

 PIERCE TRANSIT
TRANSIT DEVELOPMENT PLAN: 2017-2022

More  Direct Service
More  Evening Service
More  Frequent Service



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Section 1 - Organization

Governance and Structure

Pierce Transit is a Public Transportation Benefit Area Corporation (PTBA) incorporated under authority of Chapter 36.57A of the Revised Code of Washington. In 1979 voters passed a 0.3 percent sales tax to fund public transportation, which also formed the PTBA. Pierce Transit is currently funded through a combination of sales tax revenues, fares and grants, as further detailed in Section 9: Operating Revenues and Expenditures.

Pierce Transit provides public transport services in the urbanized portions of Pierce County, as illustrated in Figure 1-1. This is an area covering 292 square miles that generally conforms to the county's growth management boundary and contains an estimated 70 percent of the county population. The service area includes the incorporated cities and towns of Auburn, Edgewood, Fife, Fircrest, Gig Harbor, Lakewood, Milton, Pacific, Puyallup, Ruston, Steilacoom, Tacoma, and University Place. It also includes multiple population centers within unincorporated Pierce County.



BOARD OF COMMISSIONERS

Pierce Transit is governed by a nine-member Board of Commissioners. The Board is currently made up of elected officials representing Pierce County, Tacoma, Lakewood, Puyallup, University Place and the smaller cities and towns in Pierce County. The governance structure allows for a tenth, non-voting union representative, however, this right is currently not being exercised and the position is vacant.



Commissioner Kent Keel
University Place City Council
Chair



Commissioner Nancy Henderson
Represents Cities of Auburn, Fircrest, Gig Harbor, Pacific, Ruston, and Steilacoom
Vice Chair



Commissioner Don Anderson
Mayor of Lakewood



Commissioner Bruce Dammeier
Pierce County Executive



Commissioner Daryl Eidinger
Represents Cities of Edgewood, Fife, and Milton



Commissioner Ryan Mello
Tacoma City Council



Commissioner Heather Shadko
Puyallup City Council

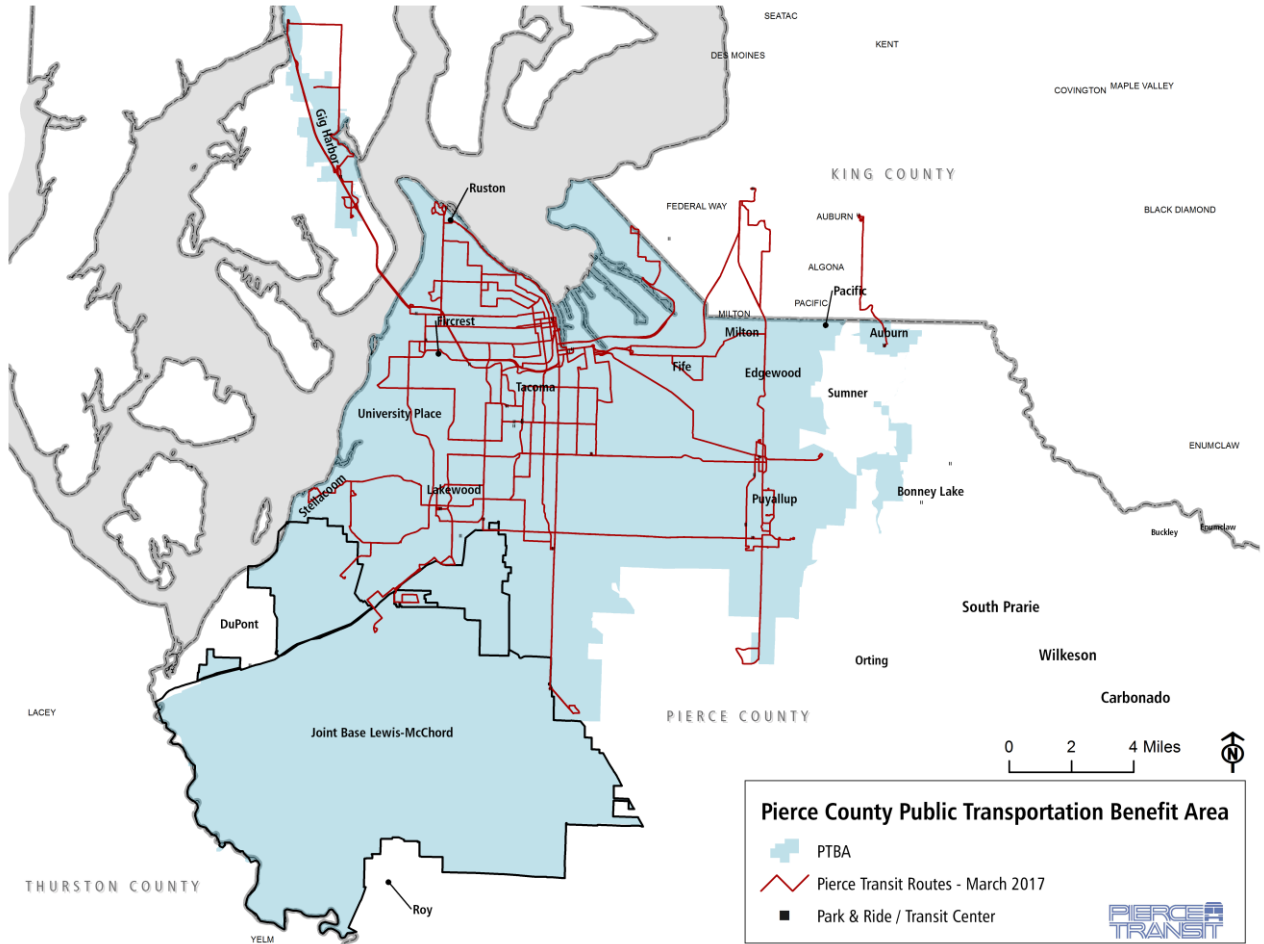


Commissioner Marilyn Strickland
Mayor of Tacoma



Commissioner Rick Talbert
Pierce County Council

Figure 1-1 Pierce Transit Service Area



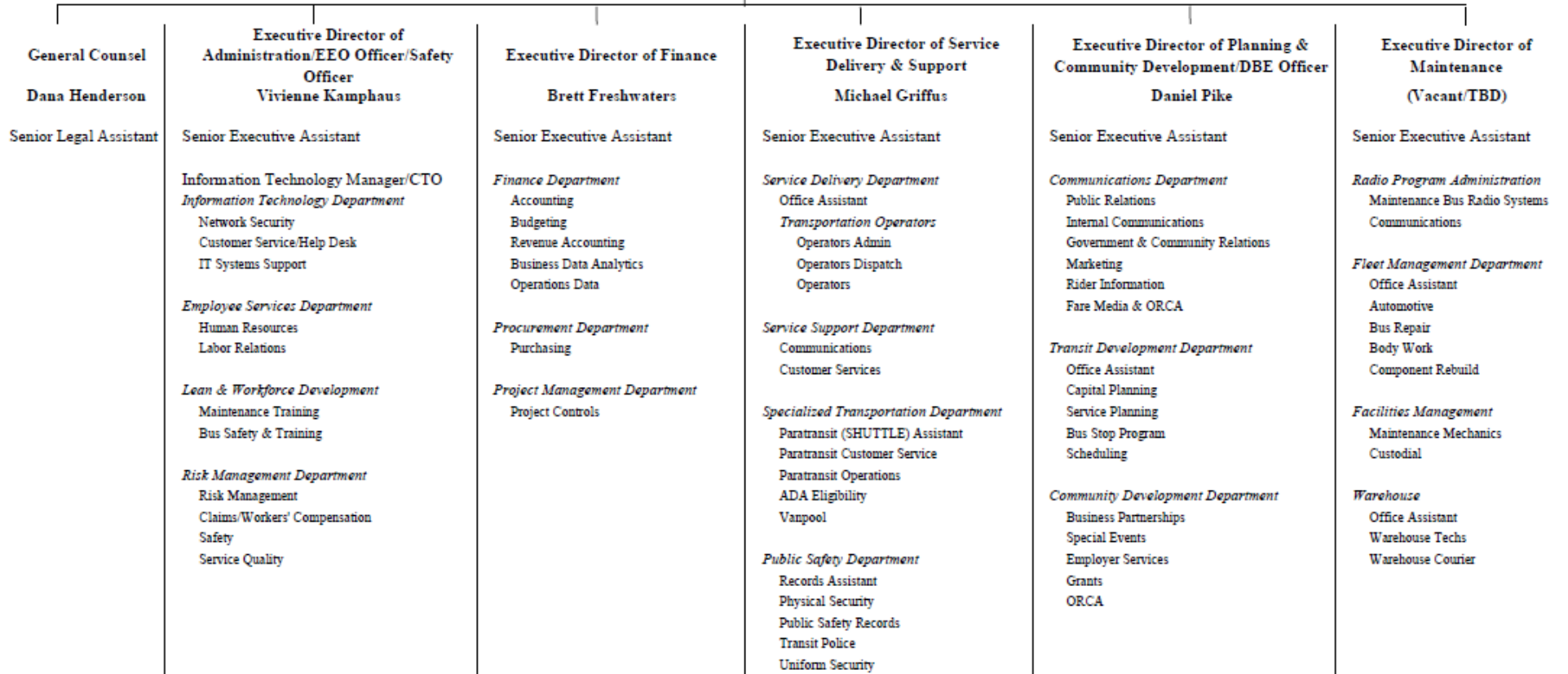
The adopted 2017 budget includes 976 positions and 955 full-time equivalent (FTE) employees. The Service Delivery & Support Division represents 718, and the Maintenance Division represents 147, which combined equate to 88 percent of total positions. The remaining 111 positions or 12 percent are in the Office of the Chief Executive Officer (CEO), Finance Division, Administration Division, and Planning & Community Development Division.

Figure 1-2 2017 Organizational Chart



CITIZENS OF PIERCE COUNTY
BOARD OF COMMISSIONERS
CHIEF EXECUTIVE OFFICER
 Sue Dreier

Deanne Jacobson, Clerk of the Board/Public Records Officer
 Kristol Bias, Deputy Clerk of the Board
 Administrative Services



MISSION

Pierce Transit improves people's quality of life by providing safe, reliable, innovative and useful transportation services that are locally based and regionally connected.

VISION

Your preferred transportation choice for today and tomorrow.

ORGANIZATIONAL VALUES

- **Innovative**...dedicated to providing our customers with leading edge services that enhance their transportation experience.
- **Driven**...continuously improving our capabilities, work habits, processes, and attitudes by listening to our employees and customers.
- **Responsible**...invested in managing the safety, quality, and reliability, of our services.



Section 2 - Physical Plant

Pierce Transit's headquarters and maintenance facility are located at 3701 96th Street SW, Lakewood, Washington 98499.

Transit Centers and Stations

- 72nd Street Transit Center - The 72nd Street Transit Center is located on the northwest corner of E. 72nd Street and Portland Avenue E in Tacoma. This facility has a 68-stall Park-and-Ride lot and is served by five bus routes.
- Commerce Transfer Facility - Located along Commerce Street between S. 9th and S. 13th Streets in Tacoma's downtown core, Commerce includes seven passenger boarding zones, and a bus turnaround/layover facility that is served by 19 Pierce Transit, three Intercity Transit, and two Sound Transit bus routes.
- Lakewood Towne Center Transit Center - This facility is located in the northern peripheral area of the Lakewood Towne Center. It is served by nine Pierce Transit and one Sound Transit bus routes.
- Parkland Transit Center - The Parkland Transit Center is located on the northwest corner of Pacific Avenue and S. 121st Street in Parkland. Two bus routes make trips through this facility, which includes a 62-stall Park-and-Ride lot.
- South Hill Mall Transit Center - The South Hill Mall Transit Center is located in Puyallup on the northwest corner of 5th Street SE and 112th Street E, on the south end of the South Hill Mall. Four Pierce Transit bus routes make trips through this facility.
- Tacoma Community College Transit Center - Located on the Tacoma Community College campus on the northeast corner of S. 19th and Mildred Streets in Tacoma, this facility is served by eight Pierce Transit and one Sound Transit bus routes. Adjacent to the transit center is a 95-stall Park-and-Ride lot.
- Tacoma Dome Station - This facility is located two blocks north of the Tacoma Dome on Puyallup Avenue between East E Street and East G Street. It is served by seven Pierce Transit, four Sound Transit, and three Intercity Transit bus routes. It consists of a 2,353-space parking garage, of which 40 spaces are reserved for short-term parking, connected to a covered waiting area for local and regional express bus routes. Other amenities include bicycle lockers and racks, plus a new secure bike storage area or "spa," 24-hour security, and a customer service outlet. In 2016 three additional bus bays with passenger amenities were constructed on East G Street, on the east side of the station. The Tacoma Dome Station is also Tacoma's hub for Sounder Commuter Rail, Sound Transit Link Light Rail, and Greyhound Bus. In addition, Amtrak will be moving to Freighthouse Square once the new station is completed in 2017.
- Tacoma Mall Transit Center - The Tacoma Mall Transit Center is located across S. 48th Street on the south side of the Tacoma Mall, just east of S. Oakes Street. Eight Pierce Transit, and one Intercity Transit bus routes serve this facility.

Park-and-Ride Lots and Bus Stops

- Park-and-Ride Lots - Pierce Transit's fixed route bus service operates in proximity to 18 of the 23 Park-and-Ride lots in Pierce County, as well as two in King County (Federal Way). Pierce Transit owns five of these lots. The Washington State Department of Transportation (WSDOT), the City of Tacoma, and other public or private entities own the remaining Park-and-Ride lots. A total of 6,798 parking spaces (including the Tacoma Dome Station, transit centers, and carpool-only lots) are available within these Pierce County facilities, plus another 687 parking spaces at the Sounder station in Auburn.
- Bus Stops - There are approximately 2,300 bus stops in Pierce Transit's system. Pierce Transit owns 552 shelters and has 857 benches installed at bus stops throughout the county. Currently, all but six of the stops meet the Americans with Disabilities Act 1990 (ADA) accessibility standards. But note that those six stops were established prior to the passage of the ADA in 1990 and will continue to be upgraded within budgetary and physical limitations.

Bus Stop Program

Bus stops are often Pierce Transit's first and principal contact point with its passengers. The spacing, location, and design of bus stops significantly influence transit system performance and, more importantly, customer satisfaction.

The Bus Stop Program has several key functions:

- Prioritizing the design and development of bus stops through coordination with other departments in Pierce Transit, local jurisdictions, and other key stakeholders
- Reviewing Land Use Actions through comments to local jurisdictions and developers to ensure that bus stops are appropriately designed to both jurisdictional and Pierce Transit standards (In 2016, 234 land use actions were submitted by municipalities both within and outside of the PTBA, resulting in 31 recommendations for transit facilities improvements totaling \$48,520)
- Evaluating all bus stop issues from operators, bus riders and the general public
- Managing the Adopt-A-Stop program (due to significant decline in volunteer participation and staff impacts, the program was suspended in late 2015. We are not currently accepting new applications, but are maintaining existing relationships); and
- Maintaining and updating the Bus Stop Database

The Bus Stop program is responsible for:

- 2,358 stops of which 40 are maintained under the Adopt a Stop program
- 857 benches (either publicly or privately owned, and at transit centers)
- 552 shelters (either publicly or privately owned, and at transit centers) including 77 advertising shelters
- 1,122 trash cans
- 315 blinky lights, which alerts the bus operator that a passenger is waiting at a bus stop
- 82 bike lockers at 13 locations; and
- 41 bike racks at 36 locations

Throughout the service area, Pierce Transit has installed “blinky lights” for passengers to alert Operators of their presence at dimly lit bus stops. These units have been in place for years and are beginning to fail, but unfortunately the manufacturer no longer makes them. As an alternative, the agency discovered the “The Bus Stopper,” which is a mechanical device, as opposed to solar powered/battery operated. It is a fraction of the cost of the previous devices and can be installed in minutes. These units arrived in 2016 and one test unit was installed. Operator feedback about that unit was minimal, with only a few reporting that it didn’t work. Due to time constraints and lack of resources the test period was delayed. The Bus Stop Program will work with Facilities Maintenance in 2017 to determine whether or not these units will meet our needs, or if we need to look for other options.

Pierce Transit partnered with the City of Edgewood in 2016 to install five new bus stop shelters on Meridian Avenue E/SR 161. These shelters are distinct in design; being black with decorative maroon panels that read “City of Edgewood.” The concrete foundations were provided by WSDOT during their street and sidewalk improvement project in this corridor between Milton Way and 32nd Street E. This work was the result of a Land Use Review that began back in 2005.

Furthermore, the Bus Stop Program continues to be an active partner in the Hillside Development Council (Downtown Tacoma). The Council’s primary areas of emphasis are public safety and working to provide a more vibrant area to work, live, and invest.



Other Facilities

- The agency leases space from Pierce County that is used as a Radio & Service Supervisors Building at 9515 39th Avenue Court SW in Lakewood. The property includes a large warehouse at the north end, known as “Screaming Eagle,” which is owned by Pierce Transit.
- First Transit’s SHUTTLE Base at 2410 104th Street Court South in Lakewood. This facility is leased by Pierce Transit and is an important part of the agency’s service delivery component. This facility serves as the First Transit contract SHUTTLE base of operations. All First Transit SHUTTLE vehicles are stored and maintained at this facility.

Sound Transit facilities served jointly by Pierce Transit

- Sounder (commuter train) Stations at Auburn, Lakewood, Puyallup, Tacoma (Freighthouse Square), and South Tacoma
- Federal Way Transit Center at 31261 23rd Avenue S (with connections to King County Metro)
- South Hill Park-and-Ride at 3300 94th Avenue E in Puyallup

Other facilities served by Pierce Transit

- Sound Transit Link Light Rail connecting the Tacoma Dome Station, a regional hub for local and regional express buses and related commuter services, with downtown Tacoma.



Please see Appendices C through E regarding completed forms for the State’s public transportation management system for Pierce Transit’s rolling stock, owned equipment, and facilities’ inventories.

Section 3 - Service Characteristics

As the public transportation provider for Pierce County, Pierce Transit provides a full range of transportation services. These services include local and regional express bus, Americans with Disabilities Act of 1990 (ADA) paratransit service for persons with disabilities, vanpool, rideshare, and special use van programs. Each has been developed cooperatively through working partnerships with local governments, area employers, schools, community organizations and the system's customers. In addition, Pierce Transit is the service provider for Sound Transit's regional express bus routes that originate in Pierce County plus select routes operating solely within King County.

Table 3-1 2016 Passenger Fare Structure for Local Fixed Route, Trolley, Regional Express, and SHUTTLE Service

Local Adult Cash Fare	\$2.00
Local Adult All-Day Pass	\$5.00
Regional Adult Monthly Pass (ORCA – \$2.00 Puget Pass)	\$72.00
Local Youth & Senior/Disabled Cash Fare	\$1.00
Local Youth & Senior/Disabled All-Day Pass	\$2.50
Regional Youth & Senior/Disabled Monthly Pass (ORCA – \$1.00 Puget Pass)	\$36.00
SHUTTLE Cash Fare	\$1.25
SHUTTLE Monthly Pass	\$45.00
Summer Youth Pass (Valid June 1 st thru August 31 st)	\$36.00
Class Pass (Valid for up to 30 people on a one-day round trip on local service)	\$48.00
Gig Harbor Trolley (Operates June 2 nd thru September 5 th) Adult/Youth Fare*	\$0.50
Gig Harbor Trolley Adult/Youth All Day Pass	\$1.00

* Free to seniors and passengers with disabilities

Pierce Transit operates a variety of services, which are categorized according to their operating characteristics.

- Trunk routes are major routes that serve high volume corridors within the Urban Services Area and immediately adjacent suburban neighborhoods. They carry the most passengers, with the highest productivity of any local route. Given their high visibility and importance, trunk routes could feature state-of-the-art customer information, enhanced passenger amenities, and may feature specially branded vehicles that are dedicated to these routes alone.
- Urban routes are significant routes that serve arterial streets within urban areas. They carry large passenger volumes and maintain productivity at or above the system's average. They operate most days of the week, providing somewhat frequent service on weekdays with some night and weekend service.
- Suburban routes are minor routes that serve suburban neighborhoods. Passenger volumes and productivity tend to be low. Still, they provide a vital means for residents of outlying neighborhoods to access more frequent services operating in the region's urban core. They do not, however, provide frequent enough service to attract significant numbers of commute trips that originate in other portions of the urban area. Typically, they operate every 60 minutes or less and may not provide weekend service.

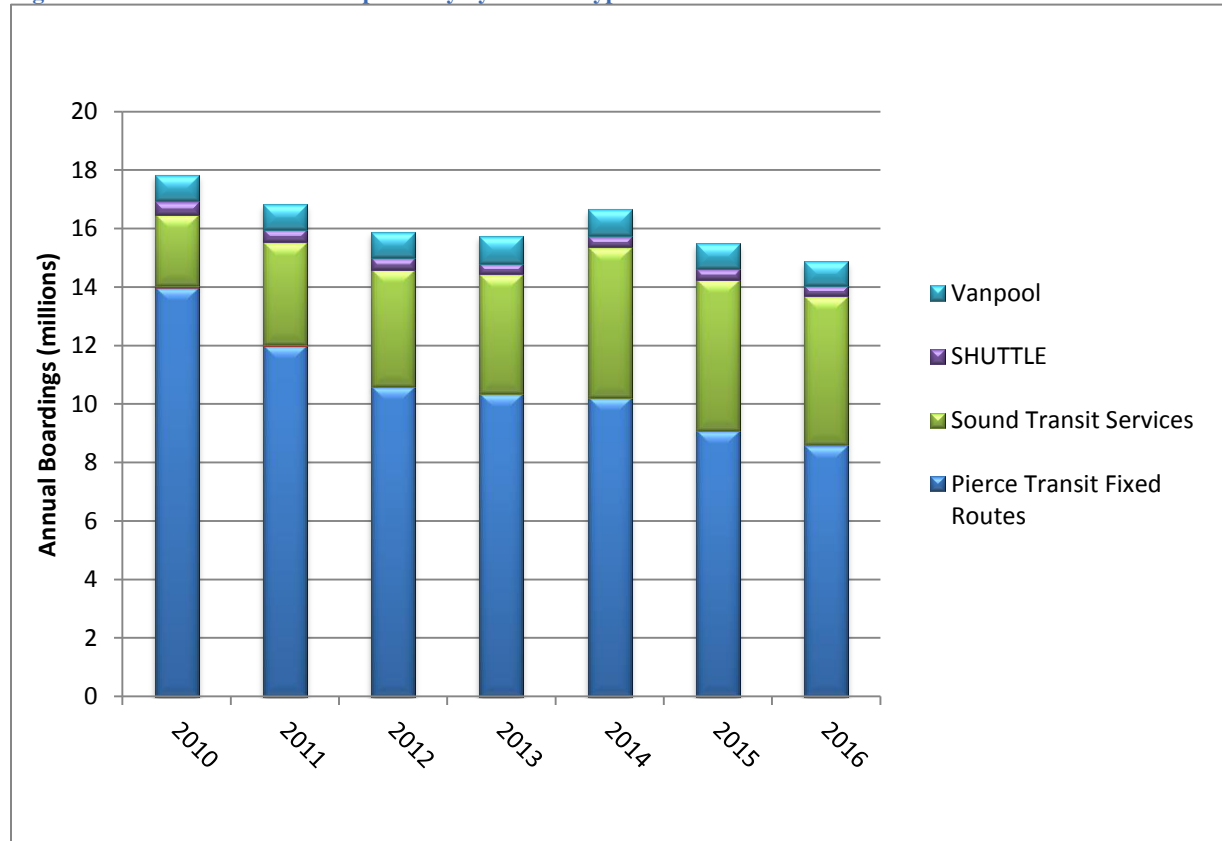
- Community Connector routes are shorter, local area-focused routes which prioritize accessibility over mobility and are therefore less direct. They typically provide feeder service from transit centers or park-and-ride lots to smaller business districts in communities with highly truncated street networks. They can include fixed-route, deviated-route, or other service types in order to accommodate lower density land uses.
- Express routes connect transit centers or park and ride lots with major transit destinations. They allow travel to these distant locations in times that compare to automobiles. They generally operate in the morning and evening peak periods and serve a largely commuter customer base.
- Pierce Transit also operates a number of express routes under contract with Sound Transit. Because Pierce Transit is not responsible for their design or funding, this plan does not address their performance in detail.
- SHUTTLE provides paratransit or demand responsive services for individuals who are eligible for specialized transportation services under the American with Disabilities Act of 1990.
- Vanpools provide grouped transportation opportunities to employment sites throughout the Central Puget Sound region.
- Special Needs vans are provided to local communities and organizations that have unique travel needs that cannot be met by utilizing regular Pierce Transit services.

Separate performance standards are established for each service category. While local fixed route services recorded about 58 percent of all riders boarding in 2016, the number of Express patrons has been growing in recent years. Table 3-2 summarizes boarding trends on each Pierce Transit service during the past seven years. Figure 3-1 illustrates this information graphically.

Table 3-2 Pierce Transit Ridership Trends by Mode: 2010-2016 (Millions of Annual Boardings)

	2010	2011	2012	2013	2014	2015	2016
Pierce Transit Fixed Routes	14.00	12.00	10.60	10.35	10.23	9.10	8.60
Bus PLUS	0.051	0.035	0.000	0.000	0.000	0.000	0.000
Sound Transit Services	2.43	3.50	4.00	4.10	5.15	5.17	5.10
SHUTTLE (Paratransit)	0.46	0.44	0.40	0.37	0.37	0.37	0.35
Vanpool	0.89	0.86	0.88	0.93	0.91	0.85	0.83
Systemwide Total	17.83	16.84	15.88	15.75	16.66	15.49	14.88

Figure 3-1 Pierce Transit Ridership History by Service Type: 2010-2016



Local Fixed Route Service

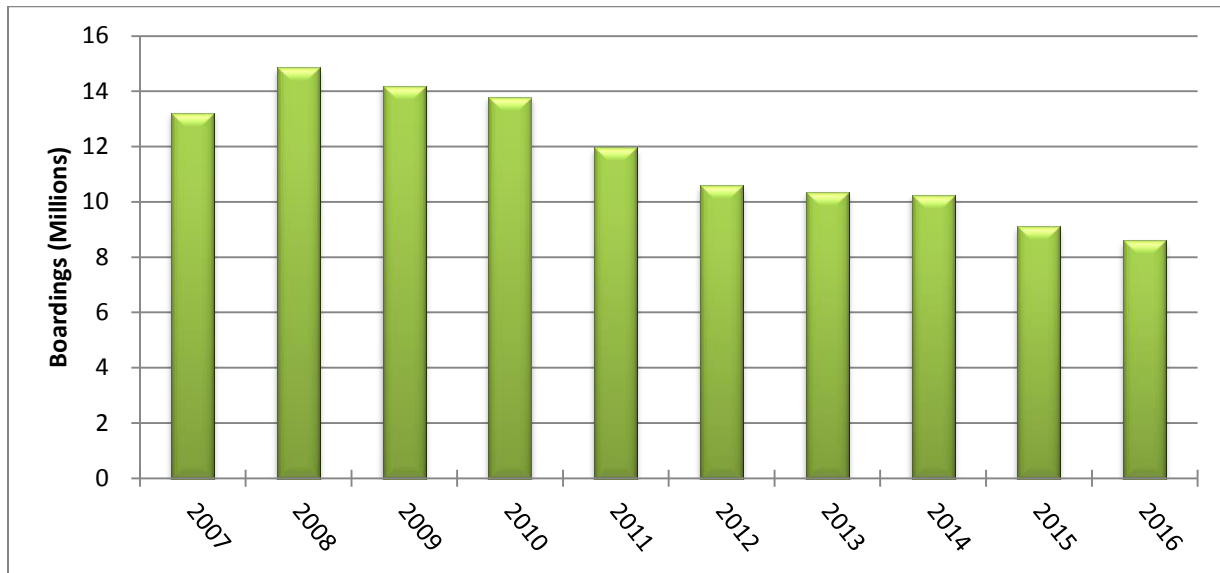
Local fixed routes serve the largest number of customers and consume the largest part of Pierce Transit’s budget. Fixed route services have many advantages, including a predictable and dependable transit system for riders that accommodate a variety of trip purposes. They are also highly dependent on urban form. Fixed routes that operate through compact communities with a well-developed infrastructure of sidewalks, streetlights, and a mix of residential and commercial activities tend to be highly effective and cost-efficient. Often, such services involve less public investment than the infrastructure costs of an expanded road network in the same neighborhood. On the other hand, fixed route services that serve low-density suburbs are generally unproductive and more expensive to operate.

Local fixed route bus service is provided on 37 routes travelling more than five million miles annually throughout Pierce County (a system map is illustrated in Figure 3-2). The farebox recovery ratio for 2016 was 13 percent. All fixed route service is wheelchair accessible. Pierce Transit reported nearly 8.6 million boardings on the local fixed route system during 2016. Figure 3-3 illustrates local fixed route ridership, but does not include ridership on Pierce Transit’s Vanpool, SHUTTLE paratransit, nor on Sound Transit’s regional express services.

Figure 3-2 Pierce Transit Fixed Route Network (as of March 2017)



Figure 3-3 Pierce Transit Local Fixed Route Ridership: 2007-2016¹



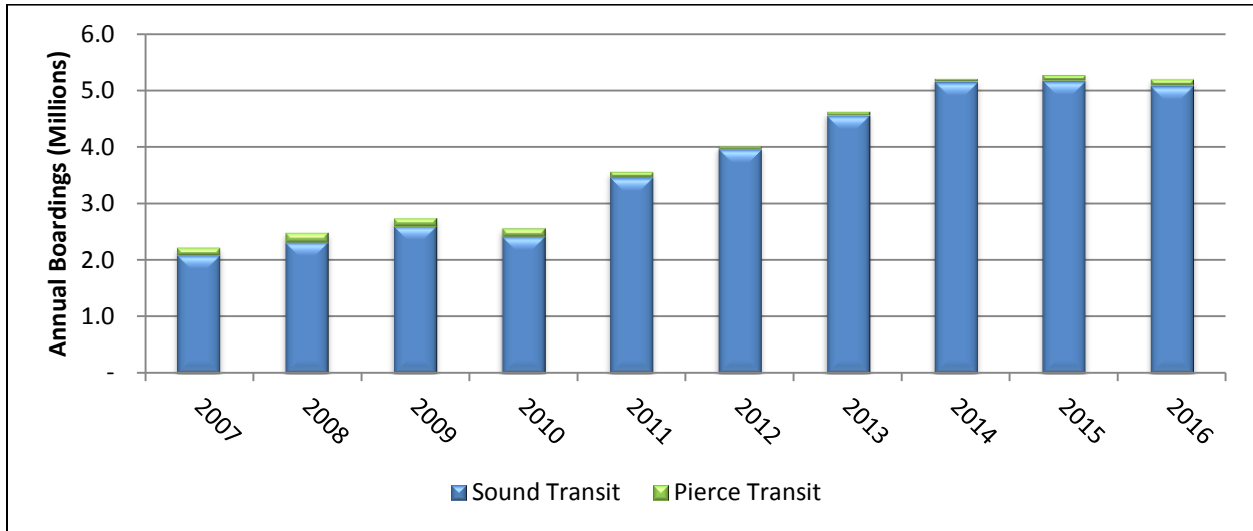
Express Service

Fixed route buses also provide express commuter service to locations in Pierce and King Counties. Pierce Transit offers express service to and from the Gig Harbor Peninsula. Pierce Transit express ridership accounted for 109,557 boardings in 2016. Under contract with Sound Transit, Pierce Transit operates express service to and between many King County locations such as Federal Way, the University of Washington, and Sea-Tac International Airport, in addition to the Seattle express routes. These routes accounted for approximately 5.1 million boardings in 2016. Figure 3-4 summarizes ridership trends on Pierce Transit’s network of three express bus routes, including Sound Transit’s 13 regional express routes.



¹ The gradual decline in ridership from 2009-2016 is due to the economic recession, the failure of Proposition 1 in February 2011 and again in November 2012, as well as record low gas prices. This forced a cumulative 35 percent reduction in annual budgeted service hours (from 661,000 in 2009 to 427,000 in 2014) to address the agency’s budget shortfall. Some service hours were restored in 2015 and 2016 with 454,000 service hours budgeted last year.

Figure 3-4 Pierce Transit and Sound Transit Express Ridership: 2007-2016



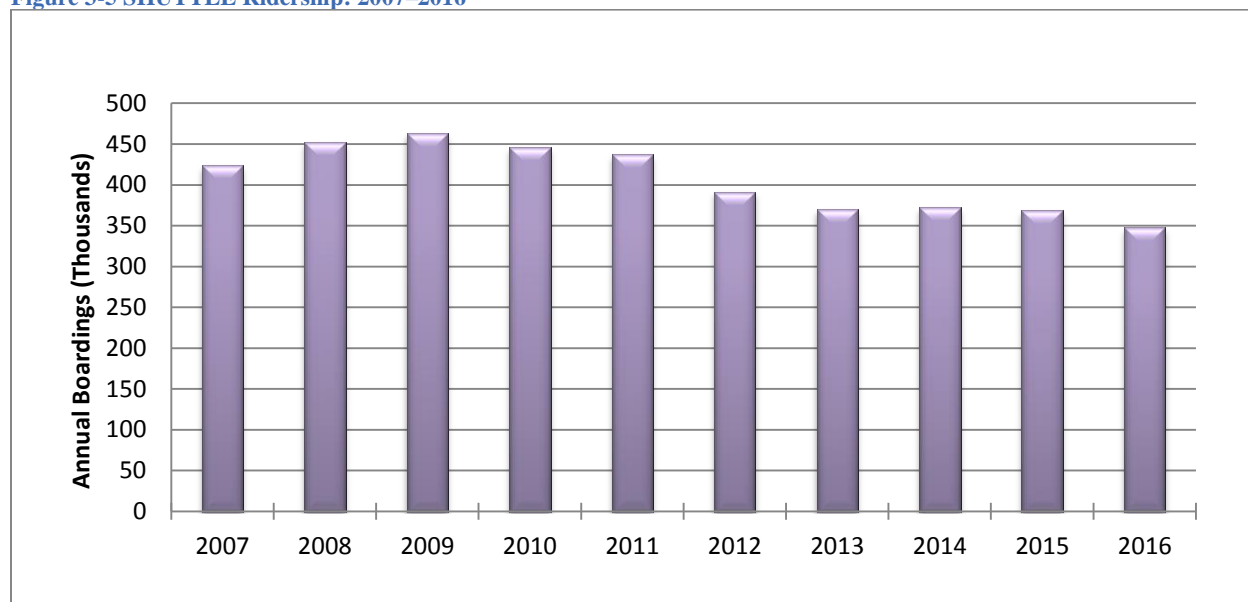
SHUTTLE

Pierce Transit’s SHUTTLE provides transportation for individuals who are unable to access or use fixed route bus services due to a disability. SHUTTLE eligibility standards and service characteristics are designed to meet the complementary paratransit requirements of the Americans with Disabilities Act (ADA) of 1990. Using lift-equipped vans, SHUTTLE provides door-to-door service or in some cases direct access to fixed route service. SHUTTLE provides service that is comparable to fixed route service in a geographic area and hours of service within each area. SHUTTLE is provided directly by Pierce Transit and through contracted services with First Transit. The area served by SHUTTLE is generally defined by the area that is within three-quarters of a mile of a fixed route.



As a transit provider, Pierce Transits’ responsibility under the ADA is to integrate services for people with disabilities to the highest degree possible. Figure 3-5, illustrates SHUTTLE ridership over the last 10 years. In 2015 SHUTTLE provided 368,411 rides, although the farebox recovery ratio was only 1 percent. Implementation of a trip-by-trip review for individuals with conditional eligibility² has proven to be effective for integrating services and managing demand. An increased focus on providing travel-training and community education programs for potential SHUTTLE patrons has also helped. The Adult Day Health Express and Special Use Van programs are focused on creating efficient transportation options for community partners. Providing alternatives and finding new ways to serve individuals with special needs is an area ripe for expansion. During the second half of 2015, SHUTTLE staff focused on improving the customer experience in trip reservations. Customers abandoning reservation calls improved 64 percent from September to December, and the group has a plan in place to continue this performance increase. In 2016, SHUTTLE staff will focus on improving efficiency in the scheduling process by improving the use of current technology, and researching potential software additions.

Figure 3-5 SHUTTLE Ridership: 2007–2016



² The primary objective of the ADA is to create accessibility for individuals with disabilities so they can use the same services in the same settings as the general public. The ADA identifies SHUTTLE (paratransit) service as a “safety net” for individuals who are not capable of using regular accessible public transit. The ADA recognized that there are some individuals who can use the bus system in many circumstances, but some bus travel may be prevented by terrain or distance barriers. Conditional trip-by-trip service is the process of maximizing access and use of the fixed route system by individuals with disabilities, through providing paratransit on an as-needed basis. Approximately 20 percent of all Pierce Transit SHUTTLE riders qualify for this type of service. If a person is conditionally eligible they will use the fixed route bus system unless there are barriers which prevent them from doing so. Implementing conditional eligibility involves assessing locations to see if an individual with limitations is able to independently use the bus to travel to a location, or if the individual would require SHUTTLE service because of terrain barriers such as hills or a lack of curb cuts. The agency assesses these barriers for each location a person with conditional SHUTTLE eligibility travels to.

Coordinated Transportation



Pierce Transit is a founding member of the Pierce County Coordinated Transportation Coalition (PCCTC) and continues to be involved in both local and regional special needs transportation planning. PCCTC seeks to identify unmet transportation needs, create partnerships, and find resources to create services to fill the gaps. Target populations include individuals with disabilities, the elderly, youth between the ages of 12 and 18, low income individuals, and veterans, who are unable to provide their own transportation.

Pierce County Human Services is the lead agency for the coalition and the department provides a position to manage the Beyond the Borders program, as well as facilitate local coalition activities and planning.

In 2016 the PCCTC, with the assistance of The Athena Group (consultants), published the 5-year Transit-Human Services Coordinated Transportation Plan update. Highlights of the plan include:

MISSION: To work together to identify, develop, and coordinate transportation services for people with limited transportation options.

VISION: A coordinated transportation system exists where people with limited transportation options are able to conveniently and seamlessly access transportation services regardless of their physical, cultural, economic, or geographic status.

PCCTC specific goals and associated objectives include:

- **Close Transportation Gaps:** In 2016, the PCCTC hosted two community meetings in Sumner and Key Peninsula to bring together key stakeholders, community leaders and transportation users to facilitate conversation about how to improve transportation in their communities. As a result, new alliances and partnerships were formed to create solutions to close transportation gaps in those communities. In 2017, the focus will be on creating partnerships to improve transportation options for those who receive treatment at local kidney dialysis centers.
- **Connect the System:** In 2016, a pilot was implemented with (4) PCCTC program partners to create a unified client intake form to streamline the process a client uses to sign up for various transportation services they may be eligible for. The pilot was a success, and plans are being made in 2017 to explore the feasibility of continuation and expansion which would include developing formal partnership agreements.
- **Close the Awareness Gaps:** This group did not formally begin work until late 2016. In 2017, the group plans to create an informational brochure highlighting the work of the PCCTC. This piece will be used as a tool to bring to community information fairs. This group will also begin to create an advocacy strategy and objectives for more transportation options for those with limited choices.

Current Programs affiliated with PCCTC include:

Beyond the Borders



This service is for individuals who meet the special needs criteria who wish to travel outside the PTBA. Beyond the Borders (BtB) provides service in rural Pierce County to the South and Eastern portions of the County where there is no public transit. The service also connects riders coming into the PTBA with Pierce Transit fixed route buses or SHUTTLE. There are two deviated connector routes; one route connects Sumner with Puyallup, the other goes from South Hill to Spanaway. These routes can also deviate up to a half mile to pick up customers when needed. BtB also offers demand response service for those who need that level of assistance to travel. Pierce County Human Services is the lead agency with local service provider TransPro handling the scheduling and driving. Pierce Transit provides local funding matched by regional competitive Special Needs Transportation grant awards from the Puget Sound Regional Council (PSRC) and the Washington State Department of Transportation (WSDOT)



In 2016 the program provided over 17,000 trips and the average BtB demand response trip was 8 miles. Sixty-eight percent of the rides in 2016 came into the PTBA to either a destination or to connect with SHUTTLE or fixed route. In late 2016 BtB and Pierce Transit initiated a boundary expansion partnership which allows BtB riders transferring to SHUTTLE service to eliminate the transfer and travel to their final destination if it's only a short distance out of the BtB service area. This will decrease the need for time consuming and expensive BtB to SHUTTLE transfers for some trips. This will reduce per trip costs and will also make these trips more attractive for passengers that no longer have to make transfers.

United Way of Pierce County: Washington Information Network (WIN) 2-1-1



Two-one-one is a three digit number for the One Call/One Click transportation Resource Center for Pierce, Thurston, and Lewis Counties. South Sound 2-1-1 maintains a centralized database of transportation resources available to the public through phone referrals or online at www.win211.org. By dialing 2-1-1, individuals in need of transportation receive a one-on-one assessment of their transportation needs that takes into consideration all available transportation options in order to connect the individual with the appropriate services. The individual will receive a follow-up call to ensure their transportation needs were met. 2-1-1 is able to provide the direct transportation intake/registration for the various transportation programs funded through the Puget Sound Regional Council's Special Needs Transportation competitive grant program.

Key Peninsula School Bus Connections



The Key Peninsula Community Council, the Peninsula School District and the Puget Sound Educational Service District (PSESD) have partnered to provide the Key Peninsula School Bus Connects (KPSBC) program. The program utilizes off-duty school buses to transport all special needs clients on the Peninsula to various stops on the Key Peninsula, as well as connecting with both Pierce Transit and Sound Transit at the Purdy Park-and-Ride, enabling riders to continue their travel to other local and regional destinations. A funding increase in 2016 allowed the program to expand services to 3 days a week. Overall ridership has increased substantially over the prior year. The KPSBG group applied for funding in the fall of 2016 through the consolidated Special Needs Transportation grant competition to continue and maintain service three days a week for 2017-19.

Mustard Seed Project Community Use Van



A second option for seniors and individuals with disabilities living on the Key Peninsula is the Mustard Seed Project's Community Use Van. Volunteer drivers operate a van, granted from Pierce Transit, travelling to and from local destinations including the Silver Sneakers Fitness program at the Gig Harbor YMCA, Senior Lunch at Key Peninsula Community Services, as well as accommodating local stops along the way. The Community Use Van runs a regular schedule several days each week plus special events throughout the year. The van also provides a feeder service for seniors who would like to use the Key Peninsula Bus program but are not close enough to a scheduled stop.

Catholic Community Services Volunteer Transportation Services



Catholic Community Services (CCS) Volunteer Transportation program provides door through door service for low income adults, the elderly, and individuals with disabilities. These customers cannot afford to pay for transportation and cannot drive themselves, due to physical or mental limitations. The transportation is provided free of charge by screened and trained volunteers who use their own vehicles. The program provides transportation for grocery shopping, medical trips, and other essential errands such as accessing vital services (e.g., banking, social services, etc.). CCS also has two volunteer "Bus Buddies" who travel with the elderly or individuals with disabilities to help them feel more comfortable with fixed route system use.

Road to Independence



The Puget Sound Educational Services District (PSESD) operates The Road to Independence WorkFirst Van Program. The grant funded program provides both pre-vocational training and special needs transportation. This program provides free rides for low income and special needs individuals to work and other employment-related activities.

The program serves participants in East Pierce County and South King County and will help these individuals' access destinations within the PTBA. The program also trains low income and volunteer drivers who operate the vans, gaining skills and on-the-road experience prior to completing the Class B CDL class with an endorsement. Upon completion of training, they move into employment in the transportation field, quite often as school bus drivers.

In 2016, the Road to Independence WorkFirst Van Program was able to help more individuals in Pierce County; thanks to being awarded a van from Pierce Transit's Care-A-Van program. The granting of this newer van has helped in achieving the program objective of providing rides to support employment for their clientele. Two examples of individuals they have transported includes Edward, who has worked at Goodwill for thirty years, and a teacher in Tacoma with degenerating eye sight and cannot drive, who works with special needs students. Having transportation has helped these individuals and many others keep their job or find work.

MultiCare Adult Day Health Express (ADHE)

The MultiCare Adult Day Health Express (ADHE) program began in 2010 as a demonstration project with the Pierce County Coordinated Transportation Coalition (PCCTC). This program marked the first time Pierce Transit has received any shared funding for Medicaid sponsored service. MultiCare continues to contribute \$15 a day per Medicaid participant, and Pierce Transit remains the primary funding source and fiscal agent. The structure of the service has allowed Pierce Transit to significantly reduce transportation costs, and maximize productivity when compared to SHUTTLE.

In 2016 MultiCare went through an RFP process and a new provider was selected; Around the Sound/Transpro. This agency has extensive experience providing transportation services for individuals with special needs throughout the Puget Sound area. The transition went smoothly and the productivity did not drop off. The ADHE provided a total of 34,354 trips in 2016. This program is a great example of what can be accomplished through participation in coordinated transportation programming.

Pierce Transit Community Vans Program



Pierce Transit's Community Van programing provides vehicles to social service organizations so they may provide transportation for their clients. There are three different program models, Special Use, (commuter vans), Community Solutions (retired SHUTTLEs) and in 2016 Pierce Transit launched the Care-a- van program. Care-a-van places retired commuter vans with social service organizations. These organizations must apply and be considered through a competitive process and agree to report the number of trips they provide for their clients for a year to off-set the value of the vehicle. The organizations provide the maintenance, insurance, and operate the vehicles.

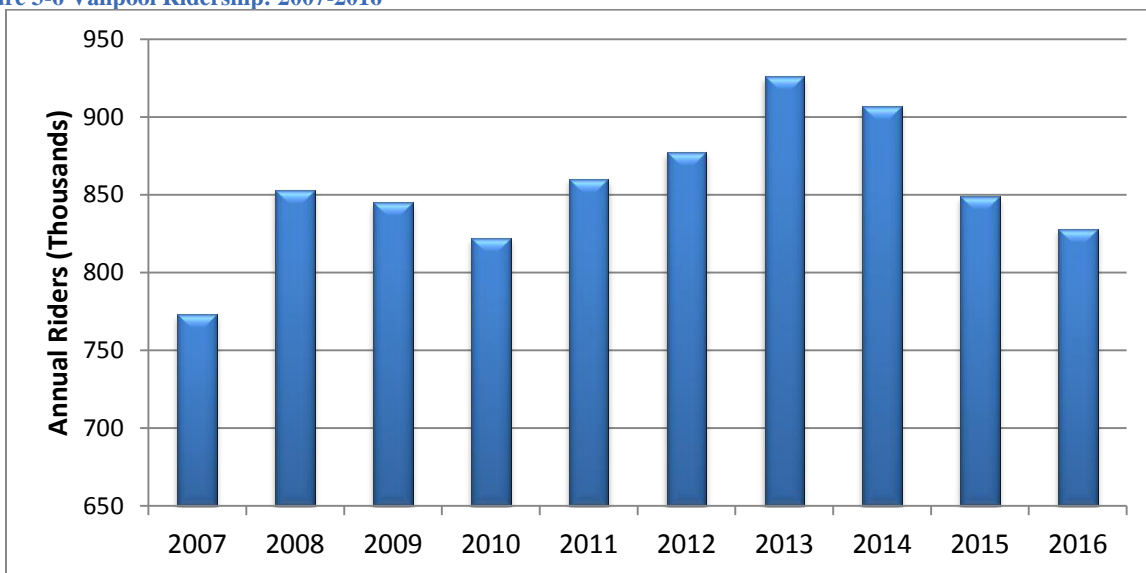
By the end of 2016, six agencies qualified for Care-a-van vehicles: Puget Sound Educational Services District, the Before and After School Enrichment Program, Goodwill of the Olympics and Rainier Region, The Rescue Mission, The Tacoma Housing Authority and the New Hope Resource Center. The four vehicles in service for 6 months of 2016 provided 3,803 trips at an estimated cost of \$3.25 per trip. The final two vehicles in this program were awarded in December of 2016, so once they begin providing trips in 2017, the overall cost per trip of the program will continue to drop. An expansion of 6 more Care-a-van vehicles is the target for 2017.

Pierce Transit continued to provide accessible vehicles (retired SHUTTLE vehicles) through the Community Solutions program. There were two agencies in this program to start 2016; it is now down to one, the Mustard Seed Project. The Special Use van program (typical vans) added one vehicle in 2016, so the total is 7 vehicles for both programs. Acres Landing operates six of these vehicles. These participant agencies provide the driver and insurance, Pierce Transit manages the gas, and maintenance. These vehicles provided a total of 42,580 rides in 2016. These three programs, Special Use, Community Solutions, and Care-a-van combined to transport a total of 46,383 riders in 2016.

Vanpool Services

Since its inception in 1986, the Vanpool program has expanded to an active fleet of 366 vans commuting to and from major employment centers under the County’s *Pierce Trips* Commute Trip Reduction program. This successful program complements Pierce Transit’s network of local and express services, providing commute alternatives to many destinations that cannot be effectively served by fixed route services. Vanpools are also very cost-effective as participants pay approximately 69 percent of direct operating costs through fares. In 2016 Pierce Transit vanpools provided more than 828,000 rides or 5.5 percent of the agency’s total ridership. Figure 3-6 depicts vanpool ridership over the past ten years.

Figure 3-6 Vanpool Ridership: 2007-2016



Pierce Transit Community Van Programs

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Ridematch Services

Pierce Transit collaborates with regional transit partners in enhancing and maintaining the RideshareOnline.com (RSO) ridematching system. The system is a resource for commuting options for individuals interested in using an alternate commute mode. RSO is managed by the Washington State Department of Transportation (WSDOT) and is available in Washington, Idaho, and Oregon. RideshareOnline.com is a free tool for the traveling public to help reduce traffic congestion, improve air quality, and sustain the quality of living in our region.

Employers, commuters, and event-goers use RideshareOnline.com as a gateway to information on travel options and incentive programs for commute and non-commute trips. It also offers tools for employers to implement and manage their commute reduction programs. RideshareOnline.com assists commuters by providing carpool, vanpool and bicycle ridematching and other services.

Employer Services

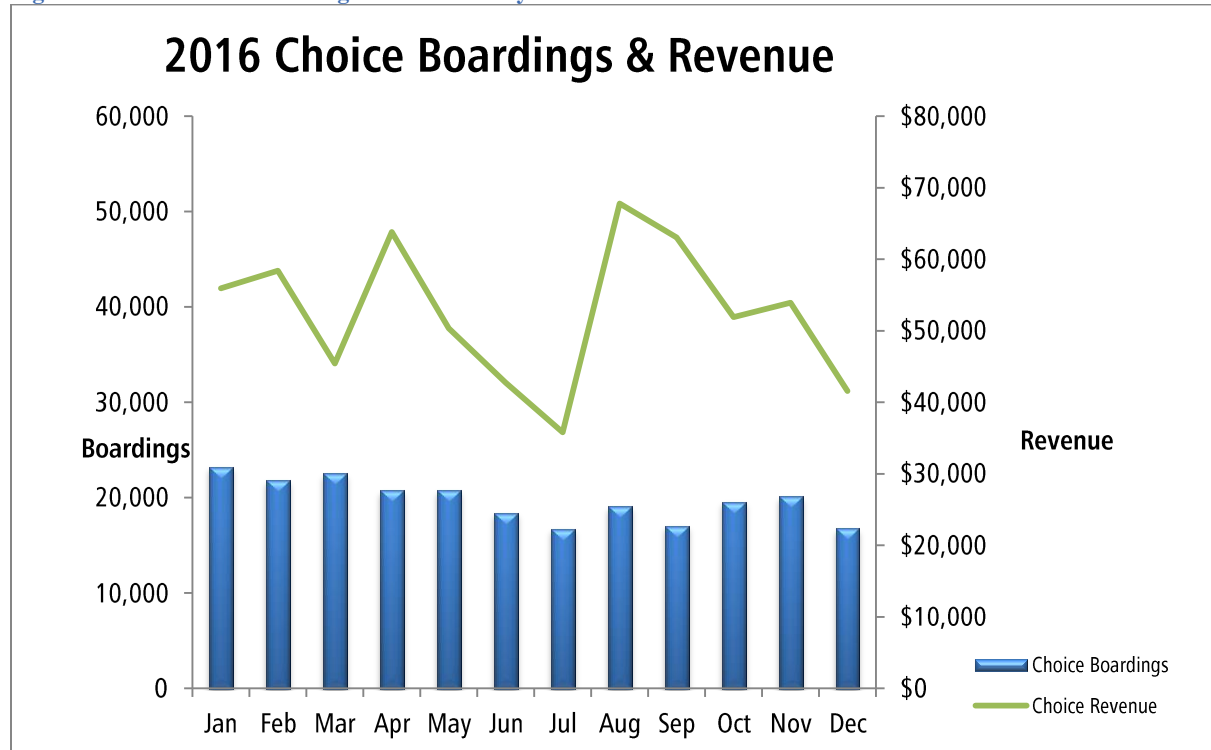
Business powers the economic engine of Pierce County, effectively enabling Pierce Transit to exist. Employer Service's role is to initiate and maintain valuable relationships with the business community. Customized transportation programs are employed as our key strategy for success.

Since 1991, as part of the statewide Commute Trip Reduction Law, now known as the Commute Trip Reduction (CTR) Efficiency Act, major employers in the county (100+ employees) are required to develop trip reduction programs that encourage the use of non-drive alone commute modes. Employer Services engages directly with these employers to create an effective suite of services to meet their needs. These services include providing one-on-one assistance in setting up ORCA Business Accounts to subsidize transit passes, forming carpools and vanpools, educating employees and managers through on-site meetings, and providing incentives to encourage smart commutes. We work with businesses of all sizes. Currently, over 175 employers are partners of Pierce Transit including large worksites and voluntary sites throughout the county. Local active businesses include Clover Park Technical College, DaVita, Franciscan Health System, Joint Base Lewis-McChord, MultiCare Health System, Pacific Lutheran University, Port of Tacoma, Propel Insurance, State Farm Insurance, Tacoma School District, University of Puget Sound, and University of Washington – Tacoma.

As part of developing individual worksite transportation programs, Employer Services manages ORCA Business Accounts. ORCA Business Accounts provide entities with the option of purchasing retail products they load themselves (Choice Accounts) or annual regional products pre-loaded (Passport Accounts). Pierce Transit is the administrator (Lead Agency) of 58 Choice and 19 Passport Accounts.

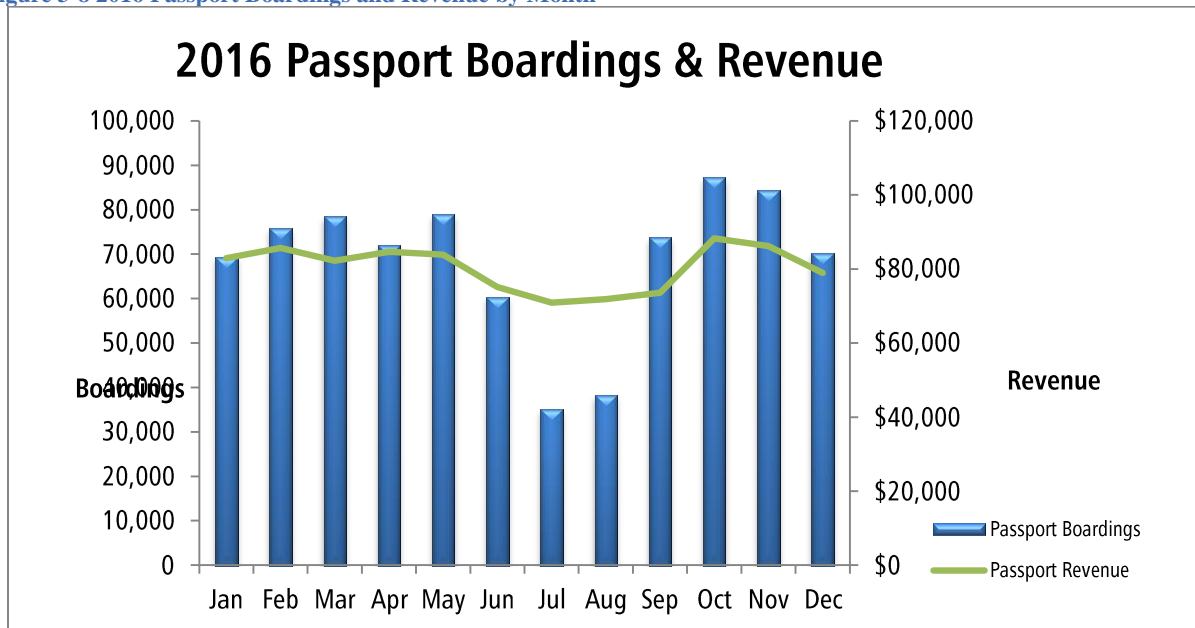
In 2016 Choice accounts generated an average of 19,732 boardings each month for an annual total of 236,788 boardings. Monthly Choice revenue averaged \$52,560 with \$630,730 in annual revenue for Pierce Transit (depicted in Figure 3-7).

Figure 3-7 2016 Choice Boardings and Revenue by Month



In 2016 Passport accounts generated an average of 68,632 boardings each month for an annual total of 823,578 boardings. Average monthly revenue was \$80,340 for a total of \$964,100 in annual revenue (depicted in Figure 3-8).

Figure 3-8 2016 Passport Boardings and Revenue by Month



In addition to being the Lead Agency for 58 Choice and 19 Passport accounts, Pierce Transit participates in additional regional accounts. These regional accounts began in 2007 and have grown from a mere 20 accounts representing approximately \$228,000 in annual vanpool revenue for Pierce Transit, to 904 accounts representing \$1.16 million in annual transit and vanpool revenue for Pierce Transit. This increase in accounts is due primarily to the fact that all Passport Accounts became fully regional beginning in 2009. Figures 3-9 and 3-10 demonstrate this growth.

Figure 3-9 Regional Accounts: 2007-2016

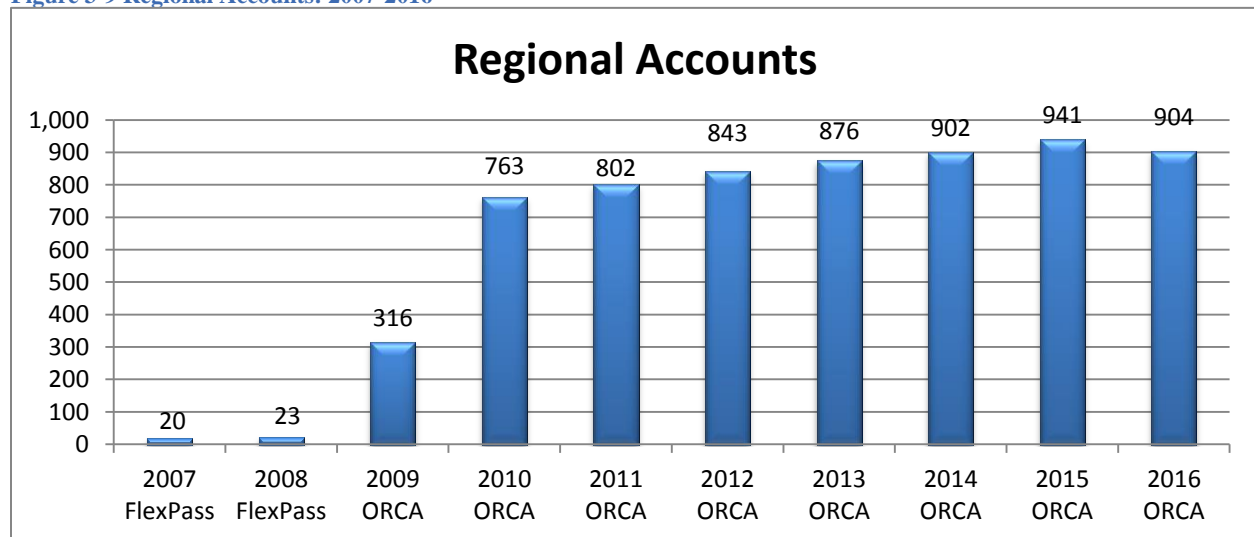
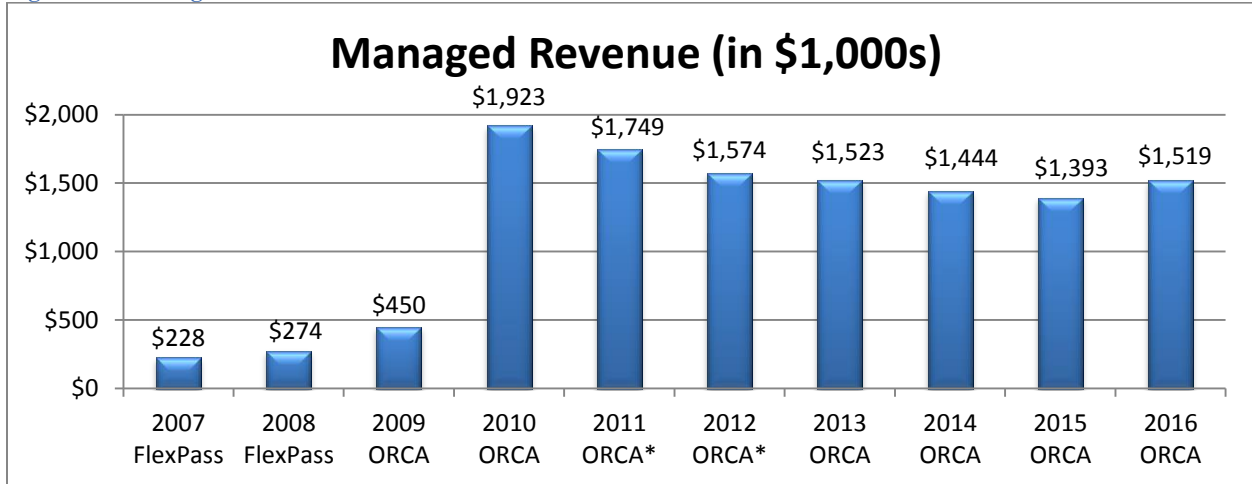


Figure 3-10 Managed Revenue: 2007-2016



*Decrease due to some large ORCA Passport accounts not renewing their annual contracts.

Employer Services functions as the universal partner in Pierce County connecting to all jurisdictions and central business districts. Through our programs and services we strengthen Pierce Transit’s reputation as a responsible business partner, while increasing ridership on our services.

Section 4 - Service Connections

Pierce Transit operates a network of six transit centers, where several routes connect with coordinated transfer opportunities. Each facility offers sheltered waiting areas, and most are located near a major community activity center. While not offering timed transfers, the Commerce Transfer Facility in Downtown Tacoma provides a central focus for transit activity and includes layover space that is used by Pierce Transit, Sound Transit, and Intercity Transit vehicles.

Pierce Transit connects with five other public transit providers, two ferry terminals, as well as Amtrak rail and Greyhound bus services:

- **Beyond the Borders** - Through a partnership with the Pierce County Coordinated Transportation Coalition, seniors, persons with disabilities, and low income residents of Pierce County living outside of the Pierce Transit service area are eligible for free transportation services from their home to the closest Pierce Transit bus stop. From these stops they can connect to the Pierce Transit service area.
- **GO Transit** – This weekday-only service offers five fixed routes to and from Joint Base Lewis-McChord. Route 2 provides connections to the SR 512 Park-and-Ride.
- **Intercity Transit** –Intercity Transit operates Olympia to Tacoma Express service linking Pierce and Thurston counties. Intercity Transit provides four weekday routes (603, 605, 609, and 612) and one weekend route (620) providing service to Lakewood and Tacoma from Olympia and Lacey in Thurston County.
- **King County Metro** – Pierce Transit Routes 402, 500, and 501 all make connections with King County Metro services at the Federal Way Transit Center (i.e., Routes 179, 181, 182, 183, 193, 197, and RapidRide A Line). Additional connections with DART Routes (as deviated service; either must be prearranged) 901 to Mirror Lake and 903 to Northeast Tacoma (albeit subsidized by Pierce Transit). Connections to King County Metro can also be made at the Auburn Sounder Station via Pierce Transit Route 497.

In September 2016, Pierce Transit operationalized Route 63 following a one-year pilot project to reintroduce express service between Northeast Tacoma and downtown Tacoma. This is the first time since 2011 Pierce Transit has been able to offer direct service between northeast Tacoma and downtown. The route offers northeast Tacoma residents a quick and easy way to get downtown and back, and improved connections with the Federal Way Transit Center.

The Northeast Tacoma Express provides peak-time morning trips from northeast Tacoma into downtown, and afternoon/early evening peak-time trips from downtown back to northeast Tacoma. To further assist riders, Pierce Transit has partnered with King County Metro, which is extended its Route 903 to connect with Pierce Transit's Route 63. Route 903 delivers and picks people up in their neighborhoods around northeast Tacoma and at the Federal Way Transit Center.

- **Kitsap Transit** – Kitsap Transit provides the Purdy Connection route with five connections on weekdays from the Port Orchard Ferry to Pierce Transit Routes 100 and 102 at the Purdy Park-and-Ride. Sound Transit's Express Route 595 also serves the Purdy Park-and-Ride.

- **Sound Transit** – Pierce Transit provides convenient connections to Sound Transit express bus service and Sounder Commuter Rail service at several transit centers, Park-and-Rides, and Sounder stations throughout Pierce County. These include: Auburn Sounder Station, Commerce Street Transfer Area, Kimball Drive Park-and-Ride, Lakewood Sounder Station, Lakewood Transit Center, Narrows/Skyline Park-and-Ride, Purdy Park-and-Ride, Puyallup Sounder Station, South Hill Mall Transit Center, South Hill Park-and-Ride, South Tacoma Sounder Station, SR 512 Park-and-Ride, Tacoma Community College Transit Center, and Tacoma Dome Station.
- **Pierce County Ferries** – Connections to Anderson Island and Ketron Island via the Pierce County Ferry can be made at the Steilacoom Dock via Pierce Transit Route 212.
- **Washington State Ferries** – The Tahlequa ferry connection to Vashon Island can be made at Point Defiance via Pierce Transit Routes 10 and 11.
- **Greyhound** – The Greyhound Bus terminal is located at the Tacoma Dome Station facility and is serviced by seven local Pierce Transit routes: 13, 41, 102, 400, 500, and 501.
- **Amtrak** – Pierce Transit routes 41, 500, and 501 provide regular weekday and some weekend service to the Tacoma Amtrak train station at 1001 Puyallup Avenue. (The new Tacoma Amtrak Cascades Station, located at Freighthouse Square, is scheduled for opening in fall 2017).
- **Park-and-Ride Lots** - Pierce Transit also operates a network of Park-and-Ride facilities that are located throughout Pierce County. There are currently 6,175 parking spaces available, a majority at facilities owned and operated by Pierce Transit. On average, 85 percent of the county’s Park-and-Ride lots’ parking stalls are occupied on any given weekday. Table 4-1 identifies those facilities and locations, owned by both Pierce Transit and others.



Table 4-1 Pierce County Park-and-Ride Facilities

Pierce County Park-and-Ride Lots Owned or Leased by Pierce Transit			
Facility	Stalls	Facility	Stalls
72nd Street Transit Center <i>72nd Street E & E. Portland Avenue - Tacoma</i>	68	Roy “Y” <i>SR 7 at SR 507 - Spanaway</i>	100
Kimball Drive Park-and-Ride <i>SR 16 at Kimball Drive – Gig Harbor</i>	306	Tacoma Community College Transit Center <i>S. 19th Street & S. Mildred Street</i>	95
Parkland Transit Center <i>121st Street E & Pacific Avenue S</i>	62	Tacoma Dome Station <i>Puyallup Avenue between E & G Streets</i>	2,337

Pierce County Park-and-Ride Lots Owned by Others			
Facility (Owner)	Stalls	Facility (Owner)	Stalls
Center Street (WSDOT) <i>SR 16 at Center Street - Tacoma</i>	75	South Tacoma Sounder Station (Sound Transit) 5650 S. Washington Street	220
Lakewood Sounder Station (Sound Transit) 11424 Pacific Highway SW	600	State Route 512 (WSDOT) <i>S. Tacoma Way at I-5/SR 512 Interchange - Lakewood</i>	493
Narrows/Skyline (City of Tacoma) <i>6th Avenue & N. Skyline Drive</i>	195	Sumner Sounder Station (Sound Transit) 810 Maple Street	302
North Purdy (WSDOT) <i>144th Street NW at Purdy Drive NW</i>	200	Sunset Park (City of Auburn) <i>1306 69th Street SE –Lakeland Hills</i>	10
South Purdy (WSDOT) <i>SR 16 at Goodnough Drive NW</i>	20	South Tacoma - West (WSDOT) <i>Tacoma Mall Blvd. at S. 56th Street (Southeast Side)</i>	78
Puyallup Sounder Station (Sound Transit) 131 W. Main Avenue	364	South Tacoma - East I (WSDOT) <i>S. Alaska Street at S. 56th Street (Northwest Side)</i>	33
Puyallup Red Lot (Sound Transit) <i>5th Street SW at 9th Avenue SW</i>	219	South Tacoma – East II (WSDOT) <i>S. Alaska Street at S. 56th Street (Southwest Side)</i>	44
South Hill (Sound Transit) <i>9th Street SW at 31st Avenue SW - Puyallup</i>	354	Note: The acronym WSDOT in parentheses indicates a Washington State Department of Transportation-owned facility.	

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Section 5 – Notable Activities in 2016

Restoration of Service Hours

The service improvements implemented in September 2016 comprise the first of three rounds of successive service changes planned by Pierce Transit over the next year and a half (i.e., in September 2016, March 2017, and September 2017). The restoration of 11,500 annual service hours in 2016, on top of the 15,000 added in 2015, are demonstrable commitments to returning service to pre-Great Recession levels.

These changes revolve around frequency and span improvements to existing routes and did not require extensive community outreach or a Title VI analysis (e.g., route restructuring, route addition, route elimination, etc.). Existing ridership patterns were examined to highlight the best opportunities for service additions. The patterns suggested that expanding service on the trunk routes (specifically Routes 1 and 2) would provide the most immediate system wide benefits, being that they carry the most riders and generate the most transfer activity. In addition to Routes 1 and 2, four urban routes were identified that end early in the evening but could benefit from extended evening service. Routes 10, 13, 14, and 54 have higher productivity in the evening compared to a.m. peak service, positioning these routes for productive runs in the evening with extended span. Finally, Saturday service on Route 500 was identified as a candidate for improved frequency. It is the most productive route in the Pierce Transit system on Saturdays and operates at hourly headways, while many less productive routes operate every 30 minutes.

The following tables show the additional revenue hours by route needed to implement each improvement. None of the improvements required additional peak buses. Figure 1 shows routes receiving mid-day or evening span improvements. Figure 2 shows individual trip additions.

As part of this exercise, we also estimated the increase in ridership that should result from the investment in additional revenue hours. For routes with proposed frequency improvements during their existing span, anticipated growth in ridership was estimated by applying a service frequency elasticity of 0.5 (ridership increases by $\frac{1}{2}$ percent during the given service period for each percent increase in frequency³). For Saturday service on Route 500, we applied an elasticity of 0.25. For routes with proposed additional trips to extend span of service later into the evening, anticipated growth was calculated by applying an elasticity of 0.25 to all day ridership for each one percent increase in revenue hours.

³OCTA Guidelines for Service Elasticity Factors from “Fixed-Route Transit Ridership Forecasting and Service Planning Methods,” *TCRP Synthesis 66*, (2006).

Figure 5.1 Expansion for Midday Frequency/Evening Span Enhancements

Route	Improvement	From	To	Span	Extra Daily Hours	Extra Annual Hours	Increase In Annual Boardings	Estimated Boardings per Vehicle Revenue Hour
1 WD	Midday frequency to 15 minutes	8:05 AM	2:45 PM	6:40	20.0	5,100	107,300	21
2 WD	Midday frequency to 20 minutes	8:25 AM	1:50 PM	5:25	10.5	2,700	40,400	15
500 SAT	30 minute frequency all day	7:55 AM	8:55 PM	13:00	13.0	700	9,000	13

Figure 5.2 Service Expansion for Routes with Additional Trips

Route	Improvement	Extra Round Trips	Extra Daily Hours	Extra Annual Hours	Increase In Annual Boardings	Estimated Boardings per Vehicle Revenue Hour
4 WD	Extend service until 9 PM (30 minute frequency)	2	5	1,300	6,700	5
10 WD	Extend service until 8 PM (30 minute frequency)	3	3	800	6,100	8
13 WD	Additional evening trips	2	2	500	1,600	3
14 WD	Additional evening trips	1.5	1.5	400	1,600	4
54 WD	Additional evening trips	2	1.4	400	3,000	8

Refurbishing Customer-facing Facilities (“Refreshing” our Public Image)

In July 2016, the Board of Commissioners approved a \$3 million proposal to use some of the agency’s reserve account to repair and upgrade three transit center facilities in Tacoma (72nd Street and Portland Avenue, Tacoma Community College, Tacoma Mall) plus a Park-and-Ride in Lakewood (S. Tacoma Way at SR 512). These Transit Centers and Park-and-Ride are some of Pierce Transit’s oldest facilities and are showing significant signs of deterioration. Many times they are the place where riders first see the “face” of Pierce Transit. Availability of shelters, amount of lighting, and safety waiting after dark are all identified as key indicators in improving customer satisfaction. The renewal projects will provide an opportunity to address issues raised by the public to improve their perception of safety, and provide a better Pierce Transit experience for riders by making necessary and long overdue repairs to some of our key facilities.

The projects include improving the overall deteriorated and run-down appearance, fixing trip hazards, repairing cracked and failing asphalt surfaces, improving lane markings, and ADA improvements. It also includes replacing light fixtures with new modern LED fixtures for better visibility at night, replacing signage that is outdated or missing, re-striping and numbering of parking stalls, repairing damaged curbing, roadway and parking surfaces, renewing landscaping, repairing damaged shelters, replacing and adding customer seating, re-painting painted surfaces, and other needs as identified.

Sound Transit 3 Levy Passes

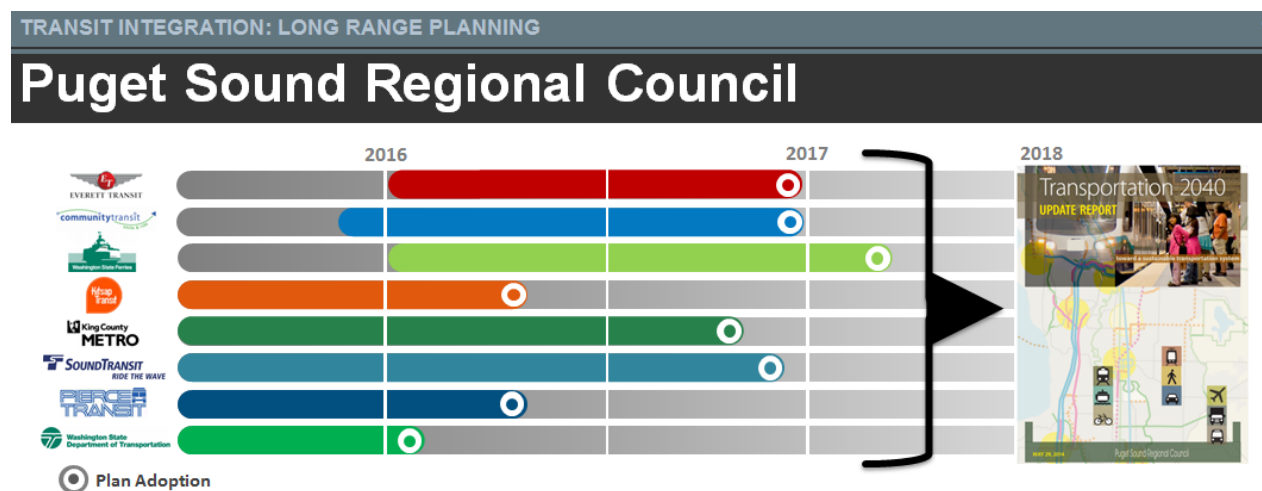
In the November 2016 general election, Proposition 1 passed. The \$54 billion package – one of the largest transit proposals in U.S. history - includes expanding light rail by 62 miles, extending commuter rail, improving express bus route trip times, and adding new bus rapid transit corridors over the next 25 years. Although it was rejected in Pierce County by roughly 30,000 votes or 56 percent, Pierce Transit will directly benefit. The package included a \$60 million commitment for “Bus Capital Enhancements for Speed, Reliability and Convenience along Pacific Avenue (Tacoma)” as an early implementation project. Along with the \$15 million identified for the corridor in the 2015 Washington State Transportation Package, the agency has a substantial down payment or local match on implementing High Capacity Transit from downtown Tacoma to Spanaway. A corridor-wide feasibility study, including identifying a Locally Preferred Alternative, will commence in 2017.



Destination 2040 Long Range Plan Adopted

From 2014 through 2016, *Destination 2040*, the agency’s first Long Range Plan (LRP), was created as a comprehensive guiding documentation of the agency’s vision and blueprint for providing safe, efficient, and integrated public transport services throughout the South Sound region of today, tomorrow, and beyond. It was written to provide direction as Pierce Transit continues to restore and expand fixed route transit service and program related infrastructure improvements over both the mid-term and long-term. Now that it has been adopted, Pierce Transit will use the LRP’s revised and updated Performance Measures and Service Guidelines to demonstrate that the fixed routes are meeting or exceeding their targets. The other two service types – SHUTTLE (paratransit) and Vanpool (commuter alternative) – will also be required to adhere to new metrics as they too are monitored over time.

The Board of Commissioners formally adopted the document at their meeting of April 11, 2016. This action followed three open houses for community outreach (in Lakewood, Puyallup, and Tacoma) and City Council presentations at 11 PTBA municipalities plus unincorporated Pierce County. In addition, a public hearing that was held at a regular Board of Commissioners meeting on March 14, 2016, where the municipal planning partner and stakeholder outreach process was discussed. Cost estimations contained in the LRP are based on projected future growth in service hours and the revenues needed to meet the various scenarios, but are only illustrative or hypothetical since the document is not fiscally constrained. The development of *Destination 2040* directly coincided with updates to the five other transit providers' LRPs in the metropolitan area, along with the two ferry systems and WSDOT (depicted in the graphic below). The result will be a regionally integrated future transit network. The various Plans' growth strategies will then guide the PSRC's *Transportation 2040* update beginning in 2017, ideally resulting in a more cost-effective, more efficient, and less-duplicative regional transit system than in today's Plan.



New Executive Directors Named

As part of CEO Sue Dreier's restructuring the various departments agency-wide, beginning in 2015, Pierce Transit welcomed two new members to the executive management team in 2016.

Daniel Pike was named Executive Director of Planning & Community Development. Mr. Pike brings to Pierce Transit a wealth of knowledge in both transportation planning and local government. His professional background includes strategic planning with the Port of Seattle, MPO planning with the Skagit and Whatcom Councils of Government, and freight mobility management with WSDOT. Mr. Pike also understands firsthand how cities function, having served as the Mayor of Bellingham, Washington, from 2007-2011. Mr. Pike is a graduate of Harvard University's esteemed John F. Kennedy School of Government, earning a Master's in Public Administration in 1998. In his spare time, he enjoys cooking, hiking, and running, as well as spending precious time with his teenaged son and daughter.

Michael Griffus was named Executive Director of Service Delivery & Support. Mr. Griffus came to Pierce Transit with an extensive background in public transportation and contracted paratransit, having served as the CEO of Keolis Transit America (formerly Techtrans, Inc.) in Los Angeles from 2011-2016. Prior to that, he was the President & Chief Operating Officer of Veolia North America's transit division. Along with honorably serving in the United States Marine Corps, Mr. Griffus holds

a Bachelor of Arts in Business Administration from the University of Washington. His hobbies include kayaking, playing golf, riding his bicycle, hiking, and reading historical novels. Whenever possible, he'll spend time with his two grandsons.

Pierce Transit is thrilled to have both gentlemen aboard and is already benefitting from their ideas and leadership!



Dan Pike

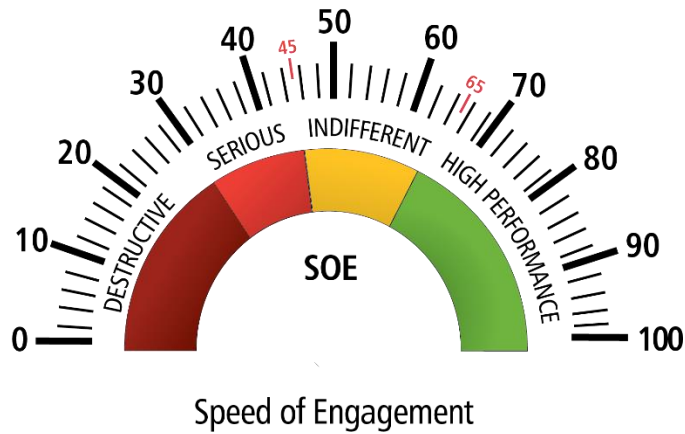


Mike Griffus

2016 Employee Engagement Survey

Pierce Transit is dedicated to increasing and maintaining employee engagement. This is why an annual engagement survey for all employees is conducted every August. Results from that survey are then used to further inform and increase various initiatives and focuses for the coming year. The domains that are currently in the survey are *Employee Engagement*, *Employee Communication*, *Leadership Assessment*, and *Diversity and Inclusion*.

Employee engagement is defined as “the emotional commitment the employee has to the organization and its goals.” This emotional commitment means engaged employees actually care about their work and their organization. They don’t work just for a paycheck, or just for the next promotion, but work on behalf of the organization’s goals and objectives. When employees care—when they are engaged—they use discretionary effort. And Pierce Transit and the community it serves can only benefit from these types of truly engaged employees.



Domain	2016 Engagement Score
Leadership Assessment	43%
Employee Engagement	57%
Diversity and Inclusion	48%
Communication	58%
Agency Priority and Direction	48%

These results have spurred several initiatives driven by the CEO, and her Executive Directors. Since Leadership scores were lower than last year, and the theme was a perceived lack of communication from direct supervisors, executives have committed to communicating with their division on a regular basis regarding the survey scores, and their plans and initiatives to raise scores in certain areas, by division. Newsletters are being generated and disbursed by division, to outline those plans and results. The survey itself will be more targeted, with fewer questions and occur quarterly vs. annually. We expect to see an uptick in the leadership assessment category by November regarding communication.

Lean Program

In 2014 Pierce Transit launched a Lean program within the Lean and Workforce Development Department in order to teach, train, mentor, coach, and enable continuous improvement at all levels of the organization. The core idea is to maximize customer value while minimizing waste. Simply, Lean means creating more value for customers and staff with fewer resources using the knowledge and experience of those who do the work. . The core idea is to maximize customer value while minimizing waste. Simply put, Lean means creating more value for customers with fewer resources while using the knowledge and experience of those who do the work.

A Lean organization understands customer value and focuses its key processes to continuously increase it. The ultimate goal is to provide perfect value to the customer through identification and elimination of waste in the process. To accomplish this, Lean thinking changes the focus of management from optimizing separate technologies, assets, and vertical departments to optimizing the flow of products and services through entire value streams that flow horizontally across technologies, assets, and departments to customers.



Eliminating waste along entire value streams, instead of at isolated points, creates processes that need less human effort, less space, less capital, and less time to make products and services at far less costs and with much fewer defects, compared with traditional business systems. Companies are able to respond to changing customer desires with high variety, high quality, low cost, and with very fast throughput times. Also, information management becomes much simpler and more accurate.

<p>VISION</p> <p>Employees at all levels of the organization are empowered to participate in and actively seek out continuous improvement opportunities.</p>	<p>MISSION</p> <p>To teach, train, mentor, coach and enable continuous process improvement, specific to the needs of our organization, at all levels, in order to increase efficiency, reduce waste, and add value to our customers and our colleagues.</p>
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The Lean Program has been a critical part of the sustainment of the organization’s ability to implement and manage change. Lean, as well as Change Management, are tools that have helped Pierce Transit to begin to create a culture of data-driven decision making while also increasing employee engagement. These two programs utilize tools that involve both employees and customers in changes that are used to increase the success of improvement projects. Some of the improvement initiatives completed in 2016 include the hiring process, IT Helpdesk process, Agency 6S day, operator manual update process, and other mechanical system failures project.

In 2016, of the 27 Lean projects that were begun and completed or are ongoing, the majority have focused on increasing customer satisfaction, improving employee engagement, reducing paperwork, decreasing process time, and making problems visible. Of the projects completed last year, savings included a reduction of time to hire by about five weeks, a reduction in the time it takes to find electronic files by 33% and a reduction of buses pulled from the field for other mechanical system failures from two per day to only three a month.

Bus & Paratransit Roadeo 2016



Pierce Transit put on another successful Roadeo in 2016 that generated a lot of interest agency wide. Although a rainy Saturday, it was held on May 21 which was also Armed Forces Day, a day of recognition dating back to 1950. Pierce Transit employs many former and reserve military personnel so for the 2016 Roadeo the agency recognized them with this theme. The festivities opened with a professional singer from Joint Base Lewis-McChord and Color Guard. Decorations consisted of lots of camouflage, dog tags, and canteens.

The Roadeo included participants from Pierce Transit, Intercity Transit, First Student (a school bus agency), and C-Tran all the way up from Vancouver to demonstrate their superb safety skills and talent behind the wheel. The annual Roadeo showcases fixed route and paratransit operators' ability to drive safely along with their dedication to great service while operating on the road every day. It's also the first competition before representing their respective agencies at the State and National levels. Finally, it allows others within the agency a chance to experience what it takes to professionally handle a bus or cutaway van while delivering a smooth ride and working together as a team.

The winner in the Bus Master competition was reigning champion Brentt Mackie and for Paratransit was Bonnie Mitchell. The following month, Pierce Transit's very own Brentt Mackie took First Prize at the State Roadeo in Wenatchee.



Community Outreach Events

South Sound Sustainability Expo 2016

Hosted by the City of Tacoma’s Office of Environmental Policy and Sustainability, this annual March event had more than one hundred mostly local vendors. It attracted over 1,500 South Sound residents who joined hundreds of local organizations and businesses to learn what they could do to be part of creating a more sustainable world. Vendor displays, workshops and interactive exhibits covered clean energy, green building, food and agriculture, sustainable products, transportation options, habitat protection and restoration. Pierce Transit’s display featured highlights of the agency’s sustainable practices and what’s next on their agenda for ensuring they are responsible stewards of public resources with regards to environmental and community impact.

Eighth Annual Bike Swap at UPS

Pierce Transit participated in The Bike Swap again in 2016. This Saturday event, hosted by the City of Tacoma and held at the end of April at the University of Puget Sound (UPS) campus, was well-attended by the community. Each year it kicks off Tacoma’s Bike Month (May) and features bicycles and parts to sell and trade, on-site bike maintenance, as well as helmet fittings, bicycling education and safety instruction and giveaways. Event attendees can also find bicycle accessories and other resources such as bicycle maps, riding groups, information about bicycle-related classes and events, safety information, and more. The rich variety of information and resources available to attendees is a result of the number and variety of vendors and community partners that are present during the event. In addition, the Bike Swap features fun and festive elements that make it a desirable event to attend including food trucks, fabric screen printing, and giveaways.

The 2016 Bike Swap was highly successful. Attendance increased over previous years, more bikes were distributed through the Bike Corral than previous years, food trucks were back for the second year, and everyone – attendees and vendors – seemed to enjoy the event.



Photo courtesy of Kris Crews

Special Services & Programs

Gig Harbor Trolley

Pierce Transit continues to operate the popular Gig Harbor Trolley, providing convenient service between the historic downtown Gig Harbor waterfront district and the Uptown shopping district. Trolley service continued for a fourth year in 2016, running daily every 30 minutes during the summer months (June through September). The City of Gig Harbor, the Gig Harbor Chamber of Commerce, Merchants of Uptown, and the Gig Harbor Downtown Waterfront Alliance again provided a financial partnership to reduce the cost to ride the service. The Trolley Partners also continue to closely coordinate on outreach and planning for this annual service. To build awareness for the service, and Pierce Transit in general, agency staff participated in the 2016 Paddlers Cup dragon boat races as a corporate team. In addition, the trolley was prominently featured at the Gig Harbor Maritime Festival in June with the vehicle being used in the festival parade and staff hosting a booth at the event. The 2016 service was again favorably received by riders. Ridership rose 15 percent to 16,166 in 2016 as compared to 14,083 in 2015; the Trolley Partners continue to promote the service using a creative marketing and awareness campaign.



Tacoma Freedom Fair and Air Show



For over 35 years, volunteers with the non-profit Tacoma Events Commission have presented Tacoma’s annual Freedom Fair. This is the largest 4th of July festival in the Pacific Northwest and has been recognized as having one of the ten “world’s best” fireworks events by the Travel Channel. Along with the Tacoma Power Air Show (featuring exciting aerobatic performances by top pilots and aviators), the weekend extravaganza offered an outdoor market along Ruston Way with over 150 artists, craft vendors, and commercial exhibitors. On Independence Day, Pierce Transit provided free express bus service from Tacoma Community College and the Tacoma Dome Station to the fair with 12,211 boardings. In addition, all

Pierce Transit vehicles were fare-free that day, thanks to a sponsorship from the Tacoma Events Commission.

Washington State Fair in Puyallup

For the third year in a row, Pierce Transit coordinated with Sound Transit to offer express service to the Washington State Fair over three weeks in September. The special bus service, which had 46,303 boardings, ran from the Tacoma Mall, Lakewood Towne Center, and South Hill Mall with free parking offered at all three locations. In addition, the agency offered a free “train to bus to door” service as it took passengers from Sounder trains at the Puyallup station directly to the fair’s Red Gate.



Tacoma Public Schools Expanded Bus Pass Program

Pierce Transit and Tacoma Public Schools partnered on a pilot project in September 2016 to expand their current transit pass program to offer 1000 additional ORCA cards to eligible students in the Industrial Design Engineering and Art (IDEA) program and at Henry Foss and Lincoln High Schools. The program aims to get passes specifically to students who don't have access to school bus service, participate in after school programs, or have other difficulties getting to school or home consistently. The program has proven to be successful with a projected 35 percent increase in transit ridership for Tacoma School District students for the first year. The long term vision is to provide "access to all" via an ORCA card for all high school and middle school students.

Community Transportation Advisory Group

On August 13, 2012 the Pierce Transit Board of Commissioners adopted a charter that created the Community Transportation Advisory Group (CTAG). The nine-member (plus one alternate) CTAG was created as an advisory body to the Board of Commissioners. CTAG members provide a forum for interactive discussions with community stakeholder input, creating an environment to exchange information with the public. CTAG members provide input to the Board of Commissioners on local public transportation issues. Recent meetings have covered proposed fare changes, Strategic Plan Update, Long Range Plan, Title VI program, updating CTAG Charter and Operating Procedures, and other issues. CTAG members also participated in agency outreach efforts.

CTAG meets the fourth Thursday of every month. Meetings are open to the public and include a forum for community comment.

The following individuals were appointed as members of the Community Transportation Advisory Group for 2016:

- Chris Karnes (Chair), Tacoma – Data Analyst
- Bridgett Johnson (Vice Chair), Sumner – Certified Nurse Assistant
- Sandy Paul, Tacoma – Retired City Clerk
- Hongda Sao, Tacoma – Case Manager
- Steve Schenk, DuPont – Retired Military
- Richard Zalucha, Tacoma – Facility Manager
- Cody Bakken, Tacoma – Customer Service and Logistics
- Roland Santos, Tacoma – Retired US Navy
- Denise Edington, Steilacoom – Special Education Teacher
- Tommy Manning (Alternate), Puyallup – Disabilities Advocate

The CTAG was busy in 2016. They streamlined the recruitment process and brought on several new members. The group reviewed a draft of the Destination 2040 Long Range Plan and offered feedback and ideas to strengthen it. They also heard presentations and shared ideas on fare policy, the Base Master Plan update, SHUTTLE efficiencies, Strategic Plan progress report, 72nd Street and Portland Avenue Transit-Oriented Development (TOD), and Tacoma Dome District TOD. CTAG members were invited to participate in the Guest Rider program to report back on operator customer service and safety. They also helped conduct outreach at the Sustainability Expo. The group began giving a quarterly report on their activities to the Board of Commissioners.

MobilEye Merits National Innovative Solutions Award

In 2016, METRO Magazine named Pierce Transit as one of three transit agencies nationwide to receive its annual “Innovative Solutions Award.” The award is given to transit organizations and their partners that implement new initiatives to improve training, save money, run more efficiently, streamline operations, and/or improve safety. Pierce Transit was honored for piloting the MobileEye Collision Avoidance System on seven of its fixed route buses. The agency first started testing the technology in September 2015. The official pilot project, which involved several transit agencies in Washington, ran from January through June 2016. The State Transit Insurance Pool organized and funded the pilot, and the University of Washington will conduct an analysis of its success and issue their findings in the summer of 2017.

The Mobileye Collision Avoidance System helps prevent vehicle-to-pedestrian accidents by alerting the bus operator that a collision may be imminent. An intelligent vision sensor works like a bionic eye, identifying an extensive variety of potential hazards on the road, such as other vehicles, bicyclists, and pedestrians. The distance and speeds of these objects are continuously monitored to calculate the risk of the vehicle colliding with them. The bus operator then receives visual and audible alerts when pedestrians and bicyclists are in the danger zones near the bus, allowing him or her to immediately take corrective action. The system also alerts bus operators when their vehicle exceeds the posted speed limit and if they are in danger of a rear-end collision.

Wi-Fi on Buses



As part of the agency’s upgrade to on-board security cameras in 2016, free Wi-Fi was added to all 140 fixed route coaches. A report to the Board of Commissioners called the additional access a way to “improve customer experience by allowing them to have the ability to perform smart phone functions such as surfing the web, paying bills remotely, catching up on social media, checking the traffic report or watching the news.” It also offers customers real-time bus arrival information and a

cost- or data-free way to remain in constant contact while riding. While Wi-Fi it may not be imperative to all passengers, initial feedback received from those interviewed when the service was introduced was nothing but positive. Previously, Pierce Transit had piloted Wi-Fi on a handful of buses, but the system was not as reliable as hoped, and customers were not using it often. With the new Wi-Fi, customers are provided a reliable, consistent service that they can expect and enjoy every time they board a Pierce Transit bus.

Secure Bicycle Storage Facility Introduced at Tacoma Dome Station

In May of 2016, Pierce Transit teamed with Downtown: On the Go!, the City of Tacoma, and the Washington State Department of Transportation (WSDOT) to provide a secure bicycle storage area at the Tacoma Dome Station. The new facility, officially called a Secure Parking Area or “SPA,” offers a mix of vertical, horizontal, and oversized bike racks, a bike repair stations, lockers, and a bench. The facility can store 17 standard-sized and two oversized or tandem bikes at one time.



Janet Matkin - WSDOT, Monica Adams and Sue Dreier - Pierce Transit, Kristina Walker – Downtown: On the Go!

New Technology

Pierce Transit relies on a variety of advanced technological systems to operate on a daily basis. Core Business Systems such as HR/Payroll, Finance, Regional Fare Integration (e.g., ORCA), Fleet Maintenance, bus and paratransit scheduling, and telecommunication systems allow staff to effectively meet operational requirements. The agency also has a complex Radio/Computer Assisted Dispatch System consisting of 20 radio servers, 24 CAD servers and 16 radio tower sites that it shares with its radio system partner, Pierce County, to provide voice and data communications to staff and vehicles. This 700 MHz Radio System connects Pierce Transit and Pierce County with other regional government and public safety agencies as they join the system as subscribers.

There are over 400 Agency computer users; an Agency Wide-Area-Network consisting of well over 100 servers (many of which are virtual); numerous firewalls, switches and routers; printers; and onboard vehicle and desktop computers. These systems operate 24 hours a day, 7 days a week.

Capital projects that have a significant technical component or require integration with existing technology systems are included in this category. The 2017 Capital Budget includes funds for maintenance and upgrade of several critical systems, as well as replacement of infrastructure that has reached the end of its useful life. Some of these projects include the financial management system replacement, Human Resources/Payroll System Upgrade, SHUTTLE Vehicle Mobile Display Computer replacement, SHUTTLE Interactive Voice System acquisition and implementation and the next generation of ORCA, the regional fare system, in 2021-2022.

Grants, Awards & Recognition

Finance Again Recognized by Government Finance Officers Association

For the thirty-third year, the agency's annual *Comprehensive Annual Financial Report* (known as the CAFR) received the Certificate of Achievement from the Government Finance Officers Association of the United States and Canada (GFOA). The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management. The 2015 CAFR was judged by an impartial panel to meet the high standards of the program, including demonstrating a constructive "spirit of full disclosure" to clearly communicate its financial story and motivate potential users and user groups to read the CAFR. The GFOA is a non-profit professional association serving approximately 17,500 government professionals with offices in Chicago and Washington D.C.

Joint Base Lewis McChord TDM Program and Partners win VISION 2040 Award

Joint Base Lewis-McChord (JBLM) and Pierce County won a 2016 VISION 2040 Award from the Puget Sound Regional Council for the JBLM Transportation Demand Management (TDM) Program, "Go Lewis-McChord." The award recognized innovative projects and programs that help ensure a sustainable future as our region grows. Pierce Transit and InterCity Transit were integral partners in the program. The award was presented at the Pierce County Executive Director's meeting on September 7, 2016.

Mobility Coordinator & Accessibility Inventory

Back in 2014, Pierce Transit received a two-year Mobility Coordinator & Accessibility Inventory grant from the Puget Sound Regional Council MPO, in order to create a destination-based accessibility inventory for the common locations that special needs customers most often travel to. One of the ADA Eligibility staff members has taken on the project. Its goal is to identify the path of travel from the locations, identify the distance to the closest bus stop(s), identify whether there are curb cuts, whether the pathway is accessible, and to determine whether there are any significant hills or steep grades. This information is documented and used to help determine whether individuals with disabilities are able to use the regular bus system (i.e., the most integrated setting) instead of SHUTTLE. In 2016 staff assessed and documented accessibility for 2,194 destinations and created 2,565 accessible customer trip plans. Staff report increased efficiency in planning accessible transit plans and customers have benefited from having more accurate site accessibility information used in the formation of these plans.

Accessibility mapping through use of a mobile app or laptop computer is a current trend in public transportation that is growing. As a part of the project, IT worked with Eligibility and partnered with UW-Tacoma, ESRI, GeoEngineers, and the City of Tacoma to sponsor the agency's first hackathon. The hackathon brought IT students together to try to find a solution to the type of tool that could be used to automate the assessment process. Pierce Transit was presented with some ideas but eventually contracted with ESRI to create a laptop data collector. As a part of the project, the agency has also requested accessibility data from all of the municipalities in Pierce County and IT is creating a map of the location of curb cuts and sidewalks identified as accessible.

The grant funding sunsets in June of 2017.

FTA Grant to Partner with Transportation Network Companies to Increase Connections



In October 2016, the agency was awarded a \$205,299 grant by the FTA through the Mobility on Demand (MOD) Sandbox Demonstration Program. The program aims to explore new integrated, multimodal transportation options and technologies that provide greater individual mobility, improve transportation efficiency, and enhance the customer experience.

Pierce Transit will use the grant funds to conduct a pilot program that helps people travel to and from parts of the service area where bus service is limited or unavailable to fixed routes. The agency will coordinate with Transportation Network Companies, such as Uber and Lyft, plus taxicab companies, to coordinate subsidized and on-demand rides within certain areas through the use of app-based technology. The rides to be funded by this grant will get people to bus stops, select transit centers or Park-and-Ride lots, or - from select locations - to a rider's final destination after Pierce Transit service hours.

The project's goals include addressing mobility challenges for those with limited or no access to transit, finding solutions for the growing problem of at-capacity Park-and-Ride lots, reducing road congestion by getting more people to use transit, and meeting the transportation needs of more remote riders. Following the project, the FTA will evaluate whether the grant funds helped increase mobility.

NEA "Our Town" Grant to Evaluate Future of Commerce Street

Pierce Transit is leading development of a Culture and Transportation plan for the heart of Tacoma's Theater District in partnership with the City of Tacoma and Broadway Center for the Performing Arts with support from a consultant team. The goal is to redesign this important gathering and transportation hub to increase access, improve its use for cultural activities, strengthen the connection to the region, and improve the look and feel of the spaces through quality design and public art. The plan will involve artists, cultural organizations, and the broader public in a meaningful community planning process; identify effective creative placemaking strategies to enhance the public, semi-public, and private spaces in the heart of Tacoma's Theater District; and consider the role of public transportation and how it can best support and enhance the cultural activities in this location.

The project partners have established a vision for a vibrant, visually appealing destination for cultural, artistic, civic, and local marketplace activities; a destination that is well-served by multiple forms of transportation and convenient transit connections. An important first step toward this vision is to develop a community based transportation and culture plan that engages community leaders, local businesses, residents, and others by setting in motion a process of creative placemaking. Partial funding for this project is being provided by a \$50,000 "Our Town" grant from the National Endowment for the Arts, with additional funds from Pierce Transit and in-kind commitments from the partners. The work is scheduled to conclude in summer 2018.

Marketing & Promotions

Pierce Transit will continue marketing programs directed primarily toward residents near targeted Pierce Transit routes, students, and commuters in major employer centers. These marketing efforts will include:

- Conducting periodic ridership promotions to households near established fixed routes, targeted through ridership statistics, improved routes, and/or potential for growth.
- Promoting Pierce Transit’s demonstration services, and those services that have been operationalized, through multi-media campaigns.
- Promoting ridership on Pierce Transit’s special event services.
- Promoting innovative pilot projects which leverage technology to make public transportation easier to use, or make transit available to residents with limited or no fixed route service in their neighborhoods.
- Promoting ridership in existing Vanpool vehicles, and in new Vanpool groups through a multi-media campaign.
- Striving to retain current Vanpool customers by continuing to offer convenient online services such as vanpool fare payments, defensive driver training, and bookkeeper training.
- Developing materials for Pierce Transit’s Employer Services group, who reach out to college students, and employers and employees at major worksites, promoting services and ORCA programs to this target market.
- Increasing overall public awareness of local transit, Vanpool, and Rideshare services, and connections to regional transit using advertising, outreach, and other methods.
- Creating attractive, branded graphic designs and layouts for Pierce Transit’s passenger sub-fleets.
- Continuing to enhance the content on our public website, which includes features such as real-time arrival information, interactive maps showing all bus stops, adjustable type size for easy reading, foreign language translations, instructional videos, and SHUTTLE eligibility information in translatable formats.
- Increasing awareness of Pierce Transit’s translation services, which include Google Translate on our public website, and third-party translation services available through our Customer Services staff.
- Working closely with our *Downtown: On the Go!* partners, who market Pierce Transit services to downtown Tacoma employers, employees and residents.
- Providing timely financial and ridership information to the public, which increases the Agency’s transparency and strengthens public trust.
- Sharing general Pierce Transit updates with the public through quarterly e-newsletters, in conjunction with the Communications Manager.
- Sharing Pierce Transit’s success stories through our communication channels to riders and the general public.

- Striving to retain current customers by providing timely, accurate, effective route and schedule information through various digital channels and traditional print media.
- Providing excellent service and training to our ORCA retail distribution partners, who in turn serve Pierce Transit’s passengers.
- Working with other Puget Sound transit agencies to implement promotional campaigns funded by our joint WSDOT Transit Coordination Grant.
- Providing input on the agency’s periodic market research projects, which generally assess trends in public perception about transit services, and evaluate the effectiveness of service plans, route promotions, and marketing techniques.
- Assisting other Pierce Transit workers with their communication projects, by creating professional, user-friendly materials to be used for public involvement and awareness efforts.

Title VI Policies and Activities

The Federal Transit Administration (FTA) issued a Title VI Requirements and Guidelines for Federal Transit Administration Recipients Circular 4702.1B on October 1, 2012. These FTA guidelines define the procedures related to Title VI of the Civil Rights Act of 1964, which states, “No person in the United States shall, on the ground of race, color or national origin, be excluded from participation in, denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.”

The FTA circular states that all major service changes and all fare changes are subject to a Title VI equity analysis. Such an equity analysis examines the impact to minority and low-income populations of a major service change or system-wide fare change proposed by Pierce Transit.

Pierce Transit has three policies which guide the Title VI Equity Analyses: 1) Major Service Change Policy; 2) Disparate Impact Policy; and 3) Disproportionate Burden Policy. (Policies and Equity Analyses are available under “Public Documents;” “Title VI” on Pierce Transit’s website at www.piercetransit.org/documents/)

Staff conducted three service equity analyses in 2016. The NE Tacoma Service Equity Analysis examined new NE Tacoma service configuration that was a one-year demonstration project from September 2015 to September 2016. The service included elimination of Route 62, addition of Route 63, and contracting of Route 903 with King County Metro. The analysis determined that there were no disparate impacts to minority populations or disproportionate burdens to low income populations as a result of the new service.

In November 2016, Pierce Transit analyzed the elimination of the Route 495 Sounder connector service that was operated by Pierce Transit until September 2015 between South Hill Park-and-Ride, the Red Lot in Puyallup and Puyallup Sounder Station. Sound Transit had implemented its new ST Express Route 580. Route 580 replaced Route 495 and also provided a connection between Lakewood Station to Sounder on the trips that do not operate to and from Lakewood Station by providing a connection to the train at Puyallup Station. The Title VI Analysis found that the Route 495 elimination resulted in no disparate impacts to minority populations or disproportionate burdens to low income populations.

The March 2017 System Restructure was analyzed in December 2016. This restructure had the following priorities:

1. Upgrade urban routes to 30-minute peak frequency
2. Upgrade urban routes to 30-minute mid-day frequency
3. Extend urban route spans to 10:00 p.m.
4. Extend urban route Saturday span to 10:00 p.m.

The results of the Title VI analysis concluded that the top three priorities could be achieved for the March 2017 service change by shifting, consolidating, and in some cases eliminating certain routes that had unproductive or duplicative service. The analysis determined that a total of ten routes met the threshold of disproportionate burden; these are Routes 3, 13, 14, 41, 48, 51, 53, 54, 56, and 300. There were a total of seven routes which met the threshold of disparate impact; these are Routes 3, 11, 14, 48, 54, 56, and 300. Mitigation included adding span and or frequency to nearby stops, adding new routing to or near impacted stops, and partnering with other transit agencies or transportation network companies to bridge gaps and enhance service.



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Section 6 - Proposed Action Strategies: 2017 - 2022

The Washington State Department of Transportation (WSDOT) requires that transit agencies report their progress towards accomplishing the state’s six statutory transportation policy goals in RCW 47.04.280. These goals and related objectives are identified in the *Washington Transportation Plan 2035* (WTP 2035) updated in January 2015. In this section Pierce Transit reports its success at achieving the state’s objectives for 2016, and strategies for continuing to achieve the state’s objectives for 2017 through 2022.

1. ECONOMIC VITALITY:

To promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to ensure a prosperous economy.

2016	2017-2022
Continued Effort	Continuing Effort

2016

- Pierce Transit continued to operate local fixed route services that provide transportation to work sites, educational opportunities, regional connection points, manufacturing and industrial centers, major businesses, activity centers, and shopping centers.
- Pierce Transit maintained existing and sought new business partnership opportunities with major employers to encourage the use of high occupancy and express modes of transportation to work sites.
- Pierce Transit operationalized the new Route 63 Northeast Tacoma Express, in order to provide additional transportation options for Downtown Tacoma commuters. This route was created under a partnership with King County Metro Transit.
- Pierce Transit continued to successfully operate a summer trolley service in the Gig Harbor area, designed to support economic development during the city’s peak tourist season (June through September).
- Pierce Transit continued to work with main street associations and regional event organizers to provide express and/or authorized charter services to events such as the Washington State Fair in Puyallup, and Fourth of July Freedom Fair & Air Show, all of which promote community development and economic opportunities for merchants.
- While Pierce Transit Vanpool boardings were flat, the interest in public transportation and ride sharing options to major employment centers continued to grow.

2017-2022

- Pierce Transit will continue to work with service area jurisdictions and stakeholders to design innovative transportation options that contribute to the economic vitality of individual communities. One example is a route offering service from downtown Tacoma via Ruston Way to the new Point Ruston mixed use development; terminating in Point Defiance Park.
- Pierce Transit will utilize future employment and population projections, plus regional modeling tools developed by the Puget Sound Regional Council (PSRC), in order to design local and express services that contribute to the economic vitality of the region.

2. PRESERVATION:

To maintain, preserve, and extend the life and utility of prior investments in transportation systems and services.

2016	2017-2022
Continued Effort	Continuing Effort

2016

- Pierce Transit took possession of 10 new CNG-powered replacement buses; and
- Twenty-seven new replacement SHUTTLE (paratransit) vehicles; and
- Sixty-one new replacement Vanpool vehicles; and
- Nineteen new replacement non-revenue (Service & Support) vehicles.
- Pierce Transit continued to routinely maintain or upgrade its equipment and facilities to the highest level possible.
- Pierce Transit restored and reutilized spare vehicles for its demonstration routes to test in new and emerging markets.
- Pierce Transit extended the lives of some retired SHUTTLE paratransit vehicles by providing them to community charitable organizations under the new Care-a-Van program.
- Pierce Transit fixed route motorbus services were adjusted based on factors such as schedule adherence, regional connections, and demand.
- In October 2016, the agency began creating its first comprehensive Transit Asset Management (TAM) Plan. According to the FTA, well-developed asset management systems have been shown to lower long-term maintenance costs. Additionally, TAM will have important non-quantifiable benefits, such as improved transparency and accountability. Implementing a TAM system will require transit providers to collect and use asset condition data, set targets, and develop strategies to prioritize investments to meet their goals.

2017-2022

- Pierce Transit will continue to modify and redeploy resources (i.e., service hours) from unproductive routes and route segments to areas where latent demand is the greatest.
- Pierce Transit recognizes that all communities within the PTBA desire transit services. Therefore, it will continue designing demonstration projects that test the most effective means to connect underserved communities.
- Pierce Transit will continue to offer a safe and reliable public transportation system that the people value, while matching operational funding available to the agency with levels of service that are sustainable.
- SHUTTLE paratransit services will continue to meet the requirements of the Americans with Disabilities Act of 1990 (ADA) and conform to new FTA policy mandates, such as reasonable modification, as well as those listed under the USDOT's *Fixing America's Surface Transportation Act* (FAST Act) multi-year transportation authorization of 2015.
- Pierce Transit will continuously replace older vehicles (rolling stock) in conformity with its adopted fleet replacement standards.
- Information Technology maintains a six-year replacement plan for infrastructure as it reaches the end of its useful life. This includes items such as desktop computers, servers, printers/plotters, network infrastructure equipment (e.g., firewalls, switches and routers), and Core Business System upgrades.
- Pierce Transit will move forward with flexible, phased improvements to the Main Base, South Base, and West Base (headquarters) sites as funding becomes available. As such, a 2040 Base Master Plan Update is underway and will be completed in mid-2017. The plan will ensure that any capital investment in the base serves the agency well into the future by accounting for capacity issues as the various revenue service fleets and diverse vehicle types are planned to grow over time.
- Pierce Transit will continue to address deferred maintenance and aging facilities. There will continue to be a focus in 2017 on customer-facing transit facilities with projects to renovate multiple transit centers, park and ride facilities, and bus stop amenities.
- In 2017 deferred maintenance to address ongoing vandalism of bus stop shelters will include replacement of missing or vandalized glass in shelters. There will also be an update to the policies on the response to repeated vandalism at specific locations, in order to attempt to reduce frequency and severity.
- Over the next two years, five high profile transit facilities will be renovated using CPTED (Crime Prevention through Environmental Design) principles and strategies, along with Xeriscaping and other energy efficient practices. The facilities are Tacoma Dome Station, Tacoma Community College, Tacoma Mall, 72nd Street, and SR 512 at I-5.

3. SAFETY

To provide for and improve the safety and security of transportation customers and the transportation system.

2016	2017-2022
Continued Effort	Continuing Effort

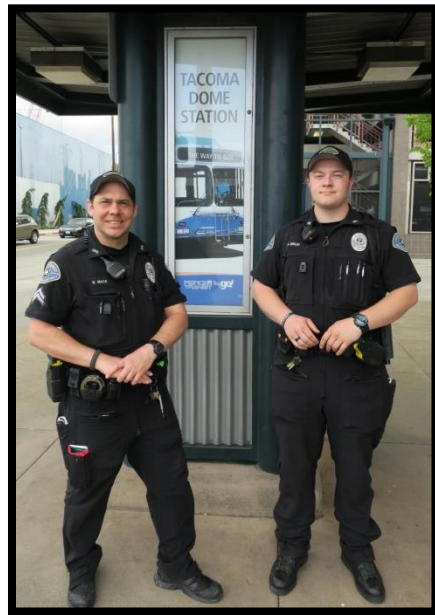
2016

- Pierce Transit continued monitoring the digital camera security systems on 140 buses as part of an agency-wide security focus. This project will increase both passenger and operator security while reducing potentially fraudulent insurance claims against the agency.
- Pierce Transit Police monitors all service on a daily basis to ensure the safety and security of its passengers and operators.
- Pierce Transit Police participates in local and regional efforts to increase and improve both safety and security components on its routes, at transit centers and park and ride lots, as well as bust stop and shelter locations throughout the Pierce Transit service area.
- Pierce Transit Police coordinates with local law enforcement agencies, terrorism response units, regional transit police agencies and emergency management services while maintaining open communication between the agency's internal Public Safety Division and external public safety agencies.
- Pierce Transit Police finalized the transition from a hybrid law enforcement model with a mixture of off-duty contracted law enforcement officers and contracted full-time law enforcement officers.
- The Safety Office continued meeting quarterly with neighboring transit agencies safety staff to discuss best practices and lessons learned. Participants include the Safety and Risk practitioners from Pierce Transit, Sound Transit, King County Metro, and Community Transit.
- Pierce Transit Police have the only hazardous device certified canine, who is also explosive detection trained, in Pierce County and the South Sound region.

2017-2022

- Pierce Transit Public Safety will continue to maintain its fleet of three to agency standards and replace those vehicles when necessary to assure continued safety in operations.
- Pierce Transit completed the installation of a digital camera security system on buses as part of an agency-wide security focus. The project was designed to increase the overall safety and security of both passengers and operators. The agency will also begin monitoring the effects of the digital cameras on reducing claims against Pierce Transit.

- Pierce Transit Public Safety will continue to coordinate in-house uniform and physical security resources, contracted police services, and local or regional preparedness teams.
- Pierce Transit Police will complete the transition from a hybrid law enforcement model with a mixture of off-duty contracted law enforcement officers and contracted full-time law enforcement officers to a full-time law enforcement agency.
- The agency is moving forward with a new *Accident Prevention Plan* and a revised *System Safety Program Plan*. Their purpose is to put all safety practices and policies into one document while improving access to essential safety-related information for all employees.
- Minor adjustments to staffing levels will continuously be made to improve service delivery to both internal and external customers.



4. MOBILITY

To improve the predictable movement of goods and people throughout Washington state.

2016	2017-2022
Continued Effort	Continuing Effort

2016

- Pierce Transit is an active participant in the Pierce County Coordinated Transportation Coalition (PCCTC) as well as the PSRC Regional Special Needs Transportation planning committee tasked with increasing mobility options for this segment of the population.

- Pierce Transit continued working with WSDOT and City of Tacoma to optimize transit signal prioritization along major corridors and at intersections where Pierce Transit vehicles routinely encounter delays because of traffic congestion.
- Pierce Transit has representation on the Interstate Highway 5/Joint Base Lewis-McChord Corridor Feasibility Study project, with seats on both the Executive and Technical Advisory Committees. The purpose of the study is to prepare Interchange Justification Reports (IJRs) for four designated I-5 interchanges in the JBLM area. IJRs are required to be completed to justify new or revised ramps accessing limited access freeways such as I-5. The purpose of these access revisions would be to open up opportunities for potential solutions to chronic congestion on I-5 in the vicinity of JBLM in southern Pierce County. In 2015 the Washington State Legislature approved funding for the corridor project which includes additional lanes on I-5, rebuilding three interchanges, building a new local connector road between Gravelly Lake Drive and Thorne Lane, and a bicycle/pedestrian path along the I-5 corridor.
- Pierce Transit participates in the Puyallup Watershed Initiative's Active Transportation Community of Interest and Lakewood's Active Transportation Coalition to promote walking, bicycling, and other modes of transportation that connect people to transit within their communities.
- Pierce Transit cooperatively participates in Commute Trip Reduction (CTR) efforts with major employers in Pierce County.
- Pierce Transit staff regularly reviews land use and design proposals to comment on public transportation access, integration, and proposed improvements.
- Pierce Transit provides regional connections with four other public transportation providers (Sound Transit, King County Metro Transit, Kitsap Transit, Intercity Transit), as well as interstate bus (Greyhound), passenger rail (Amtrak), and both Pierce County and Washington State Ferry services.
- Pierce Transit is an active participant in *Pierce Trips*, an ongoing partnership between local governments, transit, employers, and schools in Pierce County to promote transportation by carpooling, vanpooling, riding the bus or train, walking, bicycling, working a compressed week, and teleworking or telecommuting.
- Pierce Transit is a founding partner and continues its active participation in *Downtown: On the Go!* (DOTG), a multimodal transportation advocacy group offering services, resources, and programs specific to Downtown Tacoma commuters, businesses, and residents. Pierce Transit's Marketing Manager serves as a DOTG Board member, and Marketing contributes in-kind services to the organization.

2017-2022

- Pierce Transit will continue exploring partnerships and testing innovative services designed to transport people to jobs, along with providing access to their daily needs.

- Pierce Transit remains committed to supporting alternative special needs transportation services, such as the MultiCare Adult Day Health Express program, Pierce County’s Beyond the Borders Connector rural transportation program, and special use vanpools.
- Pierce Transit will continue to participate in a growing number of cooperative projects involving local communities, Pierce County, King County Metro Transit, Sound Transit, and WSDOT. This includes neighborhood development and planning efforts that support transit, regional fare coordination, integrated route scheduling, Sounder commuter rail feeder services, Tacoma Link light rail transit expansion, express bus service coordination, and high occupancy vehicle access projects, such as peak hour Business Access & Transit (BAT) lanes.
- Pierce Transit will continue to work with local jurisdictions to implement transit-supportive access improvements to the built environment wherever practicable.
- Pierce Transit was asked to join the Technical Advisory Committee as King County Metro updated their long range plan, *Metro Connects*, for completion and adoption in late 2016.
- A comprehensive fixed route analysis was initiated in 2016 in conjunction with a substantial increase in service hours in 2016 and 2017. With the help of a consultant, Pierce Transit closely scrutinized the performance of existing routes in conjunction with current demographic and travel data and develops recommendations for system improvements. The improvements will focus mainly on service span and frequency, including additional weekend service, but could also include altered routing and changes in coverage.
- The Next Generation ORCA will replace the existing legacy ORCA regional smart card fare collection system, which is at the end of its life. The *next gen ORCA* system will be a flexible and secure system offering customers convenient public transportation payment options. The *next gen ORCA* system will be account-based (e.g., built on a central back office designed and implemented by the Systems Integrator that manages transit accounts, calculates fare payments based on established business rules, and processes all transactions). The new program will benefit customers by making it easier to purchase fares, by providing immediate (real-time) availability of purchased products and added value, and by making ORCA as available through as many channels as possible, such as an expanded retail network and new vending machines. The new system will begin deployment by the third quarter of 2021.

5. ENVIRONMENT

To enhance Washington’s quality of life through transportation investments that promote energy conservation, enhance healthy communities, and protect the environment.

2016	2017-2022
Continued Effort	Continuing Effort

2016

- Pierce Transit staff continued to participate in regional and local planning efforts to develop and improve viable alternatives to single occupant vehicle (SOV) travel.
- The majority of Pierce Transit's fixed route motorbus fleet is powered by compressed natural gas (CNG) which reduces nitrogen oxide and carbon monoxide emissions by 90 percent compared to their diesel-powered counterparts. Smog-producing hydrocarbon emissions are 80 percent lower, and CNG buses significantly reduce carbon monoxide (CO) and nitrogen oxide (NOx) emissions, while virtually eliminating particulate emissions, when compared to conventional diesel-powered vehicles.
- Pierce Transit has begun to diversify its fleet by supplanting some CNG-powered buses with hybrid (diesel-electric) vehicles.
- The agency won a \$2.55 million grant to electrify some of its fixed route bus fleet through the FTA's new *Low or No Emission (LoNo) Vehicle Deployment Program*. The main purpose of the LoNo Program is to deploy the cleanest and most energy efficient U.S.-made transit buses that have been largely proven in testing and demonstrations but are not yet widely deployed in transit fleets.



- Pierce Transit participates in comprehensive recycling programs for office paper, cardboard material, printer ink cartridges, as well as helping to maintain water quality standards through the recycling of antifreeze and engine oil.

2017-2022

- Since CNG is a proven alternative fuel that significantly improves local air quality and reduces greenhouse gasses, Pierce Transit will continue to utilize low-emission CNG as the primary fuel for the fixed route bus fleet. The agency is also ordering new Near Zero Emission natural gas engines in twenty-three 2018 model year replacement vehicles; the cleanest internal combustion technology available today for buses and trucks.
- Pierce Transit will continue to participate in recycling programs that help reduce energy consumption and the need for additional landfill, while improving both air and water quality.

- Pierce Transit will explore low impact development or “green” practices in construction projects that improve efficiencies and reduce energy usage as part of its overall sustainability efforts.

6. STEWARDSHIP

To continuously improve the quality, effectiveness, and efficiency of the transportation system.

2016	2017-2022
Continued Effort	Continuing Effort

2016

- Pierce Transit actively participated in a number of local and regional planning efforts by having both a primary and alternate representative on various committees and decision making bodies.
- The agency continued operational and planning coordination with the region’s other public transportation providers, especially King County Metro Transit, Sound Transit, and Intercity Transit.
- Pierce Transit finalized and adopted the agency’s first long range plan, *Destination 2040*, while engaging various stakeholders and planning partners in the process.
- Continued membership in the Regional Access and Mobility Partnership (RAMP), which combines public and private sector initiatives to develop an effective, efficient, and sustainable transportation system in Pierce County, in order to support a healthy regional economy.
- Continued participation in the current ORCA program plus Next Generation ORCA development team in an effort to further streamline and integrate the region’s fare structure.
- Participated in Pierce County’s Transportation Coordinating Committee (TCC) and Regional Council (PCRC).
- Ongoing coordination with the Puget Sound Regional Council Metropolitan Planning Organization (PSRC MPO) and South County Area Transportation Board (SCATBd).
- Collaborated extensively with WSDOT on providing historic travel times and passenger loads for many key segments in its Corridor Capacity Report.
- Pierce Transit joined the steering committee to collaborate with WSDOT on the scoping and alternatives analysis of the State Route 167 Completion – Puget Sound Gateway project, providing input on highway design and access considerations for transit vehicles.

2017-2022

- Staff will continue to work with local jurisdictions and participate in community based efforts to implement transit-supportive improvements in the built environment.
- Continued participation in the City of Tacoma and Sound Transit’s Tacoma Link Extension project as a member of the Technical Advisory Committee.
- Pierce Transit will continue its strong partnerships with other transit agencies, municipalities, and the PSRC MPO to address transportation demand issues, both locally and throughout the region, to promote active transportation and transit usage as viable alternatives to the automobile, as well as to one day achieve seamless connections between transit modes.
- Pierce Transit will participate in regional collaboration via a transit service sketch planning tool called Remix. The PSRC MPO received a grant from WSDOT to license Remix for two years, with the goal of improving efficiency, workflows, and system integration across the region.
- Pierce Transit will continue to collaborate with WSDOT on providing historic travel times and passenger loads for many key segments in its Corridor Capacity Report update.



Section 7 - Capital Improvement Program: 2017 - 2022

The Six-Year Capital Plan supports the Proposed Action Strategies described in Section 6. Priorities addressed in the following sections include minor expansion and routine replacement of vehicles, capital facilities maintenance, and infrastructure replacement.

Revenue Vehicles

Pierce Transit currently operates an active fleet of 153 buses, 369 vanpool vehicles, and 100 SHUTTLE (paratransit) vehicles. Revenue vehicles are replaced on a regular cycle. The replacement schedule meets or exceeds Federal Transit Administration (FTA) requirements that a vehicle not be removed from service prior to the completion of its useful life. Pierce Transit has a fixed route fleet with an average age of 10 years. The agency continues to extend the useful life of its vehicles wherever possible.

Fixed Route Buses: Pierce Transit operates a fleet of 153 buses (excluding Sound Transit vehicles). At present, the fleet consists of 25-foot, 30-foot, and 40-foot buses. The 25-foot and 30-foot buses are deployed on routes appropriate to their size and maneuverability. Routine replacement occurs when the 40-foot vehicles reach their 16-year lifespan or 640,000 miles, per agency policy. Replacement of 25-foot cutaway (body-on-chassis) vehicles is done at seven years or 150,000 miles. No expansion of the fleet is planned in 2017. The 27 expansion vehicles in 2022 are likely be 60-foot articulated coaches that will be specially branded for the new High Capacity Transit corridor currently served by Route 1.

Table 7-1 Planned Bus Orders

	2017	2018	2019	2020	2021	2022
Replacement Buses	23	25	25	25	23	21
Expansion Buses	7	0	0	0	0	27

Delivery is expected to be in the year after funds are encumbered.

SHUTTLE Vehicles: Pierce Transit’s SHUTTLE program provides Americans with Disabilities Act (ADA) paratransit service to individuals who are not able to utilize Pierce Transit’s regular fixed route services. Using lift equipped body-on-chassis vehicles, SHUTTLE provides an on-demand, door-to-door service that is comparable to fixed route service in a geographic area and hours of service within each area. The current fleet consists of 100 vehicles. Routine replacement occurs on the basis of seven years or 150,000 miles; whichever comes first, per agency policy. No expansion of the fleet is planned at this time.

Table 7-2 Planned SHUTTLE Vehicle Purchases

	2017	2018	2019	2020	2021	2022
Replacement Vehicles	0	38	0	32	0	0
Expansion Vehicles	0	0	0	0	0	0

Delivery is expected to be in the year after funds are encumbered.

Vanpool Vehicles: The Vanpool program complements Pierce Transit’s network of local and express services, providing commute alternatives to many destinations that cannot be effectively served by fixed route services. A vanpool is a group of 5 to 15 people sharing a ride in a 7-, 12-, or 15-passenger van. The Agency also administers a special use van program which provides vehicles to local communities and organizations as a way of meeting their specialized transportation needs. The current fleet consists of 369 vans. Routine replacement occurs on the basis of seven years or 120,000 miles; whichever comes first, per agency policy.

Table 7-3 Planned Vanpool Vehicle Purchases

	2017	2018	2019	2020	2021	2022
Replacement Vans	55	55	55	55	55	55
Expansion Vans	0	0	0	0	0	0

Delivery is expected to be in same year as funds are encumbered.

Passenger Facilities

Funds are budgeted for necessary repairs and refurbishments at five key locations, including Tacoma Dome Station, SR 512 Park-and-Ride, 72nd Street Transit Center, Tacoma Mall Transit Center, and Tacoma Community College Transit Center and Park-and-Ride.

The projects include improving the overall deteriorated and run-down appearance, fixing trip hazards, repairing cracked and failing asphalt surfaces, improving lane markings, and ADA access improvements. It also includes replacing light fixtures with new modern LED fixtures for better visibility at night, replacing signage that is outdated or missing, re-striping and numbering of parking stalls, repairing damaged curbing, roadway and parking surfaces, renewing landscaping, repairing damaged shelters, replacing and adding customer seating, re-painting painted surfaces, and other needs as identified. The total cost estimate for the repairs and upgrades is \$3.7 million.

Base Facilities

The agency headquarters facility is located at 3701 96th Street SW in Lakewood, Washington 98499. The main site, identified internally as North Base or Main Base, is a 20-acre site completed in 1987 that houses most of the agency’s maintenance, operations, and administrative functions. It includes a 42,000 square-foot administrative building that houses the majority of Pierce Transit’s office functions and the operations dispatch function. The maintenance buildings on the west and north end of the site provide bus and automotive maintenance space, office space, and a fuel and wash facility.

South Base is an 11.5-acre site located across the street from the Main Base. Approximately five acres of the 11.5-acre site are developed. Constructed in 2005, it currently functions as an employee and fleet parking area and includes a 26,500 square-foot Training/Administration building. The southern undeveloped portion of the site contains a pond which currently receives storm water from the developed portion of the site. This portion of the site may become developable when a storm water treatment and infiltration facility is constructed.

Pierce Transit also leases two properties and owns additional property located directly west of the Main Base. This is referred to as West Base and is currently used for storage. It provides potential expansion capabilities for future agency growth.

The agency will move forward with flexible, phased improvements to the Main Base, South Base, and West Base sites as funding becomes available. As such, a 2040 Base Master Plan Update is underway and will be complete in mid-2017. The plan will ensure that any capital investment in the base serves the agency well into the future by accounting for capacity issues as the various fleets and diverse vehicle types are planned to grow over time. Funds are budgeted for necessary repairs and refurbishments to base facilities and systems, replacement of the emergency warning system, and the acquisition of additional property for the future expansion.

Technology

Pierce Transit relies on a variety of advanced technological systems to operate on a daily basis. Core Business Systems such as HR/Payroll, Finance, Regional Fare Integration (e.g., ORCA), Fleet Maintenance, bus and paratransit scheduling, and telecommunication systems allow staff to effectively meet operational requirements. The agency also has a complex Radio/Computer Assisted Dispatch System consisting of 20 radio servers, 24 CAD servers and 16 radio tower sites that it shares with its radio system partner, Pierce County, to provide voice and data communications to staff and vehicles. This 700 MHz Radio System connects Pierce Transit and Pierce County with other regional government and public safety agencies as they join the system as subscribers.

There are over 400 Agency computer users; an Agency Wide-Area-Network consisting of well over 100 servers (many of which are virtual); numerous firewalls, switches and routers; printers; and onboard vehicle and desktop computers. These systems operate 24 hours a day, 7 days a week.

Capital projects that have a significant technical component or require integration with existing technology systems are included in this category. The 2017 Capital Budget includes funds for maintenance and upgrade of several critical systems, as well as replacement of infrastructure that has reached the end of its useful life. Some of these projects include the financial management system replacement, Human Resources/Payroll System Upgrade, SHUTTLE Vehicle Mobile Display Computer replacement, SHUTTLE Interactive Voice System acquisition and implementation and the next generation of ORCA, the regional fare system.

Routine Technology Infrastructure Replacement

Information Technology maintains a six-year replacement plan for replacing technology infrastructure as it reaches the end of its useful life. This includes items such as desktop computers, servers, printers/plotters, network infrastructure equipment (e.g., firewalls, switches, and routers), and Core Business System upgrades.

Other Projects

Other capital projects include replacement of non-revenue support vehicles (e.g., trucks, forklifts, automobiles), and maintenance and administrative equipment.

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Section 8 - Operating Revenues and Expenditures: 2017 - 2022

Pierce Transit’s financial plan provides an estimate of the agency’s future capital and service capabilities over the six-year plan period. It is based on financial assumptions and the adopted financial policies, which mandate that Pierce Transit maintain reserves for operating contingencies, capital replacement, and insurance.

Financial assumptions remain highly sensitive to changing economic conditions occurring locally and on the state and national levels. Pierce Transit recognizes that its reliance on sales tax revenues makes it more susceptible to economic fluctuations than most government agencies. These conditions will continue to be carefully reviewed during future Transit Development Plan updates.

Operating Revenues

Income that supports Pierce Transit’s day-to-day services and capital improvements primarily comes from sales taxes, reimbursements from Sound Transit for services provided, fares, and grants. Annual operating revenues are expected to grow from \$148.6 million in 2017 to \$193.3 million in 2022. The graphics below illustrate the various revenue sources Pierce Transit utilized during 2016 and for the 2017–2022 Six-Year Financial Plan.

Table 8-1
Pierce Transit Operating Income
 Revenue Sources – 2016 Year-End Estimate
 (Millions \$)

Sales Tax	\$	76.6
Sound Transit		38.7
Fares		12.7
Other Revenues		6.7
Operating Assistance/Special Needs Program		1.7
Preventive Maintenance		4.6
		\$ 141.0

Throughout the next six years, Pierce Transit’s largest source of operating revenue will remain the 0.6% sales tax. Annual proceeds are expected to increase from \$76.6 million in 2016 to \$108.7 million in 2022. Sales tax projections are based on economic conditions and analysis of activity in the jurisdictions in the Public Transportation Benefit Area (PTBA).

Fare revenues are projected to provide about \$98.8 million in revenue over the next six years. SHUTTLE fare increases are planned in September 2017. Fixed route fare increases are planned in 2020 and 2022. Sound Transit reimburses Pierce Transit for the actual costs of operating regional express services. These reimbursements will total \$321.1 million over six years.

While primarily utilized to fund current operating expenses, operating revenues also finance a number of non-operating expenses including capital projects, and funding an insurance reserve account. The size of these transfers varies from year to year based upon capital and insurance expenditure levels. During 2016, a total of \$26.4 million was transferred from Operating to Capital and Insurance.

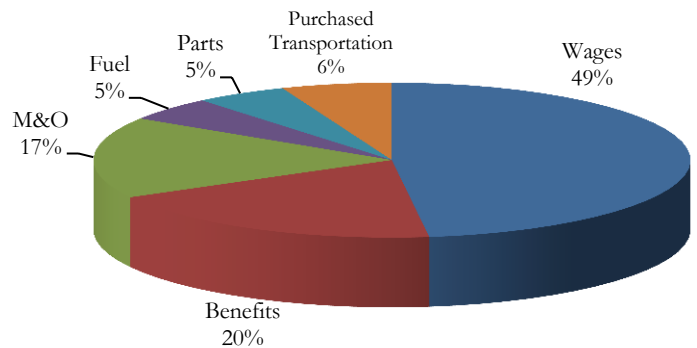
Operating Expenditures

Table 8-2 summarizes estimated expenditures by type for 2016. This information is graphically presented in Figure 8-2. Total operating expenses, excluding capital transfers and insurance, for 2016 were \$125.1 million. Overall, operating costs are expected to increase from \$142.6 million in 2017 to \$173.0 million in 2022. Wages and benefits account for approximately 70 percent of this total. While operating expenses and fuel costs (CNG) remain fairly constant from year to year, transfers to other funds, especially to the capital fund, have historically varied substantially depending upon the number and size of capital projects being undertaken each year.

Table 8-2
Pierce Transit Operating Expenditures
2016 Year-End Estimate (Millions \$)

Wages	\$ 59.5
Benefits	24.1
Maintenance & Operating (M&O)	20.8
Fuel	6.1
Parts	6.6
Purchased Transportation	8.0
	\$ 125.1

Figure 8-2
Pierce Transit Operating Expenditures
2016 Year-End Estimate



Six-Year Financial Forecast

The 2017 – 2022 Six-Year Financial Plan is sustainable. Table 8-3 summarizes total revenues and expenditures that are projected throughout the next six years. Appendix A includes the financial forecast.

Table 8-3
Six-Year Financial Forecast
(Millions \$)

	2017	2018	2019	2020	2021	2022	Summary
<u>Operating Fund</u>							
Beginning Balance	77.4	40.6	35.2	37.5	33.4	33.1	
Revenues	148.6	159.3	166.7	173.9	182.2	193.3	1023.9
Expenses (Including Debt Repayment)	142.6	145.5	151.2	158.3	166.7	173.0	937.3
Transfers to Capital Fund	39.1	16.2	10.1	16.5	12.5	9.1	103.5
Transfers to other funds	3.7	3.0	3.1	3.2	3.3	3.4	19.8
Ending Balance	40.7	35.2	37.5	33.4	33.1	40.9	
<u>Capital Project Spending</u>	61.3	32.5	102.7	106.6	91.8	83.0	477.9
<u>Capital Reserve Balance</u>	18.0	18.0	18.0	18.0	18.0	18.0	



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Appendices

Appendix A:	Six-Year Financial Plan: 2017-2022
Appendix B:	Operating Data 2016
Appendix C:	Unprogrammed and Unfunded Projects
Appendix D:	Rolling Stock Inventories
Appendix E:	Equipment and Facilities Inventories

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PIERCE TRANSIT
2017-2022 Six-Year Financial Plan
Operating Revenues & Expenditures

(Millions)	2016	2017	2018	2019	2020	2021	2022
REVENUES -							
BEGINNING WORKING CASH	88.856627	\$77.446705	\$40.647232	\$35.241916	\$37.464390	\$33.372865	\$33.148615
OPERATING INCOME							
FARES AND PASSES							
Local Fares	9.317610	10.138378	11.263738	11.376375	12.561497	12.660084	13.852241
Express Fares (Excludes ST)	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Shuttle	0.352476	0.348951	0.395361	0.407222	0.457570	0.471297	0.525889
Vanpool	3.000000	3.200000	3.870000	3.870000	4.320000	4.320000	4.770000
Subtotal- Fares and Passes	12.670086	13.687329	15.529099	15.653598	17.339067	17.451380	19.148130
SALES TAX	76.620000	81.217200	86.090232	91.255646	96.730985	102.534844	108.686934
OPER. ASSIST. CTR/VANPOOL	0.196219	0.181219	0.100990	0.100990	0.100990	0.100990	0.100990
SPECIAL NEEDS PROGRAM FUNDS	1.554019	1.227010	0.932412	0.932412	0.932412	0.932412	0.932412
INTEREST	0.109274	0.415000	0.186925	0.178987	0.174326	0.163564	0.182240
ADVERTISING							
Contract Advertising - Pierce Transit Revenue	0.780000	0.800000	0.800000	0.800000	0.800000	0.800000	0.800000
SOUND TRANSIT							
ST Express Reimb.	37.604645	42.012197	47.906646	51.952579	54.722738	57.675788	60.826042
ST TDS Reimb.	0.846355	0.783459	0.783459	0.783459	0.799128	0.815111	0.831413
Special Service	0.200000	0.200000	0.200000	0.200000	0.204000	0.208080	0.212242
Other ST Reimb.	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
MISCELLANEOUS							
Operating Grant - Other (Homeland Sec/Reg Mob	1.873087	0.896063	1.160352	0.580176	0.580176	0.000000	0.000000
Operating Grant (5307)/Pierce County	0.975322	0.975322	0.000000	0.000000	0.000000	0.000000	0.000000
Preventive Maint. (5307) / ADA	4.627700	4.627700	4.007648	2.671766	0.000000	0.000000	0.000000
Other Miscellaneous	2.918295	1.554000	1.554000	1.554000	1.554000	1.554000	1.554000
TOTAL OPERATING INCOME	140.975002	148.576499	159.251763	166.663612	173.937822	182.236169	193.274403
TOTAL REVENUES & WORKING CASH	\$229.831629	\$226.023204	\$199.898995	\$201.905528	\$211.402211	\$215.609034	\$226.423018

PIERCE TRANSIT
2017-2022 Six-Year Financial Plan
Operating Revenues & Expenditures

(Millions)	2016	2017	2018	2019	2020	2021	2022
EXPENDITURES -							
Ongoing Operations							
Wages	\$59.544049	\$65.885689	\$68.276902	\$71.157535	\$74.305983	\$77.296696	\$80.566355
Benefits	24.139454	30.775025	33.723790	36.442519	39.483618	42.641734	46.171915
M & O	20.621735	24.317302	22.909842	22.914442	23.374532	25.239048	24.343339
Fuel	6.123519	6.209520	6.185110	6.185110	6.282182	6.371428	6.467391
Parts	6.589913	6.386241	6.354133	6.354133	6.487576	6.610840	6.743057
Purchased Trans.	7.964344	8.030535	7.791191	7.962209	8.138469	8.320130	8.507361
Bridge Tolls	0.195929	0.205286	0.216150	0.218518	0.223373	0.228338	0.233415
TOTAL EXPENDITURES: w/out Debt Payment and Depreciation	125.178943	141.809599	145.457118	151.234466	158.295735	166.708215	173.032833
Non-Operating Costs							
Payments to Pierce Co for 5307 Agreement	0.780258	0.780258	0.000000	0.000000	0.000000	0.000000	0.000000
Subtotal	0.780258	0.780258	0.000000	0.000000	0.000000	0.000000	0.000000
EXPENDITURES (w/ Debt & Reimbursements)	125.959201	142.589857	145.457118	151.234466	158.295735	166.708215	173.032833
CURRENT REVENUES LESS CURRENT EXPENDITURES							
EXPENDITURES	15.015801	5.986642	13.794645	15.429146	15.642087	15.527954	20.241570
TRANSFERS -							
Capital Reserve	22.975162	39.069877	16.181761	10.097626	16.530994	12.453208	9.129814
Insurance	3.450561	3.716238	3.018200	3.109046	3.202617	3.298996	3.398266
Subtotal Transfers	26.425723	42.786115	19.199961	13.206672	19.733611	15.752204	12.528080
TOTAL EXPENDITURES AND TRANSFERS	152.384924	185.375972	164.657079	164.441138	178.029346	182.460419	185.560913
ENDING WORKING CASH	77.446705	40.64723203	35.241916	37.464390	33.372865	33.148615	40.862105
REQUIRED CASH	20.863157	23.634933	24.242853	25.205744	26.382622	27.784703	28.838806
TOTAL EXPENDITURES & WORKING CASH	\$229.831629	\$226.023204	\$199.898995	\$201.905528	\$211.402211	\$215.609034	\$226.423018
MARGIN / (DEFICIT)	\$56.583548	\$17.012299	\$10.999063	\$12.258645	\$6.990243	\$5.363912	\$12.023299

PIERCE TRANSIT

2017-2022 Six-Year Financial Plan

Ending Balances

(Millions)	2016	2017	2018	2019	2020	2021	2022
OPERATING FUND							
Operating Fund Beginning Balance	88.856627	77.446705	40.647232	35.241916	37.464390	33.372865	33.148615
Revenue							
Operating Income	140.975002	148.576499	159.251763	166.663612	173.937822	182.236169	193.274403
Subtotal - Operating Revenue	140.975002	148.576499	159.251763	166.663612	173.937822	182.236169	193.274403
Expenditures							
Operating Expenditures	125.959201	142.589857	145.457118	151.234466	158.295735	166.708215	173.032833
Transfers	26.425723	42.786115	19.199961	13.206672	19.733611	15.752204	12.528080
Subtotal - Operating Expenditures	152.384924	185.375972	164.657079	164.441138	178.029346	182.460419	185.560913
Operating Fund Ending Balance	\$77.446705	\$40.647232	\$35.241916	\$37.464390	\$33.372865	\$33.148615	\$40.862105
Required Margin	20.863157	23.634933	24.242853	25.205744	26.382622	27.784703	28.838806
Margin / (Deficit)	56.583548	17.012299	10.999063	12.258645	6.990243	5.363912	12.023299
CAPITAL FUND							
Beginning Reserves	\$0.000000	\$0.000000	\$0.000000	\$0.000000	\$0.000000	\$0.000000	\$0.000000
Revenue							
5307 Funding							
5307 Earned Share	4.627700	4.627700	4.007648	2.671766	0.000000	0.000000	0.000000
5307 Bus Replacement	0.000000	0.000000	3.290229	4.626112	7.297876	0.000000	0.000000
Less Preventive Maintenance	-4.627700	-4.627700	-4.007648	-2.671766	0.000000	0.000000	0.000000
5307 Funds Available for Capital Projects	0.000000	0.000000	3.290229	4.626112	7.297876	0.000000	0.000000
Pierce County 5307							
5307 Revenues from Pierce Co Agreement	0.975322	0.975322	0.000000	0.000000	0.000000	0.000000	0.000000
Pierce Co. 5307	-0.975322	-0.975322	0.000000	0.000000	0.000000	0.000000	0.000000
Pierce County 5307 Available for Capital	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
5339 Bus & Bus Facilities							
5339(HIMB) Bus Replacement	0.000000	0.000000	0.671586	0.671586	0.671586	0.000000	0.000000
5339b West Base Property Dev	0.000000	0.000000	0.000000	0.000000	0.000000	0.320000	0.680000
5339b Bus Replacement	0.000000	0.000000	3.191000	4.000000	4.000000	8.973756	0.000000
5339b Bus Expansion	0.000000	0.000000	0.000000	0.000000	8.000000	0.000000	0.000000
5339c LoNo Bus Replacement	0.000000	2.551000	2.500000	2.500000	0.000000	0.000000	0.000000
Flexible Funds & Earmarks							
Federal Flex Funds - Regional	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Federal Flex Funds - Countywide	0.000000	0.679417	1.796800	0.000000	0.000000	0.000000	3.105637
Earmarks - 5309	1.775530	2.256996	0.000000	45.000000	47.000000	45.000000	58.000000
TIGER							
Tiger	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	10.000000
Sound Transit							
Sound Transit Base	0.000000	0.101000	2.688400	0.000000	0.000000	0.000000	0.000000
Sound Transit - Other Capital	0.000000	0.409795	0.000000	20.000000	20.000000	20.000000	0.000000
Other Funding							
State Funding	0.000000	0.000000	2.080000	15.720000	3.000000	5.000000	2.000000
Interest	0.115000	0.115000	0.090000	0.090000	0.090000	0.090000	0.090000
Other Capital Revenues	0.000000	2.050000	0.000000	0.000000	0.000000	0.000000	0.000000
Contributions from Other Funds							
Transfer from Operating Fund	22.975162	39.069877	16.181761	10.097626	16.530994	12.453208	9.129814
Total Capital Revenues & Reserves	24.865692	47.233085	32.489776	102.705324	106.590456	91.836964	83.005451

PIERCE TRANSIT
2017-2022 Six-Year Financial Plan
Ending Balances

(Millions)	2016	2017	2018	2019	2020	2021	2022
Expenditures							
Revenue Vehicles	10.631778	30.708054	21.552640	14.753468	32.865195	19.959357	10.948111
Passenger Facilities & Amenities	0.804815	10.798817	2.400000	13.400000	1.000000	0.000000	0.000000
Base Facilities	0.330737	5.160851	0.200000	0.000000	0.000000	0.400000	0.850000
Technology	4.761333	12.317510	2.178160	3.698907	2.464674	1.277590	0.325000
Other	1.533902	2.346258	6.158976	70.852949	70.260587	70.200017	70.882340
Total Capital Expenditures	18.062565	61.331490	32.489776	102.705324	106.590456	91.836964	83.005451
USE OF CAPITAL RESERVE	6.803127	-14.098405	0.000000	0.000000	0.000000	0.000000	0.000000
CAPITAL RESERVE							
Revenue							
Beginning Reserves	\$25.295278	\$32.098405	\$18.000000	\$18.000000	\$18.000000	\$18.000000	\$18.000000
Total Capital Revenues	24.865692	47.233085	32.489776	102.705324	106.590456	91.836964	83.005451
TOTAL CAPITAL RESERVE REVENUES & BEGINNING RESERVE	50.160970	79.331490	50.489776	120.705324	124.590456	109.836964	101.005451
Expenditures							
Capital Expenditures	18.062565	61.331490	32.489776	102.705324	106.590456	91.836964	83.005451
CAPITAL RESERVE - Req'd \$18.0M	\$32.098405	\$18.000000	\$18.000000	\$18.000000	\$18.000000	\$18.000000	\$18.000000
INSURANCE FUND							
Revenue							
Beginning Balance	\$0.586301	\$1.215662	\$2.000000	\$2.000000	\$2.000000	\$2.000000	\$2.000000
Interest on Insurance Fund	0.008100	0.008100	0.010000	0.010000	0.010000	0.010000	0.010000
Transfer	3.450561	3.716238	3.018200	3.109046	3.202617	3.298996	3.398266
Expenditures							
Payments from Insurance Fund	2.829300	2.940000	3.028200	3.119046	3.212617	3.308996	3.408266
Insurance Fund Ending Balance	\$1.215662	\$2.000000	\$2.000000	\$2.000000	\$2.000000	\$2.000000	\$2.000000
TOTAL ENDING BALANCES	\$110.760772	\$60.647232	\$55.241916	\$57.464390	\$53.372865	\$53.148614	\$60.862104

Annual Ridership Report
January – December 2016

Annual Average Ridership

Route Performance Summary

PT Local Routes		Boardings		Percent	Pass/ Svc Hour	Avg. Weekday Boardings	
		Current Year	Previous Year	Change		Current Year	Previous Year
1	6th Ave/Pacific Ave	1,656,406	1,723,491	-3.9%	25.3	5,303	5,547
2	S. 19th/Bridgeport	737,006	756,021	-2.5%	23.0	2,393	2,469
3	Lakewood	515,874	552,988	-6.7%	21.8	1,684	1,804
4	Lakewood/South Hill	422,535	459,446	-8.0%	19.6	1,424	1,454
10	Pearl St.	165,718	169,609	-2.3%	23.9	561	580
11	Pt. Defiance	91,828	104,412	-12.1%	14.8	306	352
13	N. 30th St.	38,841	40,330	-3.7%	11.9	144	150
14	Proctor District	53,148	50,998	4.2%	12.9	202	195
16	UPS - TCC	131,859	144,418	-8.7%	20.0	432	475
28	S. 12th Ave.	160,065	168,312	-4.9%	23.5	557	586
41	Portland Ave.	256,761	266,756	-3.7%	23.2	861	895
42	McKinley Ave.	104,473	115,760	-9.7%	18.1	339	375
45	Parkland	115,726	122,476	-5.5%	16.9	399	434
48	Sheridan-M St.	277,225	291,790	-5.0%	20.4	929	974
51	Union Ave.	149,152	160,767	-7.2%	16.1	488	527
52	TCC- Tacoma Mall	227,262	250,063	-9.1%	25.4	775	853
53	University Place	258,506	292,417	-11.6%	16.8	868	986
54	38th St.	146,247	167,091	-12.5%	19.6	509	580

Appendix B - Operating Data | 2016

55	Parkland-Tacoma Mall	220,533	257,420	-14.3%	23.7	718	843
56	56th St.	81,618	84,221	-3.1%	18.6	251	263
57	Tacoma Mall	337,154	351,467	-4.1%	23.8	1,153	1,208
62	Browns/Dash Point	0	4,295			0	20
100	Gig Harbor	108,683	108,686	0.0%	11.9	371	370
101	Gig Harbor Trolley	16,166	14,083	14.8%	8.6	188	133
202	72nd St.	332,892	345,764	-3.7%	25.5	1,112	1,172
204	Lakewood-Pkln	0	0		0.0	0	0
206	Madigan	207,781	227,209	-8.6%	17.4	688	756
212	Steilacoom	202,165	212,352	-4.8%	18.1	701	743
214	Washington	184,064	196,790	-6.5%	15.1	637	681
300	S. Tacoma Way	202,869	231,858	-12.5%	17.9	688	788
400	Puyallup-Dwtn Tacoma	135,367	169,384	-20.1%	12.2	531	665
402	Meridian	279,499	277,057	0.9%	12.3	922	908
409	Puyallup/Sumner	52,676	56,108	-6.1%	10.6	171	182
410	112th St.	0	0		0.0	0	0
425	Puyallup Comm. Connector	28,409	30,014	-5.3%	3.4	95	96
495	So Hill Mall - Puyallup Stn	30,054	71,387		20.0	377	387
500	Federal Way	347,034	336,951	3.0%	19.6	1,068	1,033
501	Milton/Federal Way	134,551	131,158	2.6%	11.4	493	498
503	Fife/Puyallup Connector DEMO	0	577			0	14
504	Milton-Edgewood DEMO	0	296			0	7
Total Pierce Local		8,410,149	8,944,225	-6.0%	19.5	28,339	30,005

PT Express Routes:		Boardings		Percent	Pass/ Svc Hour	Avg. Weekday Boardings	
		Current Year	Previous Year	Change		Current Year	Previous Year
63	Northeast Tacoma (DEMO)	6,356	1,343	373.3%	3.6	25	18
102	Gig Harbor-Tacoma	35,950	41,819	-14.0%	8.7	141	164
497	Lakeland Hills	67,251	53,593	25.5%	15.9	264	210
Total Pierce Express		109,557	96,755	13.2%	10.8	430	392
Total All PT SCHEDULED		8,519,707	9,040,980	-5.8%	19.3	28,769	30,397

ST Routes		Boardings		Percent	Pass/ Svc Hour	Avg. Weekday Boardings	
		Current Year	Previous Year	Change		Current Year	Previous Year
560	Bellevue/WestSea/SeaTac	522,058	557,406	-6.3%	13.5	1,727	1,839
566	Auburn/Overlake	386,674	421,642	-8.3%	12.6	1,516	1,654
567	Kent/Overlake	151,971	149,318	1.8%	13.7	596	585
574	Pierce/SeaTac	766,163	791,421	-3.2%	17.6	2,309	2,402
577	FedWay/Seattle	486,572	472,732	2.9%	22.0	1,693	1,631
578	Puyallup/FedWay/Seattle	574,684	586,487	-2.0%	17.3	1,795	1,812
580	Puyallup/Lakewood	124,657	41,179	202.7%	21.7	489	0
586	Tacoma/U District	113,823	194,294	-41.4%	10.5	447	756
590	Tacoma/Seattle	711,131	689,004	3.2%	15.1	2,788	2,708

Appendix B - Operating Data | 2016

592	Lakewood/Seattle	225,468	217,003	3.9%	11.5	884	853
592X	Lkwd/Dupont/Olympia	22,058	91,778	-76.0%	8.8	87	275
594	Lkwd/Tacoma/TDS/Sea	771,220	714,486	7.9%	16.2	2,157	1,960
595	Gig Harbor/Seattle	88,218	96,427	-8.5%	12.3	346	378
596	Bonney Lake/Sumner	121,821	109,069	11.7%	33.0	478	461
Extra/594		13,775	15,751		5.5	0	0
Spec/Other		256	15,284		12.6	0	0
Bus Bridge		3,720	8,126	-54.2%	7.9	0	0
Total Sound Transit		5,084,269	5,171,408	-1.7%	15.6	17,313	17,313

PT Local Routes		Total Boardings	Total Miles	Revenue Miles	Total Hours	Revenue Hours	Cost
1	6th Ave/Pacific Ave	1,656,406	785,678	644,375	65,360	60,228	\$9,819,483
2	S. 19th/Bridgeport	737,006	337,135	307,426	32,020	28,946	\$4,810,751
3	Lakewood	515,874	253,584	217,114	23,697	20,927	\$3,560,020
4	Lakewood/South Hill	422,535	249,779	233,091	21,611	20,916	\$3,246,669
10	Pearl St.	165,718	90,049	76,336	6,944	6,291	\$1,043,284
11	Pt. Defiance	91,828	76,937	62,680	6,205	5,488	\$932,113
13	N. 30th St.	38,841	37,196	34,598	3,264	3,106	\$490,450
14	Proctor District	53,148	46,445	39,149	4,133	3,808	\$620,917
16	UPS - TCC	131,859	74,057	68,403	6,587	6,108	\$989,522
28	S. 12th Ave.	160,065	74,037	61,020	6,823	6,168	\$1,025,004
41	Portland Ave.	256,761	122,851	100,124	11,058	9,534	\$1,661,229
42	McKinley Ave.	104,473	59,532	48,586	5,757	4,793	\$864,825
45	Parkland	115,726	78,683	67,808	6,868	5,905	\$1,031,733
48	Sheridan-M St.	277,225	161,536	147,599	13,600	12,520	\$2,043,111
51	Union Ave.	149,152	117,142	109,828	9,261	8,921	\$1,391,309
52	TCC- Tacoma Mall	227,262	89,893	80,529	8,964	8,353	\$1,346,654
53	University Place	258,506	164,584	150,582	15,410	13,816	\$2,315,067
54	38th St.	146,247	85,969	72,573	7,468	6,677	\$1,121,968
55	Parkland-Tacoma Mall	220,533	119,410	115,113	9,294	9,002	\$1,396,245
56	56th St.	81,618	47,004	42,964	4,386	4,163	\$658,875
57	Tacoma Mall	337,154	131,171	113,073	14,177	12,436	\$2,129,858
62	Browns/Dash Point	0	0	0	0	0	\$0

Appendix B - Operating Data | 2016

100	Gig Harbor	108,683	176,775	144,378	9,141	7,945	\$1,373,243
101	Gig Harbor Trolley	16,166	29,415	23,253	1,888	1,680	\$284,182
202	72nd St.	332,892	132,388	123,748	13,075	12,568	\$1,964,269
206	Madigan	207,781	147,003	132,103	11,965	11,195	\$1,797,488
212	Steilacoom	202,165	99,779	91,505	11,153	10,499	\$1,675,578
214	Washington	184,064	149,810	140,536	12,191	11,564	\$1,831,533
300	S. Tacoma Way	202,869	130,472	126,411	11,349	11,103	\$1,705,003
400	Puyallup-Dwtn Tacoma	135,367	168,758	136,112	11,126	9,477	\$1,671,405
402	Meridian	279,499	318,462	223,194	22,787	19,250	\$3,423,210
409	Puyallup/Sumner	52,676	76,022	66,481	4,958	4,556	\$744,806
425	Puyallup Comm. Connector	28,409	98,570	78,856	8,236	7,749	\$1,236,901
495	So Hill Mall - Puyallup Stn	30,054	19,634	15,245	1,502	1,228	\$226,179
500	Federal Way	347,034	232,252	181,108	17,735	14,552	\$2,664,316
501	Milton/Federal Way	134,551	167,215	139,733	11,848	9,972	\$1,779,619
Total Local		8,410,149	5,149,227	4,415,633	431,841	391,444	\$64,876,820

Appendix B - Operating Data | 2016

PT Express Routes:		Total Boardings	Service Miles	Revenue Miles VRM	Service Hours	Revenue Hours VRH	Cost
63	Northeast Tacoma (DEMO)	6,356	38,654	15,746	1,762	893	\$264,757
102	Gig Harbor-Tacoma	35,950	102,209	50,166	4,136	2,503	\$621,286
497	Lakeland Hills	67,251	79,228	21,069	4,225	2,187	\$634,827
Total Pierce Express		109,557	220,091	86,981	10,123	5,582	\$1,520,870
Total ALL PT SCHEDULED		8,519,707	5,369,318	4,502,615	441,964	397,026	\$66,397,690

ST Routes		Total Boardings	Total Miles	Revenue Miles	Total Hours	Revenue Hours	Cost
560	Bellevue/WestSea/SeaTac	522,058	770,102	572,400	38,790	33,395	\$4,329,086
566	Auburn/Overlake	386,674	735,605	374,480	30,577	20,308	\$3,412,194
567	Kent/Overlake	151,971	322,534	96,749	11,071	4,737	\$1,235,369
574	Pierce/SeaTac	766,163	978,984	857,490	43,457	38,017	\$5,516,656
577	FedWay/Seattle	486,572	648,090	307,841	22,159	11,802	\$2,465,809
578	Puyallup/FedWay/Seattle	574,684	846,641	765,838	33,132	29,835	\$4,208,913
580	Puyallup/Lakewood	124,657	104,844	65,848	5,746	4,217	\$730,033
586	Tacoma/U District	113,823	345,836	151,056	10,869	5,607	\$1,380,394
590	Tacoma/Seattle	711,131	1,190,135	728,398	47,048	31,535	\$5,975,761
592	Lakewood/Seattle	225,468	563,145	399,810	19,612	13,269	\$2,489,980
592X	Lkwd/Dupont/Olympia	22,058	89,990	50,363	2,504	1,862	\$317,925
594	Lkwd/Tacoma/TDS/Sea	771,220	1,174,059	1,095,189	47,572	44,698	\$6,039,342
595	Gig Harbor/Seattle	88,218	211,892	133,559	7,194	4,744	\$913,437
596	Bonney Lake/Sumner	121,821	73,526	21,424	3,688	1,911	\$410,333

Appendix B - Operating Data | 2016

Extra/594	13,775	23,115	16,252	2,507	298	\$273,950
Spec/Other	256	399	221	20	9	\$2,228
Bus Bridge	3,720	12,834	1,715	469	40	\$51,504
Total Sound Transit	5,084,269	8,091,732	5,638,633	326,415	246,282	\$39,752,913
Total PT and ST	13,603,975	13,461,050	10,141,247	768,379	643,308	\$106,150,603

Appendix C – Unprogrammed/Unfunded Projects | 2017

CAPITAL PROJECTS			
Project	Description	Cost	Benefits
Bus Fleet Replacement (2018-2022)	The agency's bus fleet has a useful life of 16 years or 640,000 miles; whichever comes first. This is Pierce Transit's adopted replacement policy. However, the FTA's useful life requirement is only 12 years or 500,000 miles, so keeping buses for 16 years (i.e., an additional four years) increases the costs of maintenance in terms of engine and transmission overhaul requirements. Cost estimate per 40-foot CNG powered coach: \$625,000	\$70,000,000	Regularly replacing buses at the end of their useful life cycle will help avoid parts and maintenance costs as those options can become limited as the vehicle ages beyond repair. It also helps improve the public's perception of the agency as old and outdated rolling stock is regularly replaced, especially with the agency extending the service life of its vehicles beyond the FTA standard by four years. This proposal is to continue replacing buses at 16-year intervals by ordering in the 15 th year and taking delivery in the 16 th .
SHUTTLE (Paratransit) Vehicle Replacement (2018-2022)	The agency's SHUTTLE vehicle fleet has a useful life of seven years or 150,000 miles; whichever comes first. This is Pierce Transit's adopted replacement policy. Cost estimate per vehicle: \$92,000	\$10,500,000	Regularly replacing SHUTTLE vehicles at the end of their useful life cycle will help avoid parts and maintenance costs as those options can become limited as the vehicle ages beyond repair. It also helps reduce road failures while improving customer service as older paratransit vehicles are regularly replaced.
Vanpool Vehicle Replacement (2018-2022)	The agency's Vanpool vehicle fleet has a useful life of seven years or 120,000 miles; whichever comes first. This is Pierce Transit's adopted replacement policy. Cost estimate per vehicle: \$32,000	\$9,800,000	Regularly replacing Vanpool vehicles at the end of their useful life cycle will help reduce maintenance and operating costs as those options can become limited as the vehicle ages beyond repair. In addition, the agency is limited by the number of passenger vans that auto repair and bodywork shops can handle at any given time. It also helps promote Commute Trip Reduction efforts and improve the customer experience overall as old and outdated rolling stock is regularly replaced.
Support/Non-Revenue Vehicle Replacement (2018-2022)	The agency is still utilizing 50 non-revenue support vehicles that range from 11 to 30 years old and are now operating well beyond the end of their useful lives. The vehicles to be purchased include automobiles, pick-up trucks, and cargo vans. Cost estimate per vehicle range from \$30,000 to \$85,000	\$2,090,000	Because alternative fuel vehicles would be purchased, the new fleet would be more energy efficient and more reliable. In addition, new vehicles now include enhanced safety features such as LED or HID headlamps, GPS, and collision-avoidance warning systems (e.g., lasers, radar, cameras).
Fixed Route Bus Fleet Expansion (2020)	Cost estimate per 40-foot CNG powered coach: \$625,000	\$10,000,000	Additional coaches would be required if the agency were to increase service hours beyond the 523,000 budgeted in 2017.
Articulated Vehicles for New Pacific Avenue/SR 7 High Capacity Transit Service (2022)	Cost estimate per 60-foot coach (fuel source to be determined): \$900,000	\$24,300,000	If Bus Rapid Transit becomes the Locally Preferred Alternative for the corridor, assumes 27 vehicles would be required initially, in order to begin revenue service in 2022.

Appendix C – Unprogrammed/Unfunded Projects | 2017

CAPITAL PROJECTS			
Project	Description	Cost	Benefits
Pacific Avenue/Mountain Highway (SR 7) at 8th Avenue East: New Park-and-Ride Lot or Structure and Bus Turnaround Facility with Passenger Shelters and Boarding Zones, Operator Comfort Station, and Added Security	Constructs a new 350-stall Park-and-Ride lot or parking structure with a bus staging and turnaround facility. Operational efficiencies are expected to improve as the current on-street turnaround used to end the route would be eliminated. The project would include additional security features and passenger boarding zones, as well as an operator comfort station and restroom facilities for passengers.	\$28,750,000	The site would provide additional parking capacity for new riders while serving as a catalyst to a higher capacity, limited stop service along Pacific Avenue north to Tacoma Dome Station and Downtown Tacoma (a Regional Growth Center). While much more expensive to construct than a surface parking lot, the agency sees an unique opportunity for a mixed use building with ground floor retail and inclusionary or below market housing within, creating a true 24/7/365 activity center in a part of unincorporated Pierce County that is being rezoned for this type of higher density infill development.
South Hill Park-and-Ride Lot: South Meridian Corridor/SR 161 at 176 th Street E	Constructs a new 350-stall Park-and-Ride lot at the southeastern boundary of Route 402, including passenger shelters, boarding zones, an operator comfort station, and added security where none exists today.	\$7,300,000	This area in southeastern Pierce County is considered an emerging transit ridership market with high growth expected in both residential and commercial sectors that could immediately benefit from new Park-and-Ride capacity. The new facility would also be designed to accommodate Sound Transit HCT or Regional Express service in the future. By providing improved drop off or “Kiss-and-Ride” facilities at this location, Pierce Transit can set the foundation for even more frequent and direct service from the southeastern end of the county into Downtown Tacoma, a designated Regional Growth Center.
Network Infrastructure Replacement (2018-2022)	Network hardware requires recurring life cycle replacements to prevent failure. Parts and warranties are no longer available at the components’ end of useful life. Most components run on a 4-5 year replacement cycle.	\$3,700,000	Network components and servers are necessary for employees to effectively accomplish their jobs using the agency network and our core business systems. This is normal life cycle replacement of infrastructure equipment as outlined in the IT Strategic Plan and in the IT Infrastructure 10-year replacement plan.

Appendix C – Unprogrammed/Unfunded Projects | 2017

CAPITAL PROJECTS			
Project	Description	Cost	Benefits
Physical Protection System Integration – Phase 1	Over the past 10 years, Pierce Transit has continued to dedicate time and resources protecting the agency’s staff, facilities, and assets by implementing Physical Protection Systems (PPS) such as fixed CCTV, Limited Access, Emergency Warning System (EWS), Intrusion Detection Systems (IDS), cameras on buses, and a new Master Key Control system. While each system plays a vital role, it also requires its own, separate software and user interface to monitor and operate, making it difficult for a single group such as security staff to actively monitor multiple systems and effectively respond to an incident. In fact, relying on multiple groups to monitor and operate these systems during an emergency would be nearly impossible to effectively coordinate.	\$750,000	By having a single location and Graphical User Interface (GUI) to monitor and operate each security system, the user could manipulate multiple systems more effectively and with ease. In the past, this lack of a single user interface has proven to be a weak point in our security systems while causing a delayed response to incidents. For example, if all systems were fully integrated and security had access to just one user interface, they could immediately identify the source of an alarm, capture the area on camera, and lock down card readers in order to secure and fully protect other areas in the facility. Fortunately, Pierce Transit recently chose a platform that is highly capable of this type of system integration.
Computer Aided Dispatch/Automatic Vehicle Locator (CAD/AVL) Upgrade (2020)	Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL) is an integrated system of hardware and software which shares communication, position, and scheduling information between dispatchers, field supervisors and drivers. The utilities of a CAD/AVL include: <ul style="list-style-type: none"> -Quick resolution of service disruptions -Mechanism for operator inquiries -Ability to monitor on-time performance in real time -Expedited emergency response -Reliable, high quality data for analytics 	\$800,000	The plan is to release an RFI to determine the need to replace the current CAD/AVL system with a system that better meets the agency’s operational requirements, prior to upgrading the current system in 2020.
SHUTTLE (Paratransit) - Scheduling System Software Upgrade - Request for Proposals	This project will initiate a request for proposals that will invite current and prospective vendors to submit proposals that offer to address needs and desires, allowing Pierce Transit to make an informed decision on whether to move ahead with upgrading our existing system or replace it with a platform that more closely meets the agency’s paratransit routing and scheduling needs for today and tomorrow.	\$1,570,000	The primary benefit to Pierce Transit will be the improvement in operational efficiencies through the use of more technologically relevant systems. A small increase in productivity, such as 0.1 passengers per hour, would result in a potential savings of more than \$330,000 in operational costs while other improvements in process could save thousands in wages as scheduling becomes more efficient.

Appendix C – Unprogrammed/Unfunded Projects | 2017

CAPITAL PROJECTS

Project	Description	Cost	Benefits
Real-Time Bus Arrival & Departure Information Displays/Signs	This project would equip the 72 nd Street, Lakewood Towne Center, Parkland, South Hill, Tacoma Community College, and Tacoma Mall Transit Centers, plus SR 512 Park-and-Ride, Tacoma Dome Station, and Commerce Street Transfer Area with displays indicating estimated arrival times of routes that serve them. Estimated arrival time information would be derived from the vehicle’s actual position along the route, using the existing Pierce Transit real-time feed (ideally <i>OneBus.Away</i>). There would be two displays per facility, with each boarding island having a minimum of one display. Displays would be housed in a weather-proof and vandal-resistant enclosure. Use of the <i>OneBus.Away</i> feed would allow the display of Sound Transit and Intercity Transit Routes serving our facility, enhancing interagency coordination.	\$280,000	Numerous academic studies indicate perceived wait times are reduced by at least 20 percent when real-time arrival/departure information is available to transit riders. The availability of bus arrival time info can therefore deliver some of the benefits of increased frequency without the costs associated with running additional trips. Pierce Transit currently publishes real-time vehicle position information to the public through feeds such as <i>OneBus.Away</i> . However, not every transit user has the ability or knowledge to access this information through a web-enabled mobile device. Real-time signage would allow this information to be displayed to the public ubiquitously. Real-time displays may also have the ability to communicate service disruptions and related messages, a task that is currently handled manually through posting of paper signage and interactions between service supervisors and customers.
Base Master Plan - Implementation	This project is a placeholder for the recommendations that come out of the Base Master Plan Update project (currently underway), expected to be completed by third quarter of 2018.	\$161,000,000	Pierce Transit will move forward with flexible, phased improvements to its Operations and Maintenance Base sites in Lakewood as funding becomes available. Phase 1 will address capacity issues as well as allowing Pierce Transit the flexibility to work on a diverse and growing fleet of vehicles to accommodate the ongoing restoration of service hours, including 60-foot articulated and/or double decker and electric buses.
Puyallup Avenue Intermodal Improvements (per City of Tacoma South Downtown Subarea Plan) <ul style="list-style-type: none"> • Phase 1 Options Analysis/Traffic Study • Phase 2 Implementation 	Addition of transit supportive elements and access improvements to Portland Avenue, Puyallup Avenue, and I-5 (Current Traffic Conditions Analysis and Transit Treatment Operational Analysis) - Phase 1 (Options Analysis/Traffic Study) & Phase 2 (Implementation of transit supportive elements to improve bus access and circulation in the Tacoma Dome Station area)	Phase 1 - \$250,000 Phase 2 - \$6,550,000	The City of Tacoma is moving forward with the Puyallup Avenue Multimodal Improvement Project. The focus of the City’s project is pedestrian and bicycle improvements. The corridor is the gateway to the multimodal Tacoma Dome Station. Transit supportive components such as possible “transit only” lane, business access and transit (BAT) lanes, queue jumps or other elements are necessary to ensure transit’s reliability and speed are maintained. These types of features make transit service more convenient and competitive to car travel.

CAPITAL PROJECTS

Project	Description	Cost	Benefits
Agency-wide Sustainability Evaluation & Environmental Management System Implementation	In order to adopt sustainability measures and take action to reduce its carbon footprint, Pierce Transit needs an agency-wide assessment of current environmental practices at all levels; from operations to administration. Many transit agencies nationwide have implemented an Environmental Management System by following best practices and setting conservation goals, per FTA and APTA sustainability guidelines, but first an objective evaluation is needed before sustainability measures are established. All facilities should be considered, but significant potential sites include: <ul style="list-style-type: none"> • Pierce Transit’s Operations & Maintenance Base • Tacoma Dome Station • Commerce Street Transfer Area 	Not Yet Determined (Study Only)	Converting its fixed route bus fleet to Compressed Natural Gas (CNG) in the 1990s was a giant step towards region-wide environmental stewardship, but the agency could now do even more. Adopting transit-specific best management practices would not only save financial resources (an internal benefit), but preserve and protect natural resources (an external benefit) by increasing its efforts to combat climate change in a county and metropolitan region that is expected to rapidly grow in the future. Examples include reducing water, electricity, and motor fuels usage, enforcing a “no idling” policy, increasing recycling efforts, and xeriscaping all properties. After adoption and implementation, this project will continue to improve the efficiency and resource utilization of aging capital facilities by replacing out-of-date technologies and with newer and more efficient components or systems. This project addresses climate action strategies and implements Pierce Transit’s Executive Order #1 addressing a commitment to utilize green technologies and meet resource conservation goals.
Park-and-Ride and Transit Center Renewals	Park-and-Ride lots to be refurbished and renovated: Kimball Drive (Gig Harbor); South Hill (Puyallup); Narrows (Tacoma); North Purdy/Purdy Crescent Transit Centers to be refurbished and renovated: Lakewood Towne Center; South Hill Mall (Puyallup)	\$10,300,000	Pierce Transit’s continued focus is restoring service hours and “refreshing” the system, in order to attract new customers. Part of this marketing campaign involves reinvesting capital reserves toward renewing existing properties by making the necessary repairs, improving security, replacing landscaping, and upgrading lighting. Examples include replacing broken glass panels with vandal-proof glass, fixing rooves, resurfacing bus zones and parking lots, and updating the agency’s contact information at all 2,500 bus stops.

Appendix C – Unprogrammed/Unfunded Projects | 2017

CAPITAL PROJECTS

Project	Description	Cost	Benefits
Transit Signal Priority (TSP) Update of Technology and Equipment	Evaluate and implement an upgrade to TSP using the latest available GPS technology that communicates with the existing AVL and APC equipment to actively initiate TSP calls on routes to improve schedule adherence and improve throughput on transit corridors.	\$1,200,000	Pierce Transit currently has TSP operational throughout Downtown Tacoma, in University Place and Lakewood, and along SR 7 through coordination with WSDOT. Pierce Transit’s system, however, relies heavily on operator interaction and focuses on speed through corridors rather than targeted schedule adherence. New technology allows for GPS-based priority that eliminates the need for operator interaction and works in conjunction with the existing AVL and APC systems. It provides for the most efficient priority calls on those runs that will see the most benefit.
Tacoma Mall Transit Center Relocation: Site Selection Study and Preliminary Engineering/Design Phase	The Tacoma Mall Neighborhood Subarea Plan EIS promotes sustainable development in a more compact urban form. This transition in the land use pattern can only be accomplished by a complementary redesign of the transportation system, including how transit can most effectively serve the mall. The ultimate goal of this re-envisioned transportation system is to develop an interconnected multimodal network from today’s large auto-oriented blocks as well as improved regional connections to support the Tacoma Mall area’s role as a designated Regional Growth Center.	\$300,000 (Assumes Pierce Transit’s share at no more than one-third)	While investments in high capacity transit service are not specifically identified on the near-term priority list (as the City of Tacoma does not own or operate transit service), a study to explore potential locations and design options for a new Tacoma Mall Transit Center is identified as one of the initial projects. The relocated transit center and I-5 direct access ramps will greatly facilitate future transit service to the neighborhood. This proposed project would be under a public-private partnership with Simon Property Group, the City of Tacoma, Intercity Transit, and possibly WSDOT and Sound Transit.

CAPITAL PROJECTS

Project	Description	Cost	Benefits
<p>High Capacity Transit (HCT) and Limited Stop Service including Branding/Marketing and Shelter or Transit Center Enhancements</p>	<p>Two corridors are being considered for implementing a new High Capacity Transit (HCT) and limited stop service:</p> <ul style="list-style-type: none"> • Route 1: Along Pacific Avenue/SR 7 from downtown Tacoma to Spanaway –Plus - • Route 3: Along Pacific Avenue and S. Tacoma Way from downtown Tacoma to the Lakewood Towne Center–or- • Route 2: Along S. 19th Street and Bridgeport Way from downtown Tacoma to the Lakewood Towne Center –or- • Route 402: Along Pacific Highway and S. Meridian/SR 161 from Federal Way to South Hill <p>Enhancements include a unique branding and marketing of the HCT service, easily identifiable buses (e.g., articulated or double-decker vehicles), upgraded shelters with real-time bus arrival information, ticket vending machines, and/or ORCA readers, and SMART solar-powered litter bins that alert maintenance crews via email or text message when they need emptying. Assumes corridor-wide TSP infrastructure is in place as well.</p>	<p>\$140M - \$200M (For Pacific Avenue/SR 7 corridor project only. Actual costs to be determined by Locally Preferred Alternative which will be identified in spring 2018)</p>	<p>HCT or limited stop enhanced fixed route service has the potential to provide customers with travel times that compete with or even exceed single occupant vehicles. As such, they have the potential to maximize ridership while also increasing the average speed of individual vehicles that are in route service. The Pacific Avenue/SR 7 corridor still has the highest ridership currently and would realize the greatest immediate benefit to adding HCT. In order to build ridership for an eventual BRT route, limited stop/express overlays could be developed and analyzed as an interim measure, as well as to test the viability of an enhanced, rapid, and high capacity fixed route service.</p>

CAPITAL PROJECTS

Project	Description	Cost	Benefits
Electric Vehicle (EV) Infrastructure Implementation (2018-2020)	This project would seek to provide EV charging infrastructure in each of the following categories: Public & Headquarters Infrastructure <ul style="list-style-type: none"> ○ Lakewood headquarters employee parking:- 5 stations for implementation in 2018 ○ Lakewood headquarters visitor parking: 1 station for implementation in 2018 ○ Tacoma Dome Station : 12 stations for implementation in 2018 ○ Kimball Drive Park-and-Ride: 4 stations for implementation in 2020 Revenue Vehicles <ul style="list-style-type: none"> ○ Pierce Transit has a target of making 20 percent of its fixed route fleet electric powered within the next few years ○ An additional thirty L3 50-kW bus charging stations for fixed route vehicle would be constructed for implementation in 2020 ○ SHUTTLE (paratransit): 20 percent of total fleet for implementation in 2020 ○ Vanpool: 2 Stations for implementation in 2019 ○ Non-revenue vehicles: 20 percent of total service and support vehicles for implementation in 2019 	\$3,600,000	<ul style="list-style-type: none"> ● EVs have significant advantage over internal combustion engines (ICEs) with regard to criteria air pollutant emissions (CO, NOx, SOx, PM_{2.5,10}), greenhouse gas emissions (CO₂, CH₄, NOx), vibration, and noise. This directly impacts human health and the environment. ● EVs are rapidly becoming more popular among consumers. There is growing demand for public charging. In addition, there is increased public interest in riding on electric buses and vanpools. ● Infrastructure that supports EVs can deliver significant life-cycle cost savings over ICEs. Pierce Transit “Electric Vehicles Charging Equipment & Infrastructure” was recently identified in the PSRC’s <i>Transportation 2040</i> plan as a programmatic element in the fiscally constrained section of the long range plan.

SERVICE AND SUPPORT NEEDS

Project	Description	Benefits
Pierce County Coordinated Transportation Project	Expand the 'Beyond the Borders' project to provide lifeline transportation services to people living outside Pierce Transit's service area throughout the entire South Pierce County area.	For Pierce County special needs individuals who live outside the boundary of Pierce Transit's Public Transportation Benefit Area. This project would expand the boundaries of Beyond the Borders and create greater efficiencies for travelers coming into the Pierce Transit service area.
Route 3 Increased Frequency	Increase frequency of Route 3 to 20 minutes on weekdays.	With the system redesign the alignment of Route 3 was altered in order to connect more destinations than it has in the past. Increasing frequency to 20 minutes helps with schedule adherence, better reflects its status as a trunk route, and builds up the route for further infrastructure and service upgrades.
Route 5 – East Tacoma/72nd Street	Begin a new trunk route that combines routes 52 and 55, offering 15-minute headways between Tacoma Community College and Parkland.	This route would replace two well utilized urban routes with a trunk route offer greater frequency between TCC and Parkland.
East Tacoma – Parkland Local Route Service	Extend Route 42 from its current terminus at the 72 nd Street and Portland Avenue Transit Center to the Parkland Transit Center.	This route extension would provide a direct link between East Tacoma and Parkland.
Shaw Road Local Fixed Route Service	Begin a new fixed route linking 176th & Meridian with Downtown Puyallup via Shaw Road.	This route would provide fixed route service to Sunrise area residents, as well as established neighborhoods along portions of Shaw Road that are not currently served by Pierce Transit.
S. 84th Street – S. Tacoma Way to McKinley	Begin a new fixed route operating along S. 84th Street, linking Lakewood with the 72nd and Portland Transit Center.	Pierce Transit has been extending its network of east-west routes to serve major arterial streets south of Downtown Tacoma. 84th Street is the next logical new service.
S. 96th Street – Steele to McKinley Local Route Service	Begin a new fixed route operating along 96th Street, linking Lakewood with the 72nd and Portland Transit Center.	Pierce Transit has been extending its network of east-west routes to serve major arterial streets south of Downtown Tacoma. Like S. 84th Street, 96th Street is a logical new service.
More Frequent Night Service On Route 1	Provide 15-minute weeknight headways until 9:00 p.m.	Because many patrons transfer from regional express service onto Route 1 in the evening, commute demands on this route extend beyond the traditional rush hours. This would provide services that address those demands.
Route 58 Proposal	Provide a new service linking Proctor to Tacoma Mall.	This new service would provide a link from the Tacoma's North End to the Tacoma Mall Transit Center to replace service lost with the elimination of the Route 51.
Route 59 Proposal	Provide a new service linking University Place to Downtown Tacoma.	New Community Connector Service providing more direct access between UP and Downtown Tacoma.
Route 103 Proposal	New community connector service in West Gig Harbor	Service connecting to Olympic Village from Borgen Boulevard.
Route 206B Proposal	Extension of existing 206 to DuPont.	New extension from Madigan Hospital to DuPont assuming either contracted service or DuPont opting back into the PTBA.

SERVICE AND SUPPORT NEEDS

Project	Description	Benefits
Route 240 Proposal	Service linking Lakewood to Orting.	New community connector service from Lakewood Transit Center to Orting assuming either contracted service or Orting opting back into the PTBA.
Route 403 proposal	Service linking South Hill to Bonney Lake.	New community connector service from South Hill to Bonney Lake assuming either contracted service or Bonney Lake opting back into the PTBA.
Route 404 proposal	South Hill to Frederickson.	New service linking the South Hill area of Frederickson to the growing manufacturing and industrial area of Frederickson.
Route 491 proposal	Puyallup Sounder Station to Pierce College.	New service operating from Puyallup Sounder Station to South Hill Mall Transit Center.
Route 498 proposal	Fife to Auburn.	A hybrid of the current Routes 497 and 501, it would connect the future Central Link Light Rail in Fife and existing Sounder Station in Auburn.
Route 499 proposal	Fife to Frederickson.	Would connect the future Central Link Light Rail in Fife to the Frederickson Manufacturing and Industrial Center (MIC) via Canyon Road.
Local Express Limited Stop Services	Begin new limited stop, frequent express type services on key corridors with high transit ridership. These express routes would offer 15-minute headways that would offer a faster connection due to their limited stop nature. These routes would be an overlay on top of the existing local fixed route service.	Express limited stop services have the benefit of offering passengers frequent trips with fewer stops thereby reaching their ultimate destination sooner than a local fixed-route trip. These services have the potential to build ridership and could ultimately be a precursor or starting point to introduce future BRT corridors. Potential corridors include Pacific (Route 1), Bridgeport (Route 2), Parkland-Tacoma Mall (Route 55), TCC-Tacoma Mall (Route 52), 112th Street (Route 4), and Meridian (Route 402).
Innovative Service Solutions Tailored to Community Needs	Communities have asked for a more tailored service that would be specifically designed for their community's needs.	Pierce Transit will continue to work with communities on tailored services to meet their needs. These could be a circulator type service, a hybrid, or another unique custom solution using new modes or technologies.
Customized Bus Program	The Customized Bus program would operate on a case-by-case basis as partnerships are identified. The routes would operate on a limited stop basis; provide premium amenities to encourage use such as high back seats, Wi-Fi, tinted windows and special branding of the bus itself. The size of the bus would vary depending on demand.	The program will operate at a Board of Commissioners approved direct operating cost recovery rate. Businesses, non-profit organizations, public agencies, and other possible partnerships would identify their transportation needs and work with Pierce Transit to partner in providing a level of service for their unmet needs.

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
167	64888C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
168	64871C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
169	64872C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
170	64879C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
171	64873C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
172	A9781C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
173	64887C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
174	64881C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
175	64882C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
176	64886C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
177	64874C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
178	64875C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
179	64876C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
180	64885C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
181	64883C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
182	64877C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
183	64878C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
184	64884C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
185	72922C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
186	72931C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	



BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
187	72932C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
188	72923C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
189	72919C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
190	72918C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
191	72917C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
192	72920C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
193	72921C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
194	72924C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
195	72925C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
196	72926C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
197	72927C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
198	72928C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
199	72933C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
200	A9780C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
201	72935C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
202	72938C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
203	72936C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
204	72937C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
205	75349C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
206	75350C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
207	75351C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	



BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
208	75352C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
209	75353C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
210	75354C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
211	75368C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
212	75355C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
213	75369C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
214	75370C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
215	76887C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
216	76888C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
217	A9784C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
218	76890C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
219	76891C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
220	76892C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
221	76893C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
222	76894C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
223	76895C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
224	76896C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
225	77840C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
226	76897C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
227	76898C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
228	77841C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	



BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
229	77851C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
230	80845C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
231	80846C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
232	80847C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
233	80848C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
234	80849C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
235	80886C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
236	80887C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
237	80888C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
238	80889C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
239	80890C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
240	88329C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
241	86100C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
242	88320C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
243	88321C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
244	A9783C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
245	88323C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
246	88324C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
247	88325C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
248	88326C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
249	88327C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	



BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
250	88328C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
251	A8162C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
252	A8163C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
253	A8164C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
254	A8165C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
255	A8166C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
256	A8167C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
257	A8183C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
258	A8184C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
259	A8185C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
260	A8186C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
261	B2145C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
262	B2146C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
263	B2147C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
264	B2148C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
265	B2149C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
266	B2150C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
267	B2151C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
268	B2152C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
269	B2153C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
270	B2154C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
271	B6842C	CNG	Cummins 280 HP ISL G	2017	Gillig	G27D102N5	40-ft	
272	B6848C	CNG	Cummins 280 HP ISL G	2017	Gillig	G27D102N6	40-ft	
273	B6843C	CNG	Cummins 280 HP ISL G	2017	Gillig	G27D102N7	40-ft	
274	B6844C	CNG	Cummins 280 HP ISL G	2017	Gillig	G27D102N8	40-ft	
275	B6845C	CNG	Cummins 280 HP ISL G	2017	Gillig	G27D102N9	40-ft	
276	B6846C	CNG	Cummins 280 HP ISL G	2017	Gillig	G27D102N10	40-ft	
277	B6847C	CNG	Cummins 280 HP ISL G	2017	Gillig	G27D102N11	40-ft	
311	69986C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft	
312	69985C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft	
313	69984C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft	
320	75339C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	Painted Trolley
321	75340C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	Painted Trolley
322	75341C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	Painted Trolley
324	75343C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
325	75344C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
326	75345C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
327	75346C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
328	75347C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
329	75348C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
501	94729C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
502	94730C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
503	94791C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
504	94792C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
505	94793C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
506	94794C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
507	94795C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
508	94796C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
509	94797C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
510	A4671C	Diesel	Cummins ISB 280 HP HE	2013	Gillig	G30D102N4	40-ft	
511	A4672C	Diesel	Cummins ISB 280 HP HE	2013	Gillig	G30D102N4	40-ft	
512	A4672C	Diesel	Cummins ISB 280 HP HE	2013	Gillig	G30D102N4	40-ft	
513	A4674C	Diesel	Cummins ISB 280 HP HE	2013	Gillig	G30D102N4	40-ft	
514	A4675C	Diesel	Cummins ISB 280 HP HE	2013	Gillig	G30D102N4	40-ft	
515	A4676C	Diesel	Cummins ISB 280 HP HE	2013	Gillig	G30D102N4	40-ft	
516	A7298C	Diesel	Cummins ISB 280 HP HE	2014	Gillig	G30D102N4	40-ft	
517	A7297C	Diesel	Cummins ISB 280 HP HE	2014	Gillig	G30D102N4	40-ft	
518	A7296C	Diesel	Cummins ISB 280 HP HE	2014	Gillig	G30D102N4	40-ft	
519	A7295C	Diesel	Cummins ISB 280 HP HE	2014	Gillig	G30D102N4	40-ft	
520	A7492C	Diesel	Cummins ISB 280 HP HE	2014	Gillig	G30D102N4	40-ft	
521	A7493C	Diesel	Cummins ISB 280 HP HE	2014	Gillig	G30D102N4	40-ft	
5820	RS12081	Unleaded	10 cylinder	2016	Ford	E450	25-ft	
5821	RS12082	Unleaded	10 cylinder	2016	Ford	E450	25-ft	



BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
5822	RS12083	Unleaded	10 cylinder	2016	Ford	E450	25-ft	
5823	RS12084	Unleaded	10 cylinder	2016	Ford	E450	25-ft	
5824	RS12085	Unleaded	10 cylinder	2016	Ford	E450	25-ft	
8035	52084C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	
8044	99623C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	
8056	99625C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft	
8063	53204C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft	
8066	53316C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	Active Reserve	8066

TROLLEYS

Vehicle#	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
330	71790C	D	Cummins	2000	Chance	AH-28 Streetcar	28-feet	
331	71792C	D	Cummins	2000	Chance	AH-28 Streetcar	28-feet	
332	71789C	D	Cummins	2000	Chance	AH-28 Streetcar	28-feet	

SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5101	RS09666	Unleaded	10 cylinder	2012	Ford	E450	PT	
5102	RS09667	Unleaded	10 cylinder	2012	Ford	E450	PT	
5103	RS09668	Unleaded	10 cylinder	2012	Ford	E450	PT	
5104	RS09658	Unleaded	10 cylinder	2012	Ford	E450	PT	



SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5105	RS09659	Unleaded	10 cylinder	2012	Ford	E450	PT	
5106	RS09660	Unleaded	10 cylinder	2012	Ford	E450	PT	
5107	RS09730	Unleaded	10 cylinder	2012	Ford	E450	PT	
5108	RS09669	Unleaded	10 cylinder	2012	Ford	E450	PT	
5109	RS09670	Unleaded	10 cylinder	2012	Ford	E450	PT	
5110	RS09731	Unleaded	10 cylinder	2012	Ford	E450	PT	
5111	RS09661	Unleaded	10 cylinder	2012	Ford	E450	PT	
5112	RS09732	Unleaded	10 cylinder	2012	Ford	E450	PT	
5113	RS09733	Unleaded	10 cylinder	2012	Ford	E450	PT	
5114	RS09734	Unleaded	10 cylinder	2012	Ford	E450	PT	
5115	RS09735	Unleaded	10 cylinder	2012	Ford	E450	PT	
5116	RS09662	Unleaded	10 cylinder	2012	Ford	E450	PT	
5117	RS09663	Unleaded	10 cylinder	2012	Ford	E450	PT	
5118	RS09664	Unleaded	10 cylinder	2012	Ford	E450	PT	
5119	RS09736	Unleaded	10 cylinder	2012	Ford	E450	PT	
5120	RS09737	Unleaded	10 cylinder	2012	Ford	E450	PT	
5121	RS09738	Unleaded	10 cylinder	2012	Ford	E450	PT	
5122	RS09665	Unleaded	10 cylinder	2012	Ford	E450	PT	
5123	RS09671	Unleaded	10 cylinder	2012	Ford	E450	PT	
5124	RS09739	Unleaded	10 cylinder	2012	Ford	E450	PT	
5125	RS09740	Unleaded	10 cylinder	2012	Ford	E450	PT	



SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5126	RS09741	Unleaded	10 cylinder	2012	Ford	E450	PT	
5127	RS09742	Unleaded	10 cylinder	2012	Ford	E450	PT	
5128	RS09914	Unleaded	10 cylinder	2012	Ford	E450	PT	
5129	RS09913	Unleaded	10 cylinder	2012	Ford	E450	PT	
5130	RS09912	Unleaded	10 cylinder	2012	Ford	E450	PT	
5131	RS09911	Unleaded	10 cylinder	2012	Ford	E450	PT	
5132	RS09910	Unleaded	10 cylinder	2012	Ford	E450	PT	
5133	RS09920	Unleaded	10 cylinder	2012	Ford	E450	PT	
5134	RS09919	Unleaded	10 cylinder	2012	Ford	E450	First Transit	
5135	RS09918	Unleaded	10 cylinder	2012	Ford	E450	First Transit	
5136	RS09917	Unleaded	10 cylinder	2012	Ford	E450	First Transit	
5137	RS09916	Unleaded	10 cylinder	2012	Ford	E450	First Transit	
5138	RS09915	Unleaded	10 cylinder	2012	Ford	E450	First Transit	
5139	RS11007	CNG	10 cylinder	2014	Ford	E450	Pierce Transit	
5140	RS11008	CNG	10 cylinder	2014	Ford	E450	Pierce Transit	
5141	RS11009	CNG	10 cylinder	2014	Ford	E450	Pierce Transit	
5142	RS11010	CNG	10 cylinder	2014	Ford	E450	Pierce Transit	
5143	RS11011	CNG	10 cylinder	2014	Ford	E450	Pierce Transit	
5144	RS11015	CNG	10 Cylinder	2014	Ford	E450	Pierce Transit	
5145	RS11012	CNG	10 Cylinder	2014	Ford	E450	Pierce Transit	
5146	RS11016	CNG	10 Cylinder	2014	Ford	E450	Pierce Transit	



SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5147	RS11013	CNG	10 Cylinder	2014	Ford	E450	Pierce Transit	
5148	RS11014	CNG	10 Cylinder	2014	Ford	E450	Pierce Transit	
5149	RS10835	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5150	RS10834	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5151	RS10805	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5152	RS10806	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5153	RS10817	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5154	RS10807	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5155	RS10808	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5156	RS10809	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5157	RS10810	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5158	RS10811	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5159	RS10812	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5160	RS10813	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5161	RS10831	CNG	10 Cylinder	2014	Ford	E450	First Transit	
5162	RS10832	CNG	10 Cylinder	2014	Ford	E450	First Transit	
5163	RS10833	CNG	10 Cylinder	2014	Ford	E450	First Transit	
5164	RS10814	CNG	10 Cylinder	2014	Ford	E450	First Transit	
5165	RS10836	Unleaded	10-Cylinder	2014	Ford	E450	First Transit	
5166	RS10837	Unleaded	10-Cylinder	2014	Ford	E450	First Transit	
5167	RS10815	Unleaded	10-Cylinder	2014	Ford	E450	First Transit	



SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5168	RS10838	Unleaded	10-Cylinder	2014	Ford	E450	First Transit	
5169	RS10839	Unleaded	10-Cylinder	2014	Ford	E450	First Transit	
5170	RS10816	Unleaded	10-Cylinder	2014	Ford	E450	First Transit	
5172	RS11826	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5173	RS11827	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5174	RS11828	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5175	RS11829	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5176	RS11830	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5177	RS11831	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5178	RS11832	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5179	RS11935	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5180	RS11820	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5181	RS11997	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5182	RS11819	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5183	RS11991	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5184	RS11821	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5185	RS11822	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5186	RS11823	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5187	RS11824	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5188	RS11992	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5189	RS11993	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	



SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5190	RS11825	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5191	RS11936	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5192	RS11937	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5193	RS11994	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5194	RS11938	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5195	RS11995	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5196	RS11939	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5197	RS11940	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5198	RS11941	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5199	RS11996	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5200	RS11990	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
5069	RS05630	Unleaded	10 cylinder	2005	FORD	E450	
5087	RS07160	Unleaded	10 cylinder	2007	FORD	E450	
5800	RS05746	Unleaded	10 cylinder	2005	FORD	E450	
7030	RS05380	Unleaded	8 cylinder	2005	FORD	E350XL	
7051	RS05420	Unleaded	8 cylinder	2005	FORD	E350XL	
7052	RS05421	Unleaded	8 cylinder	2005	FORD	E350XL	



VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7055	RS05424	Unleaded	8 cylinder	2005	FORD	E350XL	
7060	RS05428	Unleaded	8 cylinder	2005	FORD	E350XL	
7064	RS05656	Unleaded	8 cylinder	2005	FORD	E350XL	
7072	RS05722	Unleaded	8 cylinder	2005	CHEVROLET	3500	
7073	RS05723	Unleaded	8 cylinder	2005	CHEVROLET	3500	
7076	RS05735	Unleaded	8 cylinder	2005	CHEVROLET	3500	
7078	RS05737	Unleaded	8 cylinder	2006	FORD	E350	
7085	RS05744	Unleaded	8 cylinder	2006	FORD	E350	
7090	RS05729	Unleaded	8 cylinder	2006	FORD	E350	
7092	RS05731	Unleaded	8 cylinder	2006	FORD	E350	
7094	RS05733	Unleaded	8 cylinder	2006	FORD	E350	
7095	RS05734	Unleaded	8 cylinder	2006	FORD	E350	
7096	RS05782	Unleaded	8 cylinder	2006	FORD	E350	
7100	RS05750	Unleaded	8 cylinder	2006	FORD	E350	
7102	RS05752	Unleaded	8 cylinder	2006	FORD	E350	
7109	RS05759	Unleaded	8 cylinder	2006	FORD	E350	
7113	RS05763	Unleaded	8 cylinder	2006	FORD	E350	
7114	RS05764	Unleaded	8 cylinder	2006	FORD	E350	
7115	RS05765	Unleaded	8 cylinder	2006	FORD	E350	
7117	RS05767	Unleaded	8 cylinder	2006	FORD	E350	
7118	RS06143	Unleaded	8 cylinder	2006	FORD	E350	



VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7122	RS06023	Unleaded	8 cylinder	2006	FORD	E3 WAGON	
7125	RS06026	Unleaded	8 cylinder	2006	FORD	E3 WAGON	
7127	RS06028	Unleaded	8 cylinder	2006	FORD	E3 WAGON	
7128	RS06029	Unleaded	8 cylinder	2006	FORD	E3 WAGON	
7129	RS06030	Unleaded	8 cylinder	2006	FORD	E3 WAGON	
7130	RS06031	Unleaded	8 cylinder	2006	FORD	E3 WAGON	
7134	RS06141	Unleaded	8 cylinder	2006	FORD	E350	
7135	RS06140	Unleaded	8 cylinder	2006	FORD	E350	
7136	RS06139	Unleaded	8 cylinder	2006	FORD	E350	
7137	RS06138	Unleaded	8 cylinder	2006	FORD	E350	
7138	RS06137	Unleaded	8 cylinder	2006	FORD	E350	
7139	RS06136	Unleaded	8 cylinder	2006	FORD	E350	
7142	RS06133	Unleaded	8 cylinder	2006	FORD	E350	
7143	RS06132	Unleaded	8 cylinder	2006	FORD	E350	
7144	RS06131	Unleaded	8 cylinder	2006	FORD	E350	
7147	RS06128	Unleaded	8 cylinder	2006	FORD	E350	
7149	RS06512	Unleaded	8 cylinder	2006	FORD	E350	
7151	RS06356	Unleaded	8 cylinder	2006	FORD	E350	
7153	RS06354	Unleaded	8 cylinder	2006	FORD	E350	
7157	RS06350	Unleaded	8 cylinder	2006	FORD	E350	
7163	RS06882	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	



VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7164	RS06891	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7165	RS06892	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7168	RS06872	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7171	RS06874	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7173	RS06875	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7174	RS06896	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7175	RS06876	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7180	RS06879	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7181	RS06916	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7183	RS06899	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7184	RS06918	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7186	RS06919	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7187	RS06900	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7190	RS06902	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7192	RS06929	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7193	RS06930	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7195	RS06932	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7197	RS06934	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7198	RS06935	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7199	RS06936	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7201	RS06938	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	



VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7204	RS06920	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7205	RS06904	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7206	RS06905	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7207	RS06906	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7208	RS06907	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7209	RS06908	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7210	RS06909	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7211	RS06910	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7212	RS06911	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7213	RS06912	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7214	RS06921	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7215	RS06913	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7216	RS06914	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7217	RS06922	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7218	RS07139	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7219	RS07138	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7220	RS07137	Unleaded	8 cylinder	2008	CHEVROLET	EX/SV	
7221	RS07136	Unleaded	8 cylinder	2008	CHEVROLET	EX/SV	
7222	RS07135	Unleaded	8 cylinder	2008	CHEVROLET	EX/SV	
7224	RS07133	Unleaded	8 cylinder	2008	CHEVROLET	EX/SV	
7225	RS07132	Unleaded	8 cylinder	2008	CHEVROLET	EX/SV	



VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7226	RS07027	Unleaded	8 cylinder	2008	CHEVROLET	EX/SV	
7227	RS07232	Unleaded	8 cylinder	2008	CHEVROLET	EX/SV	
7228	RS07233	Unleaded	8 cylinder	2008	FORD	ECONO XL S/D WAGON	
7229	RS07234	Unleaded	8 cylinder	2008	FORD	ECONO XL S/D WAGON	
7230	RS07235	Unleaded	8 cylinder	2008	FORD	ECONO XL S/D WAGON	
7231	RS07236	Unleaded	8 cylinder	2008	FORD	ECONO XL S/D WAGON	
7232	RS07237	Unleaded	8 cylinder	2008	FORD	ECONO XL S/D WAGON	
7233	RS07238	Unleaded	8 cylinder	2008	FORD	ECONO XL S/D WAGON	
7234	RS07239	Unleaded	8 cylinder	2008	FORD	ECONO XL S/D WAGON	
7235	RS07322	Unleaded	8 cylinder	2008	FORD	ECONO XL S/D WAGON	
7236	RS07367	Unleaded	8 cylinder	2008	FORD	ECONO XL S/D WAGON	
7237	RS07368	Unleaded	8 cylinder	2008	FORD	ECONO XL S/D WAGON	
7238	RS07369	Unleaded	8 cylinder	2008	FORD	E3WAGON	
7239	RS07370	Unleaded	8 cylinder	2008	FORD	E3WAGON	
7240	RS07371	Unleaded	8 cylinder	2008	FORD	E3WAGON	
7241	RS07372	Unleaded	8 cylinder	2008	FORD	E3WAGON	
7242	RS07395	Unleaded	8 cylinder	2008	FORD	E3WAGON	
7243	RS07373	Unleaded	8 cylinder	2008	FORD	E3WAGON	
7244	RS07374	Unleaded	8 cylinder	2008	FORD	WAGON	
7245	RS07375	Unleaded	8 cylinder	2008	FORD	E3WAGON	
7246	RS07394	Unleaded	8 cylinder	2008	FORD	E3WAGON	



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7247	RS07376	Unleaded	8 cylinder	2008	FORD	E3WAGON	
7248	RS07377	Unleaded	8 cylinder	2008	FORD	WAGON	
7249	RS07540	Unleaded	8 cylinder	2008	FORD	E3WAGON	
7250	RS07541	Unleaded	8 cylinder	2008	FORD	E3WAGON	
7251	RS07542	Unleaded	8 cylinder	2008	FORD	EXPRESS VAN	
7252	RS07543	Unleaded	8 cylinder	2008	FORD	EXPRESS VAN	
7253	RS07544	Unleaded	8 cylinder	2008	FORD	EXPRESS VAN	
7254	RS07545	Unleaded	8 cylinder	2008	FORD	EXPRESS VAN	
7255	RS07546	Unleaded	8 cylinder	2008	FORD	EXPRESS VAN	
7256	RS08275	Unleaded	8 cylinder	2008	FORD	EXPRESS VAN	
7257	RS08240	Unleaded	8 cylinder	2008	FORD	EXPRESS VAN	
7258	RS08222	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7259	RS08274	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7260	RS08241	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7261	RS08273	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7262	RS08252	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7263	RS08276	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7264	RS08253	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7265	RS08223	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7266	RS08197	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7267	RS08224	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7268	RS08198	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7269	RS08254	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7270	RS08255	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7271	RS08199	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7272	RS08242	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7273	RS08243	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7274	RS08225	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7275	RS08277	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7276	RS08200	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7277	RS08201	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7278	RS08249	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7279	RS08202	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7280	RS08244	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7281	RS08272	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7282	RS08226	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7283	RS08227	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7284	RS08203	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7285	RS08204	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7286	RS08205	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7287	RS08245	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7288	RS08271	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7289	RS08270	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7290	RS08269	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7291	RS08206	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7292	RS08268	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7293	RS08207	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7294	RS08267	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7295	RS08208	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7296	RS08209	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7297	RS08538	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7298	RS08211	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7299	RS08266	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7300	RS08257	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7301	RS08218	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7302	RS08219	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7303	RS08212	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7304	RS08213	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7305	RS08258	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7306	RS08259	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7307	RS08265	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7308	RS08260	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7309	RS08214	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7310	RS08215	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7311	RS08246	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7312	RS08220	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7313	RS08264	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7314	RS08216	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7315	RS08247	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7316	RS08221	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7317	RS08248	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7318	RS08263	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7319	RS08261	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7320	RS09431	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7321	RS09432	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7322	RS09433	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7323	RS09434	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7324	RS09435	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7325	RS09436	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7326	RS09437	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7327	RS09438	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7328	RS09439	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7329	RS09440	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7330	RS09441	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7331	RS09442	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7332	RS09443	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7333	RS09444	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7334	RS09445	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7335	RS09498	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7336	RS09447	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7337	RS09448	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7338	RS09449	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7339	RS09450	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7340	RS10418	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7341	RS10416	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7342	RS10417	Unleaded	8 cylinder	2013	FORD	E350XL	
7343	RS10419	Unleaded	8 cylinder	2013	FORD	E350XL	
7344	RS10420	Unleaded	8 cylinder	2013	FORD	E350XL	
7345	RS10421	Unleaded	8 cylinder	2013	FORD	E350XL	
7346	RS10422	Unleaded	8 cylinder	2013	FORD	E350XL	
7347	RS10423	Unleaded	8 cylinder	2013	FORD	E350XL	
7348	RS10424	Unleaded	8 cylinder	2013	FORD	E350XL	
7349	RS10425	Unleaded	8 cylinder	2013	FORD	E350XL	
7350	RS10426	Unleaded	8 cylinder	2013	FORD	E350XL	
7351	RS10427	Unleaded	8 cylinder	2013	FORD	E350XL	



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7352	RS10428	Unleaded	8 cylinder	2013	FORD	E350XL	
7353	RS10429	Unleaded	8 cylinder	2013	FORD	E350XL	
7354	RS10430	Unleaded	8 cylinder	2013	FORD	E350XL	
7355	RS10431	Unleaded	8 cylinder	2013	FORD	E350XL	
7356	RS10432	Unleaded	8 cylinder	2013	FORD	E350XL	
7357	RS10433	Unleaded	8 cylinder	2013	FORD	E350XL	
7358	RS10434	Unleaded	8 cylinder	2013	FORD	E350XL	
7359	RS10460	Unleaded	8 cylinder	2013	FORD	E350XL	
7360	RS10461	Unleaded	8 cylinder	2013	FORD	E350XL	
7361	RS10462	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7362	RS10463	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7363	RS10464	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7364	RS10465	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7365	RS10575	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7366	RS10576	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7367	RS10577	Unleaded	8 cylinder	2014	FORD	E-350 SUPER DUTY	
7368	RS10578	Unleaded	8 cylinder	2014	FORD	E-350 SUPER DUTY	
7369	RS10579	Unleaded	8 cylinder	2014	FORD	E-350 SUPER DUTY	
7370	RS10580	Unleaded	8 cylinder	2014	FORD	E-350 SUPER DUTY	
7371	RS10550	Unleaded	8 cylinder	2014	FORD	E-350 SUPER DUTY	
7372	RS10552	Unleaded	8 cylinder	2014	FORD	E-350 SUPER DUTY	



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7373	RS10551	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7374	RS10553	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7375	RS10554	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7376	RS10555	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7377	RS10556	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7378	RS10557	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7379	RS10558	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7380	RS10559	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7381	RS10560	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7382	RS10561	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7383	RS10562	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7384	RS10540	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7385	RS10541	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7386	RS10549	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7387	RS10542	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7388	RS10543	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7389	RS10544	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7390	RS10545	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7391	RS10546	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7392	RS10547	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7393	RS10548	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7394	RS11123	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7395	RS11124	Unleaded	V-6	2015	DODGE	GRAND CARAVAN	
7396	RS11125	Unleaded	V-6	2015	DODGE	GRAND CARAVAN	
7397	RS11126	Unleaded	V-6	2015	DODGE	GRAND CARAVAN	
7398	RS11127	Unleaded	V-6	2015	DODGE	GRAND CARAVAN	
7399	RS11128	Unleaded	V-6	2015	DODGE	GRAND CARAVAN	
7400	RS11132	Unleaded	V-6	2015	DODGE	GRAND CARAVAN	
7401	RS11129	Unleaded	V-6	2015	DODGE	GRAND CARAVAN	
7402	RS11130	Unleaded	V-6	2015	DODGE	GRAND CARAVAN	
7403	RS11131	Unleaded	V-6	2015	DODGE	GRAND CARAVAN	
7404	RS11420	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7405	RS11421	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7406	RS11422	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7407	RS11423	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7408	RS11413	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7409	RS11414	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7410	RS11415	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7411	RS11416	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7412	RS11417	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7413	RS11418	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7414	RS11515	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7415	RS11516	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7416	RS11517	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7417	RS11518	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7418	RS11519	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7419	RS11520	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7420	RS11521	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7421	RS11522	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7422	RS11523	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7423	RS11524	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7424	RS11419	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7425	RS11492	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7426	RS11493	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7427	RS11494	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7428	RS11495	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7429	RS11496	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7430	RS11497	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7431	RS11498	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7432	RS11499	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7433	RS11500	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7434	RS11501	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7435	RS11502	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7436	RS11503	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7437	RS11504	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7438	RS11505	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7439	RS11506	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7440	RS11507	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7441	RS11508	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7442	RS11509	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7443	RS11510	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7444	RS11511	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7445	RS11512	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7446	RS11513	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7447	RS11514	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7448	RS11593	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7449	RS11594	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7450	RS11595	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7451	RS11596	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7452	RS11597	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7453	RS11598	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7454	RS11614	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7455	RS11599	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7456	RS11600	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7457	RS11677	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7458	RS11601	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7459	RS11602	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7460	RS11603	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7461	RS11604	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7462	RS11605	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7463	RS11606	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7464	RS11607	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7465	RS11608	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7466	RS11609	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7467	RS11610	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7468	RS11591	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7469	RS11592	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7470	RS11611	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7471	RS11612	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7472	RS11613	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7473	RS11833	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7474	RS11834	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7475	RS11835	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7476	RS11836	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7477	RS11837	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7478	RS11838	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7479	RS11839	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7480	RS11840	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7481	RS11841	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7482	RS11842	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7483	RS11843	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7484	RS11844	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7485	RS11845	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7486	RS11846	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7487	RS11847	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7488	RS11848	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7489	RS11942	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7490	RS11943	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7491	RS11944	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7492	RS11945	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7493	RS11946	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7494	RS11984	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7495	RS11985	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7496	RS12010	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7497	RS11807	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7498	RS11801	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7499	RS11802	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7500	RS11803	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7501	RS11804	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7502	RS11805	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7503	RS11806	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7504	RS11808	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7505	RS11809	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7506	RS11810	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7507	RS11811	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7508	RS11812	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7509	RS11813	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7510	RS11849	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7511	RS11850	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7512	RS11851	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7513	RS11852	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7514	RS11853	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7515	RS11854	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7516	RS11855	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7517	RS11856	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7518	RS11857	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7519	RS11858	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	



VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7520	RS11859	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7521	RS11860	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7522	RS11861	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7523	RS11947	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7524	RS11948	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7525	RS11949	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7526	RS11950	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7527	RS11951	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7528	RS11952	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7529	RS11953	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7530	RS11954	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7531	RS11986	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7532	RS12072	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	

ADMIN & SUPERVISOR

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
59	47578C	Unleaded	6 cylinder	1998	Ford	Taurus Sedan LX	Admin/Relief
60	47576C	Unleaded	6 cylinder	1998	Ford	Taurus Sedan LX	Admin/Relief
2250	71150C	Unleaded		2005	Dodge	Grand Caravan	Admin Vehicle
2251	71918C	Unleaded		2005	Ford	Taurus Wagon	Admin Vehicle



ADMIN & SUPERVISOR

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2252	71917C	Unleaded		2005	Ford	Taurus Wagon	Admin Vehicle
2253	71948C	Unleaded (hybrid)		2005	Toyota	Prius	Dispatch/Relief
2254	71949C	Unleaded (hybrid)		2005	Toyota	Prius	Admin Vehicle
2255	71191C	Unleaded		2004	Chevrolet	Silverado 1500	Marketing
2256	77867C	Hybrid	1.5 L	2006	Toyota	Prius	Service Support
2257	77868C	Hybrid	1.5 L	2006	Toyota	Prius	Admin Vehicle
2258	80892C	Unleaded	8 cylinder	2007	Chevrolet	Express	Service Supervisor Vehicle
2259	80993C	Unleaded	8 cylinder	2007	Chevrolet	Van EX	Ops S & T
2260	85137C	Unleaded	6 cylinder	2007	Dodge	Caravan	Planning
2451	94828C	Unleaded	4 cylinders	2010	Ford	Escape Hybrid	Public Safety
2452	94827C	Unleaded	4 cylinder	2010	Ford	Escape Hybrid	Public Safety
2453	94829C	Unleaded	4 cylinder	2010	Ford	Escape Hybrid	Public Safety
2501	74089C	Unleaded	6 cylinder	2005	Dodge	Grand Caravan	Safety - Accident Investigation
2506	76859C	Unleaded	8 cylinder	2006	Ford	E350	Supervisor
2507	76860C	Unleaded	8 cylinder	2006	Ford	E350	Supervisor (Shuttle)
2508	76861C	Unleaded	8 cylinder	2006	Ford	E350	Supervisor (Shuttle)
2515	89147C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Supervisor - Surplused 9/8/14
2518	80810C	Unleaded	6 cylinder	2007	Dodge	Caravan	Supervisor
2519	80811C	Unleaded	6 cylinder	2007	Dodge	Caravan	Supervisor - Surplused 9/8/14
2522	89148C	Unleaded (hybrid)	4 cylinder	2009	Ford	103 Escape Hybrid	Supervisor
2523	89149C	Unleaded (hybrid)	4 cylinder	2009	Ford	103 Escape Hybrid	Supervisor

ADMIN & SUPERVISOR

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2524	89180C	Unleaded (hybrid)	4 cylinder	2009	Ford	103 Escape Hybrid	Supervisor
2525	89182C	Unleaded (hybrid)	4 cylinder	2009	Ford	103 Escape Hybrid	Supervisor
2526	89181C	Unleaded (hybrid)	4 cylinder	2009	Ford	103 Escape Hybrid	Supervisor
2527	A7236C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2528	A4779C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2529	A4778C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2530	A4777C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2531	A7291C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2532	A4776C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2533	A4775C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2534	A7292C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2535	A4774C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2536	A4773C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2537	A7237C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2538	A7238C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2539	A7239C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2816	80829C	Unleaded	8 cylinder	2007	Dodge	Grand Caravan	Relief Vehicle - Surplused 9/8/14
2817	80830C	Unleaded	8 cylinder	2007	Dodge	Grand Caravan	Relief Vehicle - Surplused 9/8/14
2820	A7240C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2821	A7241C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2822	A7242C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle

ADMIN & SUPERVISOR

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2823	A7245C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2824	A7243C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2825	A7244C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2826	A7246C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2827	A7247C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2828	A7248C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2829	A7249C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2830	A7275C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2831	A7276C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2832	A7277C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2833	A7278C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2834	A7279C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2835	A7280C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2836	A7281C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2837	A7282C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2838	A7283C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2839	A7284C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2840	A7285C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2841	A7286C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2842	A7287C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2843	A7288C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle



ADMIN & SUPERVISOR

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2844	A7289C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2845	A7290C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
4125	94059C	Unleaded	6 cylinder	2003	Chevrolet	Astro	Construction/Previously VP van
4131	94798C	Unleaded	6 cylinder	2003	Chevrolet	Astro	Relief Vehicle
4652	65065C	Unleaded	32.2	2003	Dodge	Caravan	Surplused 4/25/13
4653	65066C	Unleaded	32.2	2003	Dodge	Grand Caravan	Marketing
4659	69571C	Unleaded	8 cylinder	2003	Ford	Club Wagon E350	Marketing
5050	RS11154	Unleaded	10 cylinder	2005	Ford	E450	I.T.
7004	B1620C	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	Safety and Service Quality
7050	B2249C	Unleaded	8 cylinder	2005	Ford	E350XL	Service Impacts

MAINTENANCE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
80	N/A	Diesel		2007	Hyster	Forklift	
81	N/A	CNG		1986	Tug	Tug	
82	N/A	CNG		1988	Yale	Forklift	
83	N/A	Unleaded		1988	Prime Mover	Electric Forklift	
86	N/A	N/A		1992	Lift-A-Lot	Electric	Scissor Lift
661	69561C	Unleaded	CC25903	2003	Chevrolet	C2500	Surplused 4/25/13
662	69562C	Unleaded	CC25903	2003	Chevrolet	C2500	Facilities pick up



MAINTENANCE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
665	A9785C	Diesel		1995	GMC	Topkick	Boom Truck
682	48615C	Unleaded	51.2	1998	Chevrolet	P30	Utility van
683	48614C	Unleaded	51.2	1998	Chevrolet	P30	Utility van
684	53539C	Unleaded		1999	Chevrolet	P30	Utility van
2000	71903C	Unleaded		2004	Ford	F-450 XL	Shop Truck
2001	71923C	Unleaded		2004	Ford	F-450 XL	Facilities flatbed
2002	71919C	Unleaded		2004	Chevrolet	C1500 Ext Cab Pickup	Facilities pick up
2003	71922C	Unleaded		2004	Chevrolet	C1500 Ext Cab Pickup	Facilities pick up
2005	71920C	Unleaded		2004	Chevrolet	C1500 Ext Cab Pickup	Facilities pick up
2006	74083C	Unleaded	44.8	2005	Chevrolet	C1500 Silverado	Facilities pick up
2007	75387C	Unleaded	8 cylinder	2005	Chevrolet	P31442	Utility van
2008	75386C	Unleaded	8 cylinder	2005	Chevrolet	P31442	Utility van
2010	79482C	Unleaded	8 cylinder	2007	Chevrolet	C1500 Ext Cab Pickup	Facilities pick up
2011	80840C	Unleaded	8 cylinder	2007	Ford	Econoline Van	Facilities
2012	80836C	Unleaded	8 cylinder	2007	Chevrolet	Silverado 1500	Facilities pick up
2013	85114C	Unleaded	10 cylinder	2008	Ford	F350	Facilities flatbed truck/pressure washer
2014	85111C	Unleaded	10 cylinder	2008	Ford	F450	Facilities flatbed truck
2015	85112C	Unleaded	10 cylinder	2008	Ford	F350	Facilities flatbed truck/pressure washer
2016	B2128C	Unleaded	6 cylinder	2016	Dodge	Promaster	Warehouse
2017	B2128C	Unleaded	6 cylinder	2016	Dodge	Promaster	Warehouse
2018	N/A	Propane		2016	Eagle	Tow Tractor	Fleet Lot Vehicle

MAINTENANCE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2019	N/A	Propane		2016	Toyota	Forklift	Warehouse
2020	85113C	Unleaded	8 cylinders	2008	Ford	E350 Econoline	Facilities
2021	85116C	Unleaded	10 cylinder	2008	Ford	F350	Facilities flatbed truck/pressure washer
2022	85115C	Unleaded	8 cylinder	2008	Ford	F150PU Supercab	Facilities pick up
2023	94718C	Unleaded		2011	Ford	F3D	ST Service Truck
2024	A2904C	Unleaded	6 cylinder	2012	Chevrolet	Silverado w/ Serv Body	ST Service Truck
2025	A5274C	Diesel		2014	Isuzu	Broom Badger	Sweeper
2026	B2221C	Unleaded	6 cylinder	2016	Dodge	Promaster	Facilities Van
2027	B2244C	Unleaded	6 cylinder	2016	Dodge	Promaster	Facilities Van
2028	B2245C	Unleaded	6 cylinder	2016	Dodge	Promaster	Facilities Van
2029	B2248C	Unleaded	6 cylinder	2016	Dodge	Promaster	Facilities Van
2030	B2222C	Unleaded	6 cylinder	2016	Dodge	Promaster	Facilities Van
2031	B2191C	Unleaded	8 cylinder	2016	Ford	F150	Facilities Pick up
2032	B2194C	Unleaded	8 cylinder	2016	Ford	F150	Facilities Pick up
2033	B2192C	Unleaded	8 cylinder	2016	Ford	F150	Facilities Pick up
2034	B2193C	Unleaded	8 cylinder	2016	Ford	F150	Facilities Pick up
2035	B2190C	Unleaded	8 cylinder	2016	Ford	F150	Facilities Pick up
2036	B2188C	Unleaded	8 cylinder	2016	Ford	F150	Facilities Pick up
2037	B2189C	Unleaded	8 cylinder	2016	Ford	F150	Facilities Pick up
2038	B2195C	Unleaded	8 cylinder	2016	Ford	F150	Facilities Pick up
2450	85118C	Unleaded	8 cylinder	2008	Ford	Expedition XLT	Radio Shop



MAINTENANCE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2504	74092C	Unleaded	6 cylinder	2005	Dodge	Grand Caravan	Radio Shop
4590	85117C	Unleaded	8 cylinder	2007	Ford	E3Wagon	Spill Response Vehicle
4658	69572C	Unleaded	8 cylinder	2003	Ford	E350	Warehouse
7001	RS04934	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	Fleet Lot Vehicle
7009	RS04938	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	Fleet Lot Vehicle

RESERVE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
305	69990C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
306	69977C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
307	69978C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
308	69989C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
309	69988C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
310	69987C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
314	69983C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
315	69982C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
316	69981C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
317	A9782C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
318	69980C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve, Painted Trolley
319	69979C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve, Painted Trolley
323	75342C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	Active Reserve
5825	RS12086	Unleaded	10 cylinder	2016	Ford	E450	Active Reserve

RESERVE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
5826	RS12087	Unleaded	10 cylinder	2016	Ford	E450	Active Reserve
5827	RS12088	Unleaded	10 cylinder	2016	Ford	E450	Active Reserve
5828	RS12089	Unleaded	10 cylinder	2016	Ford	E450	Active Reserve
8018	94533C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8020	94535C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8021	94536C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8023	99614C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8024	99615C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8025	99616C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8028	99617C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8029	99618C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8031	A9779C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8032	99619C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8033	99620C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8034	99621C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8043	99622C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8055	99624C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	Active Reserve
8057	99626C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	Active Reserve
8059	A9778C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	Active Reserve
8068	99628C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	Active Reserve
8069	53319C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	Active Reserve



Appendix E – Asset Inventories: Equipment and Facilities

Note: The information and data in this appendix were compiled and submitted to the Washington State Department of Transportation (WSDOT) on April 18, 2017, as part of the annual *Transit Asset Management Plan Certification* requirement.

Public Transportation Management System Owned Equipment Inventory (State)

Agency: Pierce Transit

Equipment with a acquisition \geq \$100,000
Refer to instructions for equipment code

I hereby certify that all information reported in the inventories reflects true, accurate and complete information for the agency/organization listed and that project equipment purchased through a state or federal grant agreement is still being used in accordance with the terms and conditions of the grant agreement.



Signature and Title

Date

No.	Code	Equipment Description	Condition (points)	Age (years)	Remaining Useful Life (years)	Replacement Cost (\$)	Comments (If more than two lines, attach a separate comment page)
1	28	#59/1998 Ford Taurus Sedan	20	19	0	\$21,704	Admin/Relief
2	28	#60/1998 Ford Taurus LX	20	19	0	\$21,704	Admin/Relief
3	28	#80/2007 Hyster Forklift	60	10	10	\$47,644	Fleet Maintenance
4	28	#82/1988 Yale Forklift	15	29	0	\$32,784	Fleet Maintenance
5	28	#661/2003 C2500 Chevrolet Pick-up	35	15	1	\$28,511	Facilities Maintenance
6	28	#665/1995 GMC Topkick Boom Truck	20	22	0	\$55,605	Facilities Maintenance
7	28	#2000/2004 Ford F-450 XL	40	13	0	\$38,108	Fleet Maintenance
8	28	#2001/2004 Ford F-450 XL Flatbed	50	13	2	\$38,108	Facilities Maintenance
9	28	#2008/2005 Chevrolet P31442 Utility Van	60	12	3	\$74,548	Facilities Maintenance
10	28	#2010/2007 Chevrolet C1500 Ext Cab Pick-up	70	10	5	\$43,799	Facilities Maintenance
11	28	#2011/2007 Ford Econoline Van	40	10	0	\$25,916	Facilities Maintenance
12	28	#2012/2007 Chevrolet C1500 Ext Cab Pick-up	70	10	5	\$43,799	Facilities Maintenance
13	28	#2013/2008 Ford F350 Flatbed w/pressure washer	70	9	6	\$38,410	Facilities Maintenance
14	28	#2014/2008 Ford F450 Flatbed truck	70	9	6	\$49,384	Facilities Maintenance
15	28	#2015/2008 Ford F350 Flatbed truck w/pressure washer	70	9	6	\$38,410	Facilities Maintenance
16	28	#2016/2016 Dodge Promaster	100	0	15	\$34,129	Warehouse
17	28	#2017/2016 Dodge Promaster	100	0	15	\$35,539	Warehouse
18	28	#2018/2016 Eagle Tow Tractor	100	0	20	\$94,875	Fleet Maintenance
19	28	#2019/2016 Toyota Forklift	100	0	20	\$30,131	Fleet Maintenance
20	14	#2020/2008 Ford F350 Econoline Van	55	9	1	\$25,996	Facilities Maintenance
21	28	#2021/2008 Ford F350 Flatbed truck w/pressure washer	70	9	6	\$38,410	Facilities Maintenance

No. Code		Equipment Description	Condition (points)	Age (years)	Remaining Useful Life (years)	Replacement Cost (\$)	Comments <i>(If more than two lines, attach a separate comment page)</i>
22	28	#2023/2010 Ford F350 truck w/service body	75	7	8	\$49,094	Fleet Maintenance
23	28	#2024/2012 Chevrolet Silverado truck w/service body	80	5	10	\$56,566	Fleet Maintenance
24	28	#2025/2014 Isuzu Broom Badger Sweeper	85	3	17	\$184,878	Facilities Maintenance
25	14	#2026/2016 Dodge Promaster	100	0	15	\$43,992	Facilities Maintenance
26	14	#2026/2016 Dodge Promaster	100	0	15	\$43,992	Facilities Maintenance
27	14	#2026/2016 Dodge Promaster	100	0	15	\$43,992	Facilities Maintenance
28	14	#2026/2016 Dodge Promaster	100	0	15	\$43,992	Facilities Maintenance
29	14	#2026/2016 Dodge Promaster	100	0	15	\$43,992	Facilities Maintenance
30	28	#2031/2016 Ford F150	100	0	10	\$32,087	Facilities Maintenance
31	28	#2032/2016 Ford F150	100	0	10	\$32,087	Facilities Maintenance
32	28	#2033/2016 Ford F150	100	0	10	\$32,087	Facilities Maintenance
33	28	#2034/2016 Ford F150	100	0	10	\$32,087	Facilities Maintenance
34	28	#2035/2016 Ford F150	100	0	10	\$32,087	Facilities Maintenance
35	28	#2036/2016 Ford F150	100	0	10	\$32,087	Facilities Maintenance
36	28	#2037/2016 Ford F150	100	0	10	\$32,087	Facilities Maintenance
37	28	#2038/2016 Ford F150	100	0	10	\$32,087	Facilities Maintenance
38	14	#2250/2005 Dodge Grand Caravan	40	12	0	\$22,388	Admin/Relief
39	28	#2251/2005 Ford Taurus Wagon	40	12	0	N/A	Admin/Relief
40	28	#2252/2005 Ford Taurus Wagon	40	12	0	N/A	Admin/Relief
41	28	#2253/2005 Toyota Prius	40	12	0	\$32,707	Admin/Relief
42	28	#2254/2005 Toyota Prius	40	12	0	\$32,707	Admin/Relief
43	28	#2255/2004 Chevrolet Silverado truck	35	13	0	\$22,328	Marketing
44	28	#2256/2006 Toyota Prius	40	11	0	\$22,328	Service Supervisor
45	28	#2257/2006 Toyota Prius	40	11	0	\$22,328	Admin/Relief
46	14	#2258/2007 Chevrolet Express Van	55	10	0	\$32,198	Safety & Service Quality
47	14	#2259/2007 Chevrolet Express Van	55	10	0	\$32,198	Ops Safety & Training
48	28	#2260/2007 Dodge Grand Caravan	55	10	0	\$23,058	Planning
49	28	#2450/2008 Ford Expedition XLT	90	9	6	\$46,165	Public Safety
50	28	#2451/2010 Ford Escape (hybrid)	65	5	5	\$23,058	Public Safety
51	28	#2452/2010 Ford Escape (hybrid)	65	5	5	\$23,058	Public Safety
52	28	#2453/2010 Ford Escape (hybrid)	65	5	5	\$23,058	Public Safety

No. Code		Equipment Description	Condition (points)	Age (years)	Remaining Useful Life (years)	Replacement Cost (\$)	Comments <i>(If more than two lines, attach a separate comment page)</i>
53	14	#2501/2005 Dodge Grand Caravan	45	12	0	\$23,058	Safety - Accident Investigation
54	14	#2504/2005 Dodge Grand Caravan	45	12	0	\$23,058	Radio Shop
55	14	#2506/2006 Ford E350 van	50	11	0	\$23,058	Supervisor
56	14	#2507/2006 Ford E350 van	50	11	0	\$23,058	Shuttle Supervisor
57	14	#2508/2006 Ford E350 van	50	11	0	\$23,058	Shuttle Supervisor
58	14	#2515/2006 Dodge Grand Caravan	50	11	0	\$18,369	Supervisor
59	14	#2519/2007 Dodge Grand Caravan	50	10	0	\$23,729	Supervisor
60	28	#2522/2009 Ford Escape (hybrid)	70	6	4	\$23,058	Supervisor
61	28	#2523/2009 Ford Escape (hybrid)	70	6	4	\$23,058	Supervisor
62	28	#2524/2009 Ford Escape (hybrid)	70	6	4	\$23,058	Supervisor
63	28	#2525/2009 Ford Escape (hybrid)	70	6	4	\$23,058	Supervisor
64	28	#2526/2009 Ford Escape (hybrid)	70	6	4	\$23,058	Supervisor
65	14	#2527/2014 Dodge Grand Caravan 29E	85	3	7	\$23,058	Supervisor
66	14	#2528/2014 Dodge Grand Caravan 29E	85	3	7	\$23,058	Supervisor
67	14	#2529/2014 Dodge Grand Caravan 29E	85	3	7	\$23,058	Supervisor
68	14	#2530/2014 Dodge Grand Caravan 29E	85	3	7	\$23,058	Supervisor
69	14	#2531/2014 Dodge Grand Caravan 29E	85	3	7	\$23,058	Supervisor
70	14	#2532/2014 Dodge Grand Caravan 29E	85	3	7	\$23,058	Supervisor
71	14	#2533/2014 Dodge Grand Caravan 29E	85	3	7	\$23,058	Supervisor
72	14	#2534/2014 Dodge Grand Caravan 29E	85	3	7	\$23,058	Supervisor
73	14	#2535/2014 Dodge Grand Caravan 29E	85	3	7	\$23,058	Supervisor
74	14	#2536/2014 Dodge Grand Caravan 29E	85	3	7	\$23,058	Supervisor
75	14	#2537/2014 Dodge Grand Caravan 29E	85	3	7	\$23,058	Supervisor
76	14	#2538/2014 Dodge Grand Caravan 29E	85	3	7	\$23,058	Supervisor
77	14	#2539/2014 Dodge Grand Caravan 29E	85	3	7	\$23,058	Supervisor
78	14	#2816/2007 Dodge Grand Caravan	35	10	0	\$20,723	Relief
79	14	#2817/2007 Dodge Grand Caravan	35	10	0	\$20,807	Relief
80	14	#2820/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
81	14	#2821/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
82	14	#2822/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
83	14	#2823/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief

No. Code		Equipment Description	Condition (points)	Age (years)	Remaining Useful Life (years)	Replacement Cost (\$)	Comments <i>(If more than two lines, attach a separate comment page)</i>
84	14	#2824/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
85	14	#2825/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
86	14	#2826/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
87	14	#2827/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
88	14	#2828/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
89	14	#2829/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
90	14	#2830/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
91	14	#2831/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
92	14	#2832/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
93	14	#2833/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
94	14	#2834/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
95	14	#2835/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
96	14	#2836/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
97	14	#2837/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
98	14	#2838/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
99	14	#2839/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
100	14	#2840/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
101	14	#2841/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
102	14	#2842/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
103	14	#2843/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
104	14	#2844/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
105	14	#2845/2014 Dodge Grand Caravan	85	3	7	\$22,388	Relief
106	14	#4125/2003 Chevrolet Astro Van	30	14	0	\$22,388	Construction
107	14	#4131/2003 Chevrolet Astro Van	30	14	0	\$22,388	Relief
108	28	#4590/2007 Ford E3	50	10	0	\$22,388	Spill Resonse
109	14	#4652/2003 Dodge Caravan	35	14	0	\$21,597	Service Supervisor
110	14	#4653/2003Dodge Grand Caravan	35	14	0	\$29,507	Admin/Relief
111	14	#4659/2003 Ford E351 Van	35	14	0	\$22,388	Admin/Relief
112	11	#5050/2005Ford Eldorado Aerotech A240	45	12	0	\$81,316	Admin/Relief
113	14	#7001/2005 Dodge Grand Caravan	45	12	0	\$24,872	Fleet Maintenance
114	14	#7004/2005 Dodge Grand Caravan	45	12	0	\$24,872	Admin/Relief

No. Code		Equipment Description	Condition (points)	Age (years)	Remaining Useful Life (years)	Replacement Cost (\$)	Comments <i>(If more than two lines, attach a separate comment page)</i>
115	14	#7009/2005 Dodge Grand Caravan	45	12	0	\$24,872	Fleet Maintenance
116	14	#7050/2005 Ford E350XL	45	12	0	\$20,418	Admin/Relief

**Public Transportation Management System
Owned Facility Inventory**

I hereby certify that all information reported in the inventories reflects true, accurate and complete information for the agency/organization listed.

Principal Planner 4/14/17

Signature and Title *Date*

Agency: Pierce Transit - Lakewood, WA
Date: April 14, 2017

Refer to instructions for facility code

No.	Facility Code	Facility Name	Condition (points)	Age (Year)	Remaining Useful Life	Replacement Cost (\$)*	Facilities Condition Index	Requirements Index	Comments <i>(If more than two lines, please attach a separate comment page)</i>
1	10	Administration - Building 4	4	1987		\$7,239,642	0.08	0.26	Measuring Building assets only (w/o Infrastructure)
2	21/23	Facilities - Building 2 (includes Bus Wash)	4	1987		\$1,287,801	0.14	0.24	
3	21/23	Fuel House - Building 3	4	1987		\$1,003,001	0.15	0.22	
4	23	Training Center - Building 5	5	2005		\$5,834,931	0.03	0.13	
5	11	Maintenance - Building 1	4	1987		\$13,338,747	0.14	0.19	↓
6	21	Compressed Natural Gas (CNG) Facility	5	2005		\$3,835,478	N/A	N/A	Measuring Building assets plus Infrastructure
7	(All)	Headquarters Infrastructure (combined)	3	1987		\$15,191,877	0.52	0.55	Measuring Infrastructure only
8	6	72nd Street & Portland Avenue Transit Center	4	1995		\$2,576,126	0.05	0.16	Measuring Building assets plus Infrastructure
9	6	Commerce Street Transit Center	2	1993		\$12,407,645	0.47	0.75	
10	9	Kimball Drive Park-and-Ride	4	1997		\$2,578,049	0.11	0.32	
11	6	Lakewood Towne Center Transit Center	3	1992		\$1,351,851	0.20	0.17	
12	9	Narrows/Skyline Park-and-Ride	2	1986		\$741,999	0.50	0.55	
13	9	North Purdy Park-and-Ride	3	1991		\$1,266,779	0.42	0.45	
14	6	Parkland Transit Center	5	1984		\$441,423	0.01	0.06	
15	17	Point Defiance Bus Layover Facility	3	1992		\$340,011	0.17	0.50	
16	6	South Hill Mall Transit Center	5	1998		\$1,434,808	0.03	0.10	
17	9	WA State Route 512 Park-and-Ride	3	1988		\$2,639,405	0.33	0.46	
18	6	Tacoma Community College Transit Center	4	1984		\$2,148,589	0.09	0.29	
19	17	Tacoma Dome Station (East & West Garages)	3	1997		\$55,552,794	0.15	0.26	
20	6	Tacoma Mall Transit Center	4	1985		\$1,737,750	0.05	0.26	↓

FCI is an industry standard index that objectively measures the relative condition of a facility by considering the costs of deferred maintenance and repairs as well as the value of a facility. Generally speaking, ≤ .05 is considered excellent, ≤ .15 is considered good, ≤ .30 is considered fair or adequate, < .45 is considered marginal, and > .45 is considered poor.

The RI is an internal measure of the total long term needs of a facility determined by using the costs from all Requirements, regardless of category and recommended action date, and dividing it by its current replacement value. For Pierce Transit, ≤ .10 is considered excellent, .11-.20 is considered good, .21-.29 is considered fair, and ≥ .30 is considered poor.

* Of building assets plus all infrastructure.

Rows 1 thru 7 are for the agency's headquarters at 3701 and 3720 96th Street SW, Lakewood, WA 98499. Rows 8 thru 20 are for passenger use transit facilities, including centers, stations, and Park-and-Ride lots.