10/10/2024	58,287.73	HDR ENGINEERING INC
01	CHK	00384375	10/10/2024	519.86	HOME DEPOT USA INC
01	CHK	00384376	10/10/2024	67.00	JAMES GUERRERO ARCHITECT
01	CHK	00384377	10/10/2024	21.91	SADLER ENTERPRISES INC
01	CHK	00384378	10/10/2024	15.00	LEEANN ROBERTS
01	CHK	00384379	10/10/2024	1,423.86	LOOMIS ARMORED US LLC
01	CHK	00384380	10/10/2024	1,783.57	SYNCHRONY BANK
01	CHK	00384381	10/10/2024	1,596.87	METRO GLASS CO INC
01	CHK	00384382	10/10/2024	1,440.00	OLYMPIC SPORTS & SPINE PLLC
01	CHK	00384383	10/10/2024	5,773.18	PIERCE COUNTY
01	CHK	00384384	10/10/2024	18.00	PTBA PETTY CASH
01	CHK	00384385	10/10/2024	1,533.03	PURE FILTRATION PRODUCTS INC
01	CHK	00384386	10/10/2024	4,345.23	REPUBLIC PARKING NORTHWEST LLC
01	CHK	00384387	10/10/2024	616.56	SCHINDLER ELEVATOR CORPORATION
01	CHK	00384388	10/10/2024	8,700.17	SENTINEL TECHNOLOGIES INC
01	CHK	00384389	10/10/2024	240.00	SSMC CASE MANAGEMENT
01	CHK	00384390	10/10/2024	4,815.00	TOOLE DESIGN GROUP LLC
01	CHK	00384391	10/10/2024	1,928.24	TRUVIEW BSI LLC
01	CHK	00384392	10/10/2024	829.25	UNITED SITE SERVICES OF NEVADA
01	CHK	00384393	10/10/2024	7,050.00	UNIVOX MEDIA LLC
01	CHK	00384394	10/10/2024	51,031.67	US BANK NA
01	CHK	00384395	10/10/2024	819.96	ACUITY SPECIALTY PRODUCTS INC
01	CHK	00384396	10/11/2024	100.00	RONNIE OFRANCIA
01	CHK	00384397	10/14/2024	14,748.01	FA PORT ORCHARD LLC
01	CHK	00384398	10/17/2024	48,875.48	AT&T
01	CHK	00384399	10/17/2024	58,198.80	ATU LOCAL 758 CORP
01	CHK	00384400	10/17/2024	1,748.34	BEN'S CLEANER SALES INC
01	CHK	00384401	10/17/2024	1,040.80	CITY OF TACOMA
01	CHK	00384402	10/17/2024	9,270.94	CITY OF TACOMA
01	CHK	00384403	10/17/2024	221.00	CITY OF TACOMA
01	CHK	00384404	10/17/2024	162.17	COMCAST HOLDINGS CORPORATION
01	CHK	00384405	10/17/2024	270.56	COMCAST HOLDINGS CORPORATION
01	CHK	00384406	10/17/2024	150.17	COMCAST HOLDINGS CORPORATION
01	CHK	00384407	10/17/2024	467.95	CONSERVE
01	CHK	00384408	10/17/2024	419.18	CONVERGINT TECHNOLOGIES LLC
01	CHK	00384409	10/17/2024	22.79	FEDERAL EXPRESS CORPORATION
01	CHK	00384410	10/17/2024	50.00	FORMFOX INC.
01	CHK	00384411	10/17/2024	1,371.40	GENES TOWING CORP
01	CHK	00384412	10/17/2024	1,346.85	GILCHRIST CHEVROLET BUICK GMC
01	CHK	00384413	10/17/2024	220.00	INTERNAL REVENUE SERVICE
01	CHK	00384414	10/17/2024	19.00	KIMBERLY SCHULTZ
01	CHK	00384415	10/17/2024	51.64	LANGUAGE LINE SERVICES
01	CHK	00384416	10/17/2024	4,334.86	METRO GLASS CO INC
01	CHK	00384417	10/17/2024	812.31	MICHAEL G MALAIER
01	CHK	00384418	10/17/2024	40.00	MOHAMMED IHSAN
01	CHK	00384419	10/17/2024	419.50	NH DEPT OF H&HS
01	CHK	00384420	10/17/2024	1,608.00	OCCUPATIONAL HEALTH CENTERS OF
01	CHK	00384421	10/17/2024	960.00	OLYMPIC SPORTS & SPINE PLLC
01	CHK	00384422	10/17/2024	1,148.72	AMERIDIAN INDUSTRIES LLC
01	CHK	00384423	10/17/2024	91,484.51	PEASE CONSTRUCTION INC.
01	CHK	00384424	10/17/2024	209.64	PENINSULA LIGHT COMPANY
01	CHK	00384425	10/17/2024	15,000.00	PIERCE COUNTY
01	CHK	00384426	10/17/2024	157.59	PIERCE COUNTY RECYCLING LLC
01	CHK	00384427	10/17/2024	70,305.05	PUGET SOUND ENERGY
01	CHK	00384428	10/17/2024	1,665.77	PURCELL TIRE & RUBBER COMPANY
01	CHK	00384429	10/17/2024	2,377.92	PURE FILTRATION PRODUCTS INC
01	CHK	00384430	10/17/2024	1,000.00	PUYALLUP MAIN STREET ASSOCIATI
01	CHK	00384431	10/17/2024	1,152.35	QUADIENT LEASING USA INC
01	CHK	00384432	10/17/2024	39.00	ROBERT HUNTLEY
01	CHK	00384433	10/17/2024	19,172.38	SEQUOYAH ELECTRIC LLC
01	CHK	00384434	10/17/2024	162.03	SHERWIN-WILLIAMS
01	CHK	00384435	10/17/2024	528.68	OD SNIDER & SON INC
01	CHK	00384436	10/17/2024	1,312.03	ULINE INC
01	CHK	00384437	10/17/2024	219.28	UNITED SITE SERVICES OF NEVADA
01	CHK	00384438	10/17/2024	1,110.00	UNITED WAY OF PIERCE COUNTY
01	CHK	00384439	10/17/2024	4,249.86	WA ST DEPT OF ENTERPRISE SVCS
01	CHK	00384440	10/17/2024	89,788.85	WA ST DEPT OF LABOR & INDUSTRI
01	CHK	00384441	10/17/2024	112.50	WA ST DEPT OF SOCIAL & HEALTH
01	CHK	00384442	10/17/2024	12,637.45	WESCO EQUIPMENT
01	CHK	00384443	10/17/2024	54.61	WURTH USA INC
01	CHK	00384444	10/24/2024	108.95	AT&T
01	CHK	00384445	10/24/2024	13.23	BLAKE YORK
01	CHK	00384446	10/24/2024	129.34	BUNCE RENTALS INC
01	CHK	00384447	10/24/2024	9,213.65	QWEST CORPORATION
01	CHK	00384448	10/24/2024	913.86	QWEST CORPORATION
01	CHK	00384449	10/24/2024	78.99	QWEST CORPORATION
01	CHK	00384450	10/24/2024	93.40	QWEST CORPORATION
01	CHK	00384451	10/24/2024	58,135.30	CITY OF LAKEWOOD
01	CHK	00384452	10/24/2024	477.98	CITY OF PUYALLUP
01	CHK	00384453	10/24/2024	450.00	CITY OF PUYALLUP

01	CHK	00384454	10/24/2024	11,024.85	CITY OF TACOMA
01	CHK	00384455	10/24/2024	444.60	CITY OF TACOMA
01	CHK	00384456	10/24/2024	6,105.31	CITY OF TACOMA
01	CHK	00384457	10/24/2024	3,213.00	COJALI USA INC
01	CHK	00384458	10/24/2024	8,664.96	COMCAST HOLDINGS CORPORATION
01	CHK	00384459	10/24/2024	170.95	FIRST RESPONDER OUTFITTERS INC
01	CHK	00384460	10/24/2024	2,088.28	GENES TOWING CORP
01	CHK	00384461	10/24/2024	2,259.30	GILCHRIST CHEVROLET BUICK GMC
01	CHK	00384462	10/24/2024	711.31	HAUGEN GRAPHICS
01	CHK	00384463	10/24/2024	312.85	JON-DON LLC
01	CHK	00384464	10/24/2024	21.00	KSU NA LLC
01	CHK	00384465	10/24/2024	7,903.38	LAKEWOOD WATER DISTRICT
01	CHK	00384466	10/24/2024	259.13	MCMASTER-CARR SUPPLY
01	CHK	00384467	10/24/2024	3,154.14	METRO GLASS CO INC
01	CHK	00384468	10/24/2024	204.00	OCCUPATIONAL HEALTH CENTERS OF
01	CHK	00384469	10/24/2024	90.68	ODP BUSINESS SOLUTIONS LLC
01	CHK	00384470	10/24/2024	414.12	PARKLAND LIGHT & WATER CO
01	CHK	00384471	10/24/2024	8,116.44	REX V PEGG FABRICS INC
01	CHK	00384472	10/24/2024	4,366.80	OD SNIDER & SON INC
01	CHK	00384473	10/24/2024	156.63	TERMINIX INTERNATIONAL COMPANY
01	CHK	00384474	10/24/2024	147.80	TERMINIX INTERNATIONAL COMPANY
01	CHK	00384475	10/24/2024	96.65	ULINE INC
01	CHK	00384476	10/24/2024	5,222.36	VERIZON WIRELESS
01	CHK	00384477	10/24/2024	753.72	WA ST DEPT OF TRANSPORTATION
01	CHK	00384478	10/24/2024	2,918.48	WALTER E NELSON CO
01	CHK	00384479	10/24/2024	1,017.78	WURTH USA INC
01	CHK	00384480	10/31/2024	2,196.50	AUTOZONE INC
01	CHK	00384481	10/31/2024	10,646.25	AT&T
01	CHK	00384482	10/31/2024	3,674.50	ATU LOCAL 758 CORP
01	CHK	00384483	10/31/2024	4,556.03	CAMPBELL UNDERGROUND LLC
01	CHK	00384484	10/31/2024	2,998.38	COLONIAL SUPPLEMENTAL LIFE
01	CHK	00384485	10/31/2024	162.21	COMCAST HOLDINGS CORPORATION
01	CHK	00384486	10/31/2024	254.17	COMCAST HOLDINGS CORPORATION
01	CHK	00384487	10/31/2024	162.21	COMCAST HOLDINGS CORPORATION
01	CHK	00384488	10/31/2024	768.34	COMMITTEE ON POLITICAL EDUCATI
01	CHK	00384489	10/31/2024	359.59	CONSERVE
01	CHK	00384490	10/31/2024	225.01	FIRST RESPONDER OUTFITTERS INC
01	CHK	00384491	10/31/2024	712.38	GILCHRIST CHEVROLET BUICK GMC
01	CHK	00384492	10/31/2024	1,048.50	IAM & AW
01	CHK	00384493	10/31/2024	496.44	INTERMOUNTAIN LOCK AND SECURIT
01	CHK	00384494	10/31/2024	220.00	INTERNAL REVENUE SERVICE
01	CHK	00384495	10/31/2024	21.34	SADLER ENTERPRISES INC
01	CHK	00384496	10/31/2024	1,006.94	KITE REALTY GROUP LP
01	CHK	00384497	10/31/2024	1,763.58	TITUS WILL INVESTMENTS LLC
01	CHK	00384498	10/31/2024	812.31	MICHAEL G MALAIER
01	CHK	00384499	10/31/2024	419.50	NH DEPT OF H&HS
01	CHK	00384500	10/31/2024	2,616.90	NORTHWEST IAM BENEFIT TRUST
01	CHK	00384501	10/31/2024	184.93	ODP BUSINESS SOLUTIONS LLC
01	CHK	00384502	10/31/2024	480.00	OLYMPIC SPORTS & SPINE PLLC
01	CHK	00384503	10/31/2024	14,478.15	AMERIDIAN INDUSTRIES LLC
01	CHK	00384504	10/31/2024	5,312.78	PUGET SOUND ENERGY
01	CHK	00384505	10/31/2024	1,778.79	PURCELL TIRE & RUBBER COMPANY
01	CHK	00384506	10/31/2024	3,946.32	REPUBLIC PARKING NORTHWEST LLC
01	CHK	00384507	10/31/2024	63.64	SHERWIN-WILLIAMS
01	CHK	00384508	10/31/2024	2,000.00	RANGER PUBLISHING CO INC
01	CHK	00384509	10/31/2024	466.87	T-MOBILE
01	CHK	00384510	10/31/2024	10,556.42	TACOMA MALL PARTNERSHIP
01	CHK	00384511	10/31/2024	500.00	TACOMA SUNDAY MARKET
01	CHK	00384512	10/31/2024	372.45	LOON LENDING LLC
01	CHK	00384513	10/31/2024	125.81	ULINE INC
01	CHK	00384514	10/31/2024	1,125.00	UNITED WAY OF PIERCE COUNTY
01	CHK	00384515	10/31/2024	755.25	VERIZON WIRELESS
01	CHK	00384516	10/31/2024	1,085.25	VERIZON WIRELESS
01	CHK	00384517	10/31/2024	725.25	VERIZON WIRELESS
01	CHK	00384518	10/31/2024	571.86	VERIZON WIRELESS
01	CHK	00384519	10/31/2024	527.06	VERIZON WIRELESS
01	CHK	00384520	10/31/2024	847.20	VERIZON WIRELESS
01	CHK	00384521	10/31/2024	836.77	VERIZON WIRELESS
01	CHK	00384522	10/31/2024	560.25	VERIZON WIRELESS
01	CHK	00384523	10/31/2024	560.25	VERIZON WIRELESS
01	CHK	00384524	10/31/2024	560.25	VERIZON WIRELESS
01	CHK	00384525	10/31/2024	605.25	VERIZON WIRELESS
01	CHK	00384526	10/31/2024	620.25	VERIZON WIRELESS
01	CHK	00384527	10/31/2024	1,220.84	VERIZON WIRELESS
01	CHK	00384528	10/31/2024	112.50	WA ST DEPT OF SOCIAL & HEALTH
01	CHK	00384529	10/31/2024	59,878.53	WA ST EMPLOYMENT SECURITY DEPT
01	CHK	00384530	10/31/2024	367.60	WEH TECHNOLOGIES
01	CHK	00384531	10/31/2024	500.40	WESCO EQUIPMENT
01	CHK	00384532	10/31/2024	919.54	WURTH USA INC
01	EFT	00018152	10/03/2024	1,224.00	ALL STARZ STAFFING AND CONSULT
01	EFT	00018153	10/03/2024	7,253.41	AMAZON CAPITAL SERVICES INC
01	EFT	00018154	10/03/2024	553.71	AM BRANAM TOOLS INC
01	EFT	00018155	10/03/2024	720.79	ANIXTER INC

01	EFT	00018156	10/03/2024	4.69 ALASKA RUBBER GROUP, INC
01	EFT	00018157	10/03/2024	11,498.33 ATWORK! COMMERCIAL ENTERPRISES
01	EFT	00018158	10/03/2024	1,429.81 CONTINENTAL BATTERY COMPANY
01	EFT	00018159	10/03/2024	685.53 BRAUN CORPORATION
01	EFT	00018160	10/03/2024	139.50 BRITTANY HODGE
01	EFT	00018161	10/03/2024	46,507.90 CARAHSOFT TECHNOLOGY CORPORATI
01	EFT	00018162	10/03/2024	5.84 CCC INTELLIGENT SOLUTIONS INC
01	EFT	00018163	10/03/2024	679.96 CHEVRON PRODUCTS CO
01	EFT	00018164	10/03/2024	1,446.87 CINTAS CORPORATION NO 2
01	EFT	00018165	10/03/2024	518,648.00 CLARY LONGVIEW LLC
01	EFT	00018166	10/03/2024	226.50 COMMERCIAL BRAKE & CLUTCH
01	EFT	00018167	10/03/2024	33,619.43 CUMMINS INC
01	EFT	00018168	10/03/2024	250.00 CYBERSOURCE CORPORATION
01	EFT	00018169	10/03/2024	357.96 DANETTE ROGERS
01	EFT	00018170	10/03/2024	29.96 DARIN L STAVISH
01	EFT	00018171	10/03/2024	99.88 DEZRA NAULS
01	EFT	00018172	10/03/2024	1,308.00 DOCUMO INC
01	EFT	00018173	10/03/2024	5,651.74 DRUG FREE BUSINESS
01	EFT	00018174	10/03/2024	1,315.00 EASTER SEALS WASHINGTON
01	EFT	00018175	10/03/2024	18,500.00 EMC RESEARCH INC
01	EFT	00018176	10/03/2024	37,061.25 FEHR & PEERS
01	EFT	00018177	10/03/2024	8,325.00 FENCE SPECIALISTS INC
01	EFT	00018178	10/03/2024	22,573.93 GILLIG LLC
01	EFT	00018179	10/03/2024	1,370.10 GRAINGER
01	EFT	00018180	10/03/2024	8,808.00 HANOVER DISPLAYS INC
01	EFT	00018181	10/03/2024	18,746.00 LIBERTY MUTUAL GROUP INC
01	EFT	00018182	10/03/2024	274.05 HENRIK BALSTAD
01	EFT	00018183	10/03/2024	120.45 JAMES E MOORE
01	EFT	00018184	10/03/2024	102.93 JUSTIN MILLER
01	EFT	00018185	10/03/2024	2,163.47 LARSEN SIGN COMPANY
01	EFT	00018186	10/03/2024	5,351.66 MALLORY SAFETY & SUPPLY LLC
01	EFT	00018187	10/03/2024	1,500.87 MB ELECTRIC LLC
01	EFT	00018188	10/03/2024	139.50 MICHELEAN LOPEZ
01	EFT	00018189	10/03/2024	1,436.76 MOHAWK MFG & SUPPLY
01	EFT	00018190	10/03/2024	252.81 MOTION INDUSTRIES, INC.
01	EFT	00018191	10/03/2024	3,578.31 MUNCIE RECLAMATION & SUPPLY CO
01	EFT	00018192	10/03/2024	1,350.20 NAVIA BENEFIT SOLUTIONS
01	EFT	00018193	10/03/2024	6,068.43 NEOPART TRANSIT LLC
01	EFT	00018194	10/03/2024	6,678.75 PARAMETRIX ENGINEERING
01	EFT	00018195	10/03/2024	1,800.00 STEVAN GORCESTER
01	EFT	00018196	10/03/2024	63,122.23 PETROCARD INC
01	EFT	00018197	10/03/2024	1,261.00 PROBILITY EXAMINATION SERVICES
01	EFT	00018198	10/03/2024	2,012.94 ROMAINE ELECTRIC CORP
01	EFT	00018199	10/03/2024	24,077.49 RIGHT! SYSTEMS INC
01	EFT	00018200	10/03/2024	165.00 ROBERT WOOLERY
01	EFT	00018201	10/03/2024	1,035.00 SCHETKY NORTHWEST SALES INC
01	EFT	00018202	10/03/2024	1,816.56 SEATTLE AUTOMOTIVE DISTRIBUTIN
01	EFT	00018203	10/03/2024	6,658.25 SHI INTERNATIONAL CORP
01	EFT	00018204	10/03/2024	2,730.61 SOUND TRANSIT SMART CARD CENTR
01	EFT	00018205	10/03/2024	600.00 MARK W MEROD
01	EFT	00018206	10/03/2024	485.90 STANDARD PARTS CORP
01	EFT	00018207	10/03/2024	766.45 STAPLES INC
01	EFT	00018208	10/03/2024	26.50 STERICYCLE INC
01	EFT	00018209	10/03/2024	5,978.64 UNIVERSAL AUTO GROUP 1
01	EFT	00018210	10/03/2024	189.64 TACOMA SCREW PRODUCTS INC
01	EFT	00018211	10/03/2024	2,986.86 THE WW WILLIAMS COMPANY LLC
01	EFT	00018212	10/03/2024	3,000.00 TINA THACH
01	EFT	00018213	10/03/2024	1,369.24 TINY'S TIRE
01	EFT	00018214	10/03/2024	2,710.15 TITUS-WILL FORD SALES INC
01	EFT	00018215	10/03/2024	133,978.03 THE AFTERMARKET PARTS CO LLC
01	EFT	00018216	10/03/2024	1,358.78 WA ST TRANSIT INSURANCE POOL
01	EFT	00018217	10/03/2024	1,124.82 DOBBS HEAVY DUTY HOLDINGS LLC
01	EFT	00018218	10/03/2024	28,079.65 ASSOCIATED PETROLEUM
01	EFT	00018219	10/04/2024	57,693.72 EMPOWER
01	EFT	00018220	10/04/2024	192,071.35 ICMA RETIREMENT
01	EFT	00018221	10/04/2024	17,795.40 NAVIA BENEFIT SOLUTIONS
01	EFT	00018222	10/04/2024	16,519.77 TACOMA EMPLOYEES RETIREMENT SY
01	EFT	00018223	10/04/2024	6,648.56 WA ST CHILD SUPPORT REGISTRY
01	EFT	00018224	10/10/2024	25,092.00 AMERICAN CUSTODIAN INC
01	EFT	00018225	10/10/2024	1,162.80 ALL STARZ STAFFING AND CONSULT
01	EFT	00018226	10/10/2024	1,883.13 AMAZON CAPITAL SERVICES INC
01	EFT	00018227	10/10/2024	316.74 ANDREW ARNES
01	EFT	00018228	10/10/2024	51.18 ARCHITECTURAL WOODS LP
01	EFT	00018229	10/10/2024	91,129.18 CENTENNIAL CONTRACTORS ENTERPR
01	EFT	00018230	10/10/2024	21.67 PACIFIC WELDING SUPPLY INC
01	EFT	00018231	10/10/2024	1,111.50 CHEVRON PRODUCTS CO
01	EFT	00018232	10/10/2024	6,639.21 CINTAS CORPORATION NO 2
01	EFT	00018233	10/10/2024	438,856.00 CLARY LONGVIEW LLC
01	EFT	00018234	10/10/2024	71,508.41 CLEVER DEVICES LTD
01	EFT	00018235	10/10/2024	2,804.10 COGENT COMMUNICATIONS INC
01	EFT	00018236	10/10/2024	840.06 COMMERCIAL BRAKE & CLUTCH
01	EFT	00018237	10/10/2024	6,801.91 PACIFIC APEX CONSTRUCTION LLC
01	EFT	00018238	10/10/2024	16,821.92 CUMMINS INC

01	EFT	00018239	10/10/2024	669.41	CUSTOM EDGE INC
01	EFT	00018240	10/10/2024	50.00	DONALD BRINKLEY
01	EFT	00018241	10/10/2024	150.70	FERGUSON ENTERPRISES LLC #3007
01	EFT	00018242	10/10/2024	972,881.62	FIRST TRANSIT INC
01	EFT	00018243	10/10/2024	1,913.64	FIVE9 INC
01	EFT	00018244	10/10/2024	127.24	FRANK GOFINCH
01	EFT	00018245	10/10/2024	9,675.65	GALLS LLC
01	EFT	00018246	10/10/2024	1,990.91	SPX CORPORATION
01	EFT	00018247	10/10/2024	15,583.95	GILLIG LLC
01	EFT	00018248	10/10/2024	6,500.00	GORDON THOMAS HONEYWELL
01	EFT	00018249	10/10/2024	228.83	GRAINGER
01	EFT	00018250	10/10/2024	2,548.60	JAJ ENTERPRISES LLC
01	EFT	00018251	10/10/2024	35.98	JAMES SULLIVAN
01	EFT	00018252	10/10/2024	127.17	LARSCO INC
01	EFT	00018253	10/10/2024	9.80	MALLORY SAFETY & SUPPLY LLC
01	EFT	00018254	10/10/2024	4,115.98	MOHAWK MFG & SUPPLY
01	EFT	00018255	10/10/2024	414.16	MOTION INDUSTRIES, INC.
01	EFT	00018256	10/10/2024	670.29	MUNCIE RECLAMATION & SUPPLY CO
01	EFT	00018257	10/10/2024	1,882.57	NEOPART TRANSIT LLC
01	EFT	00018258	10/10/2024	32,386.79	PETROCARD INC
01	EFT	00018259	10/10/2024	162.20	QUADIENT FINANCE USA INC
01	EFT	00018260	10/10/2024	841.90	ROMAINE ELECTRIC CORP
01	EFT	00018261	10/10/2024	18,554.13	DANIEL A SHARRON
01	EFT	00018262	10/10/2024	627.28	SAMBA HOLDINGS INC
01	EFT	00018263	10/10/2024	58,632.68	SOUND TRANSIT
01	EFT	00018264	10/10/2024	29,363.88	SOUND TRANSIT SMART CARD CENTR
01	EFT	00018265	10/10/2024	17,375.00	SOUTH SOUND 911
01	EFT	00018266	10/10/2024	1,802.04	STANDARD PARTS CORP
01	EFT	00018267	10/10/2024	639.08	STAPLES INC
01	EFT	00018268	10/10/2024	5,460.41	SUNRISE SYSTEMS ELECTRONICS CO
01	EFT	00018269	10/10/2024	1,844.08	TACOMA SCREW PRODUCTS INC
01	EFT	00018270	10/10/2024	907.44	TERI L BARTLE
01	EFT	00018271	10/10/2024	1,018.61	TESSCO INCORPORATED
01	EFT	00018272	10/10/2024	15,001.24	THE WW WILLIAMS COMPANY LLC
01	EFT	00018273	10/10/2024	684.62	TINY'S TIRE
01	EFT	00018274	10/10/2024	33.00	TITUS-WILL FORD SALES INC
01	EFT	00018275	10/10/2024	14,707.16	THE AFTERMARKET PARTS CO LLC
01	EFT	00018276	10/10/2024	103,256.12	UNITED ENERGY TRADING LLC
01	EFT	00018277	10/10/2024	260.17	USAME DAHIR
01	EFT	00018278	10/10/2024	1,898.57	WESMAR COMPANY INC
01	EFT	00018279	10/10/2024	9,701.27	DOBBS HEAVY DUTY HOLDINGS LLC
01	EFT	00018280	10/10/2024	420.06	WOFSCO INC
01	EFT	00018281	10/10/2024	1,120.02	ASSOCIATED PETROLEUM
01	EFT	00018282	10/10/2024	8,450.40	ZUMAR INDUSTRIES INC
01	EFT	00018283	10/15/2024	76,255.72	US BANK CORPORATE PAYMENT SYST
01	EFT	00018284	10/17/2024	6,227.10	ALL STARZ STAFFING AND CONSULT
01	EFT	00018285	10/17/2024	22,054.31	AMAZON CAPITAL SERVICES INC
01	EFT	00018286	10/17/2024	725.53	AMY CLEVELAND
01	EFT	00018287	10/17/2024	876.88	ANIXTER INC
01	EFT	00018288	10/17/2024	4,278.89	CONTINENTAL BATTERY COMPANY
01	EFT	00018289	10/17/2024	40.00	BRIAN RANKIN
01	EFT	00018290	10/17/2024	79,229.84	BRIDGESTONE AMERICA
01	EFT	00018291	10/17/2024	9,105.00	CENTRAL PUGET SOUND REGIONAL T
01	EFT	00018292	10/17/2024	763.30	CINTAS CORPORATION NO 2
01	EFT	00018293	10/17/2024	79,792.00	CLARY LONGVIEW LLC
01	EFT	00018294	10/17/2024	495.00	CONFLICT MANAGEMENT STRATEGIES
01	EFT	00018295	10/17/2024	20,457.78	CUMMINS INC
01	EFT	00018296	10/17/2024	18,396.06	CUSTOM EDGE INC
01	EFT	00018297	10/17/2024	40.00	DAKARAI HIGHTOWER
01	EFT	00018298	10/17/2024	5,608.94	DELL MARKETING LP
01	EFT	00018299	10/17/2024	497.02	DEZRA NAULS
01	EFT	00018300	10/17/2024	6,489.19	GORDON TRUCK CENTERS INC
01	EFT	00018301	10/17/2024	4,898.62	GALLS LLC
01	EFT	00018302	10/17/2024	11,645.68	GILLIG LLC
01	EFT	00018303	10/17/2024	3,563.64	GRAINGER
01	EFT	00018304	10/17/2024	40.00	HASHMATULLAH SAHAK
01	EFT	00018305	10/17/2024	2,625.00	HAWKE MEDIA LLC
01	EFT	00018306	10/17/2024	1,656.00	JAJ ENTERPRISES LLC
01	EFT	00018307	10/17/2024	40.00	JUSTIN LYONS
01	EFT	00018308	10/17/2024	43,826.97	LAKEVIEW LIGHT & POWER CO
01	EFT	00018309	10/17/2024	269.75	LARSEN SIGN COMPANY
01	EFT	00018310	10/17/2024	33,030.00	LASTPASS US LP
01	EFT	00018311	10/17/2024	422.00	LAURIE LANGLOIS
01	EFT	00018312	10/17/2024	186.66	LOGAHN QUINATA
01	EFT	00018313	10/17/2024	40.00	MARK GAKU
01	EFT	00018314	10/17/2024	211.12	MCGUIRE BEARING CO
01	EFT	00018315	10/17/2024	40.00	MICHAEL DELGADO
01	EFT	00018316	10/17/2024	40.00	MICHAEL DILLON
01	EFT	00018317	10/17/2024	420.67	MICHAEL GRIFFUS
01	EFT	00018318	10/17/2024	40.00	MOHAMED HAJIR
01	EFT	00018319	10/17/2024	9,138.19	MOHAWK MFG & SUPPLY
01	EFT	00018320	10/17/2024	127.38	MOOD MEDIA NORTH AMERICA HOLDI
01	EFT	00018321	10/17/2024	40.00	MORROW STRUNK

01	EFT	00018322	10/17/2024	1,694.04	MOTION INDUSTRIES, INC.	
01	EFT	00018323	10/17/2024	7,830.68	MUNCIE RECLAMATION & SUPPLY CO	
01	EFT	00018324	10/17/2024	30,328.43	NEOPART TRANSIT LLC	
01	EFT	00018325	10/17/2024	259.00	NICK NASH	
01	EFT	00018326	10/17/2024	61.70	NORTHWEST PUMP & EQUIPMENT CO	
01	EFT	00018327	10/17/2024	102.24	OUTFITTER SATELLITE INC	
01	EFT	00018328	10/17/2024	13,248.50	PACIFICA LAW GROUP LLP	
01	EFT	00018329	10/17/2024	745.66	PEAK INDUSTRIAL INC	
01	EFT	00018330	10/17/2024	882.40	VIVASOURCE INC	
01	EFT	00018331	10/17/2024	15,113.45	PUGET PAVING & CONSTRUCTION	
01	EFT	00018332	10/17/2024	37.25	RAGUNDO JONES	
01	EFT	00018333	10/17/2024	330.00	SHUMAN LLC	
01	EFT	00018334	10/17/2024	581.34	RODNEY DYE	
01	EFT	00018335	10/17/2024	40.00	ROWAN POOLE	
01	EFT	00018336	10/17/2024	40.00	SALIMU TAMAPOLU	
01	EFT	00018337	10/17/2024	40.00	SAMUEL RAINWATER	
01	EFT	00018338	10/17/2024	272.60	SEATTLE AUTOMOTIVE DISTRIBUTIN	
01	EFT	00018339	10/17/2024	13.25	SHANE HALL	
01	EFT	00018340	10/17/2024	875.00	SITECRAFTING INC	
01	EFT	00018341	10/17/2024	11,839.13	SOUND TRANSIT SMART CARD CENTR	
01	EFT	00018342	10/17/2024	815.36	SOUTH TACOMA GLASS	
01	EFT	00018343	10/17/2024	474.09	STANDARD PARTS CORP	
01	EFT	00018344	10/17/2024	3,305.29	STAPLES INC	
01	EFT	00018345	10/17/2024	5,665.56	TACOMA COMMUNITY COLLEGE	
01	EFT	00018346	10/17/2024	536.95	UNIVERSAL AUTO GROUP 1	
01	EFT	00018347	10/17/2024	2,104.08	TACOMA SCREW PRODUCTS INC	
01	EFT	00018348	10/17/2024	450.43	THE WW WILLIAMS COMPANY LLC	
01	EFT	00018349	10/17/2024	1,369.24	TINY'S TIRE	
01	EFT	00018350	10/17/2024	438.93	TITUS-WILL FORD SALES INC	
01	EFT	00018351	10/17/2024	32,577.80	THE AFTERMARKET PARTS CO LLC	
01	EFT	00018352	10/17/2024	76,255.72	US BANK CORPORATE PAYMENT SYST	VOIDED
01	EFT	00018353	10/17/2024	218,624.01	VIA TRANSPORTATION INC	
01	EFT	00018354	10/17/2024	5,073.50	WA ST AUDITOR'S OFFICE	
01	EFT	00018355	10/17/2024	19,089.83	DOBBS HEAVY DUTY HOLDINGS LLC	
01	EFT	00018356	10/17/2024	890.00	WASHINGTON STATE TRANSIT ASSOC	
01	EFT	00018357	10/17/2024	27.53	ZAYO GROUP HOLDINGS INC	
01	EFT	00018358	10/17/2024	528.15	ZUMAR INDUSTRIES INC	
01	EFT	00018359	10/18/2024	1,392,492.55	AWC EMPLOYEE BENEFIT TRUST	
01	EFT	00018360	10/18/2024	55,554.32	EMPOWER	
01	EFT	00018361	10/18/2024	3,104.00	FTA	
01	EFT	00018362	10/18/2024	188,688.53	ICMA RETIREMENT	
01	EFT	00018363	10/18/2024	16,664.46	NAVIA BENEFIT SOLUTIONS	
01	EFT	00018364	10/18/2024	16,536.57	TACOMA EMPLOYEES RETIREMENT SY	
01	EFT	00018365	10/18/2024	6,539.11	WA ST CHILD SUPPORT REGISTRY	
01	EFT	00018366	10/18/2024	2,976.54	WA ST (STORAGE TANKS)	
01	EFT	00018367	10/22/2024	6,481.36	WA ST DEPT OF REVENUE	
01	EFT	00018368	10/24/2024	309.00	AIRGAS INC	
01	EFT	00018369	10/24/2024	8,724.48	ALL STARZ STAFFING AND CONSULT	
01	EFT	00018370	10/24/2024	3,626.68	AMAZON CAPITAL SERVICES INC	
01	EFT	00018371	10/24/2024	405.57	AM BRANAM TOOLS INC	
01	EFT	00018372	10/24/2024	149.78	CONTINENTAL BATTERY COMPANY	
01	EFT	00018373	10/24/2024	118,862.98	CDW GOVERNMENT INC	
01	EFT	00018374	10/24/2024	5,798.88	CINTAS CORPORATION NO 2	
01	EFT	00018375	10/24/2024	518,648.00	CLARY LONGVIEW LLC	
01	EFT	00018376	10/24/2024	2,056.45	CLEVER DEVICES LTD	
01	EFT	00018377	10/24/2024	91.87	COMMERCIAL BRAKE & CLUTCH	
01	EFT	00018378	10/24/2024	990.00	CONFLICT MANAGEMENT STRATEGIES	
01	EFT	00018379	10/24/2024	1,220,081.75	CONSTRUCT INC	
01	EFT	00018380	10/24/2024	25,086.06	CUMMINS INC	
01	EFT	00018381	10/24/2024	16,509.01	DKS ASSOCIATES	
01	EFT	00018382	10/24/2024	1,597.00	EASTER SEALS WASHINGTON	
01	EFT	00018383	10/24/2024	714.76	FERGUSON ENTERPRISES LLC #3007	
01	EFT	00018384	10/24/2024	186.66	FOISAGA FULU	
01	EFT	00018385	10/24/2024	23,131.14	GILLIG LLC	
01	EFT	00018386	10/24/2024	3,943.25	GRAINGER	
01	EFT	00018387	10/24/2024	6,223.33	GRAYBAR ELECTRIC	
01	EFT	00018388	10/24/2024	35,608.35	HUITT-ZOLLARS INC	
01	EFT	00018389	10/24/2024	1,656.00	JAJ ENTERPRISES LLC	
01	EFT	00018390	10/24/2024	20,081.00	RONALD E JENSEN & JAMES W JENS	
01	EFT	00018391	10/24/2024	172.00	KATHERINE SEMAKULA	
01	EFT	00018392	10/24/2024	673.91	KENT D BRUCE CO LLC	
01	EFT	00018393	10/24/2024	441.00	LANGUAGE TESTING INTERNATIONAL	
01	EFT	00018394	10/24/2024	10,698.49	LEVEL 3 FINANCING INC	
01	EFT	00018395	10/24/2024	446,947.72	LNI CUSTOM MANUFACTURING INC	
01	EFT	00018396	10/24/2024	1,781.32	MALLORY SAFETY & SUPPLY LLC	
01	EFT	00018397	10/24/2024	495.45	DB PRINTING LLC	
01	EFT	00018398	10/24/2024	4,190.84	MOHAWK MFG & SUPPLY	
01	EFT	00018399	10/24/2024	270.29	MOTION INDUSTRIES, INC.	
01	EFT	00018400	10/24/2024	5,208.55	MUNCIE RECLAMATION & SUPPLY CO	
01	EFT	00018401	10/24/2024	84.22	NEOPART TRANSIT LLC	
01	EFT	00018402	10/24/2024	89,067.22	PETROCARD INC	
01	EFT	00018403	10/24/2024	1,366.29	PRINT NW	
01	EFT	00018404	10/24/2024	536.19	QUALITY BUSINESS SYSTEMS INC	

01	EFT	00018405	10/24/2024	467.99	RYAN WHEATON
01	EFT	00018406	10/24/2024	97.79	SCHETKY NORTHWEST SALES INC
01	EFT	00018407	10/24/2024	240.25	SEATTLE AUTOMOTIVE DISTRIBUTIN
01	EFT	00018408	10/24/2024	705.56	SOUTH TACOMA GLASS
01	EFT	00018409	10/24/2024	854.71	STANDARD PARTS CORP
01	EFT	00018410	10/24/2024	2,615.51	STAPLES INC
01	EFT	00018411	10/24/2024	710.01	STELLAR INDUSTRIAL SUPPLY INC
01	EFT	00018412	10/24/2024	375.00	SUMMIT LAW GROUP PLLC
01	EFT	00018413	10/24/2024	10,655.77	SYSTEMS FOR PUBLIC SAFETY INC
01	EFT	00018414	10/24/2024	9,384.00	UNIVERSAL AUTO GROUP 1
01	EFT	00018415	10/24/2024	1,343.76	TACOMA SCREW PRODUCTS INC
01	EFT	00018416	10/24/2024	165.00	TED ROY
01	EFT	00018417	10/24/2024	2,512.27	THE WW WILLIAMS COMPANY LLC
01	EFT	00018418	10/24/2024	1,151.00	TIFFANY WILLIAMS
01	EFT	00018419	10/24/2024	4,005.50	TITUS-WILL FORD SALES INC
01	EFT	00018420	10/24/2024	13,734.46	THE AFTERMARKET PARTS CO LLC
01	EFT	00018421	10/24/2024	1,270.94	WA ST DEPT OF REVENUE
01	EFT	00018422	10/24/2024	7,791.94	DOBBS HEAVY DUTY HOLDINGS LLC
01	EFT	00018423	10/24/2024	125.00	WASHINGTON STATE TRANSIT ASSOC
01	EFT	00018424	10/24/2024	580.20	ZAYO GROUP HOLDINGS INC
01	EFT	00018425	10/25/2024	16,729.06	QUALITY BUSINESS SYSTEMS INC
01	EFT	00018426	10/31/2024	3,396.60	ALL STARZ STAFFING AND CONSULT
01	EFT	00018427	10/31/2024	8,475.66	AMAZON CAPITAL SERVICES INC
01	EFT	00018428	10/31/2024	184.15	AM BRANAM TOOLS INC
01	EFT	00018429	10/31/2024	863.90	ANNA PETERSEN
01	EFT	00018430	10/31/2024	179.31	CONTINENTAL BATTERY COMPANY
01	EFT	00018431	10/31/2024	1,355.16	BRAUN CORPORATION
01	EFT	00018432	10/31/2024	15,978.60	CABBROS CLEANING SERVICE LLC
01	EFT	00018433	10/31/2024	283,703.81	CENTENNIAL CONTRACTORS ENTERPR
01	EFT	00018434	10/31/2024	7,906.74	CINTAS CORPORATION NO 2
01	EFT	00018435	10/31/2024	279,272.00	CLARY LONGVIEW LLC
01	EFT	00018436	10/31/2024	52.08	COMMERCIAL BRAKE & CLUTCH
01	EFT	00018437	10/31/2024	35,010.08	CUMMINS INC
01	EFT	00018438	10/31/2024	756.54	DARIN L STAVISH
01	EFT	00018439	10/31/2024	28,418.75	FEHR & PEERS
01	EFT	00018440	10/31/2024	43,785.98	GILLIG LLC
01	EFT	00018441	10/31/2024	550.55	GRAINGER
01	EFT	00018442	10/31/2024	200.00	HENRIK BALSTAD
01	EFT	00018443	10/31/2024	1,290.00	JAJ ENTERPRISES LLC
01	EFT	00018444	10/31/2024	3,575.92	TYCO FIRE & SECURITY (US) MANA
01	EFT	00018445	10/31/2024	200.00	KALLEN RICHARDSON
01	EFT	00018446	10/31/2024	469.69	LARSCO INC
01	EFT	00018447	10/31/2024	500.96	MALLORY SAFETY & SUPPLY LLC
01	EFT	00018448	10/31/2024	125.75	MCGUIRE BEARING CO
01	EFT	00018449	10/31/2024	197.72	MOHAWK MFG & SUPPLY
01	EFT	00018450	10/31/2024	1,077.21	MOTION INDUSTRIES, INC.
01	EFT	00018451	10/31/2024	1,889.80	MUNCIE RECLAMATION & SUPPLY CO
01	EFT	00018452	10/31/2024	1,358.80	NAVIA BENEFIT SOLUTIONS
01	EFT	00018453	10/31/2024	2,611.98	NEOPART TRANSIT LLC
01	EFT	00018454	10/31/2024	3,277.89	NORMED INC
01	EFT	00018455	10/31/2024	239.72	NORTHWEST STEEL & PIPE CO
01	EFT	00018456	10/31/2024	7,486.94	WORKSPACE DEVELOPMENT LLC
01	EFT	00018457	10/31/2024	125,445.75	PETROCARD INC
01	EFT	00018458	10/31/2024	319.68	SHUMAN LLC
01	EFT	00018459	10/31/2024	686.66	ROSETTE FLORES
01	EFT	00018460	10/31/2024	100.63	SCHETKY NORTHWEST SALES INC
01	EFT	00018461	10/31/2024	617.47	SEATTLE AUTOMOTIVE DISTRIBUTIN
01	EFT	00018462	10/31/2024	2,963.42	SOUND TRANSIT SMART CARD CENTR
01	EFT	00018463	10/31/2024	601.30	SOUTH TACOMA GLASS
01	EFT	00018464	10/31/2024	900.07	STANDARD PARTS CORP
01	EFT	00018465	10/31/2024	2,812.26	STAPLES INC
01	EFT	00018466	10/31/2024	653.20	STELLAR INDUSTRIAL SUPPLY INC
01	EFT	00018467	10/31/2024	51.70	STERICYCLE INC
01	EFT	00018468	10/31/2024	2,998.24	SYSTEMS FOR PUBLIC SAFETY INC
01	EFT	00018469	10/31/2024	1,319.09	UNIVERSAL AUTO GROUP 1
01	EFT	00018470	10/31/2024	3,242.86	TACOMA SCREW PRODUCTS INC
01	EFT	00018471	10/31/2024	139,403.71	TALAKAI CONSTRUCTION LLC
01	EFT	00018472	10/31/2024	3,346.99	THE WW WILLIAMS COMPANY LLC
01	EFT	00018473	10/31/2024	23,981.47	THE AFTERMARKET PARTS CO LLC
01	EFT	00018474	10/31/2024	2,699.65	UNITED RENTALS (NORTH AMERICA)
01	EFT	00018475	10/31/2024	2,994.52	VANNER INC
01	EFT	00018476	10/31/2024	2,477.54	WAXIE SANITARY SUPPLY
01	EFT	00018477	10/31/2024	77,560.98	DOBBS HEAVY DUTY HOLDINGS LLC
01	EFT	00018478	10/31/2024	41.49	WORLD PAC INC
01	EFT	00018479	10/31/2024	125.00	WASHINGTON STATE TRANSIT ASSOC
01	EFT	00018480	10/31/2024	226.91	XPO LOGISTICS FREIGHT INC

Total Payments

\$13,481,353.25

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

October 14, 2024

CALL TO ORDER

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

ROLL CALL

Commissioners present:

Marty Campbell, Pierce County Councilmember
Olgy Diaz, City of Tacoma Councilmember
Doug Fagundes, City of Fife Councilmember
(representing Fife/Milton/Pacific/Auburn/Gig Harbor Ruston/Steilacoom)
John Hines, City of Tacoma Deputy Mayor
John Hoheusle, President of ATU 758, Represents IAM and ATU
Jim Kastama, City of Puyallup Mayor *(representing Edgewood and Puyallup)*
Ryan Mello, Pierce County Councilmember
Kristina Walker, Chair, City of Tacoma Councilmember
Jason Whalen, Vice Chair, City of Lakewood Mayor

Commissioners excused:

Shannon Reynolds, City of Fircrest Councilmember *(representing Fircrest and University Place)*

Staff present:

Mike Griffus, Chief Executive Officer
Chris Schuler, Chief Financial Officer
Deanne Jacobson, Clerk of the Board
Mona Sullivan, Deputy Clerk of the Board
Abraham Weill, Counsel from KL Gates
Zak Tomlinson, Counsel from Pacifica Law Group

LAND ACKNOWLEDGMENT AND FLAG SALUTE

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

OPENING REMARKS AND HOUSEKEEPING ITEMS

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

PRESENTATIONS

1. Honoring Matt Johnson for Operator of the Month for September 2024

Assistant Transportation Manager Ron Makenzie honored Matt Johnson for being selected Operator of the Month for September 2024. *(Commissioner Campbell arrived at 4:06 p.m.)* Mr. Johnson has been an operator since July 2022 and was recognized for the great care and concern he has for his passengers, and for his accident-free career. Mr. Makenzie shared a story demonstrating the care that Mr. Johnson took to ensure the safety of a customer.

On behalf of the Board, Chair Walker thanked Mr. Johnson for the work he does on behalf of Pierce Transit.

PUBLIC COMMENT

Chair Walker provided participation instructions to the public and opened public comment.

Clerk Jacobson reported that written comments dated September 2-8 were submitted to the full Board for public comment at the request of Robert Hill.

No other public comments were provided.

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 Kastama and Fagundes **moved** and seconded to approve the consent agenda as presented.

Motion **carried**, 7-0.

1. Approval of Vouchers, September 1-30, 2024
Operating Fund #10
Self-Insurance Fund #40
Capital Fund #90
Payment Nos. 384099 through 384297
Wire Nos. 17891 through 18151
No Advance Travel Checks
Total \$10,439,977.37
2. Approval of Minutes: September 9, 2024
3. Q3 Sole Source and Contracts Executed Over \$100,000 Report

EXECUTIVE SESSION

(Commissioner Hines arrived at 4:16 p.m.)

At approximately 4:10 p.m., Chair Walker recessed the meeting into executive session for approximately 20 minutes pursuant to RCW 42.30.110 (1) (i) – potential litigation. She

advised that the Board is expected to return to open session at approximately 4:30 p.m. and would take up the remainder of the business on the agenda, which will include final action.

At 4:30 p.m. it was announced that the executive session would be extended 15 minutes, until approximately 4:45 p.m.

RECONVENE BACK TO OPEN SESSION

At 4:45 p.m. the regular meeting was reconvened back to open session.

ACTION AGENDA

1. FS 2024-044, Authorize the Chief Executive Officer to Increase Capital Project 556 – Spanaway Transit Center Budget in the Amount of \$3,950,000 for a Total Revised Budget of \$13,192,886

Sr. Project Manager Sean Robertson provided a PowerPoint presentation and reoriented the commissioners with the Spanaway Transit Center Project. He explained the need for the budget increase. He spoke about the challenges that existed for water and sewer connection and associated delays with WSDOT. He provided an overview of the additional work that is needed for sewer and water connections across SR-7, and to cover the items in the change order with Construct, Inc, as well as the remaining work on the project.

He responded to questions relating to the agency’s efforts working with Joint Base Lewis-McChord (JBLM) on the road design/round-about/access issues that are covered under the Spanaway Transit Center Expansion Project, noting that Pierce Transit was required to go through the National Environmental Policy Act (NEPA) process and should be able to realize access rights with JBLM.

Mr. Robertson advised that the Agency expects to go out to bid shortly for sewer and water install, with bid award in spring or summer. Water and sewer is covered in this budget increase. Staff expects that the initial phase 1 of the project should be open by summer 2025.

Commissioners Whalen and Kastama **moved** and seconded to authorize the Chief Executive Officer to increase Capital Project 556 – Spanaway Transit Center budget in the amount of \$3,950,000 for a total revised budget of \$13,192,886.

Motion **carried**, 8-0.

2. FS 2024-045, Authorize the Chief Executive Officer to Execute the Final Change Order and Related Settlement Agreement with Construct, Inc., (Contract No. 1136) for Completion of Their Remaining Work on the Spanaway Transit Center Project, for a Revised Contract Authority Amount of \$5,461,000.

[The presentation for this item was covered under FS 2024-044.]

Commissioners Kastama and Fagundes **moved** and seconded to authorize the Chief Executive Officer to execute the final change order and related settlement agreement with Construct, Inc., (Contract No. 1136) for completion of their remaining work on the Spanaway Transit Center project, for a revised contract authority amount of \$5,461,000.

Motion **carried**, 8-0.

3. FS 2024-046, Authorize the Chief Executive Officer to Increase the Contract Authority Amount with Parametrix Engineering, Contract No. 1653, in the Amount of \$266,000, for a new Contract Authority Amount of \$1,016,000 to Provide Continued Architectural and Engineering Preliminary Design and Studies for the Spanaway Transit Center Expansion Project

Sr. Project Manager Sean Robertson provided a PowerPoint presentation and reoriented the commissioners with the Spanaway Expansion Project. He reviewed the work that would be covered under this contract increase, which will cover the preliminary work for pedestrian crossing and an interim bus egress solution from the transit center until the roundabout and access road is constructed, which is not expected until three years after the transit center is operationalized.

He responded to questions about the bid climate.

Commissioners Whalen and Mello **moved** and seconded to authorize the Chief Executive Officer to increase the contract authority amount with Parametrix Engineering, Contract No. 1653, in the amount of \$266,000, for a new contract authority amount of \$1,016,000, to provide continued architectural and engineering preliminary design and studies for the Spanaway Transit Center expansion project.

Motion **carried**, 8-0.

4. FS 2024-047, Authorize the Chief Executive Officer to Increase the Contract Authority Amount by \$9,400,000 with First Transit, Contract No. PT-03-18, to Provide ADA Paratransit Services for One Additional Year to Pierce Transit Customers, for a new Contract Amount of \$57,244,000.

Specialized Transportation Manager Cherry Thomas provided a PowerPoint presentation and gave an overview of the operational workings of the paratransit services that are provided by First Transit. She spoke about the factors that have contributed to cost increases of the First Transit contract.

Commissioners Fagundes and Kastama **moved** and seconded to authorize the Chief Executive Officer to increase the contract authority amount by \$9,400,000 with First Transit, Contract No. PT-03-18, to provide ADA Paratransit Services for one additional year to Pierce Transit customers, for a new contract amount of \$57,244,000.

Motion **carried**, 8-0.

STAFF UPDATES:

1. CEO's Report

CEO Mike Griffus reported on the following items:

- Seven new accessibility bus stop signs were installed at the Commerce Street Station, giving low vision and deafblind customers the ability to navigate the Pierce Transit system in an accessible fashion. He advised that the agency would continue to seek additional funding to implement the signs throughout the Pierce Transit system. *(Commissioner Mello left the meeting.)*
- An agreement with Sound Transit was recently reached to restore about 15,000 service hours, beginning with the March 2025 service change. Pierce Transit will continue restoring local service as part of our recently adopted Service Restoration Plan.
- Provided an overview of the Stream Station improvements that will take place over the next few months. Advised that more information and stop-specific messaging will be shared as the timeline is confirmed.
- Discussed Pierce Transit's efforts with deploying two buses to help transport members of Washington State Task Force 1 head to the Southeast U.S. to help hurricane victims.

2. Customer Experience Update - Bus Stop Amenity Standards

Planner Brittany Carbullido reviewed the current standards for shelters, benches, and trash cans for bus stops. She advised that last year Pierce Transit spent approximately \$400,000 repairing bus shelters and many labor hours.

She proposed the new standards with a goal of 90 percent compliance. Under the new standards, bus stop amenities would be removed from low ridership stops and shifted to higher ridership stops, an approximate move of 150 shelters. She also advised the new standards also would cover trash cans.

Ms. Carbullido advised that the Community Transportation Advisory Group (CTAG) has reviewed the proposed standards and has prepared a letter of support for the new standards. She also advised that some members of the CTAG participated in a field trip to gain more insight about bus stop amenities at stops.

Ms. Carbullido advised that Board approval of the proposed standards is not needed, but the compliance/target goals would be incorporated into the agency's Long-Range Plan.

Discussion ensued about coordination efforts with cities on trash containment.

3. Q3 Ridership Report

Planner Brittany Carbullido reviewed the Q3 2024 ridership data for all modes of service, noting that overall ridership is trending up, with a dip in the Rideshare program. She reviewed the top performing routes and bottom performing routes.

INFORMATIONAL BOARD ITEMS

1. Chair's Report

Chair Walker reported on the following:

- Advised the Board that King County Executive and Chair of the Sound Transit Board Dow Constantine is requesting to convene a regional fare forum comprised of elected representative from participating ORCA agencies to chart a shared path forward on ORCA and regional fare priorities.

Hearing no objection from the Board, Chair Walker volunteered to serve as the representative on behalf of Pierce Transit.

- The next Service Delivery and Capital Committee meeting will be held Thursday, October 17, beginning at 3:00 p.m.
- Staff will be rescheduling the joint Board/CTAG meeting that was originally scheduled for September 19th.
- Due to the Veterans Day holiday, the November 11 board meeting will be rescheduled to Monday, November 18th, beginning with a 3:30 p.m. special meeting on the proposed 2025 budget and related public hearing. The regular board meeting will follow directly afterwards.
- Highlighted the handouts that were distributed in the meeting agenda packet.

2. Sound Transit Update

Commissioner Kastama provided an update on the discussion topics that occurred at the September 26 Sound Transit Board of Directors meeting.

Chair Walker announced upcoming groundbreaking events at the Auburn Station as well as access station improvements.

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

On behalf of Commissioner Mello, Chair Walker provided an update of the work that was conducted at the last TPB meeting.

Committee Chair Reports

No update. The September 19 Executive Finance Committee meeting was cancelled.

4. Commissioners' Comments

There were no comments given.

ADJOURNMENT

Commissioners Kastama and Fagundes **moved** and seconded to adjourn the meeting at 5:51 p.m.

Motion **carried**, 7-0.

Deanne Jacobson
Clerk of the Board

Kristina Walker, Chair
Board of Commissioners

TITLE: Amending Sections 6.4.1, 7.11, and 7.15 of the Personnel Manual Pertaining to Military Leave, Deferred Compensation for Non-Represented Employees, and Benefits Status During Leave Without Pay

DIVISION: Administration

SUBMITTED BY: Amy Cleveland, Chief Administrative Officer

RELATED ACTION: N/A

ATTACHMENTS: Proposed Resolution
Exhibit A, Proposed Code Amendments

RELATION TO STRATEGIC PLAN: Internal

BUDGET INFORMATION: N/A

BACKGROUND:

Pierce Transit strives to keep all agency policies up to date with relevant laws and practices. To this end, updates are submitted to revise the following sections:

- 6.4 Leave With Pay – Military, Jury Duty, and Bereavement
- 7.11 Deferred Compensation
- 7.15 Benefits Status During Leave Without Pay

The change to Section 6.4 is to comply with the Military Leave laws. Updates to Section 7.11 are requested in order to clarify that the non-represented staff will receive the agency deferred compensation match based on a percentage of wages, and to prepare for the implementation of the Secure 2.0 Act. Updates to Section 7.15 are necessary in order to bring current the Personnel Manual with how benefits are available to employees during an extended absence without pay.

STAFF RECOMMENDATION:

Staff recommends approving the updates to the Agency’s Personnel Manual.

ALTERNATIVES:

Do not authorize the updates. This is not recommended as the Personnel Manual would remain out of compliance with military leave law and benefit plan application.

PROPOSED MOTION:

Move to: Approve Resolution No. 2024-017, authorizing Personnel Manual housekeeping amendments to Sections 6.4 – Leave with Pay – Military, Jury Duty, and Bereavement; Section 7.11 – Deferred Compensation for Non-Represented Employees; and Section 7.15 – Benefits Status During Leave Without Pay, as presented in Exhibit A.

RESOLUTION NO. 2024-017

1 A RESOLUTION of the Board of Commissioners Amending the Personnel Manual, Section 6.4.1 Military Leave;
2 Section 7.11 Deferred Compensation for Non-Represented Employees and Section 7.15 Benefits Status
3 During Leave Without Pay
4

5 WHEREAS, it is in the best interest of the agency to have a current Personnel Manual updated to reflect
6 current laws and current benefit plans, and

7 WHEREAS, it is in the best interest of the agency to clarify that the non-represented deferred
8 compensation plan provides an employer match based on a percentage basis, effective with the first pay period
9 in January 2025.

10 NOW THEREFORE, BE IT RESOLVED by the Board of Commissioners of Pierce Transit as follows:

11 Section 1. The Board of Commissioners hereby approves the updated language to the Personnel
12 Manual for Sections 6.4.1, Section 7.11, and Section 7.15, as presented in Exhibit A.

13 ADOPTED by the Board of Commissioners of Pierce Transit at their special meeting thereof held on
14 the 18th day of November 2024.

15 PIERCE TRANSIT

16
17
18 _____
19 Kristina Walker, Chair
20 Board of Commissioners

21 ATTEST/AUTHENTICATED

22
23 _____
24 Deanne Jacobson, CMC
25 Clerk of the Board

6.4 Leave With Pay - Military, Jury Duty, and Bereavement

6.4.1 Military Leave - every employee of the Agency who is a member of the Washington National Guard or of the Army, Navy, Air Force, Coast Guard, or Marine Corps Reserve of the United States, or of any organized reserve or armed forces of the United States, shall be entitled to and shall be granted military leave of absence from such employment not to exceed ~~fifteen (15)~~twenty one (21) work days during each twelve (12) month period from October 1 through September 30. Such leave shall be granted in order that the person may take part in active duty training in such manner and at such time as the employee may be ordered to active duty training. Such military leave of absence shall be in addition to any vacation or sick leave to which the employee might otherwise be entitled, and shall not involve any loss of efficiency rating, privileges, or pay. During the period of military leave, the employee shall receive normal pay from the Agency. Appropriate adjustments will be made to employees on alternative work schedules to be equivalent to ~~fifteen (15)~~twenty one (21) days.

A. Where the number of days of active duty training exceeds ~~fifteen (15)~~twenty one (21) ~~calendar~~work days, the period granted as leave with pay will in each case be the first ~~fifteen (15)~~twenty one (21) ~~calendar~~work days of such active duty training period. The additional time needed for completion of active duty training and for travel time must be accounted for as vacation time or leave without pay to the extent that it is allowed by the hiring authority.

B. Upon receipt of written orders for active duty training, the employee must immediately submit a copy of such orders with a written request for a leave of absence to the hiring authority. The employee's request for leave of absence and a copy of the training orders will then be forwarded to the ~~Executive Director of Administration~~Chief Administrative Officer or delegate. The employee, upon return to employment, must submit to the hiring authority a certified copy of the training orders showing the date the employee reported for, and the date of release from, active duty training. The employee's normal regular salary shall continue during the approved period of absence subject to receipt of this certified copy.

~~C. An employee who has been in a position on temporary appointment shall be paid at the rate of pay earned for the majority of the time in the six-month period preceding the effective date of the leave of absence.~~

~~D. Employees who are ordered to report for active military duty during times of national emergency or military action are eligible to receive leave donations from other employees to supplement their military pay. Details of the administration of this shared leave program may be obtained in Human Resources.~~

7.11 Deferred Compensation (updated May 1, 2016 per FS 16-022 Reso 14-076)

Non-represented employees participating in the deferred compensation program receive a matching contribution from Pierce Transit ~~which starts~~begins at the ~~beginning of~~ completion of probation.

Employees with less than 10 years of service are eligible for an Employer matching contribution of up to 4.25% of annual salary ~~on a dollar for dollar basis~~; employees with 10 to 14 years of service are eligible for up to 5.25% of annual salary ~~with a contribution ratio of \$1.00 to \$1.50~~; and employees with 15 or more years of service are eligible for up to 6.0% employer contribution ~~with a \$1.00 to \$2.00 contribution ratio~~.

Represented employees receive a deferred compensation contribution from Pierce Transit according to the terms of the ~~Master Labor Agreement~~Collective Bargaining Agreement.

0.15 Benefit Status During Leave Without Pay

For employees in an approved leave without pay status consistent with Section 6.5 of these guidelines, all regular, special, or premium pay shall cease until the employee returns to work.

0.15.1 For both represented and non-represented employees, medical and dental insurance premiums will be paid by the employer for the first two months of approved leave without pay after applicable employee premium contributions are made, following exhaustion of approved FMLA and provided the employee elects COBRA coverage. ~~Under approved FMLA, this coverage may be extended~~. Thereafter, in order to continue uninterrupted benefits, the employee must pay the full premium cost for the duration of the approved leave without pay.

Where the employee has elected COBRA and Pierce Transit is continuing to pay the employer portion for up to two months, employee will be removed from basic and supplemental life insurance coverage as this is not an available COBRA election.

~~7.15.2 Pierce Transit will continue to pay one-half of the premium for basic life insurance for the first two months of leave without pay. Under approved FMLA, this coverage may be extended. Thereafter, in order to continue uninterrupted insurance, the employee must pay the full premium cost for the duration of the approved leave without pay.~~

~~7.15.3 Supplemental life insurance will continue as long as the full premium is paid by the employee for the duration of the approved leave without pay.~~

0.15.2 All other benefits, including vacation and sick leave accruals, will cease and be frozen until the employee returns to work, unless otherwise excepted in this manual.

TITLE: Authority to Execute Amendment No. 4 to the Chief Executive Officer's Employment Contract, Increasing Paid Personal Leave Days from Twenty to Thirty Days During Each Calendar Year

DIVISION: Administration

SUBMITTED BY: Amy Cleveland, Chief Administration Officer

RELATED ACTION: September 9, 2024, accepted the CEO's Composite Evaluation from 2023-2024; and authorized a 3 percent increase to the CEO's contract.

ATTACHMENTS: N/A

RELATION TO STRATEGIC PLAN: Internal

BACKGROUND:

The Pierce Transit Board of Commissioners finalized the 2023-2024 Performance Evaluation for CEO Mike Griffus in September 2024. Since 2021, the CEO has been provided twenty (20) days of paid personal leave in addition to regular leave accruals. In recognition of positive performance, the Board is interested in increasing the number of paid personal days to thirty (30) total days per calendar year.

The CEO's contract would be amended in Agreements, section 5.d. to read:

Paid Personal Leave. In addition to vacation, sick leave benefits, other leave benefits (except paid administrative leave/recognition leave), and holidays available to all other regular Pierce Transit employees, Executive may take up to thirty (30) paid personal days off during each calendar year, prorated for partial years of service. Paid personal leave will accrue on a prorated basis during the calendar year but may be used before it is fully accrued. Paid personal leave that is not used by the end of the year is lost; provided however that, upon termination of employment, Executive will receive payment for any then-accrued but unused paid personal leave. For example, if Executive's employment terminated on June 30, 2025, and Executive had used four (4) days of paid personal leave, Executive would receive payment for eleven (11) days of accrued but unused paid personal leave.

ALTERNATIVES:

Do not approve the additional ten (10) paid personal leave.

RECOMMENDATION:

Approve an additional ten (10) paid personal leave days per calendar year for Executive in connection with Executive's performance evaluation approved in September 2024.

PROPOSED MOTION:

Move to: Authorize Amendment No. 4 of the Chief Executive Officer's employment contract, increasing the number of paid personal leave days from twenty (20) days to thirty (30) days per calendar year, and direct staff to amend the CEO's employment contract accordingly.

FBI HUMAN TRAFFICKING PRESENTATION SUMMARY

Ed Roberts

OVERVIEW

- ▶ Introduction to the Task Force
- ▶ Types of Trafficking
- ▶ Grooming Process
- ▶ Venues of Exploitation
- ▶ Indicators
- ▶ Resources
- ▶ Criminal Violations
- ▶ Investigations
- ▶ Summary
- ▶ Questions ?

INTRODUCTION TO THE TASK FORCE

FBI Special Agent (SA) Kyle McNeal is currently the coordinator for the FBI South Sound Child Exploitation and Human Trafficking Task Force (SSCEHTTF) in Tacoma, Washington. SA McNeal has been in the coordinator position since 2013 and has investigated a wide variety of crimes to include: sex trafficking, sexual exploitation, sexual abuse, child pornography, enticement, missing children, and child homicide investigations. Over the years, SA McNeal has been involved in hundreds of these investigations to include state and federal prosecutions along with several cases stretching overseas.

- ▶ SA McNeal provided an overview of the Task Force, to include mission, staffing, capabilities, jurisdiction, training and experience. He explained partnerships and collaboration with law enforcement agencies and other government agencies.

TYPE OF TRAFFICKING

- ▶ SA McNeal provided a summary explaining the different types of human trafficking and how each type exploits the victims. Primary focus on sex trafficking and labor trafficking.

GROOMING PROCESS

- ▶ Targeting
- ▶ Gaining Trust
- ▶ Meeting Needs
- ▶ Isolation
- ▶ Exploitation
- ▶ Maintaining Control

VENUES OF EXPLOITATION

- ▶ SA McNeal explained where traffickers look for victims, why they choose certain venues and how those venues are exploited in favor of the traffickers.
 - ▶ Internet
 - ▶ Street/Track
 - ▶ Hotels/Motels
 - ▶ Truck Stops/Rest Areas
 - ▶ Casinos/Bars
 - ▶ Schools
 - ▶ Massage Businesses
 - ▶ Coffee Stands
 - ▶ Malls

INDICATORS

- ▶ Trading for money, food, shelter, drugs
- ▶ Minors in the presence of unrelated adults who appear controlling. Minors avoiding eye contact and communication with others
- ▶ An individual is accompanied by someone who speaks for them or allows others to speak for them when addressed directly
- ▶ Injuries-black eyes, bruising, etc.
- ▶ Repeated calls or texts from “Daddy” or “Boyfriend” in their phones
- ▶ Prostitution related terms- “Daddy” “The life” “The game” “Escorting” “Outcalls” “In calls” “The track”
- ▶ Purses filled with cash, condoms, cell phones, etc.
- ▶ Individuals who are not in control of their ID’s, documents, or money
- ▶ Dressed in provocative attire
- ▶ Branding/Tattoos
- ▶ Minors at hotels/tracks- Aurora/Hosmer
- ▶ Minor with hotel room keys
- ▶ Are unfamiliar with the neighborhoods they claim to live and work
- ▶ Appear to be fearful

RESOURCES

- ▶ Contact Law Enforcement
- ▶ Victim Services- FBI and Local LE
- ▶ Victim Services
- ▶ Non-Profit organizations- i.e., Genesis Project in Seattle
- ▶ Agency sponsored programs and training

CRIMINAL VIOLATIONS

- ▶ Human Trafficking
- ▶ Promotion of Prostitution
- ▶ Communications with a Minor for Immoral Purposes
- ▶ Rape of a Child
- ▶ Kidnapping

INVESTIGATIONS

- ▶ SA McNeal outlined several cases he has worked, locally and overseas. He explained the entire process of the investigations from the initial tip or contact to case development, arrest and prosecution. SA McNeal presented cases which occurred locally and elements and locations that were familiar to PT employees

SUMMARY

- ▶ This presentation was well received by PT personnel. Many stated it was eye opening in a way they had not experience through other presentations or literature. The local cases outlined in the presentation brought a sense of reality and a “close to home” perspective that only a local agent/agency can bring. The attendees asked many questions and even spoke of past incidents that had elements of HT that, at the time, they did not recognize. I have been asked by numerous people who attended if we planned on bringing Agent McNeal back to present again.



QUESTIONS

Human Trafficking Campaign Materials



**TRAFFICKERS
DON'T DISCRIMINATE.**
Anyone can become a
victim of human trafficking.

SEE. CALL. SAVE.
Report suspected human trafficking to the
U.S. Department of Homeland Security (DHS) tip line:
1-866-347-2423

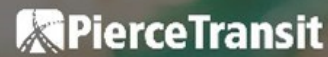
If you are a victim and need help, call the
National Human Trafficking Hotline:
1-888-373-7888

Human trafficking is happening
IN OUR COMMUNITY

GET INFORMED

[DHS.GOV/BLUECAMPAIGN](https://dhs.gov/bluecampaign)



FORCED LABOR | SEX TRAFFICKING | DOMESTIC SERVITUDE

REPORT SUSPECTED TRAFFICKING

1-866-347-2423

VICTIM SUPPORT CALL

1-888-373-7888

or text INFO or HELP
to BeFree (233733)



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Shelter and Bus Signage





Resources Provided to Operators

To report suspected human trafficking, call the DHS Tip Line:

1-866-347-2423

If you are a victim and need help, call the National Human Trafficking Hotline:
1-888-373-7888

BLUE CAMPAIGN
One Voice. One Mission. End Human Trafficking.

BLUE CAMPAIGN
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For more information, visit dhs.gov/bluecampaign

Trafficking Indicators

- Is the victim in possession of identification and travel documents; if not, who has control of the documents?
- Was the victim coached on what to say to law enforcement and immigration officials?
- Was the victim recruited for one purpose and forced to engage in some other job?
- Is the victim's salary being garnished to pay off a smuggling fee? (Paying off a smuggling fee alone is not considered trafficking.)
- Was the victim forced to perform sexual acts?
- Does the victim have freedom of movement?
- Has the victim or family been threatened with harm if the victim attempts to escape?
- Has the victim been threatened with deportation or law enforcement action?
- Has the victim been harmed or deprived of food, water, sleep, medical care, or other life necessities?
- Can the victim freely contact friends or family?
- Is the victim a juvenile engaged in commercial sex?
- Is the victim allowed to socialize or attend religious services?

Report Suspicious Activity: **1-866-DHS-2-ICE** (1-866-347-2423)
www.dhs.gov/bluecampaign

BC-IC1-ENG 07/14

Trafficking vs. Smuggling

Human Trafficking is defined as:

- sex trafficking in which a commercial sex act is induced by force, fraud, or coercion, or in which the person induced to perform such act has not attained 18 years of age; *or*
- the recruitment, harboring, transportation, provision, or obtaining of a person for labor or services through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.

Human Smuggling is defined as the importation of people into the United States involving deliberate evasion of immigration laws. This offense includes bringing illegal aliens into the United States as well as the unlawful transportation and harboring of aliens already in the United States.

These are *not* interchangeable terms

- **Smuggling** is transportation-based
- **Trafficking** is exploitation-based

Report Suspicious Activity:
1-866-DHS-2-ICE (1-866-347-2423)
www.dhs.gov/bluecampaign

BLUE CAMPAIGN
One Voice. One Mission. End Human Trafficking.

Pierce Transit «RUNNER»

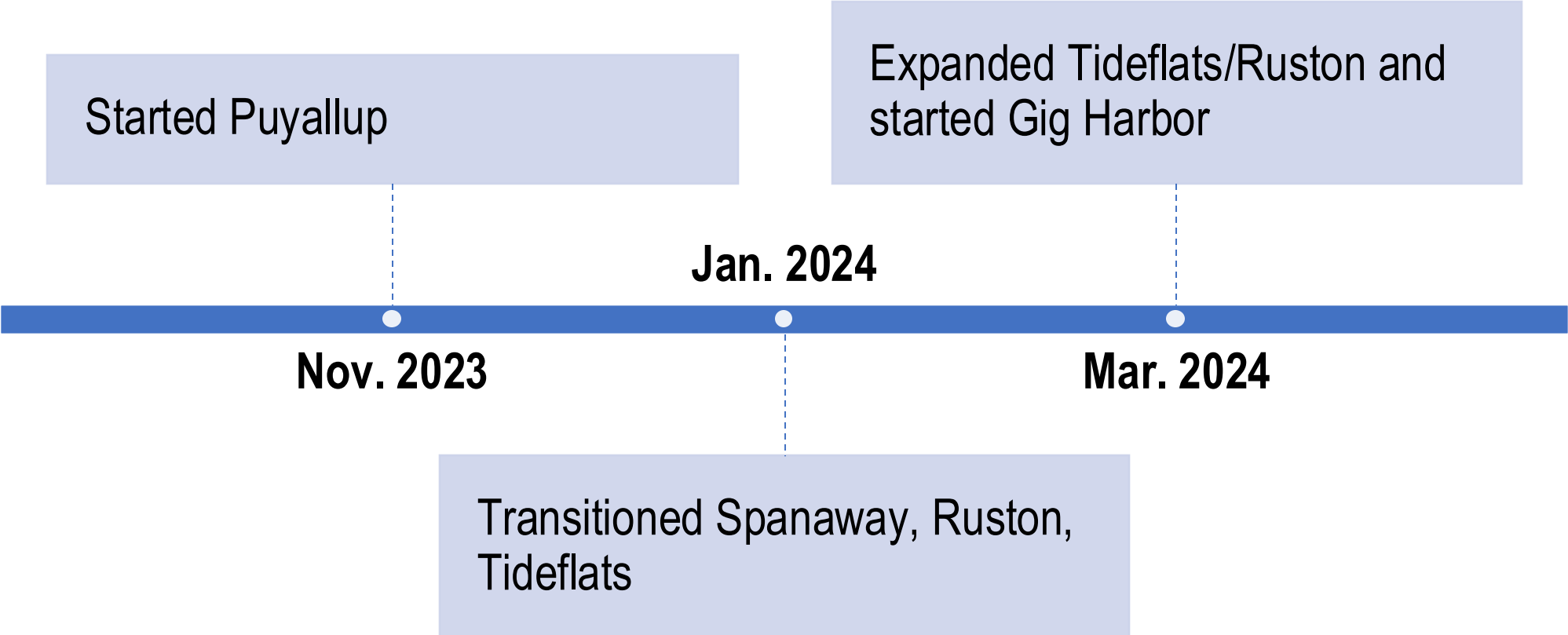


Runner Update

Board of Commissioners

November 2024

Via Pilot



Overview of Operations with Via Pilot



Successes

Demand

Availability of data

Microtransit expertise



Learnings

Local Driver Partner hiring dynamic

Customer Service handover with Via

Streamlining driver communications

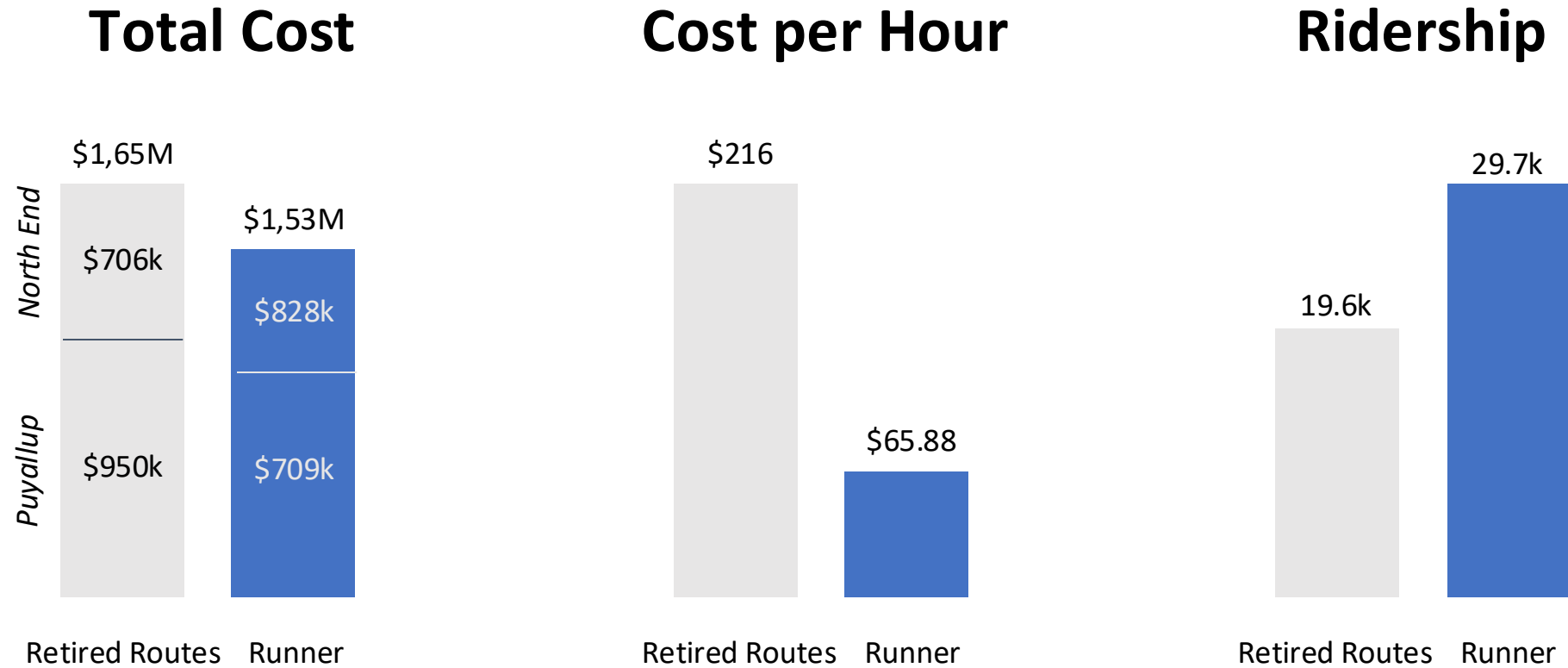


Comparison-WA State Transit Agencies

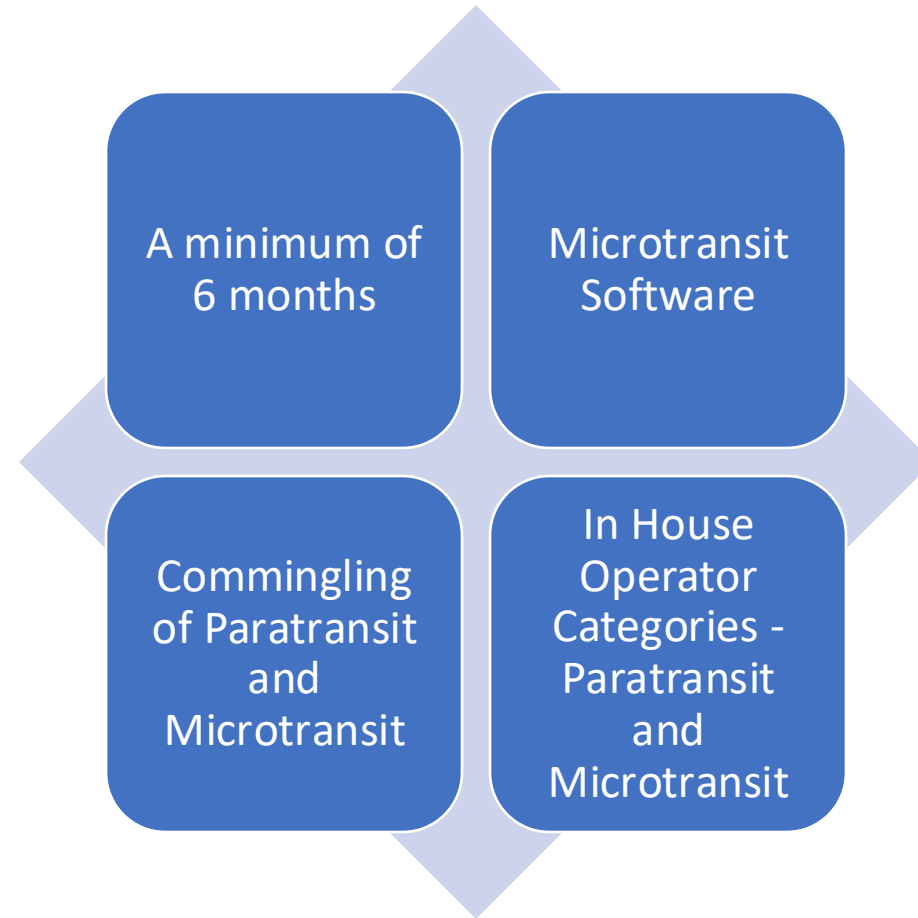
WA State Transit Agencies - Microtransit Comparison	Pierce Transit	King County Metro	Community Transit
Vehicles	8	35	9
Square Mileage	50-105	77	4.6
Ratio	~8:1	2:1	1:2
Met Demand	85%	95%	<i>Not available</i>



Comparison - Retired Routes and Runner



In House Operations Considerations



In House vs Contracted Costs

Operating Costs	Runner In House	Runner Contracted
Drivers/Manager	2,602,637	
Other Expenses	626,846	
Transportation Costs		2,994,641
Taxes & Fees		30,000
Total Operating Costs	3,229,483	2,971,362

Capital Costs	Runner In House	Runner Contracted
10 Vehicles	869,150	
Startup Costs		237,545
Total Capital Costs	869,150	237,545

Funding Review



Current Grants

Spanaway Grant Funding - Spent

Tideflats - Runs out early 2025

Puyallup - Runs out June 2027



Local

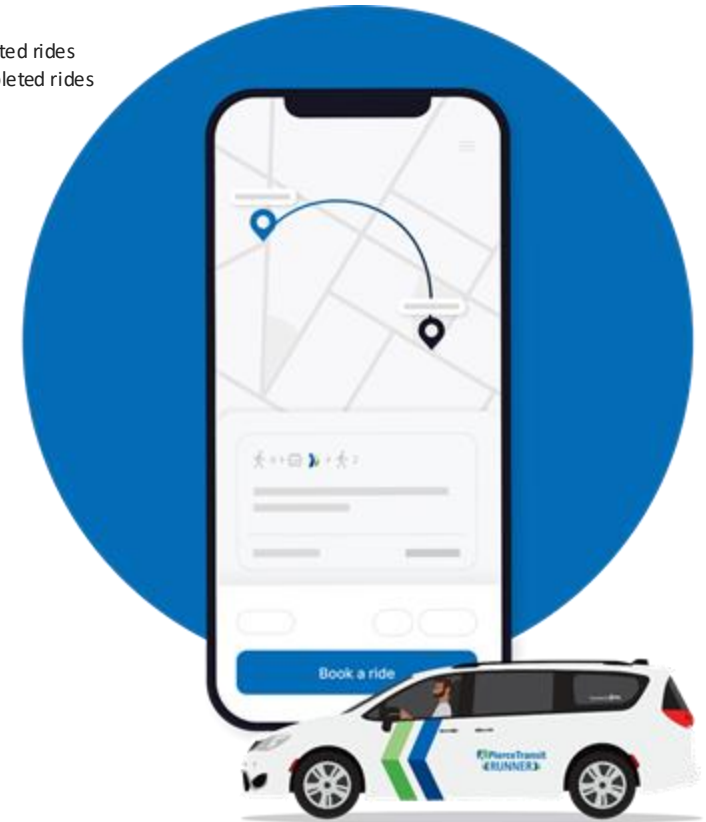
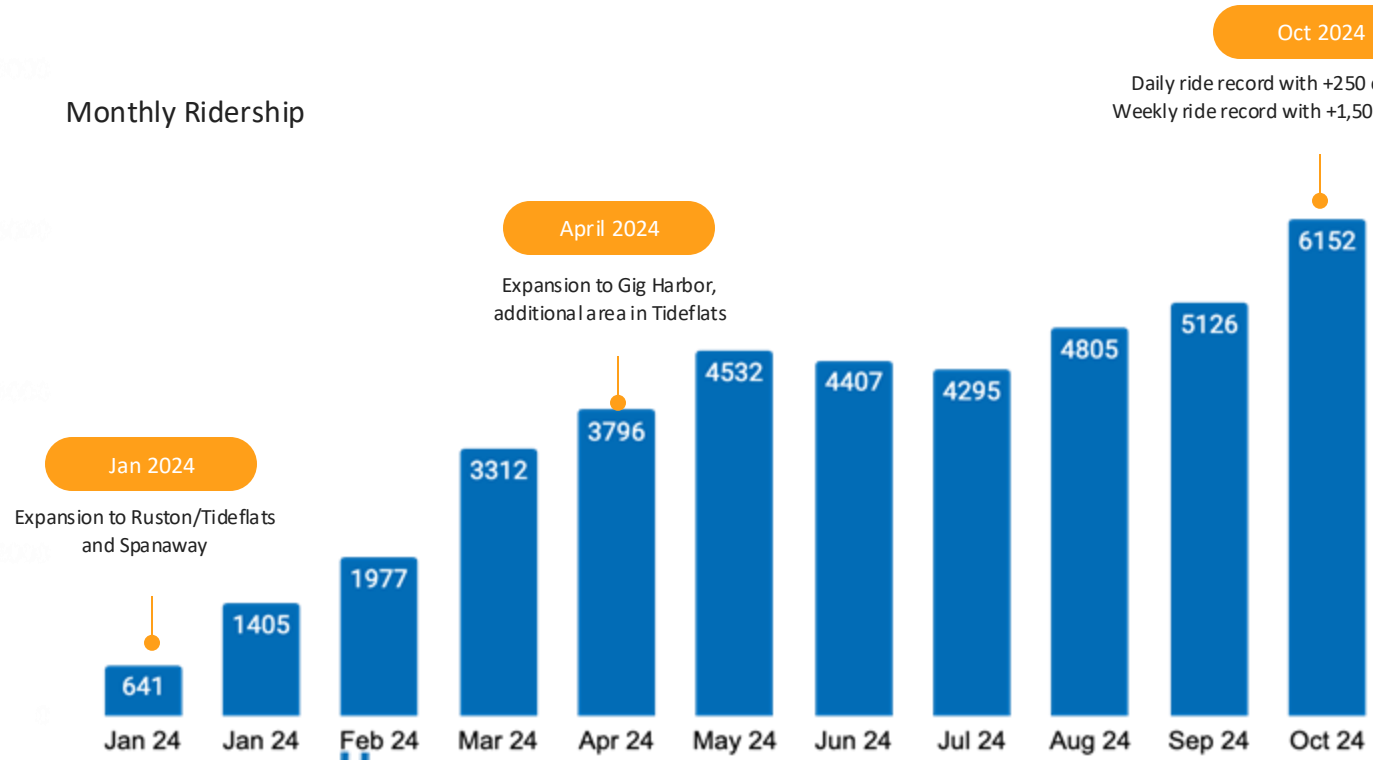
Approved Funds - June 2025

Via's Contract - June 2026



Ridership has grown since launch, and Pierce has expanded service to new zones

Monthly Ridership



Riders love the service, the Runner has an average ride rating of 4.9

"I am so grateful for this program. It provides NE Tacoma public transit accessibility and makes me feel able to leave home without stress or feeling like I need the financial resources to own a car. I can't live without it"

"Every driver has been helpful and friendly. I must stop driving next week so I will be using Runner even more frequently. The price, since I am on fixed income, allows me to get out more often and run my errands. No other service gives me such freedom and flexibility. I appreciate all who make this service possible"

Pierce Transit Runner has a ride rating of 4.9, and a 95% 5-star rate*

"Wonderful drivers, I have had about a dozen or so different drivers. Good job on hiring!"

"It's a great service and drivers have been fabulous!"

"I think it's an awesome program and should have additional drivers/vehicles"

"This is the best thing to happen to seniors without cars. I intend to start using it more often!"



However, we have also received feedback from the community on things to improve

“The irregularity of the service is the main issue. If it were consistent, like a bus or tram that went directly between downtown and point Ruston, I'd be much more likely to utilize the service”

“One hour wait times are unacceptable”

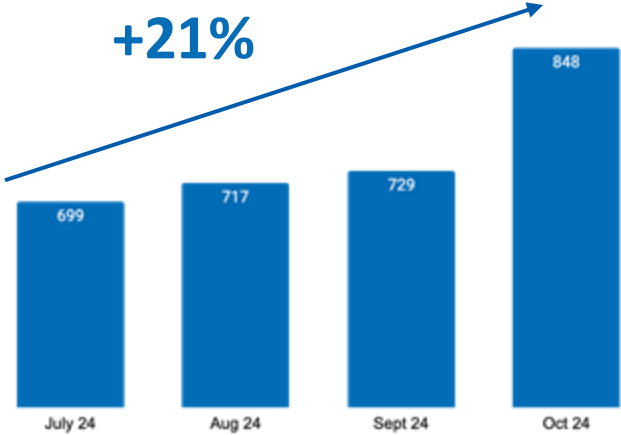
“The Runner is only sometimes available after I complete a shopping trip, and I am ready to return home after I have recently taken the Runner to the store.”

Three areas of concerns to address:

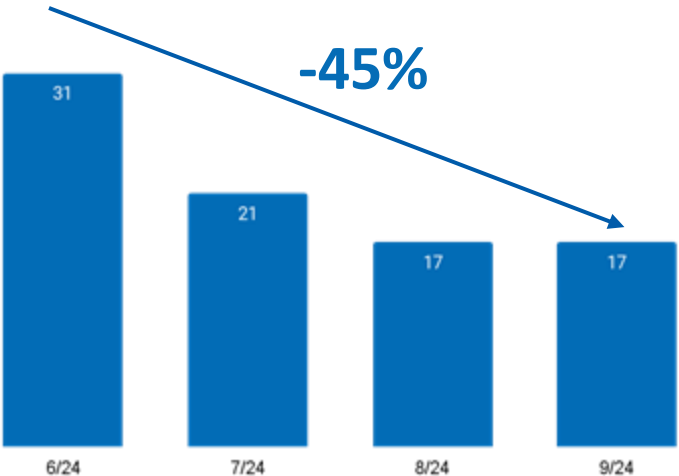
- **Availability of the service** or **long wait times** (not enough supply to serve the demand - especially at peak times or at the end of service hours)
- **Driver behavior** (e.g. politeness, minor incidents, delays on pickups)
- Other **operational issues** such as gas card issues or fleet reliability

Via has heard feedback from the community, and has focused on improving the quality of service

Supply (avg. weekly driver hours)



Rider complaints



Main areas of focus have been:

- **Increasing supply** to maximize PT budget by onboarding new drivers
- Address **operational issues** (e.g. gas cards, fleet reliability)
- **Reducing wait times** and improving availability
- **Addressing rider feedback** regarding customer support service and driver behavior

Via's drivers are a key factor in Runner's success, and has been a focus to ensuring consistent and high quality operations

Driver Onboarding

- **Stringent requirements, including:** 5 years of experience, Background checks, FTA-compliant D&A policies
- **Training and onboarding:** All Runner drivers required to be WAV certified. Additional onboarding modules covering key topics

Routines & Training

- **Town halls** to hear driver feedback and discuss service-wide topics with all drivers
- **Office hours** to give drivers an opportunity to ask questions and resolve issues
- **Routine text and email communications** as well as live support during all service hours

Rewarding High Performance

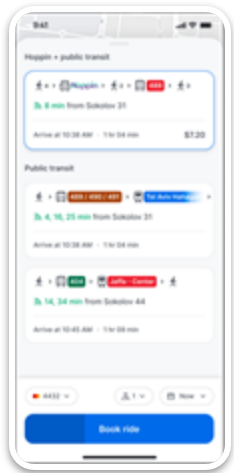
- **Early access** to driving times for drivers with **high reliability** and great performance
- **Routine performance monitoring** based on complaints and **automated checks** lead to low-performing drivers' **removal from the platform**

Despite maximizing the current budget for Runner, we're still seeing low availability due to service design, causing rider frustration

Metric	Goal	Current
<i>Driver Hours</i>	<i>800 hrs/week</i>	850-900
<i>Budget Used</i>	<i>100%</i>	100%
<i>Met Demand</i>	<i>95%</i>	86%
<i>Wait Times</i>	<i>< 25 mins</i>	19 mins

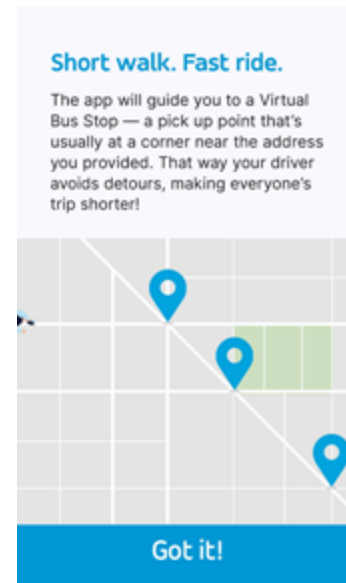
Via recommends making a few changes that should improve Runner service quality for riders

FMLM Trips



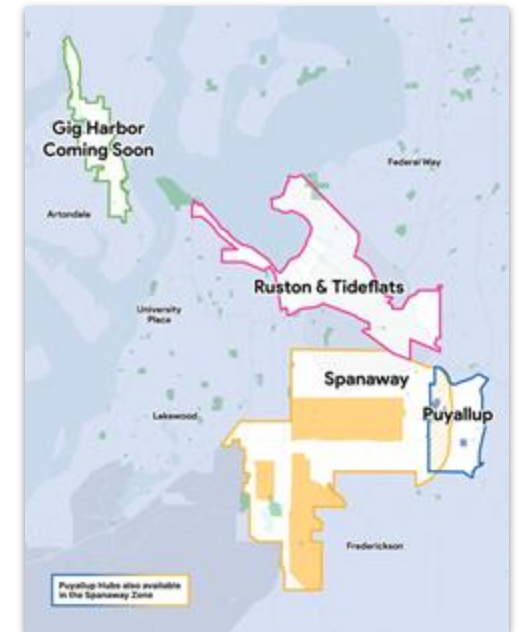
Combined microtransit/fixed route ride proposals - Runner serving the part of the trip that fixed route does not cover

Central Boarding Points (Corner-to-Corner)



Door-to-door for riders who need it

Zone Adjustments



Pierce Transit «RUNNER»



Runner Update

Board of Commissioners

November 2024

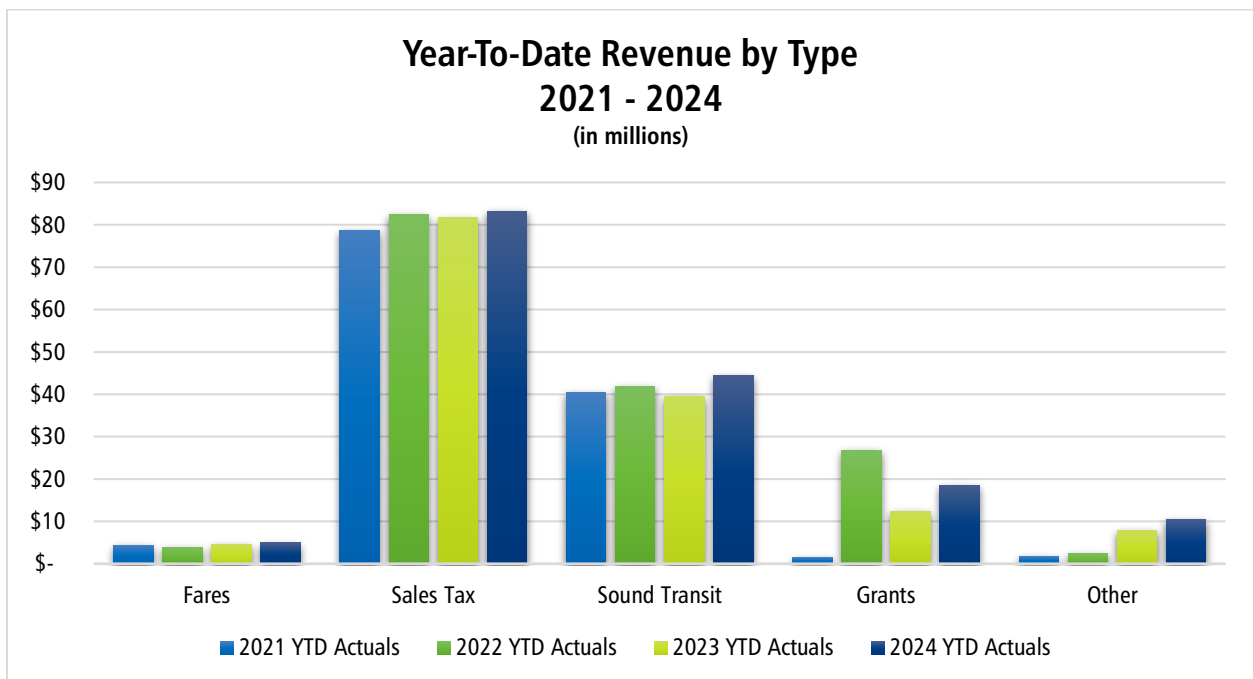
Pierce Transit
Preliminary Quarterly Financial Report
01.01.2024 – 09.30.2024



Operating Revenues

As of September 30th, Pierce Transit has received 82.03% of the budgeted revenue. A comparison of operating revenue for three prior years and the 2024 Budget to Actuals are provided in the table below. The 2024 budget numbers are for the full year whereas actuals for each year reflect activity through September 30th.

	2021		2022		2023		2024		% of Budget Received
	YTD Actuals		YTD Actuals		YTD Actuals		Budget	YTD Actuals	
Fares	\$ 4,404,963		\$ 3,941,260		\$ 4,598,611		\$ 6,327,840	\$ 4,922,307	77.79%
Sales Tax	78,751,827		82,467,775		81,751,174		\$ 113,027,500	83,164,306	73.58%
Sound Transit	40,457,899		41,927,223		39,473,518		\$ 60,117,730	44,482,224	73.99%
Grants	1,580,762		26,751,274		12,418,712		\$ 16,158,210	18,547,074	114.78%
Other	1,811,236		2,460,008		7,842,110		\$ 1,404,240	10,502,954	747.95%
Total Operating Revenues	\$ 127,006,688		\$ 157,547,540		\$ 146,084,126		\$ 197,035,520	\$ 161,618,866	82.03%



Highlights from 3rd Quarter:

Other revenue has the largest increases at 647.95% over the 2024 budget. The majority of this is earned interest from investments fueled by higher interest rates. Grants are above expected, mainly due to the Transit Support Grant being billed at actual spending compared to equal reimbursements throughout the year. Fares and Sound Transit reimbursement are performing at the expected budgeted amounts. Sales Tax is slightly below the 75% mark. This trend is anticipated to continue through the remainder of 2024. Any sales tax collections under budget will likely be offset with over collections in other types of revenue.

Revenue Definitions

Fares – Revenues for actual services provided and include fixed route, SHUTTLE and Vanpool services. The current average fare per boarding is \$0.71. The last adult fare increase was in 2010.

Sales Tax – This revenue source provides most of our operating revenue and is based 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.

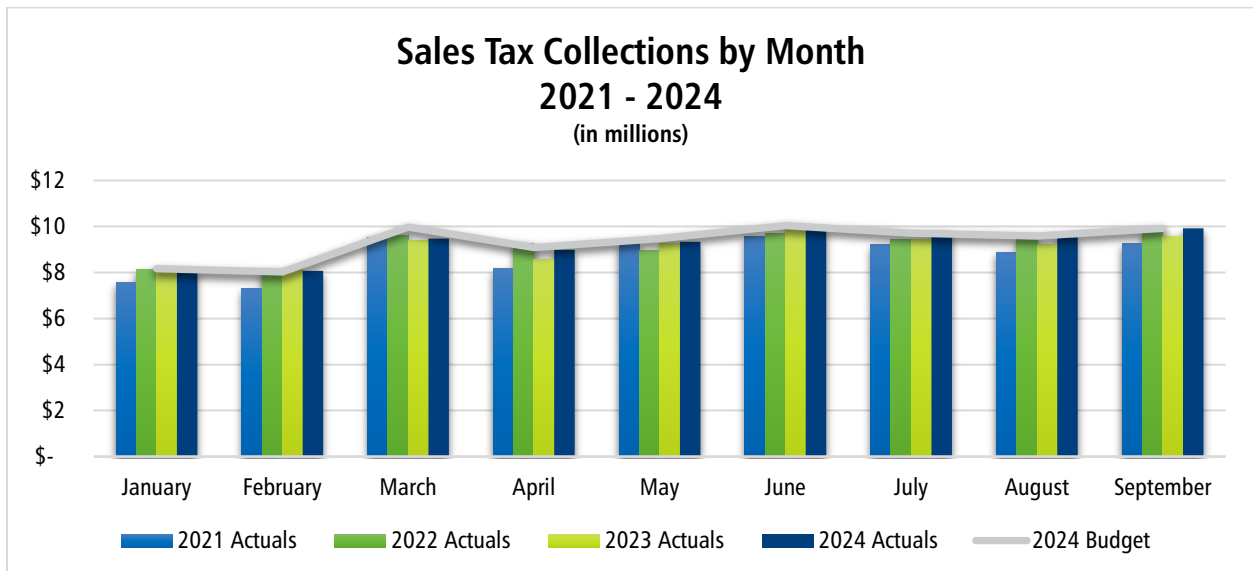
Sound Transit – Are reimbursable expenses for Pierce Transit providing regional transit service from Pierce to King County on behalf of Sound Transit. Reimbursements are based on the costs of services at an hourly rate for service hours required to provide the service.

Grants – Revenues to offset costs of running services. Included in grant revenues are Commute Trip Reduction and Special Needs Operations. These revenues are provided by Pierce County and Washington State.

Other – Other includes interest and advertising revenues that are received with more consistency as well as revenues that cannot be classified in one of the other revenue types.

Sales Tax Collections by Month

	2021 Actuals	2022 Actuals	2023 Actuals	2024 Budget	2024 Actuals	% of Budget Received
January	\$ 7,560,658	\$ 8,126,107	\$ 8,177,567	\$ 8,172,870	\$ 8,150,248	99.72%
February	7,296,946	8,108,303	8,115,984	8,026,200	8,075,504	100.61%
March	9,539,643	9,618,167	9,380,893	9,981,300	9,476,809	94.95%
April	8,167,998	9,280,481	8,587,248	9,090,730	8,990,369	98.90%
May	9,243,797	8,936,817	9,281,166	9,472,175	9,339,210	98.60%
June	9,587,077	9,684,670	9,964,047	10,040,661	9,909,429	98.69%
July	9,206,214	9,421,412	9,441,416	9,705,071	9,780,173	100.77%
August	8,885,088	9,526,356	9,220,604	9,592,439	9,527,924	99.33%
September	9,264,407	9,765,463	9,582,250	9,914,641	9,914,641 *	100.00%
October	8,786,442	9,529,305	9,057,537	9,542,580		
November	8,736,757	8,784,403	8,782,920	9,128,598		
December	9,739,080	10,146,049	10,206,699	10,360,235		
Total Sales Tax	\$ 106,014,106	\$ 110,927,532	\$ 109,798,330	\$ 113,027,500	\$ 83,164,306	73.58%



*There is a two-month delay between when the sales tax is collected and remittance to Pierce Transit. The projection is based on the current year's monthly budgeted amount for this report until the remitted amount is finalized. The above chart and graph include the budgeted amount for the month September which will be received at the end of November. Based on current trends, we expect that overall collections will be under the 2024 budget.

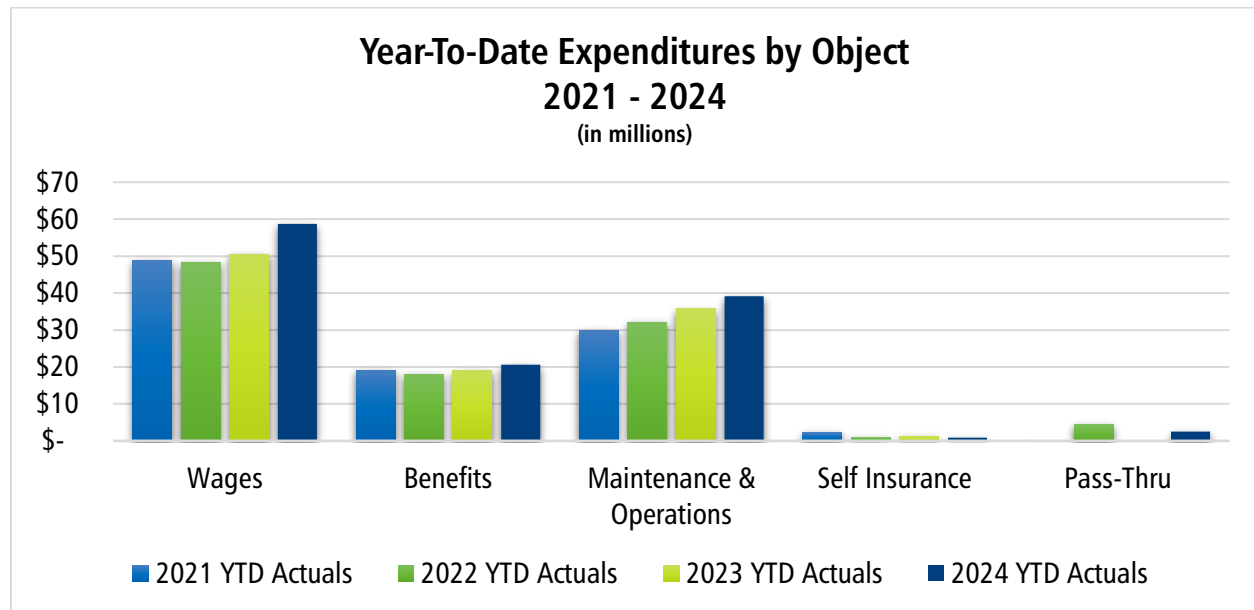
Collections are up 1.73%, or \$1,413,132 over year-to-date 2023 actuals.

Collections are down 0.99%, or \$831,781 over year-to-date 2024 budget.

Operating Expenditures by Object

As of September 30th, Pierce Transit has expended 63.05% of the budgeted expenditures. A comparison of operating expenditures for three prior years and the 2024 Budget and Actuals are provided in the table below. The 2024 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.

	2021	2022	2023	2024		% of Budget Expended
	YTD Actuals	YTD Actuals	YTD Actuals	Budget	YTD Actuals	
Wages	\$ 48,949,907	\$ 48,333,292	\$ 50,530,073	\$ 94,062,320	\$ 58,753,085	62.46%
Benefits	\$ 19,180,136	\$ 18,091,325	\$ 18,961,133	\$ 33,253,880	\$ 20,618,104	62.00%
Total Personnel	\$ 68,130,043	\$ 66,424,617	\$ 69,491,206	\$ 127,316,200	\$ 79,371,189	62.34%
Maintenance & Operations	\$ 29,985,763	\$ 32,106,720	\$ 35,710,069	\$ 61,417,660	\$ 39,179,759	63.79%
Total Operating Expenditures	\$ 98,115,806	\$ 98,531,337	\$ 105,201,275	\$ 188,733,860	\$ 118,550,947	62.81%
Self Insurance	\$ 2,323,195	\$ 1,029,983	\$ 1,234,565	\$ 3,330,240	\$ 904,502	27.16%
Pass-Thru	\$ -	\$ 4,463,382	\$ -	\$ 1,326,210	\$ 2,471,166	186.33%
Total Expenditures	\$ 100,439,001	\$ 104,024,702	\$ 106,435,841	\$ 193,390,310	\$ 121,926,615	63.05%



Highlights from 3rd Quarter:

Overall operating expenditures are under budget by 11.95% when compared to 75% of the annual budget. All categories, except Pass-Thru, are under budgeted expectations. Our largest expense category is personnel costs, currently 65% of the overall expenditures. As of September 30th, we have a vacancy rate of 7.68%, which is attributing to the cost savings of wages and benefits.

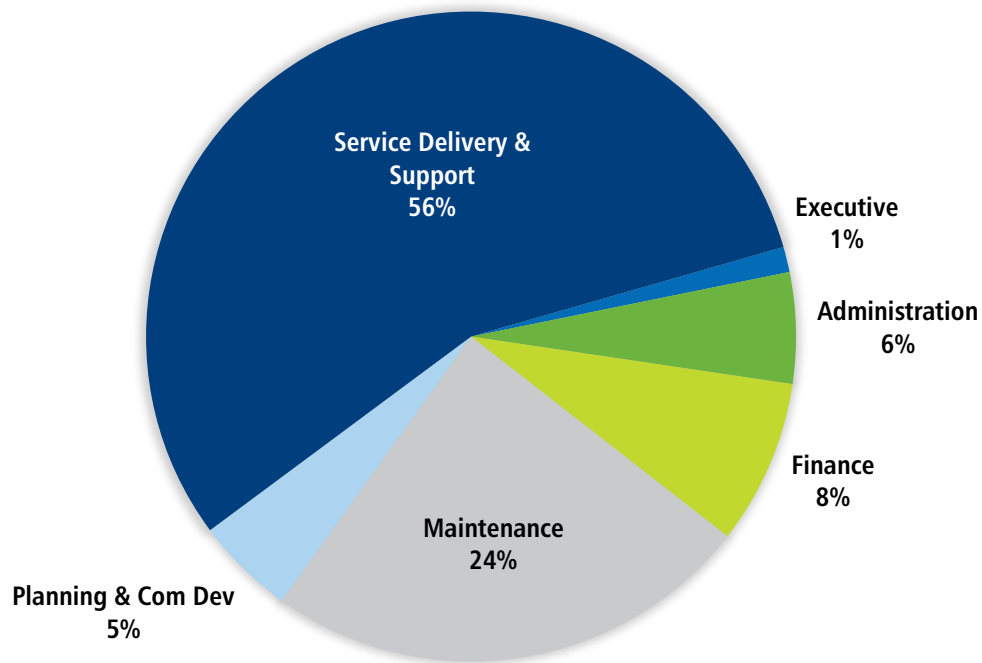
Non-departmental pass-thru payments have been made to Pierce County as part of the 5307 agreements. The amount is higher than budgeted by 86.33%, this due paying two years in 2024. No payments were made in 2023.

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 three-fourths of the annual budget in the third quarter.

	2021	2022	2023	2024		% of Budget Expended
	YTD Actuals	YTD Actuals	YTD Actuals	Budget	YTD Actuals	
Executive	1,423,813	1,187,299	1,306,961	2,916,750	1,490,443	51.10%
Administration	5,040,571	5,754,371	6,014,934	11,563,090	6,551,682	56.66%
Finance	9,033,180	9,457,435	8,211,165	15,322,210	9,711,319	63.38%
Maintenance	24,209,522	23,718,427	26,747,709	42,743,460	28,888,098	67.58%
Planning & Com Dev	4,438,558	4,605,796	5,214,290	11,848,620	5,858,019	49.44%
Service Delivery & Support	53,970,161	53,808,010	57,706,216	104,339,730	66,051,387	63.30%
Subtotal Operating Expenditures	98,115,806	98,531,337	105,201,275	188,733,860	118,550,947	62.81%

OPERATING EXPENDITURES BY DIVISION 2024

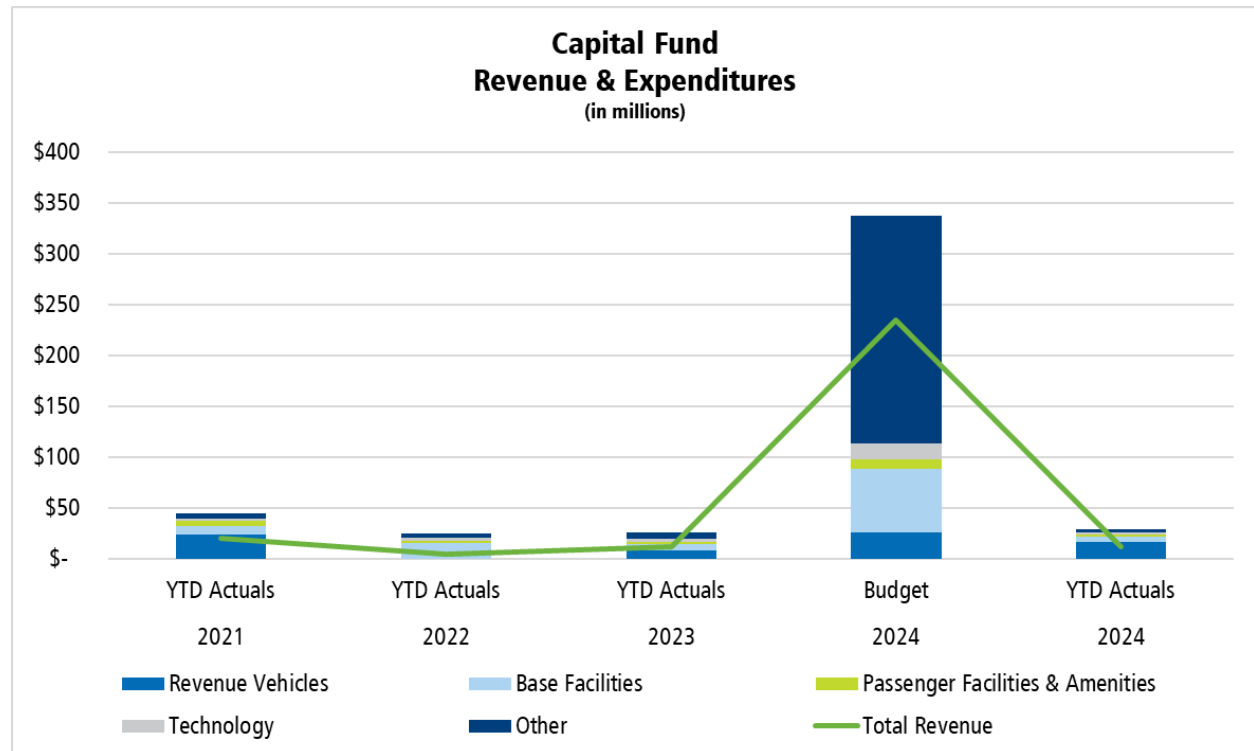


Capital Budget

Capital Fund is designated to provide funding and budgets for projects that meet the guidelines of capital, broadly defined as greater than \$5,000, or aggregate purchases over \$50,000, and useful life of more than one year. Capital projects are budgeted for the full amount in the year that they are added to the capital portfolio. Any unspent budgets are carried forward to the next budget year along with any remaining funding. Funding for projects is received from Federal, State, and other sources and is project specific. Expenditures over revenue are covered using reserves and transfers from the Operating Fund. Classifications of capital expenditures are defined by the National Transit Database (NTD).

	2021 YTD Actuals	2022 YTD Actuals	2023 YTD Actuals	2024 Budget	2024 YTD Actuals
Revenue					
Interest	\$ 47,013	\$ 246,386	\$ 1,533,226	\$ 175,000	\$ 147,660
Grants	20,477,473	4,180,655	10,851,579	234,631,590	11,945,905
Total Revenue	\$ 20,524,485	\$ 4,427,041	\$ 12,384,805	\$ 234,806,590	\$ 12,093,565
Expenditures					
Revenue Vehicles	\$ 23,452,272	\$ 10,213	\$ 7,978,824	\$ 26,452,730	\$ 16,871,617
Base Facilities	8,986,913	15,576,024	6,731,201	61,899,580	4,409,415
Passenger Facilities & Amenities	4,616,248	1,907,487	2,203,051	9,831,360	2,259,976
Technology	2,753,689	3,217,780	2,816,252	15,595,150	2,510,592
Other	5,243,277	4,013,556	6,055,120	223,540,660	2,994,161
Total Expenditures	\$ 45,052,400	\$ 24,725,060	\$ 25,784,448	\$ 337,319,480	\$ 29,045,761
Net Income (Loss)	\$ (24,527,915)	\$ (20,298,019)	\$ (13,399,643)	\$ (102,512,890)	\$ (16,952,196)

% Covered by Outside Funding	45.45%	16.91%	42.09%	69.56%	41.13%
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Summary

Overall, the revenues outpaced the expenditures and added approximately \$22.7 million to our reserves that will be invested until needed for continued operations, planned system recovery and future capital investments.

Revenue	
Operating	161,618,866
Capital	12,093,565
Total	173,712,431
Expenditures	
Operating	121,926,615
Capital	29,045,761
Total	150,972,377
Net Income (Loss)	22,740,054

Reserve Requirements

Operating: A minimum of two months of agency operating expenditures of the current year and is currently \$32.6 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 \$8.0 million each year and \$16.0 million in the final year.

Budget Revisions & Amendments

Budget revisions are done when the approved budget moves from one account to another. Revisions do not have a financial impact on the agency budget. Budget revisions do require the Board of Commissioners' approval when capital projects are increased by \$50,000 or more cumulatively over the life of the project.

Budget amendments occur when unforeseen expenses are anticipated, and the agency budget is increased. Budget amendments require Board of Commissioner approval. Below is a list of changes made to the budget through 3rd quarter of 2024 and a table showing the new fund balances caused by the changes.

2024 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	154,432,880	(3,875,010)	150,557,870	196,924,850	110,670	197,035,520	199,325,870	138,340	199,464,210	152,031,860	148,129,180
Capital	66,537,730	14,846,630	81,384,360	59,749,030	(38,187,068)	21,561,962	118,286,760	(50,762,809)	67,523,951	8,000,000	35,422,371
Total	220,970,610	10,971,620	231,942,230	256,673,880	(38,076,398)	218,597,482	317,612,630	(50,624,469)	266,988,161	160,031,860	183,551,551

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		(8,711,950)			-			-	(8,711,950)	N/A
	Increase Runner Services	2		110,670		110,670	138,340		138,340	(27,670)	N/A
			(8,711,950)	110,670	-	110,670	138,340	-	138,340	(8,739,620)	
Insurance	Beginning Fund Balance Adjustment		4,836,940			-			-	4,836,940	N/A
			4,836,940	-	-	-	-	-	-	4,836,940	
Capital	Beginning Fund Balance Adjustment		14,846,630			-			-	14,846,630	N/A
	Increase Project #652 - Shatterproof Film	1				-	4,632		4,632	(4,632)	N/A
	New Project #679 - Tire Mount Machine	1				-	13,190		13,190	(13,190)	N/A
	Close Project #510 - Hastus Upgrade	1				-	(29,884)		(29,884)	29,884	N/A
	Increase Project #676 - Bldg 5 Redesign	2				-	230,000		230,000	(230,000)	FS2024-021
	Close Project #655 - Puyallup Runner Vehicle	2		(110,670)		(110,670)	(138,340)		(138,340)	27,670	N/A
	Close Project #622 - Bus Repl 2022	2				-	(496,544)		(496,544)	496,544	N/A
	Close Project #656 - Vanpool Telematics	3		(57,740)		(57,740)	(115,480)		(115,480)	57,740	N/A
	Close Project #563 - BRT	3		(52,803,408)		(52,803,408)	(67,106,019)		(67,106,019)	14,302,611	N/A
	Increase Project #649 - Public Safety Vehicle	3				-	36,330		36,330	(36,330)	N/A
	Close Project #679 - Tire Mounting Machine	3				-	(3,282)		(3,282)	3,282	N/A
	Increase Project #624 - Support Vehicle Repl	3				-	1,841		1,841	(1,841)	N/A
	Close Project #662 - Evaporative Fans	3				-	(3,279)		(3,279)	3,279	N/A
	Close Project #641 - Comm Ctr Radio	3				-	(94,839)		(94,839)	94,839	N/A
	New Project #680 - Gantry Charging	3		14,784,750		14,784,750	16,963,830		16,963,830	(2,179,080)	FS2024-039
	Close Project #624 - Support Vehicle Repl	3				-	1		1	(1)	N/A
	Corrections Project #637 & #660 Shuttle	3				-	(13,870)		(13,870)	13,870	N/A
	Close Project #677 - Bldg 1 Training Room	3				-	(11,096)		(11,096)	11,096	N/A
			14,846,630	(38,187,068)	-	(38,187,068)	(50,762,809)	-	(50,762,809)	27,422,371	
	Grand Total		10,971,620	(38,076,398)	-	(38,076,398)	(50,624,469)	-	(50,624,469)	23,519,691	

Projects Closed in 3rd Quarter

Project Name & Number	Budget	Actual
Vanpool Telematics – 656	\$200,000	\$84,520
Bus Rapid Transit – 563	\$236,900,000	\$29,321,346
Tire Mounting Machine – 679	\$13,190	\$9,908
Evaporative Fans – 662	\$30,000	\$26,721
Comm Center Radio Consoles – 641	\$284,500	\$189,661
Support Vehicle Replacement – 624	\$336,679	\$336,679
Bldg 1 Training Room Upgrade – 677	\$73,000	\$61,904