2026-2031

Transit Development Plan (TDP)

A SHORT RANGE PLAN

PierceTransit

LAKEWOOD, WASHINGTON | PIERCETRANSIT.ORG | JULY 2026

Table of Contents

Americans with Disabilities Act (ADA) Information: In accordance with the Americans with Disability Act, this document is available in alternate formats upon request.

Title VI Notice to Public: Pierce Transit, as a recipient of federal funding, gives public notice of its policy to fully comply with Title VI of the Civil Rights Act of 1964 and all related laws and statutes. No person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any Pierce Transit program or activity, as provided by Title VI of the Civil Rights Act of 1964 and as amended, and the Civil Rights Restoration Act of 1987 (P.L. 100.259). Pierce Transit operates its programs without regard to race, color, or national origin.

Any person who believes that he or she has individually, or as a member of any specific class of persons, been excluded from participation in, been denied the benefits of, or otherwise subjected to discrimination under any Pierce Transit service, program, or activity, and believes the discrimination is based upon race, color, or national origin has the right to file a Title VI complaint with Pierce Transit's Civil Rights Officer. All complaints must be filed in writing with Pierce Transit within 180 days of the alleged discriminatory act or occurrence. Complaint forms may be obtained through the following contacts:

- Pierce Transit
Attention: Civil Rights Officer
3701 96th Street SW
Lakewood, WA, 98499
- Email: crofficer@piercetransit.org
- Visit the website: PierceTransit.org/title-vi-complaint-process/
- Call Customer Service: 253.581.8000, option 2

In addition to the Title VI process at Pierce Transit, Title VI complaints may be filed with the Federal Transit Administration, Attention: Complaint Team, East Building, 5th Floor – TCR 1200, New Jersey Avenue, SE Washington, DC 20590.

For information on the Title VI nondiscrimination policy regarding discrimination based on race, color, or national origin, contact the Pierce Transit Civil Rights Officer.

Translation Service

Translation service is available in more than 200 languages, by calling 253.581.8000.

Llame al 253.581.8000. Habrá un representante y servicio de traducción en español disponible para atenderle.

Заказать услуги представителя с переводом на русский язык можно по телефону 253-581-8000.

Xin gọi 253-581-8000 để nói chuyện với Nhân Viên Đại Diện Ban Phục Vụ Khách Hàng là người sẽ cung cấp dịch vụ thông dịch Việt Ngữ.

Tawagan ang 253-581-8000 upang makipag-usap sa Representatibo ng Pangserbisyong Kustomer na magbibigay ng serbiyong pagsasalin ng wika sa Tagalog.

한국어 번역 서비스를 제공하는 상담원과 통화하시려면 253-581-8000 으로 전화하십시오.

អាចទំនាក់ទំនងភ្នាក់ងារសេវាបកប្រែភាសាខ្មែរ (កម្ពុជា) ដោយហៅតាមរយៈ លេខទូរស័ព្ទ ២៥៣-៥៨១-៨០០០ ។

致电253-581-8000 联系客户服务代表，将提供中文翻译服务。

State Environmental Policy Act (SEPA): The 2026-2031 Transit Development Plan is categorically exempt from SEPA pursuant to WAC 197-11-800, Procedural Action and Information Collection and Research.

Plan Adoption – Public Participation Process – Distribution

Pierce Transit followed Open Public Meetings Act requirements including protocols for public noticing, public hearing and adoption of the 2026 Transit Development Plan as outlined in RCW 35.58.2795 and Chapter 42.30 RCW. Information on the Pierce Transit Board of Commissioners meetings may be found at PierceTransit.org/board-of-commissioners/#board-meetings. Information on the Pierce Transit Community Transportation Advisory Group meetings may be found at PierceTransit.org/community-transportation-advisory-group/.

Submit Public Comments – No later than July 15, 2026

Via email to apetersen@piercetransit.org

Via mail to 3701 96th St. SW, Attn: Anna Petersen, Lakewood, WA 98499

CTAG Presentation:	June 25, 2026
Public Comment Period:	June 25, 2026 - July 15, 2026
Board Public Notice:	
Board Presentation and Hearing:	July 13, 2026
Board Adoption:	August 10, 2026
Submit to WSDOT:	September 1, 2026

[Pierce Transit Board Resolution placeholder]

Glossary

ADA	Americans With Disabilities Act
APTA	American Public Transportation Association
BEB	Battery electric bus
Board	Pierce Transit Board of Commissioners
BRT	Bus Rapid Transit
CAD/AVL	Computer Aided Dispatch/Automated Vehicle Location System
CDL	Commercial Driver License
CIP	Capital Improvement Program
CNG	Compressed Natural Gas
CTAG	Community Transportation Advisory Group
CoLI	Center of Local Importance
FFRN	Fast Frequent and Reliable Network
FTA	Federal Transit Administration
HCT	High Capacity Transit
JBLM	Joint Base Lewis-McChord
KPI	Key Performance Indicators
LRP	Long Range Plan
MOBI	Maintenance & Operations Base Improvements
POG	Pierce Transit Project Oversight Group
PSRC	Puget Sound Regional Council Metropolitan Planning Organization
PTBA	Public Transportation Benefit Area
RCW	Revised Code of Washington
RGS	Regional Growth Strategy
RTP	Regional Transportation Plan
SGR	State of Good Repair
TAMP	Transit Asset Management Plan
TOD	Transit Oriented Development
TDP	Transit Development Plan
TDS	Tacoma Dome Station
TIP	Transportation Improvement Program
VR	Virtual reality
WSDOT	Washington State Department of Transportation
ZEB	Zero emission bus

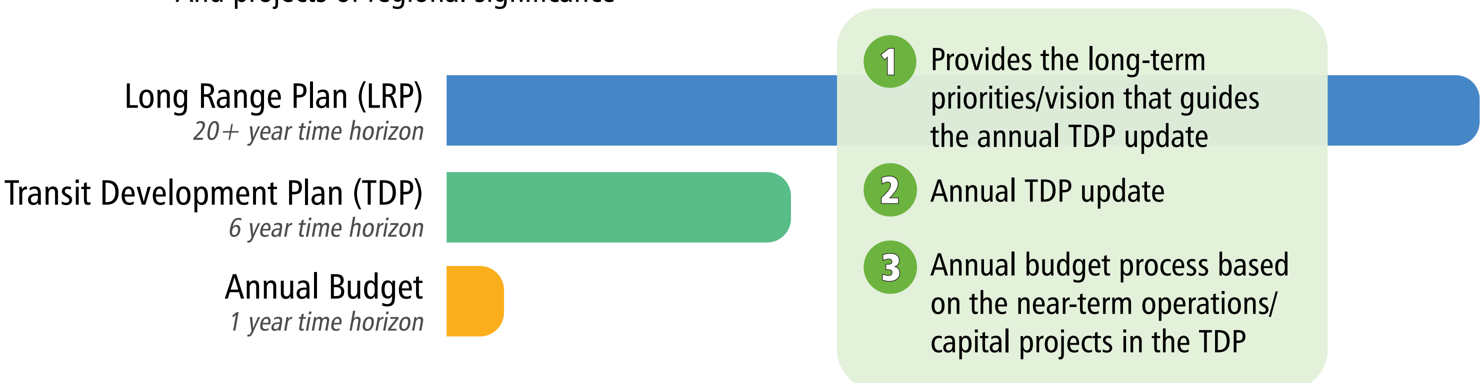
SECTION 01

Background Information

PierceTransit

The 2026-2031 Transit Development Plan is a six-year plan required by Washington State (RCW 35.58.2795). The plan is updated annually for submittal to WSDOT and has been prepared in accordance with applicable statutes. The Pierce Transit 2026-2031 TDP looks back at 2025, describes the present state of the agency, and looks forward over a six-year planning period. It draws data and information from other documents, plans, and reports created and published by Pierce Transit. The TDP brings together longer- and shorter-term plans/proposals for a more comprehensible glance at Pierce Transit operations. Specific topics include:

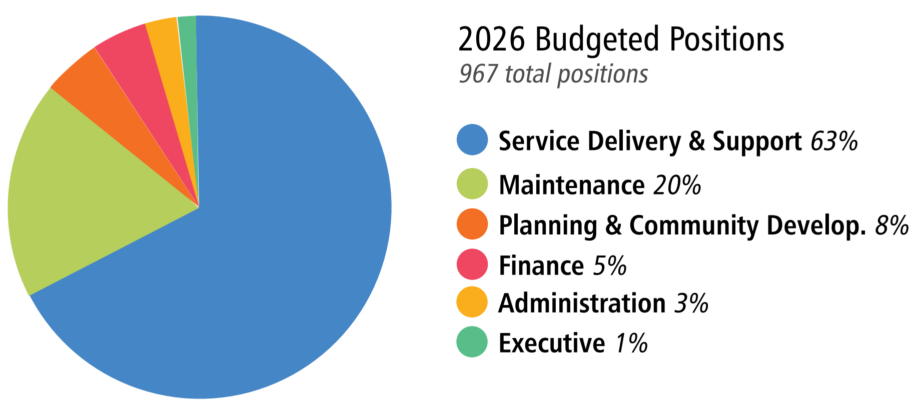
- Major agency accomplishments and activities in 2025
- An overview of the agency's existing transit system
- Adopted goals and strategies, as well as specific strategies on how the agency will meet state and local long-range priorities
- Performance measures and targets
- Planned capital improvements
- Planned significant service and operating changes
- The adopted multiyear financial plan
- And projects of regional significance



The Agency's Long Range Plan, Destination 2045, envisions Pierce Transit's future for a 20+ year time horizon. While the TDP is a mid-range implementation plan for the long-range vision, the agency's annual budget looks at the short-term time horizon, operationalizing Pierce Transit's needs over a one-year period. Pierce Transit's Six-Year Financial Plan and Six-Year Capital Plan are updated during each annual budget process.

About Pierce Transit

Pierce Transit is a Public Transportation Benefit Area Corporation incorporated under the authority of RCW Chapter 36.57A. The adopted 2026 budget totals $345,362,700 which is funded through a combination of sales tax revenues, fares, and grants, as further detailed in the TDP. A total of 967 staff positions (965 full-time equivalent employees) are budgeted for 2026 and are distributed according to Budgeted Positions pie chart to right.



Pierce Transit provides public transportation services for Pierce County, Washington's second largest county with approximately 941,000 residents. The defined service area, or Public Transportation Benefit Area (PTBA), covers nearly 300 square miles in Pierce County's urban area and contains about 70% 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.

Pierce Transit is governed by a nine-member Board of Commissioners representing communities in the service area, plus a tenth non-voting member representing the Amalgamated Transit Union Local 758 and the International Labor Union of Machinists and Aerospace Workers. The nine voting Board members are comprised of elected officials representing Pierce County, Tacoma, Lakewood, Puyallup, University Place and the smaller cities and towns in Pierce County. Members provide direction on a variety of short, medium, and long-range planning efforts, strategic visions, as well operational and capital investments needed by the agency. The current Board members may be found at PierceTransit.org/board-commissioners/.

Kristina Walker
Board Chair, Commissioner
Tacoma City Council

Rosie Ayala
Board Vice Chair, Commissioner
Pierce County Council

Lauren Adler
Commissioner
Puyallup City Council

Paul Bocchi
Commissioner
Mayor of Lakewood

Olgy Diaz
Commissioner
Tacoma City Council

Doug Fagundes
Commissioner
Represents cities of Auburn, Edgewood, Fife, Milton, Pacific, Ruston, and Steilacoom

John Hines
Commissioner
Tacoma City Council

John Hoheusle
Commissioner
Non-voting Labor Representative

Ryan Mello
Commissioner
Pierce County Executive

Shannon Reynolds
Commissioner
Fircrest City Council
Represents cities of Fircrest, Gig Harbor, and University Place

Pierce Transit engages community stakeholders through a chartered Community Transportation Advisory Group. CTAG makes recommendations that go to the Board based on their knowledge of and interest in the community.

2024-2029 Strategic Plan

Our Vision
Your preferred transportation choice.

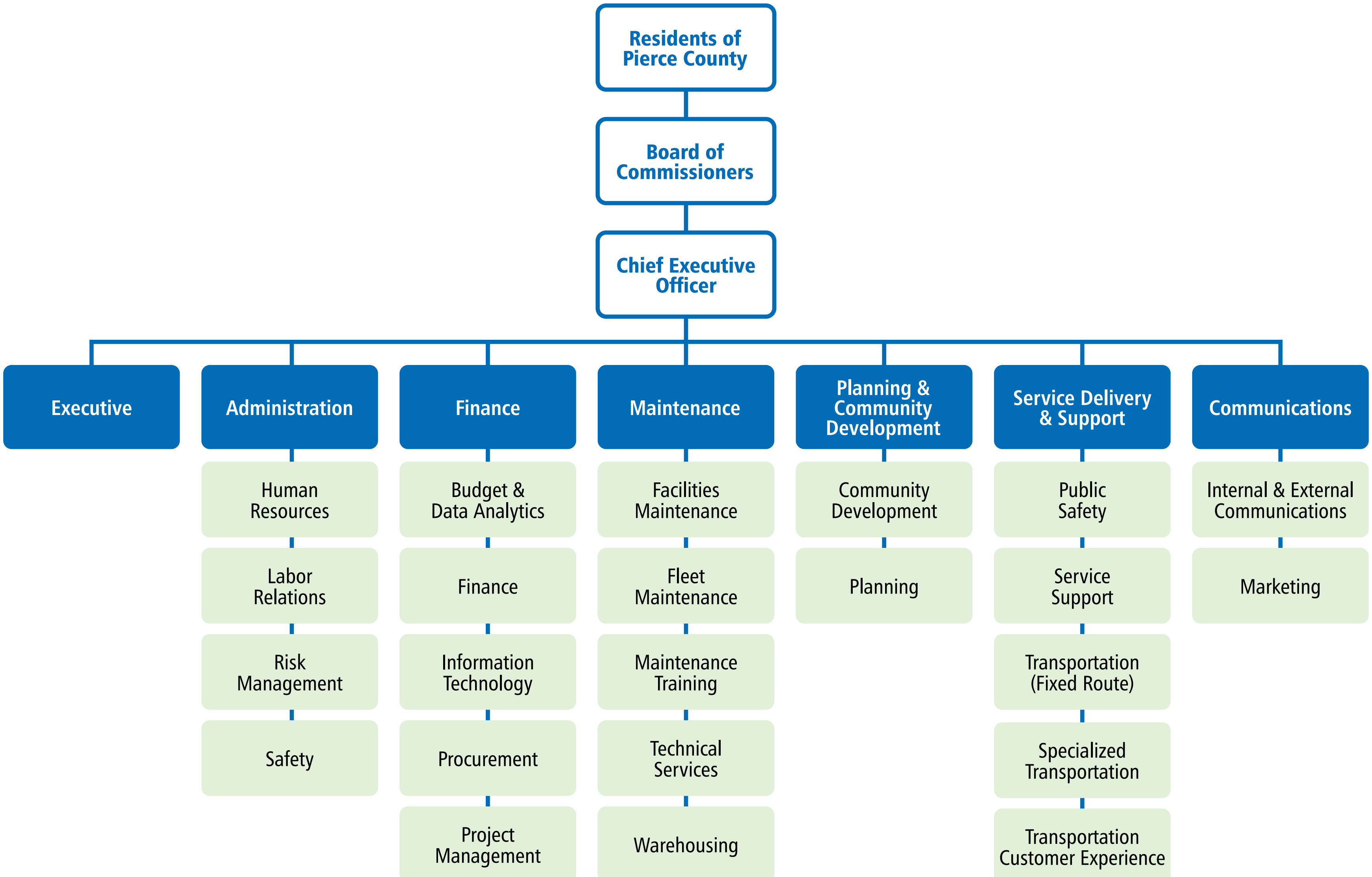
Our Values
Innovative, Driven, Responsible, Equitable

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

Goals
1. Adopt a "Customer First" mindset
2. Engage with the community through outreach, partnerships, and listening opportunities
3. Elevate the employee experience
4. Assure sustainability of agency's finances, infrastructure and environment

The full Strategic Plan, including specific actions and objectives, is available on the agency website at Strategic Initiatives - Pierce Transit.

Our Organization



SECTION 02

Looking Back: 2025 in Review

Pierce Transit

Strategic Plan Implementation

In 2025 Pierce Transit reached several significant milestones related to strategies in the agency's [2024-2029 Strategic Plan]. The plan aims to tackle major issues facing Pierce Transit, as well as transit agencies across the United States, including prioritizing the customer experience, increasing safety, retaining and attracting employees, and forging a strong relationship with the community. Notable achievements include:

- Reaching an on-time performance rate of 84%.
- Meeting the walkability goal of 25% of service area residents can walk to a high-frequency bus route.
- Increased the number of ORCA Business accounts by 25%, ensuring more employers can provide transportation resources their workers.
- Pierce Transit achieved 86% employee retention rate (goal is 85%).

Customer Experience Action Plan

The plan describes detailed priorities and actions to improve the customer experience. Priorities include route frequency and service reliability, communication, convenience and accessibility, safety, and cleanliness and comfort. The implementation roadmap contains quarterly steps from 2024-2029 to support each priority. In 2025 the agency achieved several significant milestones to improve the customer experience. We increased hours and presence of customer service by adding two employees to the building 4 lobby. Significant strides were made in reducing the agency complaint response time achieving a 7 day turn around, exceeding the goal of 8 days. In 2025 Pierce Transit received a total of 510 customer compliments, recognizing the good work operators do every day, an almost 70% increase from 301 in 2024. Existing system security and safety plans were assessed in 2025 and updated with a customer first focus. In an ongoing effort to deliver services that are inclusive to all individuals, in 2025 the agency hired its first ADA coordinator, responsible for the coordination of ADA policy across the agency and in centering access inclusivity in the agency's services.

Enhancing the Relationship with the Community and Agency Partners

In alignment with the Strategic Plan goal of engaging with community, the agency continued to prioritize and expand its partnerships. Over the past year, we strengthened relationships with key organizations such as The Black Collective, the Asia Pacific Cultural Center, and Tacoma Community House, while broadening our community event support program to create new opportunities for collaboration and service. In 2025, Community Development exceeded its goal of participating in 24 cultural events by engaging in 26, and connected with businesses and community organizations more than 474 times—sharing agency information and reinforcing a positive presence in the community. The agency also launched its first partnership with the Tacoma Art Museum to enhance the student art contest, including dedicated community art room sessions for students to create and submit work, as well as a hosted drop box for submissions throughout the contest period. In addition, the agency hosted its first Business Leader and Community Partner Summit at the Tacoma Dome Station Garage and introduced the ORCA Business District Passport Program, further strengthening community engagement efforts.

Looking ahead to 2026, the agency will continue building on this momentum by introducing quarterly themed pop-up events within the community to increase visibility and accessibility, as well as launching an online networking and education forum for employers to learn about commute solutions offered by Pierce Transit. These efforts will further expand outreach, strengthen partnerships, and support sustainable transportation choices across the region.

Sustainability Recognition

In the past year Pierce Transit received three awards for the agency's commitment to sustainability: the American Public Transportation Association's Silver-level Sustainability Commitment award; the Tacoma-Pierce County Chamber's Environmental Steward Award; and the Puget Sound Business Journal's Environmental and Sustainability Award.

Hardship Assistance Response Team (HART) Program

Pierce Transit's Hardship Assistance Response Team (HART) program went live July 1, 2025. In partnership with Pierce County Human Services and MultiCare Health System, HART responds to non-emergency, non-criminal calls where an individual may be in crisis in our transit system. The goal is to change how we manage individuals in crisis by keeping our values of being innovative, driven, responsible, and equitable in mind. By assisting people, on or near our transit system, who are in crisis with behavioral health resources, HART is directly aligned for our mission of improving people's quality of life by providing safe, reliable, and accessible transportation services that are locally based and regionally connected.

To make the best use of available resources and to ensure each partner agency can focus on their primary skillset, HART program management and coordination will transfer to Multicare in July 2026. Despite the change in host organization, the mission of the HART program will live on as the behavioral health response team continues their positive impact in the community.

HART Hardship Assistance Response Team

Pierce Transit | Pierce County Human Services | MultiCare

HART Highlights 2025

(July 1, 2025-December 31, 2025)

17	23	3	14	14	27
Responses	MRE's Distributed	Referrals to Pierce County Crisis Line	Hygiene Kits Distributed	Pierce Transit Employee Referrals	Mental Health Requests in Tacoma

Bus Stop Shelter Upgrades

In 2025, Pierce Transit continued to upgrade bus stop shelters throughout the agency's service area. The project began in 2024 and includes new, easier to repair shelters designed with modular glass panes, solar lighting, and black metal frames. The agency installed approximately 50 new shelters in 2025 and acquired funding and equipment to install even more shelters in 2026.

Continuing Emergency Preparedness

The agency continues to partner with the Transportation Security Administration (TSA) and Pierce County Department of Emergency Management (PCDEM) to conduct emergency event "tabletop" exercises for agency employees who would be involved in a response to such events. Past events have included exercises designed to test security policies and procedures related to events such as bomb threat on a coach, hostage on a coach and more. The agency also partners with TSA to conduct Sustainment Exercises Throughout Enhancement (SETA) exercises that challenge the agency with security breaches, suspicious packages, and passengers left on the coach exercises- designed to test our existing processes and policies.

The agency also participates monthly with Pierce County Emergency Management Department, Pierce County Human Services, the East Pierce Interlocal Coalition, Homeless Coalition and the West Pierce Emergency Manager Coalition. Participation includes a seat on the Region 5 Homeland Security Regional Coordinating Council (RCC), Intelligence and Information Sharing Committee, Training and Exercise Committee, where we help develop planning workshops, exercise preparation and participating in Pierce County Emergency Operation Center activations.

The agency also finished and submitted our appendix to the Regional Hazard Mitigation Plan which is completed and submitted every five years. This thorough review helps identify plans and mitigation measures to help us protect the agency from natural and man-made disasters. Being part of this plan, we are recognized by FEMA to be compliant and eligible for disaster funding.

Regional Coordinating Council | Pierce County, WA - Official Website

Building A Stronger Pierce County

In alignment with the agency's goals and mission, Pierce Transit steps up and helps the community when the need arises.

When the White River Bridge was closed due to a vehicle impact, Pierce Transit launched a temporary service to transport community members free of charge from several locations within the City of Buckley to the southern end of the Foothills Trail footbridge. The Connector service allowed Buckley residents to more quickly and easily access the footbridge to reach work, appointments, school, community events, and resources in Enumclaw and beyond.

In addition to the five regularly scheduled fare free days each year, Pierce Transit often steps in to help the community by waiving fares during emergencies. During the Fall 2025 Government Shutdown, Pierce Transit waived fares and rideshare fees for federal government employees to support the federal workforce. The agency also provided free rides to warming and cooling shelters on several extreme temperature days throughout the year. Sometimes, the transportation need is less dire. When Mt Tahoma High School qualified to play at Husky Stadium for the playoffs, Pierce

Transit helped students, families, and fans travel from the school to the Federal Way Downtown Station, where the newly-opened extension of the Link light rail took them the rest of the journey.

Pierce Transit employees go above and beyond by volunteering in the community. Pierce Transit's Good to Give Committee is made up of employees who volunteer their time to support those in need in communities we serve. The Committee continued its efforts in 2025 by assisting with packing food at the Emergency Food Network, cleaning up a section of South Tacoma Way through the Adopt-A-Street litter control program, registering employees to donate at several BloodWorks Northwest blood drives, gathering a busload of school supplies through a Stuff the Bus donation drive for local students, conducting fundraising events with proceeds going to HopeSparks and HopesCloset, stocking the Lakewood Rotary Little Free Pantry in Tillicum, running a very successful employee campaign and gathering Suit Her Up clothing donations for the United Way of Pierce County.

Transit Service

Bus System Recovery

In 2025, Pierce Transit continued to build on its post-pandemic recovery. Local bus ridership reached 7,039,888 total boardings, a 3.99% increase over 2024. This marks the highest ridership since 2019 and reflects steady progress toward restoring transit use across the system. System performance remained stable throughout the year. Productivity averaged 1.5 passengers per revenue mile and 14.89 passengers per service hour, reflecting consistent utilization.

Additional advances in system recovery and performance include:

- Cost efficiency improvements.
- Adoption of new route classifications based on land use density and activity levels.
- Advancements in customer service, progress implementing the Better Stops Initiative with 53 bus shelter replacements and progress in providing a bench at every stop.
- Success of the Youth Ride Free program - over 1.05 million youth boardings, a 2.1% increase over 2024.
- Service enhancements to advance the Bus System Recovery Plan through Phase 2 include:
    - Expanded 15-minute service on Routes 1 and 3.
    - Schedule adjustments to improve reliability.
    - Opening of the Spanaway Transit Center.
    - Targeted routing adjustments and timing adjustments to improve service consistency and efficiency.

Looking ahead, Pierce Transit remains focused on implementing the remaining phases of the Bus System Recovery Plan and advancing the vision outlined in the Destination 2045 Long-Range Plan. While future expansion depends on funding and staffing, the agency is well-positioned to improve reliability, expand high-frequency corridors, and deliver a more connected and accessible transit system in the years ahead. For additional details on 2025 ridership please see the [2025 All Modes Performance and Ridership Report].

Flexible Service

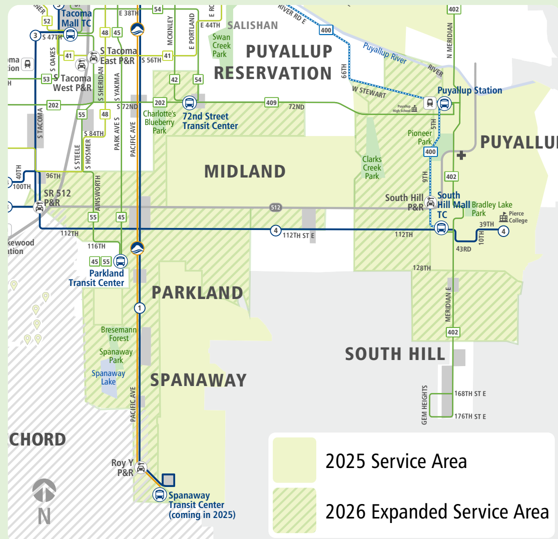
In 2025, Pierce Transit's on-demand Runner service was adjusted to better serve riders. Working with contractor Via, the Spanaway service zone was split into North and South Zones. The Puyallup zone was also adjusted. These modifications improved efficiency. However, as ridership grew—from 52,379 in 2024 to 87,188 in 2025—service demand returned to previous levels, and funding remains the primary challenge for Runner.

Capital Projects

Spanaway Transit Center

In August 2025, the Spanaway Transit Center opened for service. The ribbon-cutting event marked the completion of Phase 1 of the project, providing a much-needed terminal facility for the Route 1 and Stream Community Line that includes commuter parking, public electric vehicle chargers, a drop-off area, an operator comfort station, and real-time bus arrival information. Engineering and design are underway for Phase 2, which will include additional parking and improved access to and from the facility.

Runner Service Map



Stream Community Line Service

The agency's first enhanced bus service, Stream Community Line, continued for its second year of service. Running between the new Spanaway Transit Center and Tacoma Dome Station, Stream Community Line is designed to be fast and frequent by using a combination of technologies like Transit Signal Priority (TSP) and operational improvements such as wider stop spacing. By having fewer stops than the Route 1, which operates on the same corridor, Stream buses spend more time moving. In 2025, the agency completed improvements to all Stream Community Line stops, which include amenities such as lighted shelters, benches, and real-time arrival signage.

Maintenance and Operations Base Improvements Project (MOBI)

In alignment with the Strategic Plan goal of assuring the sustainability of the agency's finances, infrastructure and the environment, Pierce Transit continues to adapt the MOBI project based on the needs and desires of our customers, funding, and market conditions. Agency staff continues to work on a modified MOBI project to upgrade the Lakewood base. MOBI continued with elements of the project such as restriping or reconfiguring of the lot and Building 6 improvements. We continue to operate out of a maintenance facility sized for a smaller fleet and not sized to current industry standards. In 2025, MOBI Planning continued to focus on identifying base needs for Building 1, requirements needed to extend the life of the Maintenance Shop to accommodate the fleet operating from our base. We also focused on coordinating with our regional transportation partner, Sound Transit, to support their desires to bring additional 60 ft coaches and electric double decker (DD) buses on the Pierce Transit base. Neither of these vehicles currently fit in the existing maintenance building so cannot be incorporated into their fleet of contracted services. Coordination and current activities include planning for:

- **Building 1:** In 2025, the agency focused on a variety of projects that will continue to bring Building 1 into a state of good repair.
- **West Base:** In 2025, the agency continued coordinating with Sound Transit to develop plans for West Base. Located in the bus lot immediately to the west of existing Building 1, West Base would accommodate articulated coaches. The facility would add a new 60 ft bus paint booth as well 12 maintenance bays, parts storage, and office space. This facility would be a partnership project requiring funding from both Pierce Transit and Sound Transit.
- **South Base:** A partnership project funded by Sound Transit that is located on Pierce Transit property (behind our Building 5 Training Center) to develop the site with a maintenance facility, fleet parking and eventual electric bus charging for approximately 50 buses. This project would be 100% funded by Sound Transit.

Zero Emission Transition

Pierce Transit has developed a Zero Emission Bus Transition Strategy to further the agency's electrification efforts and to align with the FTA Zero Emission Transition Plan guidelines. The pathway to operating a zero-emission bus (ZEB) fleet includes many elements such as design and construction of charging infrastructure, purchasing of electric buses, and workforce development.

In 2025, the agency made progress advancing its sustainability objectives despite increasing uncertainty in federal support for emissions reduction projects. Efforts included continued (though slower-than-planned) transition to battery electric buses (BEBs), with two additional vehicles on order, and expansion of charging infrastructure to support both transit and non-revenue electric vehicles. The agency also completed comprehensive energy assessments across all facilities, identifying scopes for future energy efficiency and electrification projects to decrease operational costs. Recognizing funding constraints and schedule impacts, the agency began emphasizing more cost-effective emissions reductions, including accelerating electrification of the non-revenue fleet.

The next phases of the transition projects noted above in addition to continued transition to a zero-emission fleet are subject to continued and new grant funding.

SECTION 03

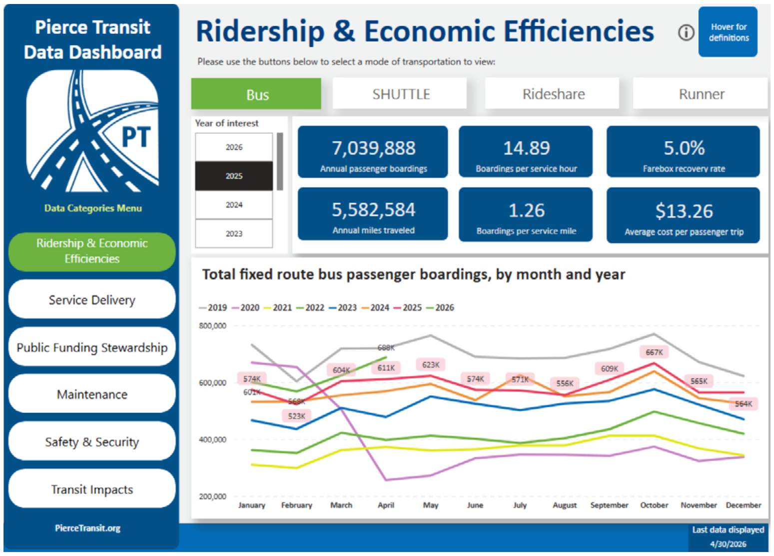
Description of Service Area, Operations, and Facilities

PierceTransit

Overview of Service Area and Operations

The agency currently offers four service types: fixed route bus, SHUTTLE (ADA Paratransit), Rideshare, and Runner (On-Demand Microtransit). A detailed system map can be found at: PierceTransit.org/system-map. The agency also operates a number of regional express bus routes under contract with Sound Transit.

	BUS	SHUTTLE	RIDESHARE	RUNNER
Boardings	7,039,888	316,391	388,390	87,192
Service Miles	5,582,584	2,695,533	3,509,334	686,506
Revenue Hours	420,621	171,904	106,880	34,776



Fixed Route Bus

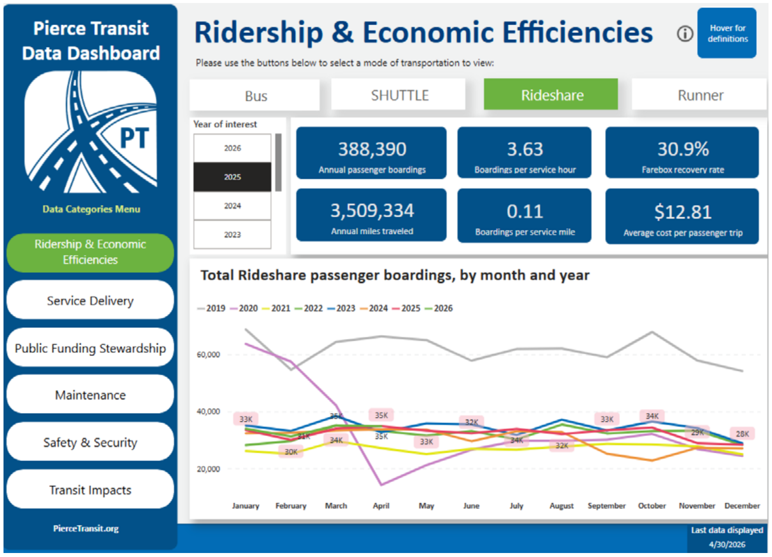
Pierce Transit runs and operates 29 bus routes on set schedules, plus additional regional express bus routes under contract with Sound Transit.

- Service Information
- Fares
- Service Map
- Performance Data

SHUTTLE (ADA Paratransit)

SHUTTLE is a ride-request transportation service providing door-to-door rides for qualifying persons with disabilities anywhere within ¾-mile of a bus route. A portion of these services are operated under contract.

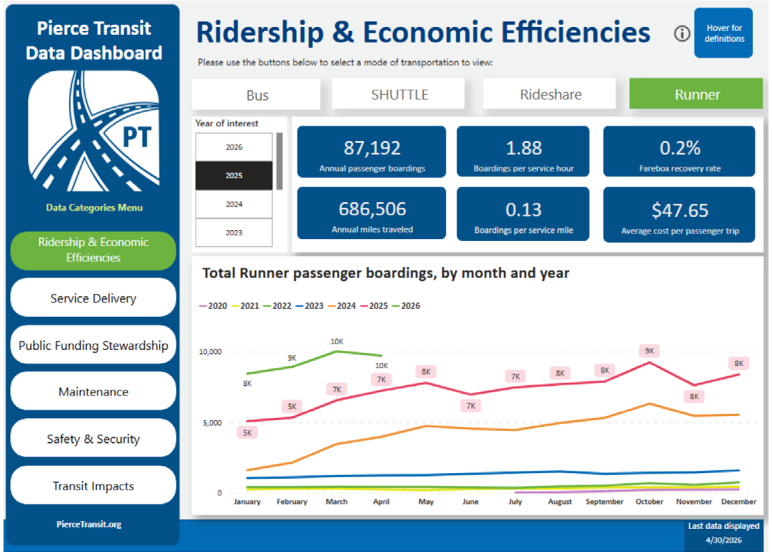
- Service Information
- Fares
- Performance Data



Rideshare

The agency's rideshare program provides vehicles for three or more occupants to share a commute, reducing travel by single-occupancy-vehicles.

- Rideshare Service Information
- Performance Data



Runner (On-Demand Microtransit)

Pierce Transit's Runner is on-demand public transportation that allows customers to book rides from a smartphone within dedicated microtransit zones, providing flexible rides and transit connections in the areas of Joint Base Lewis-McChord, Parkland/Spanaway/Midland, Ruston Way, Port of Tacoma Tideflats, Puyallup, and Gig Harbor. These services are currently operated under contract.

- Service Information
- Performance Data

Facilities

Pierce Transit has its headquarters and main operating base in Lakewood on 96th Street SW, just west of South Tacoma Way. The agency operates nine transit centers throughout the PTBA. They are central and convenient connection points for several different local and regional bus routes and are well-lit with highly visible shelters, seating, and travel information. In addition, the agency leases and maintains five park-and-rides.

The agency also leases a base for its contracted SHUTTLE operations at 2410 104th Street Court South in Lakewood.

Headquarters

Pierce Transit Main Operating Base

- **Address:** 3701 96th Street SW, 3720 96th Street SW, 9622 40th Avenue SW, Lakewood
- **Description:** Includes vehicle maintenance and operations, fuel and wash facility, safety and training, Operator's Lobby, and administrative offices.

Auxillary Operations

Tacoma Dome Station Customer Service Center and Public Safety Office

- **Address:** 505 East 25th Street, Tacoma
- **Description:** Customer service and public safety functions for Pierce Transit are located at Tacoma Dome Station to provide centralized, easily accessible services for customers.

Transit Centers

Tacoma Dome Station (TDS)

- **Address:** 610 Puyallup Avenue, Tacoma
- **Bus Zones**: 8
- **Parking:** 2,337 public spaces
- **Description:** Tacoma's primary transit center with bus bays and 2,337-space Park & Ride parking garage, covered waiting area, real-time bus arrival/departure displays, bicycle lockers and racks, secure bicycle parking area, 24-hour security, and ride-hailing pick-up and drop-off area. TDS is also the hub for Amtrak, regional Sounder rail, Link light rail, and long-distance bus services.

Lakewood Transit Center

- **Address:** 5719 Lakewood Towne Center Blvd SW, Lakewood
- **Bus Zones**: 13
- **Parking:** None
- **Description:** Lakewood's primary transit center with eight loading zones and real-time bus arrival/departure displays

Parkland Transit Center

- **Address:** 303 South 121st Street, Lakewood
- **Bus Zones**: 6
- **Parking:** 62 public spaces
- **Description:** Just north of the Parkland Community Center, this transit center with six bus loading zones and a 62-stall Park & Ride lot provides covered waiting areas and an operator comfort station.

72nd Street Transit Center

- **Address:** 1319 E 72nd St, Tacoma
- **Bus Zones**: 8
- **Parking:** 68 public spaces
- **Description:** This facility near 72nd & Portland Ave has bus loading zones, shelters, a 68-stall Park & Ride lot, real-time bus arrival/departure displays and an operator comfort station.

South Hill Mall Transit Center

- **Address:** 503 39th Ave E, Puyallup
- **Bus Zones**: 10
- **Parking:** None
- **Description:** This transit center is located between the South Hill Mall parking lot and 39th Ave SW. It has four bus loading zones, an operator comfort station, covered waiting areas and real-time bus arrival/departure displays.

Tacoma Mall Transit Center

- **Address:** 2508 S 47th Street, Tacoma
- **Bus Zones**: 11
- **Parking:** None
- **Description**: This transit center is located on the south side of 47th Street, opposite the Tacoma Mall. It has 11 bus loading zones, an operator comfort station, two covered seating areas and real-time bus arrival/departure displays.

Tacoma Community College (TCC) Transit Center

- **Address:** 6615 South 19th Street, Tacoma
- **Bus Zones**: 13
- **Parking:** 95 public spaces
- **Description:** This transit center is located on TCC property at the northeast corner of S Mildred St and S 19th St. It offers 13 bus loading zones, an operator comfort station, covered seating areas, real-time bus arrival/departure displays, and an adjacent 95-stall Park & Ride lot.

Commerce Street Station

- **Address:** Commerce St. between South 9th & South 11th Streets, Tacoma
- **Bus Zones**: 7
- **Parking:** None
- **Description:** Located in the downtown Tacoma along Commerce Street and including the Theater on the Square along Broadway, this station shares roadway with the Tacoma Link and has a unique bus tunnel. The station includes seven passenger boarding zones, a bus turnaround/layover facility for operators, covered waiting areas, and real-time bus arrival/departure displays.

Spanaway Transit Center

- **Address:** 20702 Mountain Highway E, Spanaway
- **Bus Zones**: 2
- **Parking:** 38 public spaces
- **Description:** Newly opened in 2025, this 38-stall Park & Ride and bus turnaround facility with drop off area serves the southern end of Route 1 and Stream Community Line enhanced bus corridor in Spanaway. It has an operator comfort station, public electric vehicle chargers, bus shelters, and real-time bus arrival/departure displays. The expansion, with up to 222 additional parking stalls, is in design and expected to open in 2028.

Park & Ride Lots

In addition to nine transit centers, the fixed route bus system serves 18 standalone Park & Ride areas in Pierce County, as well as eight in King County. The locations of all Park & Ride areas served, including the availability of bike lockers, may be found at PierceTransit.org/park-and-rides.

Pierce Transit owns, leases, and/or maintains five of the standalone Park & Ride lots, listed below. WSDOT, the City of Tacoma, and other public or private entities manage the remaining 21 Park & Ride lots served by Pierce Transit.

- Narrows / Skyline – 7201 6th Avenue, Tacoma: 195-stall Park & Ride lot owned by City of Tacoma and maintained by Pierce Transit.
- North Purdy (Purdy Crescent) – 14301 Purdy Dr NW, Gig Harbor: 220-stall Park & Ride lot with covered passenger shelter area, owned by WSDOT and maintained by Pierce Transit.
- Kimball Drive – 6808 Kimball Drive, Gig Harbor: 306-stall Park & Ride lot with two passenger shelter areas, owned by Tacoma Public Utilities and maintained by Pierce Transit.

- SR 512 at I-5 – 10617 South Tacoma Way, Lakewood: 493-stall Park & Ride lot with two passenger shelter areas, owned by WSDOT and maintained by Pierce Transit.
- Roy Y - 19110 State Route 7 E, Spanaway, Uninc. Pierce County: Approximately 100-stall Park & Ride lot owned by Department of Defense and maintained by Pierce Transit.

Bus Stops and Other Amenities

The agency serves 1,981 bus stops in Pierce and King Counties, with 1,870 managed by Pierce Transit. At Pierce Transit bus stops, there are 950 benches and 547 passenger shelters, 31 bus stops include bicycle racks, and seven stops include bicycle lockers.

Equipment + Other Assets

Rolling Stock

A full inventory of agency-owned rolling stock is shown below.

Fixed Route Bus | Total: 162

- 40-foot CNG Coaches: 130
- 40-foot Diesel-Electric Hybrid Coaches: 17
- 40-foot Battery Electric Buses: 6
- Bus Plus (Cutaway) Vehicles: 9

SHUTTLE (Paratransit) | Total: 100

- SHUTTLE (Paratransit) Vehicles Operated by Pierce Transit: 13
- SHUTTLE (Paratransit) Vehicles Operated by Transdev: 87

Rideshare | Total: 278

- 6-passenger Vehicles: 1
- 7-passenger Vehicles: 176
- 12-passenger Vehicles: 57
- 15-passenger Vehicles: 44

Service & Support (Non-Revenue) | Total: 117

- Facilities Vehicles: 27
- Maintenance Vehicles: 20
- Public Safety Vehicles: 7
- Operator Relief Vehicles: 22
- Service Supervisor Vehicles: 20
- Administrative/Marketing/Other Assigned Vehicles: 21

Equipment | Total: 13

- Special Purpose Equipment (not licensed and only used on base): 6
- Special Purpose Facilities Vehicles: 7

SECTION 04

State and Agency Goals, Objectives, and Action Strategies

PierceTransit

The State of Washington requires that all transit agencies report how they intend to meet the state's statutory transportation policy goals in RCW 47.04.280 for the planning period of 2026-2031. These goals and related objectives are also identified in the Washington Transportation Plan 2040 & Beyond.

Pierce Transit's 2024-2029 agency goals and strategies are contained in the adopted Strategic Plan, as shown in Section 1. This section contains stated goals and specifies which agency strategies and objectives meet those goals for the planning period.

The agency's actions to implement the below strategies, consistent with state and local goals, are contained in subsequent chapters of the TDP. The agency also tracks key performance indicators related to the goals below; these KPIs are described in Section 5 – Measuring Performance.

State Goals	Pierce Transit Strategies/Objectives
Economic Vitality Promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to ensure a prosperous economy.	**Pierce Transit 2024-2029 Strategic Plan** • Develop a High-Capacity Transit Plan for at least three corridors. • Expand career launch opportunities with apprenticeships, local non-profits, and regional education partners. • Increase the number of ORCA Business Accounts by 25%. • Establish a metric to report on employee recruitment that is a result of local partnerships. **Pierce Transit Customer Experience Action Plan** • Improve headway schedules on primary routes.
Preservation Maintain, preserve, and extend the life and utility of prior investments in transportation systems and services.	**Pierce Transit 2024-2029 Strategic Plan** • 95% or more of the revenue fleet meets the useful life benchmark. • 75% of the agency's facilities meet the state of good repair standard. **Pierce Transit Draft 2026 Transit Asset Management Plan** • Rehabilitate and restore at least 70 percent of capital facilities to a condition rating of 3.5 or above on the Transit Economic Requirements Model (TERM) scale by the end of calendar year 2029 (which is the end of the next four-year TAM horizon period).

State Goals	Pierce Transit Strategies/Objectives
Safety Provide for and improve the safety and security of transportation customers and the transportation system.	**Pierce Transit 2024-2029 Strategic Plan:** • Assess and improve system security and safety plans with "customer first" focus. **Pierce Transit Customer Experience Action Plan:** • Conduct a stop location review focused on safety parameters. • Launch Mental Health Crises Response Team – Hardship Assistance Response Team (HART). • Increase Public Safety personnel in the field, at transit centers and on coaches. • Implement a Transit Watch system where customers can easily report safety concerns.
Mobility Improve the predictable movement of goods and people throughout Washington state, including congestion relief and improved freight mobility.	**Pierce Transit 2024-2029 Strategic Plan:** • Finalize implementation of the new Computer-Aided Dispatch-Automatic Vehicle Location (CAD-AVL) system. • Adopt and implement a Service Restoration Plan. **Pierce Transit Customer Experience Action Plan:** • Expand on-demand service coverage areas. • Improve headway schedules on primary routes. • Provide more instructors and facilitate additional training classes for onboarding new operators. • Ensure that all service-related data provided to customers is timely and accurate. • Increase reliability reviews conducted by the On-Time Performance Group of on time performance and missed trips. • Implement timed transfers on lead frequency routes. • Optimize service schedules and conduct regular scheduling reviews.

State Goals	Pierce Transit Strategies/Objectives
Environment & Health Enhance Washington's quality of life through transportation investments that promote energy conservation, enhance healthy communities, and protect the environment.	**Pierce Transit 2024-2029 Strategic Plan:** • Develop a Climate Action Plan (fleet, facilities, and operations) • Reduce total greenhouse gas emissions compared to 2017 by 40%. (metric tons of CO2). **Pierce Transit Executive Order No. 1 Amended June 24, 2022** • Commit to 20% electrification of revenue fleet by 2030 pending available financial resources. • Reduce fuel consumption through measures such as minimizing vehicle idling on Pierce Transit properties and encouraging carpooling and use of public transit or other modes when traveling to meetings, events, and job sites. • Work with energy providers to maximize the percentage of renewable energy purchased. Utilize renewable fuels including renewable natural gas and electricity. • Enhance commute trip reduction efforts. • Support workplace and public electric vehicle charging at PT facilities. • Support alternative methods of transportation to connect to transit (bicycles, walking, rideshare).
Stewardship Continuously improve the quality, effectiveness, resilience, and efficiency of the transportation system.	**Pierce Transit 2024-2029 Strategic Plan:** • Improve the prioritization process for major service improvement and infrastructure projects. The process improvement would include expanded project development and evaluation criteria to align with the Strategic Plan. • Assess and improve system security and safety plans with "customer first" focus. • Design and deliver services that are inclusive to all individuals and abilities. • Increase the satisfaction levels in rider surveys for questions on overall satisfaction, personal security on the bus and at the bus stop, and cleanliness of buses and Pierce Transit facilities by 20%. • Achieve 85% on time performance. • Establish and regularly communicate an accountability dashboard for the Strategic Plan. • Empanel a public equity task force. • Complete a Pierce Transit Equity Framework, including metrics.

SECTION 05

Measuring Performance

Pierce Transit

Key Performance Indicators and Targets

At Pierce Transit, we believe good decisions start with good data. To ensure our system meets strategic and operational goals, we track key performance indicators (KPIs)—quantifiable measures that gauge performance and progress. By using data-driven insights, we enhance service delivery and uphold our commitment to the residents of Pierce County who fund our services.

Performance indicators and targets help shape the agency's service and capital investment priorities. We set measurable performance targets to track progress toward our adopted goals. While external factors can influence goal achievement, these measures serve as a critical first step in evaluating agency objectives.

For more details on our KPIs, refer to Service Hierarchy, System Performance and Standards (Appendix A) of the Destination 2045 Long Range Plan, the Transit Asset Management Plan, and the 2024-2029 Strategic Plan.

To explore current and historical performance data, visit Pierce Transit's website. Our dashboard includes insights on service delivery, ridership and economic efficiency, public funding stewardship, maintenance, safety, and the broader impact of transit. For progress on the metrics and milestones included in the recently adopted Strategic Plan, the Strategic Plan Accountability Dashboard can be accessed here Strategic Initiatives - Pierce Transit.

The table below, from Appendix A of the Destination 2045 Long Range Plan, summarizes all metrics tracked and monitored by the agency.

Metric	System-Wide	Fixed Route	SHUTTLE	Runner	Rideshare
Annual Service Hours*		Yes	Yes	Yes	Yes
Annual Service Miles*		Yes	Yes	Yes	Yes
Annual Vehicle Revenue Hours*		Yes	Yes	Yes	Yes
Annual Service Revenue Miles*		Yes	Yes	Yes	Yes
On Time Performance		Yes	Yes		
Annual Boardings	Yes	Yes	Yes	Yes	Yes
Missed Trips		Yes	Yes		
Average Passenger Load		Yes	Yes	Yes	Yes
Cost Per Service Hour		Yes	Yes	Yes	Yes
Cost Per Service Mile		Yes	Yes	Yes	Yes
Cost Per Revenue Hour		Yes	Yes	Yes	Yes
Cost Per Revenue Mile		Yes	Yes	Yes	Yes
Cost Per Passenger Boarding		Yes	Yes	Yes	Yes
Net Cost Per Passenger Boarding		Yes	Yes	Yes	Yes
Seat Availability				Yes	
Average Wait Time				Yes	
Annual Operating Expenses	Yes	Yes	Yes	Yes	Yes
Annual Capital Expenses	Yes	Yes	Yes	Yes	Yes
Annual Farebox Revenues	Yes	Yes	Yes	Yes	Yes
Farebox Recovery Ratio		Yes	Yes	Yes	Yes
Number of Passenger Amenities (Benches, Shelters, Trash Cans)		Yes			
Number of Complaints	Yes	Yes	Yes	Yes	Yes
Number of Compliments	Yes	Yes	Yes	Yes	Yes
Overall Satisfaction Index	Yes				

*Service hours/miles and revenue hours/miles are identical for Rideshare.

Route Performance Report

Pierce Transit publishes a yearly Bus Performance and Ridership Report. The recently-released 2025 report can be found at https://piercetransit.org/wp-content/uploads/public-documents/Transit-Related/FINAL_2025-All-Modes-Performance-Ridership-Report.pdf. The report covers the following topics:

- Ridership trends
- Productivity benchmarks
- Trip level productivity analysis
- Customer satisfaction survey results
- Cost metrics
- On time performance
- Distribution of passenger amenities and compliance with ridership standards
- Customer complaints
- Actions taken to address performance and customer feedback

Route Classifications

As part of the Destination 2045 long range plan, Pierce Transit adopted new route classifications for the first time in almost 20 years. The new classifications are based on transit planning best practices, allowing route frequency targets and stop spacing to adjust based on changes in development and travel patterns. The table below outlines the classifications, density thresholds, corresponding service targets, and bus stop spacing. While full alignment with these targets is currently constrained by available resources, they serve as a guiding framework for future service adjustments.

		Frequency Targets		
Route Type	Density Served (Residential, Jobs, & Students)	Peak/Midday	Evening/Weekend	Bus Stop Spacing
Stream (High Capacity)	>8,000 per square mile	10- 20 minutes	15 – 30 minutes	½ mile
Core	>8,000 per square mile	15 - 30 minutes	30 - 60 minutes	1/8 to ¼ mile
Urban	6,000 per square mile – 8,000 per square mile	30 – 60 minutes	30 – 60 minutes	1/8 to ¼ mile
Connector	<6,000 per square mile	30 – 60 minutes	60 minutes	1/8 to ¼ mile
Express	Variable	Variable	Variable	Variable

Transit Asset Management Performance Measures and Targets

In 2026, Pierce Transit is developing new performance measures and targets for capital facilities, IT equipment, and rolling stock. Among other elements, these measures and targets will be used to develop the agency's 2026 Transit Asset Management Plan. The measures and targets, shown in Figure 2 - State of Good Repair (SGR) Performance Measures & Targets, will be used to assess the agency's assets over the four-year TAMP horizon and ensure they remain in a State of Good Repair.

Figure 2: State of Good Repair (SGR) Performance Measures & Targets

<table>
<tr><th colspan="5">Pierce Transit
State of Good Repair (SGR) Performance Measures & Targets for Capital Facilities, Equipment, and Rolling Stock
Calendar Years 2026-2029 (Revised and Updated September 2025)</th></tr>
<tr><th>Asset Category</th><th>Measured by</th><th>Revenue Vehicle Type</th><th>Performance Measure</th><th>Target</th></tr>
<tr><td>Facilities</td><td>Condition</td><td></td><td>Percent of capital facilities with a condition rating below 3.5 on the TERM scale.</td><td>Rehabilitate and restore at least 70 percent of capital facilities to a condition rating of 3.5 or above on the TERM scale by the end of calendar year 2029 (which is the end of the next four-year TAM horizon period).</td></tr>
<tr><td rowspan="4">Equipment</td><td>Age</td><td></td><td>Percentage of non-revenue, support, and service vehicles that have met or exceeded their Useful Life Benchmark (ULB).</td><td>No more than 10 percent of non-revenue, support, and service vehicles will be kept in operation beyond their ULB by the end of calendar year 2029.</td></tr>
<tr><td>Condition</td><td></td><td>Percentage of equipment with a condition rating below 3.0 on the TERM scale.</td><td>Update, replace, or upgrade all equipment to a condition rating of 3.0 or above on the TERM scale by the end of calendar year 2029.</td></tr>
<tr><td>IT Hardware’s adherence to manufacturer defined hardware life cycle. *</td><td></td><td>Percentage of Information Technology hardware in operation that is a currently supported model, is meeting the Agency’s needs, and can meet the industry’s security standards.</td><td>Ninety (90) percent of Information Technology hardware will meet the IT hardware performance measure.</td></tr>
<tr><td>IT Software’s adherence to vendor supported versions and execution platform specifications. *</td><td></td><td>Percentage of Information Technology software in use that is at a version supported by the vendor, is meeting the Agency’s needs, and can meet the Agency’s security requirements.</td><td>Ninety (90) percent of Information Technology software will meet the IT software performance measure.</td></tr>
<tr><td rowspan="5">Rolling Stock</td><td rowspan="5">Age</td><td>Fixed Route Motorbus (40-foot) & BRT Articulated Coach (60-foot)</td><td rowspan="5">Percentage of revenue vehicles within a particular asset class that have met or exceeded their ULB.</td><td>No more than 15 percent of fixed route buses will exceed their 16-year ULB by the end of calendar year 2029.</td></tr>
<tr><td>SHUTTLE (Paratransit)</td><td>No more than 10 percent of paratransit vehicles will exceed their ULB by the end of calendar year 2029.</td></tr>
<tr><td>Vanpool</td><td rowspan="3">No more than 15 percent of the other three revenue vehicle types will be kept in operation beyond their ULB by the end of calendar year 2029.</td></tr>
<tr><td>Community Connector (Small Bus)</td></tr>
<tr><td>Rubber Tired Trolley</td></tr>
</table>

*Policies are also in place to ensure that the Agency is continuously meeting cyber security best practices.
The SGR PMs and Targets were drafted for internal guidance only but will not be submitted to the NTD since they are not required. Instead, we will use them as a footnote in our all-new TAM Plan of September 2026. However, they are also used for annual asset conditions reporting to WSDOT and the PSRC.

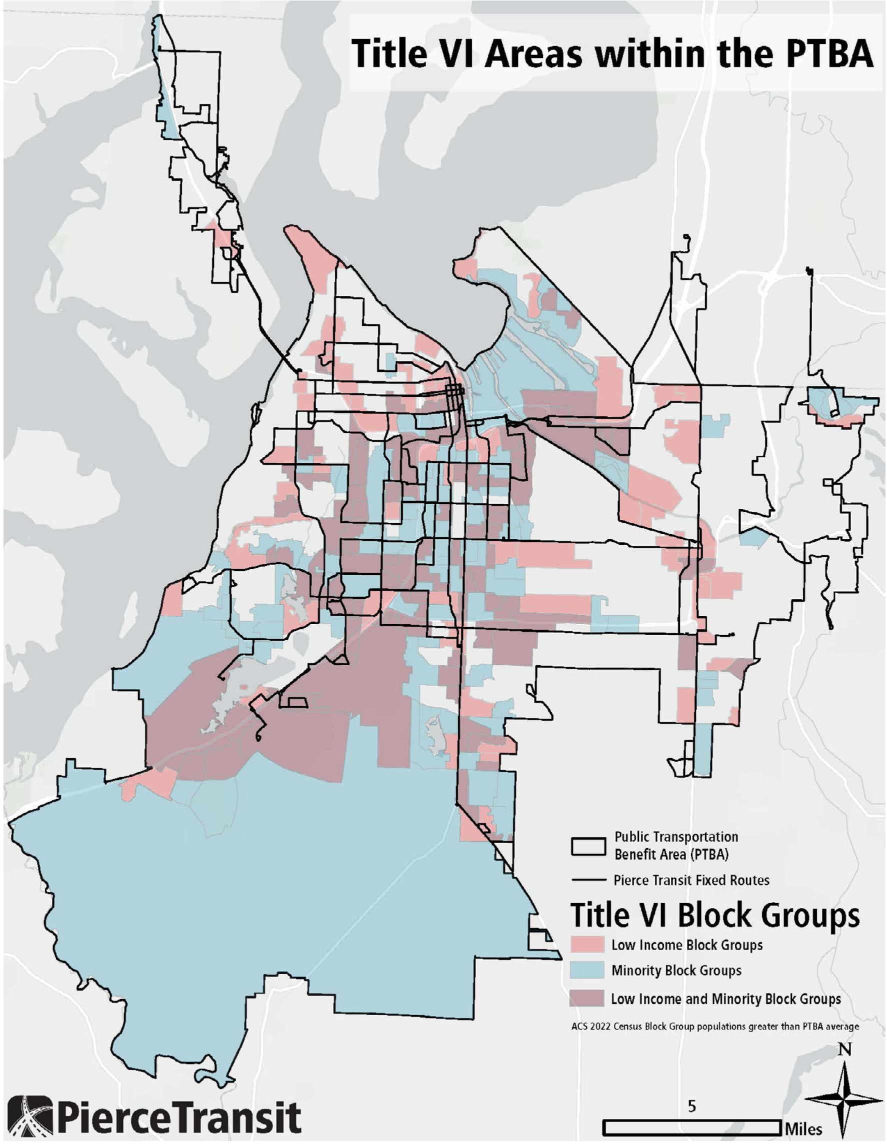
Major Service & Fare Change Analysis

As a recipient of federal funds, Pierce Transit is required to comply with Title VI of the Civil Rights Act of 1964 which protects individuals and groups from discrimination in the provision of transit service. A component of Title VI requires the agency to prepare a Service Equity Analysis for major service changes and a Fare Equity Analysis for all fare changes.

The Service Equity Analysis is used to determine whether the major service change results in a disparate impact on minority populations and whether the change results in a disproportionate burden on low-income populations. The Fare Equity Analysis evaluates the effects of fare changes on low-income and other protected groups.

If Pierce Transit finds that protected populations are impacted by fare changes or major service changes, the agency must avoid, minimize, or mitigate those impacts where practicable.

In addition to the Title VI analysis completed when there is a fare change or major service change, every three years Pierce Transit submits to the FTA a report documenting compliance with Title VI of the Civil Rights Act of 1964 . This report outlines how Pierce Transit complies with requirements of Title VI, reviews any actions that trigger a title VI analysis, provides an overview of service and amenity distribution in relation to demographic data on income and minority groups, and reviews any complaints received in the previous three years. The most recent Title VI Program Submittal can be viewed at https://piercetransit.org/wp-content/uploads/2024/08/2024-Title-VI-FINAL-AC-08.13.24.pdf



Runner Performance Indicators and Targets

Pierce Transit tracks a wide range of performance measures related to cost effectiveness, service productivity, safety, accessibility, customer experience, and sustainability. While these quantitative metrics provide an objective view of on-demand operations, qualitative factors are equally important in evaluating overall service success. These include:

- Overall mobility improvements
- Customer experience
- Expanded access for people with disabilities, older adults, and youth
- Connections to key destinations such as employment centers, healthcare facilites, and essential local services.

SECTION 06

Plan Consistency

PierceTransit

Introduction

The Puget Sound Regional Council (PSRC) Metropolitan Planning Organization guides comprehensive planning in the four-county King-Snohomish-Pierce-Kitsap region through VISION 2050 and implemented through the Regional Transportation Plan. VISION 2050 provides a framework for how and where the region should grow by 2050, called the "Regional Growth Strategy." The Regional Growth Strategy calls for attracting 65% of the region's residential growth and 75% of its employment growth within a quarter- to a half-mile of current and planned high-capacity transit routes.

To support alignment at local and regional levels, adopted plans must be complementary and consistent with one another. Local comprehensive plans must be consistent with the VISION 2050 plan, and in turn, the TDP must be consistent with local comprehensive plans. The TDP subsequently informs future updates to local comprehensive plans (RCW 36.70A.070(6)), the Regional Transportation Plan (RCW 47.80.030), Commute Trip Reduction plans (RCW 70.94.527), and WSDOT's Summary of Public Transportation (RCW 35.58.2796).

Pierce Transit continually coordinates with the county and local jurisdictions it serves to address transit needs in the service area and ensure consistency between plans and policies. Each year, agency staff attend over 150 ongoing external meetings with local and regional partners and stakeholders, including business districts, subarea project groups, associations, advocacy boards, and others. This includes the Pierce County Regional Council, Puget Sound Regional Council MPO, Pierce County Coordinated Transportation Coalition, Regional Fares Committee, ORCA coordination groups, Sound Transit, the Puyallup Tribe of Indians, and WSDOT, along with many other planning, transit, and cultural committees and working groups.

Throughout 2025 while developing Pierce Transit's long range plan, Destination 2045, the agency sought targeted feedback from the 13 local jurisdictions, Pierce County, and other stakeholders, to ensure that any proposed long range, high capacity transit projects or new bus routes are in alignment with local or regional transportation plans.

In developing the TDP, the agency reviewed current local comprehensive plans for jurisdictions within the service area, including Auburn, Edgewood, Fife, Fircrest, Gig Harbor, Lakewood, Milton, Pierce County, Puyallup, Ruston, Steilacoom, Tacoma, and University Place. The TDP is consistent with these plans and their goals and policies. A sample of local comprehensive plans, goals, and policies related to Pierce Transit is provided below.

VISION 2050 and Regional Transportation Plan

(VISION 2050: A Plan for the Central Puget Sound Region, Adopted 10/2020)

Goal: Collaborative planning for a healthy environment, thriving communities, and opportunities for all

Relevant Policy Direction

1. Prioritize services and access to opportunity for people of color, people with low incomes, and historically underserved communities to ensure all people can attain the resources and opportunities to improve quality of life and address past inequities.

2. Give funding priority to centers and high-capacity transit areas.

Goal: Substantial regional reductions in greenhouse gases and preparation for climate change impacts.

Relevant Policy Direction

1. Advance the adoption and implementation of actions that substantially reduce greenhouse gas emissions in support of state, regional, and local emissions reduction goals, including by expanding the use of alternative energy sources, electrifying the transportation system, and reducing vehicle miles traveled by increasing alternatives to driving alone.

2. Advance the resilience of the transportation system by identifying and addressing the impacts of climate change, incorporating redundancies, preparing for disasters and other impacts, and coordinated planning for system recovery.

Goal: Prospering and sustainable regional economy through supporting businesses and job creation, investing in all people and their health, sustaining environmental quality, and creating great places and communities.

Relevant Policy Direction

1. Ensure the efficient flow of people, goods, services, and information in and through the region with infrastructure investments, particularly in and connecting designated centers, to meet the needs of the regional economy.

Goal: A sustainable, equitable, affordable, safe, and efficient multimodal transportation system, with specific emphasis on an integrated regional transit network that supports the Regional Growth Strategy and promotes vitality of the economy, environment, and health.

Relevant Policy Direction

1. Maintain, operate, and expand transportation systems to provide safe, efficient, and reliable movement of people, goods, and services.

2. Protect the investment in the existing system and lower overall life-cycle costs through effective maintenance and preservation programs.

3. Focus on investments that produce the greatest net benefits to people and minimize the environmental impacts of transportation.

4. Ensure mobility choices for people with special transportation needs, including persons with disabilities, seniors, youth, and people with low income. Implement transportation programs and projects that provide access to opportunities while preventing or mitigating negative impacts to people of color, people with low incomes, and people with special transportation needs.

5. Emphasize transportation investments that provide and encourage alternatives to single-occupancy vehicle travel and increase travel options, especially to and within centers and along corridors connecting centers. Increase the proportion of trips made by alternative modes by ensuring the availability of reliable and competitive transit options.

6. Support the transition to a cleaner transportation system through investments in zero emission vehicles, low carbon fuels and other clean energy options.

7. Prepare for and respond to changes in transportation technologies and mobility patterns to support communities with a sustainable and efficient transportation system, including through partnerships with the private sector.

Pierce County

(Comprehensive Plan, Effective Date 2/15/2025)

Goal: Encourage and cooperate with transit agencies to provide services that meet the needs of residents.

Relevant Policy Direction

1. Coordinate with transit agencies to increase the number of and span of routes as well as frequency, as funding becomes available, especially to underserved areas and designated centers within the unincorporated area.
2. Cooperate with transit agencies in the location of transit centers, park and ride lots, rail stations, bus stops, and support transit services around these areas.
3. Support efforts to develop tourist-related transit service that reduces vehicle trips to local attractions, especially Mount Rainier.
4. Work with transit agencies to improve bus and rail connections to popular bicycle and pedestrian routes and ferry terminals.
5. Encourage transit agencies to add bicycle lockers and other amenities to accommodate multimodal connections at major transit centers or park-and ride lots.
6. Coordinate funding opportunities when planned projects overlap.
7. Work with transit agencies to identify improvements within the County right-of-way to support transit operations and rider access to transit facilities..
8. Support the development of the regional park-and-ride lot system.
9. Encourage the placement of transit shelters that are well lit, clearly visible, well-marked, posted with easy-to-read schedules and route maps, equipped with litter receptacles, and that protect users from inclement weather.
10. Coordinate with the Pierce County Coordinated Transportation Services Coalition to address mobility for people with special transportation needs and to implement the countywide Coordinated Transportation Plan recommendations.
11. Periodically assess the County's land use goals, changing demographics, and travel needs of the urban growth area in determining the potential demand for transit services and the need to re-examine the Pierce Transit's Public Transit Benefit Area boundary for unincorporated areas as allowed by State law.
12. Periodically review the changing demographics of the County to identify the degree to which the needs of minority and low-income communities are served by transit and participate in review of the transit agencies assessment of the benefits, burdens, and relative impacts of transit plans and projects to help determine whether they will be equitably distributed among underserved and non-underserved persons and communities.
13. Support opportunities to serve or increase transit service to high-employment commercial and industrial centers within the Urban Growth Area.
14. Encourage Pierce Transit to explore and implement cost effective transit service to and from existing cities/towns in rural areas.

Goal: Explore strategies to lead to higher levels of transit service.

Relevant Policy Direction

1. Integrate transit-supportive design, in coordination with transit agencies, such as facilities for on-demand transit services, well-connected street networks, transit signal priority/preemption, bus bulbs/islands, bus turnouts, and queue jump lanes.
2. Work with transit agencies to address first and last mile barriers to transit use and connections to jobs and housing including locating active transportation facilities to sidewalks that best serve transit routes.

3. Work with partners to develop a range of alternative service options in areas not well served by fixed route transit such as community shuttles, real-time rideshare, community vans, and other innovative options.
4. Coordinate with Pierce Transit and WSDOT to implement speed and reliability treatments along County arterials and state highways to support bus and enhanced bus routes.

Goal: Implement the Compact Urban designation within the central UGA to encourage the development of transit-oriented compact urban communities.

Relevant Policy Direction
1. Designate Compact Urban areas within or near a half mile of major transportation corridors.
2. Ensure there is an intensity and density of land uses sufficient to support highcapacity transit while also encouraging an increase of transit ridership, which may reduce single-occupancy vehicle use especially during peak hours and commute times.
3. Promote transit expansion and use, which contributes to cumulative reductions in greenhouse gas emissions and resilient communities.

Tacoma

(One Tacoma Plan, adopted 6/24/25)

Goal: Tacoma's growth is focused in a citywide network of transit-connected centers that anchor 15-minute neighborhoods providing nodes of activity and access to housing, employment, and services

Relevant Policy Direction
1. Plan for an equitable distribution of centers across the city to enhance equitable access to services, employment, and housing opportunities. See Exhibit 22: Centers Map for existing designations.
2. Connect centers to each other and to other key destinations, such as schools and parks, by frequent, safe, and convenient transit, bicycle routes, a complete and accessible pedestrian network, and electric vehicle charging stations.
3. When planning capital and transportation improvements in centers, emphasize equitable outcomes and co-benefits. Consider the priorities outlined in the TMP and Public Facilities and Services elements, which should reflect these priorities.
4. Expand the boundary of a center if the change can better implement the vision of a city of 15-minute neighborhoods. Examples include:

> **a.** Support boundary expansion where the demand for additional growth exists and where the capacity for additional growth is limited.
> **b.** Support boundary expansion to establish mid-scale transition areas near Centers that provide a scale and intensity transition down to low-scale neighborhoods while supporting well-designed, context-sensitive, pedestrian-oriented housing in walkable, transit-supportive urban.

Goal: Cultivate Meaningful Partnerships- Local, regional, state, and intergovernmental efforts are coordinated and aligned, supporting a more seamless multimodal transportation system.

Relevant Policy Direction
1. Develop shared goals with other agencies, which balance local and regional needs, to help guide and navigate

trade-offs in ongoing coordination.
2. Establish and maintain regular communication channels across departments and agency partners to identify opportunities for better alignment in decision-making, funding, and planning processes.
3. Equip Tacoma city staff with the skills and resources to engage in multimodal transportation planning and design using a Safe Systems Approach, promoting partnerships across work groups and departments to foster collaborative improvements.
4. Promote ongoing capacity building for community organizations to strengthen local advocacy networks.
5. Collaboratively define scope and responsibilities for using the city right-of-way early in the planning process, while balancing enhancements with the need for effective project delivery.
6. Pursue City-led initiatives to raise revenue for the development, operation, and maintenance of the city's multimodal transportation system, leveraging the resources of private development, and local, regional, state, and federal partnerships.

Gig Harbor

(Gig Harbor Comprehensive Plan Adopted April 2025)

Goal: Promote and plan for a transportation system that is smart, efficient, and achievable transportation system.

Relevant Policy Direction
1. Promote transportation investments that support transit and pedestrian oriented land use patterns and provide alternatives to single-occupant automobile travel.
2. Partner with Pierce Transit to advocate for improved transit connections to key destinations, including the hospital, community center, and library.
3. Increase public awareness of the City's transportation demand management strategies, including non-motorized transportation and increased use of local transit.

Goal: Provide a transportation system that is effective in connecting centers to the regional transportation system.

Relevant Policy Direction
1. Promote and implement a network of local street and trail infrastructure that supports walking, bicycling, and transit use to enhance connectivity and physical activity for people of all ages and abilities.
2. Prioritize investments in transportation facilities and services in CoLIs that support compact, pedestrian and transit-oriented development.
3. Work with Pierce Transit to satisfy local travel needs, particularly between residential areas, the CoLIs, and major commercial areas along SR 16.
4. Work with Pierce Transit to locate Pierce Transit Park & Ride lots in areas which are accessible to transit routes and local residential collectors.

Lakewood

(Comprehensive Plan, 9/2024)

Goal: Provide a balanced, multimodal transportation system that supports the safe and efficient movement of people and goods.

Relevant Policy Direction

1. Plan, develop, and maintain transportation infrastructure to meet the needs of all users, including drivers, transit riders, bicyclists, and pedestrians of varying ages and abilities..

2. Increase availability and accessibility of alternative transportation modes like walking, biking, carpooling, and public transit, focusing on those without personal vehicles or with mobility needs.

Goal: Improve the transportation system through collaborative efforts with other agencies and organizations.

Relevant Policy Direction

1. Engage transportation agencies early in development proposal reviews to identify transit-oriented design and amenity opportunities.

2. Advocate for and assist in the integration of regional and HCT systems with local transit services.

3. Partner with transit agencies to support ride matching, vanpooling, micro-transit, paratransit, and other HOV transportation.

4. Work with transit agencies to address requirements from new transit routes and frequencies, especially in residential areas and high-traffic corridors.

5. Work with WSDOT to accommodate HOV lanes on I-5 and SR 512 to meet the needs of the city and regional transit.

6. Pursue joint state and federal transportation grant applications with other jurisdictions on projects with mutual benefits.

7. Investigate the potential for local shuttle, micro-transit, and paratransit services in high-density areas with significant ridership prospects.

University Place

(Comprehensive Plan, 12/2024)

Goal: Create avenues for increased encourage use of public transportation to accommodate a larger proportion of the traveling public.

Relevant Policy Direction

1. Work with Pierce Transit to support the provision of local transit service on principal, minor, and collector arterials providing feeder service to residential areas and connections to adjacent jurisdictions. Local transit service should be expanded to serve the entire community including underserved neighborhoods and those individuals with special needs.

2. Coordinate with Pierce Transit and the Tacoma and University Place school districts to develop bus stops and shelters with seating to provide greater comfort for riders and encourage higher ridership.

3. Use transit as a way to provide for access, circulation and mobility needs in University Place, especially in the City's Regional Growth Center, additional areas planned for higher intensity mixed-use development, and favorable pedestrian environments.

SECTION 07

Planned Service and Operating Changes

PierceTransit

Fixed Route Services

The table below presents budgeted service hours and projected ridership for fixed-route services. Due to budget constraints, service hours cannot increase over most of the TDP time frame, which will likely impact ridership growth. The projected ridership growth beyond 2025 aligns with Pierce County's average yearly population increase.

	2026	2027	2028	2029	2030	2031
Service Hours	482,000	482,000	482,000	482,000	482,000	482,000
Service Hour Change	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Service Miles	5,673,099	5,673,099	5,673,099	5,673,099	5,673,099	5,673,099
Service Miles Change	1.5%	0.00	0.0%	0.0%	0.0%	0.0%
Ridership (Estimated)	7,288,292	7,383,040	7,479,019	7,576,247	7,674,738	7,774,509
Ridership Change	7.4%	1.3%	1.3%	1.3%	1.3%	1.3%

Service Recovery Plan

In December 2023, Pierce Transit's Board of Commissioners adopted a Bus System Recovery Plan to strategically recover service across the system as staffing becomes available. As of March 2025, Phases 1 and 2 are complete, with 15-minute weekday service on Routes 1 and 3. Pierce Transit has also made progress on other priority improvements, such as the additional frequency on Route 1. The remaining phases, which focus on increasing frequency, extending service hours, and restoring additional trips, will be implemented as funding allows. More details are available on the agency's website at PierceTransit.org/public-documents/.

SHUTTLE ADA Paratransit

The agency's SHUTTLE service directly correlates to service areas and service hours of fixed route services by matching operating hours and providing rides, scheduled one to five days in advance, within ¾ mile of any bus route. Route retirements and adjustments associated with the adopted Service Recovery Plan may affect existing and potential SHUTTLE customers.

No significant changes to SHUTTLE service are expected in the next six years.

	2026	2027	2028	2029	2030	2031
Service Hours	215,185	221,643	221,643	221,643	221,643	221,643
Service Miles	3,018,197	3,108,606	3,108,606	3,108,606	3,108,606	3,108,606
Ridership	357,552	368,280	368,280	368,280	368,280	368,280

Rideshare

Demand for Pierce Transit's Rideshare program continues to grow alongside the resurgence of worker commutes.

The agency currently maintains a fleet of 269 vehicles, including 221 assigned to commuter groups, 45 service loaners to ensure continuity of service, and 3 community vans. Demand for the program remains strong, with ongoing interest at times exceeding available capacity. The program typically maintains a waitlist of approximately 7–10 groups ready to launch as vehicles become available. As a result, the agency is focused on maximizing utilization of the existing fleet before considering future expansion.

In 2025, a total of 1,028 participants utilized the Rideshare program. Commuter groups traveled 3,511,424 revenue miles and generated $1,539,145 in revenue, demonstrating the program's continued value and impact.

To better meet customer needs, the Rideshare program has diversified its fleet beyond traditional vans to include a mix of vehicle types. Recent additions include electric vehicles such as the Tesla Model Y, as well as SUVs like the Chevrolet Traverse and Ford Explorer. These options provide greater flexibility for different group sizes and trip types, while also supporting the agency's sustainability goals through the inclusion of electric and more fuel-efficient vehicles.

In addition to fleet optimization, the program continues to prioritize marketing and outreach efforts to increase awareness and participation, helping reduce single-occupancy vehicle trips in the region. The program's mobile application enhances the customer experience by allowing participants to more easily manage and coordinate their rides.

These efforts align with Pierce Transit's commitment to delivering efficient, sustainable, and customer-focused transportation solutions for the region through 2031.

Runner On-Demand

Pierce Transit's Runner on-demand service is expected to continue evolving over the next six years. A primary goal is to improve efficiency within the existing service by increasing funding, with the aim of achieving approximately 90% seat availability across all service zones.

Current grant funding supports the program through June 2027, and additional grant opportunities may be pursued to sustain and expand service beyond that timeframe.

At present, there are no planned changes to service zones. However, zone expansion or modifications may be reconsidered after the implementation and evaluation of the proposed service improvements.

	2026	2027	2028	2029	2030	2031
Tideflats Vehicle Hours	20,000	20,000	20,000	20,000	20,000	20,000
Tideflats Ridership	36,407	36,407	36,407	36,407	36,407	36,407
Ruston Vehicle Hours	2,100	2,100	2,100	2,100	2,100	2,100
Ruston Ridership	1,983	1,983	1,983	1,983	1,983	1,983
Spanaway North Vehicle Hours	3,848	3,848	3,848	3,848	3,848	3,848
Spanaway North Ridership	13,052	13,052	13,052	13,052	13,052	13,052
Spanaway South Vehicle Hours	10,140	10,140	10,140	10,140	10,140	10,140
Spanaway South Ridership	20,779	20,779	20,779	20,779	20,779	20,779
JBLM Vehicle Hours	1,600	1,600	1,600	1,600	1,600	1,600
JBLM Ridership	1,400	1,400	1,400	1,400	1,400	1,400
Puyallup Vehicle Hours	17,784	17,784	17,784	17,784	17,784	17,784
Puyallup Ridership	31,344	31,344	31,344	31,344	31,344	31,344
Gig Harbor Vehicle Hours	5,900	5,900	5,900	5,900	5,900	5,900
Gig Harbor Ridership	4,753	4,753	4,753	4,753	4,753	4,753

SECTION 08

Planned Capital Expenses

PierceTransit

Pierce Transit's Project Oversight Group (POG) oversees all capital projects and consists of representatives from across the agency. Capital project selection is a process during which capital projects are proposed by agency staff and prioritized by the POG, using the adopted Strategic Plan as a guide. The POG's recommendations are presented to the Executive Team for funding in the annual budget for the following year. These projects are also included in the six-year capital plan. Projects that are not included in the annual budget or six-year plan may be placed on the Unfunded Needs List in Appendix A – Unfunded Needs List.

Rolling Stock Purchases

Pierce Transit's rolling stock and revenue vehicles are replaced on a regular cycle, which meets or exceeds FTA useful life benchmarks. For fixed route buses, routine replacement occurs when the 40-foot vehicles reach their 16-year lifespan or 640,000 miles. Replacement of 25-foot cutaway (body-on-chassis) vehicles takes place at eight years or 150,000 miles. Routine replacement for SHUTTLE vehicles follows a 10-year or 150,000 miles limit; whichever comes first. New and replacement rolling stock planned for 2026–2031 is shown below.

	2026	2027	2028	2029	2030	2031
Bus Coaches	0	10	10	0	7	0
25-ft Cutaway	0	0	0	0	0	0
SHUTTLE Coaches	0	11	0	0	0	16
Rideshare Vehicles	27	27	27	27	27	27
Runner Vehicles	0	0	0	0	0	0
Support Vehicles	18	9	12	14	8	5

State of Good Repair and Other Capital Projects

Pierce Transit's facilities and equipment are repaired and replaced on regular cycles based on adopted transit asset management goals, performance measures and targets. The agency has many projects that fit into this category, as well as other capital projects that enhance service or improve efficiency. For a complete list, Pierce Transit's 2026-2031 Six-Year Capital Plan, as adopted in the 2026 Budget, is shown on at the end of Section 8. The Capital Plan is consistent with the goals and strategies discussed in Section 4 – State and Agency Goals, Objectives, and Action Strategies. A selection of notable capital projects for this time frame is provided below.

Maintenance & Operations Base Improvements (MOBI) - $62.8M

Future improvements, dependent on funding and coordination with Sound Transit, may include:

- **Building 1:** Continued analysis of needs and recommended updates to improve efficiency and extend the life of the building. In early 2026, the FTA approved reallocating funds from the gantry project to Building 1 State of Good Repair projects. This reallocation aligns with the current federal administration's focus.
- **West Base:** A new maintenance building planned to maintain both Pierce Transit and Sound Transit buses, including 60-foot articulated coaches and double-decker buses. Plans for the facility include a new 60-foot bus paint booth as well 12 maintenance bays, parts storage, and office space. This facility would be a partnership project requiring funding from both Pierce Transit and Sound Transit. The agency is currently pursuing grant funds for this new building and associated improvements.
- **South Base:** The agency is coordinating with Sound Transit on the development of vacant land south of Building 5 (Safety and Training). This project would develop the site with a maintenance facility, fleet parking and will include bus charging to accommodate 3-5 double decker electric buses with the potential to expand to 50 buses. The agency is currently working on the lease and is identifying a team to lead the project. This project would be 100% funded by Sound Transit on Pierce Transit owned property.

Stream Community Line Bus Stop and Intersection Improvements - $5.2M

Investments are underway along Pacific Avenue/SR-7 to support Pierce Transit's new enhanced bus service, sponsored by MultiCare. Throughout 2025, the agency installed transit signal priority equipment, new shelters, station pylons, and real-time arrival information along the Stream Community Line corridor. These improvements are among the many features of Stream Community Line that improve rider experience and speed up travel in the corridor. As part of the March 2026 service change, the agency extended Stream to Commerce Street Station in downtown Tacoma. In the coming year, the agency will develop plans to construct infill stops along the Stream corridor with an approximately half-mile spacing that include all the same amenities as current Stream stops.

Spanaway Transit Center - $18M

The Spanaway Transit Center opened in August 2025 at 20702 Mountain Highway East in the unincorporated community of Spanaway. It serves as the southern terminus for Route 1 and the Stream Community Line. This is Pierce Transit's first new transit center since 1998, constructed to support the significant growth in South Pierce County. The transit center features a bus turnaround, a 38-stall park & ride lot, a comfort station for bus operators, a passenger drop-off area, and public EV chargers. The next phase of the project will expand the park & ride with over 200 parking stalls as well as sidewalk and roadway safety features. the agency expects to break ground on the second phase in 2027.

Bus Shelter Replacement Project - $4.2M

In 2025, Pierce Transit continued to upgrade bus stop shelters throughout the agency's service area. The project began in 2024 and includes new, easier to repair shelters designed with modular glass panes, solar lighting, and black metal frames. The agency installed approximately 50 new shelters in 2025 and acquired funding and equipment to install even more shelters in 2026.

Accessible Bus Stop Signage

The agency continues to make progress with the accessible bus stop signage project, which includes tactile raised lettering and braille signage at bus stops. Following the pilot project at Commerce Street Station, the agency acquired program funding and developed site prioritization criteria. This initiative is currently supported by PSRC Equity Formula funds along with a HUD Community Project Funding grant sponsored by Congresswoman Strickland. While continuing to evaluate the program with stakeholders and community members, the agency plans to install signs at transit centers and other priority locations in 2026 and early 2027 before moving on to other stops in the system.

Meridian/SR 161 TSP - $1.3M

In 2026, the agency will kick off efforts to plan, design, and install transit signal priority equipment at intersections along Meridian Ave (SR 161) between South Hill and the SR 167 interchange in coordination with partner agencies. These improvements would improve transit speed and reliability along this busy corridor, especially during peak commute periods. This project is entirely grant funded through WSDOT.

Paratransit ADA Eligibility Assessment Facility – $2.7M

Pierce Transit will convert the 2,020 sf former Greyhound office at Tacoma Dome Station to a space for conducting SHUTTLE paratransit eligibility testing. Currently, tests are conducted at headquarters using shared conference rooms and the visitor parking lot. This new dedicated space will improve privacy, access, and scheduling for customers, as well as include permanent testing equipment such as a mock bus. Construction is expected to begin the second half of 2027 with funding from federal equity share formula dollars.

Continued Progress Toward Zero Emissions

Heading into 2026, the agency remains committed to its long-term emissions reduction goals but is shifting to a more phased and financially constrained approach due to reduced federal funding support. Near-term priorities include deploying new charging infrastructure, integrating the BEBs on order, and focusing on reliability and performance of existing electric assets. The agency continues to evaluate required capacity for on route charging as the BEB fleet grows, battery technology improves, and agency training, operations, and scheduling practices continue to mature. The agency will prioritize lower-cost, high-impact actions—such as non-revenue fleet electrification and facility efficiency upgrades—while exploring alternative funding sources like state programs and carbon credit revenues. Overall, the strategy balances continued progress on emissions reduction with the need to maintain core service delivery and financial sustainability.

In accordance with Pierce Transit Executive Order 1, the transition to zero emission must be grant funded. Projects planned include:

- **Zero Emission Bus Base Gantry and Battery Electric Buses (BEBs) - $14.8M**
  Awarded in 2024, the original scope of the FY2024 Low or No Emission project grant was to purchase four new BEBs and install covered gantry conductive charging infrastructure. With changes to Federal priorities, the scope of the zero-emission bus and base gantry project was updated to align with federal funding requirements. In March of 2025 the Federal Transit Administration (FTA) approved the request to change the scope of Pierce Transit's 2024 Bus and Bus Facilities Grant. Under the new scope, Pierce Transit will purchase four compressed natural gas (CNG) buses rather than four battery electric buses (BEBs), and shift funds that were previously allocated for a gantry-style electric charging system over to safety improvements at the Maintenance facility (Building 1). Those Building 1 safety improvements include a roof replacement and upgrades to the electrical, heating and HVAC system. Pierce Transit is currently in the planning phase for the Building 1 improvements to be funded with the grant.
- **BEBs, Chargers and Workforce Development - $4.4M**
  As part of a FY2022 Low or No Emission project grant the Agency is expanding zero emission infrastructure on the agency's main base. In 2026 conductive charging will expand from nine to 12 ChargePoint Chargers to support the battery electric fleet. In addition to the chargers, two 40 ft coaches will be replaced with battery electric vehicles. Pierce Transit continues to schedule and conduct workforce development training sessions for Maintenance Technicians to become familiar with battery electric buses and electric charging infrastructure. This effort is supported in part by a $3.8M Bus and Bus Facilities grant.
- **New Inductive BEB Charging Infrastructure at Tacoma Community College Transit Center - $2.3M**
  Planned for 2029, this project is on the PSRC 2024 Pierce Countywide Competition recommended funding list (FY 2027-2028) and includes the installation of four Inductive BEB wireless charging pads. This project, though delayed, will proceed pending the continued availability of the funding, and evaluation of appropriate charging technology.
- **Lakewood Transit Center Inductive Charging - $6.2M**
  Project is to install four inductive BEB wireless charging pads at the Lakewood Transit Center. The proposed application includes adding two more replacement 40-foot BEBs to the fleet, both with the compatible wireless and contactless inductive undercarriage coils for fast charging. Status - WSDOT Green Transportation Capital Grant program did not fund this project in 2025 due to state funding constraints. Pierce Transit plans to actively seek grant funding to complete this project.

Approved Capital Project List

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

Six-Year Capital Plan

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

Continued

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

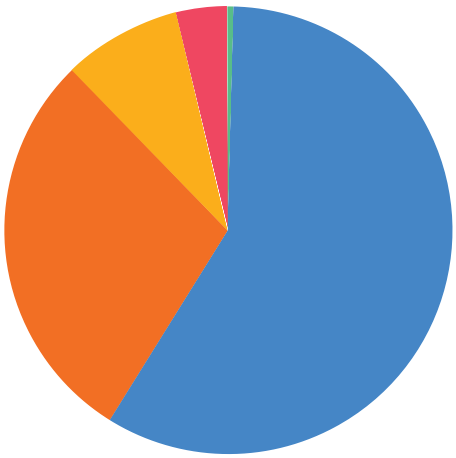
SECTION 09

Multiyear Financial Plan

PierceTransit

Ridership continues to trend upwards, but economic uncertainty and changes to funding priorities continue to impact Pierce Transit. Controlling the overall cost of services and projects remains a significant concern. The agency anticipates that the challenges posed by inflation, including uncertainties related to future fuel and vehicle prices, will impact the cost-of-service delivery over the next few years. Pierce Transit's annual budget planning process considers these challenges while assessing services, staffing, and financial resources, alongside various economic forecasts, to develop a comprehensive financial outlook.

The agency's primary revenue source, sales tax, is closely tied to local economic conditions and retail spending. While sales tax collections are projected to increase over the next six years, uncertainty exists around future collections. Therefore, the six-year plan shows a modest 2.2 percent average annual increase, well below the agency's historical average annual increase of 5.5 percent. With costs continuing to escalate faster than in prior years, the agency is focusing on improving productivity, reducing costs, and obtaining grants for service and projects.



2026 Operating Revenue

Sales Tax *52%*	*$116,794,690*
Sound Transit *29%*	*$65,124,290*
Operating Contributions *11.5%*	*$25,781,750*
Other Miscellaneous *4.5%*	*$10,112,660*
Fares *3%*	*$7,149,240*
Total Operating Revenue	*$224,962,630*

The Six-Year Financial Plan is sustainable for operations. Reserves and operating transfers will be used over the next six years to provide capital infrastructure that supports service plans. Reserves comply with the required levels established by the Board of Commissioners. Reserves provide the ability to deal with adverse economic conditions, emergencies, and exposure to casualty and legal risks. Additional grants and/or other funding sources will be required to fully implement the planned capital program.

Future Revenue Sources and Potential Challenges

Most of Pierce Transit's operating revenue comes from local sales taxes, currently being collected at a rate of 0.6%. The maximum sales tax levy allowed under state law is 0.9%. A component of the agency's newly adopted Strategic Plan and Long Range Plan (Destination 2045) is to build a business case and action plan for expanding funding to the full extent provided by state law. If successful, this initiative would provide a much-needed revenue source for the agency.

Many capital projects are dependent on grant funding. At the time of this document preparation, Pierce Transit and other transit agencies are experiencing funding uncertainty. The federal administration's change in direction resulted in a hold on all unobligated discretionary awards and a move away from federal funding for zero emission projects. Pierce Transit has adapted by prioritizing project components that meet current funding requirements.

In addition to the uncertainty related to discretionary federal awards, the policy changes may impact supply chain and costs associated with maintaining or expanding service that are not accounted for in the Capital Plan.

Pierce Transit also participates in Washington's new Clean Fuel Standard, a market-based compliance program designed to reduce the carbon intensity of transportation fuels in the state. Under the umbrella of the Washington State Transit Association and working with a credit trading company, transit agencies in the state may earn credits related to the "fuels" they use (Compressed Natural Gas, electricity or hydrogen). Those credits will be sold to higher-polluting organizations that need to purchase credits to stay on balance, and the earned funds (minus administrative fees) will be returned to the transit agencies in proportions equal to how many credits each agency generated.

By offering free service to riders under 18 years of age, Pierce Transit receives $8.3M per year as a result of Washington State's 2022 Move Ahead Washington transportation package. The package utilized funding generated by the 2021 Climate Commitment Act, which implemented a cap and invest program for carbon emissions managed by the state's Department of Ecology.

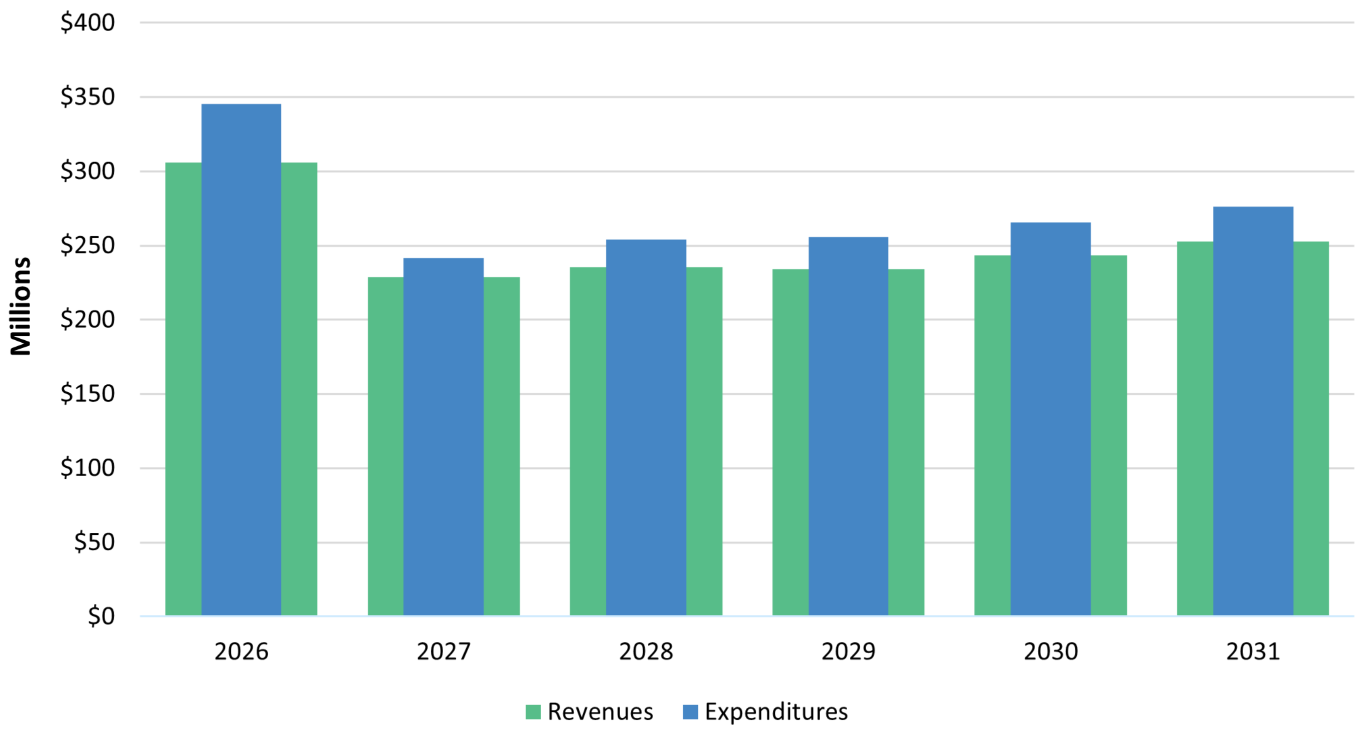
Six-Year Financial Plan and Cash Flow Analysis

The following pages contain the agency's multiyear financial plan and cash flow analysis. The operating financial plan is sustainable and generally balanced for each year. The capital improvement program is provided in Section 8 – Planned Capital Expenses.

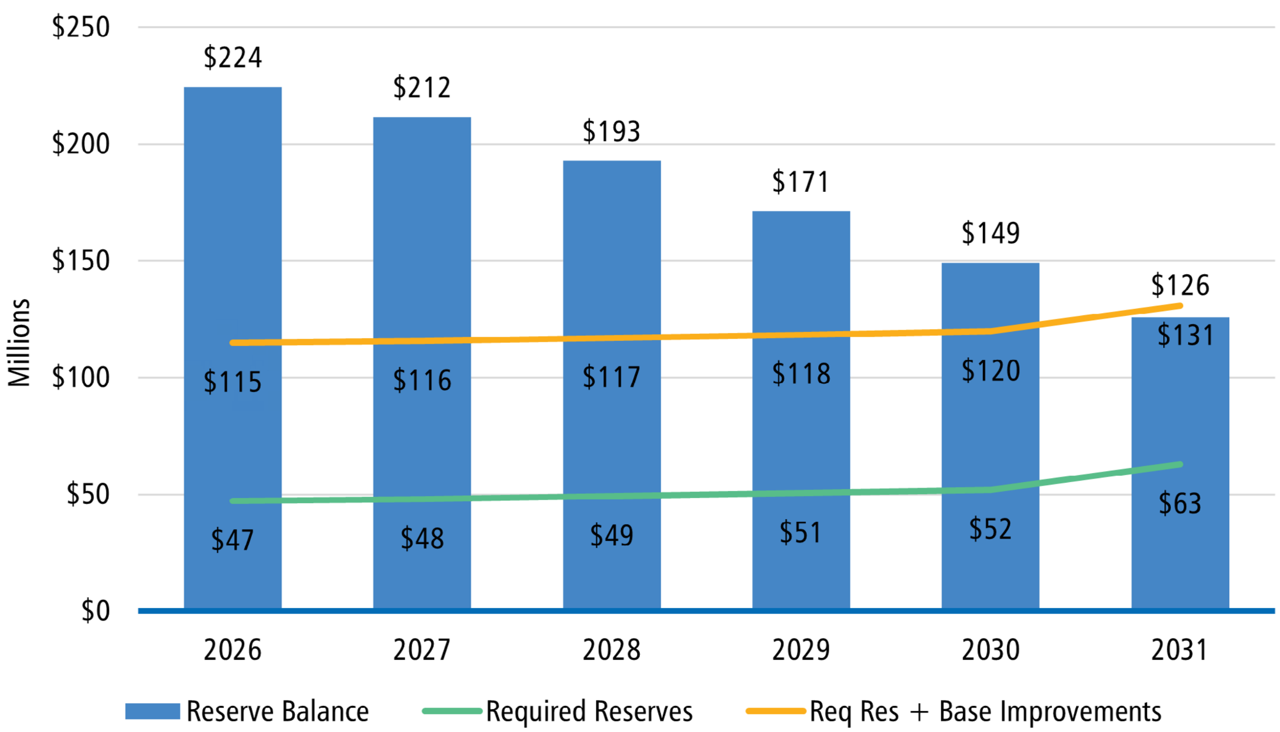
From 2027 through 2031, while our revenues show a year-over-year increase, expenditures continue to outpace revenues. This trend results in a gradual decrease in our reserves each year. However, it is important to note that we maintain reserves higher than those required by our municipal code throughout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

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

SIX-YEAR REVENUES & EXPENDITURES



SIX-YEAR ENDING BALANCE & REQUIRED RESERVES



SECTION 10

Projects of Regional Significance

Projects of regional significance are critical to improving the quality of public transportation services in the region. The projects listed below are from PSRC's current Regional Transportation Plan and align with this Transit Development Plan timeframe.

Sponsor: **PIERCE TRANSIT**
Project ID: **2602**
Title: **Spanaway Transit Center**

MTP Status: **Candidate**
Estimated Cost: **$29,212,500**

Description:
The scope of the project constructs a new transit facility in Spanaway, Washington, at the south end of Pierce Transit's service area boundary. The new facility will include a bus loading and unloading area, a transit user parking lot with room for 250 vehicles, secure bicycle parking for active transportation connections, a comfort station for bus operators, and a passenger drop-off area. Associated work includes constructing an onsite sewer system, extending electric and water service, and installing landscaping and security lighting, sidewalks, curb ramps, and six electric vehicle (EV) chargers onsite. In addition, WSDOT is designing a roundabout at the 208th Street E intersection to allow safe and direct access to the transit center from WA State Route 7.

Location / Facility:	From:	To:
20702 Mountain Highway East, Spanaway, WA 98387	n/a	n/a

County:	Completion Year:
Pierce County	2028

Plan Consistency Grade

Total Score: 63%

Supporting Freight Movement:	20%	Puget Sound Land & Water:	80%	Support for Centers:	40%
Supporting Employment:	60%	Transportation Alternatives:	100%	Safety & System Security:	0%
Emissions:	70%	Travel Reliability:	100%	Community Benefits:	100%

Sponsor: **PIERCE TRANSIT**
Project ID: **2596**
Title: **South Hill: Meridian Avenue E/SR 161 Park-and-Ride**

MTP Status: **Candidate**
Estimated Cost: **$18,450,000**

Description:
The project will build a new 350-space Park-and-Ride and bus turnaround facility with improved bicycle and pedestrian access for northbound travelers in the Meridian Avenue E Corridor (SR 161). Replaces a Route 402 bus pullout and single shelter at the south end of the service area in South Hill-Puyallup that is currently operating over capacity. The proposed Park-and-Ride project will also provide multiple bus shelters and other passenger amenities, plus an operator comfort station and passenger safety and security improvements where none exist today. 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 Puyallup, a designated regional growth center. Constructing a full-service passenger and operator facility at this location will create a hub for higher capacity, Fast, Frequent, and Reliable Newtwork service in the future.

Location / Facility:	From:	To:
South Hill Park & Ride	Meridian Avenue E/SR 161	176th Street E/Sunrise Blvd E

County:	Completion Year:
Pierce County	2035

Plan Consistency Grade

Total Score: 47%

Supporting Freight Movement:	20%	Puget Sound Land & Water:	50%	Support for Centers:	50%
Supporting Employment:	80%	Transportation Alternatives:	60%	Safety & System Security:	0%
Emissions:	40%	Travel Reliability:	80%	Community Benefits:	40%

SECTION 11

Public Comment Summary

PierceTransit

Public Comments provided for the draft TDP will be listed here:

Name	Date Received	Received Through	Comment Summary

APPENDIX A

Unfunded Needs List

PierceTransit

This list contains unfunded infrastructure or service projects that have not yet been formally incorporated into the agency's six-year financial plans. Project names, scopes, and cost estimates are subject to change as funding opportunities are developed. To proceed with these projects, Pierce Transit may seek grant funding as opportunities arise.

Name	Description	Cost (if known)
Rideshare Expansion	In 2025, Pierce Transit's Rideshare program had the highest boardings per vehicle in the state. If funding becomes available, Rideshare could be expanded to serve more customers.	$1.2 – 4.6M
Micromobility E-Bike Charging Pilot	The employee e-bike charging hub pilot program helps relieve employee parking pressure while meeting clear demand for secure e-bike charging and storage. It advances sustainability goals, promotes active transportation, and provides a scalable model for future deployments at transit centers and park-and-ride locations. This project is dependent on the availability of grant funding.	$50,000

Mission

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

Vision

Your preferred transportation choice.

PierceTransit

253.581.8000 | Relay: 711 | PierceTransit.org