Pierce Transit

Community Transportation Advisory Group

Pierce Transit Training Center, Rainier Conference Room
Thursday, August 27, 2015 at 5:30 pm

AGENDA

PRELIMINARIES **10 minutes**

1. Call to Order & Roll Call – Chair Penny Grellier
2. Introductions – All
3. Approval of Minutes for June 25, 2015 – All
4. CTAG Members and Staff Report on Activities – All

PUBLIC COMMENT (if needed; 5 minutes each) **as needed**

DISCUSSION ITEMS **70 minutes**

1. 2015 Transit Development Plan – Darin Stavish (10 minutes)
    - Information, feedback
2. CTAG Direction (30 minutes)
3. CTAG Operating Procedures (30 minutes)

PIERCE TRANSIT NEWS AND ANNOUNCEMENTS **10 minutes**

1. Monthly Ridership

ADJOURNMENT

OPERATING GUIDELINES

CTAG will conduct its business in accordance with Washington State's Open Public Meetings Act, RCW 42.30 and Public Disclosure Laws RCW 42.56. CTAG will select one of its members to serve as the CTAG chair ("chair") for a term not to exceed one year, and a limit of no more than two consecutive terms. Pierce Transit staff will be assigned to record meeting minutes and report them to the board. The members of CTAG will serve in a voluntary role and without salary. Upon request, CTAG members may be provided ORCA passes to enable active participation in CTAG proceedings and projects. Travel by volunteer members is otherwise not reimbursed according to Pierce Transit policy.

Frequency of Meetings.

CTAG meetings will take place at 5:30 p.m. on the fourth Thursday of each (or every other) month. The regular meeting location is the Rainier Room of the Pierce Transit Training Center.

CTAG Officers.

Officers will consist of a Chair and Vice Chair. The process for choosing officers shall consist of nomination in January (either self-nomination or nomination by others), and affirmation by a majority vote of present members in January.

Officers will serve a term of one year and may serve up to three terms in the same office. If a CTAG member completes an officer vacancy during the year, it shall not be considered against the two term limitation.

Officers may be removed prior to the end of term by majority vote of the CTAG members. If an officer resigns, or is removed prior to the end of the term, a replacement will be nominated and affirmed by majority vote. Such replacement will serve until the end of the regular term.

Charter Review.

The completion of a charter review will take place at least once every three years. To facilitate this process, Pierce Transit staff will prepare and present to the CTAG a proposed set of operating procedures for consideration and approval at the first meeting of the group.

Attendance, removal and resignation of members.

Attendance.

Members are encouraged to contact the staff liaison prior to a meeting when they are unable to attend, to ensure the CTAG will have a quorum.

Membership status of any CTAG member absent from three (different if meeting frequency changes) consecutive meetings will be discussed at the following meeting. This discussion may result in a recommendation for removal of the member to the board. Such recommendations for removal shall be made upon motion and approval by a quorum of CTAG members, or by the CEO with notice to the CTAG chair. If staff needs to change the meeting date, and a member is unable to make the new date due to a conflict in their schedule, it will not be considered an absence.

Pierce Transit staff will track attendance and send notification of CTAG's or the CEO's intent to recommend removal to the respective member. The notice will include the date the matter is scheduled to appear on the CTAG agenda. Members whose positions are being considered for removal will have a reasonable opportunity to respond during the discussion of the motion by CTAG. The failure to appear at the meeting during which the agenda item is discussed will be deemed a forfeiture of the member's position on the CTAG. Any recommendation for removal must be approved by the Board before taking effect.

A member who resigns his or her position prior to the expiration of a term shall notify the CTAG chair and the staff liaison in writing at least two weeks prior to the member's intended resignation date. The resigning member shall return any Pierce Transit property, including any ORCA card which might have been issued, to the staff liaison not later than the intended resignation date. The staff liaison will notify the Pierce Transit CEO and the chair of the Pierce Transit Board of the member's resignation and staff shall record the resignation in the minutes of the CTAG.

Quorum.

One more than half of all current CTAG members constitutes a quorum.

Public Comment.

CTAG shall recognize members of the public for the purpose of commenting on an agenda item at a meeting in such a manner and for so long as said chair may determine to be reasonable. A member of the public may present information on relevant issues or topics, but shall not be entitled to debate the merits of the issue or topic. Members of the public may request that an issue or topic be placed on a CTAG agenda by contacting the CTAG liaison.

CTAG liaison team (Pierce Transit staff).

The Pierce Transit CEO shall appoint Pierce Transit staff to serve as the CTAG liaison team ("liaison team"). The liaison team shall consist of 1) a staff liaison(s) to guide and serve as a resource for the CTAG, and 2) administrative support staff to acquire meeting facilities and equipment, record, transcribe, and distribute minutes and other materials, including the agenda. Other duties of the liaison team include preparation of agenda forms and attachments to communicate CTAG issues and recommendations to the Pierce Transit board of commissioners. When requested, and for new members, the liaison team will provide information and orientation to CTAG members in specific areas including, but not limited to, defined responsibilities and legal requirements, nomenclature, history, mission, vision, services, policies, budget, strategic communications plans, transit development plans, partnerships, and community outreach practices.

Dissolution.

The board shall have the sole power to dissolve the CTAG, to appoint or remove members, and may exercise its power to dissolve, appoint and remove at any time and for any reason.

Pierce Transit – 2015 Transit Development Plan

DRAFT

August 3, 2015

PIERCE TRANSIT

Working draft version for initial agency and public review.

Table of Contents

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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

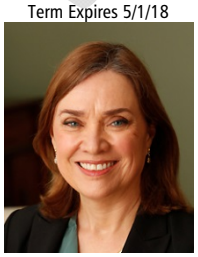
Pierce Transit is currently governed by a nine-member Board of Commissioners. The Board is currently made up of elected officials representing Pierce County, Tacoma, Lakewood, Puyallup, University Place and the smaller cities and towns in Pierce County. The governance structure allows for a tenth, non-voting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

Commissioner
Rick Talbert
Pierce County Council
Chair
Term Expires 12/31/16

Commissioner
Steve Vermillion
Puyallup Council
Vice Chair
Term Expires 5/1/18

Commissioner
Don Anderson
Mayor of Lakewood
Term Expires 12/31/15

Commissioner
Daryl Eidinger
Represents Cities of Edgewood, Fife, and Milton
Term Expires 5/1/18



Commissioner
Lauren Walker
Tacoma City Council
Term Expires 12/31/15

Commissioner
Marilyn Strickland
Mayor of Tacoma
Term Expires 12/31/15

Commissioner
Pat McCarthy
Pierce County Executive
Term Expires 5/1/16

Commissioner Kent Keel
University Place Council
Term Expires 12/31/15

Commissioner
Nancy Henderson
Represents Cities of: Auburn, Fircrest, Gig Harbor, Pacific, Ruston, and Steilacoom
Term Expires 5/1/18

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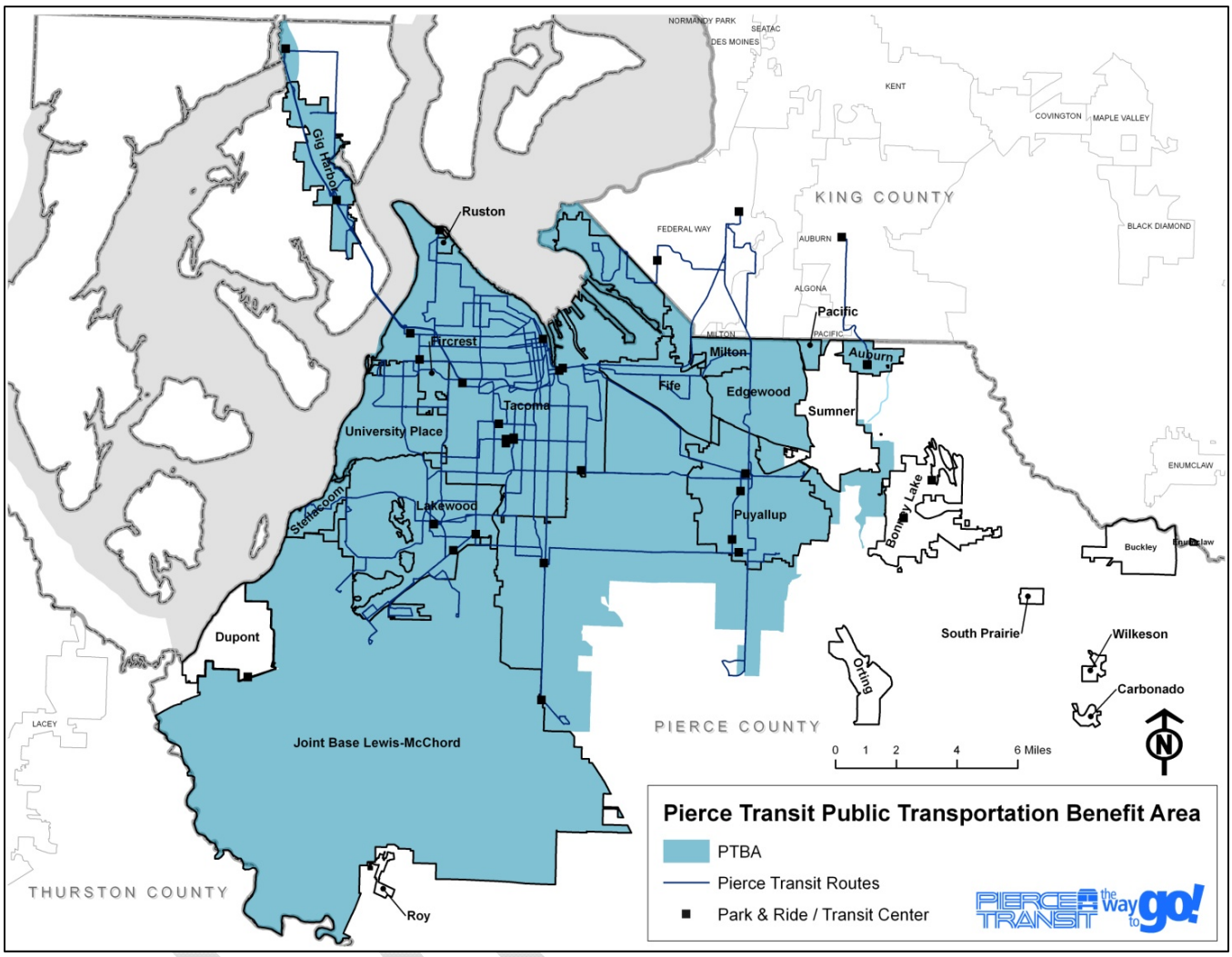
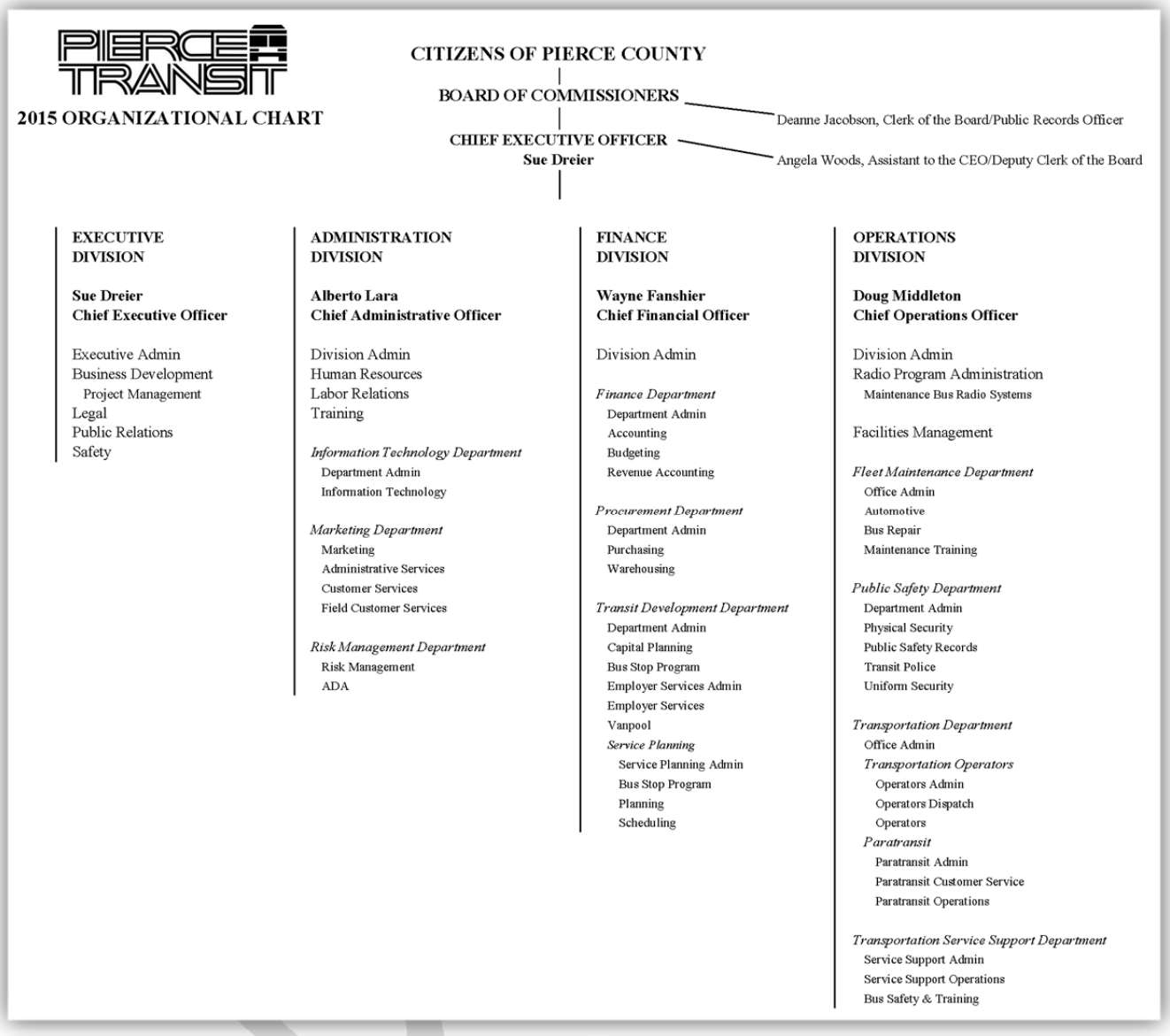
Figure 1-1 Pierce Transit Service Area



The adopted 2015 budget includes 881 positions and 863 full-time equivalent (FTE) employees. The Operations Division, which includes Maintenance personnel, represents 749 or 85 percent of total positions. The remaining 131 positions or 15 percent are in the Office of the Chief Executive Officer (CEO), Finance Division, and the Administration Division.

Figure 1-3 2015 Organizational Chart



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

We cultivate a culture of mutual trust and respect with the community and our employees.

ORGANIZATIONAL VALUES

- ***Integrity***…we do what is right, legally, and ethically
- ***Accountability***…we are responsible stewards of public resources
- ***Teamwork***…we all make it happen

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 nine passenger boarding zones, and a bus turnaround/layover facility that is served by 18 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. Five 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 eight Pierce Transit, four Sound Transit, and three Intercity bus routes. It consists of a 2,353-space parking stall garage, of which 40 spaces are reserved for short-term parking for Freighthouse Square, connected to a covered waiting area that serves eight local bus routes and seven regional express bus routes. Other amenities include bike lockers and racks, 24-hour security, and a customer service outlet. In 2015 three additional bus bays with passenger amenities will be 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. Eight Pierce Transit, and one Intercity Transit bus routes serve this facility.

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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 20 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 5,743 parking spaces (including the Tacoma Dome Station, transit centers, and carpool-only lots) are available within these Pierce County facilities, plus another 633 parking spaces at the Sounder station in Auburn.

- Bus Stops - There are approximately 2,500 bus stops in Pierce Transit's system. Pierce Transit owns 549 shelters and has more almost 1,000 benches installed at bus stops throughout the county. Currently, all but 12 of the stops meet the Americans with Disabilities Act (ADA) accessibility standards. But note that those 12 stops were established prior to the passage of the ADA in 1990 and will continue to be upgraded within budgetary and physical limitations.

Other Facilities

- 2410 104th Street Court South (Tacoma), First Transit SHUTTLE Base - 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

- Sea-Tac International Airport (with connections to King County Metro Transit)

Other facilities served by Pierce Transit

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

Please see Appendix C regarding completed forms for the State's public transportation management system for Pierce Transit's rolling stock, owned equipment, and facility inventories.

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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 2014 Passenger Fare Structure for Local Fixed Route, 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	$0.75
Local Youth & Senior/Disabled All-Day Pass	$2.50
Regional Youth & Senior/Disabled Monthly Pass (ORCA – $.75 Puget Pass)	$27.00
SHUTTLE Cash Fare	$0.75
SHUTTLE Monthly Pass	$27.00
Summer Youth Pass (Valid June 1st thru August 31st)	$36.00
Class Pass (Valid for up to 30 people on a one-day round trip on local service)	$48.00

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

- Trunk routes serve high volume corridors and provide the most frequent service within urbanized portions of Pierce County. Trunk routes are Pierce Transit's most intensive services.
- Urban routes serve arterial streets within urbanized areas. 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. Typically, they operate every 60 minutes or less and may not provide weekend service.
- Express routes connect transit centers or park-and-ride lots with major transit destinations, offering travel times comparable to automobiles.
- 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 services provide demand responsive services for individuals who are eligible for specialized transportation services under the ADA.
- Vanpools provide grouped transportation opportunities to employment sites throughout the Puget Sound region.

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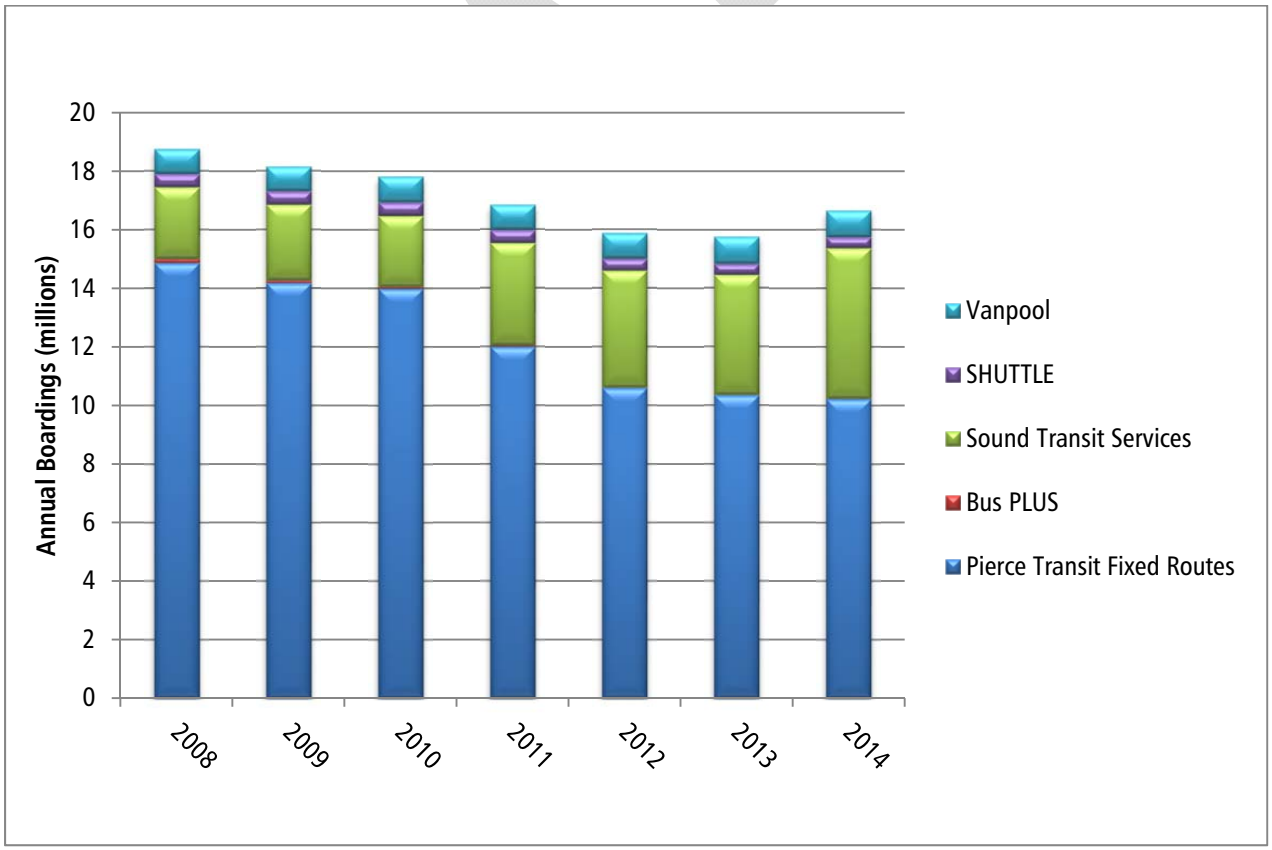
- Special Needs vans are provided to local communities and organizations that have unique travel needs that cannot be met by utilizing regular Pierce Transit services.

Separate performance standards are established for each service category. While local fixed route services recorded about 61 percent of all boarding riders in 2014, 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: 2008-2014 (Millions of Annual Boardings)

	2008	2009	2010	2011	2012	2013	2014
Pierce Transit Fixed Routes	14.87	14.18	14.00	12.00	10.60	10.35	10.23
Bus PLUS[1]	0.124	0.081	0.051	0.035	0.000	0.000	0.000
Sound Transit Express	2.46	2.60	2.43	3.50	4.00	4.10	5.15
SHUTTLE (Paratransit)	0.45	0.45	0.46	0.44	0.40	0.37	0.37
Vanpool	0.85	0.85	0.89	0.86	0.88	0.93	0.91
System Total	**18.75**	**18.16**	**17.83**	**16.84**	**15.88**	**15.75**	**16.66**

Figure 3-1 Pierce Transit Ridership History by Service Type: 2009-2014



[1] Bus PLUS service was eliminated in October 2011.

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 38 routes travelling more than 5 million miles annually throughout Pierce County (a system map is illustrated in Figure 3-2). All of these services are wheelchair accessible. Pierce Transit reported nearly 10.23 million boardings on the local fixed route system during 2014. Figure 3-3 illustrates local fixed route ridership, but does not include ridership on Pierce Transit's Vanpool, SHUTTLE paratransit, or on Sound Transit's regional express services.

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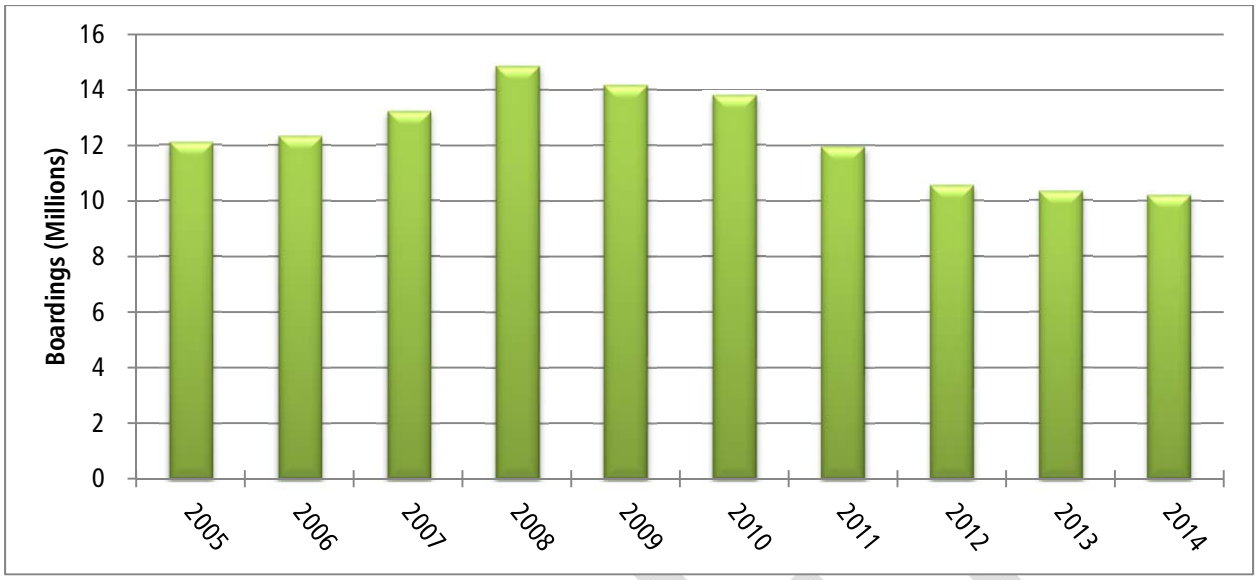
Figure 3-2 Pierce Transit Fixed Route Network

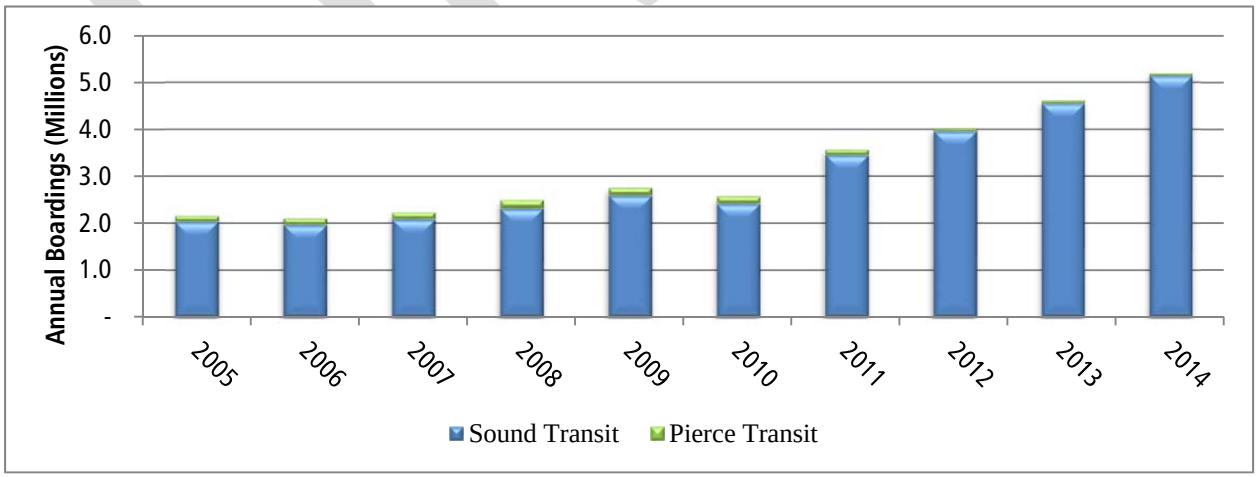
Figure 3-3 Pierce Transit Local Fixed Route Ridership: 2005-2014[2]



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 52,000 boardings in 2014. 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 5.2 million boardings in 2014. Figure 3-4 summarizes ridership trends on Pierce Transit's network of express buses, including Sound Transit's regional express services.

Figure 3-4 Pierce Transit/Sound Transit Express Ridership Trends: 2005-2014[3]



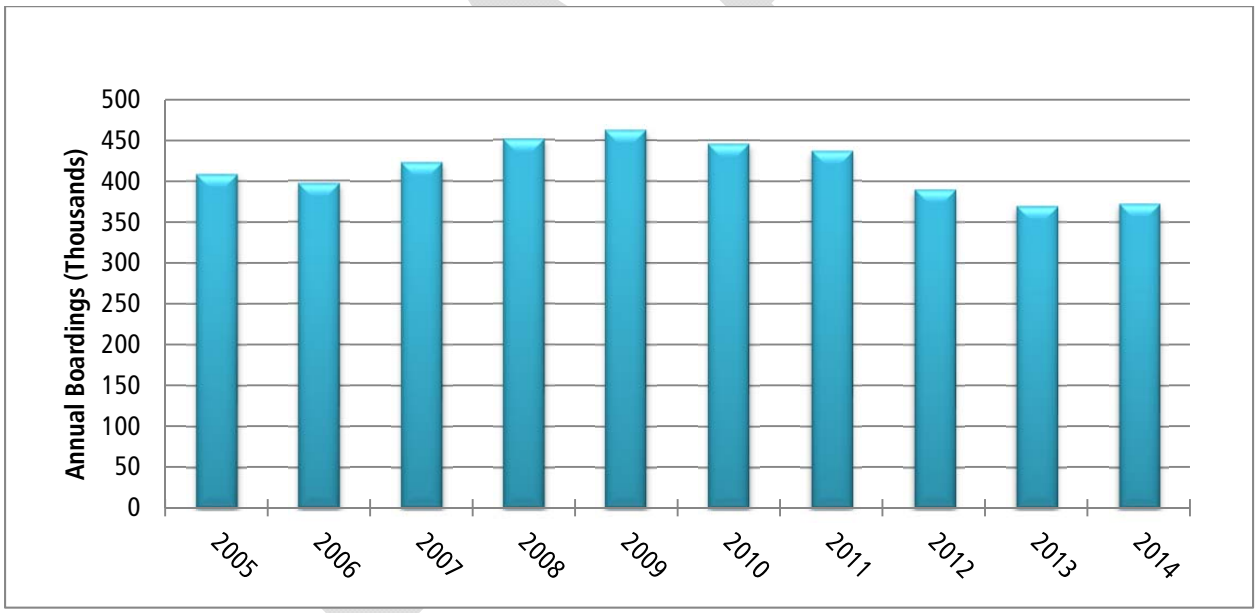
[2] The gradual decline in ridership from 2009-2014 is due to the economic recession and the failure of Proposition 1 in February 2011 and again in November 2012. This forced a cumulative 37 percent reduction in annual service hours (from 622,000 in 2009 to 447,000 in 2014) to address the agency's budget shortfall.

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 ADA. Using lift-equipped vans, SHUTTLE provides door-to-door service, or in some cases 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 2014 SHUTTLE provided 372,631 rides. Implementation of a trip-by-trip review for individuals with conditional eligibility 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 availability of less costly alternatives such as the Adult Day Health Express and Special Use Vans, have also helped moderate demand. Providing alternatives and finding new ways to serve individuals with special needs is an area ripe for expansion.

Figure 3-5 SHUTTLE Ridership: 2005–2014



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 human services transportation planning. The Coalition seeks to identify unmet transportation needs, create partnerships, and find resources to create services to fill the gaps. Community education about existing transportation resources is another core function of the group. Target populations include individuals with

[3] Pierce Transit Express Routes 490 (South Hill–Tacoma), 601 & 603A (Olympia Express) were eliminated in October 2011.

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 Community Connections is the lead agency for the coalition and the department provides a position to facilitate local coalition activities and planning.

Current PCCTC projects include:

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

211 is the three digit phone number for the One Call/One Click Transportation Resource Center for Pierce, Thurston, and Lewis Counties. WIN 211 maintains a centralized database of a variety of health and human services programs, including transportation resources. By dialing 211 customers in need of transportation reach a specialist who will work with them to assess their needs and identify available transportation options, and connect them with appropriate services. Customers may also search online at WIN211.org.

Beyond the Borders

Beyond the Borders provides service in rural Pierce County where there is no public transit. The service also connects riders with Pierce Transit fixed route buses or SHUTTLE. This grant funded demand response service is for older adults, individuals with disabilities, and people with low incomes living outside the PTBA, to the South and Eastern portions of the County. Pierce County Community Connections is the lead agency with TransPro handling eligibility, scheduling and driving. Pierce Transit provides local funding matched by regional human services competitive grant awards from the Washington Department of Transportation (WSDOT) and Puget Sound Regional Council (PSRC). The program offers both demand response and connector routes that deviate to pick up passengers up to a half mile off the route. One route connects Sumner with Puyallup, the other goes from South Hill to Spanaway.

KPN School Bus Connect

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 Connect (KPSBC) program. The KPSBC utilizes off duty school buses to transport all special needs clients on the Peninsula to various stops on the Key Peninsula, as well as connects 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.

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, leased 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 KP School Bus Connections but are not close enough to a scheduled stop.

Catholic Community Services Volunteer Transportation Services

Catholic Community services 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.).

Travel Ambassador

The Catholic Community Services (CCS) grant-funded Travel Ambassador project operates in partnership with Pierce Transit and other local transportation providers to conduct workshops to educate the public about the types of transportation options available for individuals with special needs, and how to access them. Targeted stakeholders include human service professionals and their clients. As a part of this project, CCS and Pierce Transit host Travel Ambassador Workshops and conduct numerous other educational outreach activities. Catholic Community Services (CCS) is the lead agency and partners with Pierce Transit as well as the PCCTC membership.

Bus Buddies

A function of the Travel Ambassador grant, Bus Buddies help create familiarity and comfort with bus use for elderly individuals and people with disabilities. Bus Buddies are volunteers who ride fixed route with the elderly and individuals with disabilities. CCS conducts volunteer recruitment, performs background checks, and matches volunteers with riders referred by Pierce Transit Travel Trainers. Pierce Transit trains the Bus Buddies.

Road to Independence

The Puget Sound Educational Services District (PSESD) operates The Road to Independence WorkFirst Van Program. The program provides both a training program and a transportation program. This grant funded program provides free rides to low income and special needs individuals to work and employment-related activities for eligible participants in East Pierce County and South King County. The program also trains low income and volunteer drivers who operate the vans, thereby gaining on-the-road skills prior to being placed in the Class B CDL class with an S endorsement. Upon completion of training, they move into employment in the transportation field.

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. The program created a new model of service, a simple cost sharing mechanism, and has proven to be economical as well as efficient.

February of 2015 marked the fifth anniversary of the ADHE and the program has surpassed the milestone of 150,000 trips. Partners include MultiCare ADH, who provides $15 a day per participant, Local Motion as transportation provider, and Pierce Transit as the primary funding and fiscal agent. The structure of the service has allowed Pierce Transit to significantly reduce transportation costs (when compared to SHUTTLE) and the system performance at 3.8 passengers per hour or better is far beyond industry averages for paratransit service. This program is a great example of what can be accomplished through participation in coordinated transportation programming.

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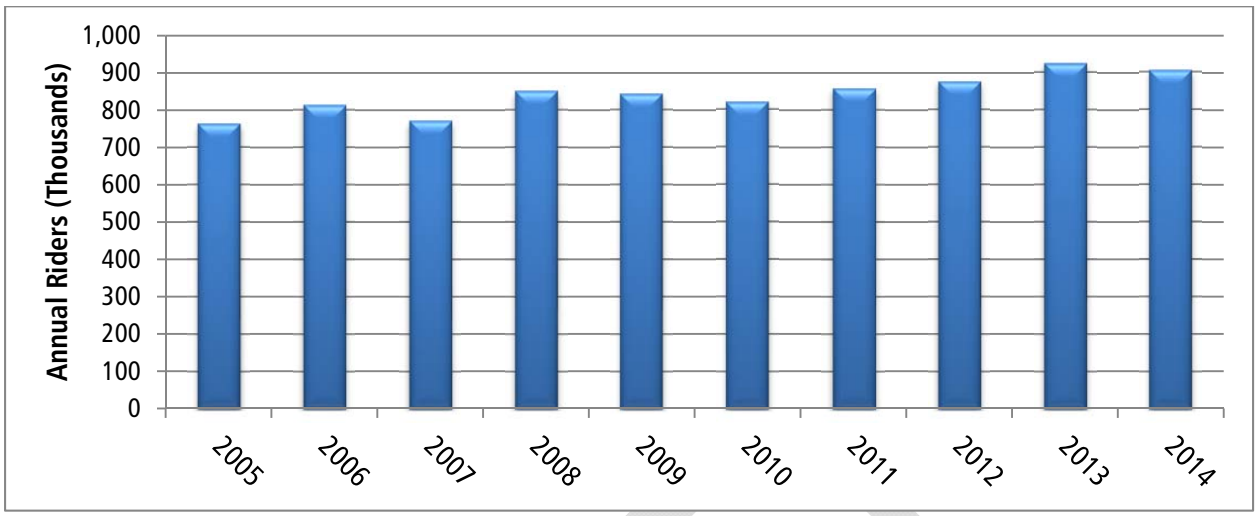
Figure 3-6 Vanpool Ridership: 2005-2014



Vanpool Services

Since its inception in 1986, the Vanpool program has expanded to an active fleet of 370 vans commuting to and from major employment centers. 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 because participants pay about 63 percent of direct operating costs through fares. In 2014 Pierce Transit vanpools provided over 906,000 rides or 5.4 percent of the agency's total ridership. Figure 3-6 depicts vanpool ridership during each year since 2005.

Special Use Van Program

Pierce Transit's Special Use Van program provides service to organizations as a way of meeting their specialized transportation needs. In 2013, Pierce Transit launched a demonstration project, the Special Use Community Solutions, designed to provide Pierce County social service agencies with vehicles to transport their clients. At least 25 percent of the total boardings must include ADA-eligible clients.

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[4] 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, working with businesses of all sizes. Currently, over 180 employers are partners of Pierce Transit including large worksites and voluntary sites throughout the county. Local active businesses include DaVita, Franciscan Health System, Joint Base Lewis-McChord, MultiCare Health System, Pacific Lutheran University, Port of Tacoma, Propel Insurance, State Farm Insurance, 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 53 Choice and 12 Passport Accounts.

In 2014, Choice accounts generated an average of 18,700 boardings each month for an annual total of over 224,000 boardings. Monthly Choice revenue averaged $46,700 with $561,000 in annual revenue for Pierce Transit.

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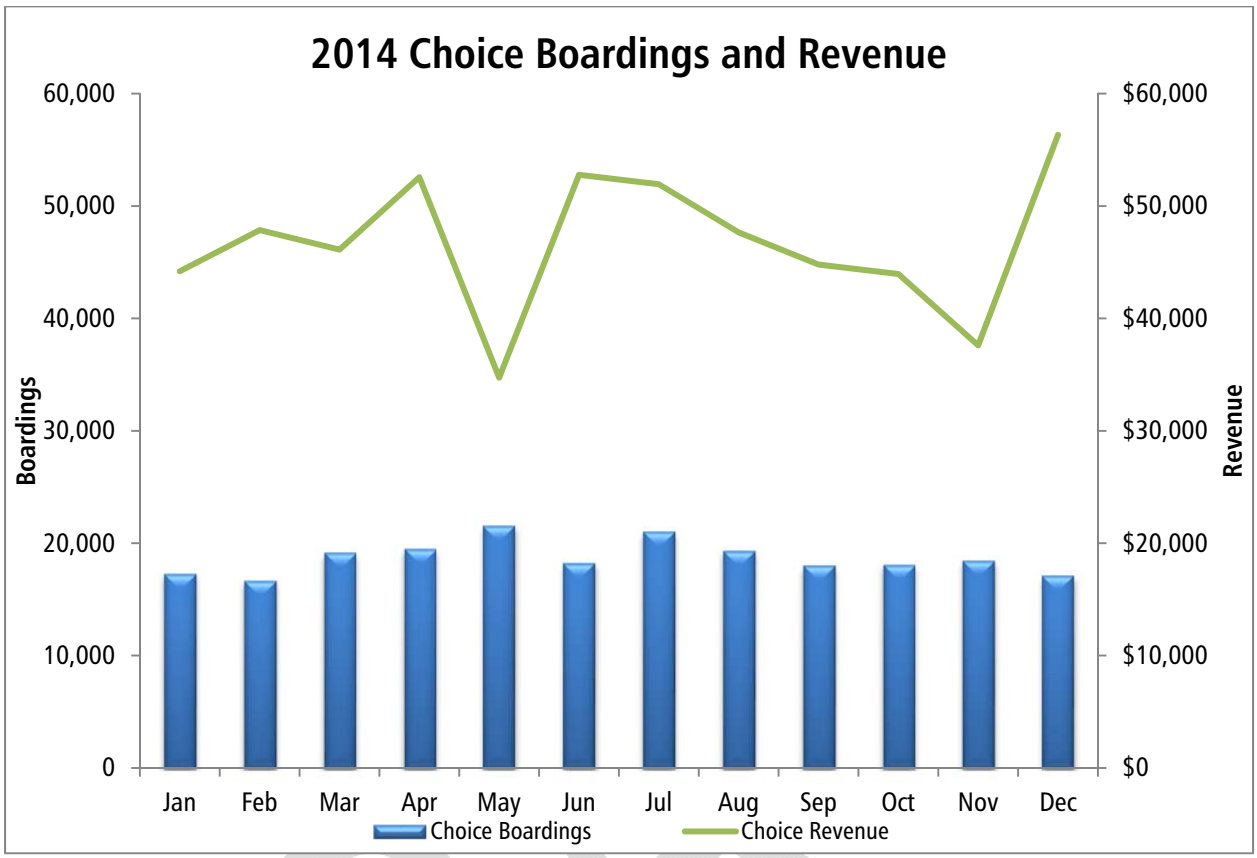
[4] The ORCA (One Regional Card for All) card is a contactless, stored value smart card used for payment of public transportation fares in the Puget Sound region of western Washington State. It is accepted by Pierce Transit, Community Transit, Everett Transit, King County Metro Transit, Kitsap Transit, and Sound Transit, along with the King County Ferry District and Washington State Ferry System.

Figure 3-7 2014 Choice Boardings and Revenue by Month



*The ORCA Business Account reporting cycle is longer than for standard ORCA transactions.

In 2014, Passport accounts generated an average of 66,000 boardings each month for an annual total of 792,000 boardings. Average monthly revenue was $81,600 for a total of $980,000 in annual revenue.

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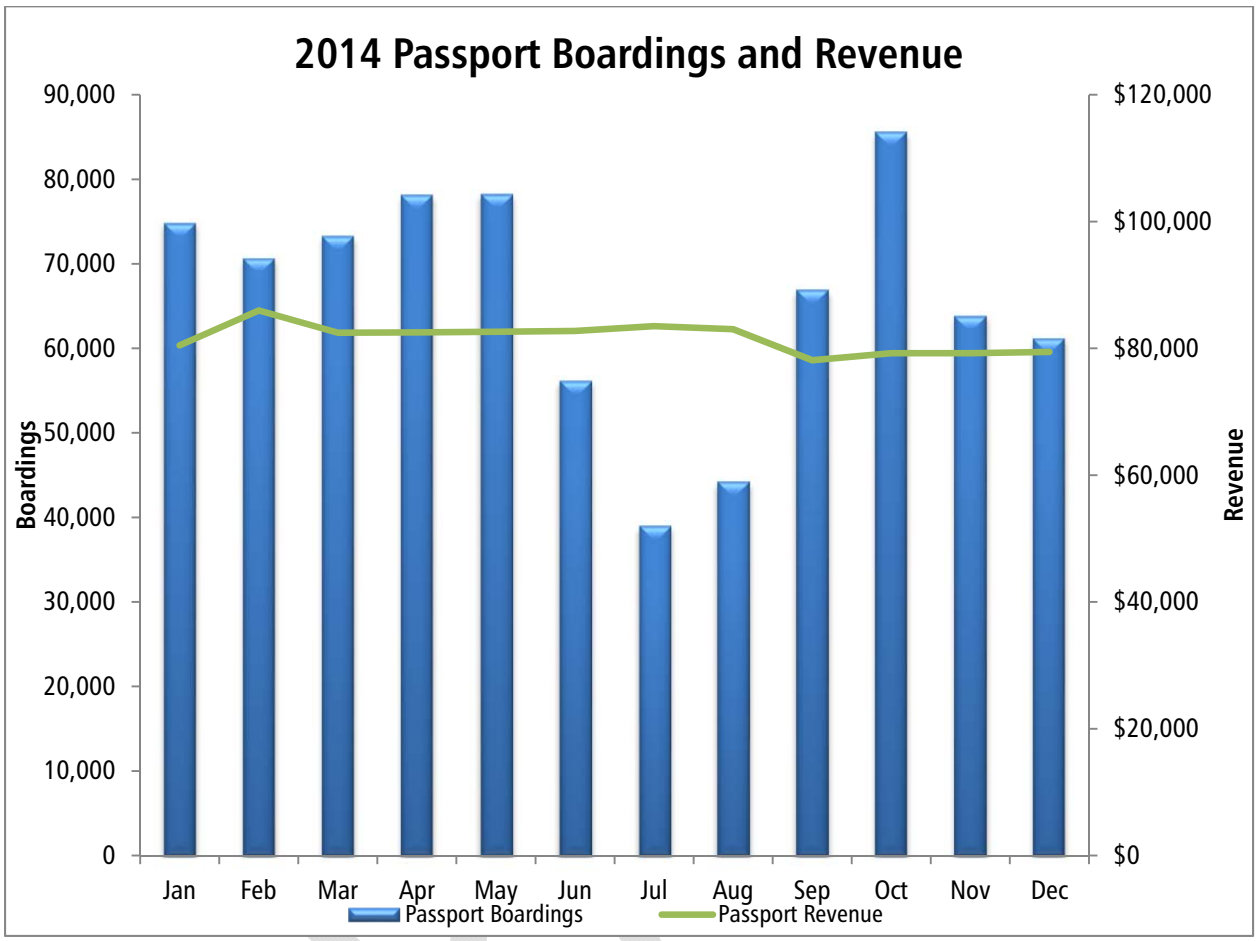
Figure 3-8 2014 Passport Boardings and Revenue by Month



In addition to being the Lead Agency for 53 Choice and 12 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 902 accounts representing $1.44 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. Figure 3-8 and 3-10 below demonstrates this growth.

Figure 3-9 Regional Accounts: 2007-2014

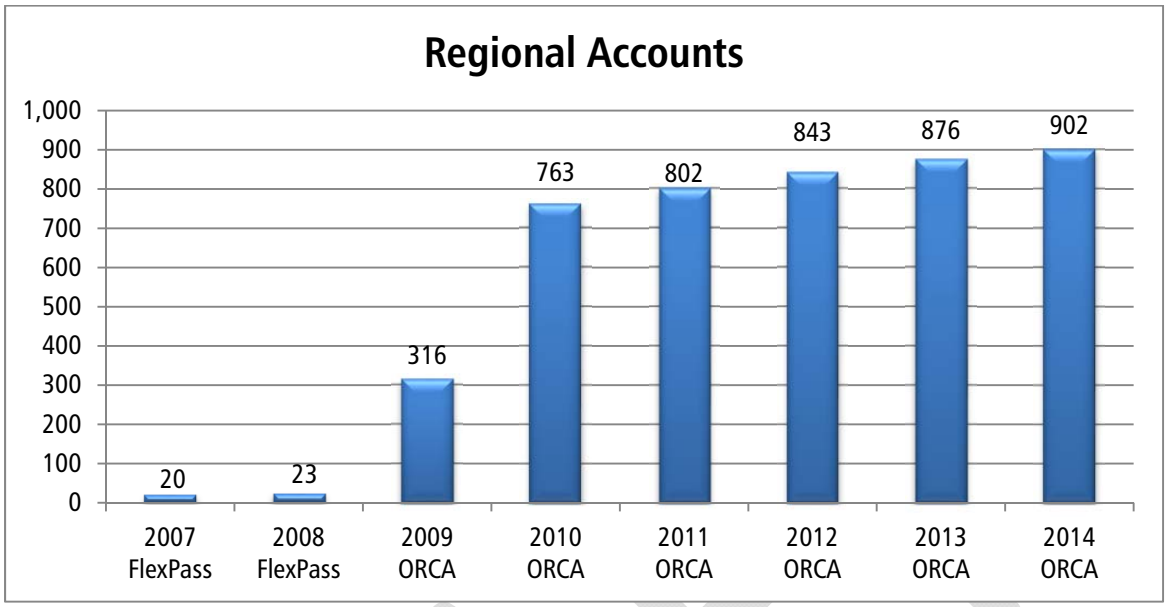


Figure 3-10 Managed Revenue: 2007-2014

*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 promoting 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 a 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.
- **Intercity Transit** –Intercity Transit operates Olympia - 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. Additional connections with King County Metro Routes 179, 181, and 197 can be made at the Twin Lakes Park-and-Ride in Northeast Tacoma via Pierce Transit Route 62 route and at the Auburn Sounder Station via Pierce Transit Route 497.
- **Kitsap Transit** – Kitsap Transit provides the Purdy Connection route with connections from the Port Orchard Ferry to Pierce Transit Routes 100 and 102 at 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 via the Pierce County Ferry can be made at the Steilacoom Dock via Pierce Transit Route 212.
- **Washington State Ferries** – The Tahlequa 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, 14, 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 (until 2017).

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- **Park-and-Ride Lots** - Pierce Transit also operates a network of Park-and-Ride facilities that are located throughout Pierce County. There are currently 5,743 parking spaces provided, a majority at facilities owned and operated by Pierce Transit. On average, 78 percent of the county's Park-and-Ride lots' parking capacity is occupied on any given weekday. Table 4-1 identifies those facilities and locations, owned by both Pierce Transit and others.

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

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

Park-and-Ride Lots Owned by Others			
Facility (Owner)	**Stalls**	**Facility (Owner)**	**Stalls**
Center Street (WSDOT) *SR 16 at Center Street - Tacoma*	75	**South Tacoma Sounder Station (Sound Transit)** *5650 S. Washington Street*	220
Narrows/Skyline (City of Tacoma) *6th Avenue &t S. MacArthur Street*	195	**SR 512 (WSDOT)** *S. Tacoma Way at I-5/SR 512 Interchange - Lakewood*	493
Lakewood Sounder Station (Sound Transit) *11424 Pacific Highway SW*	600	**Sumner Sounder Station (Sound Transit)** *810 Maple Street*	302
North Purdy (WSDOT) *144th Street NW at Purdy Drive NW*	200	**Sumner Red Apple Market (Sound Transit)** *Alder Avenue at Academy Street*	48
South Purdy (WSDOT) *SR 16 at Goodnough Drive NW*	20	**Tacoma Mall East (WSDOT)** *S. Alaska Street at S. 56th Street (Southeast Side)*	78
Puyallup Sounder Station (Sound Transit) *131 W. Main Avenue*	364	**Tacoma Mall North (WSDOT)** *S. Alaska Street at S. 56th Street (Northwest Side)*	33
Puyallup Red Lot (Sound Transit) *5th Street SW at 9th Avenue SW*	219	**Tacoma Mall South (WSDOT)** *S. Alaska Street at S. 56th Street (Southwest Side)*	44
South Hill (Sound Transit) *9th Street SW at 31st Avenue SW - Puyallup*	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 2014

Business Development Office

In May 2013 the CEO created the Business Development Office (BDO). Its mission is to focus on solutions that respond to the Board's strategic direction to find ways to quickly design and implement innovative solutions specifically tailored to the priorities of the communities the agency serves. The BDO team is tasked with increasing revenue, ridership, public perception, and jurisdictional support for Pierce Transit by proactively building strong relationships and partners in the community. The group's efforts are generally targeted toward addressing the agency's strategic goals including innovative solutions, economic development, sustainability, and community engagement.

Rapid Design Process

To implement the goal of innovative community solutions, the BDO created a rapid design process (as shown in Figure 5-1) that radically changed how some service is designed and prepared for delivery. Service concepts for potential community solutions come from many sources, including elected officials, community leaders, other local governments, and Pierce Transit employees. Pierce Transit staff, working with the proposers, takes the initial concept and builds a high level design that has some potential routing, estimated service levels, promotional and branding concepts, and estimated costs. The proposers work to build a Community Investment Team (CIT) that is representative of stakeholders who have a vested interest in the success of the proposed service concept.

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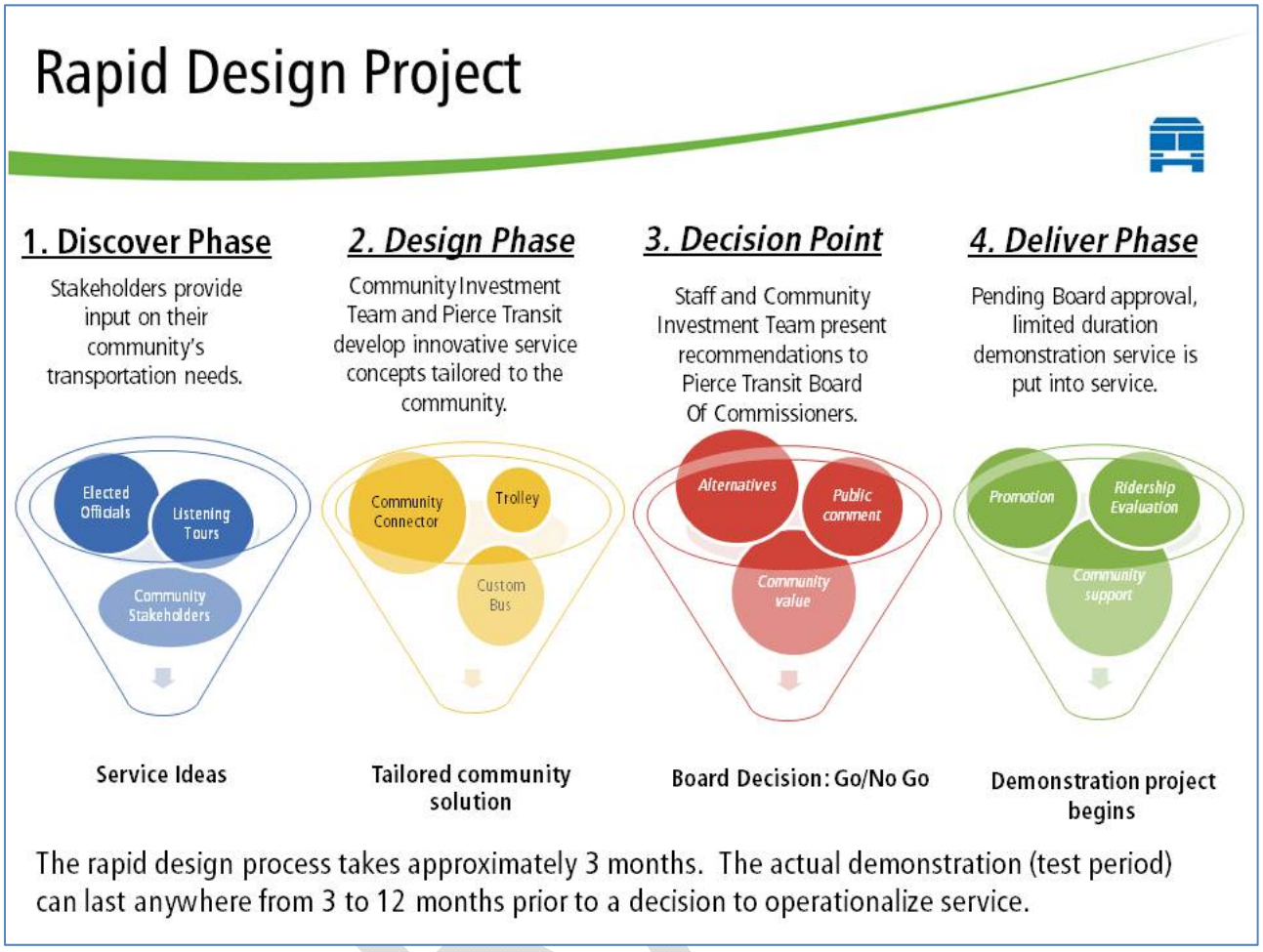
Figure 5-1 Rapid Design Project Process



Once the design is drafted and a CIT is in place, BDO staff formally request Board approval for a demonstration project. If the Board approves a demonstration project to move forward, the BDO and CIT work closely together to prepare implementation of the service. During the delivery phase, the CIT meets regularly to evaluate the service and its performance. Adjustments are made on an as-needed basis to ensure that the service is designed for success. At the conclusion of the demonstration period, the CIT meets to conduct a final evaluation and makes a recommendation to the Board as to whether the service should become part of Pierce Transit's regular operations or not. The Board of Commissioners then makes a final decision on whether to make the demonstration project service a part of regular operations. If yes, then the service moves from the BDO to the Operations Division and is funded in their budget.

The initial rollout of this concept commenced in 2013 with the formation of the BDO. Highlights of demonstrations and projects from 2014 include:

Community Events

Pierce Transit operated special event service to regionally significant events in 2014 including the Washington State Fair, Taste of Tacoma and the Point Defiance Centennial Celebration. This was significant for the community as Pierce Transit had a three year absence from providing this valuable and much needed transportation access to these events. The agency adhered to Federal

Transit Administration Charter regulations, after notifying registered charter providers we were able to operate these services in partnership with the sponsoring organizations. The sponsoring organizations each provided financial partnership funds to offset the cost of the service and assisted with the marketing and promotion of the service.

In 2014 there were 39,885 boardings on the Washington State Fair service, 4,952 on the Taste of Tacoma, and 229 on the Point Defiance Centennial Celebration. Additionally Pierce Transit partnered with the City of Gig Harbor to operate a special trolley service during the Croatian Prime Minister's visit to Gig Harbor. In 2015 we are again partnering to provide community event service to the Washington State Fair and the Taste of Tacoma. In the future we will strive to partner with Tacoma's 4th of July Freedom Fair Festival as well. Our target is to provide service to at least three community events of regional significance in a year.

Custom Bus

In March of 2013 Pierce Transit was contacted by the Economic Development Board of Tacoma-Pierce County to assist in the potential relocation of Western Institutional Review Board (WIRB) to Puyallup. Staff immediately began discussions with WIRB regarding transportation alternatives for the 230-employee company. WIRB was relocating from Olympia to the Benaroya Business Park located in Puyallup. WIRB employees would potentially be travelling 50-100 additional round-trip miles to Pierce County, so a solution was needed for these individuals to reach their new job site. The BDO developed an innovative concept of a Custom Bus Demonstration to meet this need. The express, limited-stop service operated as Route 485 from Olympia to Puyallup. Service began December 9th as a six-month demonstration to gauge market demand and test farebox recovery. Passengers on this service not only enjoyed limited stops and comfortable high-back seats, but also free Wi-Fi service on board. Ridership peaked in March 2014 with 851passengers but then slowly declined each month thereafter to 592 passengers in May 2014. Many of the employees who live in Olympia and south further south chose to find other work closer to home and the potential pool of riders began to decline. The Pierce Transit Board of Commissioners elected to terminate the demonstration at their March 2014 Board meeting.

Fife-Milton-Edgewood Community Connector

Routes 503 & 504 the Fife-Milton-Edgewood Community Connector Demonstration services, operated as a one-year demonstration from February 2014 to February 2015. The cities of Fife, Milton and Edgewood approached Pierce Transit with a concept for a local service that would connect these communities and also provide access for commuters travelling to the Puyallup Station from an area not served by transit in Fife. Following a year-long demonstration, ridership on these routes remained low and the demonstration did not meet performance expectations. The demonstration ended in February 2015.

The Fife-Milton-Edgewood Community Connector services were a result of a committed CIT who, in partnership with Pierce Transit developed two new route concepts focused on improving bus services within the Fife, Milton and Edgewood communities. The CIT included the City of Edgewood, City of Fife, City of Milton, Edgewood FISH Food Bank, Puyallup Tribe of Indians, Mountain View Community Center and Radiance Homeowners' Association. The Route 503 – Fife to Puyallup Sounder Station service operated weekdays providing peak commuter service to and from Fife with trips timed to meet Sound Transit Sounder trains serving the Puyallup Station. The Route 504 – Milton-Edgewood service provided access to destinations in Milton and Edgewood. It was tailored service to reach local community destinations including shopping, medical, libraries, churches, parks, community centers, and the post office. The service initially operated seven days a week but during the demonstration phase Sunday service was eliminated. A success of the project was the broad public participation that resulted from the demonstration efforts and the improved relationships that were built with the local jurisdictions and service agencies in the community. Staff participated in more than 15 local events in the community such as the Edgewood Picnic, Milton Days, Fife Harvest Festival, Fife Family Car Show, and presentations at local facilities. Even after extensive outreach, ridership on these services remained low, neither service reached two passengers per service hour and the cost per passenger was near $140.

Gig Harbor Trolley

The Gig Harbor Trolley provides convenient service between the historic downtown Gig Harbor waterfront district and the Uptown shopping district. 2014 was the second year of service for this seasonal service which runs daily every 30 minutes during the summer. As the service was operationalized following the demonstration in 2013, the agency purchased used trolley vehicles to

operate in service. The City of Gig Harbor with other local partners including 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. The 2014 service was favorably received by riders and was a recipient of the 2014 Excellence on Main Award for Community Partnership awarded by the Washington State Main Street Program. Ridership did, however, decline from the inaugural season from over 28,000 riders to approximately 11,850 in 2014 so the Trolley Partners are conducting a robust marketing and awareness campaign for 2015 service.

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 one service equity analysis and one fare equity analysis in 2014. The Gig Harbor Trolley Service Equity Analysis examined the addition of seasonal trolley service and determined that there were no disparate impacts to minority populations or disproportionate burdens to low income populations as a result of the new seasonal service. The 2014 Title VI Fare Equity Analysis on the elimination of transfers and addition of a new all-day pass did not result in findings of disparate impact to minority riders nor disproportionate burden to low income riders.

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 service changes, Title VI requirements, Pierce Transit's strategic plan, fare structures, demonstration projects, and other issues.

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 2015:

- Penny Grellier (Chair), Tacoma – Transportation Program Manager, Catholic Community Services

- Chris Karnes (Vice Chair), Tacoma – Data Analyst
- Paul Bala, University Place – Retired Aeronautical Engineer
- Chris Beale, Tacoma – Associate Planner, City of Puyallup
- Bridgett Johnson, Sumner – Student/Certified Nurse Assistant, Pierce College South Hill
- Sandy Paul, Tacoma – Retired City Clerk
- Hongda Sao, Tacoma – Case Manager
- Steve Schenk, DuPont – Retired Military
- Tyree Smith, Tacoma – Student, Mount Tahoma High School
- Rick Zalucha (Alternate), Tacoma – Facility Manager

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 2014, 161 land use actions were submitted by municipalities both within and outside of the PTBA, resulting in 56 recommendations for transit facilities improvements totaling $113,350);
- Evaluating all bus stop issues from operators, bus riders and the general public;
- Managing the Adopt-A-Stop program;
- Maintaining and updating the Bus Stop Database; and
- Reporting park-and-ride space utilization counts.

The Bus Stop program is responsible for:

- 2,500 stops of which 53 are adopted;
- 995 benches;
- 696 shelters (either publicly or privately owned, and at transit centers) including 81 advertising shelters;
- 1,350 trash cans;
- 380 blinky lights, which alerts the bus operator that a passenger is waiting at a bus stop;
- 82 bike lockers at 23 locations; and
- 41 bike racks at 31 locations.

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The Bus Stop Program has continued to be in the forefront of local and regional planning. It is critical to be engaged in neighborhood and the larger Puget Sound regional planning efforts to ensure that future land uses and long range city planning efforts support transit planning and bus stop development. Local planning efforts include participating in the kick-off of the Tacoma Mall Subarea plan, which will continue into 2015 and beyond. Furthermore, the Bus Stop Program became an active partner in the Puyallup Watershed Initiative Active Transportation Communities of Interest group. This group aims to look at a holistic regional plan for the Puyallup watershed region, which includes most of the PTBA and aims to build a multi-modal transportation system. On a regional level, Pierce Transit continues to advocate for transit access improvements through participation in the Bicycle Pedestrian Advisory Council (BPAC) and the Transit Access Working Group; both through the Puget Sound Regional Council.

In addition to the Bus Stop Program's regular functions, there were two additional noteworthy projects in 2014:

- The Bus Stop Program was successful in initiating a new vendor contract in purchasing new shelters for the transit system over the next five years.
- New photo-voltaic (PV) or "solar" lights have been purchased to provide a bus signal for riders and minimal down-lighting to improve passenger visibility to operators.

Additional 12,000 Service Hours Implementation

With the steady increase in sales tax revenues that Pierce Transit received over 2014, the Board of Commissioners approved 12,000 annual service hours to be allocated on select trips between Routes 1, 402, and 500 in the peak hours, plus increases in weekend service on various routes. Service Planning's goal was to most effectively improve connections and increase ridership that was lost due to reductions in years past using a system-wide approach. It then made a recommendation to the Board, as described below.

With the June 2015 service change Pierce Transit will also be restoring approximately 12,000 service hours by focusing on two primary areas; expanded weekend service and targeted weekday frequency of service. These are the areas where customer satisfaction is lowest and where hours can help alleviate demand while improving ridership. Several trips will be added in order to increase the span of weekend service allowing the agency to operate later on Saturdays and Sundays. Additionally, weekday frequency improvements in the peak on routes 402 and 500 will allow for better connections and increased ridership. It capitalizes on the budgeted investments being made on the new Route 4 as well as Route 425 – the Puyallup Connector. Each of these services will now provide convenient 30-minute peak hour frequencies to improve connections at South Hill and Federal Way with service into Downtown Tacoma, plus providing greater ease of connections to other local and regional services.

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New Closed Door Policy

In June 2014 Pierce Transit implemented a new policy where, when a transit operator steps away from the bus at a route terminus such as a transit center or park-and-ride, he or she secures the vehicle by closing its doors. Passengers already on board who plan to ride on the next trip are asked to temporarily deboard (alight) and wait outside. New passengers arriving must also wait to board until the operator returns. This policy was designed to be fair to everyone by assuring that all riders pay their fare. It also assures full control of the transit vehicle to the operator when parked; an added safety and security benefit.

New Fareboxes & Fare Revisions

One of the many exciting changes to be implemented at Pierce Transit in 2014 was the new GFI (now SPX) Genfare Fast Fare fareboxes that were installed on 172 buses. These new fareboxes were purchased primarily with FTA grant funding, in order to replace various outdated models that were manufactured as far back as the late 1980s and no longer supported by the vendor. As the result of this new equipment, Pierce Transit implemented fare revisions designed to ensure that all passengers pay the correct fare, decrease fare evasion, and improve operator safety by reducing onboard fare disputes. In addition, the fare revisions that took effect in December 2014 included the elimination of paper transfers - which were often misused or reused - and the introduction of a new All Day Pass, good for unlimited rides on all local Pierce Transit bus service through the end of that service day (i.e., 2:59 am). The new customer-friendly fareboxes not only have a magnetic stripe reader for passes and one-ride tickets, but will offer the capability to accept credit or debit cards and mobile phones for fare payment in the future. On the administrative and operations sides, Pierce Transit has taken advantage of greatly enhanced reporting capabilities from the new farebox system.

Destination 2040 Long Range Plan

Another Agency milestone in 2014 was getting a comprehensive Long Range Plan underway. The name *Destination 2040* was chosen and an interagency scoping meeting was held in February with a presentation and remarks from former CEO Lynne Griffith. The Long Range Plan will be used to establish a vision for the agency. It will then provide direction as Pierce Transit begins developing implementation strategies for capital projects and service improvements over both the mid-term and long-term. It also will attempt to comprehensively answer, "Where do we want to go and how do we plan to get there?" by creating an unconstrained 2040 blueprint for Pierce Transit. In order to meet obligatory requirements under the USDOT's Moving Ahead for Progress in the 21st Century (MAP-21) multi-year transportation authorization of 2012, *Destination 2040* will also be performance based. Finally, it will coordinate with and complement other transit providers' long range plans, such as Sound Transit and King County Metro Transit; both of whom are working on updating their Long Range Plans simultaneously. These revisions plus the transit agencies' goals and objectives for sustainable growth will be cited in the PSRC's *Transportation 2040* as part of its 2016-2017 update for adoption in 2018. *Destination 2040* is scheduled for finalization and adoption by the end of 2015.

Special Service to Seahawks Super Bowl XLVIII Victory Parade in Seattle

The Seahawks Super Bowl Parade was held in downtown Seattle on Wednesday, February 5, 2014, with an estimated 1 million people in attendance. It was by far the biggest one-day event ever held in the region.

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Pierce Transit staff, working in close cooperation with the Seattle Police Department, King County Metro Transit, Sound Transit, Community Transit, and Intercity Transit, helped develop a successful traffic control plan and public transportation plan, in order to most effectively bring the greatest number of spectators to the parade.

Detours began at 9:30 am and lasted until approximately 4:30 pm. The internal coordination required 13 Pierce Transit Service Supervisors, as well as supervisors from other agencies from throughout the region. Pierce Transit contributed over 20 operators and coaches, pressed into service to assist with delays and overloads, including two from Intercity Transit. In addition to the supplemental service, Pierce Transit assisted with overloads on the Sounder commuter rail and on the Central Link light-rail system helping to transport football fans to and from the event. While it was impossible to collect accurate ridership data, based on educated estimates, Pierce Transit counts were in the neighborhood of over 10,000 passengers.

King County Metro Transit and the Seattle Police Department "stood up" or activated their emergency Mobile Command Centers (i.e., a large recreational vehicle converted to act as a mobile office and communications hub for oversight of emergency and special events) during the parade, which were also staffed by Pierce Transit Service Support acting as Incident Commander. Prior to the event, King County Metro Transit held numerous pre-planning meetings, then "lessons learned" debriefing sessions afterwards, in which all of the transit agencies were involved.

Bus & Paratransit *Roadeo* Returns in 2014

After a three-year hiatus due to budget cuts, Pierce Transit held a "Skills and Thrills" Roadeo on June 28th to test the driving skills of its most competitive bus and paratransit operators. There were 22 contestants from Pierce Transit plus eight from Intercity Transit. The Pierce Transit bus Roadeo is an annual safety and skills competition for bus and paratransit operators who volunteer to participate. It involves a pre-trip inspection and uniform inspection, as well as an on-base obstacle course in which the operator must execute driving maneuvers such as the serpentine, offset street, backing, turns, diminishing barrels, and rear dual clearance. Champions from the local Roadeo then advance to the state, regional, and even international competitions. The state of Washington is well known across the country and Canada for being a transit Rodeo powerhouse with Pierce Transit being one of the most recognized agencies in all competitions.

The agency's current Roadeo champion, Brentt Mackie, won the Washington State Bus Roadeo held in Yakima in August 2014. At this competition, Mackie competed against the current international champion from Spokane Transit as well as the current international second place finisher from Ben Franklin Transit (in Kennewick). In Mackie's 18-year career he has won the Pierce Transit Roadeo seven years in a row, the Washington State Bus Roadeo four times, and the International Bus Roadeo twice, for a total of 13 victories. Even though it was a wet and windy Saturday, the 2014 Roadeo was attended by 350 employees and management, family members, and alumni, who all celebrated its return.

Administration Building 4 - Operators' Lobby Remodel

In early August 2014 a project began to totally renovate 5,833 square feet (34 percent) of Building 4's first floor, north side. The area renovated was funded by a $1.9 million grant from the Federal Transit Administration and focused primarily on the Operator's Lobby and second floor offices. The scope included the creation of additional offices, a new dispatch office area, a café booth-style seating area, a room for nursing mothers, storage room for operator files, lounge areas with table seating, furniture and equipment, and a counter with outlets for electronic devices. The renovated

space included new paddle[5]-rack and mailbox casework, refurbished lockers, an exercise room to promote wellness, a computer room for operators' use, and a "quiet room" outfitted with lounge chairs for those operators who work split shifts and need a place to rest or unwind between route assignments. The renovation of two associated restrooms was also accomplished. New floors were installed, plus sinks and countertops replaced the old, sagging and chipped countertops and porcelain. New mirrors were added, along with energy-efficient lighting. Additional lockers were provided to address a concern by operators, and additional flooring was replaced due to latent conditions that required it. Adjacent workspaces were also remodeled to address additional needs. The work was completed in March 2015, although operators and staff reoccupied the space in December 2014. Additionally, a north entrance vestibule is scheduled to be constructed by September 2015.

Administration Building 4 – Second Floor Remodeling

In conjunction with the Federal Transit Administration grant to renovate a large portion of the first floor of Building 4, the second floor also undertook some needed tenant improvements and updates (i.e., 5,193 square feet or 34 percent was remodeled). Due to displaced offices and operations on the first floor plus other needs the agency had in supporting transit operations, the improvements included providing a secure area for Information Systems personnel (per new State requirements), equipment, and operations. It also included the construction of new offices, conference room, furniture and equipment, and floor coverings.

Parkland Transit Center Refurbishing

Thanks to a Federal Transit Administration grants for transit center improvements, Pierce Transit was able to make facilities upgrades to the Parkland Transit Center and adjacent Park-and-Ride lot. The construction project made Pierce Transit's oldest transit center (which opened in November 1984) safer and more comfortable for the 2,700 Pierce Transit customers who use the facility daily.

Located off of 121st Street and Pacific Avenue (SR 7) in Parkland, the Parkland Transit Center is an important link between Pierce Transit's Route 1 trunk line service and two other routes that provide service there. Pierce Transit added shelters for waiting fixed route and SHUTTLE (paratransit) customers, improved pedestrian and ADA access, landscaping, and upgraded the lighting plus security features, including the infrastructure for cameras. Approximately 71 percent of the $272,000 in project costs was funded by FTA grants that are restricted to facilities improvements and could not have been used for bus service or operations. The project began in July 2013 and was completed in June 2014.

New Technologies

Pierce Transit relies on a variety of advanced technological systems to operate on a daily basis. Core Business Systems such as Human Resource/Payroll, Finance, Regional Fare Integration (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 our system as subscribers.

[5] Paddles are the operators' daily schedules.

There are over 350 Agency computer users; an Agency Wide-Area-Network consisting of 153 servers (70 of which are virtual); numerous firewalls, switches and routers; printers; and both in-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.

New 700 Megahertz Radio Communications System

Pierce Transit has greatly improved the quality and range of radio, public safety and emergency communications throughout the region by launching a new single county-wide 700 MHz communications system in partnership with Pierce County in 2014. Pierce Transit shifted to the system in May. The Pierce County Sheriff's Department and the Gig Harbor, Fircrest, and Roy police departments moved to the system in October. The agency increased the quantity of communication towers from 6 to 18 and extended its range from Thurston County north all the way into Snohomish County. In the process, coverage was dramatically improved from 80 percent to 97 percent. This is a tremendous level of connectivity is very rare in the industry. At this increased level of reliability, Pierce Transit's safety index rises dramatically for operators, supervisors, and public safety personnel. The quality of the enhanced system is described as "crystal clear."

The new system was necessitated by new Federal Communications Commission (FCC) requirements that public agencies consolidate their use of radio bandwidth from 25 kHz (wideband) to 12.5 kHz (narrowband) by the end of 2013, and to 6.25 kHz (ultra-narrow) by January 1, 2017. Because of earlier investments, Pierce Transit's upgraded radio system met the FCC's 2013 requirements, but needed additional enhancements to meet the 2017 requirements. Through a cooperative governance agreement, the savings to Pierce Transit and Pierce County derived from sharing the maintenance and operating costs means public dollars can be directed into service, capital improvements, and other pressing priorities.

2014 Customer Satisfaction Survey

Pierce Transit has used statistically representative survey research to track customer satisfaction among riders since 1998. The purpose of the survey is to track customer satisfaction across all fixed routes proportionate to customer trips and time of day. Pierce Transit uses the survey to compare to those conducted in previous years. Additionally, the results of this survey will provide information for measuring performance related to Pierce Transit's Strategic Goal #3: *Improve Public Perception*. Pierce Transit last conducted a Customer Satisfaction Survey in 2010.

Background and Objectives

Pierce Transit conducted customer satisfaction surveys in 1998, 2001, 2004, 2007, and 2010. While slight variations in the questionnaire were made to improve the study over time, comparative analysis has remained an important goal of the study. The major objectives of this customer research are to:

- Create a demographic profile of Pierce Transit riders
- Measure satisfaction across a variety of attributes of Ridership
- Track feelings of safety with using Pierce Transit
- Understand differences in use of fare media and barriers to ORCA card usage
- Understand the use of and satisfaction with information sources

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Methodology

In 2014 a total of 650 telephone interviews were completed among weekday riders across most routes during all day time periods (e.g., AM Peak, mid-day, PM Peak, evening). The study was conducted in two phases. Phase One was an initial intercept survey performed on buses and at key transit centers to collect a database of riders who agreed to be contacted for a follow-up, in-depth telephone study. During Phase Two, riders were contacted via telephone and asked to complete an in-depth interview. Both phases were designed to provide a sample proportionate to ridership by route and by time of day (e.g., AM Peak, mid-day, PM Peak, evening).

Key Findings

Customer Demographics

Pierce Transit customers who were surveyed are fairly evenly split between male and female. The average age of Pierce Transit riders is 34 years old. The majority (51%) is under 34 years old, and only one in five is 55 years old or older. Two-thirds (66%) do not have a driver's license and an additional 39 percent do not have access to a vehicle, suggesting that a large base of Pierce Transit riders are transit dependent or "captive" riders. The median income is $23,705. Nearly half (44%) have annual household incomes below $20,000, and seven-in-ten (69%) have incomes below $35,000. Pierce Transit has a relatively high percent of minority riders: one-in-four (26%) are African-American and one-in-ten (11%) are Native American. One quarter (24%) speak English "less than very well."

Transit Use

Commuting to work or school are the most common trip purposes (52%).The majority (59%) of riders are *Infrequent* riders; that is they take between 10 and 59 trips a month. One quarter (24%) are considered *Frequent* riders (60+ trips per month).Two thirds (64%) of riders say that they frequently (34%) or sometimes (30%) ride Pierce Transit after dark. Two out of three (67%) Pierce Transit riders use the system on Saturdays. Conversely, only two out of five (43%) ride on Sundays.

Service Frequency

Overall satisfaction with the frequency of service has decreased significantly from 2010 (at 3.9 out of 5.0[6]) and is at its lowest levels to date (down to 3.46). The decrease in overall satisfaction is due to significant movement from satisfied to dissatisfied with the frequency of service over all time periods of the week, but notably for Sunday service. Transit dependent riders are significantly less satisfied with the frequency of service than other riders; 59 percent are dissatisfied with the frequency of Sunday service.

Reliability

While overall satisfaction with the reliability of service remains fairly high—a mean score of 4.15 out of 5.0 —it decreased significantly in 2010 (to 4.24) and again in 2014 (to 4.15).Confidence that the bus will get to the destination on time has declined slightly each wave (i.e., survey) from 2007 and 2010 and is now significantly lower than 2007 levels (4.48). While satisfaction levels are fairly similar across each of the attributes, there have been some notable changes when compared to previous years. Confidence that the bus will not leave early declined significantly in 2010 and declined again slightly (not significant) in 2014.

[6] Mean values are reported on a five-point scale where "1" signifies Negative/Low/Bad and "5" is Positive/High/Good.

Transferring

Overall Satisfaction with transferring has declined significantly each wave from 2007 (at 4.11) to 2010 (to 3.87) to 2014 (to 3.71). This is due primarily to a significant decrease in satisfaction with the wait time between transfers as well as increases in dissatisfaction with confidence in making a connection with transferring and length of time the transfer is valid. In 2014, seventy-nine percent of riders make one or more transfers and the average rider makes 1.4 transfers. The number of respondents who make two or more transfers has increased significantly from 2010.

Early Morning Bus Service

Overall satisfaction with how early the buses start running increased steadily from 2001 and peaked in 2007 (at 4.22). Satisfaction decreased significantly in 2010 (to 4.01) and again in 2014 (to 3.72). As with frequency of service, current satisfaction ratings are at their lowest point ever recorded. This is primarily due to a decrease in satisfaction for Sunday service— over half (51%) of riders are now satisfied with how early the buses run on Sunday compared with 69 percent in 2007 and 59 percent in 2010.Satisfaction is lowest among those who commute to or from work. One third (35%) of work commuters are dissatisfied with how early the bus runs on Saturday, and 45 percent are dissatisfied with how early the bus runs on Sunday.

Evening Bus Service (after 6:00pm)

Satisfaction with evening bus service follows a similar pattern as noted for early morning service—a steady increase from 2001 peaking in 2007 (at 3.86) then declining significantly in 2010 (to 3.60) and 2014 (to 2.99). The decline in satisfaction is significant for weekdays and weekends – specifically among those who use Pierce Transit to commute to work, for appointments, or for shopping. Those who ride to and from school are the most likely group to be satisfied with evening service. In all cases, riders without access to a vehicle are significantly more likely to be dissatisfied than riders with access to vehicles.

Bus Stops and Shelters

While the total percent satisfied for cleanliness of shelters and stops increased slightly, the mean score decreased significantly between 2007 (at 3.89) and 2010 (to 3.71) and again in 2014 (to 3.61). This is due to a significant decrease in those who say they are "very satisfied" with cleanliness of shelters and stops. This may be because the two questions (i.e., cleanliness of shelters, and cleanliness of stops without shelters) were combined into a single question in 2014. This area should continue to be monitored.

Pierce Transit Operators

New questions regarding Pierce Transit Operators were added in 2010 and again in 2014. After a significant decrease in 2010, satisfaction with operators has rebounded slightly in 2014. With the exception of operator friendliness, overall satisfaction with the six attributes[7] increased between 2010 and 2014. The increase was significant for the professional appearance of the operators. This bodes well for Pierce Transit, as the operators appear to be doing a good job and creating a good face for public interaction.

Overall Satisfaction

The majority (56%) of Pierce Transit customers are satisfied with their overall transit experience. However, overall satisfaction has continued to decrease significantly from 2007 to 2010, and again

[7] Professional Appearance; Safe Operation/Competency; Helpfulness with Information; Friendliness/Courtesy; Handling Problems on the Bus; Smooth Starts and Stops

from 2010 to 2014. This change is due almost entirely to the significant increase in the extent to which Pierce Transit customers say they are neither satisfied nor dissatisfied (i.e., neutral) – from 20 percent in 2010 to 31 percent in 2014. The percentage of Pierce Transit riders saying they are dissatisfied with their overall experience has remained similar to 2010 levels, but has increased significantly when compared to 2007 levels. Occasional Pierce Transit riders are significantly more likely than infrequent riders to say they are very satisfied with their overall experience.

Focus Areas for Needed Improvement

The most requested changes to Pierce Transit services remain more frequent service (22%), later service (18%), and weekend service (10%). Staying on schedule emerged as a new issue in 2014 as one-in-ten riders (9%) mentioned it compared to none in the previous two waves of 2007 and 2010.

New Leadership

In September, CEO Lynne Griffith announced she was leaving the agency after more than eight years at the helm (2006-2014), in order to accept an Assistant Secretary position with WSDOT leading the Washington State Ferries Division. As CEO, Ms. Griffith guided Pierce Transit through some of the best – and worst – of times. In fact, after overcoming numerous challenges the past few years, the agency was growing again and service hours were being restored when she was coaxed into joining WSDOT's executive management team in lieu of retiring and returning to her native Georgia. Pierce Transit is grateful for her leadership as she leaves a legacy where "service excellence" was always the standard.

At the recommendation of Tacoma Mayor Marilyn Strickland, the Board of Commissioners hired former Tacoma City Manager James Walton as Pierce Transit's Interim CEO before engaging in a national search for its next, permanent CEO. After retiring from the City of Tacoma in 2005, Mr. Walton, a founder of Tacoma's Black Collective, is known for a lifetime of advocating for improved health services, education, and equality for people in the region. In continuing with Lynne Griffith's vision for restoring service hours and exploring emerging markets for transit, Mr. Walton added his own emphasis of honoring employee contributions, serving Pierce Transit as Interim CEO from September 2014 through May 2015.

Economic Condition and Outlook

The U.S. economy is expected to grow by about 3.2 percent in 2015. Leading the national economic recovery is declining unemployment, falling oil prices, support from Federal Reserve policy, and pent-up demand as consumers regain confidence after nearly seven years of economic doldrums. Unemployment is expected to fall below 5 percent nationally with about 3 million more American who found work in 2014, the largest number of jobs since 2008.

Local economic conditions and retail spending play major roles in the generation of sales tax revenue which is Pierce Transit's primary operating revenue source. The agency relies heavily on sales tax collected within its Public Transportation Benefit Area (PTBA) for its operating revenue. Sales tax contributed 50 percent of total operating revenues in 2014 (70 percent excluding Sound Transit regional transit service revenue) and is expected to generate $69.5 million in sales tax revenue in 2015.

Pierce Transit's sales tax collections made slow improvements during 2014, with year-end collections up 5.1 percent over 2013. In addition, sales tax growth has continued through the most recent February 2015 sales tax collections. Changes in Gross Domestic Product (GDP), consumer

disposable income and increased employment are some of the main drivers of growth in sales tax. GDP is expected to grow by about 3.0 percent in 2015 and Washington State employment is expected to increase by about 1.1 percent. These factors are expected to contribute to a modest growth in Pierce Transit's sales tax revenue.

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Section 6 - Proposed Action Strategies: 2015 - 2020

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 2014, and strategies for continuing to achieve the state's objectives for 2015 through 2020.

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.

2014	2015-2020
Continued Effort	Continuing Effort

2014

- 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 continued to operate local fixed route services that provide transportation to work sites, educational opportunities, regional connection points, manufacturing and industrial centers, major businesses, and shopping centers.
- Pierce Transit implemented its first demonstration project routes: Express Route 475 from University Place to Olympia and Custom Bus 475 Olympia to Puyallup, in order to test the market for additional transportation options for commuters.
- Pierce Transit tested and eventually operationalized a summer trolley service in the Gig Harbor area, designed to support economic development during the city's peak tourist season.
- Pierce Transit Vanpool patronage trends and the demand for public transportation to employment centers continued to grow.

2015-2020

- Pierce Transit will work with service area jurisdictions and stakeholders to design innovative transportation options that contribute to the economic vitality of individual communities.
- 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.

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2. PRESERVATION:

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

2014	2015-2020
Continued Effort	Continuing Effort

2014

- Pierce Transit purchased 6 new replacement diesel-hybrid buses.
- Pierce Transit purchased 11 new replacement SHUTTLE vehicles.
- Pierce Transit purchased 38 new replacement Vanpool 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.
- Pierce Transit fixed route motorbus services were adjusted based on factors such as schedule adherence, regional connections, and demand.

2015-2020

- Pierce Transit will continue to modify and even eliminate unproductive trips or routes 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 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 (ADA) of 1990 and conform to new FTA policy mandates, such as reasonable modification, as well as those listed under the USDOT's *Moving Ahead for Progress in the 21st Century* (MAP-21) multi-year transportation authorization of 2012.
- 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 (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 sites as funding becomes available. The *2030 Base Master Plan*

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has been updated to ensure that any capital investment in the base serves the agency well into the future by accounting for capacity issues as the various fleets are planned to grow over time.

3. SAFETY

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

2014	2015-2020
Continued Progress	Continuing Effort

2014

- Pierce Transit monitors all service on a daily basis to ensure the safety of both its passengers and operators.
- Pierce Transit 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 at bus stop and shelter locations throughout the service area.
- Pierce Transit coordinates with local law enforcement agencies, terrorism response units, and emergency management services while maintaining open communication between the agency's internal Public Safety Division and external public safety agencies.

2015-2020

- Pierce Transit will continue to maintain its fleet (rolling stock) to agency standards and replace vehicles when necessary to assure continued safety in operations.
- Pierce Transit has begun the installation of a digital camera security system on buses as part of an agency-wide security focus. This project will increase both passenger and operator security while reducing claims against Pierce Transit.
- Pierce Transit will continue to coordinate in-house police resources, off-duty uniformed police resources, in-house security, and local or regional emergency preparedness teams.

4. MOBILITY

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

2014	2015-2020
Continued Progress	Continuing Effort

2014

- 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 worked 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.

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- 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 (IJR's) for four designated 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.
- 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 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.

2015-2020

- 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 improvements to the built environment wherever practicable.

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- Pierce Transit will continue to participate in Sound Transit's Long Range Plan update, including the project selection and services integration processes as a precursor to the ST3 ballot initiative in 2016.

5. ENVIRONMENT

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

2014	2015-2020
Continued Effort	Continuing Effort

2014

- 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 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 replacing CNG-burning buses with hybrid (diesel-electric) vehicles.
- 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.

2015-2020

- 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.
- 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.

2014	2015-2020
Continued Effort	Continuing Effort

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2014

- 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.
- Continuing operational and planning coordination with the region's other public transportation providers, especially King County Metro Transit, Sound Transit, and Intercity Transit.
- Participated in Pierce County's *Realize 2030* long range transportation planning initiatives and update 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 ORCA program, an effort to further streamline and integrate the region's fare structure.
- Participated in Pierce County's Growth Management Coordinating Committee and Transportation Coordinating Committee, and Regional Council.
- Ongoing coordination with the Puget Sound Regional Council Metropolitan Planning Organization (PSRC MPO) and South County Area Transportation Board (SCATBd).

2015-2020

- Staff will continue to work with local jurisdictions and participate in community based efforts to implement transit-supportive improvements in the built environment.
- Participation in the City of Tacoma and Sound Transit's Streetcar 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.

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Section 7 - Proposed Changes: 2015 – 2020

Marketing & Promotions

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

- Promoting Pierce Transit's demonstration services, through multi-media campaigns;
- Promoting ridership on Pierce Transit's special event services;
- Developing materials for Pierce Transit's Employer Services group, who reach out to employers and employees at major worksites, promoting services and ORCA programs to this market group;
- Increasing overall public awareness of local transit, Vanpool, and Rideshare services, and connections to regional transit;
- Creating attractive, branded graphic designs and layouts for Pierce Transit's passenger sub-fleets;
- Conducting periodic ridership promotions to households near established fixed routes, targeted through ridership statistics and/or potential for growth;
- 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, video capabilities, and remitting Vanpool fare payments;
- 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;
- 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 and traditional print media;
- Providing excellent service and training to our ORCA retail distribution partners, who in turn serve Pierce Transit's passengers; and
- 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.

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Coordinated Transportation

As a member of the Pierce County Coordinated Transportation Coalition (PCCTC), Pierce Transit is working with local agencies, service providers, WSDOT, and the PSRC in finding ways to improve transportation services for individuals with special needs. This includes individuals with disabilities, the elderly, and people with low incomes, youth, limited English proficiency populations, and veterans. The objective is to identify unmet needs and implement strategies to coordinate resources, address gaps in transportation, reduce service duplications, and improve service quality for specialized transportation services operating throughout the county.

Pierce Transit service reductions, along with some municipalities leaving the PTBA, have created new gaps in service for the coalition to consider. The PCCTC has conducted outreach to better identify unmet needs. Beyond the Borders has adjusted to help fill gaps in the East County by adding connector service routes, and the Road to Independence program has also helped a well-attended social service program that is outside the PTBA solve their transportation challenges. The new local plan will also include increased emphasis on veterans' transportation, including outreach, information and referral.

Pierce Transit continues to experience an influx of Medicaid eligible customers on to its expensive ADA paratransit service. Medicaid transportation information indicates that Pierce Transit is the most impacted transit provider in the State. During the last year, Pierce Transit has been involved in efforts to raise political awareness of the issue. Then CEO Lynne Griffith, along with representatives from WSDOT and WSTA, provided a presentation on this topic to a Statewide Transportation Commission, a sub group of the Joint Transportation Committee. Pierce Transit also took part in a national information gathering effort on this topic, conducted by APTA. Pierce Transit will continue to look for opportunities to address the issue.

Extending the life of retired transit vanpool and paratransit vehicles by granting the vehicles to social services organizations has proven to be an effective paratransit demand management tool for neighboring counties. Over the last year, Pierce Transit has developed a new program named Community Solutions. This program makes accessible vehicles available for social service organizations through the Vanpool program. The first vehicle has recently been placed with CenterForce, a program that serves individuals with developmental disabilities. Extending the life of transit vehicles creates a win/win outcome for the public as well as Pierce Transit. The community gains mobility options and Pierce Transit reduces the costs of providing service.

Pierce Transit will continue to utilize resources to fund two key programs:

1. Directing $150,000 per year to Pierce County's Beyond the Borders program to initiate transportation services in neighborhoods that are outside the boundaries of Pierce Transit's Public Transportation Benefit Area in south Pierce County;
2. Funding partner and fiscal agent for Multi-Care's Adult Day Health Express program

It is worth noting that Pierce Transit chaired the PSRC Regional Special Needs Transportation Committee through 2013. The primary focus of this group's workplan in 2013 included updates to the PSRC 2040 Coordinated Transit-Human Services Plan, review of the consolidated grant process, and refinement of human services transportation objectives.

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Section 8 - Capital Improvement Program: 2015 - 2020

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 143 buses, 346 vanpool vans, 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 7.9 years. The actual replacement of vehicles will be on an as-needed basis and the agency continues to extend the useful life of vehicles wherever possible.

Fixed Route Buses: Pierce Transit operates a fleet of 143 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.

Table 8-1 Planned Bus Orders

	2015	2016	2017	2018	2019	2020
Replacement Buses	9	0	18	15	20	20
Expansion Buses	0	0	0	0	0	0

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 200,000 miles; whichever comes first. No expansion of the fleet is planned at this time.

Table 8-2 Planned SHUTTLE Vehicle Purchases

	2015	2016	2017	2018	2019	2020
Replacement Vehicles	30	0	0	0	38	0
Expansion Vehicles	0	0	0	0	0	0

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

Vanpool Vans: 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-, 8-, 12-, or 15-passenger van. The Vanpool program 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 346 vans. Routine replacement occurs on the basis of seven years or 120,000 miles; whichever comes first, per agency policy. In 2014, Pierce Transit was awarded $404,750 in FTA funding through the Puget Sound Regional Council to replace 15 vehicles. A minor expansion of the Vanpool fleet is also planned at this time.

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Table 8-3 Planned Vanpool Vehicle Purchases

	2015	2016	2017	2018	2019	2020
Replacement Vans	64	64	64	64	36	19
Expansion Vans	20	10	10	10	10	10

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

Passenger Facilities

Funds are budgeted for necessary repairs and refurbishments at all locations, including a mid-life renewal of the Tacoma Dome Station over the next two years.

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 is 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.

Funds are budgeted for necessary repairs and refurbishments to base facilities and systems such as Building 4.

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 (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 350 Agency computer users; an Agency Wide-Area-Network consisting of 153 servers (70 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 2015 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 maintenance management system replacement, fareboxes, telephone system, closed-circuit television system, server replacement, and limited access control software.

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 9 - Operating Revenues and Expenditures: 2015 - 2020

Pierce Transit's financial plan plays a role in determining the outlook for transit services over the six-year plan period. It is based on the agency's adopted financial policies, which mandate that Pierce Transit maintain reserves for operating contingencies, capital replacement, and insurance. Overall, the financial plan provides a realistic estimate of the agency's future capital and service capabilities.

Operating Revenues

Income that supports Pierce Transit's day-to-day services and capital improvements primarily comes from sales taxes, reimbursements from Sound Transit, fares, and grants. Annual operating revenues are expected to grow from $129.5 million in 2014 to $168.6 million in 2020. The graphics below illustrate the various revenue sources Pierce Transit utilized during 2014 and for the 2015–2010 Six-Year Financial Plan.

Table 9-1
Pierce Transit Operating Income
Revenue Sources – 2014 Year-End Estimate
(Millions $)

Sales Tax	$ 66.8
Sound Transit	36.6
Fares	11.8
Other Revenues	7.0
Operating Assistance/Special Needs Program	0.7
Preventive Maintenance	6.6
	$ 129.5

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 change from $61.5 million in 2014 to $90.9 million in 2020, a 36 percent increase.

Fare revenues are projected to provide about $90 million in revenue over the next six years. Fare increases are planned every two years in 2016, 2018, and 2020. Sound Transit reimburses Pierce Transit for the actual costs of operating regional express services. These reimbursements will total $269 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 2014, a total of $1.3 million was transferred from the Operating Fund to the Capital and Insurance funds.

Operating Expenditures

Table 9-2 summarizes estimated expenditures by type for 2014. This information is graphically presented in Figure 9-2. Total operating expenses, excluding capital transfers and insurance, for 2014 were $114.8 million. Wages and benefits will account for almost 70 percent of this total. While operating expenses, excluding fuel costs, 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.

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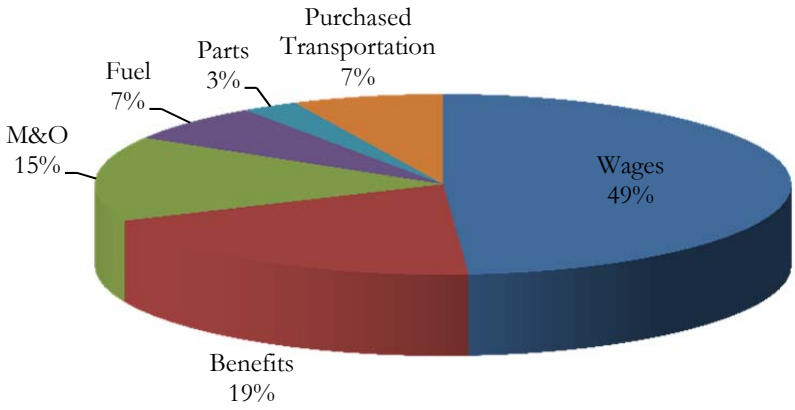
Table 9-2
Pierce Transit Operating Expenditures
2014 Year-End Estimate (Millions $)

Wages	$ 55.5
Benefits	22.2
Maintenance & Operating (M&O)	17.3
Fuel	7.7
Parts	4.1
Purchased Transportation	8.0
	$114.8

Figure 9-2
Pierce Transit Operating Expenditures
2014 Year-End Estimate



Six-year expenditures for 2015 through 2020 are $840.8 million to support operating expenses, $113.5 million for capital investments, $18.2 million for self-insurance costs, and $5.2 million for non-operating costs.

This financial plan assumes that costs per unit of service provided may be higher than inflation because costs associated with contributions to the Public Employees Retirement System (PERS) will increase faster than inflation. Overall, operating costs are expected to increase from $125.2 million in 2015 to $156.3 million in 2020.

Pierce Transit recognizes that its heavy reliance on sales tax revenues makes it more susceptible to economic fluctuations than most government agencies. A reserve policy is maintained to assist with the changes. The reserve policy is equal to two months' of operating expenses and is reviewed annually. The policy sets the appropriate level of operating reserves to be equal to two months' operating expenses. This amounts to about $20.7 million in 2020 and will increase in rough proportion to the increase in operating expenses.

Capital Fund

Over the six-year life of this plan, the capital projects included are estimated to cost about $113.5 million. Projected 2015 funding includes projects that were funded in prior years with activity continuing into the 2015 budget year.

A capital reserve has been established in order to meet capital expenditure requirements programmed in Pierce Transit's Six-Year Financial Plan. This reserve helps provide a long-range approach to financial management and assure funds are available for planned capital acquisition. The minimum amount of the Capital Reserve is set at a level equal to 10 percent of the six-year average annual capital expenditures and 50 percent of the average annual grant funding programmed in the Six-Year Financial Plan. This reserve has been set at this level to enable Pierce Transit to respond to urgent unanticipated capital expenditure requirements, as well as to protect Pierce Transit from the uncertainty of federal and state grant funding.

The plan assumes that federal funding assistance will continue at a somewhat lower level due to reduced service levels. During the next six years, Pierce Transit expects to receive about $29 million in federal formula funds plus $7 million in federal earmarks (authorized under SAFETEA-LU) and federal flexible funding.

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Six-Year Financial Forecast

Table 9-3 summarizes total revenues and expenditures that are projected throughout the next six years. Appendix A includes a financial forecast for each Pierce Transit fund.

Table 9-3
Six-Year Financial Forecast
(Millions $)

	2015	2016	2017	2018	2019	2020	Summary
Operating Fund							
Beginning Balance	91.8	82.2	73.3	61.0	56.0	40.9	
Revenues	133.4	137.0	142.2	150.4	159.1	168.6	890.7
Expenses (Including Debt Repayment)	125.2	130.9	136.6	142.7	149.2	156.3	840.8
Transfers to Capital Fund	15.2	12.2	14.9	9.6	21.9	20.6	94.4
Transfers to other funds	2.6	2.9	3.0	3.1	3.2	3.3	18.1
Ending Balance	82.2	73.3	61.0	56.0	40.9	29.2	
Capital Project Spending	32.7	12.5	15.2	9.9	22.2	20.9	113.5
Capital Reserve Balance	5.1	5.1	5.1	5.1	5.1	5.1	

Areas of Concern

Financial assumptions remain highly sensitive to changing economic conditions occurring locally and on the state and national levels. Pierce Transit recognizes that its heavy reliance on sales tax revenues makes it more susceptible to economic fluctuations than most government agencies. While these conditions can dramatically affect Pierce Transit's Financial Plan, it is sustainable at 2015 services levels through 2020, and will continue to be carefully reviewed during future Transit Development Plan updates.

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Appendices

Appendix A:	Six-Year Financial Plan: 2015-2020
Appendix B:	Operating Data
Appendix C:	Unfunded & Unprogrammed Needs
Appendix D:	Rolling Stock Inventories
Appendix E:	Equipment & Facilities Inventories

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PIERCE TRANSIT
2015-2020 Six-Year Financial Plan
Operating Revenues & Expenditures

(Millions)	2014 YE Est	2015 Budget	2016	2017	2018	2019	2020
REVENUES -							
BEGINNING WORKING CASH	$79.544188	$91.839884	$82.202482	$73.255146	$61.017380	$56.043161	$40.866976
OPERATING INCOME							
FARES AND PASSES							
Local Fares	8.481807	8.852218	10.017904	10.092562	11.266486	11.379151	12.619394
Express Fares (Excludes ST)	0.047048	0.052648	0.059430	0.060025	0.067007	0.067677	0.074863
Shuttle	0.307380	0.321813	0.370462	0.381576	0.434394	0.447426	0.504739
Vanpool	2.985000	3.135000	3.610000	3.610000	4.085000	4.085000	4.560000
Subtotal- Fares and Passes	11.821235	12.361679	14.057797	14.144163	15.852887	15.979254	17.758997
SALES TAX	66.804033	69.476194	73.019480	76.853003	81.079918	85.742013	90.886534
OPER. ASSIST. CTR/VANPOOL	0.104219	0.100902	0.100990	0.100990	0.100990	0.100990	0.100990
SPECIAL NEEDS PROGRAM FUNDS	0.542798	1.628383	1.085589	1.085589	1.085589	1.085589	1.085589
INTEREST	0.095000	0.095000	0.768020	0.000000	0.000000	0.000000	0.000000
ADVERTISING							
Contract Advertising - Pierce Transit Revenue	0.648709	0.763000	0.750000	0.750000	0.750000	0.750000	0.750000
SOUND TRANSIT							
ST Express Reimb.	35.640433	36.294014	40.198510	42.311982	44.557557	48.392193	50.934489
ST TDS Reimb.	0.762395	0.777643	0.793196	0.816992	0.841501	0.866746	0.892749
Special Service	0.200000	0.200000	0.204000	0.210120	0.216424	0.222916	0.229604
Other ST Reimb.	0.025000	0.038000	0.038000	0.038000	0.038000	0.038000	0.038000
MISCELLANEOUS							
Operating Grant - Other (Homeland Sec/Reg Mob	0.650000	0.695960	0.080960	0.000000	0.000000	0.000000	0.000000
Operating Grant (5307)/Pierce County	1.353882	1.075376	1.075376	1.075376	1.075376	1.075376	1.075376
Preventive Maint. (5307) / ADA	6.635282	4.627700	4.627700	4.627700	4.627700	4.627700	4.627700
Other Miscellaneous	4.219701	5.235564	0.200000	0.200000	0.200000	0.200000	0.200000
TOTAL OPERATING INCOME	129.502687	133.369415	136.999617	142.213913	150.425941	159.080777	168.580027
TOTAL REVENUES & WORKING CASH	$209.046875	$225.209299	$219.202099	$215.469060	$211.443322	$215.123938	$209.447003

PIERCE TRANSIT
2015-2020 Six-Year Financial Plan
Operating Revenues & Expenditures

(Millions)	2014 YE Est	2015 Budget	2016	2017	2018	2019	2020
EXPENDITURES -							
Ongoing Operations							
Wages	$55.506764	$58.936995	$61.460447	$63.878261	$66.533257	$69.300312	$72.336880
Benefits	22.194145	24.322849	26.900008	28.970864	31.291461	33.821709	36.661520
M & O	17.137586	20.635017	20.994018	21.621514	22.270159	22.938264	23.628952
Fuel	7.754543	8.026603	8.190633	8.429674	8.612948	8.801721	9.003453
Parts	4.088190	4.109113	4.179309	4.300332	4.429342	4.562222	4.703849
Purchased Trans.	7.958412	8.179104	8.157527	8.340186	8.528444	8.722475	8.922456
Bridge Tolls	0.144310	0.153660	0.157094	0.161437	0.165902	0.170491	0.175208
TOTAL EXPENDITURES: w/out Debt Payment and Depreciation	114.783950	124.363341	130.039035	135.702267	141.831513	148.317193	155.432318
Non-Operating Costs							
Payments to Pierce Co for 5307 Agreement	1.083106	0.860301	0.860301	0.860301	0.860301	0.860301	0.860301
Subtotal	1.083106	0.860301	0.860301	0.860301	0.860301	0.860301	0.860301
EXPENDITURES (w/ Debt & Reimbursements)	115.867056	125.223642	130.899336	136.562568	142.691814	149.177494	156.292619
CURRENT REVENUES LESS CURRENT EXPENDITURES	13.635631	8.145773	6.100281	5.651345	7.734127	9.903283	12.287407
TRANSFERS -							
Capital Reserve	0.000000	15.153145	12.155077	14.899495	9.629042	21.907784	20.646024
Insurance	1.339935	2.630030	2.892540	2.989616	3.079305	3.171684	3.266834
Subtotal Transfers	1.339935	17.783175	15.047617	17.889111	12.708347	25.079468	23.912858
TOTAL EXPENDITURES AND TRANSFERS	117.206991	143.006817	145.946953	154.451679	155.400161	174.256962	180.205478
ENDING WORKING CASH	91.839884	82.202482	73.255146	61.017380	56.043161	40.866976	29.241525
REQUIRED CASH	19.130658	20.727224	21.673173	22.617044	23.638586	24.719532	25.905386
TOTAL EXPENDITURES & WORKING CASH	$209.046875	$225.209299	$219.202099	$215.469060	$211.443322	$215.123938	$209.447003
MARGIN / (DEFICIT)	**$72.709226**	**$61.475259**	**$51.581974**	**$38.400336**	**$32.404575**	**$16.147444**	**$3.336139**

PIERCE TRANSIT
2015-2020 Six-Year Financial Plan
Ending Balances

(Millions)	2014 YE Est	2015 Budget	2016	2017	2018	2019	2020
OPERATING FUND							
Operating Fund Beginning Balance	79.544188	91.839884	82.202482	73.255146	61.017380	56.043161	40.866976
Revenue							
Operating Income	129.502687	133.369415	136.999617	142.213913	150.425941	159.080777	168.580027
Subtotal - Operating Revenue	129.502687	133.369415	136.999617	142.213913	150.425941	159.080777	168.580027
Expenditures							
Operating Expenditures	115.867056	125.223642	130.899336	136.562568	142.691814	149.177494	156.292619
Transfers	1.339935	17.783175	15.047617	17.889111	12.708347	25.079468	23.912858
Subtotal - Operating Expenditures	117.206991	143.006817	145.946953	154.451679	155.400161	174.256962	180.205478
Operating Fund Ending Balance	**$91.839884**	**$82.202482**	**$73.255146**	**$61.017380**	**$56.043161**	**$40.866976**	**$29.241525**
Required Margin	19.130658	20.727224	21.673173	22.617044	23.638586	24.719532	25.905386
Margin / (Deficit)	72.709226	61.475259	51.581974	38.400336	32.404575	16.147444	3.336139
CAPITAL FUND							
Beginning Reserves	$0.000000	$0.000000	$0.000000	$0.000000	$0.000000	$0.000000	$0.000000
Revenue							
5307 Funding							
5307 Earned Share	6.635282	4.627700	4.627700	4.627700	4.627700	4.627700	4.627700
5307 Competitive Funds	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Less Preventive Maintenance	-6.635282	-4.627700	-4.627700	-4.627700	-4.627700	-4.627700	-4.627700
5307 Funds Available for Capital Projects	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Pierce County 5307							
5307 Revenues from Pierce Co Agreement	1.353882	1.075376	1.075376	1.075376	1.075376	1.075376	1.075376
Pierce Co. 5307	-1.353882	-1.075376	-1.075376	-1.075376	-1.075376	-1.075376	-1.075376
Pierce County 5307 Available for Capital	0.000000	0.000000	0.000000	0.000000	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	1.539263	1.212106	0.000000	0.000000	0.000000	0.000000	0.000000
Earmarks - 5309	3.270427	2.750601	0.000000	0.000000	0.000000	0.000000	0.000000
Sound Transit							
Sound Transit Base Expansion	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Sound Transit - Other Capital	0.600000	0.300000	0.000000	0.000000	0.000000	0.000000	0.000000
Other Funding							
State Funding	0.680000	1.413997	0.268850	0.275500	0.285000	0.293550	0.302100
Interest	0.032000	0.032000	0.051318	0.000000	0.000000	0.000000	0.000000
Other Capital Revenues	3.313134	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Contributions from Other Funds							
Transfer from Operating Fund	0.000000	15.153145	12.155077	14.899495	9.629042	21.907784	20.646024
Proceeds from Bond Debt	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Total Capital Revenues & Reserves	**9.434824**	**20.861849**	**12.475245**	**15.174995**	**9.914042**	**22.201334**	**20.948124**

PIERCE TRANSIT

2015-2020 Six-Year Financial Plan

Ending Balances

(Millions)	2014 YE Est	2015 Budget	2016	2017	2018	2019	2020
Expenditures							
Revenue Vehicles	7.754269	13.273075	2.098723	12.785833	7.528805	17.316104	13.657367
Passenger Facilities & Amenities	1.002048	5.497365	0.418609	0.597230	0.000000	0.000000	0.000000
Base Facilities	1.550000	1.994113	0.844690	0.000000	0.000000	0.000000	0.000000
Technology	9.275393	10.059549	8.170496	1.285757	1.342010	4.142993	6.811535
Other	1.035982	1.920048	0.942727	0.506175	1.043227	0.742237	0.479222
Total Capital Expenditures (Inflated)	20.617692	32.744150	12.475245	15.174995	9.914042	22.201334	20.948124
USE OF CAPITAL RESERVE	**-11.182868**	**-11.882301**	**0.000000**	**0.000000**	**0.000000**	**0.000000**	**0.000000**
CAPITAL RESERVE							
Revenue							
Beginning Reserves	$28.196953	$17.014085	$5.131784	$5.131784	$5.131784	$5.131784	$5.131784
Total Capital Revenues	9.434824	20.861849	12.475245	15.174995	9.914042	22.201334	20.948124
TOTAL CAPITAL RESERVE REVENUES & BEGINNING RESERVE	37.631777	37.875934	17.607029	20.306779	15.045826	27.333118	26.079908
Expenditures							
Capital Expenditures	20.617692	32.744150	12.475245	15.174995	9.914042	22.201334	20.948124
CAPITAL RESERVE - Req'd $5.131784	**$17.014085**	**$5.131784**	**$5.131784**	**$5.131784**	**$5.131784**	**$5.131784**	**$5.131784**
INSURANCE FUND							
Revenue							
Beginning Balance	$2.362635	$1.183270	$1.000000	$1.000000	$1.000000	$1.000000	$1.000000
ST Reimbursement	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Interest on Insurance Fund	0.004700	0.004700	0.010000	0.000000	0.000000	0.000000	0.000000
Transfer	1.339935	2.630030	2.892540	2.989616	3.079305	3.171684	3.266834
Expenditures							
Payments from Insurance Fund	2.524000	2.818000	2.902540	2.989616	3.079305	3.171684	3.266834
Insurance Fund Ending Balance	**$1.183270**	**$1.000000**	**$1.000000**	**$1.000000**	**$1.000000**	**$1.000000**	**$1.000000**
TOTAL ENDING BALANCES	**$110.037239**	**$88.334266**	**$79.386930**	**$67.149164**	**$62.174945**	**$46.998760**	**$35.373309**

Annual Ridership Report
January – December 2014

Annual Average Ridership

Route Performance Summary

PT Local Routes		Boardings		Percent	Pass/	Avg. Weekday Boardings	
		Current Year	Previous Year	Change	Svc Hour	Current Year	Previous Year
1	6th Ave/Pacific Ave	1,939,205	1,993,704	-2.7%	31.1	6,180	6,373
2	S. 19th/Bridgeport	856,407	897,776	-4.6%	28.0	2,800	2,921
3	Lakewood	664,000	691,568	-4.0%	28.3	2,181	2,243
10	Pearl St.	190,562	186,402	2.2%	29.0	647	631
11	Pt. Defiance	115,236	116,445	-1.0%	18.7	388	391
13	N. 30th St.	43,846	41,611	5.4%	15.6	164	154
14	Proctor District	54,989	50,413	9.1%	12.8	210	192
16	UPS - TCC	165,428	171,797	-3.7%	25.3	544	564
28	S. 12th Ave.	180,484	193,235	-6.6%	26.5	625	665
41	Portland Ave.	297,932	295,367	0.9%	27.8	992	982
42	McKinley Ave.	134,175	140,475	-4.5%	24.0	436	450
45	Parkland	130,741	135,714	-3.7%	21.2	478	493
48	Sheridan-M St.	330,397	344,631	-4.1%	24.4	1,104	1,148
51	Union Ave.	168,053	151,251	11.1%	18.2	552	494
52	TCC-Mall	288,280	286,187	0.7%	32.0	984	969
53	University Place	322,985	329,819	-2.1%	22.3	1,088	1,107
54	38th St.	200,786	203,371	-1.3%	27.4	692	697
55	Parkland-Mall	298,700	292,136	2.2%	32.2	980	955
56	56th St.	103,145	108,900	-5.3%	24.1	325	340

Route Performance Summary

57	Tacoma Mall		370,835	340,009	9.1%		26.8	1,290	1,168
62	Browns/Dash Point		6,987	7,285	-4.1%		3.8	27	29
100	Gig Harbor		119,590	128,934	-7.2%		13.1	402	428
101	Gig Harbor Trolley		11,838	0			5.5	104	0
202	72nd St.		406,963	393,918	3.3%		33.0	1,393	1,337
204	Lakewood-Pklnd		347,938	351,782	-1.1%		36.0	1,168	1,167
206	Madigan		283,112	267,307	5.9%		23.9	942	877
212	Steilacoom		245,761	231,270	6.3%		24.9	867	812
214	Washington		233,014	226,604	2.8%		19.0	818	798
300	S. Tacoma Way		267,642	288,361	-7.2%		23.9	914	984
400	Puyallup-Dwtn Tacoma		188,792	204,939	-7.9%		16.4	741	805
402	Meridian		289,993	293,286	-1.1%		16.7	942	942
409	Puyallup/Sumner		67,104	66,453	1.0%		13.7	219	215
410	112th St.		210,517	219,309	-4.0%		22.5	696	724
425	Puyallup Comm. Connector		15,508	0			3.3	81	0
495	So Hill Mall - Puyallup Stn		66,993	55,281	21.2%		39.5	263	217
497	Lakeland Hills		50,731	48,762	4.0%		13.7	199	191
500	Federal Way		362,822	352,239	3.0%		26.5	1,097	1,044
501	Milton/Federal Way		136,715	156,735	-12.8%		14.1	508	556
503	Fife/Puyallup Connector DEMO		5,817	0			1.2	25	0
504	Milton-Edgewood DEMO		2,560	0			1.4	9	0
Total Pierce Local			10,176,584	10,263,276	-0.8%		24.4	34,074	34,063

Route Performance Summary

PT Express Routes:		Boardings		Percent	Pass/	Avg. Weekday Boardings	
		Current Year	Previous Year	Change	Svc Hour	Current Year	Previous Year
102	Gig Harbor-Tacoma	47,218	52,783	-10.5%	11.5	185	207
475	Univ Place - Olympia DEMO	662	0		1.0	6	0
485	Olympia - Puyallup DEMO	4,186	0		6.2	34	0
Total Pierce Express		52,066	52,783	-1.4%	9.5	225	207
Total PT Special Events		45,272	0	#DIV/0!	18.7		
Total Pierce Transit		10,273,922	10,316,059	-0.4%	24.19	34,299	34,270

ST Routes		Boardings		Percent	Pass/	Avg. Weekday Boardings	
		Current Year	Previous Year	Change	Svc Hour	Current Year	Previous Year
560	Bellevue/WestSea/SeaTac	570,608	143,148	298.6%	14.7	1,883	0
566	Auburn/Overlake	420,752	520,087	-19.1%	14.4	1,649	2,037
567	Kent/Overlake	137,507	71,550	92.2%	13.7	539	0
574	Pierce/SeaTac	793,040	751,549	5.5%	18.4	2,397	2,289
577	FedWay/Seattle	468,828	447,451	4.8%	27.3	1,623	1,549
578	Puyallup/FedWay/Seattle	582,150	542,830	7.2%	18.9	1,816	1,692
586	Tacoma/U District	154,813	148,298	4.4%	13.7	607	580
590	Tacoma/Seattle	792,724	767,678	3.3%	15.4	3,108	3,008
592	Lakewood/Seattle	232,023	235,994	-1.7%	11.1	910	925
592X	Lkwd/Dupont/Olympia	24,431	5,493	344.8%	9.8	96	0

Route Performance Summary

594	Lkwd/Tacoma/TDS/Sea		722,387	703,449	2.7%		16.7	1,912	1,872
595	Gig Harbor/Seattle		100,150	102,954	-2.7%		13.7	393	404
596	Bonney Lake/Sumner		108,037	91,321	18.3%		33.3	424	358
Extra Service - ST			13,395	10,915	22.7%		7.8	0	0
Spec/400			20,359	12,892	57.9%		24.0	0	0
Other Special			30	35	-14.3%		7.1	0	0
Bus Bridge			9,500	3,270	190.5%		6.3	0	0
Total Sound Transit			5,150,733	4,558,914	13.0%		16.5	17,356	14,714
Total PT and ST			15,424,655	14,874,973	3.7%		20.9	51,655	48,984

A COMBINED 34% SERVICE REDUCTION WAS IMPLEMENTED ON PT SERVICE in 2012

A COMBINED 35% SERVICE REDUCTION WAS IMPLEMENTED ON PT SERVICE in 2011 (implemented in June and Oct)

Annual Ridership Report
January – December 2014

Route Service Summary

PT Local Routes		Total Boardings	Total Miles	Revenue Miles	Total Hours	Revenue Hours	Cost
1	6th Ave/Pacific Ave	1,939,205	695,029	609,703	62,360	57,208	$8,975,410
2	S. 19th/Bridgeport	856,407	333,494	302,076	30,625	27,575	$4,407,909
3	Lakewood	664,000	249,818	214,506	23,471	20,695	$3,378,191
10	Pearl St.	190,562	86,191	71,697	6,570	5,971	$945,599
11	Pt. Defiance	115,236	75,850	61,634	6,179	5,478	$889,272
13	N. 30th St.	43,846	36,051	32,675	2,814	2,658	$404,947
14	Proctor District	54,989	45,423	37,435	4,303	3,992	$619,319
16	UPS - TCC	165,428	73,722	68,209	6,550	6,100	$942,706
28	S. 12th Ave.	180,484	74,236	60,883	6,816	6,160	$981,046
41	Portland Ave.	297,932	121,796	99,201	10,710	9,196	$1,541,452
42	McKinley Ave.	134,175	59,142	47,397	5,591	4,635	$804,655
45	Parkland	130,741	68,961	60,225	6,164	5,310	$887,149
48	Sheridan-M St.	330,397	159,485	142,309	13,514	12,380	$1,945,036
51	Union Ave.	168,053	114,343	105,409	9,231	8,895	$1,328,558
52	TCC-Mall	288,280	93,776	81,433	9,004	8,264	$1,296,003
53	University Place	322,985	156,917	142,524	14,498	13,067	$2,086,644
54	38th St.	200,786	84,953	70,742	7,326	6,498	$1,054,474
55	Parkland-Mall	298,700	118,485	114,200	9,269	8,980	$1,334,037
56	56th St.	103,145	45,215	41,829	4,276	4,066	$615,493
57	Tacoma Mall	370,835	126,563	111,890	13,815	12,226	$1,988,352
62	Browns/Dash Point	6,987	36,280	14,350	1,819	995	$261,809

Route Service Summary

100	Gig Harbor		119,590		171,477	141,958	9,098	7,946	$1,309,456
101	Gig Harbor Trolley		11,838		25,139	18,615	2,160	1,867	$311,083
202	72nd St.		406,963		128,065	120,302	12,324	11,834	$1,773,736
204	Lakewood-PkInd		347,938		100,811	92,279	9,663	9,102	$1,390,779
206	Madigan		283,112		142,412	126,678	11,827	11,057	$1,702,291
212	Steilacoom		245,761		111,470	103,970	9,874	9,398	$1,421,186
214	Washington		233,014		147,391	139,275	12,250	11,748	$1,763,166
300	S. Tacoma Way		267,642		127,770	124,674	11,178	10,961	$1,608,857
400	Puyallup-Dwtn Tacoma		188,792		176,548	137,700	11,541	9,697	$1,661,103
402	Meridian		289,993		233,584	175,240	17,414	15,247	$2,506,325
409	Puyallup/Sumner		67,104		73,198	65,481	4,886	4,456	$703,213
410	112th St.		210,517		126,566	117,196	9,368	9,031	$1,348,276
425	Puyallup Comm. Connector		15,508		55,157	43,650	4,757	4,407	$685,135
495	So Hill Mall - Puyallup Stn		66,993		21,047	6,563	1,696	965	$244,146
497	Lakeland Hills		50,731		75,115	18,760	3,706	1,921	$533,405
500	Federal Way		362,822		168,488	137,234	13,666	11,486	$1,966,938
501	Milton/Federal Way		136,715		136,772	112,291	9,679	8,194	$1,393,156
503	Fife/Puyallup Connector DEMO		5,817		78,253	60,434	4,972	4,010	$716,035
504	Milton-Edgewood DEMO		2,560		35,124	27,118	1,810	1,455	$260,674
Total Local			10,176,584		4,990,116	4,259,746	416,772	375,133	$59,987,021
			Total		Total	Revenue	Total	Revenue	

Route Service Summary

PT Express Routes:		Riders	Miles	Miles	Hours	Hours	Cost
102	Gig Harbor-Tacoma	47,218	102,589	50,212	4,114	2,520	$592,128
475	Univ Place - Olympia DEMO	662	17,636	14,883	670	522	$96,412
485	Olympia - Puyallup DEMO	4,186	21,492	16,786	674	500	$97,008
Total Pierce Express		52,066	141,717	81,881	5,457	3,541	$785,548
Total PT Special Events		45,272	26,535	24,932	2,416	2,240	
Total Pierce Transit		10,273,922	5,158,368	4,366,558	424,645	380,914	$60,772,569

CAPITAL PROJECTS			
Project	**Description**	**Cost**	**Benefits**
Bus Fleet Replacement	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 vehicle: $541,000	$51,300,000	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 15th year and taking delivery in the 16th.
SHUTTLE (Paratransit) Vehicle Replacement	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: $83,000	$9,600,000	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	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: $28,000	$5,500,000	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.
Pacific Avenue/Mountain Highway (SR 7) at 8th Avenue East: New Park-and-Ride Lot and Bus Turnaround Facility with Passenger Shelters and Boarding Zones, Operator Comfort Station, and Added Security (PMO 53)	Constructs a new 350-stall Park-and-Ride lot 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.	$7,500,000	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), or as a marketing location for select special event services. Since automobile-oriented growth in southern Pierce County is expected to continue, a multimodal facility of this type would provide a viable option to reduce the number of single occupant vehicles traveling up and down the Pacific Avenue/SR 7 corridor from Tacoma to Spanaway. In fact, Pierce Transit's Route 1 is the most heavily utilized of its 39 fixed local routes, carrying almost 2 million passengers in 2014 or over 19 percent of the total system's ridership on fixed local routes. Project now updated in *Transportation 2040* at $11.9M, so could qualify for PSRC funding once the location is determined and cost estimates are finalized.

CAPITAL PROJECTS			
Project	**Description**	**Cost**	**Benefits**
South Hill Park-and-Ride Lot: South Meridian Corridor/SR 161 at 176th Street E (PMO 214)	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. Project now updated in *Transportation 2040* at $7.6M, so could qualify for PSRC funding once the location is determined and cost estimates are finalized.
ORCA 2	The ORCA system in use today was originally designed from 2003-2008. The current system's contract will expire in 2021, by which time all equipment and technology in use today will be at the end of its useful life and no longer supported by the manufacturer. Failure to replace the system within the next five years will result in an inevitable degradation of services on the customer side, plus inaccurate revenue collection and apportionment on the transit agency side.	$690,000	Since it was first introduced in 2009, transit patrons throughout the Puget Sound region have come to expect an easy-to-use, seamless and reliable fare payment system. The next generation "ORCA 2" is being designed to improve the customer experience by providing even more options for fare payment as it migrates from a smartcard-based (loaded) system to an account-based system, which works like a banking debit card.
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.

CAPITAL PROJECTS			
Project	**Description**	**Cost**	**Benefits**
Business Intelligence System	Currently, the only way to analyze data and information from multiple core business systems is to extract it from each system and manually combine it before conducting the analysis. But this process is time consuming and usually requires IT assistance, leading to delays in business decisions that could greatly benefit our customers and even save the agency money.	$1,500,000	A Business Intelligence (BI) System gathers data from all core business systems and makes it available to end users for ad hoc or recurring reports, dashboards, and queries. It can also provide timely information for management decisions. A BI system would take the load off of core business system processors so that slowdowns no longer occur when data are being mined, as is the case today. And in most cases, no IT support is necessary.
SHUTTLE (Paratransit) - Scheduling System Software Request for Information (RFI)	The agency is looking for a system that could perhaps better meet its needs regarding eligibility, scheduling and dispatching paratransit or demand response service.	$965,000	To be determined, based on the product information received from qualified software vendors.
Collision Avoidance System (Installing New Blind Spot Technology on Buses)	Would install a new safety-related collision avoidance system on all 140 Pierce Transit fixed route buses using external cameras and sensors to identify objects, pedestrians, and cyclists that may not be visible to the operator while still in the transit vehicle's direct path or turning radius.	$845,000	By warning the operator in advance that a collision is imminent, this blind spot technology would be invaluable if it were to prevent a potentially very serious or even fatal accident. Additional benefits are numerous, but especially the avoidance of exorbitant damage to property, bodily injury, and related lawsuits against the agency.
Tacoma Dome District Transit Oriented Development (TOD) • Air Spares/Tacoma Dome Station Area Transit Oriented Development (PMO 47)	Construct transit oriented development in the vicinity of the Tacoma Dome Station.	Not Yet Determined	This project would provide a development that encourages pedestrians, bicycles, and transit use, while meeting anticipated future demands in the Tacoma Dome District. Pierce Transit partnered with the City of Tacoma to release a "Request for Interest" (RFI) to search for developers interested in building mixed income and mixed use transit oriented development on Pierce Transit's FTA-funded property. Pierce Transit entered into an Exclusive Negotiation Agreement in 2015 with a developer. The current timeline would have construction complete in 2017.
Transit Oriented Development Feasibility Study	Transit Oriented Development at the Parkland Transit Center and 72nd Street East Transit Center properties.	$100,000	A feasibility study will examine the possibility of transitioning these agency-owned properties into mixed-use developments. Such Transit Oriented Development (TOD) could provide increased ridership and revenue to the agency. The analysis could also align Pierce Transit with future TOD funding opportunities at the MPO, state, and federal levels.
Pierce Transit 2030 Base Master Plan Implementation	The 2030 Pierce Transit Base Master Plan was finalized in September 2011 and is scheduled for updating in 2016. This is a phased strategy to provide adequate capacity for	$16,800,000 (to be updated in	The Base Master Plan will be updated in 2016 to incorporate the extensive radio communications needs that have emerged in recent years, plus to consider modifications that would be required with

CAPITAL PROJECTS			
Project	**Description**	**Cost**	**Benefits**
	Maintenance and Operations at the existing Pierce Transit headquarters.	2016.)	various types of fleet vehicles (e.g., double-decker buses or additional articulated coaches).
Puyallup Avenue Intermodal Improvements (per City of Tacoma South Downtown Subarea Plan) • Phase 1 Options Analysis/Traffic Study (PMO 209) • 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.
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 guidelines, but first an objective evaluation is needed before sustainability measures are established. All facilities should be considered, but significant potential sites include: • Pierce Transit's Operations & Maintenance Base • Tacoma Dome Station • Commerce Transit Center	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.
Future of Commerce Street (Downtown Tacoma) – Area Planning Study	Develop a plan for the Commerce Street Turnaround Facility and surrounding area (9th to 11th Streets) that uses the area's cultural and transportation assets and helps it realize its economic development potential. Document the in-depth needs of the area's core stakeholders then create a plan that will enhance the existing public and private investments in the area and build strategies to create	$100,000 (Study only. Future investments to be determined.)	Commerce Street is the core of both transit infrastructure and cultural or community events within Downtown Tacoma. The plan, to be developed in partnership with the City of Tacoma, Sound Transit, and Broadway Center for Performing Arts, would include targeted development initiatives, partnerships, economic development programs, and marketing/promotion strategies.

CAPITAL PROJECTS			
Project	**Description**	**Cost**	**Benefits**
	additional public and private investments in this district.		
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.
Route 1 Bus Zone Enhancements (PMO 150)	Route 1 is experiencing overcrowding and delays to service due to heavy trip loads. This project will complete bus zone enhancements along the Route 1 corridor to accommodate the future use of higher capacity articulated or double-decker buses. (Note that these enhancements would not be needed and the proposed project cancelled if double-decker buses were purchased instead of articulated buses as part of introducing new higher capacity and limited stop complementary service in the Route 1 corridor.)	$161,000	Currently during peak hour commute times, Route 1 buses are overcrowded and passengers cannot board in some locations. Utilizing articulated buses for Route 1 service would increase seating capacity from 42 passengers per 40-foot bus to 60 passengers per 60-foot articulated coach increasing the availability of seats per trip. The current configuration of some of the bus zones along the corridor, however, cannot accommodate articulated buses with accessible boarding areas. This project will design and construct enhancements at bus zones to allow for the use of articulated buses on Route 1.
High Capacity Transit (HCT) or Limited Stop Service including Branding/Marketing and Shelter/Transit Center Enhancements	Two corridors are being considered for testing a new High Capacity Transit (HCT) and limited stop service: • Route 1: Along Pacific Avenue/SR 7 from Tacoma Community College through downtown to Spanaway Plus • 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 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	$45,000,000	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 SR 7/Pacific Avenue 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 should 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.

CAPITAL PROJECTS			
Project	**Description**	**Cost**	**Benefits**
	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.		
Electric Vehicle Infrastructure	Develop policies and an implementation plan for acquisition of electric support or other fleet vehicles, public charging stations, and employee charging stations. This would project would use consultant services and would require coordination with the state, PSRC, manufacturers, etc. RCW 43.19.648 requires all local government subdivisions of the state to have 100% of their fuel usage for publicly owned vehicles from electricity or biofuel by June 1, 2018. The RCW was amended to exempt transit agencies using compressed natural gas. Rulemaking was drafted by the State in 2015.	Not Yet Determined	Planning for electric vehicles and their necessary infrastructure is expected to result in potential cost savings in fuel associated with use of electric vehicles for fleet and/or support vehicles. Charging stations at workplaces and public destinations may also increase the market acceptance of personal electric vehicles, and supports the greater public goals of reduced emissions and increased energy security.
Transit Asset Management Plan	Develop a MAP-21-compliant Transit Asset Management (TAM) Plan in order to document the agency's guidelines for replacement or rehabilitation of capital (physical) assets and to ultimately achieve a State of Good Repair, as defined by the FTA. FTA is required by 49 U.S.C. 5326(b)(1) to establish "a definition of the term state of good repair (SGR) that includes objective standards for measuring the condition of capital assets of recipients, including equipment, rolling stock, infrastructure, and facilities."	Not Yet Determined	According to Mass Transit magazine, "Transit agencies' optimal result from a TAM program is to provide safer and more reliable services to their customers, coupled with the bottom-line benefits such as longer asset lifecycles and more efficient operations." By proactively establishing a TAM plan and program, Pierce Transit could more effectively and objectively demonstrate the need for new rolling stock or facilities as it applies for discretionary funding at the local, state, or federal levels.

SERVICE AND SUPPORT NEEDS		
Project	**Description**	**Benefits**
System wide service frequency and span improvements	With the loss of sales tax revenue due to the recession and the withdrawal of five cities from the PTBA we do not have enough revenue to fund service at current levels. Service hours will be reduced in September to 300,000 hours. Frequency of trips and span of service each day would be improved on all routes. In an effort to benefit the most riders as possible, service increases would be targeted to the most efficient services in the system.	Service enhancements would eliminate overcrowding on existing services and provide schedule reliability. More frequency and dependable bus service, and providing services earlier in the morning and later in the evenings will provide access to jobs and provide economic benefits to the community.
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 residents who live outside the boundary for Pierce Transit's public transit benefit area. This project would expand the boundaries of the project and accommodate more travel needs.
Route 5 – East Tacoma/72nd Street E	Begin a new trunk route that combines routes 41 and 202, offering 15-minute headways between Downtown Tacoma and Lakewood via Portland Avenue and 72nd Street E.	This route would provide valuable transportation links that are not fully served today.
East Tacoma – Parkland Local Route Service	Extend Route 42 from its current terminus at the 72nd & Portland 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.

SERVICE AND SUPPORT NEEDS		
Project	**Description**	**Benefits**
Hipkins Road – Steilacoom Blvd. to Veterans Hospital	Begin a new fixed route linking the Veterans Hospital with the Transit Center via Hipkins Road.	No service currently operates in the vicinity of Hipkins Road in Lakewood. This would also eliminate a significant deviation on Route 214 (Washington).
S. 84th Street – S. Tacoma Way to McKinley	Begin a new fixed route operating along S. 84th Street, linking Lakewood with the 72nd Street E & Portland Avenue 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 Street E & Portland Avenue 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.
Tacoma Mall Blvd. Local Route Service	Begin a new route that operates along Tacoma Mall Blvd.	This would provide service along a major retail corridor, as well as serving Bates Technical College.
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 (Routes 204, 410), and Meridian (Route 402).
Innovative service solutions tailored to community needs	Communities have asked for a more tailored service that circulates through the community on a more frequent basis.	Circulator services will reduce the amount of time riders wait while alleviating traffic congestion in the heavier traveled areas. These services circulate throughout a community with routes designed to highlight the higher traffic areas such as the business district, farmers market, shops, etc.

SERVICE AND SUPPORT NEEDS		
Project	**Description**	**Benefits**
Customized Bus Program	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.	Program will operate at a board 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 services for their unmet need.
Tacoma Seasonal Community Connector	Seasonal service in coordination with community partners connecting major destinations in Downtown Tacoma potentially including hotels, museums, Foss waterfront, Point Ruston and Point Defiance areas.	Seasonal summer service connecting major destinations in Tacoma introducing transit to potential new riders and visitors to the community. The service would support economic development while Pierce Transit would seek partnership funds to sustain this type of potential service.
Service along Ruston Way	Begin a new route linking Downtown Tacoma with Point Defiance via Ruston Way, serving residences and retail at the Point Ruston development.	This would provide transit service along Tacoma's waterfront, offering the potential to reduce auto congestion in this busy corridor.
More Frequent Night Service On Route 1	Provide fifteen-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.

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	64880C	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	
187	72932C	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
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	72934C	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	
208	75352C	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
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	76889C	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	
229	77851C	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
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	88322C	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	
250	88328C	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
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	
318	69980C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft	
319	69979C	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	**X**
321	75340C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
322	75341C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
323	75342C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
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	

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
329	75348C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
501	94729C	Diesel	Cummins ISB 280 HP Hybrid-electric	2010	Gillig	G30D102N4	40-ft	
502	94730C	Diesel	Cummins ISB 280 HP Hybrid-electric	2010	Gillig	G30D102N4	40-ft	
503	94791C	Diesel	Cummins ISB 280 HP Hybrid-electric	2010	Gillig	G30D102N4	40-ft	
504	94792C	Diesel	Cummins ISB 280 HP Hybrid-electric	2010	Gillig	G30D102N4	40-ft	
505	94793C	Diesel	Cummins ISB 280 HP Hybrid-electric	2010	Gillig	G30D102N4	40-ft	
506	94794C	Diesel	Cummins ISB 280 HP Hybrid-electric	2010	Gillig	G30D102N4	40-ft	
507	94795C	Diesel	Cummins ISB 280 HP Hybrid-electric	2010	Gillig	G30D102N4	40-ft	
508	94796C	Diesel	Cummins ISB 280 HP Hybrid-electric	2010	Gillig	G30D102N4	40-ft	
509	94797C	Diesel	Cummins ISB 280 HP Hybrid-electric	2010	Gillig	G30D102N4	40-ft	
510	A4671C	Diesel	Cummins ISB 280 HP Hybrid-electric	2013	Gillig	G30D102N4	40-ft	
511	A4672C	Diesel	Cummins ISB 280 HP Hybrid-electric	2013	Gillig	G30D102N4	40-ft	
512	A4672C	Diesel	Cummins ISB 280 HP Hybrid-electric	2013	Gillig	G30D102N4	40-ft	
513	A4674C	Diesel	Cummins ISB 280 HP Hybrid-electric	2013	Gillig	G30D102N4	40-ft	
514	A46745C	Diesel	Cummins ISB 280 HP Hybrid-electric	2013	Gillig	G30D102N4	40-ft	
515	A4676C	Diesel	Cummins ISB 280 HP Hybrid-electric	2013	Gillig	G30D102N4	40-ft	
5810	RS07106	Unleaded	10 cylinder	2007	Ford	E450	25-ft	
5811	RS07107	Unleaded	10 cylinder	2007	Ford	E450	25-ft	
5812	RS07123	Unleaded	10 cylinder	2007	Ford	E450	25-ft	
5814	RS07109	Unleaded	10 cylinder	2007	Ford	E450	25-ft	
5815	RS07110	Unleaded	10 cylinder	2007	Ford	E450	25-ft	

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
5816	RS07111	Unleaded	10 cylinder	2007	Ford	E450	25-ft	
5817	RS07112	Unleaded	10 cylinder	2007	Ford	E450	25-ft	
5818	RS07113	Unleaded	10 cylinder	2007	Ford	E450	25-ft	
5819	RS07114	Unleaded	10 cylinder	2007	Ford	E450	25-ft	
8018	94533C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service
8020	94535C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service
8021	94536C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service
8023	99614C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service
8024	99615C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service
8025	99616C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service
8028	99617C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service
8029	99618C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service
8031	52080C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service
8032	99619C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service
8033	99620C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service
8034	99621C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service

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	

TROLLEYS

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

SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5059	RS05405	Unleaded	10 cylinder	2005	Ford	E450	First Transit	
5061	RS05622	Unleaded	10 cylinder	2005	Ford	E450	First Transit	
5062	RS05623	Unleaded	10 cylinder	2005	Ford	E450	First Transit	
5063	RS05624	Unleaded	10 cylinder	2005	Ford	E450	First Transit	
5069	RS05630	Unleaded	10 cylinder	2005	Ford	E450	Decommissioned	
5076	RS08013	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5077	RS08014	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5079	RS06621	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5080	RS06622	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5081	RS06623	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5082	RS06624	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5083	RS06625	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5084	RS06626	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5085	RS06627	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5086	RS07172	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5087	RS07160	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5088	RS07185	Unleaded	10 cylinder	2007	Ford	E450	First Transit	

SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5089	RS07184	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5090	RS07171	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5091	RS07183	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5092	RS07182	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5093	RS07170	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5094	RS07169	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5095	RS07161	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5096	RS08592	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5097	RS07181	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5098	RS07167	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5099	RS07180	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5100	RS07179	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
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	
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	

SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
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	
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	

SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
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	
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	

SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
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	
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		E450	First Transit	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
4122	RS04658	Unleaded	6-Cylinder	2003	Chevrolet	Astro	Surplused 5/12/14
4127	RS04616	Unleaded	6-Cylinder	2003	Chevrolet	Astro	Surplused 5/12/14
4129	RS04614	Unleaded	6-Cylinder	2003	Chevrolet	Astro	Surplused 5/12/14
4132	RS04613	Unleaded	6-Cylinder	2003	Chevrolet	Astro	Surplused 5/12/14
4139	RS04652	Unleaded	6-Cylinder	2003	Chevrolet	Astro	Surplused 5/12/14
4151	RS04709	Unleaded	6-Cylinder	2003	Ford	E350	Surplused 5/12/14
4165	RS04715	Unleaded	6-Cylinder	2003	Ford	E350	Surplused 5/12/14
7000	RS04933	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7001	RS04934	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7002	RS04945	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7004	RS04936	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7006	RS05035	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7007	RS04944	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7008	RS04937	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7009	RS04938	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7010	RS04942	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7011	RS04941	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7012	RS04943	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7015	RS05366	Unleaded	8 cylinder	2005	Ford	E350XL	
7016	RS05353	Unleaded	8 cylinder	2005	Ford	E350XL	
7017	RS05352	Unleaded	8 cylinder	2005	Ford	E350XL	
7018	RS05351	Unleaded	8 cylinder	2005	Ford	E350XL	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7019	RS05350	Unleaded	8 cylinder	2005	Ford	E350XL	
7020	RS05349	Unleaded	8 cylinder	2005	Ford	E350XL	
7022	RS05347	Unleaded	8 cylinder	2005	Ford	E350XL	
7025	RS05344	Unleaded	8 cylinder	2005	Ford	E350XL	
7026	RS05343	Unleaded	8 cylinder	2005	Ford	E350XL	
7027	RS05342	Unleaded	8 cylinder	2005	Ford	E350XL	
7030	RS05380	Unleaded	8 cylinder	2005	Ford	E350XL	
7033	RS05377	Unleaded	8 cylinder	2005	Ford	E350XL	
7034	RS05376	Unleaded	8 cylinder	2005	Ford	E350XL	
7035	RS07028	Unleaded	8 cylinder	2005	Ford	E350XL	Replaced plate # RS05375 8/07
7036	RS05374	Unleaded	8 cylinder	2005	Ford	E350XL	
7037	RS07131	Unleaded	8 cylinder	2005	Ford	E350XL	RS05373/RS07122 - damaged plate
7038	RS05372	Unleaded	8 cylinder	2005	Ford	E350XL	
7039	RS05371	Unleaded	8 cylinder	2005	Ford	E350XL	
7042	RS05368	Unleaded	8 cylinder	2005	Ford	E350XL	
7045	RS05414	Unleaded	8 cylinder	2005	Ford	E350XL	
7048	RS05417	Unleaded	8 cylinder	2005	Ford	E350XL	
7049	RS05418	Unleaded	8 cylinder	2005	Ford	E350XL	
7050	RS05419	Unleaded	8 cylinder	2005	Ford	E350XL	
7051	RS05420	Unleaded	8 cylinder	2005	Ford	E350XL	
7052	RS05421	Unleaded	8 cylinder	2005	Ford	E350XL	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7055	RS05424	Unleaded	8 cylinder	2005	Ford	E350XL	
7056	RS05425	Unleaded	8 cylinder	2005	Ford	E350XL	
7059	RS05429	Unleaded	8 cylinder	2005	Ford	E350XL	
7060	RS05428	Unleaded	8 cylinder	2005	Ford	E350XL	
7061	RS05453	Unleaded	8 cylinder	2005	Ford	E350XL	
7064	RS05656	Unleaded	8 cylinder	2005	Chevrolet	3500	
7068	RS05652	Unleaded	8 cylinder	2005	Chevrolet	3500	
7070	RS05651	Unleaded	8 cylinder	2005	Chevrolet	3500	
7071	RS05721	Unleaded	8 cylinder	2005	Chevrolet	3500	
7072	RS05722	Unleaded	8 cylinder	2005	Chevrolet	3500	
7073	RS05723	Unleaded	8 cylinder	2005	Chevrolet	3500	
7076	RS05735	Unleaded	8 cylinder	2006	Ford	E350	
7077	RS05736	Unleaded	8 cylinder	2006	Ford	E350	
7078	RS05737	Unleaded	8 cylinder	2006	Ford	E350	
7079	RS05738	Unleaded	8 cylinder	2006	Ford	E350	
7080	RS05739	Unleaded	8 cylinder	2006	Ford	E350	
7081	RS05740	Unleaded	8 cylinder	2006	Ford	E350	
7082	RS05741	Unleaded	8 cylinder	2006	Ford	E350	
7083	RS05742	Unleaded	8 cylinder	2006	Ford	E350	
7084	RS05743	Unleaded	8 cylinder	2006	Ford	E350	
7085	RS05744	Unleaded	8 cylinder	2006	Ford	E350	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7086	RS05725	Unleaded	8 cylinder	2006	Ford	E350	
7087	RS05726	Unleaded	8 cylinder	2006	Ford	E350	
7088	RS05727	Unleaded	8 cylinder	2006	Ford	E350	
7089	RS05728	Unleaded	8 cylinder	2006	Ford	E350	
7090	RS05729	Unleaded	8 cylinder	2006	Ford	E350	
7091	RS05730	Unleaded	8 cylinder	2006	Ford	E350	
7092	RS05731	Unleaded	8 cylinder	2006	Ford	E350	
7093	RS05732	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	
7097	RS05747	Unleaded	8 cylinder	2006	Ford	E350	
7098	RS05748	Unleaded	8 cylinder	2006	Ford	E350	
7099	RS05749	Unleaded	8 cylinder	2006	Ford	E350	
7100	RS05750	Unleaded	8 cylinder	2006	Ford	E350	
7101	RS05751	Unleaded	8 cylinder	2006	Ford	E350	
7102	RS05752	Unleaded	8 cylinder	2006	Ford	E350	
7103	RS05753	Unleaded	8 cylinder	2006	Ford	E350	
7104	RS05754	Unleaded	8 cylinder	2006	Ford	E350	
7106	RS05756	Unleaded	8 cylinder	2006	Ford	E350	
7107	RS05757	Unleaded	8 cylinder	2006	Ford	E350	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7108	RS05758	Unleaded	8 cylinder	2006	Ford	E350	
7109	RS05759	Unleaded	8 cylinder	2006	Ford	E350	
7110	RS05760	Unleaded	8 cylinder	2006	Ford	E350	
7111	RS05761	Unleaded	8 cylinder	2006	Ford	E350	
7112	RS05762	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	
7116	RS05766	Unleaded	8 cylinder	2006	Ford	E350	
7117	RS05767	Unleaded	8 cylinder	2006	Ford	E350	
7118	RS06143	Unleaded	8 cylinder	2006	Ford	E350	
7119	RS06020	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7120	RS06021	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
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	
7132	RS06033	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7133	RS06142	Unleaded	8 cylinder	2006	Ford	E350	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
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	
7140	RS06135	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	
7145	RS06130	Unleaded	8 cylinder	2006	Ford	E350	
7146	RS06129	Unleaded	8 cylinder	2006	Ford	E350	
7147	RS06128	Unleaded	8 cylinder	2006	Ford	E350	
7148	RS06358	Unleaded	8 cylinder	2006	Ford	E350	
7149	RS06512	Unleaded	8 cylinder	2006	Ford	E350	
7150	RS06357	Unleaded	8 cylinder	2006	Ford	E350	
7151	RS06356	Unleaded	8 cylinder	2006	Ford	E350	
7152	RS06355	Unleaded	8 cylinder	2006	Ford	E350	
7153	RS06354	Unleaded	8 cylinder	2006	Ford	E350	
7154	RS06353	Unleaded	8 cylinder	2006	Ford	E350	
7155	RS06352	Unleaded	8 cylinder	2006	Ford	E350	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7156	RS06351	Unleaded	8 cylinder	2006	Ford	E350	
7157	RS06350	Unleaded	8 cylinder	2006	Ford	E350	
7158	RS06349	Unleaded	8 cylinder	2006	Ford	E350	
7160	RS06347	Unleaded	8 cylinder	2006	Ford	E350	
7161	RS06346	Unleaded	8 cylinder	2006	Ford	E350	
7162	RS06870	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7163	RS06882	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
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	
7169	RS06894	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7170	RS06873	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7171	RS06874	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7172	RS06895	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	
7178	RS06897	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	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
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	
7188	RS06901	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7190	RS06902	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7191	RS06903	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	
7194	RS06931	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	
7200	RS06937	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7201	RS06938	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7203	RS06940	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
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	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
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	2008	Chevrolet	EX/SV	
7219	RS07138	Unleaded	8 cylinder	2008	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	
7223	RS07134	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	
7226	RS07027	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	
7227	RS07232	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	
7228	RS07233	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	
7229	RS07234	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
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	E3Wagon	
7237	RS07368	Unleaded	8 cylinder	2008	Ford	E3Wagon	
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	Wagon	
7243	RS07373	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7244	RS07374	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7245	RS07375	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7246	RS07394	Unleaded	8 cylinder	2008	Ford	Wagon	
7247	RS07376	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7248	RS07377	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7249	RS07540	Unleaded	8 cylinder	2008	Ford	Express Van	
7250	RS07541	Unleaded	8 cylinder	2008	Ford	Express Van	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
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	2010	Chevrolet	Express Van	
7257	RS08240	Unleaded	8 cylinder	2010	Chevrolet	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	
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	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
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	
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	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
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	
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	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
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	2012	Chevrolet	Express Van	
7321	RS09432	Unleaded	8 cylinder	2012	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	RE09497	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
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	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
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	2013	Ford	E350XL	
7341	RS10416	Unleaded	8 cylinder	2013	Ford	E350XL	
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	
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	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
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	2014	Chevrolet	Express Van	
7360	RS10461	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
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	Ford	E-350 Super Duty	
7366	RS10576	Unleaded	8 cylinder	2014	Ford	E-350 Super Duty	
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	Chevrolet	Express Van	
7372	RS10552	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
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	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
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	

ADMIN & SUPERVISOR

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
55	36560C	Unleaded	6 cylinder	1995	Ford	Taurus Sedan	Admin/Relief

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
2252	71917C	Unleaded		2005	Ford	Taurus Wagon	Admin Vehicle
2253	71948C	Unleaded (hybrid)		2005	Toyota	Prius	Admin Vehicle
2254	71949C	Unleaded (hybrid)		2005	Toyota	Prius	Admin Vehicle
2255	71191C	Unleaded		2004	Chevrolet	Silverado 1500	Marketing
2256	77867C	Hybrid		2006	Toyota	Prius	Service Supervisor Vehicle
2257	77868C	Hybrid		2006	Toyota	Prius	Admin Vehicle
2258	80892C	Unleaded	8 cylinder	2007	Chevrolet	Express	Safety and Service Quality
2259	80993C	Unleaded		2007	Chevrolet	Van EX	Ops S & T
2260	85137C	Unleaded	6 cylinder	2007	Dodge	Caravan	Planning
2450	85118C	Unleaded	8 cylinder	2008	Ford	Expedition XLT	Public Safety
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
2500	71149C	Unleaded	6 cylinder	2005	Dodge	Grand Caravan	Supervisor
2501	74089C	Unleaded	6 cylinder	2005	Dodge	Grand Caravan	Safety - Accident Investigation
2502	74090C	Unleaded	6 cylinder	2005	Dodge	Grand Caravan	Supervisor
2506	76859C	Unleaded	8 cylinder	2006	Ford	E350	Supervisor

ADMIN & SUPERVISOR

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2507	76860C	Unleaded	8 cylinder	2006	Ford	E350	Supervisor (Shuttle)
2508	76861C	Unleaded	8 cylinder	2006	Ford	E350	Supervisor (Shuttle)
2509	77728C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Supervisor
2510	77729C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Supervisor
2511	77730C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Supervisor
2512	92577C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Supervisor
2513	79480C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Supervisor
2514	79481C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Supervisor
2515	89147C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Supervisor
2516	80808C	Unleaded	6 cylinder	2007	Dodge	Caravan	**Surplused 6/28/13**
2517	80809C	Unleaded	6 cylinder	2007	Dodge	Caravan	Supervisor
2518	80810C	Unleaded	6 cylinder	2007	Dodge	Caravan	Supervisor
2519	80811C	Unleaded	6 cylinder	2007	Dodge	Caravan	Supervisor
2520	80812C	Unleaded	6 cylinder	2007	Dodge	Caravan	Supervisor
2522	89148C	Unleaded (hybrid)	4 cylinders	2009	Ford	103 Escape Hybrid	Supervisor
2523	89149C	Unleaded (hybrid)	4 cylinders	2009	Ford	103 Escape Hybrid	Supervisor
2524	89180C	Unleaded (hybrid)	4 cylinders	2009	Ford	103 Escape Hybrid	Supervisor
2525	89182C	Unleaded (hybrid)	4 cylinders	2009	Ford	103 Escape Hybrid	Supervisor
2526	89181C	Unleaded (hybrid)	4 cylinders	2009	Ford	103 Escape Hybrid	Supervisor
2800	65067C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Surplused 5/12/14
2802	65054C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Relief Vehicle

ADMIN & SUPERVISOR

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2814	80813C	Unleaded	8 cylinder	2007	Dodge	Grand Caravan	Relief Vehicle
2815	80814C	Unleaded	8 cylinder	2007	Dodge	Grand Caravan	Relief Vehicle
2816	80829C	Unleaded	8 cylinder	2007	Dodge	Grand Caravan	Relief Vehicle
2817	80830C	Unleaded	8 cylinder	2007	Dodge	Grand Caravan	Relief Vehicle
2818	80831C	Unleaded	8 cylinder	2007	Dodge	Grand Caravan	Relief Vehicle
2819	80837C	Unleaded	6 cylinder	2007	Dodge	Grand Caravan SE	Relief Vehicle
4121	94060C	Unleaded		2003	Chevrolet	Astro	Planning
4125	94059C	Unleaded		2003	Chevrolet	Astro	Construction/Previously VP van
4131	94798C	Unleaded		2003	Chevrolet	Astro	Relief Vehicle
4420	94728C	Unleaded	6 cylinder	1997	Chevrolet	Astro	Relief Vehicle
4649	61766C	Unleaded	CNG	2001	Dodge	Ram 2500	Service Impact
4651	65060C	Unleaded	32.2	2003	Dodge	Caravan	**Surplused 4/25/13**
4652	65065C	Unleaded	32.2	2003	Dodge	Caravan	**Surplused 4/25/13**
4653	65066C	Unleaded	32.2	2003	Dodge	Grand Caravan	Marketing
4657	65064C	Unleaded	32.2	2003	Dodge	Caravan	
4659	69572C	Unleaded	8 cylinder	2003	Ford	Club Wagon E350	Marketing
5050	RS10344	Unleaded	10 cylinder	2005	Ford	E450	I.T.

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	
84	N/A	Unleaded		Not in Spear	Tennant		Sweeper/Body Shop
86	N/A	N/A		1992	Lift-A-Lot	Electric	Scissor Lift
87	N/A	Unleaded		1992	Nissan		Forklift
95	C67824	N/A		1986	Wilson	Trailer	Utility
96	53584C	N/A		2000	Maxi	Trailer	Dump
660	69568C	Unleaded	CC25903	2003	Chevrolet	S-10	Facilities' Lead Truck
661	69561C	Unleaded	CC25903	2003	Chevrolet	C2500	**Surplused 4/25/13**
662	69562C	Unleaded	CC25903	2003	Chevrolet	C2500	Facilities pick up
663	69563C	Unleaded	CC25903	2003	Chevrolet	C2500	Facilities pick up
665	35421C	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

MAINTENANCE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
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
2009	74100C	Unleaded	44.8	2005	Chevrolet	Express	Warehouse
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
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/ Service Body	ST Service Truck
2025	A5274C	Diesel		2014	Isuzu	Broom Badger	Sweeper
2504	74092C	Unleaded	6 cylinder	2005	Dodge	Grand Caravan	Radio Shop
4590	85117C	Unleaded	8 cylinder	2007	Ford	E3Wagon	Spill Response Vehicle
4658	69571C	Unleaded	8 cylinder	2003	Ford	Club Wagon E351	Warehouse

RESERVE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
305	69990C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft
306	69977C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft
307	69978C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft
308	69989C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft
309	69988C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft
310	69987C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft
8056	99625C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft
8057	99626C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft
8059	52200C	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	40-ft
8068	99628C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft
8069	53319C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft