

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

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

Call to Order

Roll Call

Flag Salute and Land Acknowledgement

Presentations

1. Honoring Vicky Bartlett for Operator of the Month for May 2025 Tina Thomas
Assistant Transportation Manager
2. Q1 2025 Community Transportation Advisory Group (CTAG) Update Marlene Druker
CTAG Chair

Public Hearing

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

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

1. 2025-2030 Transit Development Plan Tina Lee
Planning Manager
&
Anna Petersen
Senior Planner

Public Comment

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

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

Consent Agenda

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

1. Approval of Vouchers: May 1-31, 2025
2. Approval of Minutes: May 12, 2025, regular board meeting
3. FS 2025-024, Approve Resolution No. 2025-008, Adopting the 2025 Federal Agenda as Presented in Exhibit A
4. FS 2025-025, Approve Resolution No. 2025-009, Reappointing Ivan Tudela and Amin "Tony" Hester to the Community Transportation Advisory Group (CTAG) for a Second Term

Action Agenda

1. Approve Resolution No. 2025-010, Declaring June 2025 as Ride Transit Month Chair Walker
2. FS 2025-026, Authority to Increase the Contract Spending Authority Amount with Talakai Construction Contract No. 1703 for the Disposal of Old Bus Shelters and the Procurement and Installation of New Bus Stop Shelters Monica Adams
Sr. Project Manager
3. FS 2025-027, Authority to Enter into and Execute a Multi-Year Contract with ABA Cleaning Services, LLC, (Contract No. E2251) to Provide Bus Cleaning Services Marah Harris
Fleet Manager
4. FS 2025-028, Authority to Increase the Contract Spending Authority with Parametrix, Contract No. 1653, to Advance Engineering and Design Work Relating to the Spanaway Transit Center Expansion Project from 30% to 100% Sean Robertson
Sr. Project Manager
5. Election of Chair and Vice Chair Chair Walker

Staff Updates

1. CEO's Report Mike Griffus
Chief Executive Officer
2. Annual Route Performance Report & Bi Annual Ridership Report By Mode Brittany Carbullido
Planner
&

Andrew Arnes
Planning Assistant Manager

Informational Items

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

Executive Session – None Scheduled

Adjournment

Handouts: None

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



Pierce Transit

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2025 – 2030 Transit Development Plan

Tina Lee, Planning Manager and Anna Petersen, Senior Planner

Background

- Required under state law (RCW 35.58.2795)
- Updated annually
- Six-year time horizon

- Covers:
 - 2024 in review
 - Service area, facilities, operations
 - State & agency goals
 - Performance standards and measures
 - Service, financial, and capital plans





Strategic Plan Adoption

Community Partnerships
and Pierce Transit Summit

Highlights from 2024

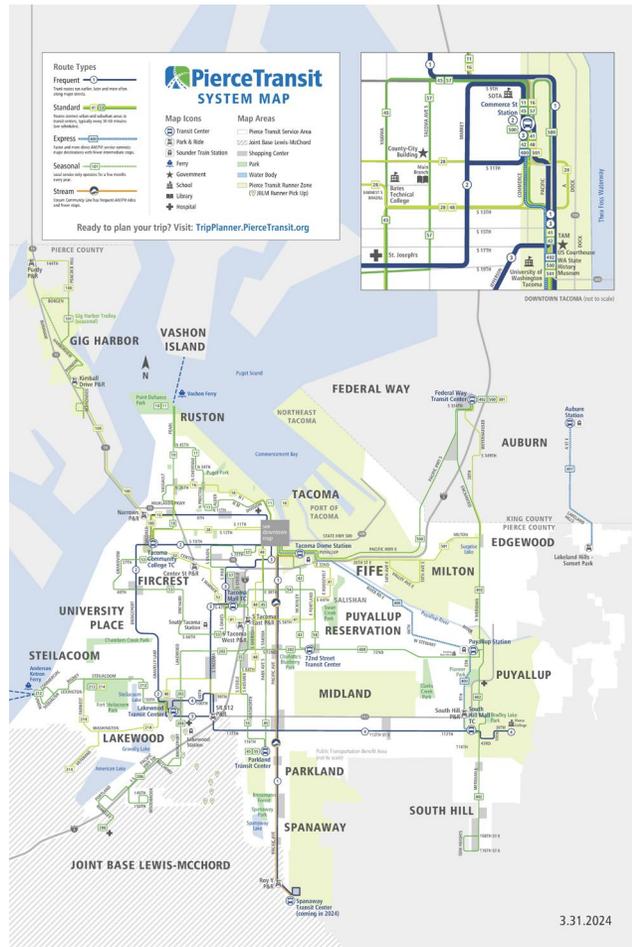
Stream Community Line

Accessible Bus Stop Pilot
Project

HART Program



Service Area, Operations, and Facilities



- Public Transportation Benefit Area (PTBA) covers nearly 300 square miles in Pierce County's urban area & contains about 70% of the county population
- Fixed route bus service (29 routes), Rideshare, SHUTTLE paratransit, and on-demand Runner service
- Main headquarters in Lakewood, 9 transit centers (Spanaway under construction), 5 owned or maintained Park and Rides, and 1,870 bus stops.

Goals and Policy Alignment

State Policy Goals

Economic Vitality

Preservation

Safety

Mobility

Environment and Health

Stewardship

Agency Alignment

2024-2029 Strategic Plan

Improve security and safety plans with “customer first” focus.
Expand career launch opportunities with apprenticeships, local non-profits, and regional education partners.

Customer Experience Action Plan

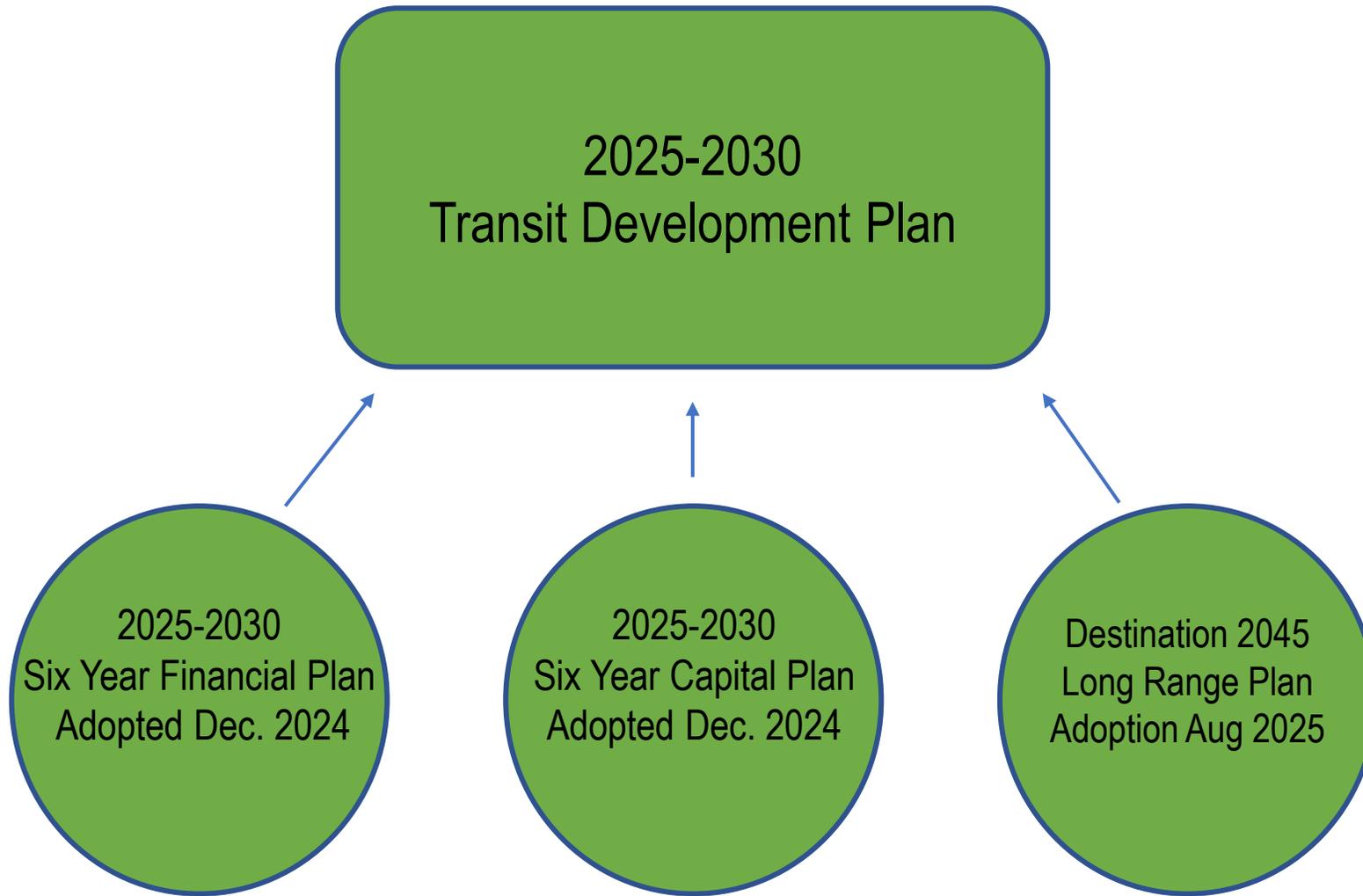
Improve headway schedules on primary routes.
Stop location reviews focused on safety parameters.
Increase Public Safety personnel in the field, at transit centers and on coaches.

Zero Emission Fleet Transition Plan/Executive Order

Convert 20% of entire fleet to zero emissions by 2030.
Utilize renewable fuels including renewable natural gas and electricity.



Service, Financial, and Capital Plans



TDP Next Steps

CTAG Presentation
May 22

Public Comment Period
May 22 – June 10
Hearing/Board
Presentation
June 9

Board Adoption
July 14

WSDOT Submittal
Sept. 1





Pierce Transit

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2025-2030

Transit Development Plan (TDP)

A SHORT
RANGE PLAN



Table of Contents

Section 1 – Background.....	06
Section 2 – Looking Back: 2024 in Review.....	11
Section 3 – Description of Service Area, Operations, and Facilities.....	17
Section 4 – State and Agency Goals, Objectives, and Action Strategies.....	26
Section 5 – Measuring Performance.....	30
Section 6 – Plan Consistency.....	36
Section 7 – Planned Service and Operating Changes.....	43
Section 8 – Planned Capital Expenses.....	47
Section 9 – Multiyear Financial Plan.....	59
Section 10 – Projects of Regional Significance.....	62
Section 11 – Public Comment Summary [PLACEHOLDER].....	64
Appendix A – Unfunded Needs List.....	66

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.

អាមេរិកាំងទំនងភ្នាក់ងារសេវាបកប្រែភាសាខ្មែរ (កម្ពុជា)
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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 2025-2030 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 2025 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-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 June 10, 2025

Via email to apetersen@piercetransit.org

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

CTAG Presentation:	May 22, 2025
Public Comment Period:	May 22, 2025 - June 10, 2025
Board Public Notice:	May 28, 2025
Board Presentation and Hearing:	June 9, 2025
Board Adoption:	July 14, 2025
Submit to WSDOT:	September 1, 2025

[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
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
TAMP	Transit Asset Management Plan
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



The 2025-2030 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 2025-2030 TDP looks back at 2024, describes the present state of the agency, and looks forward over a six-year planning period. Specific topics include:

- Major agency accomplishments and activities in 2024
- 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 envisions Pierce Transit’s future for a 20+ year time horizon. Work is currently underway on the agency’s next long-range plan, Destination 2045, which is expected to be adopted in 2025. 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 2025 budget totals \$367,362,470 which is funded through a combination of sales tax revenues, fares, and grants, as further detailed in the TDP. A total of 984 staff positions (981 full-time-equivalent positions) are budgeted for 2025 and are distributed according to Figure 1.

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),

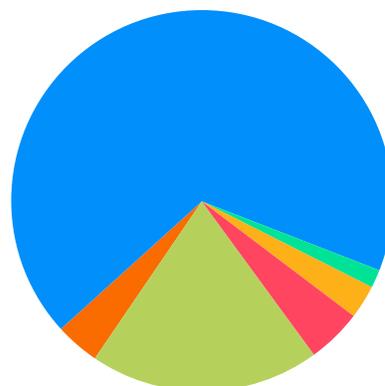


Figure 1:
2025 Budgeted Positions
984 total positions

- Service Delivery & Support 68%
- Executive 1%
- Administration 3%
- Finance 5%
- Maintenance 19%
- Planning & Community Develop. 4%

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/](https://www.piercetransit.org/board-commissioners/).



The Board of Commissioners has two subcommittees. The Executive Finance Committee oversees matters relating to Board governance, fiscal and administrative policy formation, and revision. The Service Delivery Capital Committee provides additional oversight on items including but not limited to the operational service needs of the system, the customer experience, and significant capital projects.

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 for today and tomorrow.

Our Values

Innovative, Driven, Responsible, Equitable

Our Mission

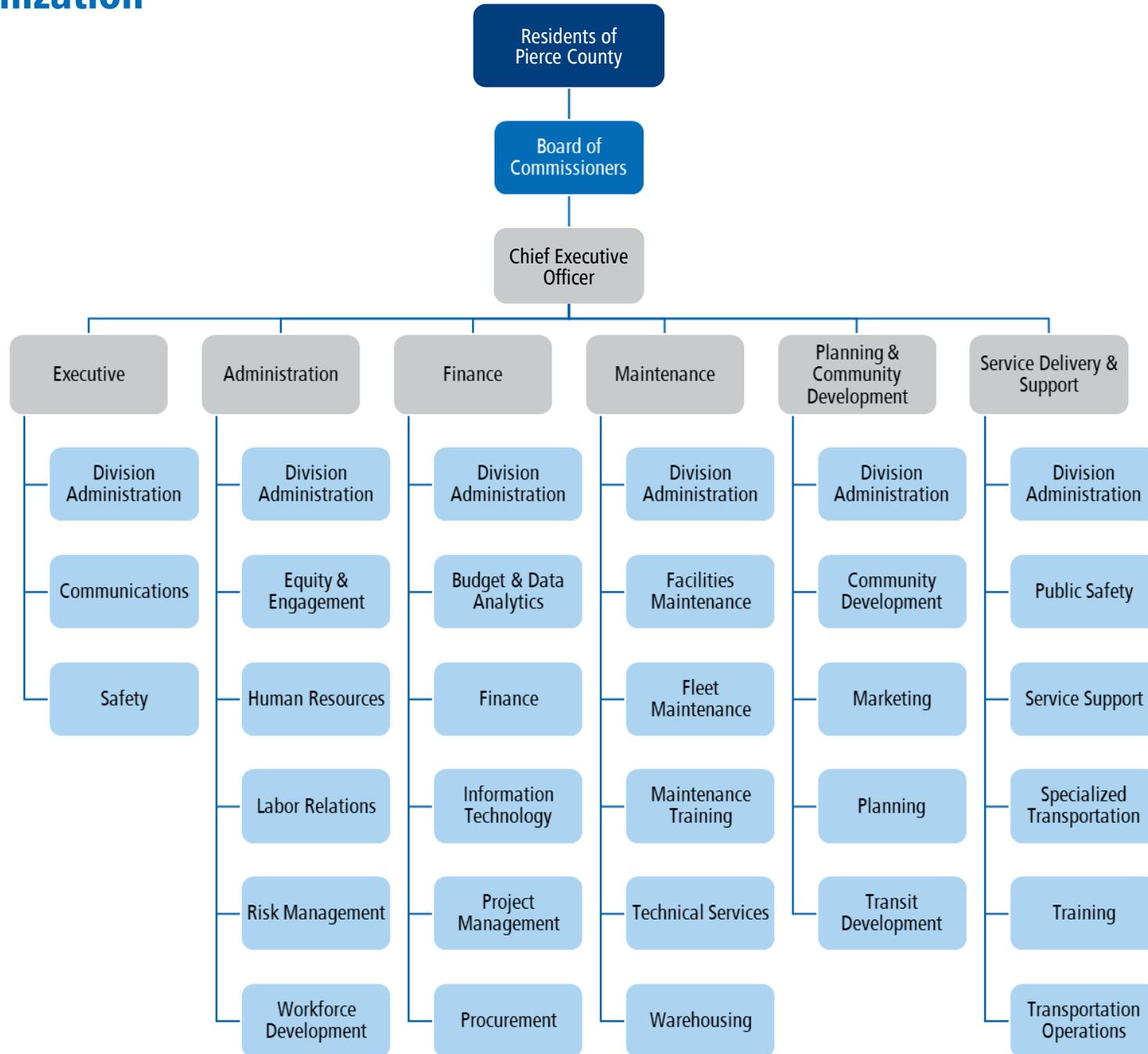
Improve people's quality of life by providing safe, reliable and accessible transportation services that are locally based and regionally connected.

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: 2024 in Review



Strategic Plan Adoption and Implementation

In February 2024 Board of Commissioners formally adopted 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. A key element of the Strategic Plan included a new Customer Experience Action Plan, which lays out concrete steps to improving customer satisfaction with Pierce Transit's system.

Customer Experience Action Plan

Front line staff and agency leaders coordinated throughout the prior year to identify crucial elements of a new 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. An implementation roadmap contains quarterly steps from 2024-2029 that will support each priority, from increasing the number of instructors in the second quarter of 2025 to facilitating the training of new operators, which supports route frequency and service reliability, to completing the roll out of a new shelter design that's more resistant to vandalism in the first quarter of 2027, addressing bus stop cleanliness and comfort.

Enhancing the Relationship with the Community

In alignment with the Strategic Plan goal of engaging with community, the agency found a renewed focus on community partnerships. In 2024 Community Development connected with businesses and community organizations more than 630 times. Through these engagements they shared information about our agency and worked to maintain a positive impression of Pierce Transit in our communities.

In addition to the outreach noted above, the agency hosted its inaugural Pierce Transit Summit in 2024 with about 75 local business leaders in attendance. In 2025 the Pierce Transit Summit series continues with government partners in February and another targeted community sector in October.

Sustainability

In 2024 the agency continued to move forward with the Zero Emission Bus Transition Strategy. The strategy provides a roadmap to meeting the agency goal of 20 percent fleet electrification by 2030 and eventual full electrification by 2042 pending financial resources. The utility grid infrastructure evaluation funded by a \$450,000 Washington State Department of Transportation grant resulted in resiliency recommendations, strategy recommendations, and preliminary site plans and cost estimates for on route charging stations at five transit centers as well as the Lakewood base gantry design (charging for 30 BEBs). Additionally, a fiscal year 2022 award provides funding for workforce development, the purchase of two BEBs and three additional conductive plug-in chargers.

Accessible Bus Stops

In 2024 the agency began an accessible bus stop pilot project which included installing tactile raised lettering and braille bus stop signs along Commerce Street. The goal of the program is to make it easier for everyone to use and navigate our system. Now that the pilot project signs are installed the agency is evaluating feedback, adjusting signage as needed, and looking for funding to expand the program.

Hardship Assistance Response Team (HART) Program

The Board approved a contract with MultiCare Behavioral Health Network to provide behavioral health services for Pierce Transit's new Hardship Assistance Response Team (HART) program. In partnership with MultiCare Health System,

HART will respond to nonemergency, non-criminal calls where an individual is suspected of being in crisis. This is funded by a \$610,600 grant from Pierce County to assist those who are experiencing a mental health, unhoused and/or substance abuse challenge while using Pierce Transit services. The HART program pairs a Pierce Transit Public Safety Officer or law enforcement officer with a Behavioral Health professional to respond when appropriate, helping shift the time and resource burden away from law enforcement and first responder teams. This service will only be provided outside City of Tacoma limits, as Tacoma has its own response program.



Hardship Assistance Response Team



HART's 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. Service is expected to begin May 2025.

Bus Stop Shelter Upgrades

In 2024 Pierce Transit kicked off a project to upgrade bus stop shelters throughout the agency's service area. The new shelters include solar lighting for added safety (the first in Pierce Transit's history), have smaller glass panes that are easier and less expensive to repair and replace, and are black (rather than green or blue) for easier touch up, ensuring a clean look for many years to come. The agency is prioritizing shelter installations in areas with low/very low equity designations. Replacement shelters are being installed in phases as they are funded and manufactured, with approximately 90 installed in 2024. The Agency plans to upgrade all 500 shelters over the next five years, provided funding is available.



Continuing Emergency Preparedness

The agency continues to partner with the Transportation Security Administration (TSA) 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 active shooter, train derailments and more. The agency also partners with TSA to conduct Sustainment Exercises Throughout Enhancement (SETA) exercises that challenge the agency on 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, the East Pierce Interlocal Coalition, and the West Pierce Emergency Manager Coalition. Participation includes a seat on the Region 5 Homeland Security Regional Coordinating Council (RCC), where we help develop planning workshops, exercise preparation and participating in Pierce County Emergency Operation Center activations.

[Regional Coordinating Council | Pierce County, WA - Official Website](#)

Transit Service

Bus System Recovery

Pierce Transit began implementing its phased Bus System Recovery Plan in 2024 with the goal to strategically increase transit service based on riders' needs and new travel patterns across the community. Based on feedback received during a robust public engagement campaign, Pierce Transit began working towards more frequent bus service and expanded hours of service.

To make those changes with finite resources, the agency looked at lower-ridership routes and determined how to continue serving riders in those areas in a more efficient way, while reallocating resources to provide more frequent service and expanded hours on higher-ridership routes. Pierce Transit's on-demand Runner service was identified as the best, most efficient way to move people when a standard bus isn't a practical option.

The first phase of the plan implemented in March 2024 included the launch of the Stream Community Line and other significant service improvements. In September we implemented a portion of Phase 2, adding service on Route 3. The remainder of Phase 2 and Phase 3 would be implemented in 2025, with the additional phases implemented in 2026 and beyond. All these enhancements are dependent on operator availability and funding.

Flexible Service

On March 31, 2024, Pierce Transit implemented its sixth on-demand Runner zone in Gig Harbor. The zone served by Runner provides critical links to previously unserved transit connections such as St. Anthony's Hospital and Tacoma Community College, Gig Harbor, as well as local park and rides. Like other zones, the Gig Harbor Runner is available seven days a week, from 7 a.m. to 10 p.m. The agency's six Runner zones and the JBLM Runner provide about 78 square miles of service.



Popular Destinations

- 1 Peninsula High School
- 2 St. Anthony Hospital
- 3 Tom Taylor Family YMCA
- 4 Gig Harbor High School
- 5 Tacoma Community College
- 6 Harbor Plaza



Capital Projects

Spanaway Transit Center

In 2024 the Spanaway Transit Center reached a project milestone with the significant completion of Phase 1 of the center's development. Phase 1 development included a bus turnaround, operator comfort station, passenger drop off area and a small parking lot. In October of 2024 the Pierce Transit Board approved additional funding to complete outstanding elements of Phase 1 and additional engineering and design work for Phase 2. The projected opening of the Spanaway Transit Center (Phase 1) is August 2025, and Phase 2 in 2028.

Stream Community Line Service

In April 2024 the agency opened the Stream Community Line, an enhanced bus service (alternatively referred to as high-capacity transit service (HCT)), between Spanaway and the Tacoma Dome Station on Pacific Avenue/SR-7. Offered in partnership with MultiCare, Stream Community Line is designed to be frequent, rapid and convenient, using a combination of technologies like Transit Signal Priority (TSP) and operational improvements. It has fewer stops than Route 1, which runs along the same corridor, allowing Stream buses to spend more time moving and less time slowing down and loading and unloading passengers. Stream buses also use distinctive branding, helping riders quickly and easily distinguish between Stream and Route 1 service. In the near future all Stream stops will have lighted shelters, benches, real-time arrival signs and other enhanced amenities. Future plans for the Stream Community Line include an extension to Commerce Street Station to provide additional local transit connections.



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. In 2024, with the scaled back project scope resulting from financial constraints and the pivot away from the Pacific Avenue /SR-7 BRT towards an enhanced bus service, agency staff began 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 2024 MOBI Planning focused on realigning and 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:** Analysis has been underway identifying requirements to meet best industry practices, improve efficiency and work functions of the building, address state of good repair needs, and meet current code requirements to extend the life of this building. Building 1 project scoping to be complete in 2025. Pierce Transit has an active capital project focusing on this effort.
- **West Base:** New maintenance facility adding capacity to maintain both Pierce Transit and Sound Transit buses. Located in the bus lot immediately to the west of existing Building 1, West Base would accommodate articulated coaches and double decker buses. 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 potentially electric bus charging for approximately 55 buses. This project would be 100% funded by Sound Transit.

Zero Emission Transition Plan and Gantry Design Project

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 2024 The agency made significant strides in electrification; examples of developments include:

- Completion of Phase II of ZEB 30% Design plans for the Lakewood base gantry charging site and on route charging facilities at five existing facility locations (transit centers). Phase II of ZEB design will officially be complete once the NEPA re-evaluation for the Lakewood base gantry site is approved.
- July 2024 award of \$14.8 M to purchase new battery electric buses and to complete Design and construction for the Base ZEB gantry project (Phase III). Construction for this project is planned for 2025-2027 and is dependent on the status of federal discretionary grant funding.
- Progress on FY 2022 FTA Low or No Emissions Grant for three additional conductive plug-in chargers, workforce development and purchase of two BEBs. Construction of the chargers at the Lakewood base and purchase of the BEBs are expected in 2025 (for additional project information see section 8 Planned Capital Expenses)

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.

Transit Center Renewal

The Transit Centers and Park and Rides are some of Pierce Transit's oldest facilities and are often the place where riders first meet the 'face' of Pierce Transit. In order to maintain Transit Centers in a state of good repair, Pierce Transit schedules transit centers and park and rides for a refresh on a regular cycle. The specifics of a Transit Center refresh are planned to the needs of each Transit Center, but they generally include painting, safety updates, equipment repairs and replacement, upgrades to lighting, stormwater and shelters. In 2024 the South Hill Mall Transit Center underwent a refresh that included assessment and repair of restroom and utility room structures, painting, lighting upgrades, concrete repair, signage improvements, and American with Disabilities Act (ADA) improvements.

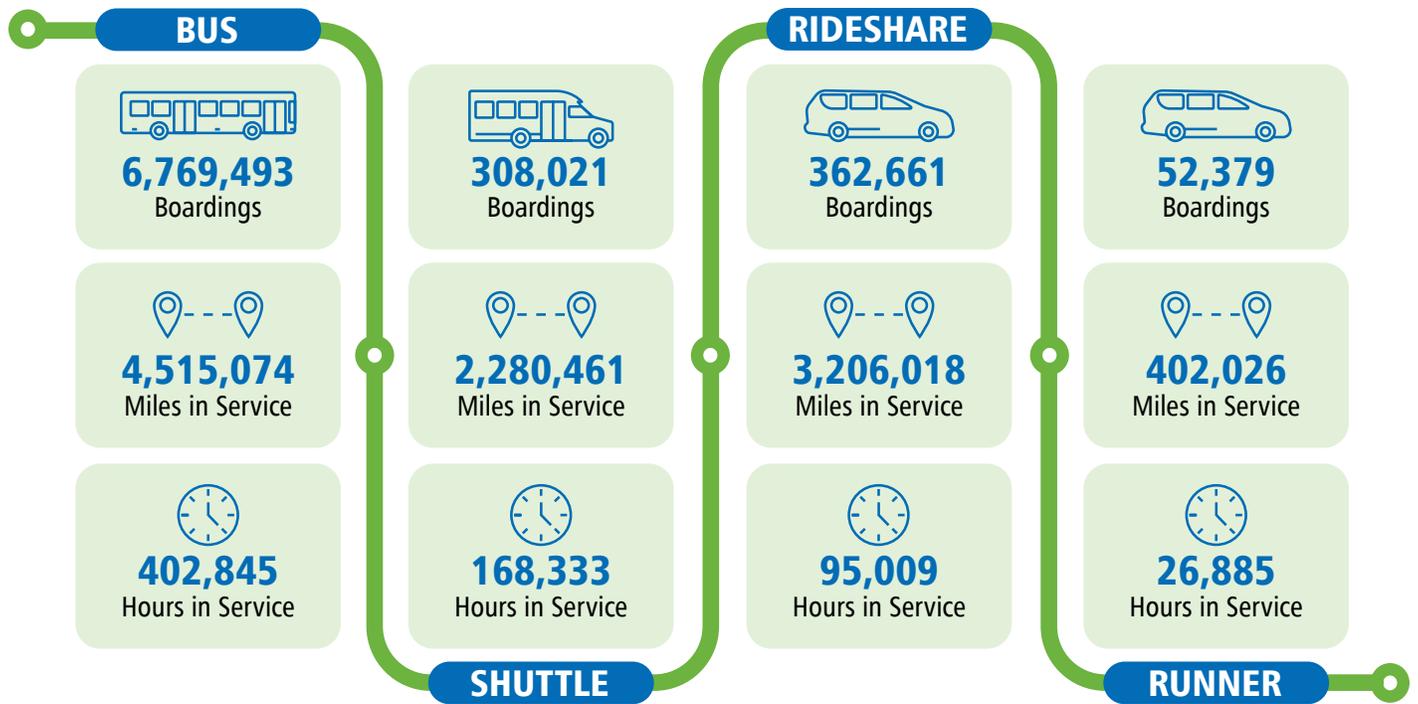
SECTION 03

*Description of
Service Area,
Operations,
and Facilities*



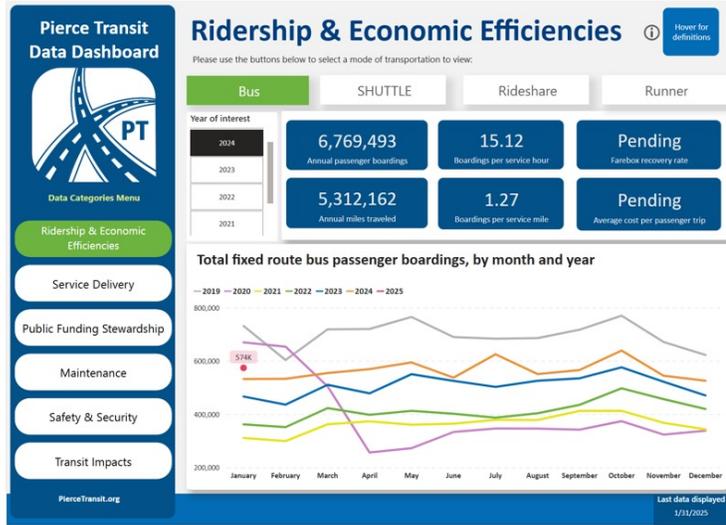
Overview of Service Area and Operations

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.



Fixed Route Bus

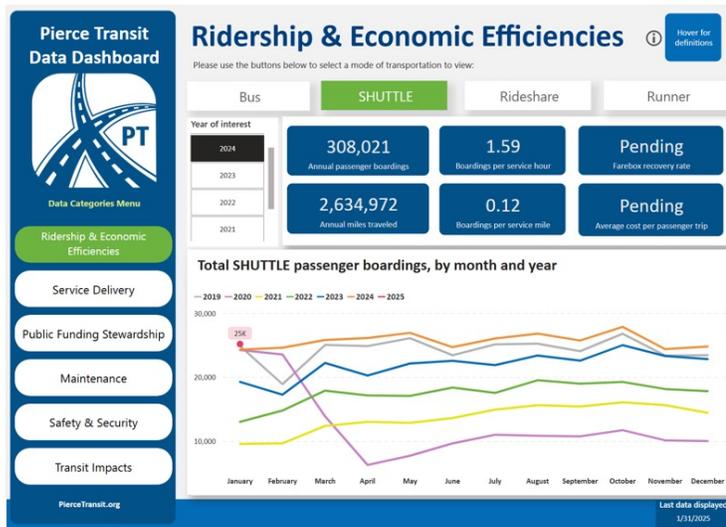
Pierce Transit runs and operates 29 bus routes on set schedules, plus additional regional express bus routes under contract with Sound Transit.



- [Service Information](#)
- [Fares](#)
- [Service Map](#)
- [Performance Data](#) scroll to bottom of page

SHUTTLE (ADA Paratransit)

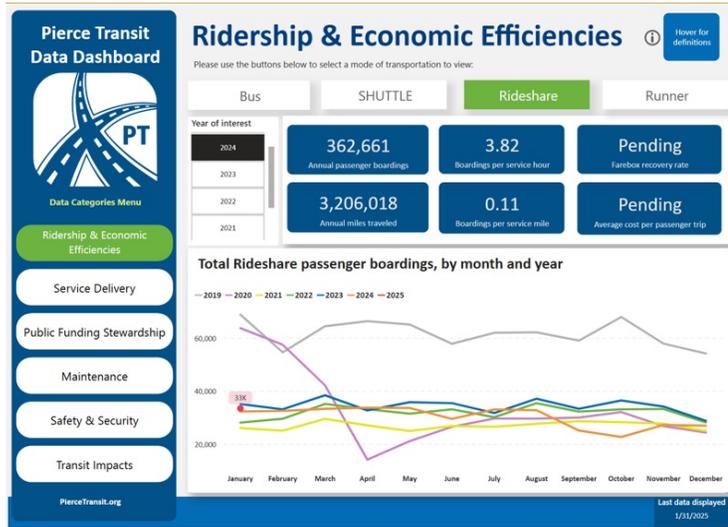
SHUTTLE is a ride-request transportation service providing door-to-door rides for qualifying persons with disabilities anywhere within 3/4-mile of a bus route. A portion of these services are operated under contract.



- [Service Information](#)
- [Fares](#)
- [Performance Data](#) scroll to bottom of page

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](#) scroll to bottom of page

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](#) scroll to bottom of page

Facilities

Pierce Transit has its headquarters and main operating base in Lakewood on 96th Street SW, just west of South Tacoma Way. The agency owns and operates eight transit centers throughout the PTBA, with one new transit center in the Spanaway community now under construction. They are central and convenient connection points for several different local and regional bus routes. Connections are timed so riders can usually transfer between bus routes while minimizing wait times. Transit centers are well-lit, and have highly visible shelters, seating, and travel information.

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.

Auxiliary 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

- **Address:** 610 Puyallup Avenue, Tacoma
- **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 intercity bus services.



Lakewood Transit Center

- **Address:** Lakewood Towne Center Blvd SW, Lakewood
- **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
- **Description:** Pierce County’s secondary transit center with six bus loading zones and a 62-stall Park & Ride lot



72nd Street Transit Center

- **Address:** East 72nd Street & Portland Avenue
- **Description:** This facility has bus loading zones, shelters, includes a 68-stall Park & Ride lot, and real-time bus arrival/departure displays



South Hill Mall Transit Center

- **Address:** 39th Ave E, Puyallup
- **Description:** Provides four bus loading zones and real-time bus arrival/departure displays



Tacoma Mall Transit Center

- **Address:** S. 48th Street, Tacoma
- **Description:** Bus loading zones, real-time bus arrival/departure displays.



Tacoma Community College Transit Center

- **Address:** South 19th Street at South Mildred Street, Tacoma
- **Description:** Bus loading zones, real-time bus arrival/departure displays, adjacent 95-stall Park & Ride lot.



Commerce Street Station

- **Address:** Commerce Street between South 9th & South 11th Streets, Tacoma
- **Description:** Includes seven passenger boarding zones, bus turnaround/layover facility for operators, SHUTTLE boarding access, real-time bus arrival/departure displays.

Spanaway Transit Center *Opening 2025*

- **Address:** 20702 Mountain Highway E, Spanaway, WA
- **Description:** Under construction Park & Ride and bus turnaround facility with drop off area at southern end of Route 1 and Stream Community Line enhanced bus corridor in Spanaway. Thirty-eight parking stalls are expected in initial phase that will open in 2025. The expansion with of up to 250 parking stalls total is in design and expected to open in 2028.

Park & Ride Lots

In addition to eight 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-ride-lots.

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 1,973 bus stops in Pierce and King Counties, with 1,865 managed by Pierce Transit. At Pierce Transit bus stops, there are 914 benches and 540 passenger shelters. 34 bus stops include bicycle racks, and eight stops include bicycle lockers.



Equipment + Other Assets

Rolling Stock

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



Fixed Route Bus | Total: 174

- "Bus Plus" (Cutaway) Vehicles: 9
- Vintage Trolley (Replica) Vehicles: 3
- 30-foot CNG Coaches: 3
- 40-foot CNG Coaches: 130
- 40-foot Diesel-Electric Hybrid Coaches: 20
- 40-foot Battery Electric Buses: 9



SHUTTLE (Paratransit) | Total: 100

- Body-on-Chassis (Cutaway) Vehicles Operated by Pierce Transit: 13
- Body-on-Chassis (Cutaway) Vehicles Operated by Transdev: 87



Rideshare | Total: 272

- 7-passenger Vehicles: 159
- 12-passenger Vehicles: 73
- 15-passenger Vehicles: 40



Service & Support (Non-Revenue) | Total: 118

- Facilities Vehicles: 27
- Maintenance Vehicles: 13
- Public Safety Vehicles: 7
- Operator Relief Vehicles: 26
- Service Supervisor Vehicles: 30
- Administrative/Marketing/Other Assigned Vehicles: 15



Equipment | Total: 12

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

SECTION 04

*State and
Agency Goals,
Objectives,
and Action
Strategies*



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 2025-2030. 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
<p>Economic Vitality Promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to ensure a prosperous economy.</p>	<p>Pierce Transit 2024-2029 Strategic Plan</p> <ul style="list-style-type: none"> • 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. <p>Pierce Transit Customer Experience Action Plan</p> <ul style="list-style-type: none"> • Improve headway schedules on primary routes.
<p>Preservation Maintain, preserve, and extend the life and utility of prior investments in transportation systems and services.</p>	<p>Pierce Transit 2024-2029 Strategic Plan</p> <ul style="list-style-type: none"> • 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. <p>Pierce Transit Asset Management Plan Update of 2022</p> <ul style="list-style-type: none"> • Rehabilitate and restore at least 80 percent of capital facilities to a condition rating of 3.5 or above on the TERM scale by the end of calendar year 2025 (which is the end of the second four-year TAM horizon period).

State Goals	Pierce Transit Strategies/Objectives
<p>Safety Provide for and improve the safety and security of transportation customers and the transportation system.</p>	<p>Pierce Transit 2024-2029 Strategic Plan:</p> <ul style="list-style-type: none"> Assess and improve system security and safety plans with “customer first” focus. <p>Pierce Transit Customer Experience Action Plan:</p> <ul style="list-style-type: none"> 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.
<p>Mobility Improve the predictable movement of goods and people throughout Washington state, including congestion relief and improved freight mobility.</p>	<p>Pierce Transit 2024-2029 Strategic Plan:</p> <ul style="list-style-type: none"> Finalize implementation of the new Computer-Aided Dispatch-Automatic Vehicle Location (CAD-AVL) system. Adopt and implement a Service Restoration Plan. <p>Pierce Transit Customer Experience Action Plan:</p> <ul style="list-style-type: none"> 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
<p>Environment & Health Enhance Washington’s quality of life through transportation investments that promote energy conservation, enhance healthy communities, and protect the environment.</p>	<p>Pierce Transit 2024-2029 Strategic Plan:</p> <ul style="list-style-type: none"> • Develop a Climate Action Plan (fleet, facilities, and operations) • Reduce total greenhouse gas emissions compared to 2017 by 40%. (metric tons of CO2). <p>Pierce Transit Executive Order No. 1 Amended June 24, 2022</p> <ul style="list-style-type: none"> • 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).
<p>Stewardship Continuously improve the quality, effectiveness, resilience, and efficiency of the transportation system.</p>	<p>Pierce Transit 2024-2029 Strategic Plan:</p> <ul style="list-style-type: none"> • 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



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 Update of 2022](#), 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 security, 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

Each year, Pierce Transit publishes a Route Performance Report that 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

A copy of the most recent Route Performance Report can be found on Pierce Transit's website at [PierceTransit.org/public-documents](https://www.piercetransit.org/public-documents).

Route Productivity Benchmarks

Using data from the prior year, Pierce Transit established new productivity benchmarks for routes, categorized by classification. Routes are ranked into four performance tiers — "Bottom 25%," "Below Average," "Above Average," and "Top 25%" — based on passengers per revenue mile and service hour. These benchmarks are published annually in the Route Performance Report, which also outlines any actions taken to address productivity challenges.

Transit Asset Management Performance Measures and Targets

In 2022, Pierce Transit released an update to its Transit Asset Management Plan. Among other elements, this plan adopted new performance measures and targets for capital facilities, IT equipment, and rolling stock. 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

Asset Category	Measured by	Revenue Vehicle Type	Performance Measure	Target	
Facilities	Condition		Percent of capital facilities with a condition rating below 3.5 on the TERM scale.	Rehabilitate and restore at least 80 percent of capital facilities to a condition rating of 3.5 or above on the TERM scale by the end of calendar year 2025 (which is the end of the second four-year TAM horizon period).	
Equipment	Age		Percentage of non-revenue, support, and service vehicles that have met or exceeded their Useful Life Benchmark (ULB).	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 2025.	
	Condition		Percentage of equipment with a condition rating below 3.0 on the TERM scale.	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 2025.	
	IT Hardware’s adherence to manufacturer defined hardware life cycle.		Percentage of Information Technology hardware in operation that is currently a model/configuration supported by the manufacturer.	Ninety (90) percent of Information Technology hardware will meet the performance measure of being a model/configuration supported by the manufacturer.	
	IT Software’s adherence to vendor supported versions and execution platform specifications. *			Percentage of Information Technology software in use that is at a version supported by the software vendor.	Ninety (90) percent of Information Technology software will meet the performance measure of being at a version that is supported by the software vendor.
				Percentage of Information Technology software in use that is running on a platform configuration that meets the software vendor’s specifications.	Ninety (90) percent of Information Technology software will meet the performance measure of running on a platform configuration that meets the software vendor’s specifications.
Rolling Stock	Age	Fixed Route Motorbus (40-foot) & BRT Articulated Coach (60-foot)	Percentage of revenue vehicles within a particular asset class that have met or exceeded their ULB.	No more than 25 percent of fixed route buses will exceed their 16-year ULB by the end of calendar year 2025.	
		SHUTTLE (Paratransit)		No more than 15 percent of paratransit vehicles will exceed their ULB by the end of calendar year 2025.	
		Vanpool		No more than 10 percent of the other three revenue vehicle types will be kept in operation beyond their ULB by the end of calendar year 2025.	
		Community Connector (Small Bus)			
		Rubber Tired Trolley			

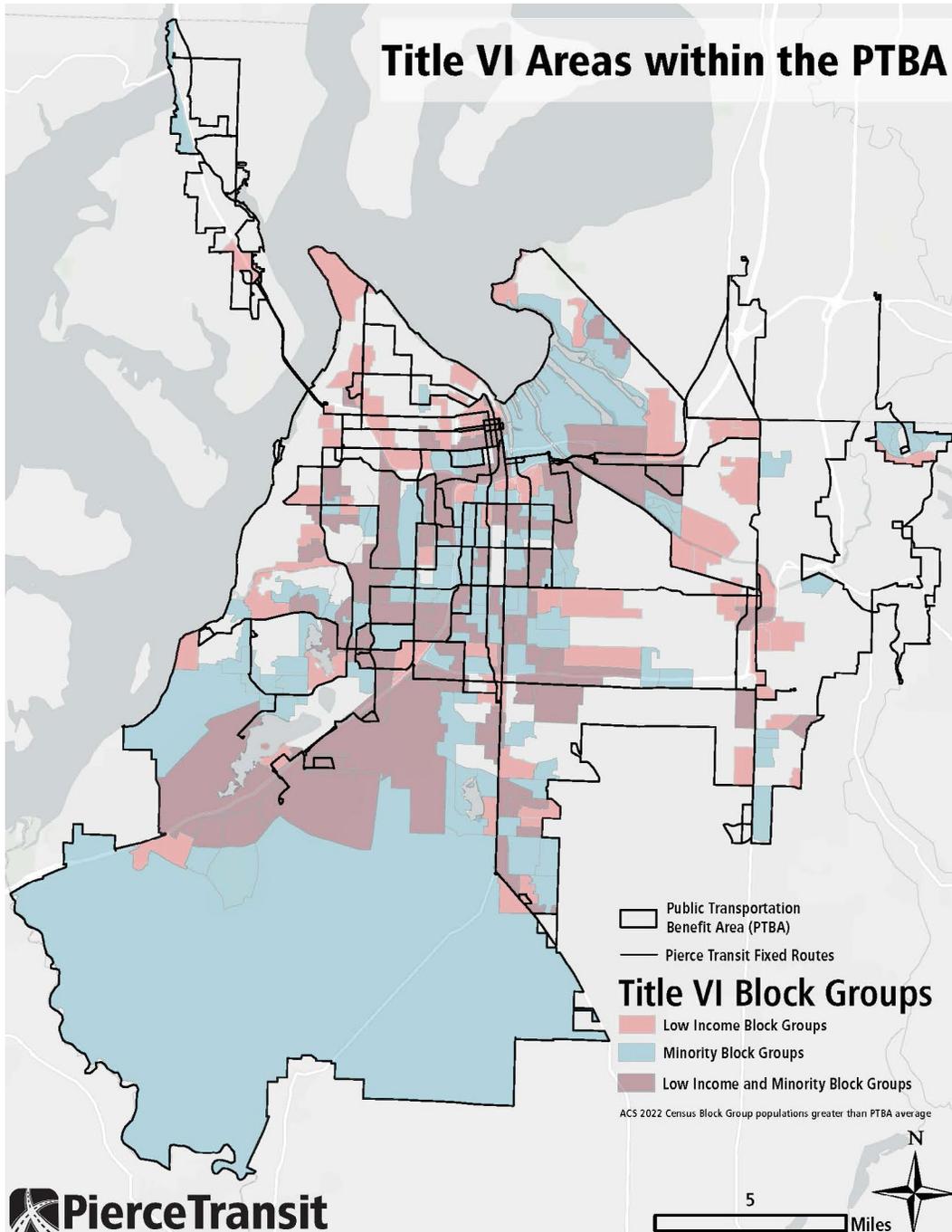
*Indicates specific PMs and Targets for IT Equipment under a maintenance agreement that routinely receives software upgrades or is replaced on a regular basis.

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.



Runner Performance Indicators and Targets

Pierce Transit tracks a wide variety of performance measures around cost effectiveness, service productivity, safety, accessibility, customer experience, and sustainability. While performance measures provide an objective window into on-demand operations, there are also important qualitative measures that must be considered for service success:

- Overall mobility improvements
- Customer experience
- Expanding access, especially for people with special needs and abilities
- Connections with important destinations such as job sites, health care facilities, and local services

Pierce Transit continues to review the Via contract and is working with them, and other agencies that provide on-demand service to come up with the best way to measure overall success of this service.

SECTION 06

Plan Consistency



Introduction

Comprehensive planning in the four-county King-Snohomish-Pierce-Kitsap region is guided by the Puget Sound Regional Council Metropolitan Planning Organization through [VISION 2050](#) (formerly VISION 2040) 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”—and how the region supports efforts to manage growth.

The Regional Growth Strategy adopted in VISION 2050 focuses growth within a quarter- to a half-mile of current and planned high-capacity transit routes. VISION 2050 calls for attracting 65% of the region’s residential growth and 75% of its employment growth in these high-capacity transit communities.

Local comprehensive plans must be consistent with the VISION 2050 plan¹, 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 13 local jurisdictions it serves, along with areas of unincorporated Pierce County, to address transit needs in the service area. With updates to local comprehensive plans in Pierce County underway in 2024, Pierce Transit actively coordinated with jurisdictions to consult on aspects related to increased transit service proposals in areas of high growth and infill development. For example, the agency met with planning staff from the local jurisdictions and the county to discuss proposed development projects, comprehensive plan updates and the Pierce Transit Long Range Plan. Pierce Transit also consults on intermittent planning work, such as the “Home in Tacoma” initiative to promote “missing middle” or additional infill housing, and the Imagine Pac Avenue Project. To ensure jurisdictions are updated on the agency’s plans and are provided ample opportunity for input, Pierce Transit conducts significant outreach during their creation. As an example, the Stream BRT System Expansion Study (completed in 2023), which analyzed four high performing bus route corridors throughout the Pierce Transit service area for potential future Stream BRT or HCT service, included targeted outreach to leaders in jurisdictions to gauge their readiness to partner on large scale capital projects. With work now underway on Pierce Transit’s next Long Range Plan, Destination 2045, the agency is similarly seeking 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. To further guarantee Pierce Transit plans are communicated and reflected in other planning efforts, each year staff attend over 150 ongoing external meetings with local and regional partners and stakeholders, including business districts, sub area 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 and transit related committees and subcommittees.

Current local comprehensive plans (in draft form or adopted under VISION 2050) for jurisdictions within the service area were reviewed, including for Pierce County, Tacoma, Gig Harbor, Lakewood, University Place, Fircrest, Fife, Milton, Edgewood, Pacific, Auburn, Puyallup, Steilacoom, and Ruston. 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.

¹Note that some local plans received deadline extensions and are currently finalizing updates for consistency with VISION 2050.

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.

Tacoma

(One Tacoma Plan, Draft)

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

(Comprehensive Plan Update, Draft)

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*



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.

	2025	2026	2027	2028	2029	2030
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, Phase 1 of the plan is complete, and Phase 2 is nearing completion with 84% of the 15-minute weekday service on Route 3 already in place. 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, have not started yet. More details are available on the agency's website at PierceTransit.org/bussystemrecoveryplan.

Updated Route Classifications

In 2025, Pierce Transit adopted new route classifications, outlined in Appendix A of the Destination 2045 Long-Range Plan. These classifications are based on the population density of the areas each route serves. The previous classifications, unchanged for over 20 years, no longer reflected the region's current density.

The table below outlines the new classifications, density thresholds, corresponding service targets, and bus stop spacing. While full alignment with these targets is currently constrained by available resources, they will serve as a guiding framework for future service adjustments.

Route Type	Density Served (Residential, Jobs, & Students)	Frequency Targets		Bus Stop Spacing
		Peak/Midday	Evening/Weekend	
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

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. The agency’s Board of Commissioners directed staff to work closely with existing SHUTTLE customers impacted by the route retirements associated with phase one of the plan and transition them to Runner service or identify an alternate solution, such as formally grandfathering them into the program.

Besides changes resulting from the Recovery Plan, SHUTTLE service is not expected to increase or decrease in the future.

	2025	2026	2027	2028	2029	2030
Service Hours	193,697	193,697	193,697	193,697	193,697	193,697
Service Hour Change	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Service Miles	2,679,896	2,679,896	2,679,896	2,679,896	2,679,896	2,679,896
Service Miles Change	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Ridership	315,113	315,113	315,113	315,113	315,113	315,113
Ridership Change	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Pierce Transit updated its SHUTTLE operations management software in 2024 following a competitive process. This software update improves service options for its customers. Improvements include same-day service, on-demand and app-based ride booking, and allocation of some rides to non-dedicated providers if demand warrants.

Rideshare

Demand for Pierce Transit’s Rideshare program continues to grow alongside the resurgence of worker commutes. Currently, there is a waitlist for the agency’s Rideshare services, highlighting the increasing need for improved utilization of the existing fleet. Rather than expanding the fleet, the agency will focus on maximizing ridership across the current 269 vehicles before considering future growth.

To enhance service offerings and attract new customers, the program is diversifying its fleet beyond traditional vans. Previously reliant solely on vans, the fleet now includes a variety of vehicles to better meet customer needs. Recent additions include 15 Tesla Model Y electric vehicles, 14 Chevy Traverses, and 56 Ford Explorers, providing more flexibility and sustainability options for riders.

In addition to optimizing fleet utilization, the Rideshare program is prioritizing marketing and outreach efforts to boost program adoption, ultimately reducing the number of single-occupancy vehicles on the road. To enhance user experience and accessibility, the program recently launched a new mobile application, allowing customers to conveniently manage and reserve rides.

These strategic enhancements align with Pierce Transit’s commitment to providing efficient, sustainable, and customer-focused transportation solutions for the region.

Runner On-Demand

Pierce Transit's on-demand Runner service is expected to continue to evolve over the next 6 years. The goal is to increase efficiency within our current service, but there are no plans for expanding service either in terms of zone sizes or vehicles operating. Grant funding is unclear after June of 2025, and internal funding will need to be determined.

	2025	2026	2027	2028	2029	2030
Tideflats Vehicle Hours	9,423	9,423	9,423	9,423	9,423	9,423
Tideflats Ridership	24,864	25,609	25,609	25,609	25,609	25,609
Ruston Vehicle Hours	3,141	3,141	3,141	3,141	3,141	3,141
Ruston Ridership	5,532	5,698	5,698	5,698	5,698	5,698
Spanaway Vehicle Hours	10,770	10,770	10,770	10,770	10,770	10,770
Spanaway Ridership	26,297	27,085	27,085	27,085	27,085	27,085
JBLM Vehicle Hours	3,120	3,120	3,120	3,120	3,120	3,120
JBLM Ridership	2,250	2,250	2,250	2,250	2,250	2,250
Puyallup Vehicle Hours	10,770	10,770	10,770	10,770	10,770	10,770
Puyallup Ridership	26,211	26,997	26,997	26,997	26,997	26,997
Gig Harbor Vehicle Hours	10,770	10,770	10,770	10,770	10,770	10,770
Gig Harbor Ridership	4,423	4,556	4,556	4,556	4,556	4,556

SECTION 08

Planned Capital Expenses



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](#).

Pierce Transit’s 2025-2030 Six-Year Capital Plan, as adopted in the 2024 Budget, is shown in Figure 4. 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 Figure 3 – New and Replacement Rolling Stock.

Rolling Stock

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 delivered in 2025 and planned for 2025-2030 is shown in Figure 3 - New and Replacement Rolling Stock.

Figure 3: New and Replacement Rolling Stock		2025	2026	2027	2028	2029	2030
	Bus Coaches	11	5	5	11	5	10
	25-ft Cutaway	0	0	0	0	0	0
	SHUTTLE Coaches	16	15	13	6	5	5
	Rideshare Vehicles	54	30	64	0	1	0
	Runner Vehicles	0	0	0	0	0	0
	Support Vehicles	14	7	12	10	10	3

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

Pierce Transit’s maintenance and operations facility was constructed in 1986 and designed to serve a fleet of 200 revenue vehicles. Today it supports a fleet of 300 buses, plus additional SHUTTLE vehicles, Rideshare vehicles, and non-revenue service and support vehicles. The facility maintains and houses both Pierce Transit and Sound Transit vehicles but is operating at capacity and no longer meets industry standards. Buses are now built wider and fleet styles have changed dramatically since 1986. The fleet maintained on the base currently includes 60-foot articulated buses and BEBs. Current facilities are not capable of servicing additional articulated or electric buses. They also cannot support Sound Transit Express double-decker buses.

Work completed to date includes a new Fuel and Wash building, a renovated Facilities building, analysis of Building 1, demolition of Buildings 2 and 3, and parking lot restoration. Agency staff are currently evaluating what other improvements may be needed in the future to accommodate the agency’s long-term plans and needs associated with

Sound Transit service, with the intention of proposing a new capital project in the coming year. 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. Staff anticipates project scoping to be complete in 2025. Pierce Transit has an active capital project focusing on this effort.
- **West Base:** A new Maintenance building designed 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.
- **South Base:** The agency is currently coordinating with Sound Transit on plans for potential development of vacant land south of Building 5 (Safety and Training). This project would develop the site with a maintenance facility, fleet parking and could potentially include bus charging to accommodate approximately 55 buses. This project would be 100% funded by Sound Transit on Pierce Transit owned property.

Stream Community Line Bus Stop and Intersection Improvements - \$5.6M

Investments are underway along Pacific Avenue/SR-7 to support Pierce Transit's new enhanced bus service, sponsored by MultiCare. Transit signal priority, new shelters, concrete pylons, and real-time arrival information are among the upgrades and amenities planned to improve the customer experience and speed up travel in the corridor. Included in this project is the installation of a new bus stop in Spanaway across from Walmart that will increase access to this high-capacity transit service. Upgrades are in progress with project completion expected in 2025. Also, the agency plans to expand Stream to Commerce Street Station in downtown Tacoma as staff and resources allow.

Spanaway Transit Center - \$24.7M

The new Spanaway Transit Center, which broke ground in 2022, will be located at 20702 Mountain Highway East in the unincorporated community of Spanaway. It will serve as the southern terminus for the current Route 1 and the agency's first enhanced bus service, the Stream Community Line. This will be Pierce Transit's first new transit center since 1998, recognizing the increased need for services to support the significant growth in South Pierce County. The transit center is expected to open in September 2025. It will feature 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, the Park & Ride expansion, will add over 200 parking stalls as well as sidewalk and roadway safety features. This transit center will feature the first public EV chargers at a Pierce Transit Center. We expect to break ground on the second phase in 2027 with an expected opening in 2028.

Bus Shelter Replacement Project - \$3.1M

In October 2023, Pierce Transit's Board of Commissioners approved a project to replace existing bus shelters throughout the service area. The new shelter style will be black with smaller, stronger, and less costly panels of glass which are more resistant to vandalism. The style was also endorsed by the agency's Community Transportation Advisory Group. Solar lighting will be integrated where feasible to increase rider safety and comfort. The first round of replacements took place late in 2024, with approximately 100 of the 500 remaining shelters replaced each year after as funding allows. The agency was recently awarded a \$2.5M federal grant to support the project.

Battery Electric Buses (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. 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. This effort is supported in part by a \$3.8M Bus and Bus Facilities grant.

Zero Emission Bus Base Gantry, and BEBs - \$14.8M

In 2024 Pierce Transit was awarded a FY2024 Low or No Emission project grant for the purchase of four new BEBs, and the installation of covered gantry conductive charging infrastructure for 30 battery electric buses at the Lakewood base. This project supports the agency's goal of transitioning the fleet to 20% ZE vehicles by 2030. This project builds on the Zero Emission Transition Plan and Gantry Design Project Phase II discussed in Section 2, which is complete except for finalization of a NEPA re-evaluation for the Lakewood base.

This project is dependent on funding which is on pause due to recent federal executive orders directing a re-evaluation of all unobligated discretionary federal awards.

Continued Progress Toward Zero Emissions - Pending

In addition to Capital Projects listed above with identified funding sources and/or progress expected in 2025, the agency continues to plan towards the goal of a 20% zero emission bus fleet by 2030 and 100% zero emission by 2042. Projects planned for outyear funding, or projects with a high potential for funding include:

- **New Inductive BEB Charging Infrastructure at Tacoma Community College Transit Center - \$2,273,440:**
Planned for 2028, 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 will proceed pending the continued availability of the funding.
- **Lakewood Transit Center Inductive Charging - \$6,176,800**
Project is to install four inductive BEB wireless charging pads at the Lakewood Transit Center. The 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, on priority list for FY2025-2027, funding announcement expected in May/June 2025.

Approved Capital Project List

#	Project Name	Project #	Project Budget	Spent Thru 2023	2024 YE Est	2025 Estimated Carryover	2025 New Request	2025 Budget	Local Funding	Grant Funding
1	Maintenance & Operations Base Improvements (MOBI)	525	62,800,000	52,152,103	3,052,810	7,595,087		7,595,090	7,595,090	-
2	Bldg 5 A/V Equipment Replacement	620	220,386	213,990	4,990	1,406		1,410	1,410	-
3	Bldg 5 Exterior Sealing	642	130,000	-	-	130,000		130,000	130,000	-
4	Bldg 4 Exterior Painting	643	273,160	62	30	273,068		273,070	273,070	-
5	Base Battery Electric Bus Charging Expansion to 12 Buses	653	4,444,500	-	-	4,444,500		4,444,500	888,900	3,555,600
6	CNG Compressor Transformers	668	172,500	-	-	172,500		172,500	172,500	-
7	Bldg 4 HVAC Retrofit	671	305,900	-	-	305,900		305,900	305,900	-
8	Bldg 5 Specialized Transportation Work Area Redesign	676	400,400	-	-	400,400		400,400	400,400	-
9	Bldg 1 Training Room Technology Upgrade	677	73,000	-	39,650	33,350		22,250	22,250	-
10	Gantry with Depot Conductive Charging Infrastructure for 30	680	-	-	-	-	16,963,825	16,963,830	2,179,080	14,784,750
11	Bus Lot Emergency Notification System	NEW03					53,530	53,530	53,530	-
12	Bldg 1 Security Cameras and EWS Stations	NEW04					38,755	38,760	38,760	-
13	Fuel and Wash TV Monitor screens	NEW05					17,000	17,000	17,000	-
14	Bldg 1 Tire Shop Office Renovation	NEW12					44,000	44,000	44,000	-
15	Fuel and Wash Electric Vehicle Chargers	NEW16					429,270	429,270	85,850	343,420
16	Bldg 5 Electric Vehicle Charger Expansion	NEW38					192,890	192,890	38,580	154,310
Subtotal Base Facilities Projects			68,819,846	52,366,155	3,097,480	13,356,211	17,739,270	31,084,400	12,246,320	18,838,080
17	Commerce Facility Bus Charging Station	612	2,000,000	871,162	5,120	1,123,718		1,123,720	1,123,720	-
18	Support Vehicle Replacement 2022	624	336,678	166,359	166,780	3,539		3,540	3,540	-
19	Bus Stop Replacement	633	3,125,000	51,199	546,510	2,527,291	1,093,430	3,620,720	174,900	3,445,820
20	Support Vehicle Replacement 2023	639	697,330	299,116	186,830	211,384		211,380	211,380	-
21	Behavioral Health Vehicle	648	78,000	38,813	60	39,127		39,130	39,130	-
22	Public Safety Vehicle Expansion (2)	649	186,330	56,201	5,170	124,959		124,960	124,960	-
23	Enhanced Bus SR7	657	5,672,290	568	58,130	5,613,592		5,613,590	318,040	5,295,550
24	Bldg 1 Paint Booth Controls	658	210,580	-	-	210,580		210,580	210,580	-
25	Bldg 1 Wheel Alignment Machine	661	103,000	-	-	103,000		103,000	103,000	-
26	Bldg 1 Aerosol Can Crusher	663	25,290	-	-	25,290		25,290	25,290	-
27	Bldg 1 Sand Blast Cabinet	664	39,030	-	-	39,030		39,030	39,030	-
28	Support Vehicle Replacement 2024	666	896,150	-	-	896,150		896,150	896,150	-
29	Bldg 1 Heavy Duty Box and Pan Bending Brake	673	13,740	-	-	13,740		13,740	13,740	-
30	Bldg 1 Three Phase Spot Welder	674	50,000	-	-	50,000		50,000	50,000	-
31	Misc Capital Equipment	778						200,000	200,000	-
32	Fleet Maintenance Purchases	NEW06					637,330	637,330	637,330	-
33	Braille Tactile Signs and Real Time Signage Project	NEW07					3,226,581	3,226,580	645,320	2,581,260
34	Marketing Plotter Replacement 2025	NEW18					33,405	33,410	33,410	-
35	Support Vehicle Replacement 2025	NEW20					1,266,876	1,266,880	1,266,880	-
36	Stream Community Line Expansion	NEW33					1,419,525	1,419,530	283,910	1,135,620
37	Stream S. Meridian/SR 161 Transit Signal Prioritization	NEW39					1,560,000	1,560,000	260,000	1,300,000
Subtotal Other Projects			13,433,418	1,483,418	968,600	10,981,400	9,237,147	20,418,560	6,660,310	13,758,250

Approved Capital Project List (continued)

38	Narrows Park and Ride Renewal	503	1,013,060	134,986	426,920	451,154	451,150	451,150	-	
39	Spanaway Transit Center Park and Ride	556	9,242,886	6,738,604	992,820	1,511,462	5,461,460	5,461,460	-	
40	South Hill Mall Transit Center Renewal	571	1,807,028	1,691,450	-	115,578	115,580	115,580	-	
41	Tacoma Dome Station Elevator Repairs and Upgrades	588	3,451,549	2,738,819	106,720	606,010	606,010	299,360	306,650	
42	Spanaway Transit Center Parking Lot Expansion	607	15,493,350	214,223	153,750	15,125,377	15,125,380	1,982,930	13,142,450	
43	Tacoma Dome Station Garage Wayfinding Design	608	1,308,837	34,917	-	1,273,920	1,273,920	530,520	743,400	
44	TDS HVAC Metasys Bldg Mgmt	669	17,300	-	-	17,300	17,300	6,920	10,380	
45	Commerce Tunnel Gate Retrofit	NEW15				120,000	120,000	120,000	-	
46	72nd and Portland Transit Center Roof Replacement	NEW22				64,933	64,930	64,930	-	
47	Lakewood Transit Center Roof Replacement at Comfort Station	NEW23				25,200	25,200	25,200	-	
48	TCC Battery Electric Bus On-Route Charging	NEW36				3,761,407	3,761,410	1,487,970	2,273,440	
49	Lakewood Transit Center Inductive Chargers and Support	NEW37				6,176,800	6,176,800	1,235,360	4,941,440	
Subtotal Passenger Facilities Projects			32,334,010	11,552,999	1,680,210	19,100,801	10,148,340	33,199,140	11,781,380	21,417,760
50	SHUTTLE Replacement 2019	558	1,051,607	-	763,620	287,987	287,990	287,990	-	
51	SHUTTLE Replacement 2022	623	2,928,534	4,305	2,291,220	633,009	633,010	(1,129,920)	1,762,930	
52	Barrier Door Install	636	606,580	7,199	8,660	590,721	590,720	590,720	-	
53	SHUTTLE Replacement 2023	637	3,114,590	-	-	3,114,590	3,114,590	623,080	2,491,510	
54	Bus Fleet Replacement 2023	638	13,541,180	-	-	13,541,180	13,541,180	2,708,240	10,832,940	
55	Vanpool Replacement 2023	646	1,933,230	834,892	23,640	1,074,698	1,074,700	1,074,700	-	
56	Bus Fleet Replacement 2024	659	13,651,990	-	-	13,651,990	13,651,990	2,730,390	10,921,600	
57	SHUTTLE Replacement 2024	660	13,898,430	-	-	13,898,430	13,898,430	10,933,840	2,964,590	
58	Rideshare Replacement 2024	665	2,002,300	-	-	2,002,300	2,002,300	1,614,140	388,160	
59	SHUTTLE Replacement 2025	NEW01				4,120,340	4,120,340	824,070	3,296,270	
60	Bus Fleet Replacement 2025	NEW02				8,796,250	8,796,250	1,759,250	7,037,000	
61	Rideshare Replacement 2025	NEW17				3,424,363	3,424,360	3,424,360	-	
Subtotal Revenue Vehicle Projects			52,728,441	846,395	3,087,140	48,794,906	16,340,953	65,135,860	25,440,860	39,695,000
62	Security Systems Replacement	452	4,080,769	2,373,642	347,970	1,359,157	1,359,160	1,122,270	236,890	
63	ngORCA	482	6,154,834	3,962,213	61,940	2,130,681	2,130,680	2,130,680	-	
64	Backup Software Replacement 2018	543	120,000	103,100	-	16,900	16,900	16,900	-	
65	CAD-AVL System Replacement 2019	573	11,000,000	8,103,765	996,160	1,900,075	1,900,080	(1,438,350)	3,338,430	
66	Storage Area Network 2019	579	294,700	176,381	26,760	91,559	91,560	91,560	-	
67	Call Center Software Replacement 2021	604	159,000	144,115	-	14,885	14,880	14,880	-	
68	NeoGov HRIS Module	609	150,000	44,616	-	105,384	10,000	115,380	-	
69	ADEPT Upgrade or Replacement 2022	625	2,200,000	2,688	-	2,197,312	2,197,310	2,197,310	-	
70	Real Time Sign Refurbishment	645	43,070	-	-	43,070	43,070	43,070	-	
71	Managed Cyber Security Services	650	250,000	-	-	250,000	250,000	250,000	-	
72	SQL Service DB Monitoring	667	27,310	-	-	27,310	27,310	27,310	-	
73	ngORCA Phase 2	670	780,360	-	-	780,360	780,360	780,360	-	
74	DriveCam Equipment Replacement 2024	672	264,300	-	254,330	9,970	9,970	9,970	-	
75	Finance ERP	675	3,900,000	-	-	3,900,000	3,900,000	3,900,000	-	
76	Network Infrastructure Replacement 2024	678	1,646,880	-	-	1,646,880	1,646,880	1,646,880	-	
77	Hastus Upgrade 2025	NEW08				824,868	824,870	824,870	-	
78	Network Infrastructure Replacement 2025	NEW10				678,040	678,040	678,040	-	
79	VOAM Module Interface	NEW19				227,921	227,920	227,920	-	
Subtotal Technology Projects			31,071,223	14,910,520	1,687,160	14,473,543	1,740,829	16,214,370	12,639,050	3,575,320
Total Capital Projects			198,386,938	81,159,487	10,520,590	106,706,861	55,206,539	166,052,330	68,767,920	97,284,410

Figure 4:
Six-Year
Capital Plan

#	Project Name	Project #	2025	2026	2027	2028	2029
1	Security Systems Replacement	452	1,359,160				
2	ngORCA	482	2,130,680				
3	Narrows Park and Ride Renewal	503	451,150				
4	Maintenance & Operations Base Improvements (MOBI)	525	7,595,090				
5	Backup Software Replacement 2018	543	16,900				
6	Spanaway Transit Center Park and Ride	556	5,461,460				
7	SHUTTLE Replacement 2019	558	287,990				
8	South Hill Mall Transit Center Renewal	571	115,580				
9	CAD-AVL System Replacement 2019	573	1,900,080				
10	Storage Area Network 2019	579	91,560				
11	Tacoma Dome Station Elevator Repairs and Upgrades	588	606,010				
12	Call Center Software Replacement 2021	604	14,880				
13	Spanaway Transit Center Parking Lot Expansion	607	15,125,380				
14	Tacoma Dome Station Garage Wayfinding Design	608	1,273,920				
15	NeoGov HRIS Module	609	115,380				
16	Commerce Facility Bus Charging Station	612	1,123,720				
17	Bldg 5 A/V Equipment Replacement	620	1,410				
18	SHUTTLE Replacement 2022	623	633,010				
19	Support Vehicle Replacement 2022	624	3,540				
20	ADEPT Upgrade or Replacement 2022	625	2,197,310				
21	Bus Stop Replacement	633	3,620,720				
22	Barrier Door Install	636	590,720				

● A portion of the project is funded by grants.

Figure 4:
Six-Year
Capital Plan
continued

23	SHUTTLE Replacement 2023	637	3,114,590				
24	Bus Fleet Replacement 2023	638	13,541,180				
25	Support Replacement 2023	639	211,380				
26	Bldg 5 Exterior Sealing	642	130,000				
27	Bldg 4 Exterior Painting	643	273,070				
28	Real Time Sign Refurbishment	645	43,070				
29	Vanpool Replacement	646	1,074,700				
30	Behavioral Health Vehicle	648	39,130				
31	Public Safety Vehicle Expansion (2)	649	124,960				
32	Managed Cyber Security Services	650	250,000				
33	Base BEB Charging Expansion to 12 Buses	653	4,444,500				
34	Enhanced Bus SR7	657	5,613,590				
35	Bldg 1 Paint Booth Controls	658	210,580				
36	Bus Fleet Replacement 2024	659	13,651,990				
37	SHUTTLE Replacement 2024	660	13,898,430				
38	Bldg 1 Wheel Alignment Machine	661	103,000				
39	Bldg 1 Aerosol Can Crusher	663	25,290				
40	Bldg 1 Sand Blast Cabinet	664	39,030				
41	Rideshare Replacement 2024	665	2,002,300				
42	Support Vehicle Replacement 2024	666	896,150				
43	SQL Service DB Monitoring	667	27,310				
44	CNG Compressor Transformers	668	172,500				
45	TDS HVAC Metasys Building Management	669	17,300				
46	ngORCA Phase 2	670	780,360				

Figure 4:
Six-Year
Capital Plan
continued

47	Bldg 4 HVAC Retrofit	671	305,900				
48	DriveCam Equipment Replacement 2024	672	9,970				
49	Bldg 1 Heavy Duty Box and Pan Bending Brake	673	13,740				
50	Bldg 1 Three Phase Spot Welder	674	50,000				
51	Finance ERP	675	3,900,000				
52	Bldg 5 Specialized Transportation Work Area Redesign	676	400,400				
53	Bldg 1 Training Room Technology Upgrade	677	22,250				
54	Network Infrastructure Replacement 2024	678	1,646,880				
55	Gantry with Depot Conductive Charging Infrastructure for 30	680	16,963,830				
56	Miscellaneous Capital Equipment	778	200,000				
Subtotal Carryover and Additional			128,913,030	-	-	-	-
57	SHUTTLE Replacement 2025	NEW01	4,120,340				
58	Bus Fleet Replacement 2025	NEW02	8,796,250				
59	Bus Lot Emergency Notification System	NEW03	53,530				
60	Bldg 1 Security Cameras and EWS Stations	NEW04	38,760				
61	Fuel and Wash TV Monitor screens	NEW05	17,000				
62	Fleet Maintenance Purchases	NEW06	637,330				
63	Braille Tactile Signs and Real Time Signage Project	NEW07	3,226,580				
64	Hastus Upgrade 2025	NEW08	824,870				
65	Network Infrastructure Replacement 2025	NEW10	678,040				
66	Bldg 1 Tire Shop Office Renovation	NEW12	44,000				
67	Commerce Tunnel Gate Retrofit	NEW15	120,000				
68	Fuel and Wash Electric Vehicle Chargers	NEW16	429,270				
69	Rideshare Replacement 2025	NEW17	3,424,360				

Figure 4:
Six-Year
Capital Plan
continued

70	Marketing Plotter Replacement 2025	NEW18	33,410				
71	VOAM Module Interface	NEW19	227,920				
72	Support Vehicle Replacement 2025	NEW20	1,266,880				
73	72nd and Portland Transit Center Roof Replacement	NEW22	64,930				
74	Lakewood Transit Center Roof Replacement at Comfort Station	NEW23	25,200				
75	Stream Community Line Expansion	NEW33	1,419,530				
76	TCC Battery Electric Bus On-Route Charging	NEW36	3,761,410				
77	Lakewood Transit Center Inductive Chargers and Support	NEW37	6,176,800				
78	Bldg 5 Electric Vehicle Charger Expansion	NEW38	192,890				
79	Stream S. Meridian/SR 161 Transit Signal Prioritization	NEW39	1,560,000				
	Subtotal New Requests		37,139,300	-	-	-	-
80	Bldg 1 Body Shop Fresh Air System	OUTYEAR01		31,250			
81	Bldg 1 Vertical Band Saw Replacement	OUTYEAR02		38,500			
82	Bldg 1 Wheel and Tire Balancer Replacement	OUTYEAR03		10,000			
83	Bldg 5 State of Good Repair	OUTYEAR04		1,050,180			
84	Bldg 6 RTU HVAC	OUTYEAR05		115,500			
85	Bldg 6 State of Good Repair	OUTYEAR06		443,340			
86	Kimball Drive Park & Ride State of Good Repair	OUTYEAR07		195,350			
87	Network Infrastructure Replacement 2026	OUTYEAR08		1,000,000			
88	Rideshare Replacement 2026	OUTYEAR09		2,031,140			
89	SHUTTLE Replacement 2026	OUTYEAR10		3,114,110			
90	South Hill Mall Transit Center State of Good Repair	OUTYEAR11		24,690			
91	Support Vehicle Replacement 2026	OUTYEAR12		418,220			
92	TCC Transit Center State of Good Repair	OUTYEAR13		68,100			

Figure 4:
Six-Year
Capital Plan
continued

93	TDS State of Good Repair	OUTYEAR14	314,670			
94	TDS Call Center Furniture Replacement	OUTYEAR15	117,590			
95	512 Park and Ride Seal and Stripe Pavement and Asphalt	OUTYEAR16		99,140		
96	Bldg 1 Transmission Jack Replacement	OUTYEAR17		30,000		
97	Bldg 5 Roof Top Unit HVAC	OUTYEAR18		236,250		
98	Bus Fleet Replacement 2027	OUTYEAR19		12,679,430		
99	Commerce Station State of Good Repair	OUTYEAR20		296,100		
100	Network Infrastructure Replacement 2027	OUTYEAR21		1,000,000		
101	Rideshare Replacement 2027	OUTYEAR22		4,288,790		
102	Support Vehicle Replacement 2027	OUTYEAR24		960,840		
103	Bldg 1 Auto Shop Bench Grinder	OUTYEAR25			10,000	
104	Bus Fleet Replacement 2028	OUTYEAR26			13,134,630	
105	Network Infrastructure Replacement 2028	OUTYEAR27			1,000,000	
106	Support Vehicle Replacement 2028	OUTYEAR30			672,640	
107	72nd and Portland Transit Center State of Good Repair	OUTYEAR31				37,390
108	Bldg 1 Bench Grinder A Replacement	OUTYEAR32				8,800
109	Bldg 1 Bench Grinder B Replacement	OUTYEAR33				8,800
110	Bldg 4 Fire Alarm System	OUTYEAR34				138,290
111	Bus Fleet Replacement 2029	OUTYEAR35				6,232,340
112	Network Infrastructure Replacement 2029	OUTYEAR36				1,000,000
113	Parkland Transit Center State of Good Repair	OUTYEAR37				97,210
114	Rideshare Replacement 2029	OUTYEAR38				74,690
115	SHUTTLE Replacement 2029	OUTYEAR39				5,753,020
116	Support Vehicle Replacement 2029	OUTYEAR40				741,000
117	72nd Park and Ride Seal Coat and Striping	OUTYEAR41				

Figure 4:
Six-Year
Capital Plan
continued

118	Bldg 1 Brake Dyno Replacement	OUTYEAR42					
119	Bldg 1 Horizontal Ban Saw Replacement	OUTYEAR43					
120	Bldg 1 Parts Washer Replacement	OUTYEAR44					
121	Bus Fleet Replacement 2030	OUTYEAR45					
122	Network Infrastructure Replacement 2030	OUTYEAR46					
123	SHUTTLE Replacement 2030	OUTYEAR47					
124	Support Vehicle Replacement 2030	OUTYEAR48					
Subtotal Outyear Requests			-	8,972,640	19,590,550	14,817,270	14,091,540
Grand Total			166,052,330	8,972,640	19,590,550	14,817,270	14,091,540

SECTION 09

Multiyear Financial Plan

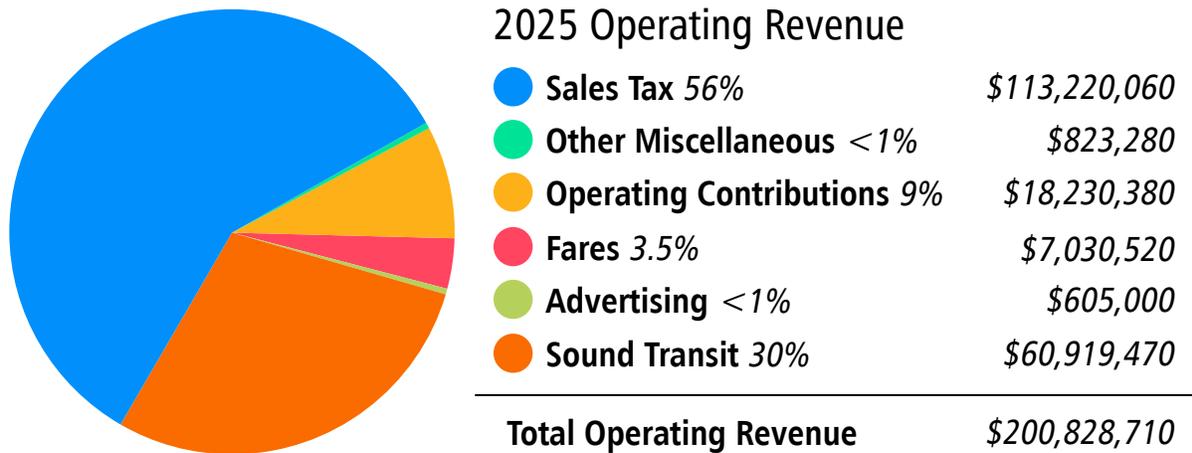


Ridership is trending toward pre-pandemic levels, but economic uncertainty continues to impact Pierce Transit. Controlling the overall cost of services and projects remains a significant concern. The agency anticipates that the challenges posed by inflation, including uncertainties related to future 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 above 2023 levels, uncertainty exists around future collections. Therefore, the six-year plan shows a modest 3.65 percent average annual increase, well below the agency’s historical average annual increase of 5.7 percent. With costs continuing to escalate faster than in prior years, employees are focusing their efforts on improving productivity, reducing costs, and obtaining grants for service and projects.

Recruitment challenges persist, particularly for operators and maintenance roles. In 2024 the lack of operators restricted service, but in 2025 the agency’s ability to increase service is hampered by the loss of Journey Level Mechanics (Heavy Duty Diesel Technicians), and the inability to maintain additional required vehicles. Returning to previous service levels depends on increased workforce availability and funding that aligns with escalating service costs.

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 draft 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, as indicated in Figure 4, are dependent on grant funding. At the time of this document preparation, Pierce Transit and other transit agencies are experiencing funding uncertainty. The new federal administration’s change in direction has resulted in a hold on all unobligated discretionary awards. Pierce Transit is awaiting guidance on competitive grant awards. This hold includes large projects such as the BEB charging expansion (gantry project). 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](#).

2025-2030 Six-Year Plan Revenues & Expenditures

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

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 fit within the time for this Transit Development Plan. As discussed in previous sections, the Pacific Ave/State Route 7 Bus Rapid Transit project has been put on pause. Details surrounding the investment and service hours required to bring the project forward will be discussed in the Pierce Transit Destination 2045 Long Range Plan, expected to be adopted in 2025. Timeline and cost adjustments will also be needed regarding the high-capacity transit project planned for Route 2. The Spanaway Transit Center is under construction and the revised completion date of 2028 for Phase II. Pierce Transit staff will update PSRC on new completion dates and estimated costs as a part of the new Regional Transportation Plan development process.

Sponsor: PIERCE TRANSIT **MTP Status:** Candidate
Project ID: 5320 **Estimated Cost:** \$171,663,638
Title: BRT: Pacific Avenue S/SR 7 Corridor from Downtown Tacoma to Spanaway

Description:
 New Bus Rapid Transit service on Pacific Avenue S/SR 7 from downtown Tacoma to Spanaway (14.4-mile corridor). This route was identified in the Transit Competitive Index and is a Pierce County Congested Corridor. In 2015, Route 1, which operates in the same corridor, had 1.7 million boardings out of 9.1 million system-wide (i.e., 19 percent of the entire fixed route network's boardings in 2015). Route 1 recorded 27.3 passengers per service hour in 2015; the highest ranking of the trunk routes. Based on existing ridership plus population and employment densities, an initial conversation with the FTA confirmed that the Pacific Avenue/SR 7 corridor is an ideal candidate to evaluate for a BRT system. Therefore, Pierce Transit currently has a High Capacity Transit Feasibility Study underway and assumes that BRT will be the Locally Preferred Alternative (LPA).

Location / Facility: Pacific Avenue S/SR 7	From: Downtown Tacoma	To: Spanaway
County: Pierce County	Completion Year: 2024	Prioritization Score: 62

Sponsor: PIERCE TRANSIT **MTP Status:** Candidate
Project ID: 2602 **Estimated Cost:** \$18,500,000
Title: Spanaway Transit Center

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 site landscaping and security lighting, sidewalks, curb ramps, and possibly install electric vehicle (EV) charging infrastructure on-site.

Location / Facility: State Route 7 in Spanaway	From: Mountain Highway E	To: 8th Avenue E
County: Pierce County	Completion Year: 2024	Prioritization Score: 41

Sponsor: PIERCE TRANSIT **MTP Status:** Candidate
Project ID: 5615 **Estimated Cost:** \$10,097,861
Title: HCT: Route 2 Corridors - Downtown Tacoma to Tacoma Community College to Lakewood

Description:
 HCT, BRT, enhanced bus, or limited stop bus service in the 5.1-mile corridor on S. 19th Street from Downtown Tacoma (10th & Commerce Streets) west to Tacoma Community College. Adds HCT to the corridor prior to the Tacoma Link Extension opening in 2039. Would also connect to the Route 1 BRT Downtown Tacoma or become its extension project (Phase 2). HCT, BRT, enhanced bus, or limited stop bus service in the 6.8-mile Bridgeport Way W corridor from Tacoma Community College south to the Lakewood Towne Center Transit Center; both currently served by Route .

Location / Facility: Route 2:	From: Downtown Tacoma	To: Lakewood Towne Center Transit Center
County: Pierce County	Completion Year: 2028	Prioritization Score: 49

SECTION 11

*Public
Comment
Summary*



APPENDIX A

*Unfunded
Needs List*



This list contains unfunded infrastructure or service projects that have not yet been formally incorporated into the agency's six-year financial plans. To proceed with these projects, Pierce Transit may seek grant funding as opportunities arise.

Name	Description	Cost (if known)
Transit Speed and Reliability Improvements <i>Improvement/expansion</i>	<p>Apply targeted speed and reliability improvements along transit routes where needed. Speed and reliability elements may include stop consolidation, fewer route turns/diversions, larger capacity buses, queue jumps and bypass lanes, signal priority or preemption, enhanced stops/stations, longer operating hours, more widely spaced transit stops (every ¼ to ½ mile), off-board fare collection and all-door boarding, real-time arrival information, in-lane stops, in-street transfers, and transit stop location optimization.</p> <p>Lines will operate with enough frequency to allow for untimed transfers with intersecting rapid routes.</p> <p>These services have the potential to attract additional riders and could eventually be converted to full Stream Bus Rapid Transit corridors.</p> <p>List of Routes [PLACEHOLDER]</p>	
Base Expansion: Building 1	<p>Increased space and upgraded on-site infrastructure are needed to service the fleet operating at the Pierce Transit base, and to meet the agency's goal of diversifying the fleet including fleet electrification. Analysis is underway to determine whether the agency's existing base in Lakewood can be improved to accommodate future needs or if a second base will be needed. Immediate needs will be to identify requirements to meet industry best practices, improve efficiently and work functions of the building, address state of good repair needs, and meet current code requirements to extend the life of this building.</p>	\$50,000,000
Base Expansion: West Base <i>Improvement/expansion</i>	<p>Increased space and upgraded on-site infrastructure are needed to service double-decker Sound Transit buses and 60-foot articulated buses for bus rapid transit, as well as meet the agency's goal of complete fleet electrification by 2042. The facility would add a new 60 ft bus paint booth as well 12 maintenance bays, parts storage, and office space.</p>	\$60,000,000
Base Expansion: South Base	<p>A partnership project with Sound Transit, South Base is located on Pierce Transit's base behind the Building 5 Training Center. Project includes a maintenance facility, fleet parking and potentially electric bus charging for approximately 55 buses (60 ft or double decker).</p>	\$80,000,000

Name	Description	Cost (if known)
Autonomous Vehicles Testing: Pilot Project <i>Improvement/expansion</i>	Explore a partnership to test autonomous vehicle technology under the Runner microtransit service to further expand transportation access. Any such pilot would also include partnering with a research institution such as the University of Washington to assist with data analysis and study reporting. Autonomous vehicle operation may include "teleoperation," where the vehicle is remotely operated by a human driver.	
Bus Stop Bench Expansion <i>Improvement/expansion</i>	Install concrete bench pads and benches, as well as boarding pads, at locations throughout the service area. Project is limited in scope to approximately 35 locations so the agency can better gauge overall installation costs and requirements from jurisdictions with the goal of launching a larger project in the future.	\$ 575,724
Systemwide ADA Signage Improvements <i>Improvement/expansion</i>	Purchase and install the following transit equipment: braille/tactile signs at 1900 bus stops, 300 shuttle stops. SHUTTLE and fixed route customers would benefit from tactile signage.	\$1,486,275
Stream Community Line Service Expansion <i>Improvement/expansion</i>	Further expand high-capacity transit service on SR-7/Pacific Avenue with greater span, frequency and extended service coverage from Tacoma Dome Station to Commerce Station in downtown Tacoma. This project is being submitted to WSDOT Regional Mobility Grant program for funding for four years of operations from July 1, 2025, through June 30, 2029.	\$13,353,009
Virtual Reality Training Program Expansion <i>Improvement/expansion</i>	Expand the Virtual Reality training system and upgrade hardware to enhance the employee experience. This would include Quest 3 headsets, taking the physical constraints away for where they system can be used. Improved realism, integration with artificial intelligence, scoring and assessment of core skill areas, simulation of days/nights, weather scenarios and associated physics would all increase training effectiveness. The driving simulators steering wheel and steering column would be upgraded to better suit the needs and use of the system.	\$311,117
Tacoma Mall Transit Center Portland Loo <i>Improvement/expansion</i>	Install a Portland Loo at the Tacoma Mall Transit Center, improving the customer experience.	\$312,583

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.





**PIERCE TRANSIT
NOTICE OF PUBLIC HEARING
PROPOSED TRANSIT DEVELOPMENT PLAN: 2025-2030**

A public hearing will be held as part of the Board of Commissioners' meeting on Monday, June 9, 2025. The Board meeting begins at 4:00 p.m. and members of the public may attend the meeting in person or virtually through Zoom.

The purpose of this hearing is to receive public comment on Pierce Transit's draft edition of the Transit Development Plan (TDP) covering 2025-2030. The proposed plan may be viewed at <https://www.piercetransit.org/documents/>.

Details on how to provide comments during the public hearing can be located on the June 9, 2025, meeting agenda by visiting <https://piercetransit.org/board-of-commissioners/#board-meetings> after June 4, 2025. Those wishing to submit written comments may send comments to Anna Petersen, Senior Planner, via email at apetersen@piercetransit.org or via mail at 3701 96th Street SW, Lakewood, WA 98499, no later than Tuesday, June 10, 2025.

Pierce Transit's TDP looks back at work accomplished in 2024 and describes planned activities from 2025 through 2030. The report includes the agency's services and operations, goals and strategies, performance measures, TDP consistency with other plans, planned service and operating changes, planned capital expenses, a multiyear financial plan, and projects of regional significance. The TDP is submitted to the Washington State Department of Transportation (WSDOT) annually. The TDP is scheduled for formal adoption at the July 14, 2025, Board of Commissioners meeting.

American Disability Act (ADA) accommodations are available with a 72-hour notice. Please contact the Clerk's office at (253) 581-8066, or Djacobson@piercetransit.org for special accommodations.

Dated this 28th day of May 2025.

Deanne Jacobson, Clerk of the Board

Published in the Tacoma Daily Index and Tacoma News Tribune on May 29, 2025.

PIERCE TRANSIT
Board Payments Over \$50,000
Payments From: May 1, 2025 to May 31, 2025
Cash and Investment Balance: \$248,800,021.93

Payment Numbers CK 00385750 through CK 00386005
Wire Numbers EFT 00020076 through EFT 00020379
Total \$10,508,420.15

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

Operating Fund

	Check	Vendor	Item/Service	Amount
CHK	00385803	WA ST DEPT OF LABOR & INDUSTRI	Self Ins Report Q1 25	68,919.42
CHK	00385809	UNIVERSAL PROTECTION SERVICE L	Security 1stTr 03/28-04/24/25	204,313.69
CHK	00385851	ATU LOCAL 758 CORP	Employee Ded PP10 2025	59,443.25
CHK	00385856	CITY OF LAKEWOOD	Policing Services 04/25	60,927.78
CHK	00385883	PIERCE COUNTY	Policing Svcs 01/25	456,114.98
CHK	00385896	US BANK NA	Fuel VP 04/02-05/01/25	68,610.26
CHK	00385931	PIERCE COUNTY	Ferry ARPA 2024	1,092,050.00
EFT	00020086	CLEVER DEVICES LTD	Ext Maint Year 2 2025	481,456.29
EFT	00020122	DOBBS HEAVY DUTY HOLDINGS LLC	Misc Inventory Bus parts	68,306.36
EFT	00020126	ICMA RETIREMENT	Deferred Comp PP9 2025	300,893.80
EFT	00020160	LYTX INC	Sub Drivecam 05.25-04.26	168,157.19
EFT	00020169	PETROCARD INC	Fuel for Emergency Generators	131,693.33
EFT	00020206	FIRST TRANSIT INC	ADA Paratransit Svc 04/25	1,043,345.07
EFT	00020222	PETROCARD INC	Diesel usage	109,924.33
EFT	00020231	SOUND TRANSIT	Fares Collected 04/25	59,429.17
EFT	00020244	UNITED ENERGY TRADING LLC	CNG Supply 04/25	114,894.09
EFT	00020253	US BANK CORPORATE PAYMENT SYST	P-card small operating supplies	94,477.16
EFT	00020254	AWC EMPLOYEE BENEFIT TRUST	ER Basic Group Life Ins 05.25	1,512,113.41
EFT	00020255	ICMA RETIREMENT	Deferred Comp PP10 2025	302,951.92
EFT	00020267	BRIDGESTONE AMERICA	Tire Miles 04/25	84,978.34
EFT	00020279	GILLIG LLC	Misc Inventory Bus parts	129,628.34
EFT	00020301	PETROCARD INC	Diesel usage	113,197.69
EFT	00020321	VIA TRANSPORTATION INC	Gig Harbor Runner 04/25	251,210.75
EFT	00020354	PETROCARD INC	Diesel usage	109,375.37
EFT	00020377	ICMA RETIREMENT	Deferred Comp PP11 2025	302,436.87
Payments for Fund 1 Total				7,388,848.86

Self Insurance Fund

	Check	Vendor	Item/Service	Amount
CHK	00385803	WA ST DEPT OF LABOR & INDUSTRI	Self Ins Report Q1 25	22,783.91
CHK	00385804	WA ST DEPT OF LABOR & INDUSTRI	Settlement W731049	191,368.84
CHK	00385806	WA ST EMPLOYMENT SECURITY DEPT	Unemployment Q125	51,318.62
Payments for Fund 4 Total				265,471.37

Capital Fund

	Check	Vendor	Item/Service	Amount
EFT	00020094	HUITT-ZOLLARS INC	Assessment Blg 1 MOBI 02/01/25	104,071.12
EFT	00020135	BUD CLARY CHEVROLET CADILLAC I	Chevy Traverse 2025 2866	94,867.34
EFT	00020203	CONSTRUCT INC	Pavement SpanTC 04/18/25	158,000.00
EFT	00020331	CENTENNIAL CONTRACTORS ENTERPR	Bus Loop Gate SpanTC 05/02/25	156,944.73
Payments for Fund 9 Total				513,883.19

Total Payments in Excess of \$50,000.00

8,168,203.42

Pierce Transit
Payment Certification for May 31, 2025
Payments May 1, 2025 to May 31, 2025

Payment Numbers CK 00385750 through CK 00386005
Wire Numbers EFT 00020076 through EFT 00020379

	Check Number	Check Date	Vendor Name	Amount
CHK	00385750	05/01/2025	AT&T	11,362.99
CHK	00385751	05/01/2025	ATU LOCAL 758 CORP	2,900.00
CHK	00385752	05/01/2025	BUILDERS EXCHANGE OF WASHINGT	202.50
CHK	00385753	05/01/2025	CITY OF TACOMA	602.36
CHK	00385754	05/01/2025	COLONIAL SUPPLEMENTAL LIFE	2,581.68
CHK	00385755	05/01/2025	COMCAST HOLDINGS CORPORATION	178.36
CHK	00385756	05/01/2025	COMCAST HOLDINGS CORPORATION	173.36
CHK	00385757	05/01/2025	COMMITTEE ON POLITICAL EDUCATI	681.34
CHK	00385758	05/01/2025	CRANE FINANCE	362.98
CHK	00385759	05/01/2025	DDMK INC	73.47
CHK	00385760	05/01/2025	DAILY JOURNAL OF COMMERCE INC	219.60
CHK	00385761	05/01/2025	DS SERVICES OF AMERICA INC	96.81
CHK	00385762	05/01/2025	DYNAMIC COLLECTORS INC	1,504.62
CHK	00385763	05/01/2025	GENES TOWING CORP	1,244.04
CHK	00385764	05/01/2025	IAM & AW	744.00
CHK	00385765	05/01/2025	INTERMOUNTAIN LOCK AND SECURIT	1,280.20
CHK	00385766	05/01/2025	INTERNAL REVENUE SERVICE	220.00
CHK	00385767	05/01/2025	KITE REALTY GROUP LP	1,006.94
CHK	00385768	05/01/2025	LEGEND DATA SYSTEMS INC	81.20
CHK	00385769	05/01/2025	MCMASTER-CARR SUPPLY	362.20
CHK	00385770	05/01/2025	MICHAEL G MALAIER	685.39
CHK	00385771	05/01/2025	ICMA RETIREMENT	4,133.27
CHK	00385772	05/01/2025	NH DEPT OF H&HS	419.50
CHK	00385773	05/01/2025	NORTHWEST IAM BENEFIT TRUST	2,442.44
CHK	00385774	05/01/2025	WASHINGTON STATE SCHOOL FOR TI	41.52
CHK	00385775	05/01/2025	OLYMPIC SPORTS & SPINE PLLC	360.00
CHK	00385776	05/01/2025	PIERCE COUNTY	2,300.00
CHK	00385777	05/01/2025	PIERCE COUNTY	2,086.02
CHK	00385778	05/01/2025	PUGET SOUND ENERGY	7,810.85
CHK	00385779	05/01/2025	SAFETY VISION	2,613.18
CHK	00385780	05/01/2025	ROBERT MUSTAIN	533.99
CHK	00385781	05/01/2025	OD SNIDER & SON INC	572.85
CHK	00385782	05/01/2025	T-MOBILE	466.87
CHK	00385783	05/01/2025	SOUND PUBLISHING	97.58
CHK	00385784	05/01/2025	THE LAMAR COMPANY LLC	5,283.00
CHK	00385785	05/01/2025	UNITED SITE SERVICES OF NEVADA	219.28
CHK	00385786	05/01/2025	UNITED WAY OF PIERCE COUNTY	1,087.51
CHK	00385787	05/01/2025	VERIZON WIRELESS	4,492.91
CHK	00385788	05/01/2025	VERIZON WIRELESS	560.25
CHK	00385789	05/01/2025	VERIZON WIRELESS	3,217.61
CHK	00385790	05/01/2025	VERIZON WIRELESS	2,076.43
CHK	00385791	05/01/2025	VERIZON WIRELESS	2,708.97
CHK	00385792	05/01/2025	VERIZON WIRELESS	714.91

CHK	00385793	05/01/2025	VERIZON WIRELESS	1,220.84
CHK	00385794	05/01/2025	VERIZON WIRELESS	1,220.84
CHK	00385795	05/01/2025	VERIZON WIRELESS	1,881.43
CHK	00385796	05/01/2025	VERIZON WIRELESS	527.10
CHK	00385797	05/01/2025	VERIZON WIRELESS	1,220.84
CHK	00385798	05/01/2025	VERIZON WIRELESS	1,979.21
CHK	00385799	05/01/2025	VERIZON WIRELESS	560.13
CHK	00385800	05/01/2025	VERIZON WIRELESS	1,220.84
CHK	00385801	05/01/2025	VERIZON WIRELESS	80.02
CHK	00385802	05/01/2025	WA ST DEPT OF ENTERPRISE SVCS	637.48
CHK	00385803	05/01/2025	WA ST DEPT OF LABOR & INDUSTRI	91,703.33
CHK	00385804	05/01/2025	WA ST DEPT OF LABOR & INDUSTRI	191,368.84
CHK	00385805	05/01/2025	WA ST DEPT OF SOCIAL & HEALTH	112.50
CHK	00385806	05/01/2025	WA ST EMPLOYMENT SECURITY DEP'	51,318.62
CHK	00385807	05/01/2025	WESCO EQUIPMENT	3,888.53
CHK	00385808	05/08/2025	ALL STAR RENT A FENCE INC	363.33
CHK	00385809	05/08/2025	UNIVERSAL PROTECTION SERVICE L	204,313.69
CHK	00385810	05/08/2025	AMB TOOLS INC	1,253.17
CHK	00385811	05/08/2025	AMPLIFIED WIRELESS SOLUTIONS I	333.33
CHK	00385812	05/08/2025	AT&T	30.49
CHK	00385813	05/08/2025	BEN'S CLEANER SALES INC	2,468.50
CHK	00385814	05/08/2025	CERTIFIED INSPECTION SERVICE	540.00
CHK	00385815	05/08/2025	CHINESE RECONCILIATION PROJECT	2,500.00
CHK	00385816	05/08/2025	CITY OF TACOMA	174.14
CHK	00385817	05/08/2025	CITY OF TACOMA	468.00
CHK	00385818	05/08/2025	CITY OF TACOMA	20,000.00
CHK	00385819	05/08/2025	COMCAST HOLDINGS CORPORATION	174.37
CHK	00385820	05/08/2025	CONVERGINT TECHNOLOGIES LLC	6,550.21
CHK	00385821	05/08/2025	SIMON AND COMPANY INC	3,750.00
CHK	00385822	05/08/2025	DAILY JOURNAL OF COMMERCE INC	207.40
CHK	00385823	05/08/2025	DM RECYCLING CO INC	3,251.98
CHK	00385824	05/08/2025	FORMFOX INC.	50.00
CHK	00385825	05/08/2025	FRUITLAND MUTUAL WATER COMPAN	140.64
CHK	00385826	05/08/2025	GENES TOWING CORP	1,515.26
CHK	00385827	05/08/2025	GILCHRIST CHEVROLET BUICK GMC	283.58
CHK	00385828	05/08/2025	HAROLD LEMAY ENTERPRISES	8,652.92
CHK	00385829	05/08/2025	HOME DEPOT USA INC	818.24
CHK	00385830	05/08/2025	LEGEND DATA SYSTEMS INC	107.90
CHK	00385831	05/08/2025	LEMAY MOBILE SHREDDING	382.72
CHK	00385832	05/08/2025	SYNCHRONY BANK	2,068.87
CHK	00385833	05/08/2025	OCCUPATIONAL HEALTH CENTERS OI	121.00
CHK	00385834	05/08/2025	ODP BUSINESS SOLUTIONS LLC	3,501.18
CHK	00385835	05/08/2025	OLYMPIC SPORTS & SPINE PLLC	960.00
CHK	00385836	05/08/2025	PIERCE COUNTY	6,825.18
CHK	00385837	05/08/2025	PUGET SOUND COLLECTIONS INC	3,197.08
CHK	00385838	05/08/2025	PUGET SOUND ENERGY	46,487.15
CHK	00385839	05/08/2025	SHAWN HARRIS	12.10
CHK	00385840	05/08/2025	SHERWIN-WILLIAMS	40.36
CHK	00385841	05/08/2025	SOURCE PANEL	25,000.00
CHK	00385842	05/08/2025	SM STEMPER ARCHITECTS PLLC	9,416.22
CHK	00385843	05/08/2025	SOUND PUBLISHING	86.35
CHK	00385844	05/08/2025	TARA DUNFORD CPA	828.75
CHK	00385845	05/08/2025	UNITED SITE SERVICES OF NEVADA	961.65
CHK	00385846	05/08/2025	WA ST DEPT OF TRANSPORTATION	1,456.01
CHK	00385847	05/08/2025	WESCO EQUIPMENT	35,557.17

CHK	00385848	05/08/2025	WURTH USA INC	325.44
CHK	00385849	05/15/2025	AAA FIRE PROTECTION INC	785.24
CHK	00385850	05/15/2025	AMERICAN PUBLIC TRANSPORTATION	3,225.00
CHK	00385851	05/15/2025	ATU LOCAL 758 CORP	59,443.25
CHK	00385852	05/15/2025	BUNCE RENTALS INC	575.77
CHK	00385853	05/15/2025	THE RUSTY RACK GUYS	531.92
CHK	00385854	05/15/2025	QWEST CORPORATION	80.55
CHK	00385855	05/15/2025	QWEST CORPORATION	9,217.75
CHK	00385856	05/15/2025	CITY OF LAKEWOOD	60,927.78
CHK	00385857	05/15/2025	CITY OF LAKEWOOD	24.00
CHK	00385858	05/15/2025	CITY OF PUYALLUP	37,118.61
CHK	00385859	05/15/2025	CITY OF TACOMA	6,406.14
CHK	00385860	05/15/2025	CITY OF TACOMA	420.00
CHK	00385861	05/15/2025	CITY OF TACOMA	14,583.79
CHK	00385862	05/15/2025	CITY OF TACOMA	360.50
CHK	00385863	05/15/2025	COMCAST HOLDINGS CORPORATION	309.13
CHK	00385864	05/15/2025	CRANE FINANCE	61.40
CHK	00385865	05/15/2025	DISH NETWORK LLC	121.13
CHK	00385866	05/15/2025	FEDERAL EXPRESS CORPORATION	48.41
CHK	00385867	05/15/2025	FIRST RESPONDER OUTFITTERS INC	583.49
CHK	00385868	05/15/2025	GENES TOWING CORP	409.07
CHK	00385869	05/15/2025	GUEST COMMUNICATIONS CORP	9,450.00
CHK	00385870	05/15/2025	INTERNAL REVENUE SERVICE	220.00
CHK	00385871	05/15/2025	IOPREDICT INC	2,345.00
CHK	00385872	05/15/2025	JOHN A DASH & ASSOCIATES INC	420.00
CHK	00385873	05/15/2025	KELLEY CREATE CO	3,209.34
CHK	00385874	05/15/2025	LANGUAGE LINE SERVICES	38.92
CHK	00385875	05/15/2025	LOOMIS ARMORED US LLC	1,424.74
CHK	00385876	05/15/2025	LUCENT CASH	346.50
CHK	00385877	05/15/2025	MCMASTER-CARR SUPPLY	322.78
CHK	00385878	05/15/2025	MICHAEL G MALAIER	685.39
CHK	00385879	05/15/2025	NH DEPT OF H&HS	419.50
CHK	00385880	05/15/2025	AMERIDIAN INDUSTRIES LLC	29,759.17
CHK	00385881	05/15/2025	PENINSULA LIGHT COMPANY	233.46
CHK	00385882	05/15/2025	PETER E DOVE	2,673.23
CHK	00385883	05/15/2025	PIERCE COUNTY	456,114.98
CHK	00385884	05/15/2025	REX V PEGG FABRICS INC	48.53
CHK	00385885	05/15/2025	SCA PACIFIC INC	348.30
CHK	00385886	05/15/2025	SENTINEL TECHNOLOGIES INC	8,700.19
CHK	00385887	05/15/2025	SHERWIN-WILLIAMS	682.76
CHK	00385888	05/15/2025	SSMC CASE MANAGEMENT	454.50
CHK	00385889	05/15/2025	SOUND PUBLISHING	78.00
CHK	00385890	05/15/2025	TERMINIX INTERNATIONAL COMPANY	147.80
CHK	00385891	05/15/2025	TERMINIX INTERNATIONAL COMPANY	165.56
CHK	00385892	05/15/2025	THE LAMAR COMPANY LLC	293.00
CHK	00385893	05/15/2025	TRUVIEW BSI LLC	803.14
CHK	00385894	05/15/2025	UNITED WAY OF PIERCE COUNTY	1,097.51
CHK	00385895	05/15/2025	VERIZON WIRELESS	1,734.22
CHK	00385896	05/15/2025	US BANK NA	68,610.26
CHK	00385897	05/15/2025	WA ST DEPT OF RETIREMENT SYSTE	5,056.28
CHK	00385898	05/15/2025	WA ST DEPT OF SOCIAL & HEALTH	112.50
CHK	00385899	05/15/2025	WESCO EQUIPMENT	440.40
CHK	00385900	05/15/2025	WESTERN GOVERNORS UNIVERSITY	3,500.00
CHK	00385901	05/15/2025	DIVERSIFICATION INC	20,064.55
CHK	00385902	05/22/2025	AMB TOOLS INC	9.21

CHK	00385903	05/22/2025	AT&T	115.08
CHK	00385904	05/22/2025	BLAKE YORK	12.00
CHK	00385905	05/22/2025	QWEST CORPORATION	94.50
CHK	00385906	05/22/2025	QWEST CORPORATION	913.86
CHK	00385907	05/22/2025	CITY OF FEDERAL WAY	34,991.25
CHK	00385908	05/22/2025	CITY OF PUYALLUP	550.50
CHK	00385909	05/22/2025	CITY OF TACOMA	7,214.00
CHK	00385910	05/22/2025	COMCAST HOLDINGS CORPORATION	173.32
CHK	00385911	05/22/2025	COMCAST HOLDINGS CORPORATION	161.32
CHK	00385912	05/22/2025	COMCAST HOLDINGS CORPORATION	8,723.88
CHK	00385913	05/22/2025	CONVERGINT TECHNOLOGIES LLC	18,335.16
CHK	00385914	05/22/2025	DAILY JOURNAL OF COMMERCE INC	183.00
CHK	00385915	05/22/2025	LOCAL DEVELOPMENT COUNCIL	10,000.00
CHK	00385916	05/22/2025	FIRST RESPONDER OUTFITTERS INC	565.80
CHK	00385917	05/22/2025	GENES TOWING CORP	729.75
CHK	00385918	05/22/2025	GILCHRIST CHEVROLET BUICK GMC	116.48
CHK	00385919	05/22/2025	HILTI INC	1,397.11
CHK	00385920	05/22/2025	KIMBERLY SCHULTZ	23.00
CHK	00385921	05/22/2025	LAKEWOOD WATER DISTRICT	218.72
CHK	00385922	05/22/2025	LEGEND DATA SYSTEMS INC	1,677.10
CHK	00385923	05/22/2025	MCMASTER-CARR SUPPLY	1,759.18
CHK	00385924	05/22/2025	O'REILLY AUTO ENTERPRISES LLC	8.16
CHK	00385925	05/22/2025	OCCUPATIONAL HEALTH CENTERS OI	726.00
CHK	00385926	05/22/2025	ODP BUSINESS SOLUTIONS LLC	113.15
CHK	00385927	05/22/2025	OLYMPIC SPORTS & SPINE PLLC	480.00
CHK	00385928	05/22/2025	ASSOC FOR EDUC & REHAB OF VISU	150.00
CHK	00385929	05/22/2025	THE PAPE GROUP INC	79.17
CHK	00385930	05/22/2025	PENINSULA LIGHT COMPANY	76.28
CHK	00385931	05/22/2025	PIERCE COUNTY	1,092,050.00
CHK	00385932	05/22/2025	PUGET SOUND ENERGY	344.41
CHK	00385933	05/22/2025	REX V PEGG FABRICS INC	606.21
CHK	00385934	05/22/2025	ROBERT HUNTLEY	38.31
CHK	00385935	05/22/2025	SWC ENTERPRISES LLC	304.49
CHK	00385936	05/22/2025	SHERWIN-WILLIAMS	1,418.19
CHK	00385937	05/22/2025	OD SNIDER & SON INC	705.49
CHK	00385938	05/22/2025	TACOMA MALL PARTNERSHIP	5,436.56
CHK	00385939	05/22/2025	ULINE INC	3,482.99
CHK	00385940	05/22/2025	WESCO EQUIPMENT	8,852.77
CHK	00385941	05/22/2025	WOODLAND INDUSTRIES GENERAL C	1,425.00
CHK	00385942	05/22/2025	WURTH USA INC	277.45
CHK	00385943	05/29/2025	AAA FIRE PROTECTION INC	434.07
CHK	00385944	05/29/2025	AM SIGNAL LLC	6,189.76
CHK	00385945	05/29/2025	AT&T	11,352.47
CHK	00385946	05/29/2025	ATU LOCAL 758 CORP	246.95
CHK	00385947	05/29/2025	BEN'S CLEANER SALES INC	97.77
CHK	00385948	05/29/2025	BISON CASH	504.04
CHK	00385949	05/29/2025	BRIAN SHUPE	10.90
CHK	00385950	05/29/2025	CITY OF TACOMA	1,713.66
CHK	00385951	05/29/2025	COMCAST HOLDINGS CORPORATION	173.36
CHK	00385952	05/29/2025	COMCAST HOLDINGS CORPORATION	265.32
CHK	00385953	05/29/2025	COMCAST HOLDINGS CORPORATION	178.36
CHK	00385954	05/29/2025	COMCAST HOLDINGS CORPORATION	173.36
CHK	00385955	05/29/2025	COPIERS NORTHWEST INC	851.02
CHK	00385956	05/29/2025	SIMON AND COMPANY INC	3,750.00
CHK	00385957	05/29/2025	DAILY JOURNAL OF COMMERCE INC	628.30

CHK	00385958	05/29/2025	DS SERVICES OF AMERICA INC	96.50
CHK	00385959	05/29/2025	ECOLUBE RECOVERY LLC	140.60
CHK	00385960	05/29/2025	GENES TOWING CORP	2,133.50
CHK	00385961	05/29/2025	GILCHRIST CHEVROLET BUICK GMC	516.42
CHK	00385962	05/29/2025	INTERNAL REVENUE SERVICE	220.00
CHK	00385963	05/29/2025	KELLEY CREATE CO	650.98
CHK	00385964	05/29/2025	KITE REALTY GROUP LP	1,006.94
CHK	00385965	05/29/2025	TITUS WILL INVESTMENTS LLC	152.36
CHK	00385966	05/29/2025	LUCENT CASH	384.66
CHK	00385967	05/29/2025	MCMASTER-CARR SUPPLY	138.89
CHK	00385968	05/29/2025	MICHAEL G MALAIER	685.39
CHK	00385969	05/29/2025	O'REILLY AUTO ENTERPRISES LLC	126.75
CHK	00385970	05/29/2025	OCCUPATIONAL HEALTH CENTERS OI	484.00
CHK	00385971	05/29/2025	WASHINGTON STATE SCHOOL FOR TI	83.00
CHK	00385972	05/29/2025	AMERIDIAN INDUSTRIES LLC	20,943.22
CHK	00385973	05/29/2025	PARKLAND LIGHT & WATER CO	250.36
CHK	00385974	05/29/2025	PIERCE COUNTY	46,605.00
CHK	00385975	05/29/2025	PTBA PETTY CASH	150.00
CHK	00385976	05/29/2025	PUGET SOUND ENERGY	6,144.31
CHK	00385977	05/29/2025	PURE FILTRATION PRODUCTS INC	4,626.83
CHK	00385978	05/29/2025	REX V PEGG FABRICS INC	1,060.42
CHK	00385979	05/29/2025	RICHARD MIKLIAN	38.52
CHK	00385980	05/29/2025	SHERWIN-WILLIAMS	1,184.46
CHK	00385981	05/29/2025	STEPHAN FRENZL	2,200.00
CHK	00385982	05/29/2025	SOUND PUBLISHING	283.53
CHK	00385983	05/29/2025	TACOMA PIERCE COUNTY CHAMBER	200.00
CHK	00385984	05/29/2025	TACOMA SIGN COMPANY LLC	19,402.92
CHK	00385985	05/29/2025	TODD ROSENBAUM	13.00
CHK	00385986	05/29/2025	TOOLE DESIGN GROUP LLC	5,202.00
CHK	00385987	05/29/2025	ULINE INC	392.42
CHK	00385988	05/29/2025	UNITED SITE SERVICES OF NEVADA	219.28
CHK	00385989	05/29/2025	VERIZON WIRELESS	4,492.91
CHK	00385990	05/29/2025	VERIZON WIRELESS	1,457.22
CHK	00385991	05/29/2025	VERIZON WIRELESS	667.20
CHK	00385992	05/29/2025	VERIZON WIRELESS	527.10
CHK	00385993	05/29/2025	VERIZON WIRELESS	1,363.62
CHK	00385994	05/29/2025	VERIZON WIRELESS	560.13
CHK	00385995	05/29/2025	VERIZON WIRELESS	1,881.43
CHK	00385996	05/29/2025	VERIZON WIRELESS	560.25
CHK	00385997	05/29/2025	VERIZON WIRELESS	1,220.84
CHK	00385998	05/29/2025	VERIZON WIRELESS	1,220.84
CHK	00385999	05/29/2025	VERIZON WIRELESS	560.25
CHK	00386000	05/29/2025	VERIZON WIRELESS	620.25
CHK	00386001	05/29/2025	VERIZON WIRELESS	1,310.84
CHK	00386002	05/29/2025	VERIZON WIRELESS	1,520.84
CHK	00386003	05/29/2025	VERIZON WIRELESS	80.02
CHK	00386004	05/29/2025	WALTER E NELSON CO	2,901.98
CHK	00386005	05/29/2025	WESCO EQUIPMENT	230.95
EFT	00020076	05/01/2025	ALL STARZ STAFFING AND CONSULT	4,467.60
EFT	00020077	05/01/2025	AMAZON CAPITAL SERVICES INC	4,426.24
EFT	00020078	05/01/2025	AMY CLEVELAND	570.93
EFT	00020079	05/01/2025	ASKREPLY INC	36,032.63
EFT	00020080	05/01/2025	BUD CLARY CHEVROLET CADILLAC I	47,433.67
EFT	00020081	05/01/2025	CABBROS CLEANING SERVICE LLC	15,978.60
EFT	00020082	05/01/2025	CDW GOVERNMENT INC	7,867.11

EFT	00020083	05/01/2025	CENTENNIAL CONTRACTORS ENTERF	3,480.82
EFT	00020084	05/01/2025	CENTRAL PUGET SOUND REGIONAL T	13,416.25
EFT	00020085	05/01/2025	CINTAS CORPORATION NO 2	6,815.40
EFT	00020086	05/01/2025	CLEVER DEVICES LTD	481,456.29
EFT	00020087	05/01/2025	CUMMINS INC	17,144.43
EFT	00020088	05/01/2025	TRUCKPRO HOLDING CORPORTATION	462.84
EFT	00020089	05/01/2025	EMC RESEARCH INC	26,575.00
EFT	00020090	05/01/2025	FSX INC	576.92
EFT	00020091	05/01/2025	SPX CORPORATION	4,337.29
EFT	00020092	05/01/2025	GILLIG LLC	1,957.48
EFT	00020093	05/01/2025	GRAINGER	405.28
EFT	00020094	05/01/2025	HUITT-ZOLLARS INC	104,071.12
EFT	00020095	05/01/2025	JARED MILES	321.40
EFT	00020096	05/01/2025	JUSTIN MILLER	57.52
EFT	00020097	05/01/2025	K & L GATES	227.87
EFT	00020098	05/01/2025	KELLY CRABILL	249.20
EFT	00020099	05/01/2025	KENDRA BROKMAN	68.70
EFT	00020100	05/01/2025	LARSCO INC	111.51
EFT	00020101	05/01/2025	LARSEN SIGN COMPANY	71.57
EFT	00020102	05/01/2025	MB ELECTRIC LLC	303.29
EFT	00020103	05/01/2025	MOHAWK MFG & SUPPLY	468.20
EFT	00020104	05/01/2025	NEOPART TRANSIT LLC	23.34
EFT	00020105	05/01/2025	OLYMPIC HOLDINGS STG LLC	538.43
EFT	00020106	05/01/2025	PAMELA GANT	632.22
EFT	00020107	05/01/2025	PENNY GRELLIER	56.00
EFT	00020108	05/01/2025	REXEL USA INC	268.28
EFT	00020109	05/01/2025	QUALITY PRESS	676.45
EFT	00020110	05/01/2025	ROMAINE ELECTRIC CORP	1,045.65
EFT	00020111	05/01/2025	RODNEY DYE	248.20
EFT	00020112	05/01/2025	SEAN DERRY	333.35
EFT	00020113	05/01/2025	SOUND TRANSIT SMART CARD CENTF	1,795.23
EFT	00020114	05/01/2025	STANDARD PARTS CORP	1,916.69
EFT	00020115	05/01/2025	UNIVERSAL AUTO GROUP 1	981.84
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EFT	00020117	05/01/2025	TERRYBERRY COMPANY LLC	169.86
EFT	00020118	05/01/2025	THE WW WILLIAMS COMPANY LLC	4,622.10
EFT	00020119	05/01/2025	THE AFTERMARKET PARTS CO LLC	2,158.93
EFT	00020120	05/01/2025	TRAVIS LOSS	131.60
EFT	00020121	05/01/2025	UNITED PARCEL SERVICE INC	45.57
EFT	00020122	05/01/2025	DOBBS HEAVY DUTY HOLDINGS LLC	68,306.36
EFT	00020123	05/01/2025	WHELEN ENGINEERING CO INC	290.66
EFT	00020124	05/01/2025	WASHINGTON STATE TRANSIT ASSOC	350.00
EFT	00020125	05/01/2025	WOMEN'S TRANSPORTATION SEMINA	700.00
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EFT	00020127	05/02/2025	NAVIA BENEFIT SOLUTIONS	18,485.65
EFT	00020128	05/02/2025	TACOMA EMPLOYEES RETIREMENT S	16,783.84
EFT	00020129	05/02/2025	WA ST CHILD SUPPORT REGISTRY	6,424.31
EFT	00020130	05/08/2025	AMERICAN CUSTODIAN INC	27,058.00
EFT	00020131	05/08/2025	ALL STARZ STAFFING AND CONSULT	6,454.32
EFT	00020132	05/08/2025	AMAZON CAPITAL SERVICES INC	2,205.50
EFT	00020133	05/08/2025	CONTINENTAL BATTERY COMPANY	1,390.31
EFT	00020134	05/08/2025	BRAVO ENVIRONMENTAL NW INC	4,635.14
EFT	00020135	05/08/2025	BUD CLARY CHEVROLET CADILLAC I	94,867.34
EFT	00020136	05/08/2025	CENTRAL PUGET SOUND REGIONAL T	249.60
EFT	00020137	05/08/2025	CHEVRON PRODUCTS CO	86.48

EFT	00020138	05/08/2025	CINTAS CORPORATION NO 2	677.07
EFT	00020139	05/08/2025	COGENT COMMUNICATIONS INC	3,850.41
EFT	00020140	05/08/2025	COMMERCIAL BRAKE & CLUTCH	312.73
EFT	00020141	05/08/2025	CUMMINS INC	21,369.99
EFT	00020142	05/08/2025	CUMMINS-ALLISON CORP	56.70
EFT	00020143	05/08/2025	CUSTOM EDGE INC	7,357.10
EFT	00020144	05/08/2025	CYBERSOURCE CORPORATION	300.00
EFT	00020145	05/08/2025	DKS ASSOCIATES	2,471.31
EFT	00020146	05/08/2025	DYNAMIC LANGUAGE CENTER LTD	689.19
EFT	00020147	05/08/2025	EASTER SEALS WASHINGTON	2,867.00
EFT	00020148	05/08/2025	FEHR & PEERS	6,022.50
EFT	00020149	05/08/2025	FLAGS-A-FLYING	88.18
EFT	00020150	05/08/2025	GALLS LLC	13,755.94
EFT	00020151	05/08/2025	GALLUP INC	35,000.00
EFT	00020152	05/08/2025	GILLIG LLC	17,928.77
EFT	00020153	05/08/2025	GORDON THOMAS HONEYWELL	6,500.00
EFT	00020154	05/08/2025	GRAINGER	1,199.50
EFT	00020155	05/08/2025	TYCO FIRE & SECURITY (US) MANA	782.75
EFT	00020156	05/08/2025	KENT D BRUCE CO LLC	1,471.12
EFT	00020157	05/08/2025	KORUM FORD INC	206.58
EFT	00020158	05/08/2025	LARSEN SIGN COMPANY	97.50
EFT	00020159	05/08/2025	LAURIE LANGLOIS	174.14
EFT	00020160	05/08/2025	LYTX INC	168,157.19
EFT	00020161	05/08/2025	DB PRINTING LLC	3,042.72
EFT	00020162	05/08/2025	MOHAWK MFG & SUPPLY	478.29
EFT	00020163	05/08/2025	MOTION INDUSTRIES, INC.	496.82
EFT	00020164	05/08/2025	MUNCIE RECLAMATION & SUPPLY CO	1,566.12
EFT	00020165	05/08/2025	NAVIA BENEFIT SOLUTIONS	1,324.40
EFT	00020166	05/08/2025	NORTHWEST PUMP & EQUIPMENT CC	620.67
EFT	00020167	05/08/2025	PARAMETRIX ENGINEERING	14,172.78
EFT	00020168	05/08/2025	PAUL CHAMPLAIN	104.58
EFT	00020169	05/08/2025	PETROCARD INC	131,693.33
EFT	00020170	05/08/2025	PRINT NW	222.05
EFT	00020171	05/08/2025	QUADIENT FINANCE USA INC	3,293.60
EFT	00020172	05/08/2025	QUALITY PRESS	504.72
EFT	00020173	05/08/2025	ROMAINE ELECTRIC CORP	1,129.95
EFT	00020174	05/08/2025	SHUMAN LLC	165.00
EFT	00020175	05/08/2025	RS MEANS COMPANY LLC	5,159.29
EFT	00020176	05/08/2025	SEATTLE AUTOMOTIVE DISTRIBUTIN	1,977.00
EFT	00020177	05/08/2025	STANDARD PARTS CORP	188.09
EFT	00020178	05/08/2025	STAPLES INC	1,958.96
EFT	00020179	05/08/2025	UNIVERSAL AUTO GROUP 1	481.34
EFT	00020180	05/08/2025	TACOMA SCREW PRODUCTS INC	1,687.55
EFT	00020181	05/08/2025	THE WW WILLIAMS COMPANY LLC	1,803.10
EFT	00020182	05/08/2025	TITUS-WILL FORD SALES INC	1,381.30
EFT	00020183	05/08/2025	THE AFTERMARKET PARTS CO LLC	20,973.82
EFT	00020184	05/08/2025	UNITED PARCEL SERVICE INC	82.77
EFT	00020185	05/08/2025	UNITED RENTALS (NORTH AMERICA)	2,977.10
EFT	00020186	05/08/2025	DOBBS HEAVY DUTY HOLDINGS LLC	2,004.80
EFT	00020187	05/08/2025	ASSOCIATED PETROLEUM	3,646.98
EFT	00020188	05/08/2025	WORLDPAC INC	494.61
EFT	00020189	05/08/2025	ZONAR SYSTEMS INC	6,504.72
EFT	00020190	05/15/2025	AIRGAS INC	332.06
EFT	00020191	05/15/2025	ALL STARZ STAFFING AND CONSULT	6,453.19
EFT	00020192	05/15/2025	AMAZON CAPITAL SERVICES INC	7,106.59

EFT	00020193	05/15/2025	ATWORK! COMMERCIAL ENTERPRISE	11,500.67
EFT	00020194	05/15/2025	CONTINENTAL BATTERY COMPANY	115.32
EFT	00020195	05/15/2025	BRAVO ENVIRONMENTAL NW INC	8,941.68
EFT	00020196	05/15/2025	CCC INTELLIGENT SOLUTIONS INC	483.34
EFT	00020197	05/15/2025	CDW GOVERNMENT INC	20,517.14
EFT	00020198	05/15/2025	PACIFIC WELDING SUPPLY INC	22.46
EFT	00020199	05/15/2025	CHEVRON PRODUCTS CO	24,763.60
EFT	00020200	05/15/2025	CHRISTI ROBINSON	69.00
EFT	00020201	05/15/2025	CINTAS CORPORATION NO 2	7,336.39
EFT	00020202	05/15/2025	COACHING SYSTEMS LLC	1,500.00
EFT	00020203	05/15/2025	CONSTRUCT INC	158,000.00
EFT	00020204	05/15/2025	CUMMINS INC	36,007.16
EFT	00020205	05/15/2025	DRUG FREE BUSINESS	8,569.30
EFT	00020206	05/15/2025	FIRST TRANSIT INC	1,043,345.07
EFT	00020207	05/15/2025	FIVE9 INC	1,566.85
EFT	00020208	05/15/2025	FOOTPRINT PROMOTIONS INC	722.32
EFT	00020209	05/15/2025	GALLS LLC	163.94
EFT	00020210	05/15/2025	SPX CORPORATION	8,942.19
EFT	00020211	05/15/2025	GILLIG LLC	14,453.32
EFT	00020212	05/15/2025	GRAINGER	2,507.42
EFT	00020213	05/15/2025	HDR ENGINEERING INC	6,928.07
EFT	00020214	05/15/2025	CANAM MINERALS	202.67
EFT	00020215	05/15/2025	LARSEN SIGN COMPANY	99.09
EFT	00020216	05/15/2025	LEVEL 3 FINANCING INC	7,436.73
EFT	00020217	05/15/2025	DB PRINTING LLC	62.76
EFT	00020218	05/15/2025	MOTION INDUSTRIES, INC.	1,843.52
EFT	00020219	05/15/2025	NEOPART TRANSIT LLC	45,600.37
EFT	00020220	05/15/2025	PACIFIC FITNESS PRODUCTS	3,407.84
EFT	00020221	05/15/2025	PEAK INDUSTRIAL INC	520.32
EFT	00020222	05/15/2025	PETROCARD INC	109,924.33
EFT	00020223	05/15/2025	REXEL USA INC	480.19
EFT	00020224	05/15/2025	QUALITY BUSINESS SYSTEMS INC	739.43
EFT	00020225	05/15/2025	ROMAINE ELECTRIC CORP	1,637.46
EFT	00020226	05/15/2025	DANIEL A SHARRON	9,744.17
EFT	00020227	05/15/2025	VIA TRANSPORTATION INC	19,377.60
EFT	00020228	05/15/2025	ROBBLEE'S TOTAL SECURITY INC	383.29
EFT	00020229	05/15/2025	ROGER JENSEN	165.00
EFT	00020230	05/15/2025	SCHETKY NORTHWEST SALES INC	26.74
EFT	00020231	05/15/2025	SOUND TRANSIT	59,429.17
EFT	00020232	05/15/2025	SOUND TRANSIT SMART CARD CENTF	9,491.50
EFT	00020233	05/15/2025	STANDARD PARTS CORP	590.89
EFT	00020234	05/15/2025	STAPLES INC	1,728.65
EFT	00020235	05/15/2025	STERICYCLE INC	65.75
EFT	00020236	05/15/2025	UNIVERSAL AUTO GROUP 1	2,049.60
EFT	00020237	05/15/2025	TACOMA SCREW PRODUCTS INC	600.68
EFT	00020238	05/15/2025	TALAKAI CONSTRUCTION LLC	16,795.83
EFT	00020239	05/15/2025	TENNANT SALES AND SERVICE COMF	1,353.32
EFT	00020240	05/15/2025	TERRYBERRY COMPANY LLC	133.46
EFT	00020241	05/15/2025	THE WW WILLIAMS COMPANY LLC	1,289.21
EFT	00020242	05/15/2025	TITUS-WILL FORD SALES INC	640.66
EFT	00020243	05/15/2025	THE AFTERMARKET PARTS CO LLC	41,288.71
EFT	00020244	05/15/2025	UNITED ENERGY TRADING LLC	114,894.09
EFT	00020245	05/15/2025	UNITED PARCEL SERVICE INC	100.20
EFT	00020246	05/15/2025	UNITED RENTALS (NORTH AMERICA)	2,699.65
EFT	00020247	05/15/2025	WA ST AUDITOR'S OFFICE	18,014.40

EFT	00020248	05/15/2025	WESMAR COMPANY INC	1,721.41
EFT	00020249	05/15/2025	DOBBS HEAVY DUTY HOLDINGS LLC	6,873.32
EFT	00020250	05/15/2025	WASHINGTON STATE TRANSIT ASSOC	600.00
EFT	00020251	05/15/2025	XEROX CORPORATION	1,995.35
EFT	00020252	05/15/2025	ZAYO GROUP HOLDINGS INC	1,393.10
EFT	00020253	05/20/2025	US BANK CORPORATE PAYMENT SYS	94,477.16
EFT	00020254	05/20/2025	AWC EMPLOYEE BENEFIT TRUST	1,512,113.41
EFT	00020255	05/20/2025	ICMA RETIREMENT	302,951.92
EFT	00020256	05/20/2025	NAVIA BENEFIT SOLUTIONS	18,499.46
EFT	00020257	05/20/2025	TACOMA EMPLOYEES RETIREMENT S	17,804.90
EFT	00020258	05/20/2025	WA ST CHILD SUPPORT REGISTRY	6,872.31
EFT	00020259	05/20/2025	WA ST DEPT OF REVENUE	8,779.49
EFT	00020260	05/22/2025	ADAM DAVIS	110.00
EFT	00020261	05/22/2025	ALL STARZ STAFFING AND CONSULT	7,766.69
EFT	00020262	05/22/2025	AMAZON CAPITAL SERVICES INC	3,875.86
EFT	00020263	05/22/2025	ANDREW MARTIN	200.00
EFT	00020264	05/22/2025	ANIXTER INC	1,106.85
EFT	00020265	05/22/2025	CONTINENTAL BATTERY COMPANY	5,075.06
EFT	00020266	05/22/2025	BRANDY TUGGLE	320.80
EFT	00020267	05/22/2025	BRIDGESTONE AMERICA	84,978.34
EFT	00020268	05/22/2025	BRITTANY CARBULLIDO	266.73
EFT	00020269	05/22/2025	CABBROS CLEANING SERVICE LLC	15,978.60
EFT	00020270	05/22/2025	CENTRAL PUGET SOUND REGIONAL T	10,016.25
EFT	00020271	05/22/2025	COMMERCIAL BRAKE & CLUTCH	55.46
EFT	00020272	05/22/2025	CUMMINS INC	41,717.70
EFT	00020273	05/22/2025	DELL MARKETING LP	6,589.15
EFT	00020274	05/22/2025	TRUCKPRO HOLDING CORPORTATION	994.24
EFT	00020275	05/22/2025	FRANK GOFINCH	51.98
EFT	00020276	05/22/2025	GORDON TRUCK CENTERS INC	2,407.73
EFT	00020277	05/22/2025	GALLS LLC	16,197.55
EFT	00020278	05/22/2025	SPX CORPORATION	3,225.99
EFT	00020279	05/22/2025	GILLIG LLC	129,628.34
EFT	00020280	05/22/2025	GRAINGER	1,903.57
EFT	00020281	05/22/2025	RONALD E JENSEN & JAMES W JENS	20,582.19
EFT	00020282	05/22/2025	TYCO FIRE & SECURITY (US) MANA	3,024.00
EFT	00020283	05/22/2025	K & L GATES	112.52
EFT	00020284	05/22/2025	KENDRA BROKMAN	195.00
EFT	00020285	05/22/2025	LAKEVIEW LIGHT & POWER CO	45,761.97
EFT	00020286	05/22/2025	LAKEWOOD CHAMBER OF COMMERC	1,700.00
EFT	00020287	05/22/2025	LARSCO INC	943.05
EFT	00020288	05/22/2025	LARSEN SIGN COMPANY	550.50
EFT	00020289	05/22/2025	LEVEL 3 FINANCING INC	5,201.39
EFT	00020290	05/22/2025	MARAH HARRIS	69.00
EFT	00020291	05/22/2025	DB PRINTING LLC	980.99
EFT	00020292	05/22/2025	MOHAWK MFG & SUPPLY	5,763.63
EFT	00020293	05/22/2025	MOOD MEDIA NORTH AMERICA HOLDI	133.49
EFT	00020294	05/22/2025	MOTION INDUSTRIES, INC.	4,721.07
EFT	00020295	05/22/2025	NEOPART TRANSIT LLC	6,557.59
EFT	00020296	05/22/2025	NORTHWEST LIFT & EQUIPMENT	217.85
EFT	00020297	05/22/2025	OLYMPIC HOLDINGS STG LLC	912.66
EFT	00020298	05/22/2025	WORKSPACE DEVELOPMENT LLC	46,070.71
EFT	00020299	05/22/2025	OUTFITTER SATELLITE INC	103.30
EFT	00020300	05/22/2025	PACIFICA LAW GROUP LLP	9,454.60
EFT	00020301	05/22/2025	PETROCARD INC	113,197.69
EFT	00020302	05/22/2025	REXEL USA INC	226.85

EFT	00020303	05/22/2025	ROMAINE ELECTRIC CORP	36.69
EFT	00020304	05/22/2025	RICARDO COVARRUBIAS	88.18
EFT	00020305	05/22/2025	SCHETKY NORTHWEST SALES INC	105.30
EFT	00020306	05/22/2025	SEATTLE AUTOMOTIVE DISTRIBUTIN	2,238.20
EFT	00020307	05/22/2025	SILAS READ	229.74
EFT	00020308	05/22/2025	STANDARD PARTS CORP	1,084.46
EFT	00020309	05/22/2025	STAPLES INC	709.59
EFT	00020310	05/22/2025	TACOMA COMMUNITY COLLEGE	5,665.56
EFT	00020311	05/22/2025	UNIVERSAL AUTO GROUP 1	1,545.20
EFT	00020312	05/22/2025	TACOMA RUBBER STAMP & MARKING	54.27
EFT	00020313	05/22/2025	TACOMA SCREW PRODUCTS INC	2,079.35
EFT	00020314	05/22/2025	TENNANT SALES AND SERVICE COMF	1,771.85
EFT	00020315	05/22/2025	TERRYBERRY COMPANY LLC	275.32
EFT	00020316	05/22/2025	THE WW WILLIAMS COMPANY LLC	2,395.06
EFT	00020317	05/22/2025	TITUS-WILL FORD SALES INC	748.48
EFT	00020318	05/22/2025	THE AFTERMARKET PARTS CO LLC	37,543.16
EFT	00020319	05/22/2025	UNITED PARCEL SERVICE INC	49.88
EFT	00020320	05/22/2025	UNITED RENTALS (NORTH AMERICA)	6,451.86
EFT	00020321	05/22/2025	VIA TRANSPORTATION INC	251,210.75
EFT	00020322	05/22/2025	DOBBS HEAVY DUTY HOLDINGS LLC	15,417.88
EFT	00020323	05/22/2025	WORLDPAC INC	354.34
EFT	00020324	05/22/2025	WASHINGTON STATE TRANSIT ASSOC	400.00
EFT	00020325	05/22/2025	XPO LOGISTICS FREIGHT INC	238.59
EFT	00020326	05/22/2025	ZUMAR INDUSTRIES INC	506.46
EFT	00020327	05/29/2025	ALL STARZ STAFFING AND CONSULT	1,224.00
EFT	00020328	05/29/2025	AMAZON CAPITAL SERVICES INC	4,782.41
EFT	00020329	05/29/2025	ANGI ENERGY SYSTEMS	4,532.78
EFT	00020330	05/29/2025	CONTINENTAL BATTERY COMPANY	530.79
EFT	00020331	05/29/2025	CENTENNIAL CONTRACTORS ENTERF	156,944.73
EFT	00020332	05/29/2025	CINTAS CORPORATION NO 2	8,402.36
EFT	00020333	05/29/2025	CONSOLIDATED PRESS	3,847.37
EFT	00020334	05/29/2025	CUMMINS INC	17,804.99
EFT	00020335	05/29/2025	CURT KOHLWES	3,341.31
EFT	00020336	05/29/2025	GALLS LLC	26,653.95
EFT	00020337	05/29/2025	SPX CORPORATION	5,421.43
EFT	00020338	05/29/2025	GILLIG LLC	45,333.56
EFT	00020339	05/29/2025	GRAINGER	5,536.06
EFT	00020340	05/29/2025	HUITT-ZOLLARS INC	35,614.28
EFT	00020341	05/29/2025	INTERCLEAN EQUIPMENT LLC	1,726.75
EFT	00020342	05/29/2025	JAJ ENTERPRISES LLC	1,290.00
EFT	00020343	05/29/2025	KENT D BRUCE CO LLC	4,744.02
EFT	00020344	05/29/2025	KIMBERLYN GRIMES	17.92
EFT	00020345	05/29/2025	LEARNING TECHNOLOGIES GROUP IN	6,200.00
EFT	00020346	05/29/2025	MARAH HARRIS	532.80
EFT	00020347	05/29/2025	MICHAEL GUY	165.00
EFT	00020348	05/29/2025	DB PRINTING LLC	655.10
EFT	00020349	05/29/2025	MOHAWK MFG & SUPPLY	3,223.90
EFT	00020350	05/29/2025	MUNCIE RECLAMATION & SUPPLY CO	5,967.37
EFT	00020351	05/29/2025	NEOPART TRANSIT LLC	3,359.79
EFT	00020352	05/29/2025	NICK NASH	133.00
EFT	00020353	05/29/2025	NORTHWEST PUMP & EQUIPMENT CC	12,627.55
EFT	00020354	05/29/2025	PETROCARD INC	109,375.37
EFT	00020355	05/29/2025	REXEL USA INC	1,506.33
EFT	00020356	05/29/2025	PRINT NW	140.27
EFT	00020357	05/29/2025	QUALITY PRESS	3,158.03

EFT	00020358	05/29/2025	RAINIER DELACRUZ	79.00
EFT	00020359	05/29/2025	SHUMAN LLC	117.20
EFT	00020360	05/29/2025	RIGHT! SYSTEMS INC	12,406.25
EFT	00020361	05/29/2025	SOUND TRANSIT SMART CARD CENTF	1,091.97
EFT	00020362	05/29/2025	STANDARD PARTS CORP	1,630.53
EFT	00020363	05/29/2025	STAPLES INC	1,571.54
EFT	00020364	05/29/2025	SUMMIT LAW GROUP PLLC	2,559.00
EFT	00020365	05/29/2025	UNIVERSAL AUTO GROUP 1	561.00
EFT	00020366	05/29/2025	TACOMA SCREW PRODUCTS INC	457.01
EFT	00020367	05/29/2025	THE WW WILLIAMS COMPANY LLC	36,844.00
EFT	00020368	05/29/2025	TINA VASLET	229.74
EFT	00020369	05/29/2025	TITUS-WILL FORD SALES INC	895.97
EFT	00020370	05/29/2025	THE AFTERMARKET PARTS CO LLC	18,914.65
EFT	00020371	05/29/2025	UNITED PARCEL SERVICE INC	487.56
EFT	00020372	05/29/2025	USAME DAHIR	264.35
EFT	00020373	05/29/2025	VIA TRANSPORTATION INC	4,600.84
EFT	00020374	05/29/2025	DOBBS HEAVY DUTY HOLDINGS LLC	16,559.48
EFT	00020375	05/29/2025	WASHINGTON STATE TRANSIT ASSOC	1,400.00
EFT	00020376	05/29/2025	XEROX CORPORATION	2,880.34
EFT	00020377	05/30/2025	ICMA RETIREMENT	302,436.87
EFT	00020378	05/30/2025	NAVIA BENEFIT SOLUTIONS	18,476.39
EFT	00020379	05/30/2025	TACOMA EMPLOYEES RETIREMENT S	17,803.91
Total Payments				<u>\$10,508,420.15</u>

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

May 12, 2025

CALL TO ORDER

Vice Chair Whalen called the regular board meeting to order at 4:02 p.m.

ROLL CALL

Commissioners present:

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

Commissioners excused:

John Hoheusle, President of ATU 758, Represents IAM and ATU
Jim Kastama, City of Puyallup Mayor *(Mayor of the City of Puyallup)*

Staff present:

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

LAND ACKNOWLEDGMENT AND FLAG SALUTE

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

OPENING REMARKS AND HOUSEKEEPING ITEMS

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

PRESENTATIONS

1. Honoring Jeffrey Keys for Operator of the Month for April 2025

Assistant Transportation Manager John Riggs honored Jeffrey Keys for being selected Operator of the Month for April 2025. Mr. Riggs spoke about Mr. Keys’

contributions to the agency, highlighting Mr. Keys' positive approach, pleasant demeanor, and his love of helping people.

Mr. Keys was recognized for his signature saying of "Give me all you got!" Because of the infectious and uplifting spirit that this signature saying brings to the agency, Pierce Transit created a "Give me all you got!" customer service campaign to help foster great customer service at the agency. [Mr. Keys was presented with an Operator of the Month certificate and congratulatory letter from CEO Mike Griffus.]

Customer Experience Manager Dezra Nauls spoke about the customer service campaign and distributed "Give me all you got" buttons to the commissioners present.

Mr. Keys expressed his appreciation for receiving the award and for the agency allowing him to be himself.

On behalf of the Board, Vice Chair Whalen congratulated Mr. Keys and thanked him for his service and dedication.

2. Review of Proposed 2025 Federal Legislative Priorities and Update on State Legislative Session

Government Relations Administrator Curt Kohlwes introduced federal lobbyist Jen Covino from Covino, Smith and Simon.

Ms. Covino provided a Powerpoint presentation reviewing the proposed federal agenda and spoke about the work and activities that are underway in Washington DC. *[Commissioner Fagundes left the meeting at about 4:20 p.m.]*

She responded to general questions.

Mr. Kohlwes introduced state lobbyist Hanna Jones from Gordon, Thomas, Honeywell.

Ms. Jones provided a PowerPoint presentation reviewing the 2025 legislative session that just wrapped up. She discussed the challenges and focus points and gave an overview of the results/outcomes of Pierce Transit's 2025 legislative priorities. She gave an overview of the bills that passed that will affect transit and responded to questions about funding opportunities relating to the 2026 World Cup, which will come to the region in 2026.

Commissioner Mello requested that Pierce Transit look into joining Pierce County and the City of Tacoma in the planning and coordination for the 2026 World Cup.

PUBLIC COMMENT

Vice Chair Whalen provided participation instructions to the public and opened public comment. The following individual(s) spoke:

- Anthony Bienville, representing Real Honest People, spoke about the need for public bathroom access at Pierce Transit facilities.

CONSENT AGENDA

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

Commissioners Reynolds and Hines **moved** and seconded to approve the consent agenda as presented.

Motion **carried**, 7-0.

1. Approval of Vouchers, April 1-30, 2025
Operating Fund #10
Self-Insurance Fund #40
Capital Fund #90
Payment Nos. 385538 through 385749
Wire Nos. 19802 through 20075
Total \$8,412,341.24
2. Approval of Minutes: April 14, 2025, regular meeting
3. FS 2025-020, authorized the Chief Executive Officer to enter into and execute Sole Source Contract E2268 with GIRO, Inc. for Hastus software upgrade for a not to exceed spending authority amount of \$824,870; and authorized the Chief Executive Officer to enter into and execute a multi-year Sole Source Contract E2268A with GIRO, Inc. for maintenance and support of Hastus software for a total not to exceed spending authority amount of \$972,482.
4. FS 2025-021, approved Resolution No. 2025-007, adopting the Title VI Service Equity Analysis for Route 101 – Gig Harbor Trolley Route and approve the major service change for this service.

ACTION AGENDA

1. **FS 2025-022, Authorize the Chief Executive Officer to enter into and Execute Master On-Call Contract E2172 with David Evans and Associates, to Provide Architectural and Engineering Consulting Services for Miscellaneous Public Works and Operating Projects**

Project Management Office Manager Heidi Soule presented on the item and gave an overview of the type of projects this contract would be utilized for and reviewed the procurement process for this contract.

Commissioners Hines and Ayala **moved** and seconded to authorize the Chief Executive Officer to enter into and execute Master On-Call Contract E2172 with David Evans and Associates, to provide architectural and engineering consulting

services for miscellaneous public works and operating projects for a total contract spending authority of \$2,000,000.

Motion **carried**, 7-0.

2. FS 2025-023, Authorize the Chief Executive Officer to enter into and Execute an Amendment to Interlocal Agreement No. 1693 with Pierce County Sheriff's Office in the Amount of 1,848,640 to Continue Providing Law Enforcement Services Retroactive From January 1, 2025, Through December 31, 2025.

On behalf of Chief Operating Officer Laurie Langlois, Executive Assistant Stephanie Blair presented on the contract extension, advising that there are no changes in the law enforcement level of service that is currently being provided. She advised that the costs are retroactive from January 1, 2025, through December 31, 2025.

Chief of Public Safety Ed Roberts responded to questions about monitoring/enforcement on buses and at bus facilities.

Commissioners Hines and Ayala **moved** and seconded to authorize the Chief Executive Officer to enter into and execute an amendment to Interlocal Agreement No. 1693 with Pierce County Sheriff's Office in the amount of 1,848,640 to continue providing law enforcement services retroactive from January 1, 2025, through December 31, 2025, for a new revised contract spending authority amount of \$4,398,370.

Motion **carried**, 7-0.

STAFF UPDATES:

1. CEO's Report

CEO Mike Griffus reported on the following:

- Pierce Transit recently completed installation of 36 of our new-style bus stop shelters. We are anticipating securing additional grant funds in the next few months for this project; if that comes to fruition, it will allow us to begin the process of installing about 150 more of the new shelters.
- Work is about to begin to make sewer and water service connections across State Route 7 to the Spanaway Transit Center. This is our last major undertaking for this project. We anticipate opening this new transit center with our Aug. 31 service change, with a ribbon cutting just before that date.
- Staffing challenges continue to be with Heavy Duty Diesel mechanics, a position that is also key to keeping our service moving. Pierce Transit is in the midst of a comprehensive campaign to attract Heavy Duty Diesel Technician applicants. The agency will continue focusing on recruiting

for this critical position so we can deliver on the services we have promised to the community.

- Transit Trivia Night will be held Monday, June 2 from 5:30 – 7:30 p.m. at Zeek’s Pizza in Tacoma. The invitation for this event should already be on your calendars.

INFORMATIONAL BOARD ITEMS

1. Chair’s Report

Vice Chair Whalen reported on the following:

- The May 15 Executive Finance Committee meeting will be cancelled. The next meeting is scheduled for July 17 at 3:00 p.m.
- At the June 9 board meeting, the Board will conduct elections for the chair and vice chair positions. The individuals elected would assume these roles at the July board meeting.
- Identified the handouts that were included in the agenda packet and directed the commissioners to reach out to the Chief Executive Officer or Clerk of the Board should they have any questions about the information.

2. Sound Transit Update

Commissioner Mello reported on the following:

- Sound Transit opened two new stations on the east side of King County – Redmond downtown area and Marymoor Village.
- Sound Transit is working hard to open the Federal Way Link Extension by next summer and before the World Cup comes to the region in 2026.
- The Sound Transit Board is expected to decide on the preferred alternative to the Tacoma Dome Link Extension and noted that the focus of the Board will be to build out the spine of the system.

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

- No update was given.

4. Committee Chair Reports

- No reports were provided.

5. Commissioners’ Comments

- No comments were provided.

EXECUTIVE SESSION

There was no executive session held.

ADJOURNMENT

Commissioners Reynolds and Hines **moved** and seconded to adjourn the meeting at 5:14 p.m.

Motion **carried**, 7-0.

Deanne Jacobson
Clerk of the Board

Kristina Walker, Chair
Board of Commissioners

TITLE: A Resolution of the Board of Commissioners of Pierce Transit Adopting the 2025 Federal Agenda

DIVISION: Executive

SUBMITTED BY: Curt Kohlwes, Government Relations Administrator

RELATED ACTION: N/A

ATTACHMENTS:

RELATION TO STRATEGIC PLAN: Customer

Proposed Resolution
Exhibit A, 2025 Federal Agenda

BUDGET INFORMATION: N/A

BACKGROUND:

Pierce Transit works diligently to build and maintain strategic partnerships with our federal congressional representatives and aims to remain a key influencer in the national, state, regional, and local discussion for excellence in public transportation delivery and customer experience.

Staff seeks adoption of the proposed 2025 Federal Agenda, directing Pierce Transit staff and consultants to continue communicating issues that impact the agency throughout the coming fiscal year. As Pierce Transit's priorities evolve and advance, staff will seek advice and guidance from the Board as appropriate. Staff will send updates by email to the Board highlighting major milestones relating to Pierce Transit's priorities and will call upon Board members to assist in advancing public transportation advocacy and objectives as appropriate.

The 2025 federal agenda was driven by Commissioner input, agency priorities, prior ongoing legislative work and advocacy, and consumer demand.

On May 12, 2025, the Board of Commissioners received a briefing on the proposed 2025 Federal Agenda and a briefing of the 2025 State legislative session. Given that no significant additions or changes from commissioners were received by staff, the Federal Agenda for 2025 is now being placed on the consent agenda for adoption.

STAFF RECOMMENDATION:

Staff recommends the adoption of the 2025 Federal Agenda as presented in Exhibit A.

ALTERNATIVES:

1. Do not adopt the 2025 Federal Agenda.
2. Modify the proposed agenda.

PROPOSED MOTION:

Move to: Approve Resolution No. 2025-008 adopting the 2025 Federal Agenda in the same form as presented in Exhibit A.

RESOLUTION NO. 2025-008

1 A RESOLUTION of the Board of Commissioners of Pierce Transit Adopting the 2025 Federal Agenda

2
3 WHEREAS, the Board of Commissioners received a briefing from the federal legislative affairs team
4 about the proposed 2025 Federal Agenda at the May 12, 2025, Board of Commissioners meeting; and

5 WHEREAS, The Pierce Transit Board of Commissioners desires to give guidance and direction to its staff
6 and contracted Legislative Liaisons; and

7 WHEREAS, the 119th Congress convened on January 3, 2025; and

8 WHEREAS, The Pierce Transit Board of Commissioners wishes to assure that its policies and positions
9 are effectively communicated to our federal congressional representatives to further advance public
10 transportation in Pierce County; and

11 WHEREAS, the Pierce Transit Board of Commissioners finds it is in the best interest of Pierce Transit to
12 adopt an agenda for Federal Legislative Priorities; and

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

14 Section 1. The Board hereby adopts the Pierce Transit 2025 Federal Agenda in substantially the
15 same form as Exhibit A attached hereto.

16 ADOPTED by the Board of Commissioners of Pierce Transit at their board meeting thereof held on
17 the 9th day of June 2025.

18 PIERCE TRANSIT

19
20
21 _____
22 Kristina Walker, Chair
23 Board of Commissioners

24 ATTEST/AUTHENTICATED

25
26 _____
27 Deanne Jacobson, CMC
28 Clerk of the Board

Pierce Transit 2025 Federal Agenda

Local Projects

- Existing Grant Awards
 - Urge the federal government to uphold its legal and financial commitments with federal grants previously awarded in support of local projects (e.g., FTA Buses and Bus Facilities, FHWA CMAQ).
- Pierce Transit ADA Improvement Projects
 - Paratransit ADA Assessment Facility Project
 - Seeking federal funding for this \$2 million project to support the redesign and construction of the former Greyhound passenger terminal at the Tacoma Dome Station (TDS) into a permanent, dedicated ADA assessment facility for paratransit eligibility to improve operational efficiency, accessibility, and convenience for eligible patrons.
 - System-Wide Braille/Tactile Signage
 - Seeking federal funding for this \$1.2 million project to support the purchase and installation of braille/tactile signs at all Pierce Transit bus stops (approximately 1,900) and at all Pierce Transit SHUTTLE paratransit waiting zones (approximately 300).

Fleet Modernization

- Support continued access to federal funding and tax incentives to support the modernization of the agency's fleet and facilities (e.g., transition to Battery Electric Buses and zero emission, non-revenue Service & Support vehicles).

Tax Reform

- Maintain the tax-exempt status of municipal bonds and preferential status of Private Activity Bonds and Build America Bonds as critical tools for support infrastructure financing and development during the tax reform process

Appropriations

- Provide full amounts of transit formula and competitive funding authorized by the Infrastructure Investment and Jobs Act (IIJA) in Fiscal Year (FY) 2026
 - Prevent application of the Rostenkowski Test

Surface Transportation Reauthorization

- Maintain the 80/20 split from the Highway Trust Fund to support public transportation, while addressing long-term solvency
- Utilize FY 2026 funding levels of the Infrastructure Investment and Jobs Act (IIJA) as the baseline for transit funding in the next reauthorization

Project Permitting

- Improve Federal Transit Administration's (FTA) environmental review and project permitting process by:
 - Enabling transit agencies to utilize the same real estate negotiation process that is currently used by the Federal Highway Administration for property acquisitions for highway projects
 - Expanding list of Categorical Exclusions (CEs) for simple, minimal projects such as bus stop replacements or additions along existing routes of service
 - Empowering FTA to have full oversight of Build America, Buy America (BABA) waiver requests to reduce costs and timelines

DRAFT

TITLE: Reappoint Members to the Community Transportation Advisory Group (CTAG)

DIVISION: Planning & Community Development

SUBMITTED BY: Tammy Apthorp, Community Development Coordinator

RELATED ACTION:

Resolution No. 12-026 Authorizing the creation of CTAG

Resolution No. 14-011 Revising CTAG Charter

Resolution No. 15-007 Amending CTAG Charter

ATTACHMENTS: Proposed Resolution

RELATION TO STRATEGIC PLAN: Customer

BUDGET INFORMATION: N/A

BACKGROUND:

The purpose of the CTAG is to offer an opportunity for community stakeholders to provide feedback and suggest improvements and recommendations on plans, policies, and services offered by Pierce Transit. CTAG is an integral part of the Agency's overall public involvement efforts and an important conduit for obtaining public input, communicating to the public and encouraging public support for transit. Pierce Transit's Community Transportation Advisory Group (CTAG) is comprised of no less than nine (9) and no more than twelve (12) community members.

Ivan Trudela will complete his first term on CTAG in July, representing the Aging and Disabilities community. Ivan is an advocate for transit and has a passion for seniors. Ivan volunteers at community outreach as well.

Amin Tony Hester will complete his first term on CTAG in August, representing independence for Vision Impaired and Disabilities Community. Tony is currently serving as Vice Chair and has played an instrumental part in upgrading bus stop signage to include raised lettering and braille bringing. Having equitable signage that serves all communities is important to Pierce Transit and we value Tony's input.

STAFF RECOMMENDATION:

Staff recommends the re-appointment of Ivan Trudela to a second CTAG term to begin August 2025 and end on July 2028, and the re-appointment Amin 'Tony' Hester to a second CTAG term to begin September 2025 and end on August 2028.

ALTERNATIVES:

Decline to reappoint Ivan Trudela and Amin 'Tony' Hester to their second term on CTAG, ending their participation with the group. This is not recommended as they have been contributing members to the CTAG.

Proposed Motion:

Move to: Approve Resolution No. 2025-009, reappointing Ivan Trudela to his second CTAG term to begin on August 2025 and end July 2028, and reappointing Amin "Tony" Hester to his second CTAG term to begin September 2025 and end August 2028.

RESOLUTION NO. 2025-009

1 A RESOLUTION of the Board of Commissioners of Pierce Transit Reappointing Ivan Tudela and Amin "Tony"
2 Hester to the Community Transportation Advisory Group (CTAG) for a Second Term

3
4 WHEREAS, the Board adopted the Charter and created the Community Transportation Advisory Group
5 (CTAG) on August 13, 2012; and

6 WHEREAS, the purpose of the CTAG is to offer an opportunity for community stakeholders to provide
7 feedback and suggest improvements and recommendations on plans, policies, and services offered by Pierce
8 Transit; and

9 WHEREAS, the CTAG is an integral part of the Agency's overall public involvement efforts and an
10 important conduit for obtaining public input, communicating to the public and encouraging public support for
11 transit; and

12 WHEREAS, Ivan Tudela has served his first three-year term and Amin Tony Hester has served his first
13 three-year term as an active CTAG participants and transit advocates; and

14 WHEREAS, staff recommends the reappointment of Ivan Tudela for his second term to begin on August
15 2025 and end on July 2028, and Amin "Tony" Hester for his second term to begin in September 2025 and end
16 on August 2028 as regular members.

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

18 Section 1. The Board of Commissioners of Pierce Transit hereby authorizes the reappointment of
19 Ivan Tudela for a second term ending July 2028 and Amin "Tony" Hester for a second term ending in August
20 2028 to the Community Transportation Advisory Group (CTAG).

21 ADOPTED by the Board of Commissioners of Pierce Transit at their regular meeting thereof held on
22 the 9th day of June 2025.

23 PIERCE TRANSIT

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25 _____
26 Kristina Walker, Chair
27 Board of Commissioners

28 ATTEST/AUTHENTICATED

29
30 _____
31 Deanne Jacobson, CMC
Clerk of the Board

RESOLUTION NO. 2025-010

1 A RESOLUTION of the Board of Commissioners of Pierce Transit Declaring June 2025 as Ride Transit Month
2 Throughout Pierce County, Washington
3
4

5 WHEREAS, Pierce County is served by two transit agencies, Pierce Transit and Sound Transit, providing
6 local and regional bus service, light rail, SHUTTLE paratransit, Rideshare and on-demand Runner service; and

7 WHEREAS, celebrating 45 years of service, Pierce County Public Transportation Benefit Area
8 Corporation (Pierce Transit) is a nationally recognized leader in the public transportation industry covering 292
9 square miles of Pierce County and roughly 70% of the county's population; and

10 WHEREAS, Pierce Transit serves Washington State's second largest county by population with four
11 types of service: local bus, SHUTTLE paratransit, Rideshare and on-demand Runner; and

12 WHEREAS, in 2024, Pierce Transit provided 6.8 million passenger trips in Pierce County, with 1 million
13 of those trips provided free to youth 18 and younger; and

14 WHEREAS, in 2024, Sound Transit provided 920,000 T-Line passenger trips, 1.7 million Sounder S
15 Line trips and 2.6 million Pierce Transit-operated Express bus trips in Pierce County; and

16 WHEREAS, 55 percent of Pierce Transit customers do not have access to a vehicle, more than half ride
17 transit to get to work or to look for work, and nearly 40 percent ride transit to get to a healthcare
18 appointment; and

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

21 NOW THEREFORE, BE IT RESOLVED, that the Pierce Transit Board of Commissioners hereby declares
22 June 2025 as RIDE TRANSIT MONTH throughout Pierce County, Washington.

23 ADOPTED by the Board of Commissioners of Pierce Transit at their regular meeting thereof held on
24 the 9th day of June 2025.

25 PIERCE TRANSIT

26
27 _____
28 Kristina Walker, Chair
29 Board of Commissioners

30 ATTEST/AUTHENTICATED

31 _____
32 Deanne Jacobson, CMC
Clerk of the Board



Bus Stop Shelter Update and Contract Increase

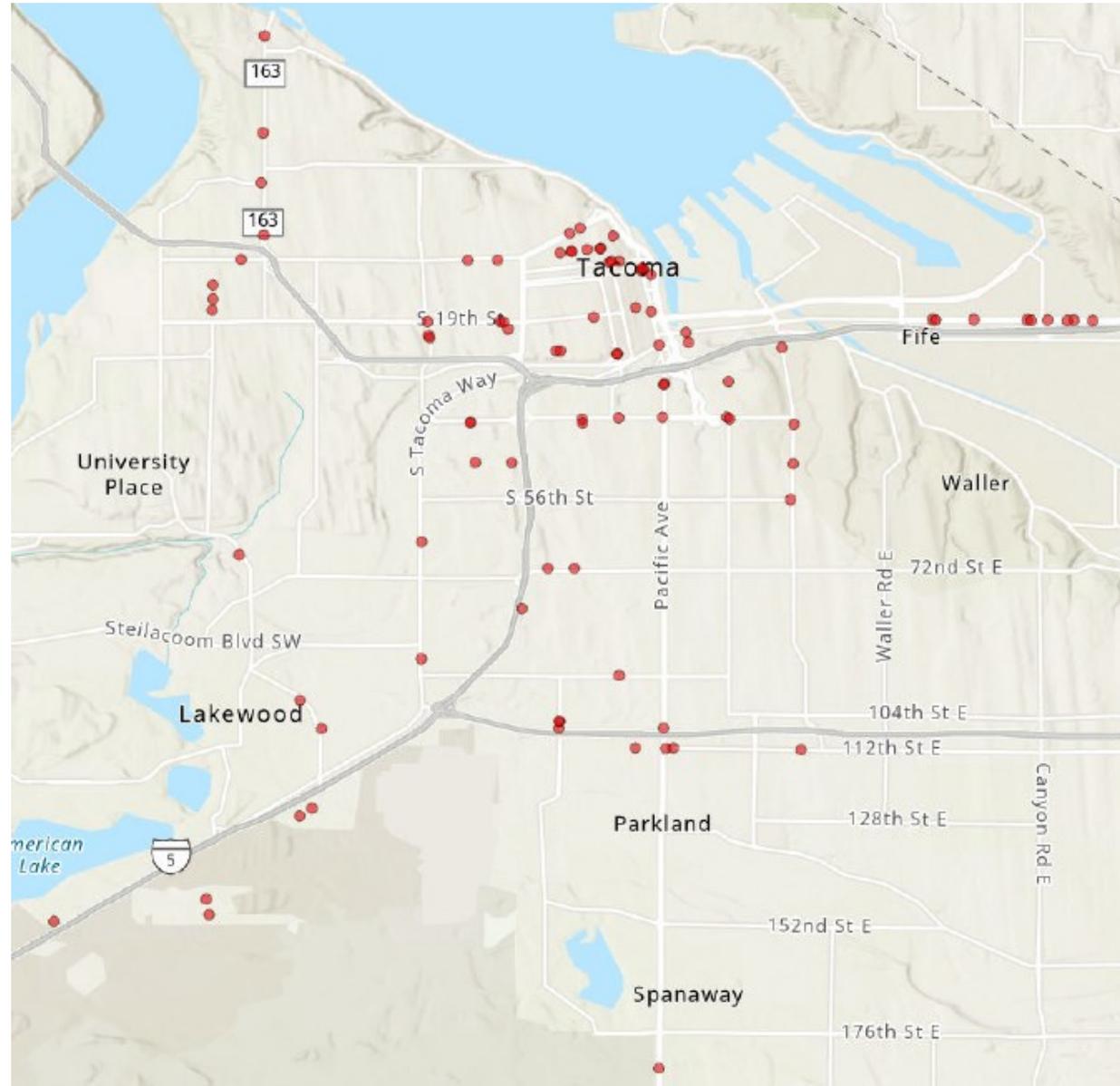
June 2025 Board meeting

Distribution

93 installed to date

65 additional with this contract

334 remaining



Day and night...



Reduced cost to repair



Budget update and next steps:

Near term

- **Increase to Talakai's contract**
- **Procure up to 65 additional shelters**

Future

- **Add \$2.2M to 2026 budget (grants)**
- **Procure additional shelters as funding allows**

Board action request:

Authorize \$1,093,430 increase to Talakai's contract limit to procure and install up to 65 additional shelters.

Questions?

TITLE: Authority to Increase the Contract Spending Authority Amount with Talakai Construction, Contract No. 1703, for the Disposal of Old Bus Shelters and the Procurement and Installation of New Bus Stop Shelters

DIVISION: Finance

SUBMITTED BY: Monica Adams, PMO

RELATED ACTION:

FS 2024-012, Authority to Increase the Contract Spending Authority with Talakai Construction (Contract No. 1703) for the Purchase and Disposal of Approximately 80 Bus Shelters, Including Solar Lighting.

FS 2023-045, Authorizing the Chief Executive Officer to Execute Contract No. 1703 with Talakai Construction for the Disposal of Old Bus Shelters and the Procurement and Installation of new Bus Stop Shelters.

FS 2022-007, Amending the 2022 Capital Budget to Add the Bus Shelter Rehabilitation Project to the 2022 Capital Budget and Authorizing Execution of Contract No. 1309 with John R. Leskajan, LLC dba Tacoma Iron Work, for Fabrication and Powder Coating of New Expanded Metal Panels in Addition to Powder Coating of Existing Bus Shelters.

ATTACHMENTS: N/A

RELATION TO STRATEGIC PLAN: Customer

BUDGET INFORMATION

Is it Budgeted? Yes / No

Project Name or Number: 633 Bus Shelter Replacement 2022

Operating Budget

Capital Budget

FUNDING SOURCE:		EXPLANATION:
Current Contract Authority	\$ 3,073,801	This request authorizes an increase to the "not to exceed" contract spending authority, based on grant funds that have been released to us. This request to increase the contract amount for up to 65 additional shelters is based on the unit prices established in the bid and by estimating the number of bus stop shelters that may require traffic control.
Increase Contract Authority Amount	\$ 1,093,430	
New Contract Authority Amount	\$ 4,167,231	

BACKGROUND:

Pierce Transit currently has just over 500 bus stop shelters, many of which are approaching 20 years old. Most are showing significant signs of age, damage, vandalism or are faded and unsightly. Attracting additional riders is important, as is providing all riders amenities that are in good condition. Replacing the old shelters is a major step towards creating a more comfortable and welcoming rider experience. A competitive bid process was completed, and Talakai Construction was awarded Contract No. 1703 executed on October 25, 2023, in the amount of \$938,791 which covered the cost to replace up to 49 shelters. At the November 13, 2023, Board Meeting, staff presented to the Board a Shelter Replacement Equity Analysis which applied the Equity Index Map to determine the bus stop shelter replacement locations and added solar lighting to the design of the shelters. Due to the addition of the solar lighting, the number of shelters that could be replaced was reduced from 49 to 40.

The most recent fact sheet requested to increase the contract amount to allow for up to an additional 80 shelters to be removed, and new shelters to be manufactured and installed, including solar lighting. Unforeseen permitting requirement, which added additional labor costs, forced us to reduce the installations from 80 to 53. Those 53 have now been installed, bringing the total number of shelter replacements to 93, which is about 20% of our current shelters.

The goal is to eventually replace all old shelters. Recently available grant funding will support replacing up to 65 additional shelters in the near term. And we anticipate additional grant funding in the near future to continue to make strides to accomplish this goal. A \$2.2 million increase to the project will be requested as part of the 2026 budget as well.

This request for a contract increase will allow up to 65 additional shelters to be replaced.

ALTERNATIVES:

Do not authorize an increase to the contract amount. This is not recommended because most bus stop shelters need to be replaced due to poor conditions and leaving a potential negative impression about Pierce Transit.

RECOMMENDATION:

Authorize the Chief Executive Officer to increase the contract spending authority for Talakai Construction Contract No. 1703 in the amount of \$ 1,093,430 for the purchase and removal of up to 65 shelters.

PROPOSED MOTION:

Move to: Authorize the Chief Executive Officer to increase the contract spending authority with Talakai Construction, Contract No. 1703, by \$1,093,430 for purposes of disposing of old bus shelters and the procurement and installation of new bus stop shelters, for a new contract spending amount of \$4,167,231.

TITLE: Authority Execute a Multi-Year Contract with ABA Cleaning Services, LLC, (Contract No. E2251) to Provide Bus Cleaning Services

DIVISION: Maintenance

SUBMITTED BY: Marah Harris

RELATED ACTION: N/A

ATTACHMENTS: N/A

RELATION TO STRATEGIC PLAN: Customer

BUDGET INFORMATION

Is it Budgeted? Yes / No

Project Name or Number:

Fleet Maintenance

Operating Budget

Capital Budget

FUNDING SOURCE:		EXPLANATION:
Local Amount	\$ 800,000	The contract will be for an initial two years with options to renew. The \$800,000 is estimated to cover the two-year period and includes a contingency for additional cleaners if needed.
Grant/Other Amounts	\$	
Total Expenditure	\$ 800,000	

BACKGROUND:

In December 2020 Pierce Transit began utilizing contracted services for bus cleaning due to the COVID-19 pandemic to augment staffing shortages. Following the pandemic, the bus cleaning continued to provide a healthy situation for our riders. September 2021, bus cleaners were provided by All StarZ Staffing and Consulting, Inc. a temporary staffing agency. This quickly depleted the contract funds that were available for other temporary staffing positions, such as Customer Service Representative, Information Technology, Administrative Assistance, and Clerical.

A decision was made to separate the bus cleaning services from the temporary staffing contract and publish a Request for Proposal, specifically to support Fleet Maintenance. At the meeting of March 20, 2025, the Executive Finance Committee approved an increase to the All StarZ contract to cover bus cleaning costs until a new contract could be issued.

A Request for Proposal was published April 16th for dedicated bus cleaning services. Bids were due on April 30th. Nine bids were received with ABA Cleaning Services, LLC, submitting the lowest responsive bid at a monthly fixed fee of \$32,000. There is some contingency in the \$800,000 request to cover additional cleaners if needed. ABA Cleaning Services, LLC, is certified by the Office of Minority and Women Business Enterprises as a Disadvantaged, Minority Woman owned business.

STAFF RECOMMENDATION:

Staff recommends authorizing the Chief Executive Officer to execute contract E2251 with ABA Cleaning Services LLC to provide bus cleaning services.

ALTERNATIVES:

Do not authorize the contract, which would create an unhealthy and unsatisfactory situation for our riders and will reduce customer satisfaction.

PROPOSED MOTION:

Move to: Authorize the Chief Executive Officer to enter into and execute a multi-year contract with ABA Cleaning Services, LLC, (Contract No. E2251) to provide bus cleaning services for a total contract spending authority amount of \$800,000.

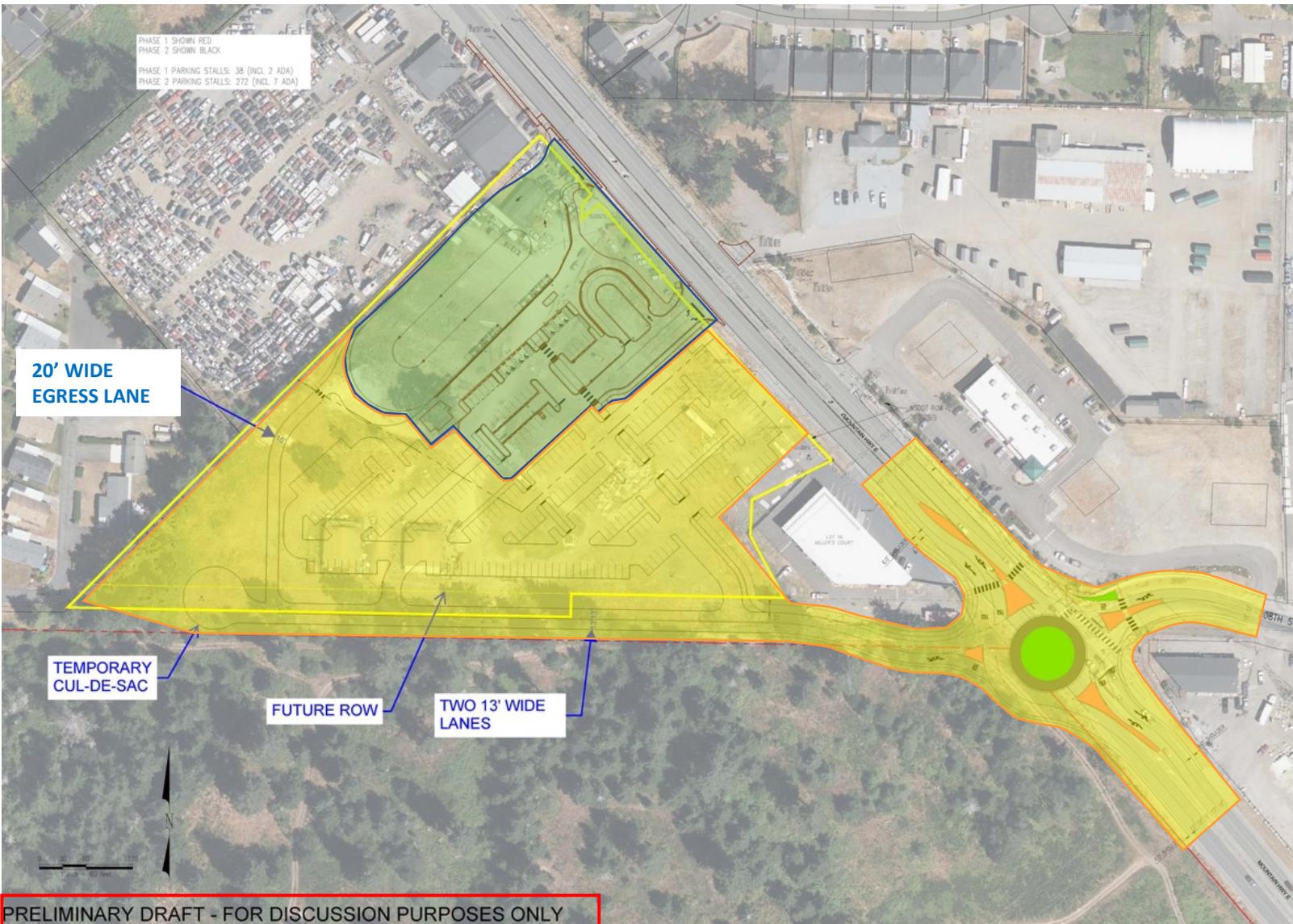


Spanaway Transit Center Expansion Parametrix Contract

June 9, 2025

Sean Robertson, Senior Project Manager

Spanaway Transit Center - Expansion



Design Effort Includes:

- Sidewalks on State Route 7
- 208th Extension
- 208th Roundabout
- JBLM coordination
- Safety evaluation of current bus egress
- Add 200+ Parking Stalls

Project Budget and Status

Transit Center Expansion

Project Budget:	\$15,493,350
Current Parametrix Contract Authority:	\$1,016,000
Status:	Finished 30% Design
Scheduled Completion:	2028



Parametrix Amendment

Increase contract authority with Parametrix by \$2,800,000 to a new amount of \$3,816,000.



Questions?



TITLE: Authority to Increase the Contract Spending Authority Amount with Parametrix, Contract No. 1653, to Advance Engineering and Design Work Relating to the Spanaway Transit Center Expansion Project from 30% to 100%

DIVISION: Finance

SUBMITTED BY: Sean Robertson, Sr Project Manager

RELATED ACTION:

FS 2023-039, Authorize the Chief Executive Officer to Execute a Contract with Parametrix Engineering, Contract No. 1653, for Architectural and Engineering Design Services for Spanaway Transit Center Permanent Egress and Parking Lot Expansion

FS 2024-046, Authority to Increase the Contract Authority Amount with Parametrix, Contract No. 1653, to Perform Planned and Budgeted Engineering and Design Work Relating to the Spanaway Transit Center Expansion Project

ATTACHMENTS: N/A

RELATION TO STRATEGIC PLAN: Customer

BUDGET INFORMATION

Is it Budgeted? Yes / No

Project Name or Number: 607 - Spanaway Transit Center Parking Lot Expansion

Operating Budget

Capital Budget

FUNDING SOURCE:		EXPLANATION:
Current Contract Authority	\$ 1,016,000	The current project budget is \$15,493,350. The funding for this contract is from the WSDOT Regional Mobility Grant PTD0416 in the amount of \$7,100,000. Pierce Transit will use grant funding for the required match in the amount of \$2,000,000 from FTA 2023 5307 – Grant.
Increase Contract Authority Amount	\$ 2,800,000 (includes 10% contingency)	
New Contract Authority Amount	\$ 3,816,000	

BACKGROUND:

Pierce Transit is in the process of constructing a new transit center in Spanaway. The transit center is located on State Route (SR) 7 and will serve as the southern terminus for Route 1 and the Stream Line. The work under this portion of the project will expand the parking lot and complete the overall vision for the project.

Pierce Transit issued a Request for Qualifications (RFQ) advertised on May 5, 2023, for professional consultant services. The RFQ was posted on Pierce Transit's website, Builder's Exchange of Washington, Tacoma Daily Index, and the Daily Journal of Commerce as well as the Office of Minority and Women's Business Enterprises. Statements of Qualifications were accepted until 10:00 a.m., May 26, 2023. Parametrix Engineering was the only candidate that responded to the RFQ. A selection committee reviewed the proposal and found Parametrix Engineering to be a qualified consultant to lead the design and construction support for the project.

This request covers continuous effort required to accomplish between 30% and 100% design. The original Parametrix contract signed in 2023 only authorized Parametrix to provide engineering and design work up to 30% design. Parametrix successfully advanced the design to 30% in early 2025 and also finished preliminary environmental work including NEPA approval.

This contract increase will allow Parametrix to advance the project design to 100% and support us through all remaining permitting and property acquisition work.

RECOMMENDATION:

Authorize the contract increase with Parametrix Engineering to provide Architectural and Engineering Consultant Services for the Spanaway Transit Center Parking Lot Expansion in the amount of \$2,800,000.

ALTERNATIVES:

Do not authorize the contract increase with Parametrix Engineering. This is not recommended as this would delay the schedule and result in a later operational completion date, as well as loss of grant funds.

PROPOSED MOTION:

Move to: Authorize the Chief Executive Officer to increase the contract authority amount with Parametrix Engineering, Contract No. 1653, in the amount of \$2,800,000, for a new contract authority amount of \$3,816,000, to complete the architectural and engineering design work for the Spanaway Transit Center expansion project.



Pierce Transit

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2024 Local Bus Performance & Ridership Report

June 9, 2025

Highlights

- **6.7M** total boardings ↑ 11%
- **1.5** Passengers Per Revenue Mile ↑ from 1.4
- **15.1** Passengers Per Service Hour ↑ from 14.4
- On time performance reached **83.6%** ↑ from 80.4%
- Fare revenue rose to **\$4.7M** ↑ 8.8%
- Average fare per boarding **\$0.69** ↓ from \$0.70



Key Enhancements

- **Launched Stream Community Line** in March 2024
- Retired low-performing Routes 13, 63, 425 and **expanded Runner service**
- **Increased 15-minute frequency** on Routes 1 & 3
- **Adjusted Routes 2, 3, 11, 16, 100, 202** in response to rider feedback
- **Implemented runtime adjustments** on most routes targeted at improving OTP



Updated Route Classifications

Stream (High Capacity)

Peak Frequency Target
10-20 minutes

Stream Community Line

Core

Peak Frequency Target
15-30 minutes

- 1 6th Ave. - Pacific Ave.
- 2 S. 19th St. - Bridgeport
- 3 Lakewood - Tacoma
- ↑ 11 Pt. Defiance
- ↑ 16 North End
- ↑ 28 S. 12th St.
- ↑ 41 S. 56th St. - Salishan
- ↑ 42 McKinley Ave.
- ↑ 45 Yakima
- ↑ 48 Sheridan - M St.
- ↑ 57 Union - S. 19th St. - Hilltop

Urban

Peak Frequency Target
30-60 minutes

- 10 Pearl St.
- 53 University Place
- 52 Fircrest - TCC
- 54 38th St. - Portland
- 55 Tacoma Mall
- 202 72nd St.
- 212 Steilacoom
- 500 Federal Way
- 501 Milton - Federal Way

Connector

Peak Frequency Target
30-60 minutes

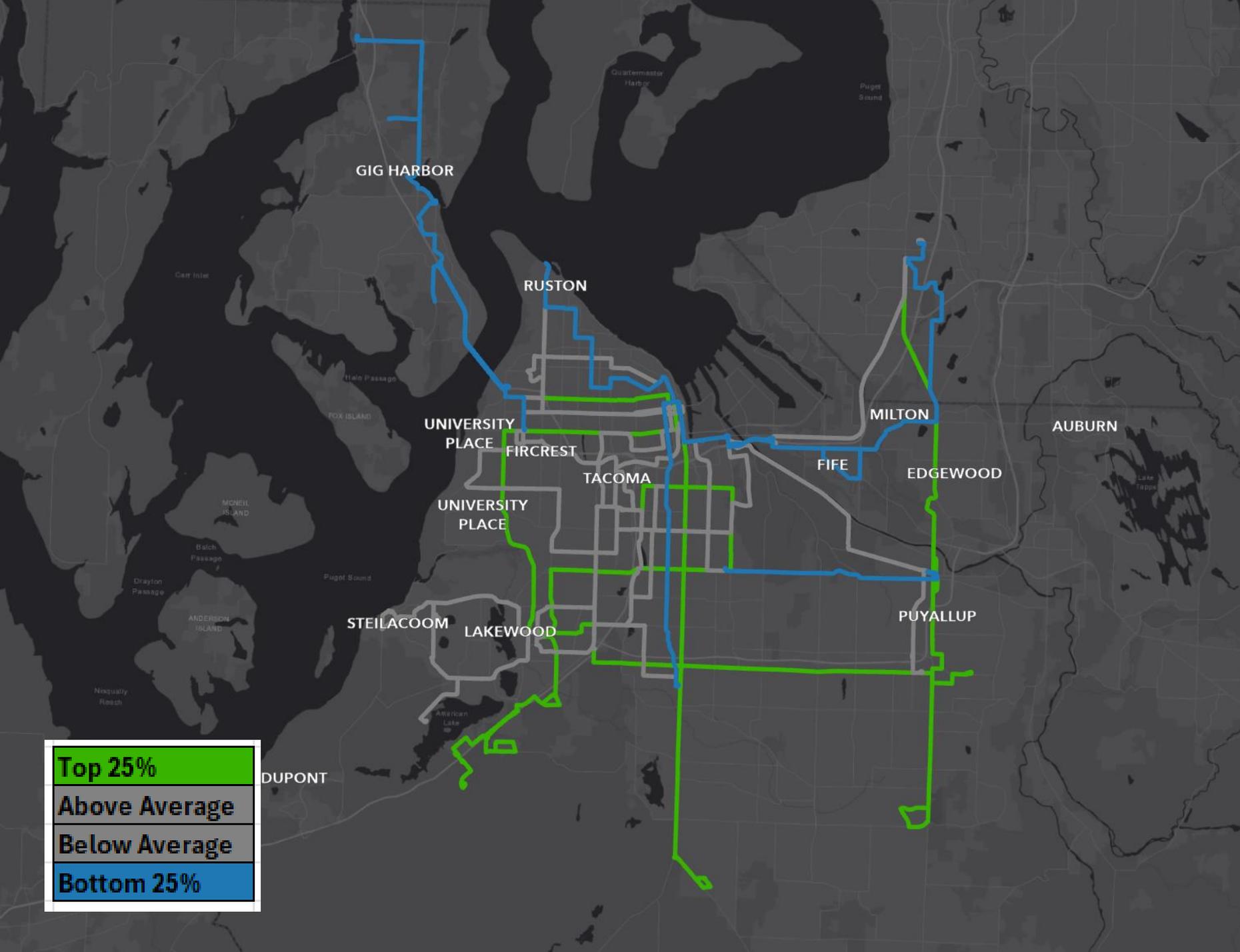
- ↓ 4 Lakewood - South Hill
- 100 Gig Harbor
- 101 Gig Harbor Trolley*
- ↓ 206 Pac Hwy/Tillicum/Madigan
- ↓ 214 Washington
- 400 Puyallup - Tacoma
- ↓ 402 Meridian
- 409 Puyallup - 72nd St.

**Seasonal route*

Express

Peak Frequency Target
Variable

- 497 Lakeland Hills Express



Top 25%

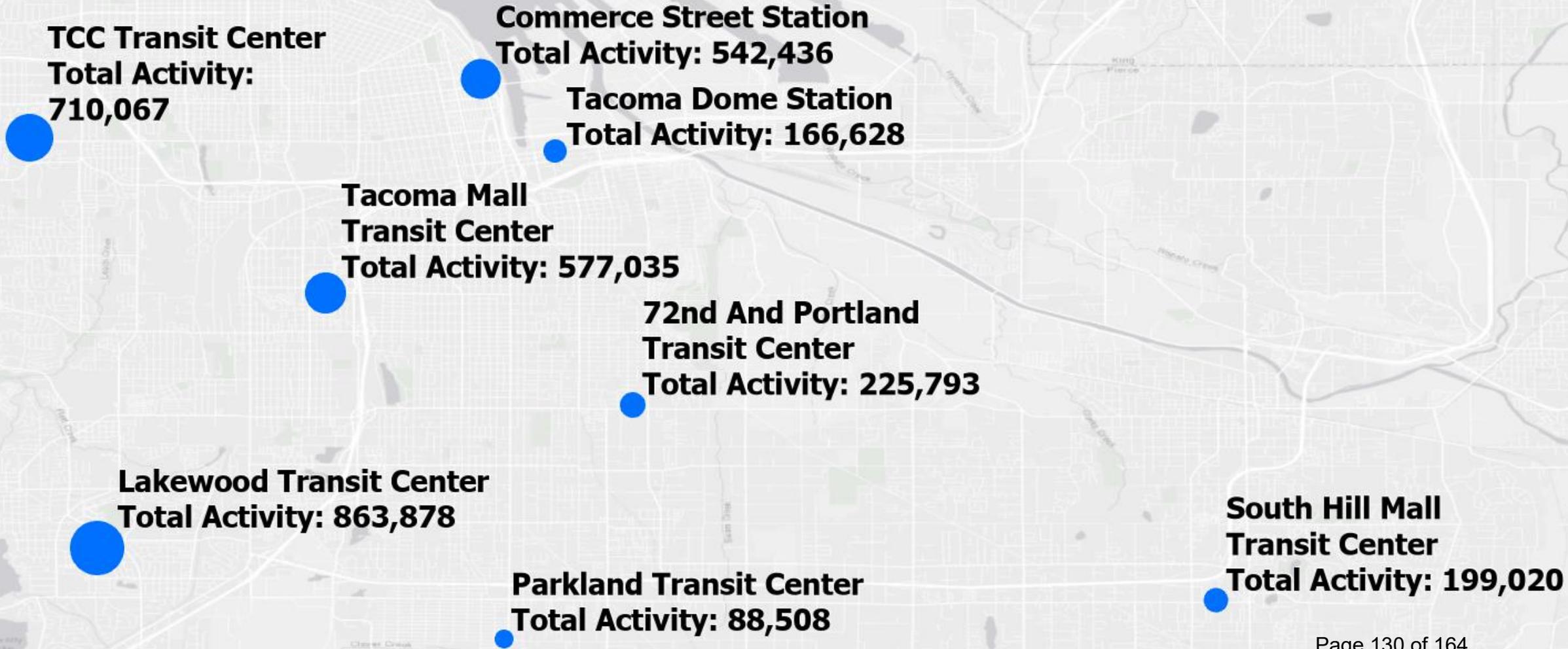
1, 2, 4, 54, 202, 206, 402

Bottom 25%

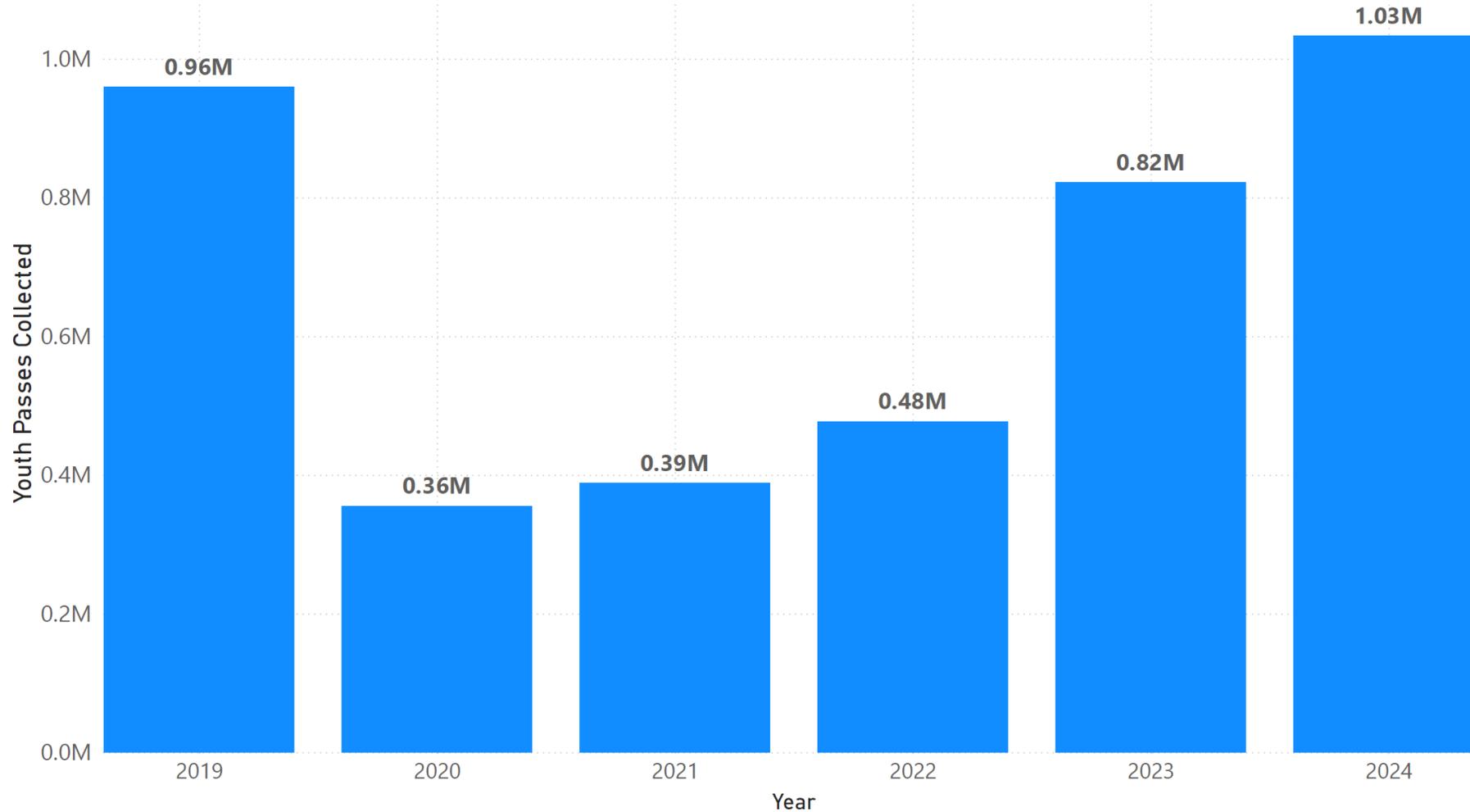
11, 45, 100, 409, 501

Top 25%
Above Average
Below Average
Bottom 25%

22% of All Activity at Top 4 Transit Centers



Youth Boardings Grow for Fourth Consecutive Year



Key Takeaways

- Ridership continues to **rebound**
- On time performance has **improved**
- Fare revenue continues to **increase**
- Performance Standards and Route Classifications were **updated**
- Made **progress** on the Bus System Recovery Plan





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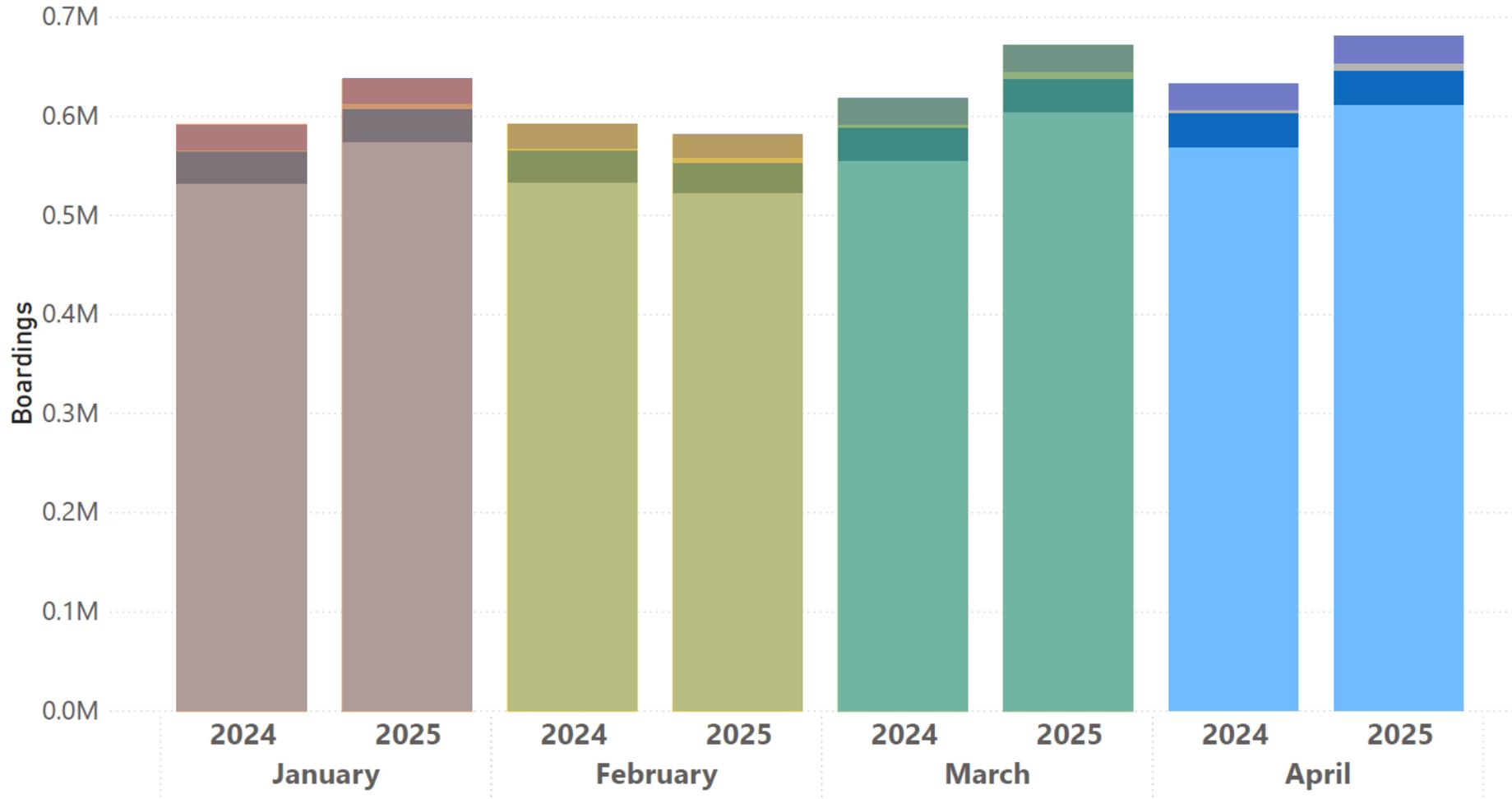
2025 All Modes Ridership Update

June 9, 2025

5.6% Overall Increase Compared to 2024

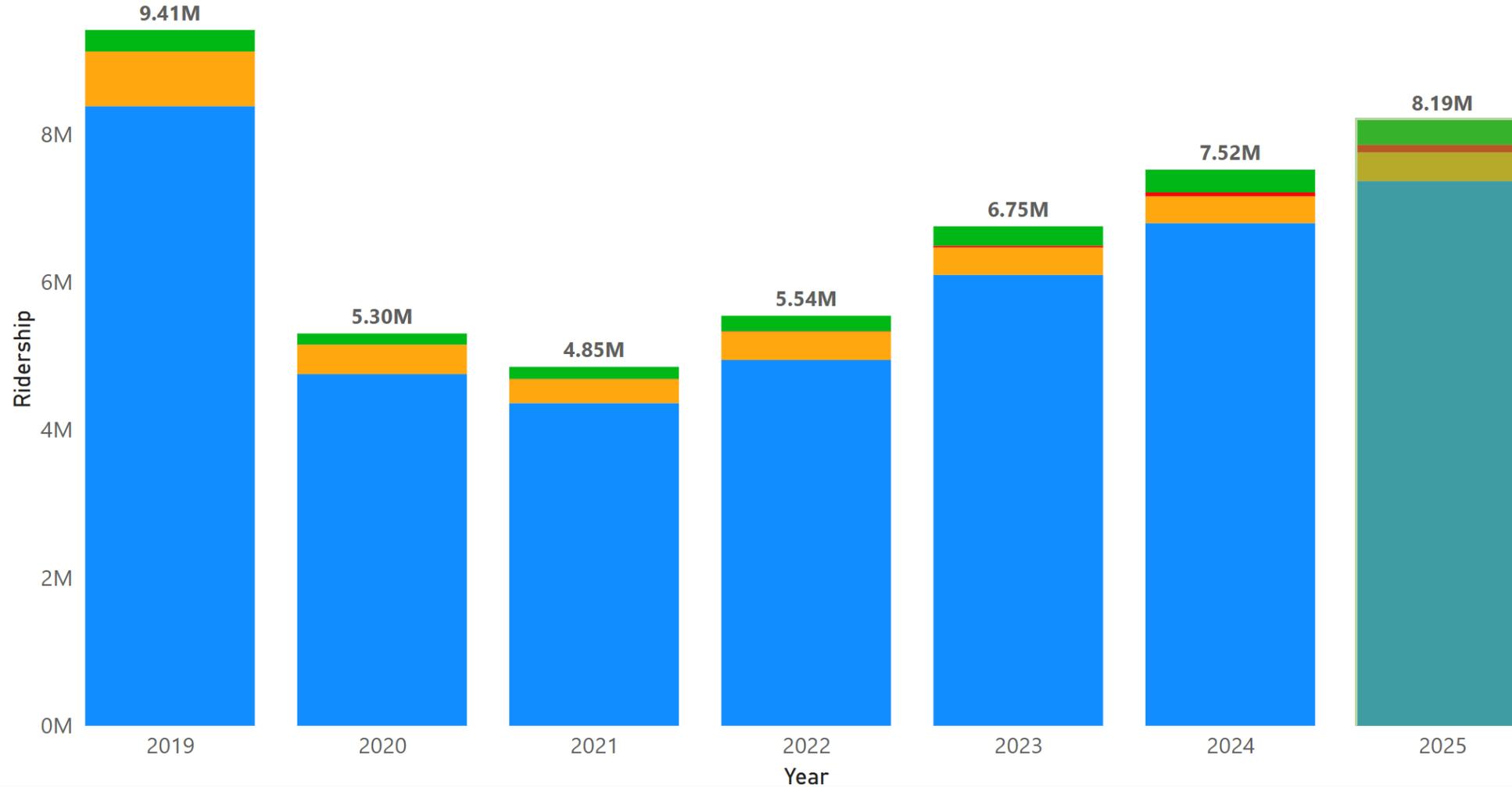
	Fixed Route	Rideshare	SHUTTLE	Runner
2024	2,188,182	131,768	100,817	11,135
2025	2,311,583	132,170	101,137	24,167

Mode ● Fixed Route ● Rideshare ● Runner ● SHUTTLE

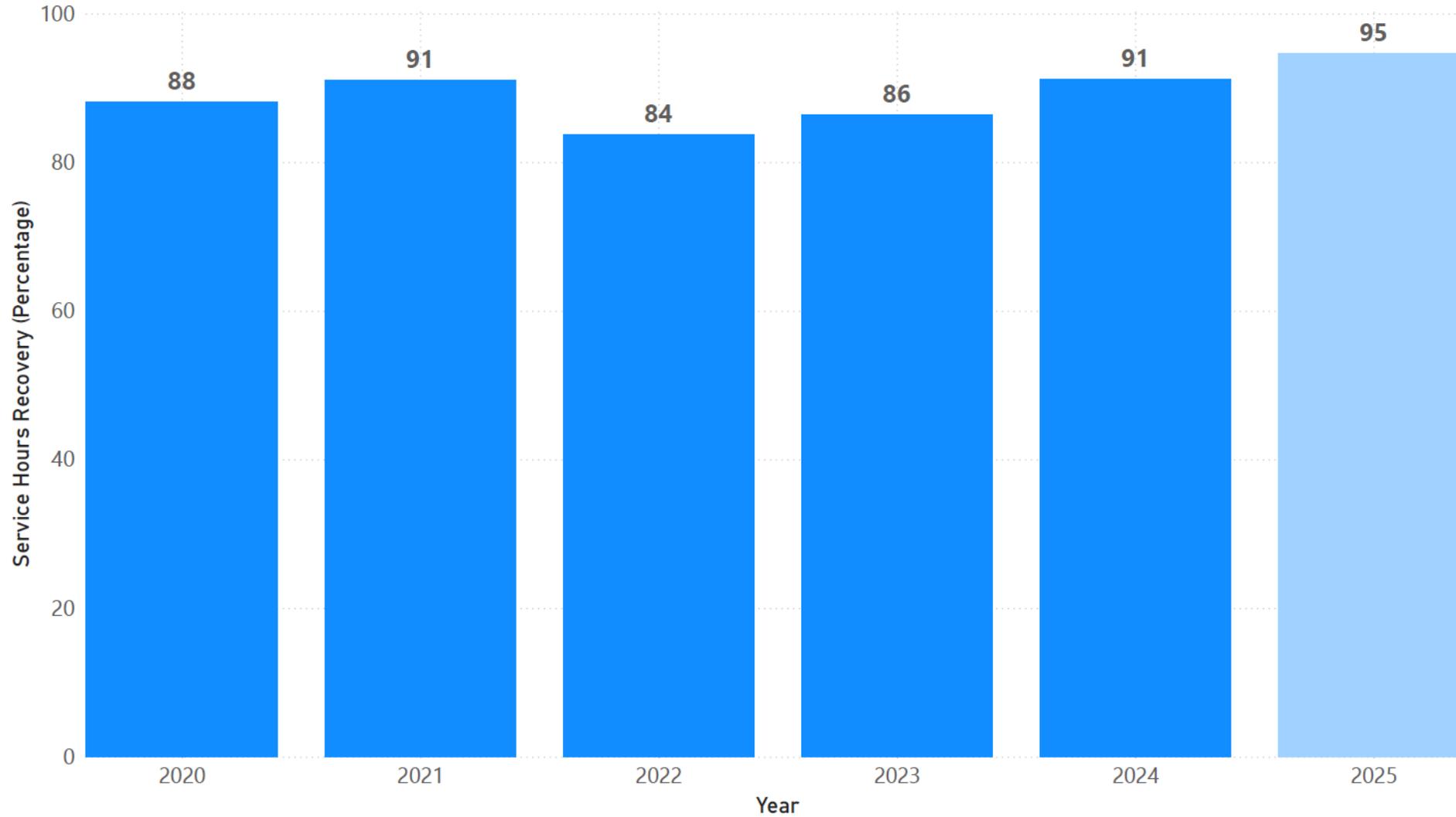


Projecting 87% of Pre-COVID Levels in 2025

Mode ● Fixed Route ● Rideshare ● Runner ● SHUTTLE

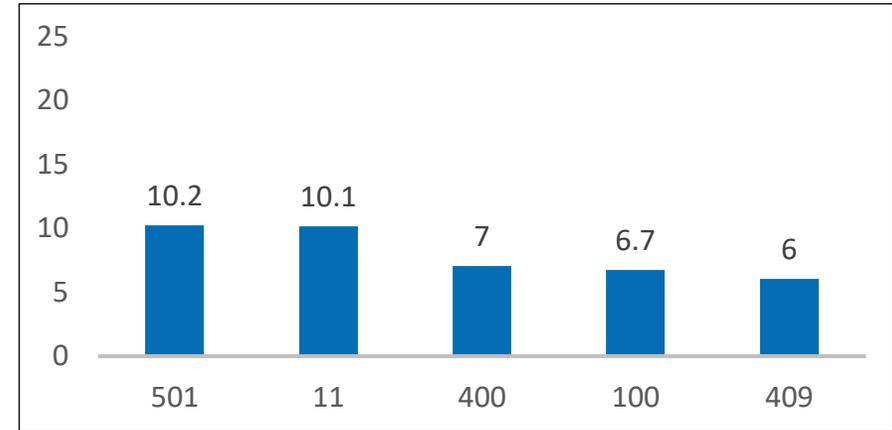
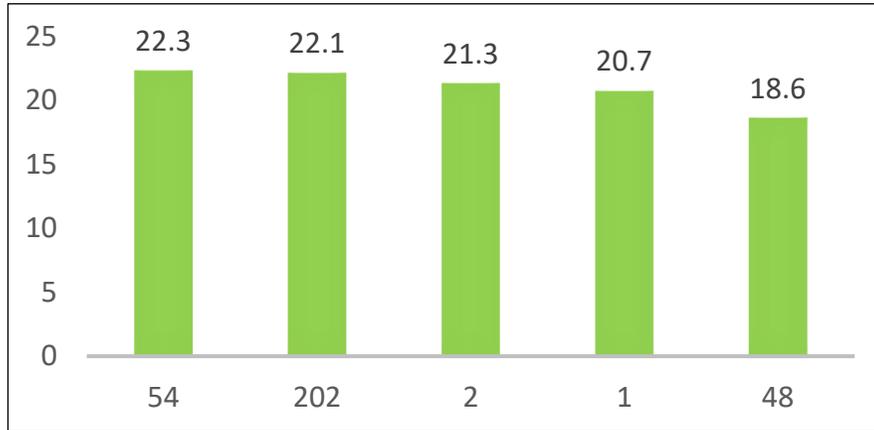


95% of Service Hours Recovered in 2025

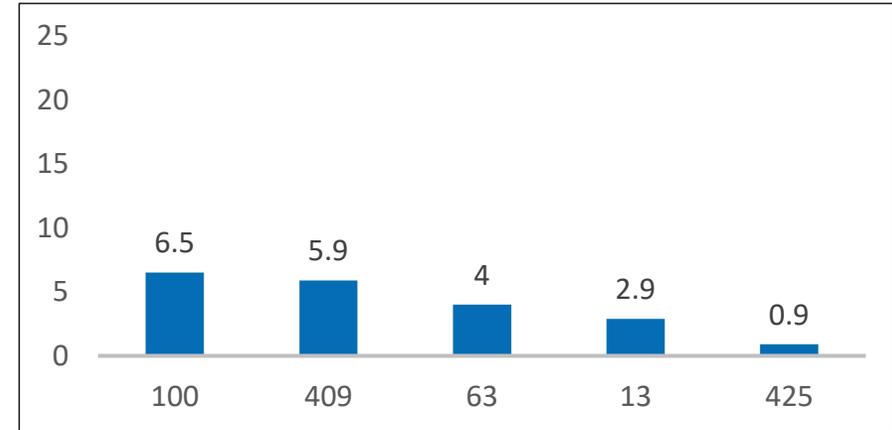
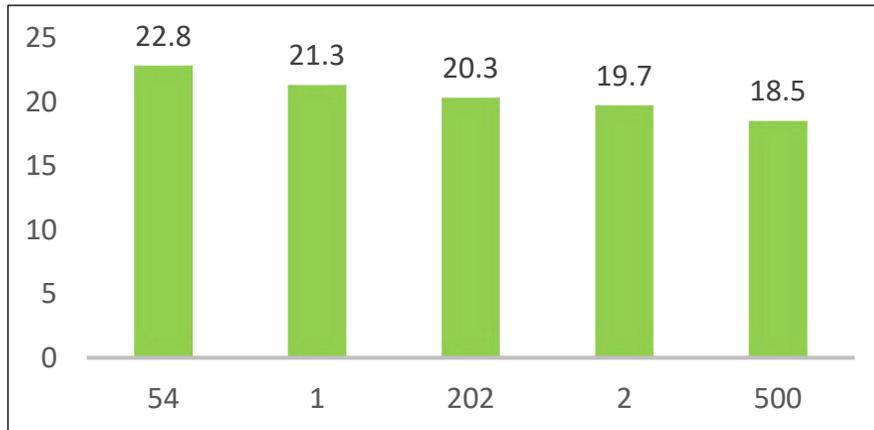


Top 5 & Bottom 5 – Passengers per Service Hour

Jan – April 2025

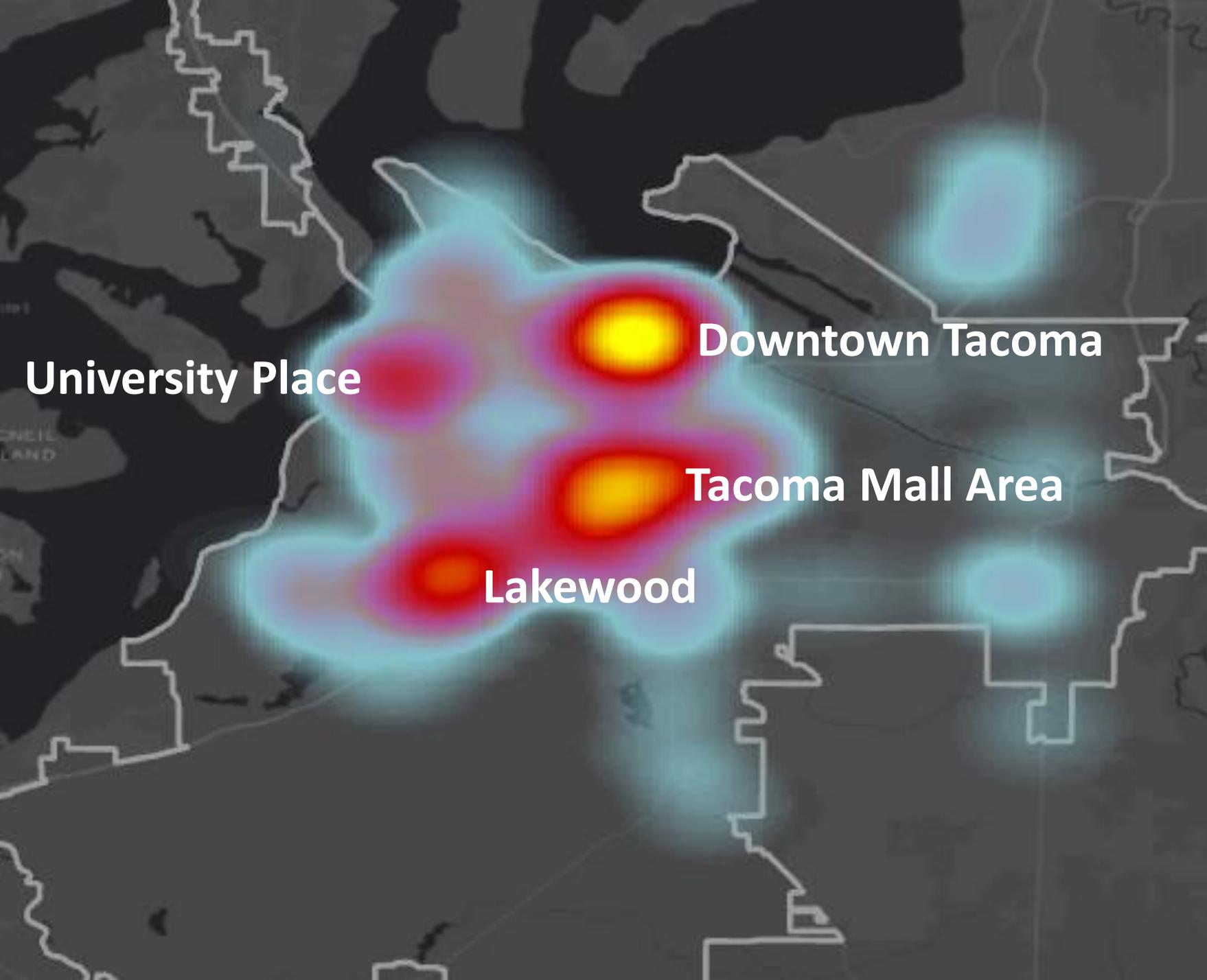


Jan – April 2024



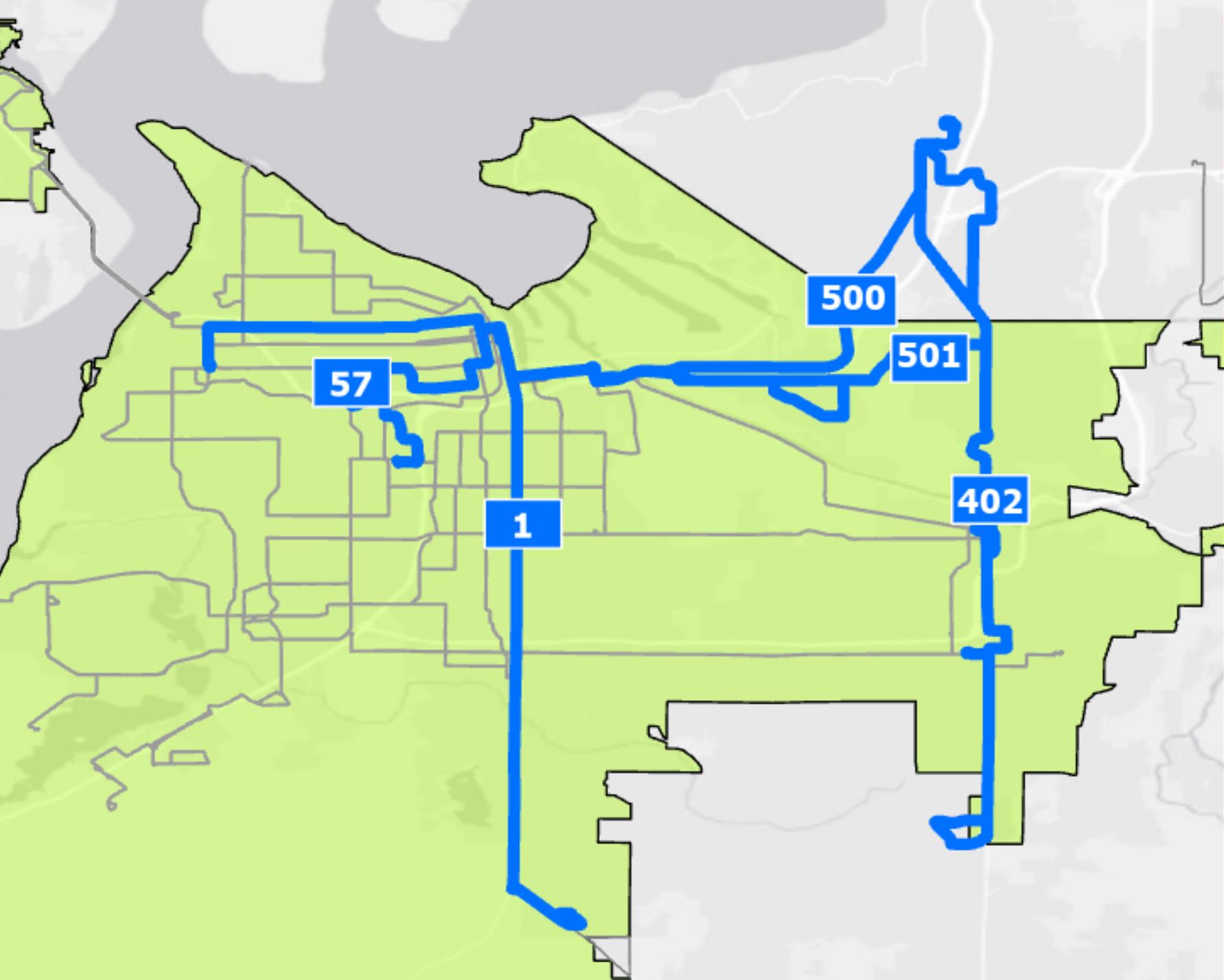
Youth Boardings

Top Locations



ORCA Lift

Percentage of Boardings



Key Takeaways

- Overall ridership continues to **trend upward**
- Projecting **87%** of pre-pandemic ridership levels
- **95%** of service hours recovered
- Youth Boardings trending at **highest total and percentage ever**



2024

Local Bus Performance and Ridership Report



CONTENTS

- EXECUTIVE SUMMARY 2
- LOCAL BUS SYSTEM PERFORMANCE OVERVIEW 3
 - Local Bus Service Metrics & 2024 Results 3
 - Annual Ridership Trends 6
 - Systemwide Ridership by Year 6
 - Monthly Ridership by Year 6
 - Route-Specific Performance 7
 - Top Performing Routes 7
 - Key Service Enhancements 8
- UPDATED SERVICE STANDARDS & ROUTE CLASSIFICATIONS 9
 - New Route Classifications and Methodology 9
 - Productivity Measures by Route Classification 10
 - 2024 Route Productivity Results with New Benchmarks 10
- CUSTOMER COMMENTS & ACTIONS TAKEN 12
- PASSENGER FACILITIES PERFORMANCE 14
 - Transit Center Utilization 14
 - Bus Stop Utilization 16
 - Passenger Amenity Improvements 16
 - Bus Stop Improvements 16
 - Accessibility Enhancements 17
- LOCAL BUS FINANCIAL PERFORMANCE 18
 - Fare Revenue Trends 18
- FUTURE SERVICE PLANNING 20
 - Bus System Recovery Plan 20
 - Destination 2045 Long-Range Plan 21
- APPENDICES 22
 - Detailed Route by Route Performance 22
 - Historical ridership comparison 23

EXECUTIVE SUMMARY

In 2024, Pierce Transit continued its trajectory of local bus system recovery and strategic reinvestment, building on progress from prior years. Total local bus boardings reached 6,769,493, reflecting an 11% increase from 2023 and signaling sustained ridership recovery across the system. Key service metrics also improved, with system productivity rising to 1.499 passengers per revenue mile and 15.12 passengers per service hour.

Major milestones this year included the launch of the Stream Community Line on Pacific Avenue/SR-7 and a series of targeted service enhancements aligned with the Board - adopted Bus System Recovery Plan. Phases 1 and 2 of the plan were largely implemented by the end of 2024, delivering increased frequency on high-ridership routes, retiring underperforming services, and expanding Pierce Transit Runner to fill coverage gaps.

Ridership gains were also bolstered by the continued success of the Youth Ride Free program, which saw boardings by youth under age 19 grow by 25% over the prior year, reaching more than 1 million annual boardings. This increase reflects improved transit access for youth and was made possible through funding from Washington's Climate Commitment Act (CCA) and the Move Ahead Washington transportation investment package.

In 2025, Pierce Transit will adopt new local bus classifications for the first time in over two decades. These updated classifications are informed by regional land use density and will guide future planning, service standards, and productivity evaluations.

While 2024 marked substantial operational gains, ongoing staffing and budget limitations continued to constrain further expansion. On-time performance reached 83.6%, just below the agency's 85% target, and customer satisfaction results were mixed, particularly regarding bus frequency and travel time. Despite these challenges, the agency made tangible progress on key capital projects, including shelter replacements, bus stop amenity upgrades, and accessibility initiatives like the Commerce Street Braille Sign pilot project.

Looking ahead, Pierce Transit remains committed to implementing its Destination 2045 Long-Range Plan, advancing high-frequency transit corridors, zero-emission fleet goals, and system-wide service improvements. With a clear vision and community-informed direction, Pierce Transit continues to adapt and evolve to meet the region's mobility needs.

LOCAL BUS SYSTEM PERFORMANCE OVERVIEW

The overall performance of fixed-route service involves multiple factors. These include total ridership, route and trip productivity, operating cost, customer experience and satisfaction, service reliability, and the alignment of system amenities with established standards.

Local Bus Service Metrics & 2024 Results

Ridership

Ridership is calculated using automatic passenger counters (APCs) onboard buses which measure the number of boardings at each stop. These calculations are then rolled up to demonstrate overall boardings for a route, particular trip, or bus stop. Boardings are regularly monitored to gauge growth across routes and areas. 2024 Local Bus boardings are shown below.

Total Boardings	% Change From Prior Year
6,769,493	+11%

Productivity

Pierce Transit measures fixed-route productivity using passengers per revenue mile and passengers per service hour. These metrics assess route ridership efficiency:

- Passengers per revenue mile reflects route utilization during revenue service, excluding deadhead miles.
- Passengers per service hour measures ridership while in service, including deadheads and layovers.

A route with high passengers per mile but low passengers per hour may indicate scheduling or routing inefficiencies. The 2024 average for these key metrics is shown below.

For trip-level productivity, the following metrics are used:

- Passengers per drive mile
- Passengers per drive hour

Drive hours and miles are custom metrics used exclusively for trip-level analysis in the Local Bus Performance Report. They capture only the time and distance directly associated with operating a single trip, excluding layover and recovery periods, and are not appropriate for systemwide performance evaluation. In contrast, service hours and revenue miles are used for systemwide performance and broader reporting contexts, as they encompass additional aspects of service delivery such as layover, recovery, and time in revenue service.

2024 Average Passengers Per Revenue Mile	2024 Average Passengers Per Service Hour
1.499	15.12

Cost

Monitoring costs per Local Bus passenger boarding allows Pierce Transit administrators to see how cost-effective Local Bus service year-over-year is, as well as in comparison to other services offered by the agency. Reviewing the net cost per Local Bus passenger boarding shows the cost per passenger, minus any farebox revenue collected. A comparison of 2023 and 2024 costs are shown below.

2023 Cost Per Local Bus Passenger	2024 Cost Per Local Bus Passenger	2023 Net Cost Per Local Bus Passenger	2024 Net Cost Per Local Bus Passenger
\$12.51	\$13.39	\$11.80	\$12.70

Customer Satisfaction

Fixed-route customer satisfaction is measured through ongoing feedback received from customers and an annual customer survey. Customer feedback is logged, addressed, and used to inform service decisions. The survey assesses passenger satisfaction with bus frequency, on-time performance, travel time, and transfer wait times. While the survey includes non-riders, fixed-route analysis focuses on feedback from current passengers.

The elements of the survey that are regularly monitored in terms of Local Bus customer satisfaction are listed below along with 2024 results:

Question	2024 Total Satisfied	2024 Total Dissatisfied	2022 Total Satisfied
Passenger Satisfaction with Frequency of Bus Service	32%	45%	34%
Passenger Satisfaction with On-Time Performance of Bus Service	52%	22%	52%
Passenger Satisfaction with The Amount of Time It Takes to Get Places	39%	33%	48%
Passenger Satisfaction with Transfer Wait Time	28%	37%	33%

2024 Customer Feedback Received & Response Metrics

86 Comments Regarding Routes	31 Comments Regarding Bus Stops	2.6 Average Days to Respond	6.7 Average Days to Complete
------------------------------	---------------------------------	-----------------------------	------------------------------

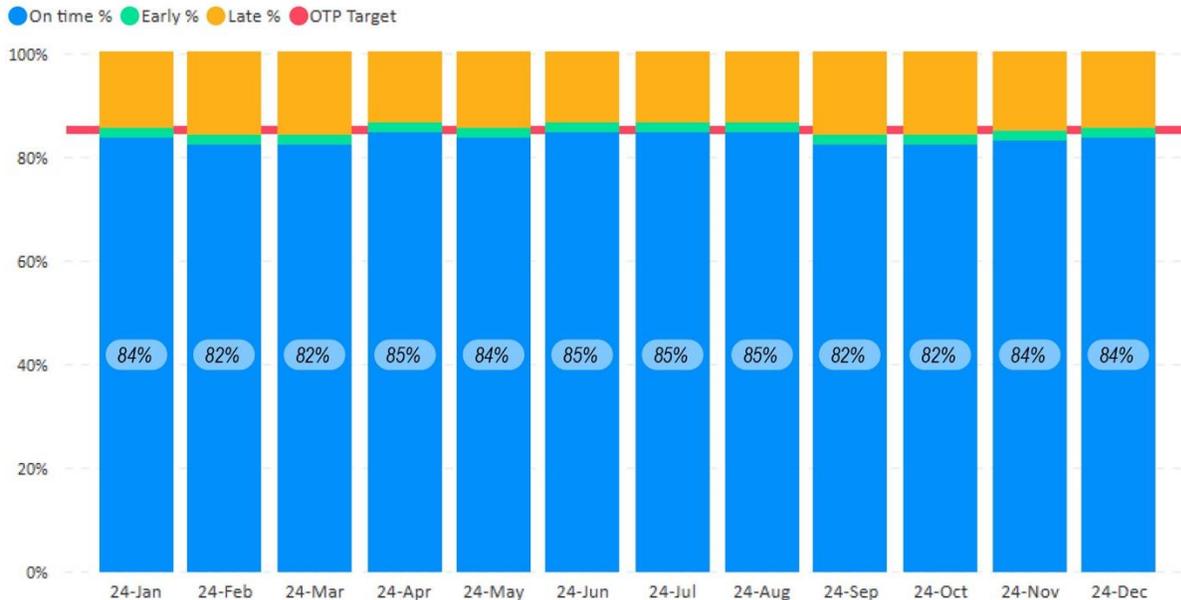
Actions taken to address customer comments are detailed under the Customer Comments & Actions Taken section below.

Reliability

Fixed-route reliability at Pierce Transit is measured by on-time performance, which tracks bus arrivals at designated timepoints using onboard technology. A bus is considered "on time" if it arrives up to one minute early or within five minutes late.

On Time Performance Target	2024 Overall On Time Performance Average
85%	83.6%

Official Monthly On-Time Performance (OTP)



Bus Stop Amenities

Bus stop amenities include shelters, benches, and trash cans. Standards for these amenities are set forth in the agency's Bus Stop Manual. To ensure that the agency's limited resources are used to benefit the greatest number of passengers, ridership thresholds exist for the placement of shelters and trash cans. The percentage of amenities in compliance with those ridership thresholds at bus stops is monitored using average weekday boardings over the past three full years. Pierce Transit has a goal of 90% compliance with standards.

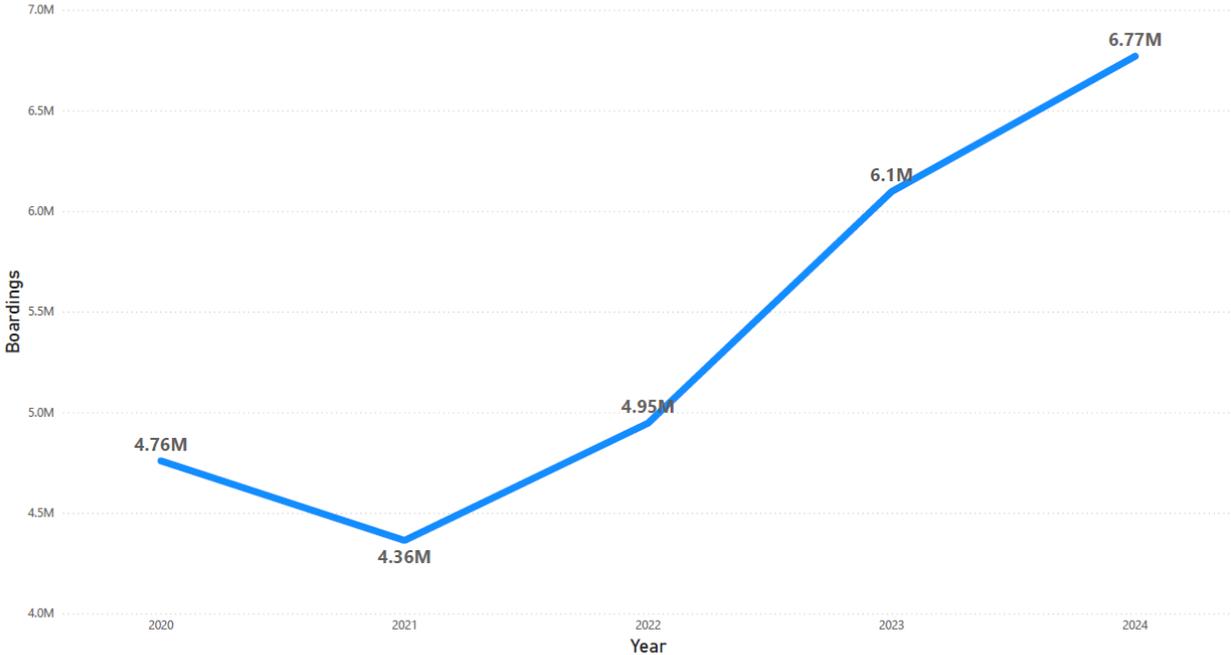
2024 Shelter Compliance Percentage	2024 Trash Can Compliance Percentage	Goal
59%	68%	90%

Annual Ridership Trends

Systemwide Ridership by Year

Following the COVID-19 Pandemic in 2020, Pierce Transit saw a substantial dip in ridership (56.8% decrease in Local Bus boardings from 2019 to 2020). Over the past 5 years, Pierce Transit has steadily improved Local Bus boardings year over year, returning to 80.81% of the Local Bus boardings in 2024 compared to 2019. Overall, 2024 saw Pierce Transit provide 6,769,493 passenger boardings, the highest since 2019.

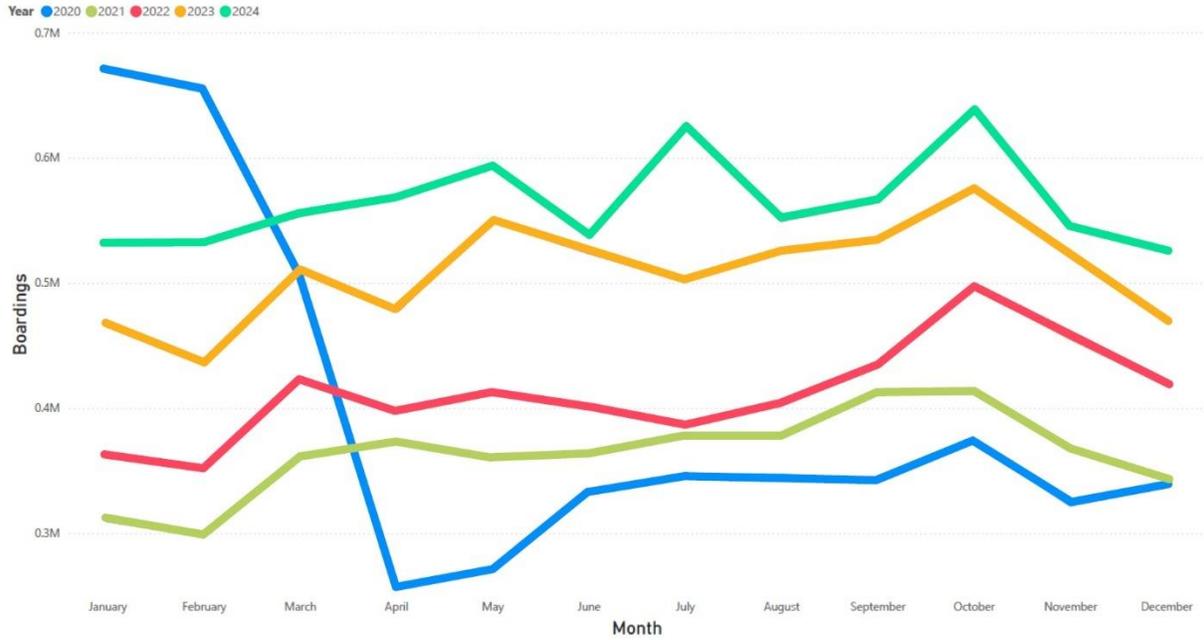
Ridership By Year (in Millions)



Monthly Ridership by Year

Pierce Transit has experienced relatively consistent seasonal patterns in ridership over the past several years, typically seeing an uptick during the warmer months. As shown in the graph below, Local Bus boardings dropped sharply following the onset of the COVID-19 pandemic but have steadily increased since then. Notably, every month has shown year-over-year growth in boardings since April 2020.

Monthly Pierce Transit Boardings by Year

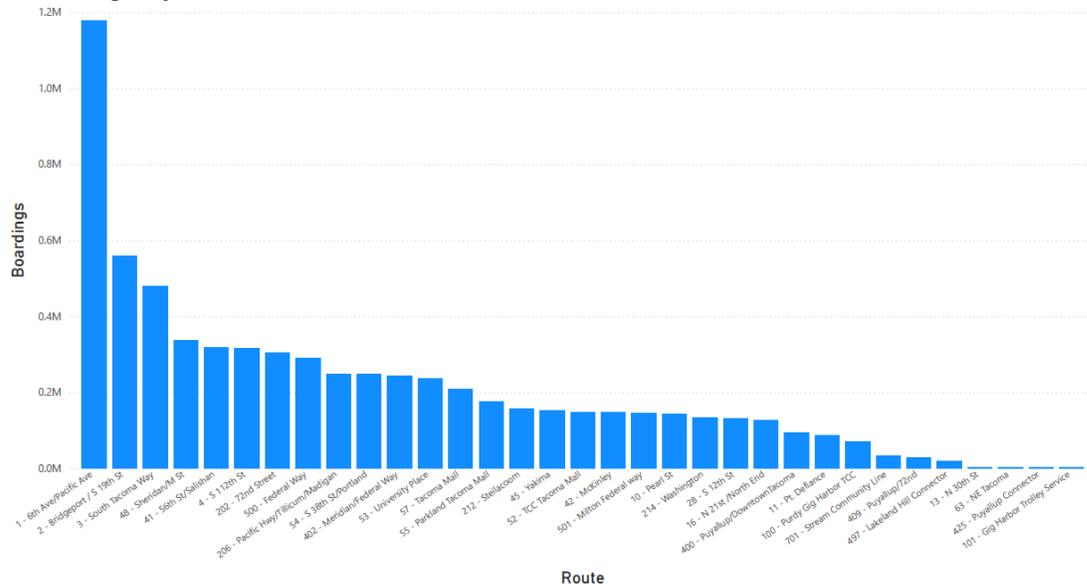


Route-Specific Performance

Top Performing Routes

The graph below displays total boardings for each route in 2024. Route 1 served the highest number of riders by a substantial margin, 110% more than the next highest, Route 2. Note that Routes 13, 63, and 425 were retired after March 2024, so their boarding totals reflect only part of the year. Additionally, Route 101 was a seasonal service that operated from June 30 to August 25, 2024.

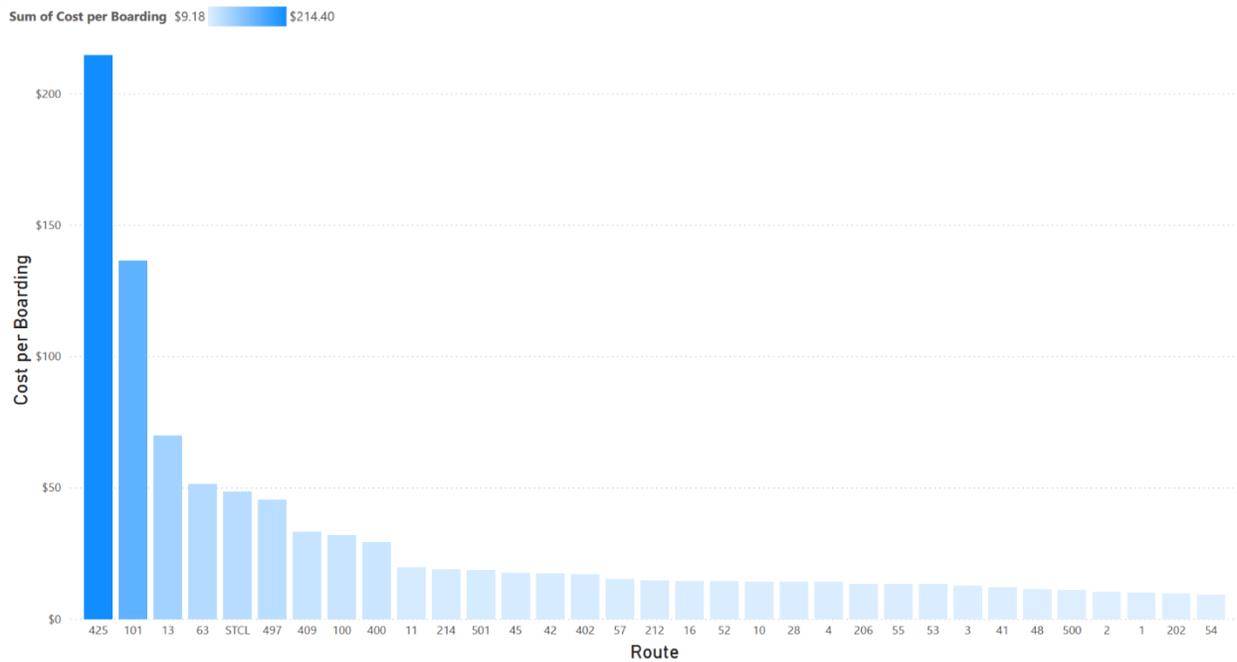
Boardings by Route



Cost per Boarding

Cost per Boarding is calculated using a uniform cost per service hour across all routes. This approach assumes that deadhead, layover, recovery, and revenue hours incur similar costs regardless of the route. As a result, routes with higher boardings per service hour tend to have lower costs per boarding, and vice versa. Among the routes with the highest costs per boarding were Routes 13, 63, and 425, all of which have since been discontinued. Route 101, a seasonal trolley, also fell into this category. In contrast, top-performing routes in this metric included Routes 54, 202, 1, and 2. The system-wide average Cost per Boarding is approximately \$13.39, while some of the least efficient routes exceeded \$50 per boarding.

Cost per Boarding by Route



Key Service Enhancements

March 2024

In December 2023, Pierce Transit's Board of Commissioners adopted a Bus Service Recovery Plan to strategically recover service across the system as staffing becomes available. The first phase of the plan was implemented with the March 2024 service change with the launch of the Stream Community Line enhanced bus service on SR-7/Pacific Avenue. Due to low performance, Routes 425, 63, 13, and a portion of Route 409 were retired, and Pierce Transit Runner, the agency's on-demand transit service, was expanded to provide service to affected riders.

September 2024

As part of the September 2024 service change, 22 trips were added to Route 3 in alignment with phase two of the Bus Service Recovery Plan, increasing weekday frequency to every

15 minutes for most of the schedule. In response to customer feedback, Routes 11, 16, and 202 received timetable adjustments to better align with school bell schedules, and two additional trips were added to Route 100 to better accommodate commuters. Most routes experienced minor timetable adjustments to improve on-time performance. Noting ongoing concerns about transit center connections, particularly at Tacoma Community College, Pierce Transit analyzed connections and adjusted Routes 2 and 3 to improve transfers.

UPDATED SERVICE STANDARDS & ROUTE CLASSIFICATIONS

In 2025, Pierce Transit will adopt new route classifications, outlined in Appendix A of the Destination 2045 Long-Range Plan. In addition to route classifications, the appendix also details density and street considerations for transit, maximum passenger loads by vehicle type, recommended transit supportive improvements, route design, passenger facilities, and how service changes are developed.

New Route Classifications and Methodology

Route classifications are based on a density analysis. For each route, the number of jobs, students, and residents within a quarter-mile buffer was calculated using data from the 2020 Census and data.wa.gov. The total area of the buffer, in square miles, was also determined. Route density was then calculated by dividing the number of activity units (jobs, residents, and students) by the total buffer area, resulting in activity units per square mile. Routes were compared both to each other and to the overall PTBA to establish appropriate density thresholds for each classification. The previous classifications, unchanged for over 20 years, no longer reflected the region’s current density.

The table below outlines the new classifications, density thresholds, corresponding service targets, and bus stop spacing. While full alignment with these targets is currently constrained by available resources, they will serve as a guiding framework for future service adjustments.

Route Type	Density Served (Residential, Jobs, and Students)	Frequency Targets		Bus Stop Spacing
		Peak/Midday	Evening/Weekend	
Stream (HCT)	<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	¼ 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

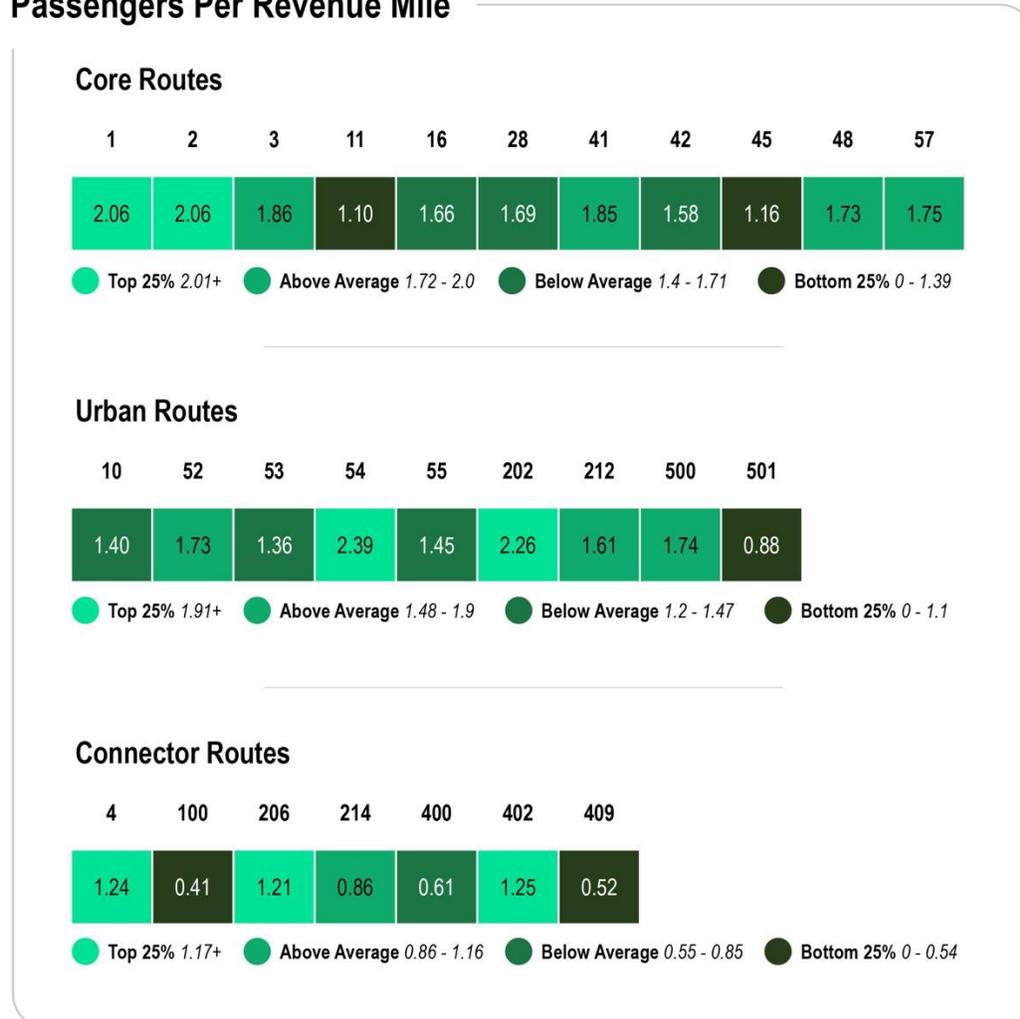
Route classifications play a key role in service planning and productivity evaluations. As mentioned above, the targets associated with each classification provide a framework for distributing service hours across the system. Additionally, routes are grouped by classification for productivity analysis. This approach ensures that routes operating in similar environments—such as Connector routes in less dense areas—are evaluated separately from those in higher-density areas, like Core routes, leading to more accurate comparisons.

Productivity Measures by Route Classification

Using data from the prior year, Pierce Transit establishes new productivity benchmarks for routes each year, categorized by classification. Routes are ranked into four performance tiers — “Bottom 25%,” “Below Average,” “Above Average,” and “Top 25%” — based on yearly averages for passengers per revenue mile and service hour. This benchmarking approach represents a shift from the prior method, which relied on largely static benchmarks that had remained mostly unchanged since 2003.

2024 Route Productivity Results with New Benchmarks

Passengers Per Revenue Mile



Passengers Per Service Hour

Core Routes



Urban Routes



Connector Routes



Productivity Benchmarks Percentage Change (2022 to 2023)

Boarding per Revenue Mile

	Bottom 25%	% Change	Below Average	% Change	Above Average	% Change	Top 25%	% Change
Core	0 - 1.39	32%	1.4 - 1.71	32%	1.72 - 2.0	37%	2.01+	31%
Urban	0 - 1.1	32%	1.2 - 1.47	32%	1.48 - 1.90	29%	1.91+	27%
Connector	0 - 0.54	20%	0.55 - 0.85	20%	0.86 - 1.16	41%	1.17+	38%

Boarding per Service Hour

	Bottom 25%	% Change	Below Average	% Change	Above Average	% Change	Top 25%	% Change
Core	0 - 12.9	30%	13 - 16.24	30%	16.25 - 19.2	38%	19.21+	31%
Urban	0 - 12.72	39%	12.73 - 15.1	39%	15.2 - 18.97	33%	18.98+	32%
Connector	0 - 7.3	21%	7.4 - 10.56	21%	10.57 - 13.7	36%	13.71+	36%

CUSTOMER COMMENTS & ACTIONS TAKEN

In 2024, Pierce Transit received 117 customer comments regarding fixed-route service, including 86 related to routes and schedules and 31 concerning bus stops. Below are the top five routes with the most customer feedback, along with a summary of the concerns raised and the actions taken in response.

Route	Count of Comments	Synopsis	Actions Taken
11	15	Comments primarily address the March 2024 service change and school schedules, highlighting requests for earlier weekday and late weekend trips, increased frequency, adjustments for SAMI/Mason Middle School, and better T-Line alignment.	Trips added to support SAMI schedule. Exploring staggering 11 & 16 schedules to provide improved frequency to North Tacoma.
1	8	Requests for better alignment with Hunt Middle School schedule, frequency, connection to TDS, and more time to connect to other routes at TCC and bus stops.	Added mid-day 15-minute frequency to address overcrowding and improve connection opportunities with other routes.
497	8	Relate primarily to the March 2024 service change and alignment with Sounder Schedule.	Reverted to pre-March 2024 schedule to improve alignment with Sounder schedule.

402	6	Requests to deviate route to Walker High School & extend the span of service.	Span to be extended in accordance with System Recovery Plan. Proposed route deviation flagged for future consideration and ridership monitoring.
100	6	Requests for more frequency & better connections between other routes and the 100 at TCC.	Added a morning and evening trip to support commuters. Investigating common connections between Route 100 and other routes at TCC for potential adjustments.

Of the remaining comments received pertaining to routes and schedules, common themes included:

- Connection times at transit centers (8 comments),
- New routes, both in and out of the service area (14 comments),
- Requests for increased span and frequency (8 comments),
- And reinstatement of routes retired in March of 2024 or earlier (4 comments).

With limited resources, the Bus System Recovery Plan remains key in allocating service and is regularly communicated to customers requesting new or expanded services. Customers were also invited to participate in the creation of the agency’s new Long-Range Plan, Destination 2045, and help guide the allocation of new services should funding become available.

Bus Stop Comments

Below is an overview of the 31 comments received related to bus stops in 2024.

Comment Type	Number of Comments	
Stop Add	10	7 requests for shelters at bus stops. 7 complaints regarding public safety issues at bus stops asking to remove an amenity or the stop. 4 general safety complaints about where the stop is located.
Stop Improvement	11	
Stop Move	2	
Stop Remove	4	
Stop/Shelter/Sign Location	4	

Requests for new stops, amenities, and public safety concerns were key themes. New stop requests are assessed based on spacing guidelines for each route classification (typically 1/8 to 1/2 mile apart). Likewise, amenities are installed according to ridership thresholds outlined in the agency’s Bus Stop Manual (8+ weekday boardings for a shelter, 5+ for a trash can). Safety concerns regarding stop placement are reviewed in coordination with the agency’s Safety Team.

Pierce Transit recently improved its process for addressing public safety concerns at stops. This includes emphasis patrols, historical reviews, safety evaluations, and, when necessary, the temporary removal of amenities contributing to safety issues. In 2024, four shelters were removed based on a recommendation from the Public Safety Chief and are now being relocated to qualifying stops. Next year, the Service Planning Team will assess conditions at the affected stops and reinstall shelters if improvements are observed.

PASSENGER FACILITIES PERFORMANCE

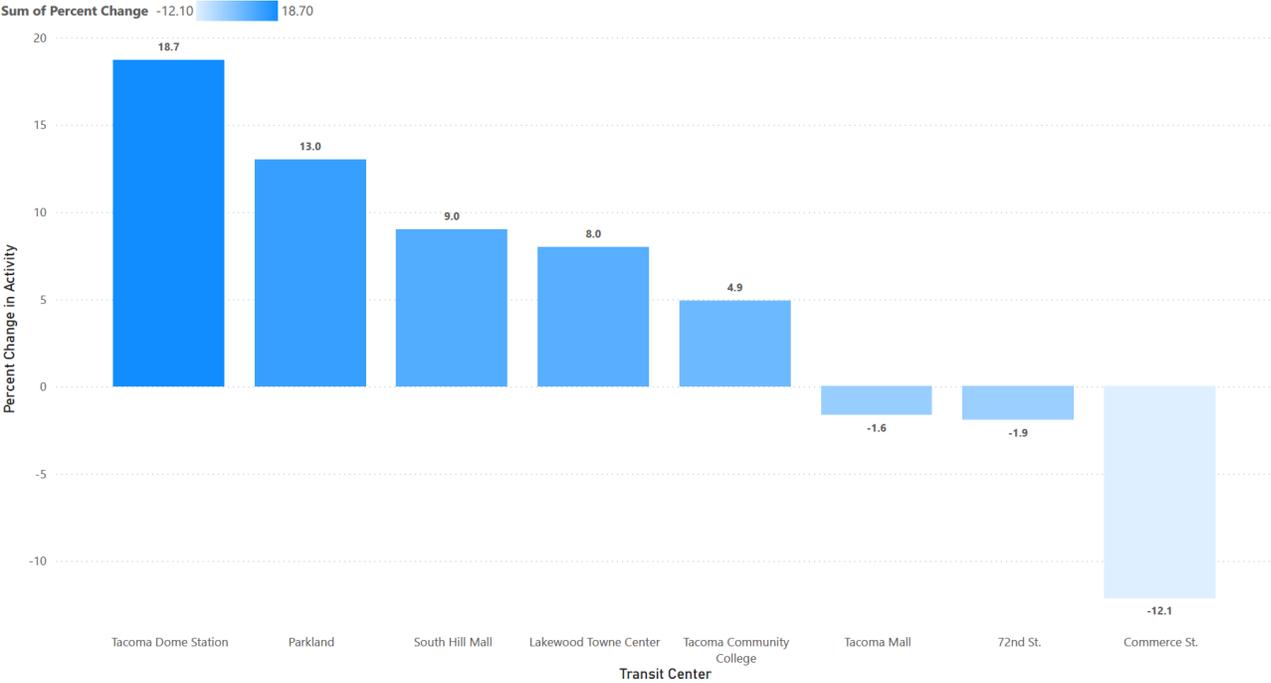
Transit Center Utilization

As of 2024, Pierce Transit operates eight active transit centers, all of which are shown below. The most heavily utilized, based on total unadjusted activity, is Lakewood Towne Center. This high usage can be attributed to several factors: many trips entering and leaving the center, relatively high population and job density in the surrounding area, the presence of multiple Sound Transit Express routes, and the absence of other major transit centers nearby.

2024 Total Unadjusted Activity by Transit Center



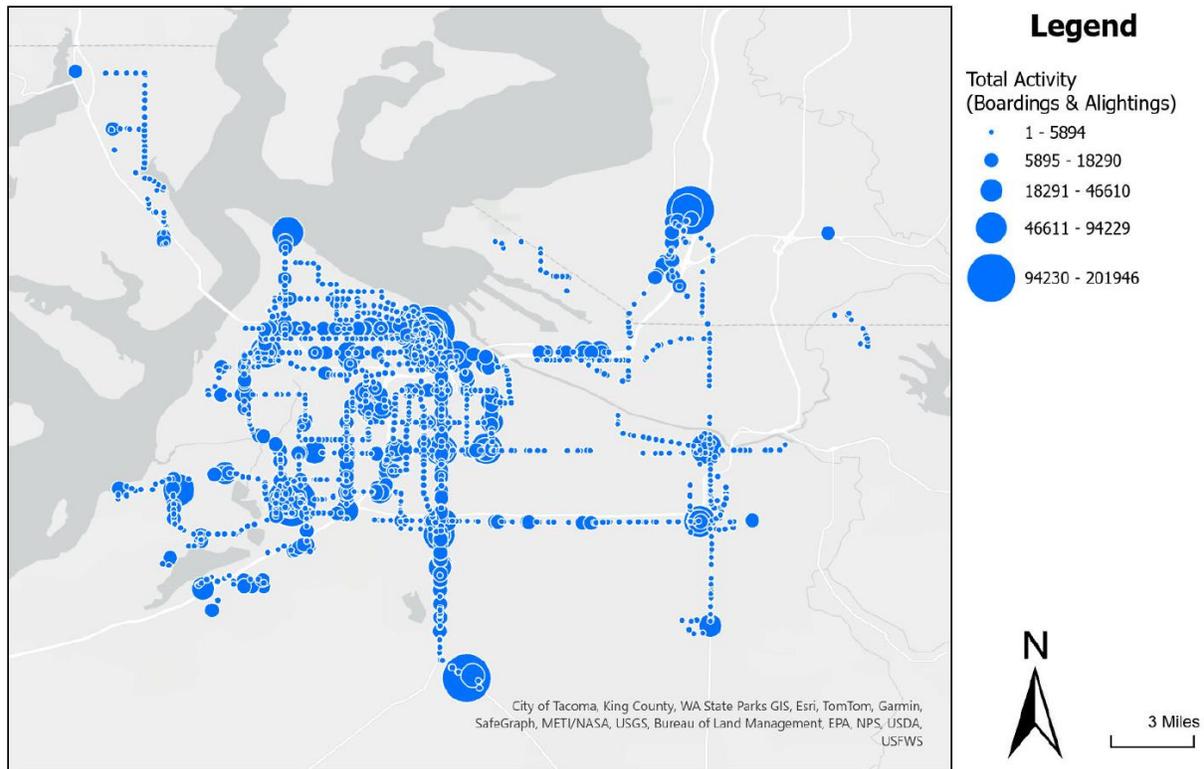
Percent Change in Activity From 2023 to 2024



Bus Stop Utilization

As shown below, several geographic areas had stops with high total unadjusted activity, many of which are located near or within transit centers. Stops situated at the beginning or end of routes also tended to experience elevated activity. The downtown Tacoma area had the largest concentration of high-activity stops, but significant activity was also observed in Fife, Lakewood, Federal Way, Spanaway, and Parkland.

2024 Total Unadjusted Activity by Bus Stop



PASSENGER AMENITY IMPROVEMENTS

Bus Stop Improvements

Amenity Balancing Project

Pierce Transit's [Amenity Balancing Project](#), developed in 2024 and launching in 2025, will relocate bus stop amenities to better match current ridership patterns. This multi-year effort will prioritize high-use stops, moving shelters to those with at least eight weekday boardings and trash cans to those with five or more. Shelter moves are dependent on funding. The goal is to improve comfort and accessibility by using resources where they're needed most.

Key benefits include:

- Shelter coverage for 600,000+ additional boardings, including 2,000 wheelchair boardings
- More shelters at schools and underserved areas
- Improved accessibility at upgraded stops

Shelter Replacement Project

Pierce Transit's Board of Commissioners approved a project to replace all bus shelters in the service area with a new black design featuring smaller, more durable, and cost-effective glass panels resistant to vandalism. Where possible, solar lighting has been added for improved safety and comfort. These upgrades enhance maintenance efficiency, customer experience, and overall bus stop appearance. So far, 93 of Pierce Transit's shelters have been or are in the process of being replaced. \$3.5M in federal grants will support ongoing replacements, including the replacement of special shelter types in business districts, for a consistent and clean system-wide look. Accessibility upgrades will also be implemented at various bus stops where needed, pending funding.

Bench At Every Stop

Pierce Transit is working toward a goal of providing a bench at every bus stop to improve comfort and accessibility for riders. Whether a bench can be installed depends on several factors, such as funding for a concrete pad, available space, and local jurisdiction requirements. In 2024, 48 new benches were added across the system. Of those, 12 were installed as part of external right-of-way (ROW) projects, while the rest were made possible through permits allowing bench placement on wider sidewalks.

Accessibility Enhancements

Braille Signage Pilot

In 2024, Pierce Transit launched an accessible bus stop pilot project, installing tactile raised lettering and braille bus stop signs along Commerce Street. The goal is to make it easier for all riders to navigate and use the system. With the pilot signs now in place, the agency is gathering feedback, adjusting as needed, and exploring funding opportunities to expand the program.

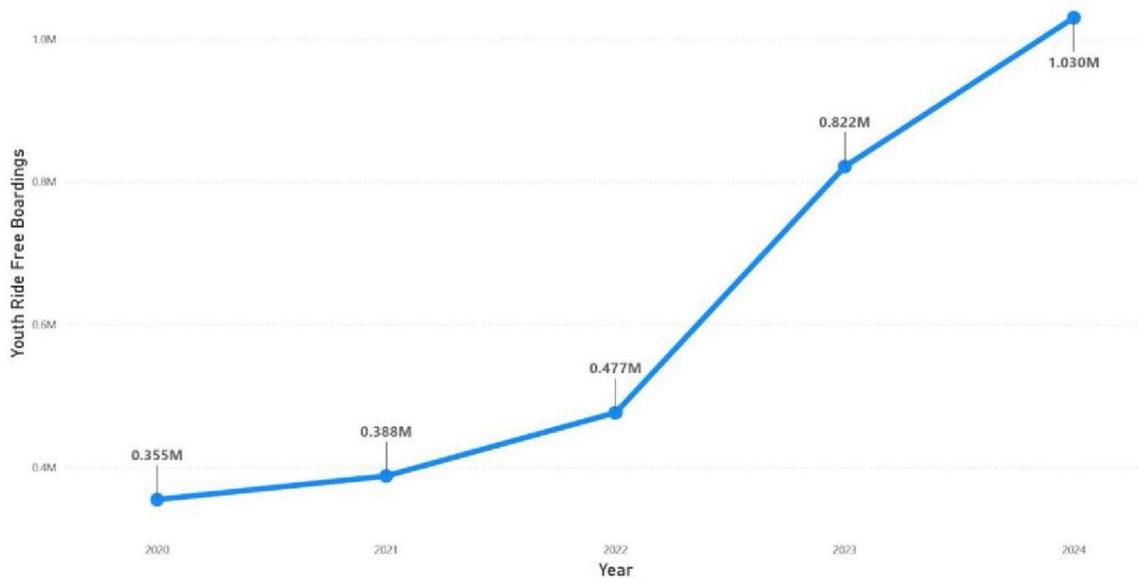
LOCAL BUS FINANCIAL PERFORMANCE

Fare Revenue Trends

2024 Local Bus Summary

Pierce Transit's Local Bus passenger fare revenue has remained relatively stable over the past five years, with moderate fluctuations and early signs of post-pandemic recovery. Fare revenues are primarily generated through Day Passes, Farebox Cash Sales, Monthly Passes, ORCA E-Purse transactions, ORCA Business and Institutional Pass Programs, and Youth Passes. The implementation of the Zero Youth Fare policy in September 2022 significantly increased youth ridership while reducing fare contributions from that demographic. In 2024, the average fare per local bus boarding decreased slightly to \$0.69, down from \$0.70 in 2023, reflecting the growing share of boardings from fare-free or discounted programs.

Youth Ride Free Boardings by Year (in Millions)



Youth Fare Free Boardings

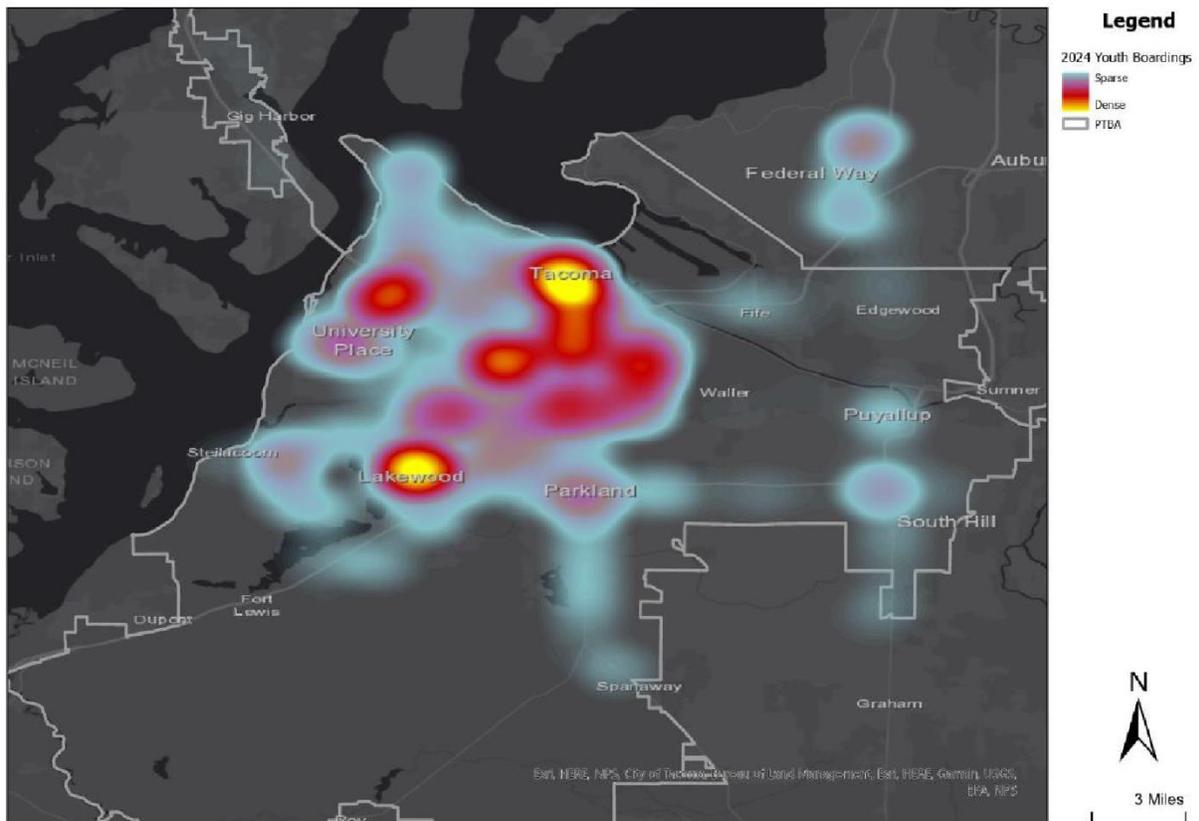
Youth boardings continued to rise significantly in 2024 as a result of the Zero Youth Fare policy implemented in September 2022. Total boardings by youth under age 19 reached 1.03 million in 2024, up from 822,000 in 2023 representing a 25% year-over-year increase. Since 2020, Youth Ride Free boardings have nearly tripled, reflecting a growing reliance on transit by younger riders and increased awareness of fare-free eligibility.

This increase in youth ridership has contributed positively to overall system utilization and access, especially in areas surrounding key transit hubs such as Commerce Street Station in Downtown Tacoma, Tacoma Community College, Tacoma Mall Transit Center, and Lakewood Transit Center, which consistently ranked among the top youth boarding locations in both 2023 and 2024.

While youth boardings do not contribute to fare revenue due to their fare-free status, their rapid growth has influenced the overall average fare per boarding and is one factor in the decrease from \$0.70 in 2023 to \$0.69 in 2024. These shifts reinforce the need to monitor changes in ridership demographics as part of long-term financial planning and fare policy evaluation.

Pierce Transit's participation in the Youth Ride Free program is made possible through funding from Washington's Climate Commitment Act (CCA) and the Move Ahead Washington transportation investment package. These funding sources are critical in supporting fare-free access for youth while enabling the agency to maintain service levels and continue expanding mobility options across the region.

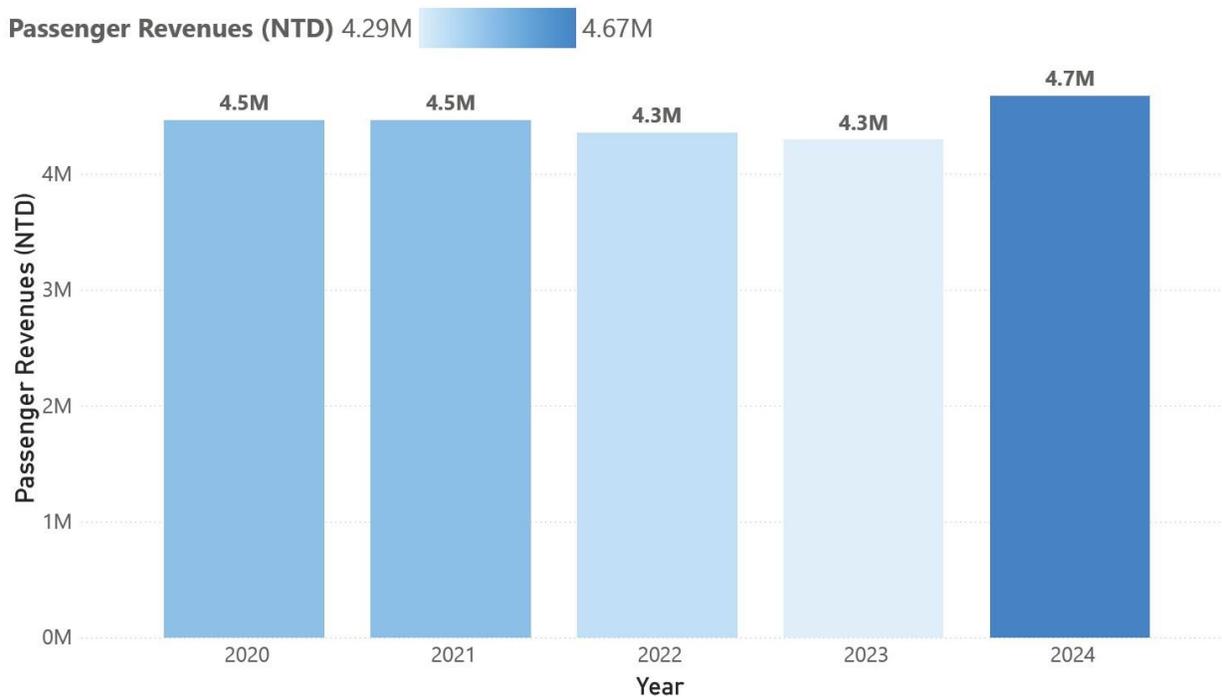
2024 Youth Ride Free Boarding Locations



2020–2024 Overall Local Bus Comparison

From 2020 to 2024, Local Bus fare revenue remained relatively stable, averaging just over \$4 million annually. Despite the onset of COVID-19 in 2020, fare revenue held at \$4.4 million and remained steady in 2021. Slight decreases followed in 2022 and 2023, with revenues of \$4.3 million each year. In 2024, fare revenue rose to \$4.7 million, a 8.8% increase over 2023, reflecting ongoing ridership recovery and incremental growth. Looking ahead, 2025 revenue is projected to increase another 6% to approximately \$4.9 million, driven by restored service hours, improved customer experience initiatives, and continued growth in pass and fare media transactions.

Local Bus Revenue by Year



FUTURE SERVICE PLANNING

Bus System Recovery Plan

Pierce Transit’s Bus System Recovery Plan, adopted in late 2023 to restore service following pandemic-era reductions, outlines a phased strategy to increase frequency, extend service spans, and reinstate trips on high-ridership routes. As of early 2025, the agency has completed Phase 1 and is nearing completion of Phase 2. Key milestones include the launch of the Stream Community Line and Gig Harbor Runner, the discontinuation of underperforming routes, and significant progress toward 15-minute weekday service on Routes 1 and 3. Route 3 is currently 84% complete for its targeted

weekday frequency, while Route 1 has reached 87%, despite not being part of the formal recovery phases.

Progress beyond these early phases has stalled due to ongoing budget and staffing constraints. Without sufficient operating resources, additional service enhancements identified in Phases 3 through 6 of the plan, including expanded evening service, more frequent weekend routes, and higher frequencies on Route 2, are pending.

To fully implement the System Recovery Plan, Pierce Transit would require approximately 83,000 additional service hours, a nearly 18% increase over current Local Bus service levels. Future progress is contingent on resolving staffing shortfalls and securing sustainable funding.

Destination 2045 Long-Range Plan

Pierce Transit's Destination 2045 Long-Range Plan outlines a 20+ year roadmap for how transit services will evolve to meet the changing needs of the South Puget Sound region. Grounded in community input and regional planning priorities, the plan focuses on expanding transit options, enhancing speed and reliability, and preparing for future challenges such as regional growth.

Key strategies in Destination 2045 include the development of a high-frequency transit network, increased span and frequency on key routes, and the transition to a zero-emissions bus fleet. The plan emphasizes aligning service with anticipated population and employment growth, especially in areas with high transit propensity.

As a guiding document, Destination 2045 establishes a long-term vision that informs Pierce Transit's annual planning and budgeting processes, while ensuring the agency remains resilient, sustainable, and responsive to the needs of current and future riders.

APPENDICES

Detailed Route by Route Performance

Route	Classification	Service Hours	Trips	Cost per Boarding	Boardings	Boardings per Revenue Mile	Boardings per Service Hour	Estimated Operating Cost*
1	Core	56,600.21	30,759	\$9.74	1,176,812.86	2.06	20.79	\$11,457,013.73
2	Core	28,041.41	22,939	\$10.15	559,112.25	2.06	19.94	\$5,676,143.07
3	Core	29,223.90	23,089	\$12.33	479,596.91	1.86	16.41	\$5,915,501.22
4	Connector	21,599.73	18,739	\$13.89	314,722.89	1.24	14.57	\$4,372,218.23
10	Urban	9,956.76	17,387	\$14.14	142,579.91	1.40	14.32	\$2,015,448.35
11	Core	8,372.93	10,082	\$19.36	87,564.60	1.10	10.46	\$1,694,848.04
13	Retired	550.39	511	\$69.57	1,601.33	0.56	2.91	\$111,409.85
16	Core	8,887.47	10,807	\$14.19	126,754.54	1.66	14.26	\$1,799,001.14
28	Core	9,030.69	16,023	\$13.96	130,940.66	1.69	14.50	\$1,827,991.49
41	Core	18,586.37	17,750	\$11.82	318,283.28	1.85	17.12	\$3,762,252.08
42	Core	12,444.95	17,010	\$17.09	147,374.37	1.58	11.84	\$2,519,107.36
45	Core	13,017.63	16,285	\$17.38	151,623.23	1.16	11.65	\$2,635,028.87
48	Core	18,758.11	18,068	\$11.29	336,435.08	1.73	17.94	\$3,797,017.12
52	Urban	10,352.38	17,867	\$14.15	148,066.42	1.73	14.30	\$2,095,528.45
53	Urban	15,354.50	17,055	\$13.11	237,040.46	1.36	15.44	\$3,108,057.18
54	Urban	11,190.16	17,352	\$9.18	246,701.09	2.39	22.05	\$2,265,111.95
55	Urban	11,401.55	17,941	\$13.13	175,828.61	1.45	15.42	\$2,307,902.05
57	Core	15,381.25	16,708	\$14.95	208,254.64	1.75	13.54	\$3,113,471.85
63	Retired	294.40	256	\$51.15	1,165.00	0.41	3.96	\$59,592.44
100	Connector	10,957.13	9,303	\$31.63	70,130.58	0.41	6.40	\$2,217,941.41
101	Seasonal	119.70	234	\$136.12	178.00	0.12	1.49	\$24,229.67
202	Urban	14,634.11	19,719	\$9.71	304,916.05	2.26	20.84	\$2,962,237.45
206	Connector	16,283.50	20,547	\$13.27	248,342.16	1.21	15.25	\$3,296,105.26
212	Urban	11,414.26	17,522	\$14.66	157,655.51	1.61	13.82	\$2,310,474.43
214	Connector	12,391.56	17,491	\$18.73	133,947.20	0.86	10.81	\$2,508,299.85
400	Connector	13,283.70	12,122	\$29.00	92,728.18	0.61	6.98	\$2,688,885.91
402	Connector	20,307.26	10,370	\$16.96	242,403.63	1.25	11.94	\$4,110,594.65
409	Connector	4,664.37	8,760	\$32.99	28,619.67	0.52	6.14	\$944,162.59
425	Retired	982.94	897	\$214.40	928.00	0.14	0.94	\$198,967.71
497	Express	4,261.60	4,551	\$45.13	19,115.31	0.80	4.49	\$862,633.04
500	Urban	15,728.02	13,548	\$11.01	289,219.38	1.74	18.39	\$3,183,664.91
501	Urban	13,025.76	10,535	\$18.32	143,935.20	0.88	11.05	\$2,636,674.52
STCL	High Capacity	8,032.88	6,518	\$48.38	33,609.14	0.37	4.18	\$1,626,015.70

*Note that the Estimated Operating Cost assumes average operating costs, which does not necessarily reflect the actual costs to operate the route.

Historical ridership comparison

Route	2021 Boardings	2022 Boardings	2023 Boardings	2024 Boardings
1	817,500.27	824,624.80	989,533.31	1,176,812.86
2	397,286.08	425,312.20	502,923.89	559,112.25
3	285,429.60	325,332.11	391,655.09	479,596.91
4	182,848.92	227,056.43	274,627.51	314,722.89
10	89,226.97	108,037.35	125,914.58	142,579.91
11	72,872.22	79,515.70	97,222.11	87,564.60
13	6,864.32	9,463.08	8,392.01	1,601.33
16	104,515.93	107,222.77	137,702.13	126,754.54
28	78,411.76	108,930.43	134,026.69	130,940.66
41	185,066.33	234,666.15	302,600.71	318,283.28
42	85,322.98	106,856.25	137,424.05	147,374.37
45	84,933.11	117,200.11	134,060.06	151,623.23
48	186,916.31	232,319.53	303,003.97	336,435.08
52	100,294.10	122,126.90	142,556.74	148,066.42
53	120,652.11	142,265.02	208,116.85	237,040.46
54	143,421.23	177,751.67	229,989.74	246,701.09
55	110,859.82	126,157.95	151,588.22	175,828.61
57	154,170.62	182,265.77	232,682.87	208,254.64
63	2,199.00	2,013.00	2,690.21	1,165.00
100	49,726.58	63,260.81	68,270.26	70,130.58
101	7,630.00		409.26	178.00
202	157,686.61	206,617.07	264,327.46	304,916.05
206	152,541.66	184,768.28	234,712.86	248,342.16
212	77,610.95	102,854.37	144,176.71	157,655.51
214	74,095.83	89,748.07	127,070.93	133,947.20
400	62,941.99	78,854.39	83,096.41	92,728.18
402	140,420.48	163,083.38	200,813.28	242,403.63
409	18,810.67	21,466.31	25,719.00	28,619.67
425	3,605.00	2,245.00	4,320.67	928.00
497	16,730.30	19,745.66	21,895.85	19,115.31
500	280,816.98	244,835.76	279,869.84	289,219.38
501	86,768.44	106,054.03	126,950.40	143,935.20
STCL				33,609.14