

**Board of Commissioners Regular Meeting Agenda**  
**July 14, 2025 - 4:00 p.m.**



**Physical Meeting Location:**  
**Pierce Transit Training Center**  
**3720 96<sup>th</sup> ST SW**  
**Lakewood, WA 98499**

**Virtual Meeting Participation Information:**

Dial: 1-253-215-8782 Meeting ID No. 89889710668

Webinar link: <https://us02web.zoom.us/j/89889710668>

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**Call to Order**

**Roll Call**

**Flag Salute and Land Acknowledgement**

**Presentations**

1. Honoring Hyok Kwon for Operator of the Month  
for June 2025

Scott Gaines  
Assistant Transportation Manager

**Special Business**

1. Appointments to Executive Finance Committee and Service Delivery & Capital Committee

**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](mailto:Djacobson@piercetransit.org).*

1. Destination 2045 Long Range Plan

Ryan Wheaton  
Chief of Planning and Community Development  
&  
Brittany Carbullido  
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](mailto: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.)*

2. Approval of Vouchers: June 1-30, 2025
3. Approval of Minutes: June 9, 2025, regular board meeting
4. FS 2025-029, Authorize the Chief Executive Officer to Execute a Contract with Northwest Bus Sales (Contract No. E2281) to Purchase up to 47 Specialized Transportation Vans off the Washington State Contract No. 06719-02 to Replace the Aging Specialized Transportation Vans, for a Total Contract Spending Authority Amount of \$12,892,190

## Action Agenda

1. FS 2025-030, A Resolution of the Board of Commissioners of Pierce Transit Adopting the 2025-2030 Transportation Development Plan Tina Lee  
Planning Manager
2. FS 2025-031, Adopting the 2025-2026 Pierce Transit Public Transportation Agency Safety Plan Jason Hovde  
Interim Chief Safety Officer

## Staff Updates

1. CEO's Report Amy Cleveland  
Chief of Administration &  
Acting Chief Executive Officer
2. Enterprise Resource Planning (ERP) Software Chris Schuler  
Chief Financial Officer

## Informational Items

1. Chair Report Chair Whalen
2. Sound Transit Update Commissioner Mello
3. Puget Sound Regional Council Transportation Policy Board Update Commissioner Fagundes  
&  
Commissioner 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  
NOTICE OF PUBLIC HEARING  
DESTINATION 2045 LONG RANGE PLAN**

A public hearing will be held as part of the Board of Commissioners' meeting on Monday, July 14, 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 Destination 2045 Long Range Plan. The proposed plan may be viewed at <https://piercetransit.org/long-range-plans/>.

Instructions for providing comments during the public hearing will be included in the July 14, 2025, meeting agenda, available at [www.piercetransit.org/board-meetings](http://www.piercetransit.org/board-meetings) beginning July 9. Written comments may be submitted through the plan website (linked above) or by mail to:

Pierce Transit  
Attn: Andrew Arnes and Brittany Carbullido  
3701 96th Street SW  
Lakewood, WA 98499

All written comments must be received by Friday, August 1, 2025.

The Destination 2045 Long Range Plan builds on the foundation set with previously adopted plans, such as Destination 2040 (of 2016) and its minor update in 2020. The LRP will provide a blueprint for growth over the next 20 years in high-capacity transit and fixed route service options if additional operating funding were to become available. The plan is scheduled for formal adoption at the August 11, 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](mailto:Djacobson@piercetransit.org) for special accommodations.

Dated this 1<sup>st</sup> day of July 2025.

Deanne Jacobson, Clerk of the Board

*Published in the Tacoma Daily Index and Tacoma News Tribune on July 2, 2025.*

# DESTINATION 2045

## LONG RANGE PLAN



**2ND DRAFT**  
Revised June 18, 2025





# Community Input

4 

Open Houses/  
Town Halls

8 

Special  
Coordination  
Meetings

10 

Jurisdiction Meetings  
for Comprehensive  
Plan Update

16 

City Council/Planning  
Commission Meetings

27 

Community  
Group Events



700

Survey responses  
received (Phase 1)



**JULY 2024-  
JUNE 2025**

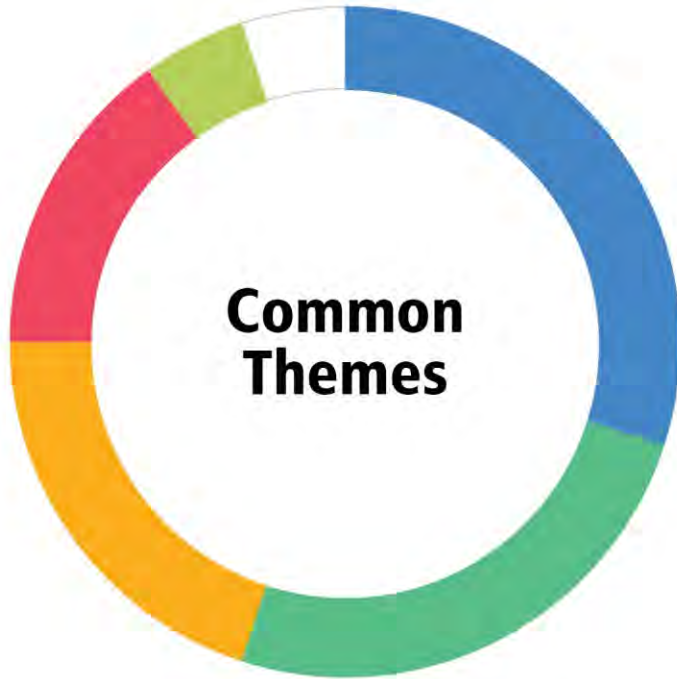
Outreach time frame



75%

Of survey respondents  
are current riders

# Community Input



- **More Frequent Service** 30%
- **New Routes** 25%
- **Extended Hours** 20%
- **Improved Connections** 15%
- **Bus Rapid Transit** 5%
- **Other** 5%

*"More buses, on more routes, running more frequently, and later into the evening."*

*"I hope transit benefits the community by bridging walkable areas to each other and supporting centers of growth."*

*"I think it should have additional stream rapid routes. This can be done by upgrading and modifying much of the existing routes and having them run very frequently."*

*"I run into the problem that bus schedules on weekend don't run frequent enough and late enough I either have to show up really early to work and have to walk home because of the schedules."*

*"Better coverage, both in service hours and locations."*

*"More frequent trips to make transit a viable option for daily travel in Pierce County."*

*"Focus on bus routes and timely connection."*

*"More frequent service would encourage people to try transit and become regular transit users."*



# What's New in the 2nd Draft

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Grounded in long-range financial forecasts to ensure feasibility

Up to 482,000 service hours assumed with existing plans

Service growth scenarios simplified to show what's realistically achievable

BRT removed from core plan but may still be grant-funded

# Our Plan is Two-Fold

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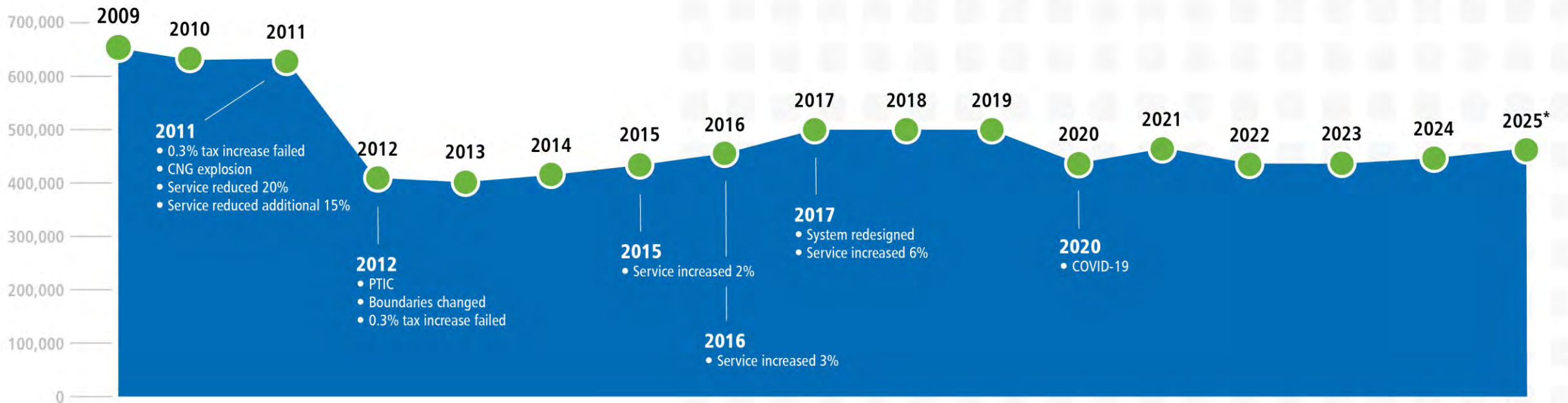
## Strengthen Connections

- Connect routes to major regional projects
- Busiest routes run every 15 minutes
- Routes run until 10:00pm

## Enhance Access

- Elevate more routes to high-capacity level of service
- More frequent bus trips
- 4 new routes improving service for 107,000 people

# Service Hours Over Time



\*approximately



# Baseline Scenario

**0.6%**

Sales Tax

**482,000**

Annual Service Hours

## More Frequent Trips

- Routes 1 & 3 upgraded to 15-minute weekday service from 6:00 AM to 7:00 PM

## Route Adjustments

- Spanaway Transit Center served by both the Stream Community Line and Route 1
- Stream Community Line extended to reach Commerce Street Station
- Routes 2, 41, 42, 400, 402, 500, and 501 modified to connect with new Sound Transit Link stations

# Scenario A

*Includes all service enhancements from Baseline*

**0.9%**

Sales Tax

**600,000**

Annual Service Hours

**24%**

Service Hour Increase

## More Frequent Trips

- The Stream Community Line and Routes 2 and 3 operate every 15 minutes on weekdays
- Increased weekday and/or weekend frequency for 16 routes
- Most routes operate every 30 minutes or better on weekdays

## Increase Operating Hours

- Extended weekend service for 15 routes, ending at 8 p.m., 10 p.m., or 12 a.m.
- Stream Community Line, Routes 2, 3, 4, and 25 operate until 12:00 a.m. on weekdays

## Route Adjustments

- Route 1 replaced by Stream Community Line (Spanaway–Commerce) and Route 25 (TCC–Commerce)
- Routes 52 and 55 combined into new Route 5 with same path and frequency



# Scenario B

*Includes all service enhancements from Scenario A • Requires RCW Change*

**1.1%**

Sales Tax

**750,000**

Annual Service Hours

**55%**

Service Hour Increase

## More Frequent Trips

- High capacity Stream Lines: Stream Community Line, Routes 2 and 3 operate every 15-minutes on weekdays, 20-min evenings/weekends
- 20-minute weekday frequency on Routes 4, 41, 48, 54, and 202
- 30 minute weekend frequency for most routes

## Increase Operating Hours

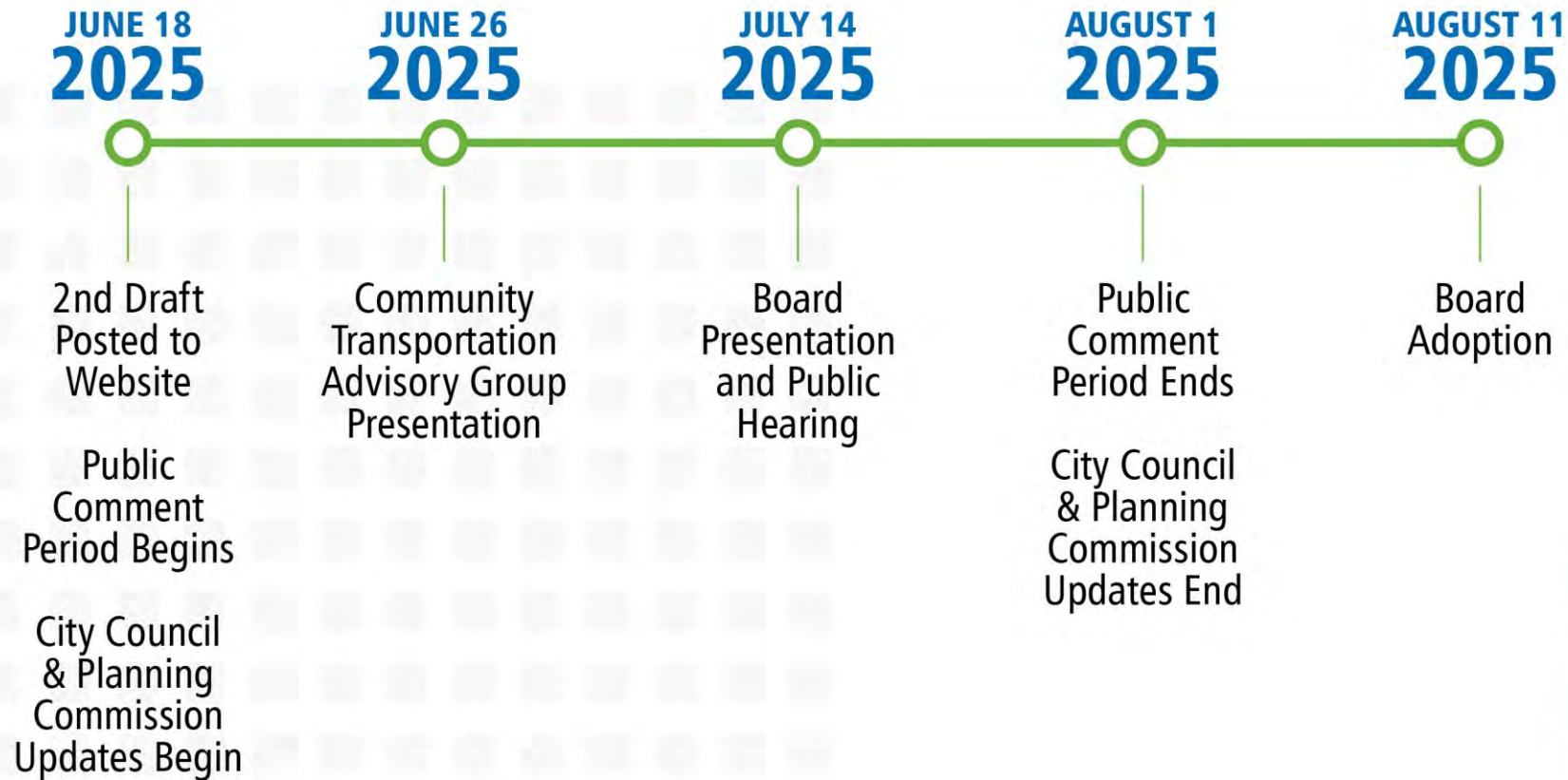
- Extended service span on 13 routes
- Most routes run until at least 10 p.m. Saturday and 8 p.m. Sunday

## 4 New Routes Serve:

- Puyallup
- Port of Tacoma/East Tacoma
- Central Tacoma/Lakewood
- North Tacoma, with Point Ruston connection

*current 0.6% sales tax = 482,000 annual service hours*

# Next Steps





# DESTINATION 2045

## LONG RANGE PLAN



**2ND DRAFT**  
Revised June 18, 2025



# DESTINATION 2045

## LONG RANGE PLAN





# *A Welcome From the CEO*

As Pierce Transit's CEO, I am pleased to present the all-new Destination 2045 Long Range Plan, a shared vision for what a world-class transit system could look like in Pierce County over a 20-year planning horizon.

Pierce County is the second-largest county in the state, and our population is projected to grow by 30 percent over the next 20 years. These new residents will likely expect to find a transit system that is frequent, reliable, safe, and directly connects them to key destinations throughout the county. The creation of Destination 2045 sets up a vision for us to deliver on that promise.

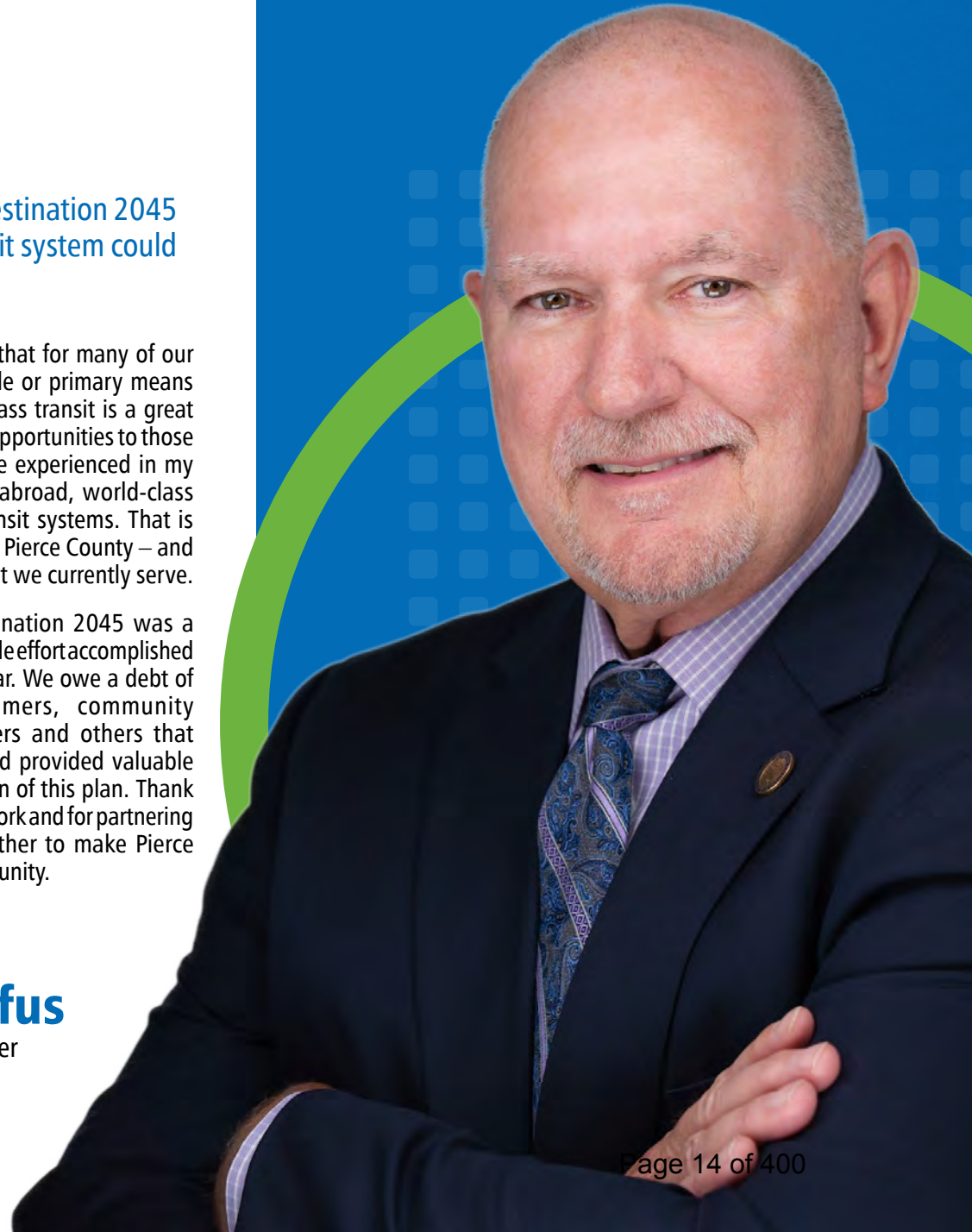
Among other key factors, this comprehensive transit planning process focused on areas of the county with the highest projected clusters of housing and jobs. We also ensured that an equity lens was used as plans for new routes were developed or current ones were improved. One thing that should be noted is that fulfillment of Destination 2045 will not be possible without a substantial increase in operating revenues. As you will see in this plan, we will need additional Transit Operators, Heavy Duty Diesel Technicians, more buses (ideally zero-emission), new Maintenance & Operations base infrastructure, and other resources in order to one day turn this vision into a reality.

Pierce Transit understands that for many of our customers, we are their sole or primary means of transport. At its best, mass transit is a great social equalizer that offers opportunities to those who rely upon it. As I have experienced in my travels across the US and abroad, world-class cities have world-class transit systems. That is my ultimate vision for all of Pierce County – and not just within the parts of it we currently serve.

The development of Destination 2045 was a collaborative, communitywide effort accomplished over the course of a full year. We owe a debt of gratitude to our customers, community members, planning partners and others that offered input and ideas and provided valuable contributions to the creation of this plan. Thank you for your interest in this work and for partnering with us as we strive together to make Pierce County a transit-rich community.

## **Mike Griffus**

Chief Executive Officer  
Pierce Transit





*Transit*  
**IMPROVES  
PEOPLE'S  
QUALITY  
OF LIFE.**

*Transit*  
**HELPS GET  
WORKERS  
TO JOBS, AND  
CUSTOMERS  
TO BUSINESS  
LOCATIONS.**





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# Key Terms and Definitions

Term	Acronym	Definition
ADA Paratransit (SHUTTLE)		ADA shared-ride service for people who, because of their disability, are unable to ride a regular Pierce Transit bus.
Bus Rapid Transit	BRT	High-capacity transit designed to deliver fast, efficient, and cost-efficient services by integrating features typically associated with light rail or streetcar systems.
Fixed Route Regular Bus		Transit service on fixed routes and set schedules. Pierce Transit operates 29 regular bus routes.
Greenhouse Gas Emissions	GHG	The U.S. Environmental Protection Agency defines GHG as gases that trap heat in the atmosphere, such as a carbon dioxide, methane, and nitrous oxide.
High-Capacity Transit	HCT	Light rail, commuter rail, Bus Rapid Transit, or enhanced bus lines that provide connections to regional destinations throughout the Central Puget Sound Region.
House Bill 1110	HB 1110	Adopted bill requiring cities in Washington State to provide middle housing in areas traditionally dedicated to single-family detached housing.
Long Range Plan	LRP	The long range plan provides a guide for long-term service and capital investment over the next 20+ years.
Microtransit (Runner) / On-demand Transit		A service strategy intended to provide first/last-mile connections and supplement existing fixed route bus. Pierce Transit's microtransit/on-demand transit service is known as Runner.
Public Transportation Benefit Area	PTBA	A special taxing district created for the purpose of funding public transportation.
Rideshare		A rideshare is a small group people who share their commute to and from work. Formerly known as Vanpool, Pierce Transit's Rideshare program provides vehicles for three or more occupants to share a commute.
Shared Mobility Hub		Places where transit, bicycles, rideshare, micromobility modes, and pedestrians converge to provide travel options for people not using a private vehicle.
Speed & Reliability	S&R	Improvements in transit design, roadway infrastructure, and technology designed to improve transit system performance.
Stream Community Line		Pierce Transit's high-capacity transit line connecting Tacoma and southeast Pierce County on Pacific Avenue S/SR 7.
Transit Development Plan	TDP	The TDP reviews transit agency accomplishments over the past calendar year and describes planned activities over the next six years.
Transit Propensity Index	TPI	A quantitative metric computed to determine the propensity of a rider to take transit based on the density of indicators such as people with disabilities, people with low incomes, and zero-vehicle households.
Vehicle Miles Traveled	VMT	Measure of total number of miles traveled of all vehicles in a region over a given time period.
Washington State Growth Management Act	GMA	Requires counties and cities to periodically review their plans and regulations to address any changes in the GMA and respond to changes in land use and population growth.

## CHAPTER 1

# *Strategic Goals and Objectives*

This chapter provides an introduction to Destination 2045, Pierce Transit's all-new Long Range Plan. Destination 2045 describes how Pierce Transit's services will expand and evolve over the next 20+ years to meet community needs.

# Why a Long Range Plan?

Destination 2045 helps define Pierce Transit's role over the next 20+ years.

The Long Range Plan (LRP) provides a guide for long-term service and capital investments, which inform near-term plans and processes such as the annual Transit Development Plan (TDP) and the annual budget. Destination 2045 outlines the priorities we heard from the community. These priorities guide how Pierce Transit will adapt to meet growth across the region, connect with Sound Transit's expanded regional Link light rail service, and respond to the changing transportation environment.

**Figure 1** summarizes the purpose of the LRP and its relationship to other plans.

## ■ Figure 1. Relationship to Other Pierce Transit Plans

### Long Range Plan (LRP)

*20+ year time horizon*



### Transit Development Plan (TDP)

*6 year time horizon*



### Annual Budget

*1 year time horizon*



- 1 Provides the long-term priorities/vision that guides the annual TDP update
- 2 Annual TDP update
- 3 Annual budget process based on the near-term operations/capital projects in the TDP

# Goals and Objectives

Seven strategic goals guide Destination 2045. Specific sections in the LRP addressing each goal are linked below:

## GOAL 1

### Connect With Local and Regional Plans

Make sure this all-new plan works well with other local and long range plans.

[LAND USE CHANGE, PAGE 20](#)

## GOAL 2

### Provide More Diverse Transit Options

Work towards more frequent and expanded fixed route bus and new high-capacity transit options over the next 20 years.

[GROWTH SCENARIOS, PAGE 39](#)

## GOAL 3

### Improve Existing Routes

Focus on improving the reliability of existing high-performing routes and reducing travel time through S&R investments, which can be implemented faster and at lower cost than BRT. All S&R investments are assumed to be 100% grant funded and are not included in the capital cost estimates associated with the growth scenarios presented in this plan.

[GROWTH SCENARIOS, PAGE 39](#)

## GOAL 4

### Focus on Equity

Use equity as a key part of planning, aimed at those customers who rely on transit services the most.

[DEMOGRAPHICS/TPI INDEX, PAGE 27](#)

## GOAL 5

### Learn From the Pandemic

Use lessons learned during COVID-19 to better help essential workers get around.

[RIDERSHIP CHANGES, PAGE 17](#)

## GOAL 6

### Prepare for Climate Changes

Make plans to handle changes in the climate and other resiliency efforts.

[APPENDIX E - PLANNING FOR CLIMATE CHANGE AND RESILIENCY](#)

## GOAL 7

### Spot Future Problems

Figure out what might go wrong or could be challenging as Pierce Transit starts to implement this plan.

[CAPITAL NEEDS, PAGE 51](#)



## CHAPTER 2

# *Planning Context*

This chapter provides an overview of the existing and planned changes that affect Pierce Transit's operations. The planning context also summarizes key travel trends and predicted land use changes likely to impact how people travel across the region.

# Pierce Transit Today

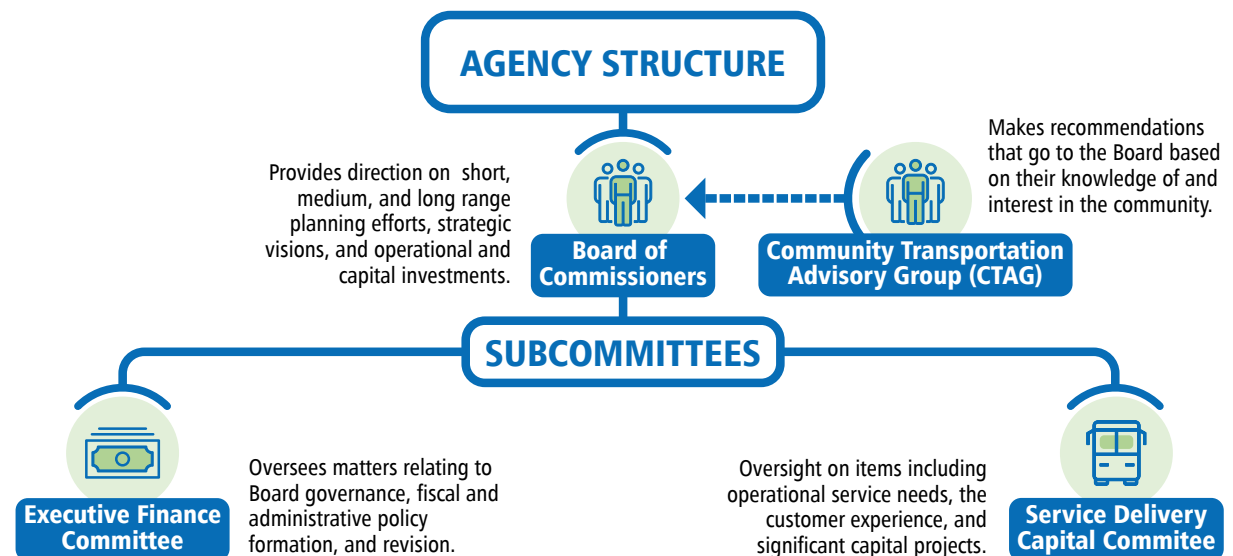
Pierce Transit provides public transportation services for Pierce County, Washington's second largest county with approximately 927,000 residents. The defined service area, or Public Transportation Benefit Area (PTBA), covers around 70 percent of Pierce County's population, or nearly 300 square miles in Pierce County's urban area, including 13 cities and towns and parts of unincorporated 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. Board 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.

As **Figure 2** illustrates, the Board of Commissioners has two subcommittees: The Executive Finance Committee, which oversees matters related to Board governance and policy, and the Service Delivery Capital Committee, which advises on items like operational service needs, customer experience, and capital projects. Pierce Transit also engages community stakeholders through a chartered Community Transportation Advisory Group (CTAG) that provides insight into community interests.

The entire county is not covered by the PTBA.

Figure 2. Pierce Transit Governance





# Service Types

Pierce Transit provides four types of public transportation service:



## 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.

Learn more at [PierceTransit.org/routes](https://PierceTransit.org/routes)



## Paratransit (SHUTTLE)

Pierce Transit's SHUTTLE service complements service areas and hours around fixed route corridors by matching operating hours and providing rides, scheduled one to five days in advance, within ¾ mile of any bus route.

Learn more at [PierceTransit.org/shuttle](https://PierceTransit.org/shuttle)



## Rideshare

Previously known as Vanpool, Pierce Transit's Rideshare program provides vehicles for three or more occupants to share a commute, reducing travel by single-occupancy vehicles.

Learn more at [PierceTransit.org/rideshare](https://PierceTransit.org/rideshare)



## Microtransit (Runner)

On-demand Microtransit service (known as Pierce Transit Runner) is a service strategy to supplement fixed route bus and provide first/last mile connections in six zones: Gig Harbor, Puyallup, Ruston, Spanaway, Tideflats, and Joint Base Lewis-McChord (JBLM). Riders can use the Runner app on their smartphones to book a ride or call the Pierce Transit support number to request a pick-up/drop-off at a specific address.

Learn more at [PierceTransit.org/runner](https://PierceTransit.org/runner)



# Current Initiatives

Pierce Transit has several initiatives currently underway:

## Strategic Plan

Pierce Transit recently completed a new six-year Strategic Plan that focuses on four goals:

- Adopt a customer-first mindset;
- Engage the community;
- Elevate the employee experience; and
- Assure sustainability of our finances, infrastructure, and the environment.

## Bus System Recovery and Restoration Plan

The recovery process following the COVID-19 pandemic, which saw a temporary decline in fixed route ridership and changes in ridership patterns, prompted a comprehensive review of current system performance and identified where improvements could be made. In 2023, after significant public input, Pierce Transit's Board adopted a Bus System Recovery and Restoration Plan that lays out a road map for restoring and increasing transit service. In early 2024, Pierce Transit accomplished the first action item in the Plan with the unveiling of South Sound's first high-capacity bus transit corridor that runs between Tacoma and southeast Pierce County on Pacific Avenue S/SR 7. This high-capacity transit (HCT) service is called **Stream Community Line**, and it is a partnership with MultiCare.

## Sustainability

Pierce Transit continues to be a leader in transit environmental responsibility. Rather than diesel, most of Pierce Transit's buses run on Compressed Natural Gas, and have since the mid-1980s. For the few vehicles that do use diesel, the agency just switched over to Renewable Diesel, which is made from renewable feedstocks. Pierce Transit is also expanding its electric fleet, and last year installed its first-ever, on-route charging stations.

Pierce Transit is transitioning to a zero emission fleet through the installation of **INDUCTEV 300 kW fast charging pads** at two key transit centers. The first project, recommended for funding by WSDOT for the 2025-2027 biennium, will equip the Lakewood Transit Center with four charging pads to serve four 40-foot battery electric buses (BEBs). This center, located within the Towne Center retail area, is the agency's most-utilized facility, with over 1.9 million boardings from 2019 to 2023 and connects eight local routes to destinations like Tacoma, University Place, Steilacoom, Puyallup, and JBLM. The second project, awarded under the FHWA's CMAQ program for Federal fiscal year 2028, will install four charging pads at the Tacoma Community College Transit Center to serve eight local routes, including the system's two most productive, Routes 1 and 2.

Each project is estimated to cost around \$2.8 million and will support Pierce Transit's goal of operating up to 49 BEBs, enhancing service efficiency, and reducing greenhouse gas (GHG) emissions.

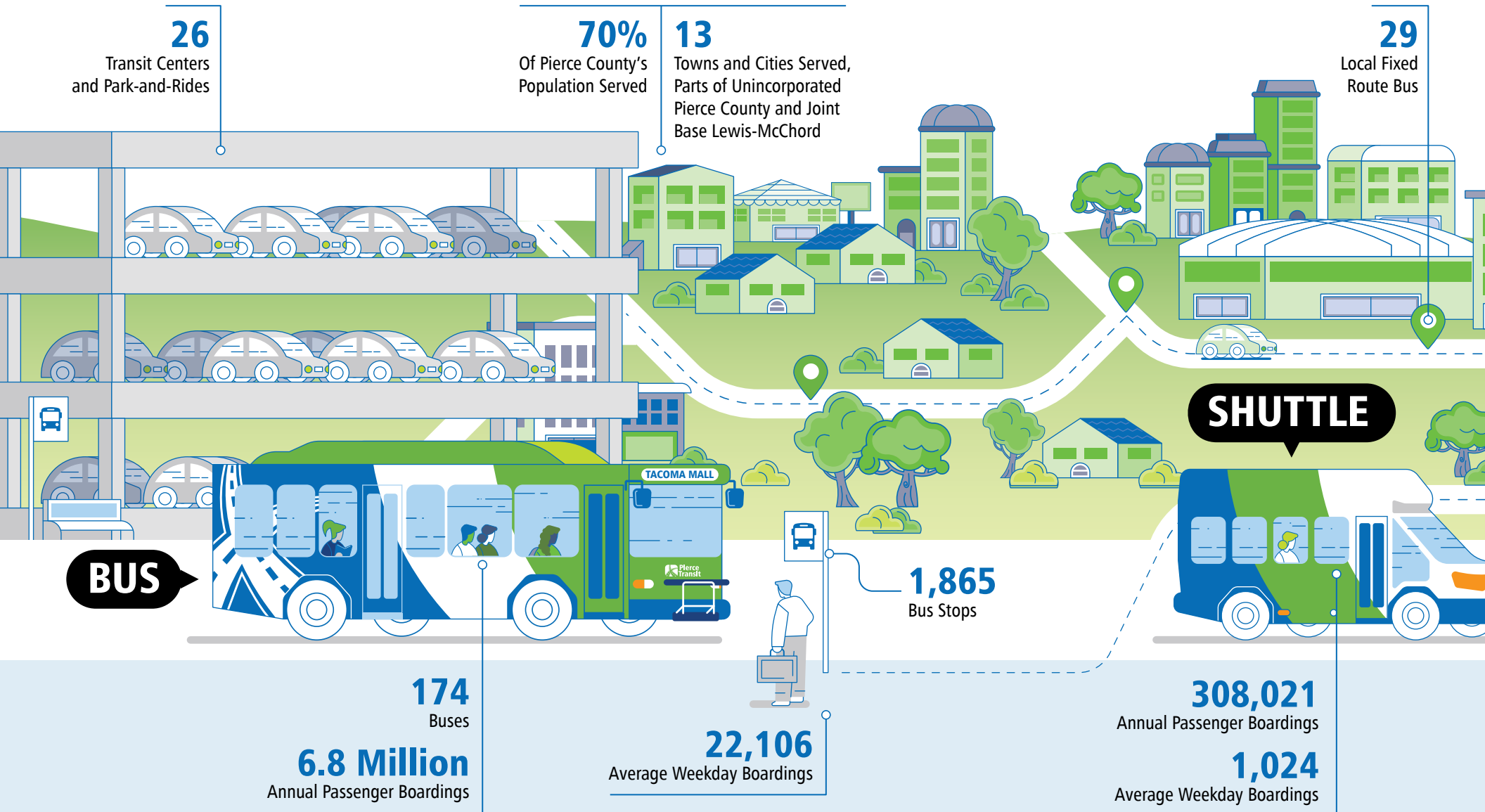
## Operational Upgrades

Pierce Transit is making major improvements to the agency's 35-year-old Lakewood headquarters base, including a new fuel and wash building (opened in 2023), and upgrades to its maintenance and operations facility.

Pierce Transit has also been awarded two grants to help fund operational upgrades: the Federal Highway Administration (FHWA) Congestion Mitigation and Air Quality Improvement (CMAQ) grant and the Green Transportation Capital grant, which was recommended in the State's budget for the 2025-2027 biennium. These grants will fully fund upgrades to charging capabilities; the planned 30-vehicle BEB overhead gantry system at the Lakewood base, plus the aforementioned four-vehicle BEB inductive charging system at the Lakewood Transit Center.

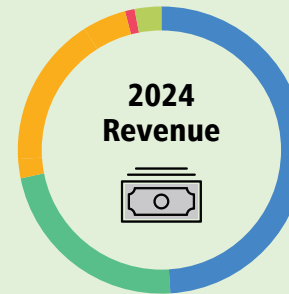


# Fast Facts About Pierce Transit Based on 2024 counts



## Budget, Revenue, and Expenses

Local sales tax is by far Pierce Transit's largest funding source. Grants and fares also contribute but are a much smaller percentage. In fact, Pierce Transit collects just 6/10ths of a penny on every dollar spent within its service area, the lowest rate among similar sized transit agencies in Washington State.



● Sales Tax 45% ● Contracted Services 24%  
● Grants 28% ● Other 1% ● Fares 3%



● Wages 30% ● Maintenance & Operations 21%  
● Capital Outlay 38% ● Benefits 11%

## Our People

Pierce Transit currently has just under 1,000 employees, and roughly half of those are transit operators. In fact, our workforce is only 12 percent administrative employees, and the rest are directly supporting service on the street—bus operators (drivers), mechanics, dispatchers, service support personnel, and public safety employees, among others. Pierce Transit also partners with Sound Transit to operate and maintain the regional express buses that run between Pierce and King Counties. This partnership provides around 300 jobs and strengthens regional mobility.

 **939**  
Employees

 **825**  
Service and Maintenance

 **114**  
Administration

 **161**  
Veterans

 **483**  
Transit Operators

**11.7 Million**

Annual Miles Traveled  
(Bus, SHUTTLE, Rideshare,  
and Runner Combined)

**RIDESHARE**

**RUNNER**

**99**  
Vehicles Each

**363,989**  
Annual Passenger Boardings

**1,364**  
Average Weekday Boardings

**52,379**  
Annual Passenger Boardings

**156**  
Average Weekday Boardings

### Figure 3. Pierce Transit System Map, 2025



Pierce Transit currently operates 29 routes that serve Pierce County and local jurisdictions within it.

Page 27 of 400 15



**Figure 4. Current Fixed Route System**

Source: Pierce Transit Existing System, 2024

**Pierce Transit**

- Stream Community Line
- Existing Fixed Route
- Current Public Transportation Benefit Area

**Sound Transit**

- Link Light Rail
- Sounder
- ST Express Bus
- County Boundary

**Figure 4. Current Fixed Route System**

Source: Pierce Transit Existing System, 2024

**Pierce Transit**

- Stream Community Line
- Existing Fixed Route
- Current Public Transportation Benefit Area

**Sound Transit**

- Link Light Rail
- Sounder
- ST Express Bus
- County Boundary

**Figure 4. Current Fixed Route System**

Source: Pierce Transit Existing System, 2024

**Pierce Transit**

- Stream Community Line
- Existing Fixed Route
- Current Public Transportation Benefit Area

**Sound Transit**

- Link Light Rail
- Sounder
- ST Express Bus
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- Source: Pierce Transit Existing System, 2024
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- Stream Community Line
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  - Sounder
  - ST Express Bus
  - County Boundary

**Figure 4. Current Fixed Route System**

Source: Pierce Transit Existing System, 2024

**Pierce Transit**

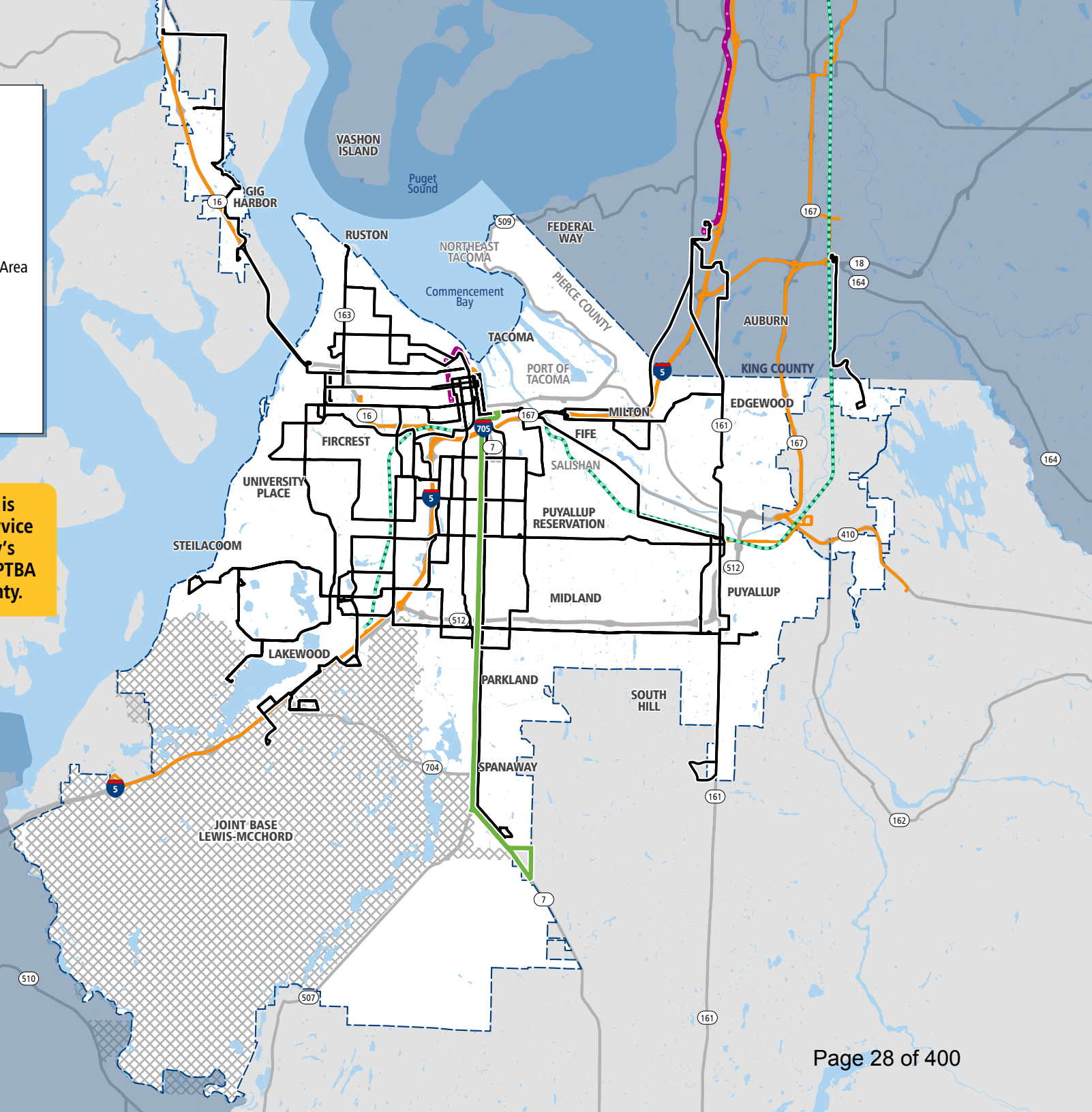
- Stream Community Line
- Existing Fixed Route
- Current Public Transportation Benefit Area

**Sound Transit**

- Link Light Rail
- Sounder
- ST Express Bus
- County Boundary

- Figure 4. Current Fixed Route System**
- Source: Pierce Transit Existing System, 2024
- Pierce Transit**
- Stream Community Line
  - Existing Fixed Route
  - Current Public Transportation Benefit Area
- Sound Transit**
- Link Light Rail
  - Sounder
  - ST Express Bus
  - County Boundary

**The current Pierce Transit system is budgeted for 482,000 Annual Service Hours, and represents the agency's baseline scenario. Note that the PTBA does NOT cover all of Pierce County.**



# Ridership Change

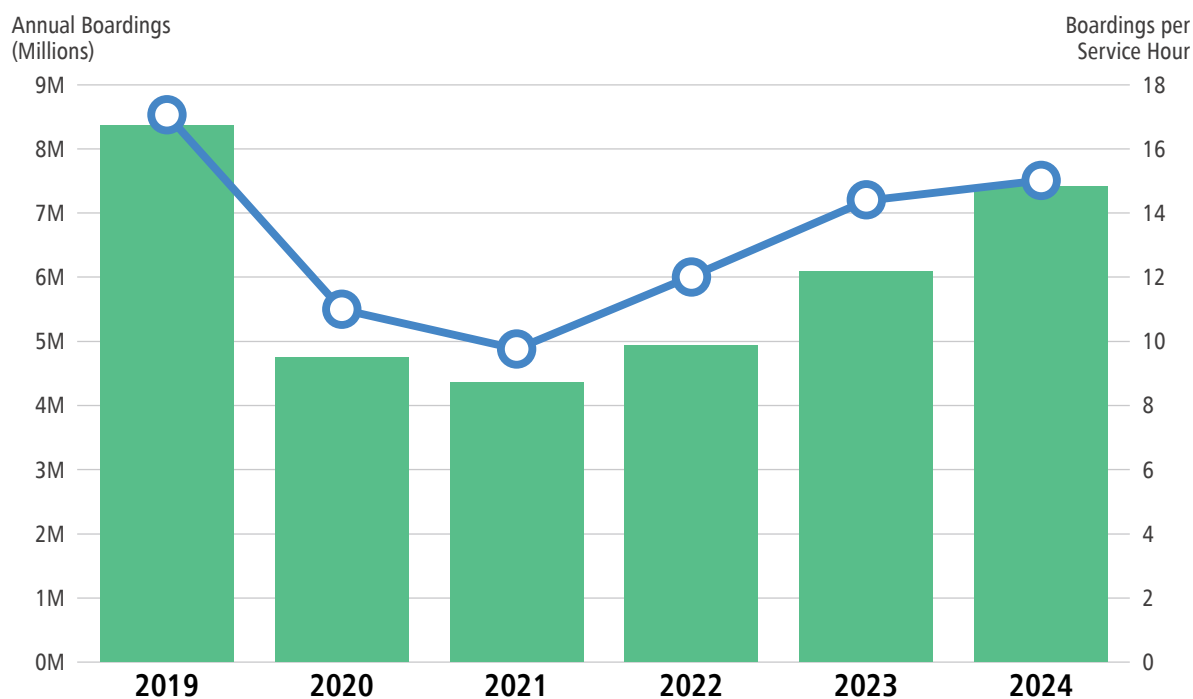
Since the onset of COVID-19, transit agencies across the United States have experienced significant fluctuations in ridership due to shifts to remote work and changes in travel behavior. Pierce Transit was no exception, experiencing a sharp decline in ridership during the early stages of the pandemic.

As shown in **Figures 5 and 6**, ridership has been steadily recovering in recent years. By summer 2024, systemwide ridership was just 15 percent below pre-pandemic levels and had grown by more than 10 percent since 2023. This upward trend reflects the critical role Pierce Transit continues to play in connecting people to jobs, education, healthcare, and other essential services throughout the region.



It should be noted that ridership changes have been driven by several key factors, namely the COVID-19 pandemic and adjustments to projected housing densities (which account for shifting commute patterns and changes to zoning and land use regulations).

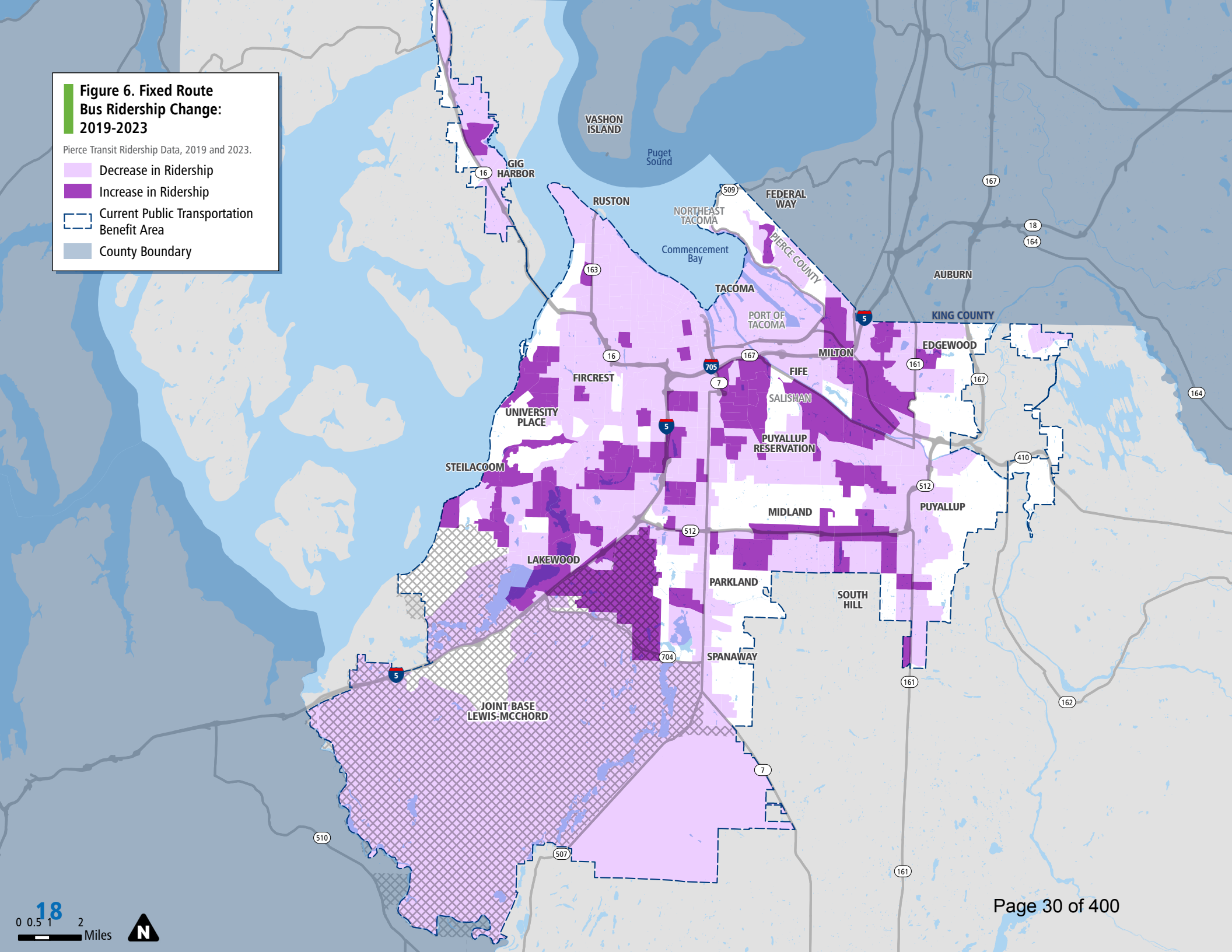
**Figure 5. Annual Pierce Transit Boardings and Boardings per Service Hour**



**Figure 6. Fixed Route  
Bus Ridership Change:  
2019-2023**

Pierce Transit Ridership Data, 2019 and 2023.

- Decrease in Ridership
- Increase in Ridership
- Current Public Transportation Benefit Area
- County Boundary





# Land Use Change

The projected net growth in population and employment reflects the potential to meet growing ridership demands for Pierce Transit.

Population growth in the area is driven by migration; newcomers are drawn by the South Sound's appeal as a more affordable residential and employment hub centered around the major metropolitan center of Tacoma. This population surge is anticipated to continue to be largely driven by young adults who have historically shown a greater propensity for transit patronage.

Combining population and employment to derive a growth per acre measure, high growth (as shown in **Figure 7**) is seen in two identifiable clusters—inner city census block groups of the three major cities of Lakewood, Puyallup, and Tacoma, and unincorporated areas of Pierce County, including South Hill and Spanaway. Additionally, cities outside of the PTBA, such as Bonney Lake, DuPont, Orting, and Sumner also show growth.

Growth in denser neighborhoods and unincorporated areas provide the opportunity for expanded service.

## Alignment with Local and Regional Plans

The LRP highlights the jurisdictions—**Pierce County, Tacoma, Puyallup, and Lakewood**—that are undertaking initiatives to accommodate this future growth, including creating opportunities for additional transit service and improving ridership on existing routes.

### Pierce County Comprehensive Plan Home in Tacoma



### Puyallup 2044 Comprehensive Plan Lakewood Station Plan



### Home in Tacoma



### Lakewood Station Plan





**Figure 7. Net Predicted Growth in Population and Employment Through 2044**

Source: PSRC Land Use Vision  
— Implemented Targets (LUV-it)

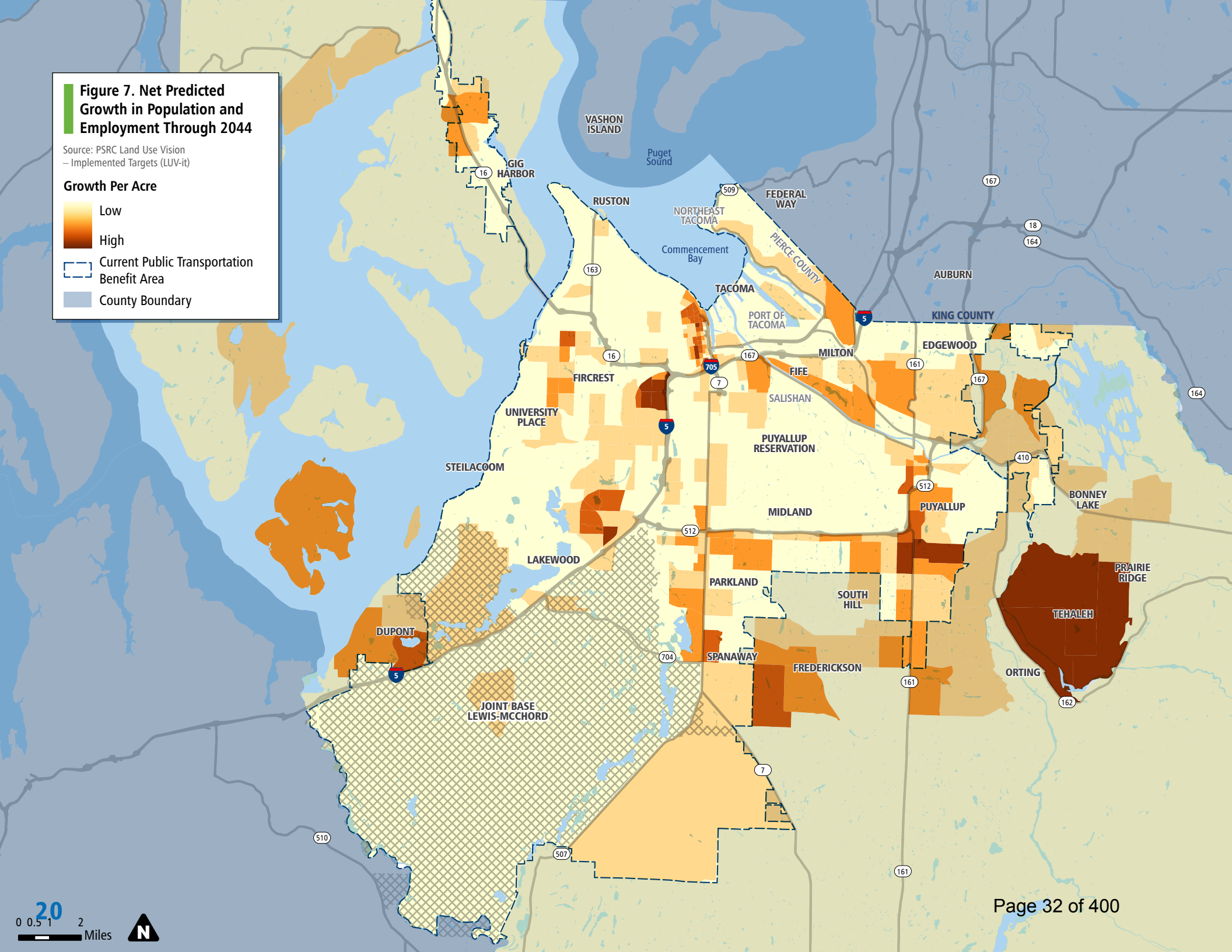
**Growth Per Acre**

Low

High

Current Public Transportation Benefit Area

County Boundary



## 2024 Pierce County Comprehensive Plan

Pierce County's 2024 Comprehensive Plan prepares for the nearly 80,000 additional people who will make the County's unincorporated areas their home over the next 20 years.

To plan for changes in a way that protects the environment and infrastructure, the County adopted a layered network and multimodal approach focused on establishing Complete Streets policies, developing a multimodal level of service for County roads, and evaluating levels of traffic stress for people who walk, bike, or roll.

The Plan also outlines goals for most new housing and jobs to be located within the Urban Growth Area, near high-capacity transit. The new Plan expands past efforts of centering growth around walkable and transit-oriented communities by expanding the existing Centers and Corridors designation to include land within a half mile of high-capacity transit areas.



Figure 1-8: Hierarchy of Planning Authority



### WASHINGTON STATE GROWTH MANAGEMENT ACT

In 1990, the State Legislature enacted the [Growth Management Act](#) (GMA) which initiated and required the development of policies to manage growth in Washington State. All urban counties and their cities and towns were required to develop comprehensive plans and regulations to implement those plans. The plans include 15 mandatory elements, which must guide development and accommodate growth forecast over a 20-year period.

The GMA ([RCW 36.70A](#)) and Washington Administrative Code (WAC) ([WAC 365-196](#)) guide the development and outline the process for updating the Pierce County Comprehensive Plan. The Act outlines 15 goals for the development of a comprehensive plan, as set forth in [RCW 36.70A.020](#). Each goal, viewed as equally important, must be furthered by the growth management strategies.

### 15 Goals of the Growth Management Act

- Permits
- Housing
- Urban Growth
- Reduce Sprawl
- Transportation
- Property Rights
- Economic Development
- Open Space and Recreation
- Natural Resources Industries
- Climate Change and Resiliency
- Citizen Participation and Coordination
- Public Facilities and Services
- Historic Preservation
- Environment
- Shorelines

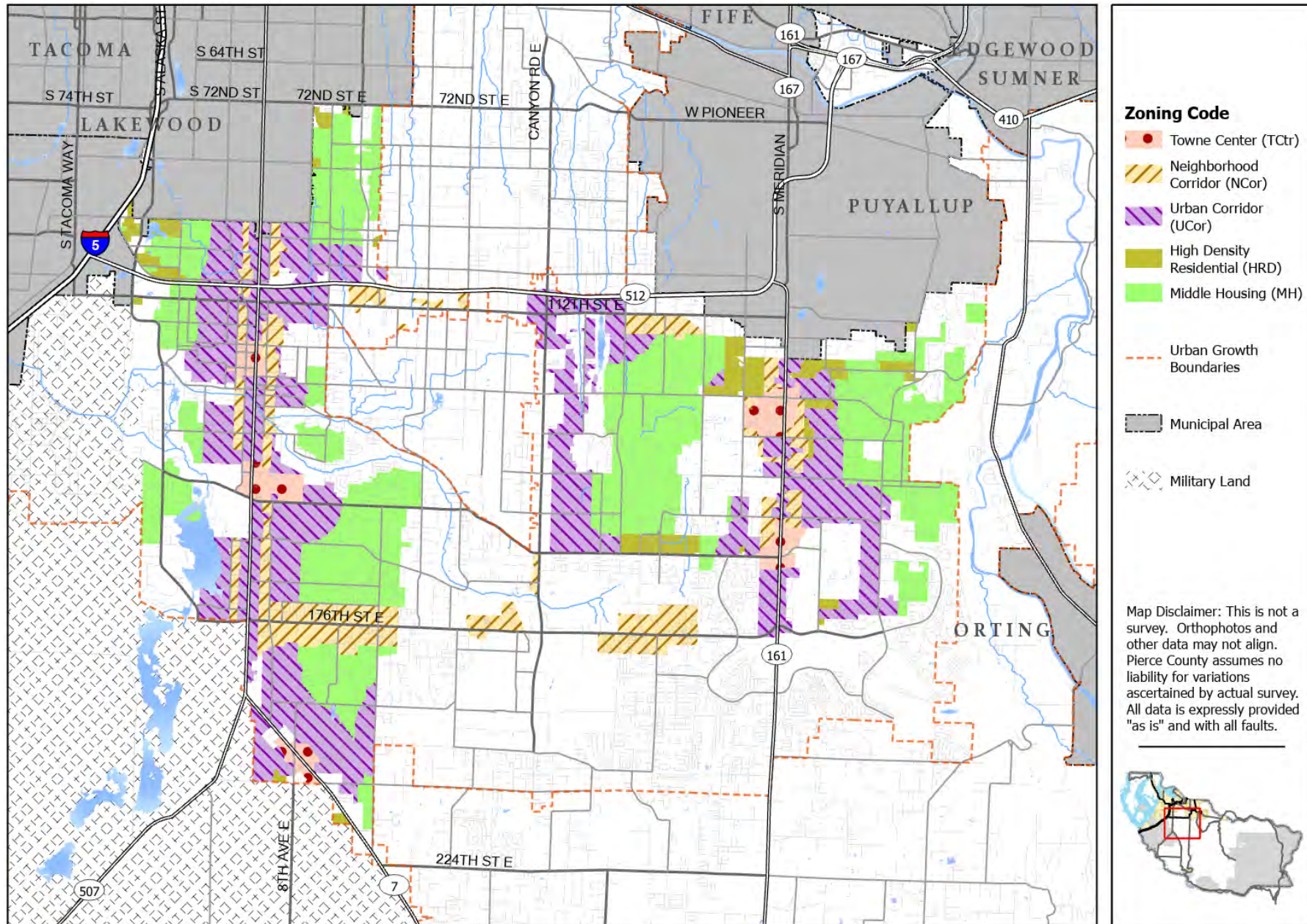
1-4

Within the new Compact Urban designation, these areas will become the County's high-density, mixed use, multi-modal core, offering residents a balanced supply of affordable housing and jobs. **Figure 8** on the next page shows the County's compact urban land use designations.



**Figure 8. Compact Urban Land Use Designation, Associated Zoning Codes**

Source: Pierce County Planning & Public Works, 2025.





# Home in Tacoma

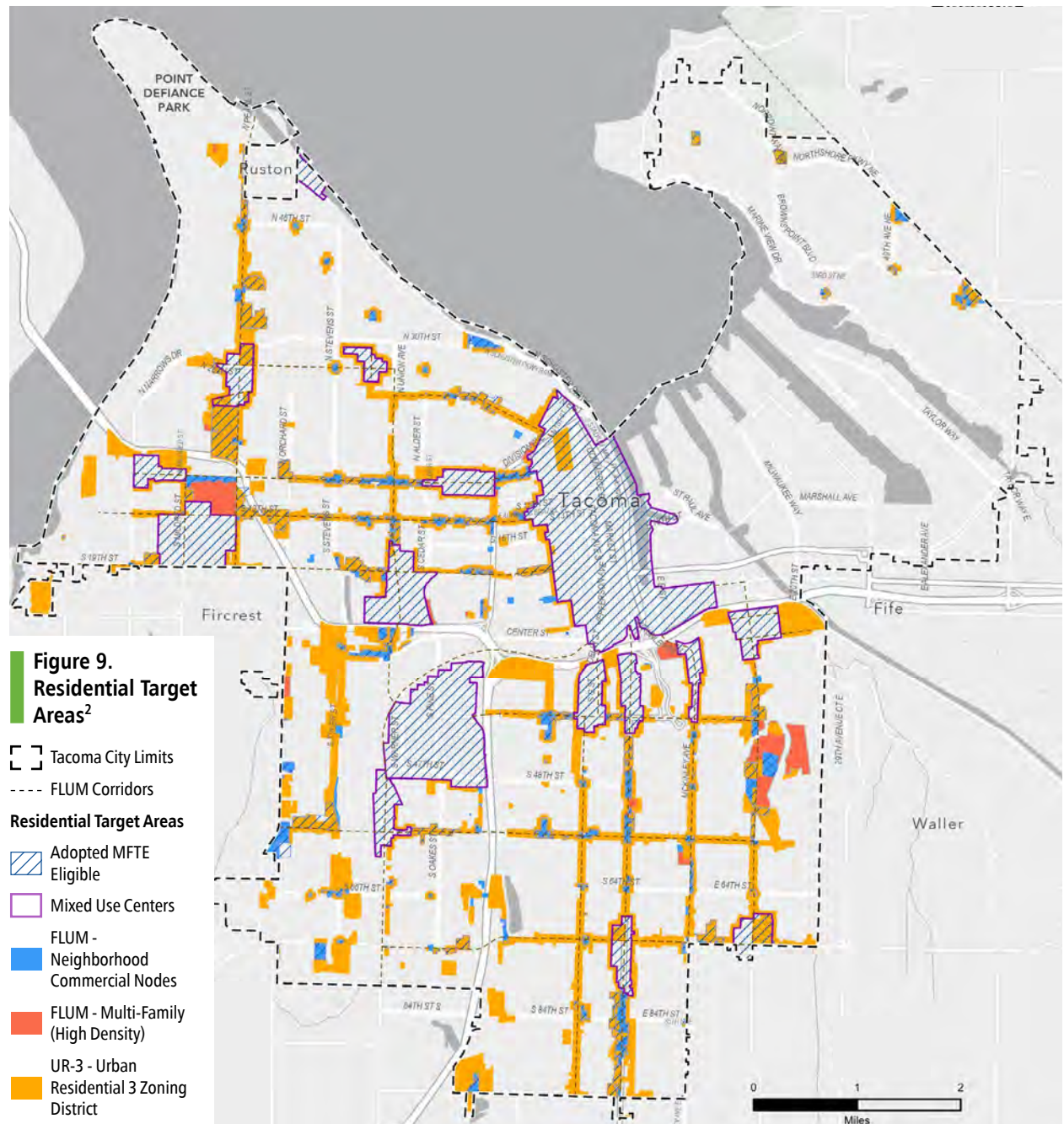
The Home in Tacoma initiative is a planning effort by the City of Tacoma to promote diverse and affordable housing options within the jurisdiction.

It aims to diversify housing types, revise zoning regulations to promote higher density urban residential areas, and enhance supply of housing (as shown in **Figure 9**). The plan seeks to increase supply in areas well served by public transportation, and reduce parking requirements. These measures provide motivation for increased ridership on associated transit corridors and enhancing opportunities for newer routes, plus greater span and frequency improvements within Pierce Transit's service planning.



To learn more, visit the City of Tacoma's [Affordable Housing Action Strategy](https://www.cityoftacoma.org/cms/one.aspx?pageid=180033) website.<sup>1</sup>

<sup>1</sup> City of Tacoma Affordable Housing Action Strategy website: <https://www.cityoftacoma.org/cms/one.aspx?pageid=180033>



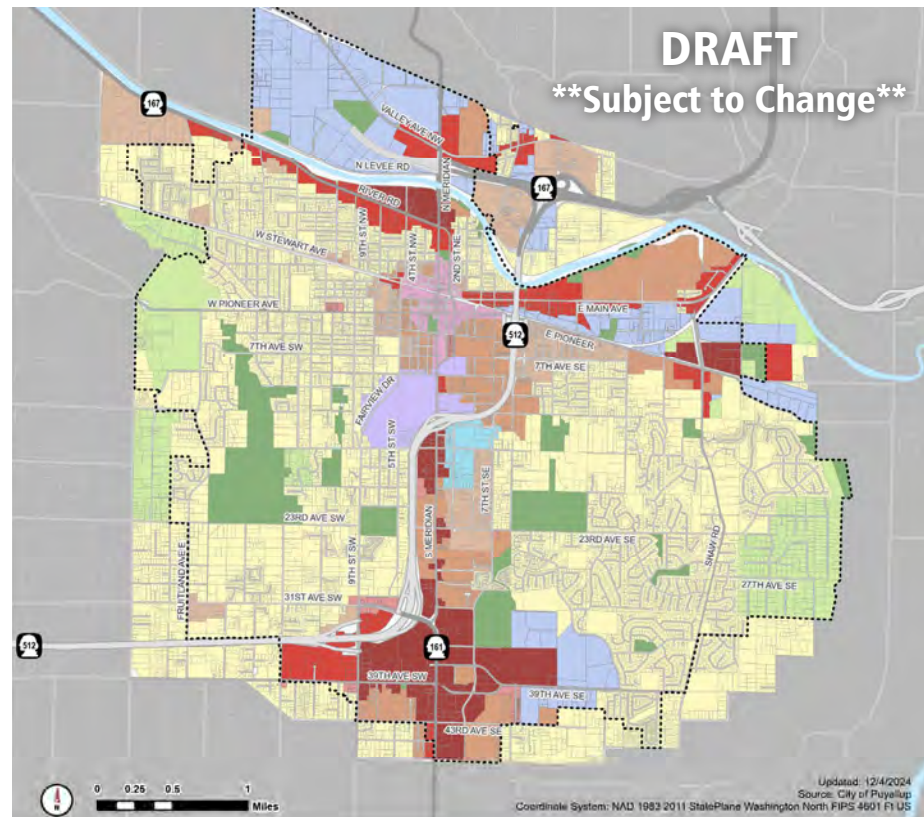
<sup>2</sup> City of Tacoma, [https://www.cityoftacoma.org/UserFiles/Servers/Server\\_6/File/cms/Planning/Affordable%20Housing/AHAS%20Planning%20Actions/Residential%20Target%20Areas%20\(Municipal%20Code%20208x11\)%20062124.pdf](https://www.cityoftacoma.org/UserFiles/Servers/Server_6/File/cms/Planning/Affordable%20Housing/AHAS%20Planning%20Actions/Residential%20Target%20Areas%20(Municipal%20Code%20208x11)%20062124.pdf)



## Puyallup 2044 Comprehensive Plan Update

The draft preferred alternative (shown in **Figure 10**) in Puyallup's 2044 Comprehensive Plan Update assumes a target increase of 18,500 people, 14,700 jobs, and 7,500 housing units. This represents a nearly 50 percent increase across each category. The alternative is currently under consideration and subject to change.

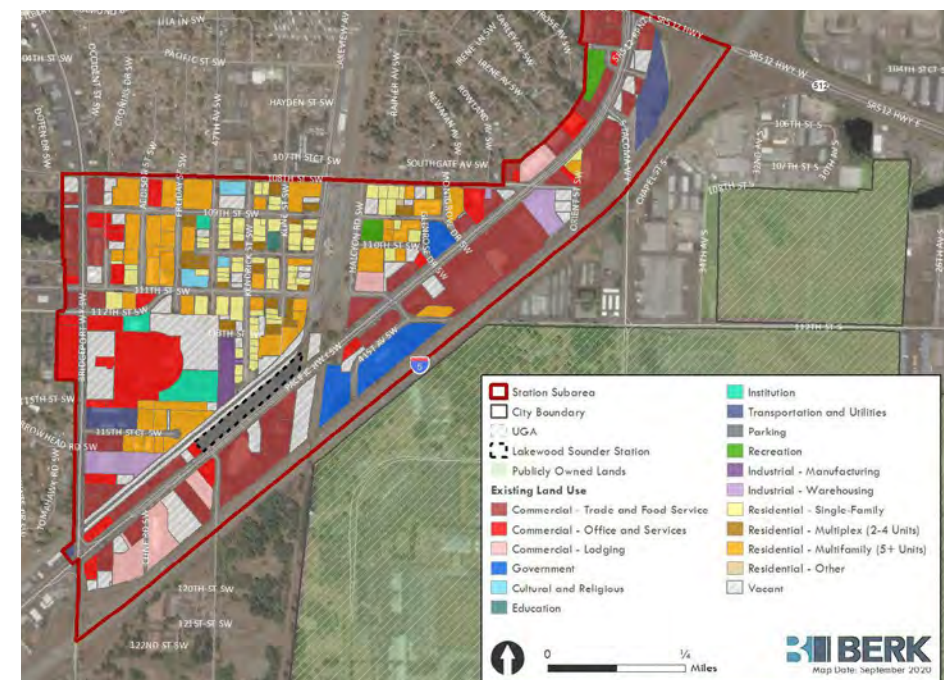
**Figure 10. Draft Puyallup Future Land Use Map<sup>3</sup>**



## Lakewood Station District Subarea Plan

As part of the City's plans to accommodate an additional 11,500 residents by 2030, Lakewood's Station District Subarea Plan sets out a vision to redevelop the area near Lakewood Station to provide more opportunities for housing, business, and transit access. The Plan highlights growth in locations that can add HCT service and support ridership on existing routes. **Figure 11** shows existing land use in the Lakewood Station area.

**Figure 11. Existing Land Use<sup>4</sup>**



<sup>3</sup> City of Puyallup, <https://compplan-puyallup.hub.arcgis.com/pages/draft-comp-plan>

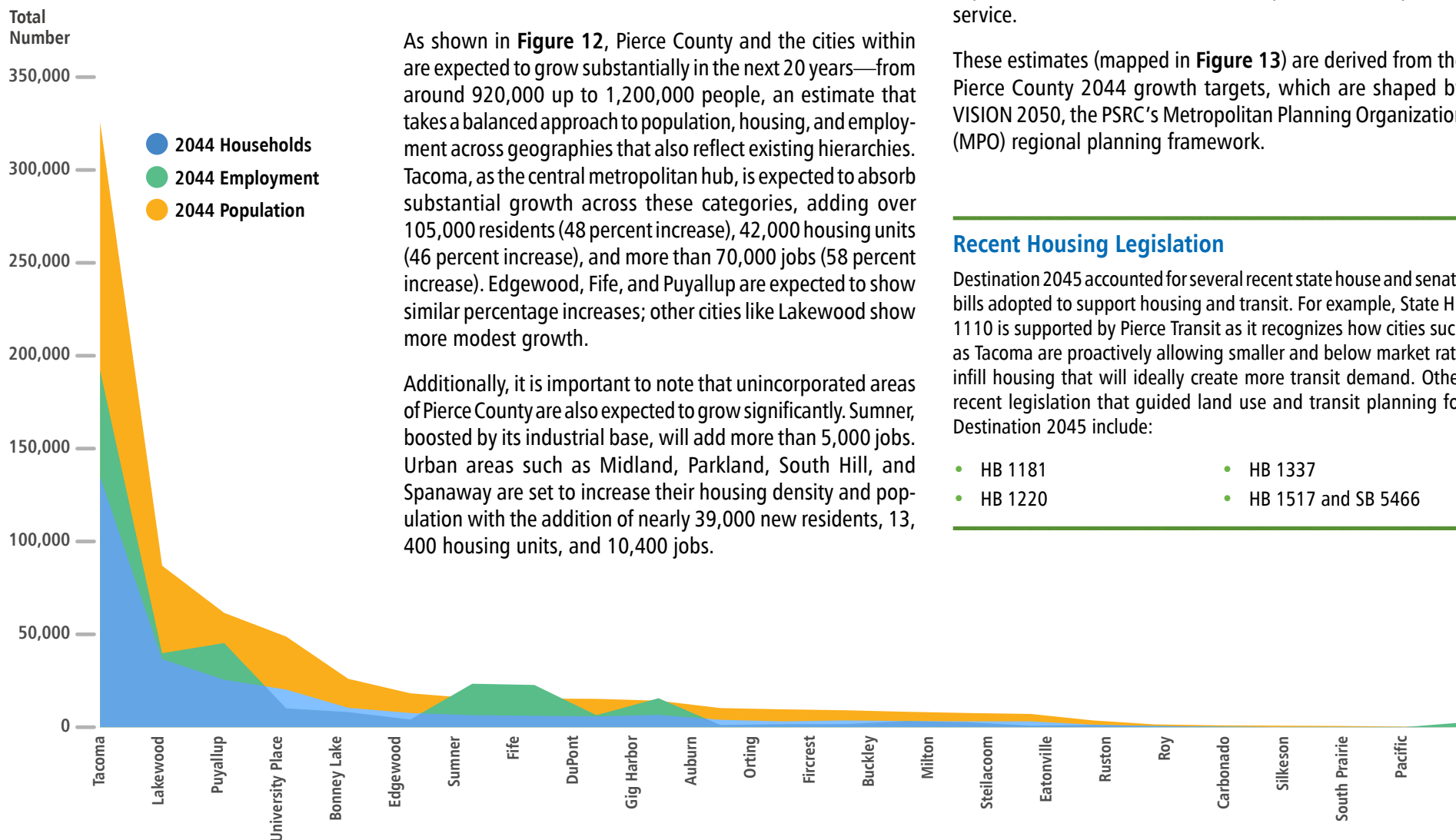
<sup>4</sup> City of Lakewood, <https://cityoflakewood.us/wp-content/uploads/2021/09/Ordinance-751.pdf>



# Land Use Growth Assumptions by Pierce County City or Town

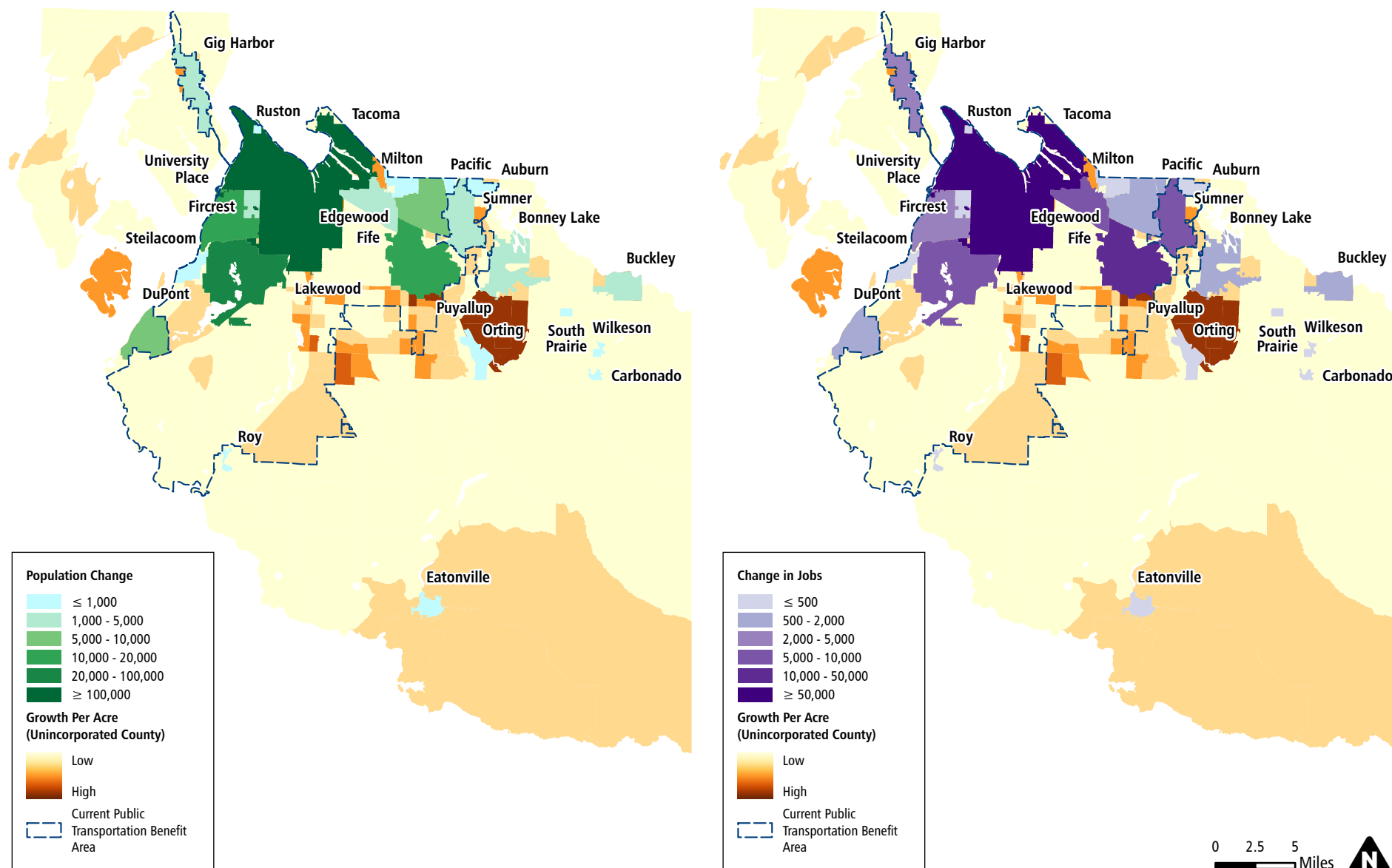
**Figure 12. Total Population, Employment, and Housing in 2044**

Source: Pierce County Adopted Growth Targets, 2022



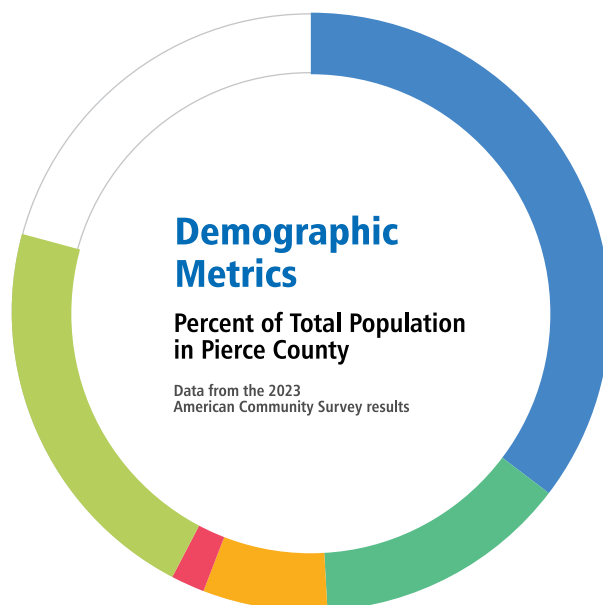
**Figure 13. Pierce County – Projected Growth in Population and Employment by 2044**

Source(s): Pierce County Adopted Growth Targets, 2022



# Demographic Changes

Employment, population, and household growth are key metrics for determining the market for transit ridership. Demographic metrics should also be considered to align new transit service with growth.



- **Persons of Color** 35%
- **Persons Aged 65+** 14%
- **Persons with Disabilities** 7%
- **Zero-vehicle Households** 2%
- **Persons with an Income Below 200% of the Federal Poverty Level** 22%

Using data from the American Census Bureau for census block groups, metrics such as zero-vehicle households, foreign-born population density, people with disabilities, low income populations, limited English speaking households, and non-white or Hispanic population numbers are used to define priority populations.

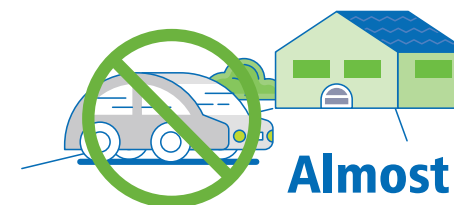
Given that many of these metrics are interrelated, this document utilizes the **Transit Propensity Index (TPI)**<sup>5</sup>, that is consistent with the Bus System Recovery Plan 2023<sup>6</sup> by Pierce Transit.

The **TPI** is a quantitative metric computed to determine the propensity of a rider to take transit based on the density of three combined indicators:

- People with disabilities.
- People with low incomes (less than 200 percent of the federal poverty level).
- Zero-vehicle households.

The TPI is developed by taking the relative densities for each of these three indicators and assigning each block group a score. These scores then yield a single index that weighs each of these three indicators evenly. The TPI within Pierce County is shown in **Figure 14**.

Propensity to take transit is more acute in seven clusters: southeast Tacoma, downtown Puyallup and South Hill, Parkland, and southeast and downtown Lakewood.



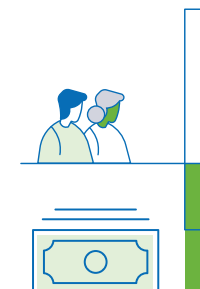
**Almost 15,000 households**

in the service area **don't own** a vehicle.



**Almost 15%**

of the population is **over 65 years** of age. This percentage is forecast to increase over the next 20 years.



**Over 25%**

of the population is below 200% of the **federal poverty level**.

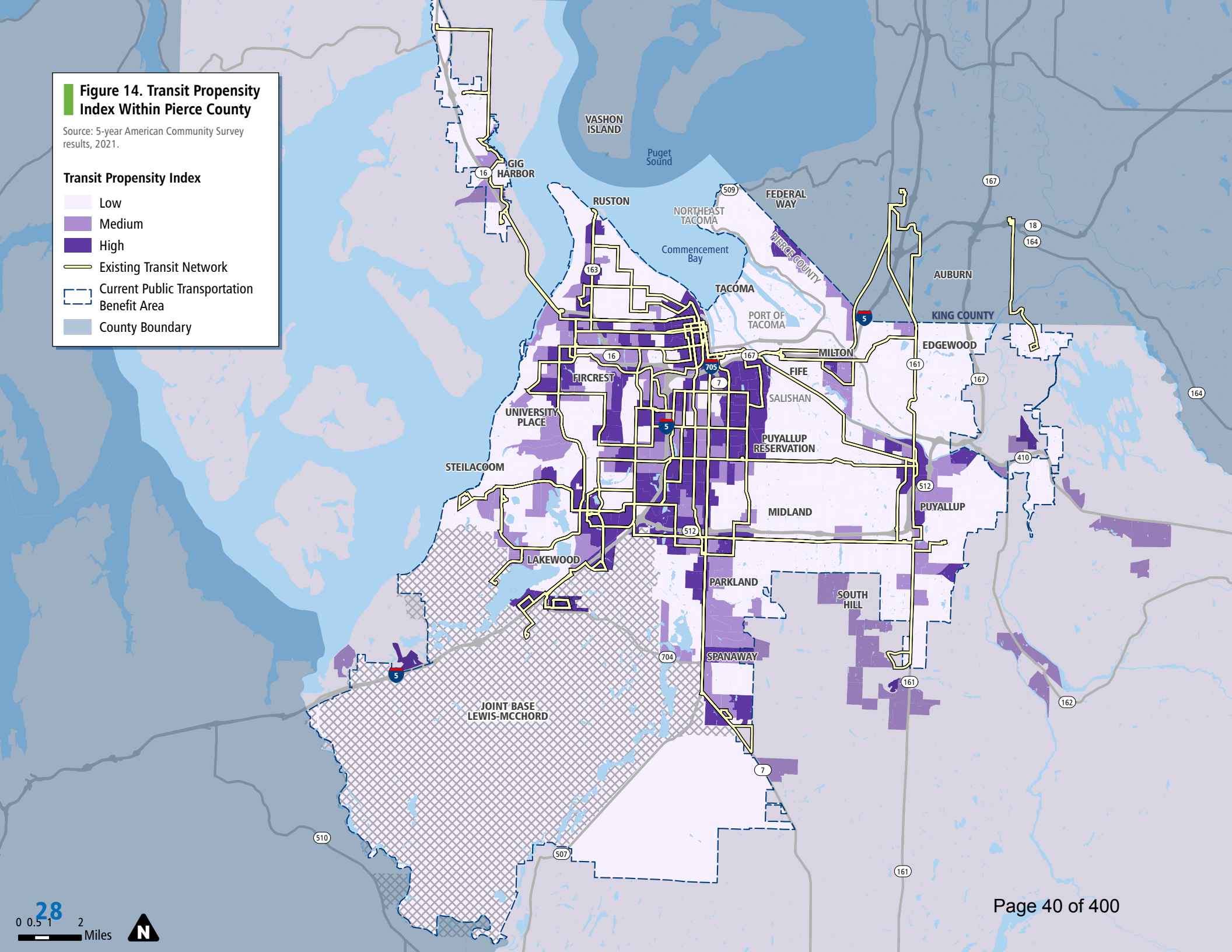


**Almost 15%**

of the population has a **disability**.

<sup>5</sup> Derived from the 5-year American Community Survey results, 2021.

<sup>6</sup> Pierce Transit Bus System Recovery Plan Final Report, December 2023, [https://piercetransit.org/wp-content/uploads/2024/06/Bus-System-Recovery-Plan\\_Final-Report-15Dec2023.pdf](https://piercetransit.org/wp-content/uploads/2024/06/Bus-System-Recovery-Plan_Final-Report-15Dec2023.pdf)





# Transportation System Change

Several HCT and regional trail projects (shown in **Figure 15**) are planned to serve Pierce County by 2045. HCT provides connections to regional destinations throughout the Puget Sound region through fast and reliable transit service, such as light rail, commuter rail, and BRT. Regional trail projects help riders connect to the broader transit system through nonmotorized paths that are safe for all ages and abilities.

## Stream System

### PIERCE TRANSIT



Pending funding availability, Pierce Transit is planning to further improve the current Stream Community Line and introduce additional enhanced Stream services on Route 2 and Route 3.

## Planned Regional Projects with Agency Partners

### SOUND TRANSIT



#### Extension of Link Light Rail to Tacoma Dome Station

This route would connect riders to Federal Way, Sea-Tac International Airport, Seattle, and north to Lynnwood and Everett. Completion of the Tacoma Dome Extension is planned for 2035.

### SOUND TRANSIT



#### Extension of Sounder Commuter Rail to DuPont

This route would connect riders via heavy commuter rail to Tacoma, Tukwila, and Downtown Seattle and is planned for completion by 2045.

### SOUND TRANSIT



#### Extension of the Tacoma Link (T Line) Light Rail West to Tacoma Community College

This route would provide a dedicated and reliable connection from Tacoma Community College to Downtown Tacoma and regional light rail and commuter rail. Completion of the extension is planned for 2039.

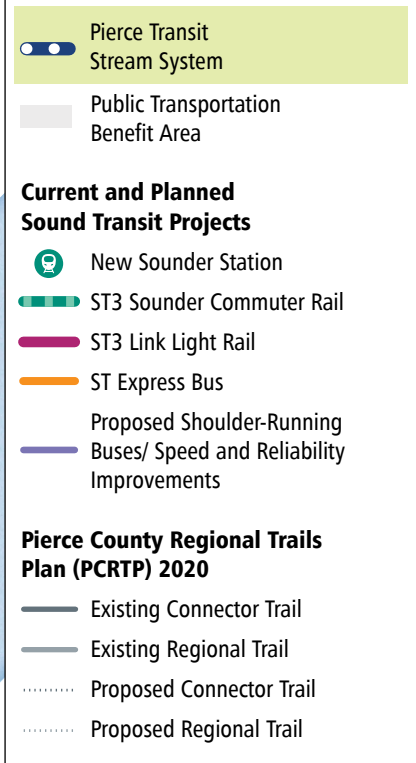
### PIERCE COUNTY



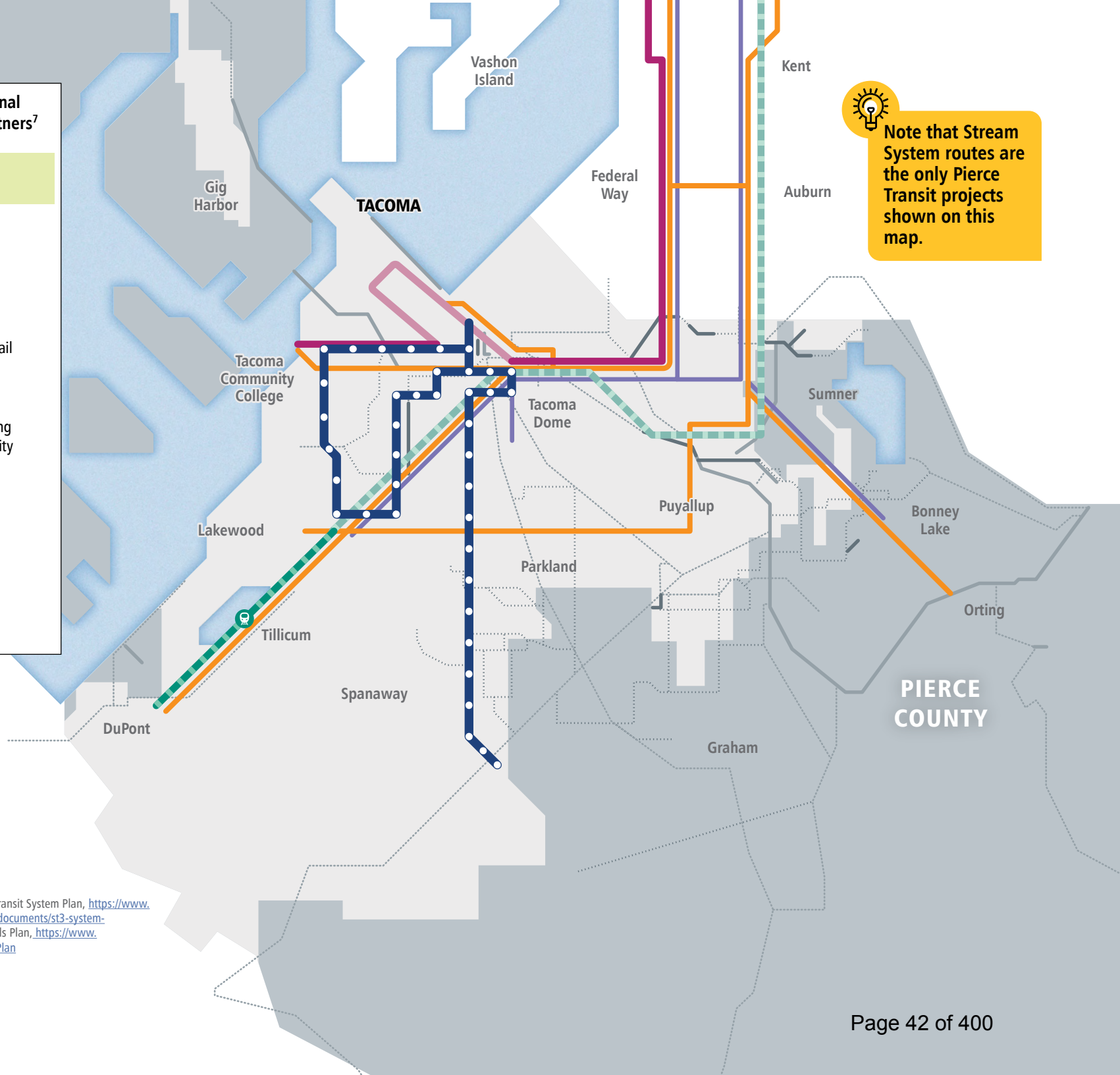
#### Expansion of the Pierce County Regional Trails Network

Trail expansions as outlined in the County's Regional Trails Plan adopted in 2020.

**Figure 15. Planned Regional Projects with Agency Partners<sup>7</sup>**



Note that Stream System routes are the only Pierce Transit projects shown on this map.



<sup>7</sup> Sources: Sound Transit 3 The Regional Transit System Plan, <https://www.soundtransit.org/sites/default/files/project-documents/st3-system-plan-2016.pdf>. Pierce County Regional Trails Plan, <https://www.piercecountywa.gov/7049/Regional-Trails-Plan>

# Technological Changes

Technological advancements are transforming how transit services are delivered. Innovations such as on-demand transit and Artificial Intelligence (AI) systems are reshaping service delivery, and enhancing the overall customer experience. These technologies provide new opportunities for transit agencies to offer more efficient, flexible, and user-friendly services. Customers now expect seamless, on-demand transit solutions that can adapt to their changing needs and improve the convenience and accessibility of public transportation.

## On-Demand Transit

On-demand transit is emerging as a promising solution for transit agencies, offering flexible, user-responsive services that can effectively serve lower-density areas where traditional fixed route bus may be less efficient.

This innovative approach leverages technology to provide seamless, real-time rides tailored to individual needs, thereby enhancing accessibility and convenience for residents who rely on public transportation. However, the implementation of on-demand transit also comes with challenges, notably higher costs per rider served compared to conventional transit systems. Despite these costs, the adaptability and potential to meet the needs of underserved areas make on-demand transit a valuable addition to the array of public transportation options.

First introduced in 2021, Runner is an on-demand transit option offered by Pierce Transit in select areas such as Joint Base Lewis-McChord, Puyallup, Ruston, Spanaway, and the Tideflats area. However, historical costs to serve each rider have averaged between \$50 and \$70, compared to less than \$15 per fixed route bus rider.

## Using Artificial Intelligence (AI)

Artificial Intelligence (AI) is rapidly transforming how public transportation agencies plan, operate, and deliver services. AI tools can process large volumes of data in real time, helping agencies improve efficiency, reliability, and the rider experience.

In transit planning, AI-powered analytics can identify travel patterns, optimize routing and scheduling, and support more responsive service adjustments based on demand. On the operations side, AI can be used to predict maintenance needs, reduce vehicle downtime, and enhance safety by identifying potential mechanical issues before they become critical.

AI also plays a growing role in customer service, powering chatbots, trip planning tools, and real-time alerts that help riders navigate the system with greater ease. As agencies continue to explore these emerging technologies, AI offers promising opportunities to enhance system performance and deliver smarter, more adaptable transit service.





# Technological Changes (Runner)

Runner's goal is to provide first/last-mile connections where there is no existing bus service, including access to transit stops and centers, and bus and rail. Runner fills gaps in Pierce Transit's network, supports or replaces underperforming routes, and provides riders with more transit options during off-peak hours.

Each Runner service has its own zone or designated curb-to-curb pick-up/drop-off spots where a rider can travel within that zone and make connections between a rider's starting point and other transit services.

Pierce Transit offers Runner services in six zones (as shown in **Figure 16**): Gig Harbor, JBLM (stop-to-stop), Puyallup, Ruston, Spanaway, and Tideflats. Runner is designed as a supplementary service to fixed routes with the intent to provide critical first/last-mile connectivity.



Runner is meant to supplement fixed route bus service, not replace it.



## Frequently Asked Questions about Runner

### 1. How were the current six zones determined?

Runner was introduced in areas where a fixed bus route experienced perpetual low ridership, and/or was not feasible to operate due to constraints like topography, narrow or curvilinear roadways, or geographic barriers like entering through a gated and guarded military base.

### 2. Why isn't it simple to add more zones, especially to areas that are currently minimally or poorly served by fixed route?

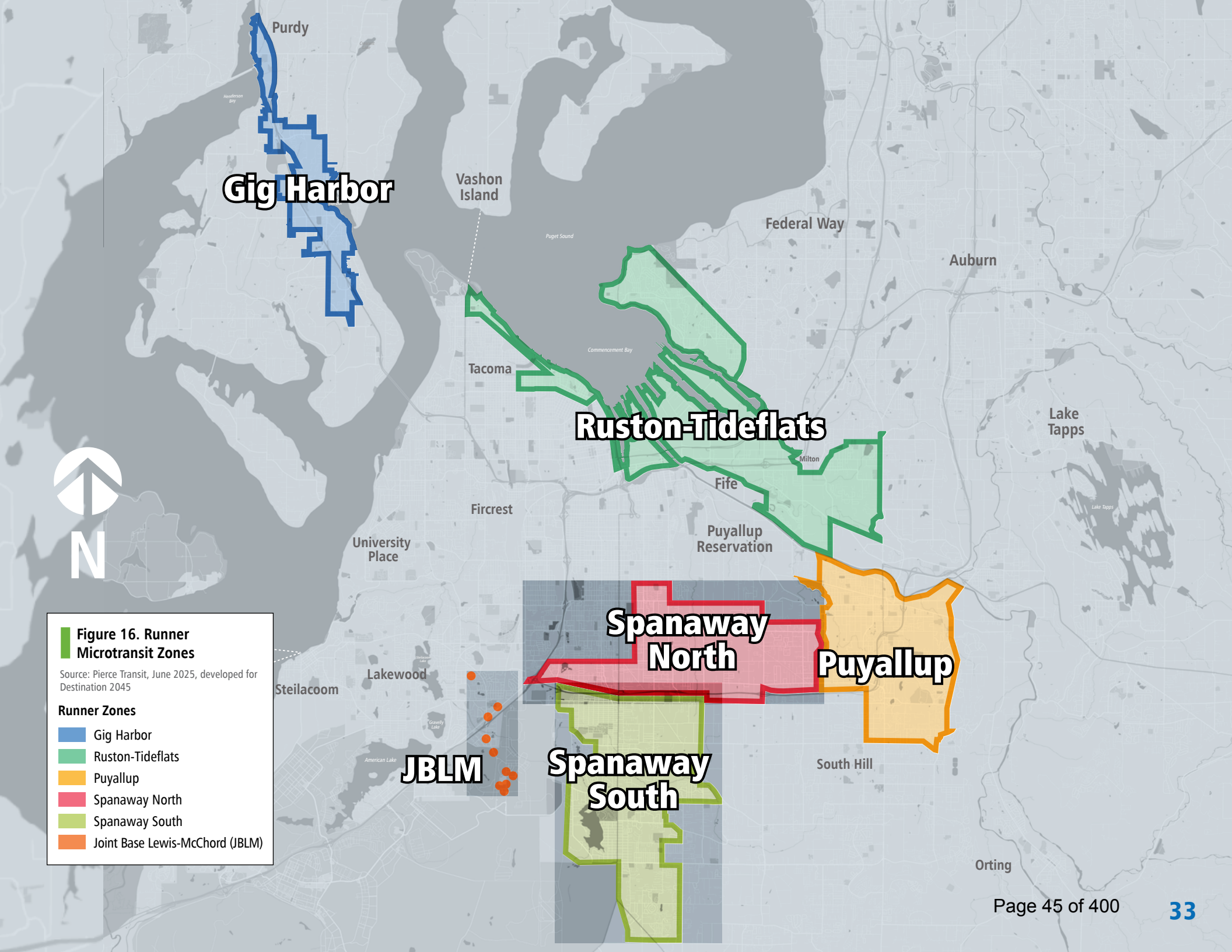
Pierce Transit is constrained by an agreement with its union (ATU Local 758) to not operate more than six Runner microtransit zones simultaneously.

### 3. Why is Runner more expensive to operate?

Runner costs more per person than bus because it transports fewer customers. The Runner currently costs \$61 per ride, while the cost per bus boarding is \$13.

### 4. Can we replace more fixed route bus with Runner service?

Runner is a difficult service to scale to meet the unique needs of any given community or ridership base, while also staying within Pierce Transit's budget constraints. As a microtransit system, Runner is not intended (nor can it be feasible) to serve the same level of passengers as fixed route bus service; in 2024, Runner only provided 0.007% of total boardings of all Pierce Transit modes combined.



**Figure 16. Runner Microtransit Zones**

Source: Pierce Transit, June 2025, developed for Destination 2045

**Runner Zones**

- Gig Harbor
- Ruston-Tideflats
- Puyallup
- Spanaway North
- Spanaway South
- Joint Base Lewis-McChord (JBLM)

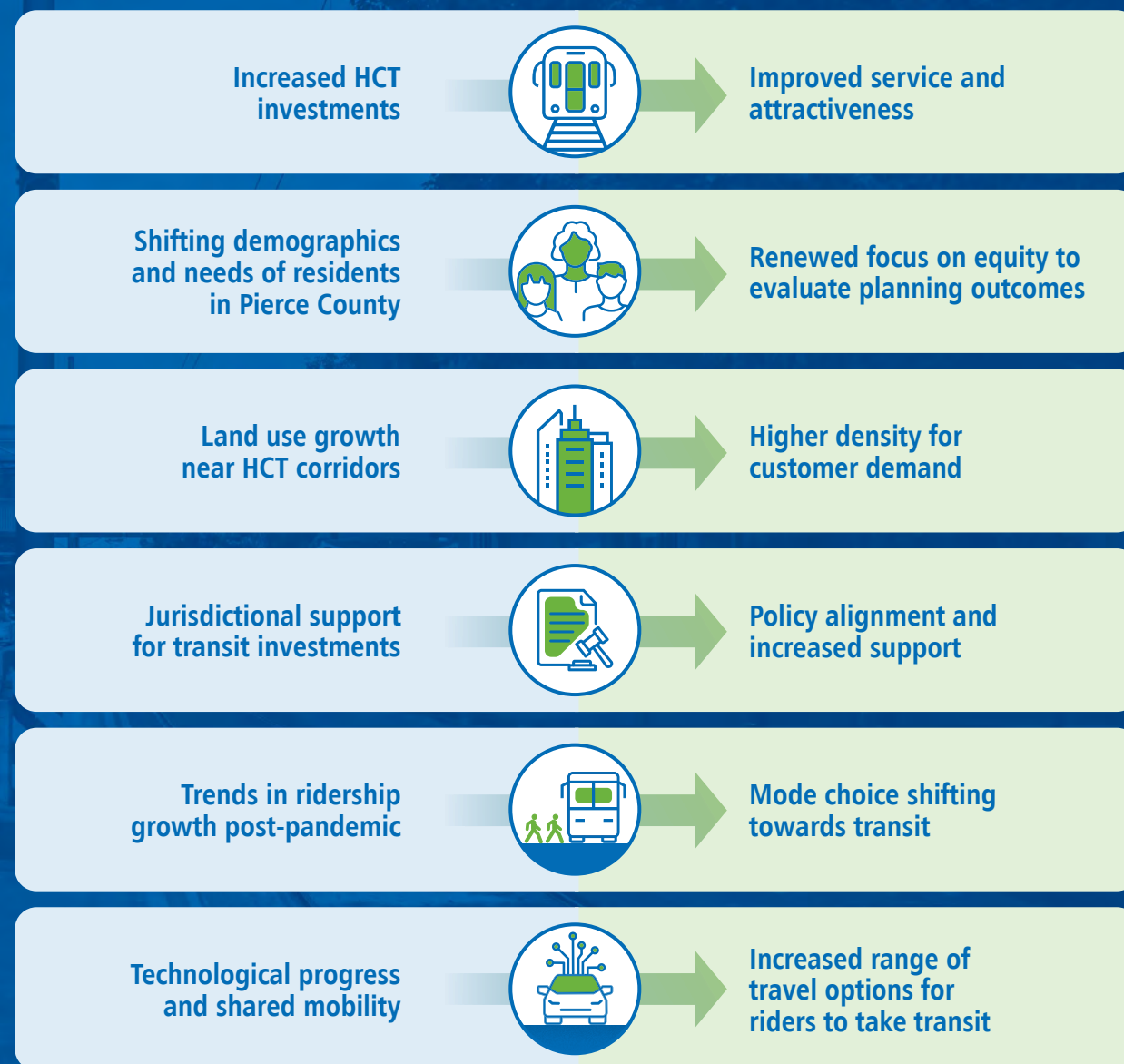


# Summary

The factors described in the Planning Context chapter highlight the need for Pierce Transit to remain adaptable and flexible to new conditions in the future to best serve a growing community.

In general, the conditions reaffirm the need to provide good quality transit connections and to match the growth planned for Pierce County. Key findings from each factor are highlighted in Figure 17.

Figure 17. Planning Context Key Findings





## CHAPTER 3

# Outreach

Engaging the community and other key stakeholders was a vital component of Destination 2045. The outreach process provided diverse community perspectives, helped build trust around the LRP outcomes, and informed the development of the growth scenarios. This chapter summarizes key insights gained through the outreach process.



# 700

Survey responses  
received (Phase 1)



# JULY 2024- JUNE 2025

Outreach time frame



# 75%

Of survey respondents  
are current riders

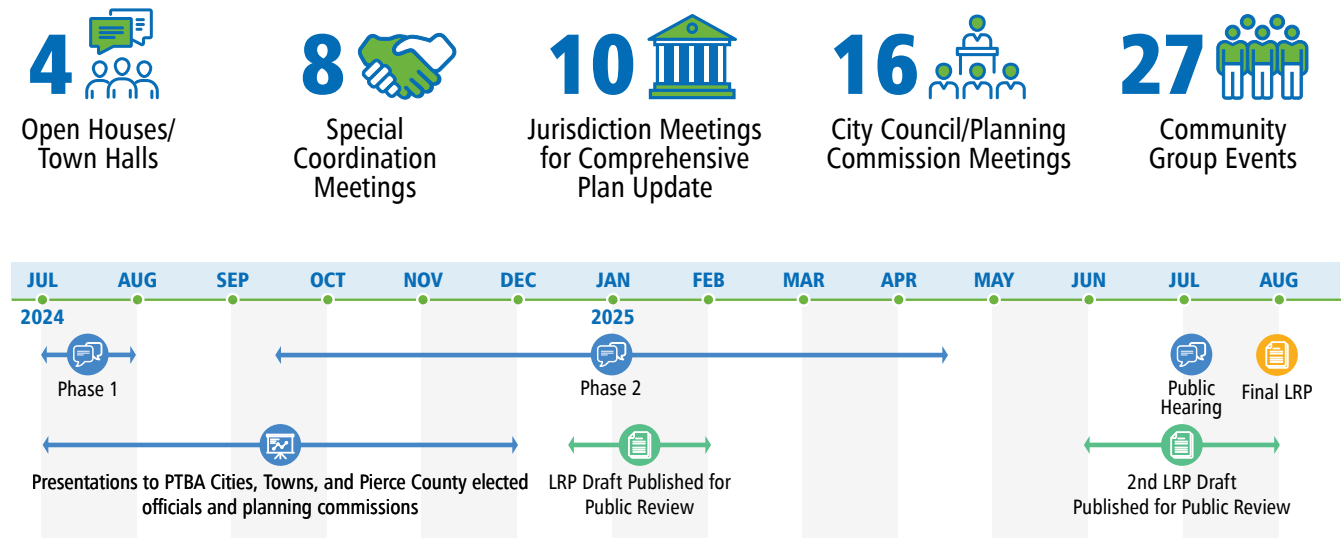
## Public Involvement and Outreach

Pierce Transit conducted three phases of outreach (summarized in **Figure 18**), starting in the summer of 2024 and continuing into 2025 with the publication of the final LRP.

**Phase 1** focused on engaging with the general public through online surveys and interactive mapping exercises to collect initial ideas and feedback on areas for improvement and innovation. Community comments were carefully considered in the development of the growth scenarios.

**Phase 2** involved soliciting initial public feedback on the growth scenarios. The Planning Team also met with other key stakeholders, including the cities of Edgewood, Fife, Fircrest, Gig Harbor, Lakewood, Milton, Puyallup, Steilacoom, Tacoma, University Place, and officials from Pierce County, to ensure the LRP vision and long-term strategy for transit needs aligned with local Comprehensive Plan Updates, along with regional plans.

■ Figure 18. Public Involvement and Outreach Process



# Phase 1 Outreach

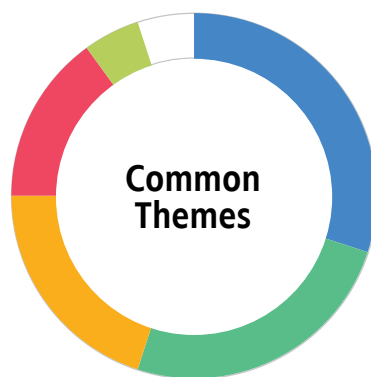
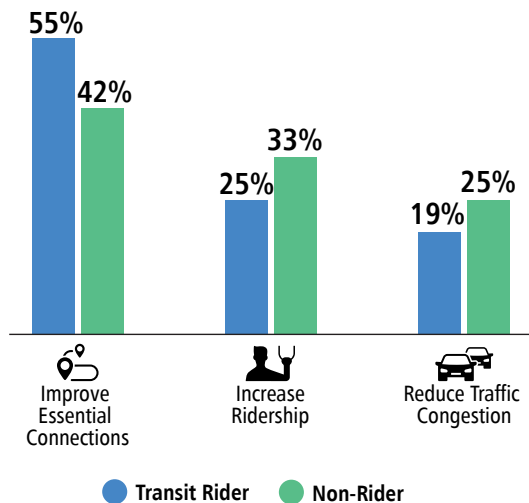
In addition to several public outreach events that took place over the summer of 2024, Pierce Transit conducted an online survey in July to request public input on agency priorities for Destination 2045 and specific location-based or route-based improvements using an interactive mapping tool. The results from Phase 1 outreach are illustrated in **Figures 19 and 20**.

The overwhelming majority of survey respondents self-identified as current transit riders. Key findings included:

- Improving essential connections is considered the top priority amongst riders and non-riders, followed by increasing ridership and reducing traffic congestion.
- The top three concerns mentioned in responses included more frequent service, new routes, and extended hours.
- Location-based comments indicate a need for improved service in growing communities, particularly those around the southeast boundary of the PTBA, such as Bonney Lake, Frederickson, Graham, Spanaway, and South Hill. Enhanced connections to local and regional amenities and institutions was also a commonly cited concern.

■ Figure 19. Key Findings from Phase 1 Outreach Survey (July 2024)

## Top Priorities for the Role of Pierce Transit



- More Frequent Service 30%
- New Routes 25%
- Extended Hours 20%
- Improved Connections 15%
- Bus Rapid Transit 5%







## CHAPTER 4

# *Scenarios for Fixed Route System Growth*

Based on comprehensive long-term financial forecasting, Pierce Transit developed one baseline scenario that reflects current funding levels, along with two additional scenarios that explore potential fixed route transit service growth should additional sales tax revenue become available. These growth scenarios were shaped by several key factors: projected population and employment growth, public feedback gathered during outreach efforts, current system performance, and the Transit Propensity Index, a measure of how likely an area is to rely on transit.

All scenarios presented in this Chapter assume that Pierce Transit's current service area remains unchanged. However, for the growth scenarios, the potential increase in service hours that could result from a jurisdiction joining or rejoining the service area is also shown. This allows for a better understanding of the types of services that might be offered if the service area were to expand.



# Long Range Forecasting & Implications for Scenarios

To ensure the growth scenarios outlined in this plan are financially achievable, Pierce Transit conducted multiple rounds of long-range forecasting. These projections considered factors such as future sales tax revenue based on population growth, projected operating costs, including wages and benefits, and required capital investments like fleet expansion and facility upgrades to support increased service levels. Additional forecasts were developed to model funding outcomes under potential sales tax increases to 0.9 percent and 1.1 percent.

## Sustainability of Current Services

The long-range forecasting process provided insight beyond the typical six-year financial window used in annual budgeting. While Pierce Transit can modestly increase service to a budgeted total of 482,000 annual service hours with current funding, projections show that without additional funding, expenses will begin to outpace revenues in the years that follow.

By 2031, the agency may need to implement cost-saving measures while striving to maintain essential services for those who depend on them most.

## Major Capital Projects

The analysis revealed that large-scale capital projects, such as Bus Rapid Transit (BRT), would significantly reduce the number of service hours achievable through additional sales tax funding. These projects are costly and involve major infrastructure investments, including transit-only lanes, pedestrian improvements, stations, and 60-foot articulated buses.

Public outreach indicated that riders prioritize more frequent service and longer hours over capital-intensive upgrades. As a result, these major investments were excluded from the financial forecasts and growth scenarios. However, Pierce Transit will continue to pursue grant opportunities to fund such projects where possible.

## The 20-year forecast is based on the following key assumptions:

- For scenarios dependent on additional sales tax revenue, service growth is front-loaded in the first two to three years after that revenue becomes available, providing customers with early, noticeable improvements.
- Sound Transit contracted services remain stable throughout the plan period, continuing as a significant source of cost sharing revenue.
- SHUTTLE paratransit service scales alongside Fixed Route growth to meet ADA requirements.
- At the baseline service level, wages increase by 4.26 percent to 6.26 percent, and overall benefits grow by 1.7 percent to 13.29 percent, year over year.

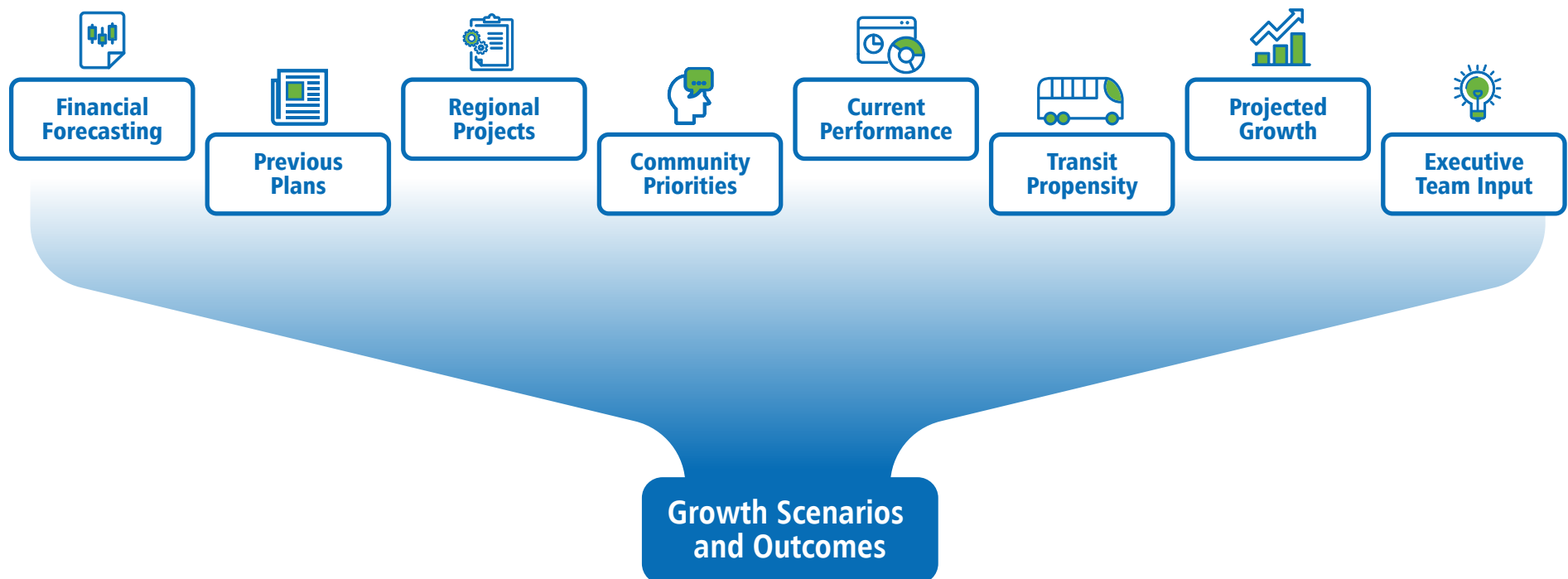
# Scenario Development Process

Service allocations across each scenario were shaped by a variety of key factors.

Foundational planning effort, such as the original Destination 2040 Long Range Plan and the 2023 System Recovery Plan, provided the initial framework. Priority was also given to improving connections to major regional projects, including Sound Transit's Tacoma Dome Link Extension. Additional considerations included community feedback, projected population and land use growth, transit propensity, and current route performance. Service allocations that addressed multiple factors were prioritized.

Each scenario in this Chapter outlines the underlying service assumptions, proposed transit network alignments, and the potential outcomes of implementation. **Figure 21** summarizes key components that fed into the development of the scenarios and outcomes for evaluation.

■ Figure 21. Growth Scenarios and Outcomes Development Process



# Baseline Scenario – Growth to 482,000 Service Hours

The baseline scenario reflects a modest increase in fixed-route service. As of March 2025, Pierce Transit operates at 470,000 service hours, leaving 12,000 hours available for allocation under current funding constraints.

## Key Features

- Spanaway Transit Center is served by both Stream and Route 1.
- The Stream Community Line is extended to reach Commerce Street Station.
- Routes 2, 41, 42, 400, 402, 500, and 501 are modified to connect with new Sound Transit Link stations in Tacoma, Fife, and Federal Way.
- Route 1 sees increased frequency, with buses running every 15 minutes from 6:00 a.m. to 7:00 p.m. during weekdays.
- Route 3 frequency is increased to every 15 minutes between 6:00 a.m. and 7:00 p.m. during weekdays as part of Phase 2 of the Service Recovery Plan.





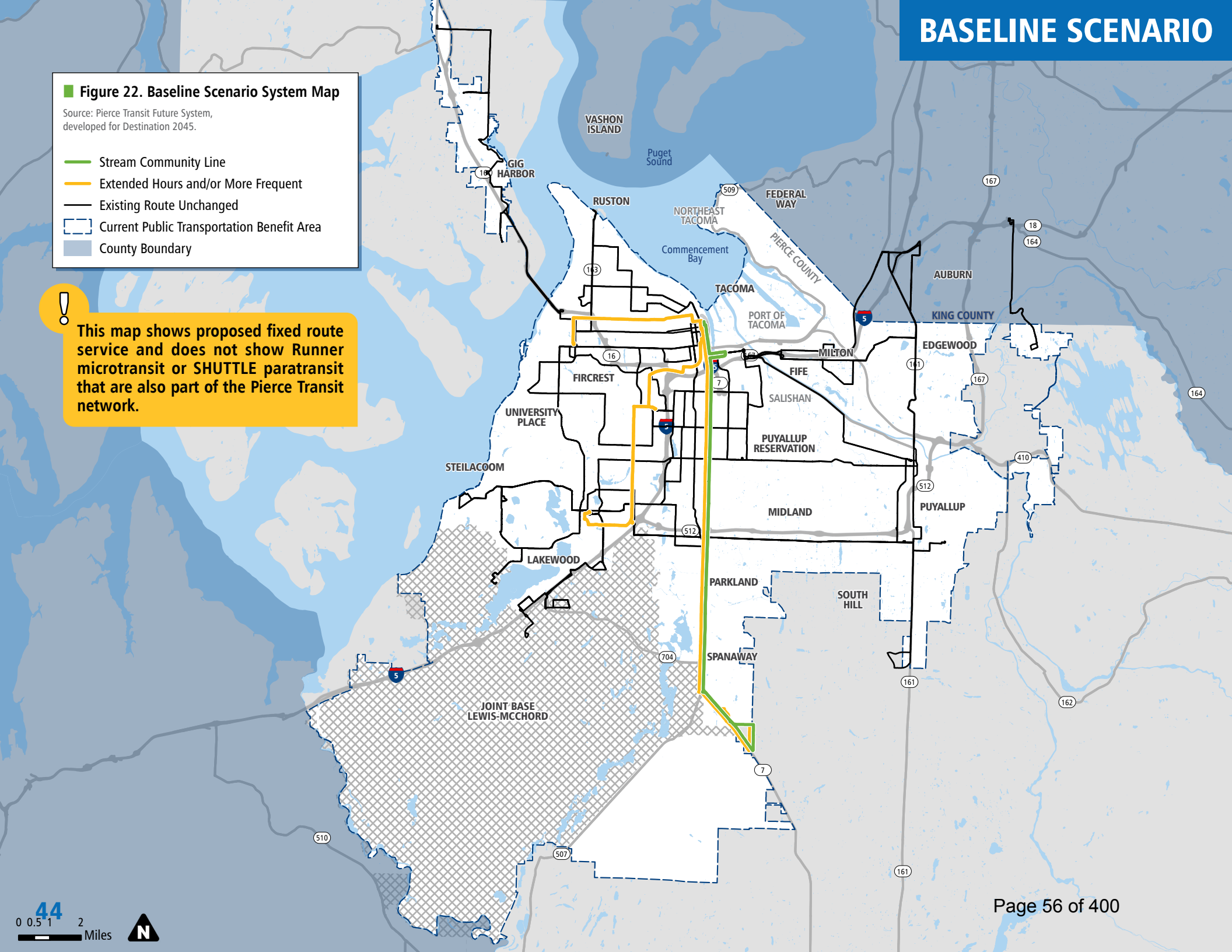
**Figure 22. Baseline Scenario System Map**

Source: Pierce Transit Future System, developed for Destination 2045.

- Stream Community Line
- Extended Hours and/or More Frequent
- Existing Route Unchanged
- Current Public Transportation Benefit Area
- County Boundary



This map shows proposed fixed route service and does not show Runner microtransit or SHUTTLE paratransit that are also part of the Pierce Transit network.



# Scenario A – Growth to 600,000 Service Hours

**BASELINE: 482,000 ANNUAL SERVICE HOURS**

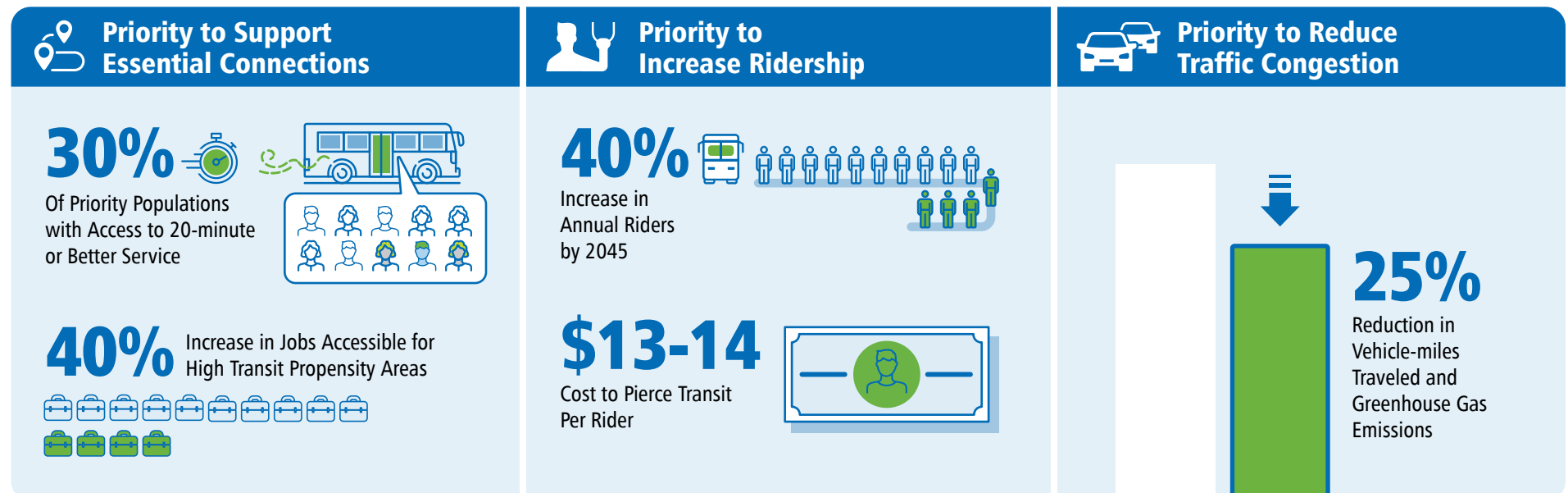
This scenario, illustrated in **Figure 23**, outlines a level of service that exceeds Pierce Transit’s current funding capacity and would require additional revenue to implement. **Long-range financial forecasting indicates this level of service could be achieved with a sales tax rate of 0.9 percent.**

Building on the Baseline Scenario, this plan increases span and/or frequency on more than half of Pierce Transit’s existing routes and includes targeted adjustments to improve system efficiency.

## Key Features

- Improvements from Baseline Scenario
- Route 1 is retired; its segment from Spanaway Transit Center to Commerce Street is replaced by the Stream Community Line running every 15 minutes on weekdays. Additional stops will be added to meet bus stop spacing standards.
- Route 25 is introduced to replace Route 1’s TCC to Commerce segment, also at 15-minute frequency.
- Routes 52 and 55 are combined into a new Route 5, following the same path and frequency.
- Full Implementation of the Service Recovery Plan.
- Increased frequency and/or span for 21 routes.

## Key Metrics



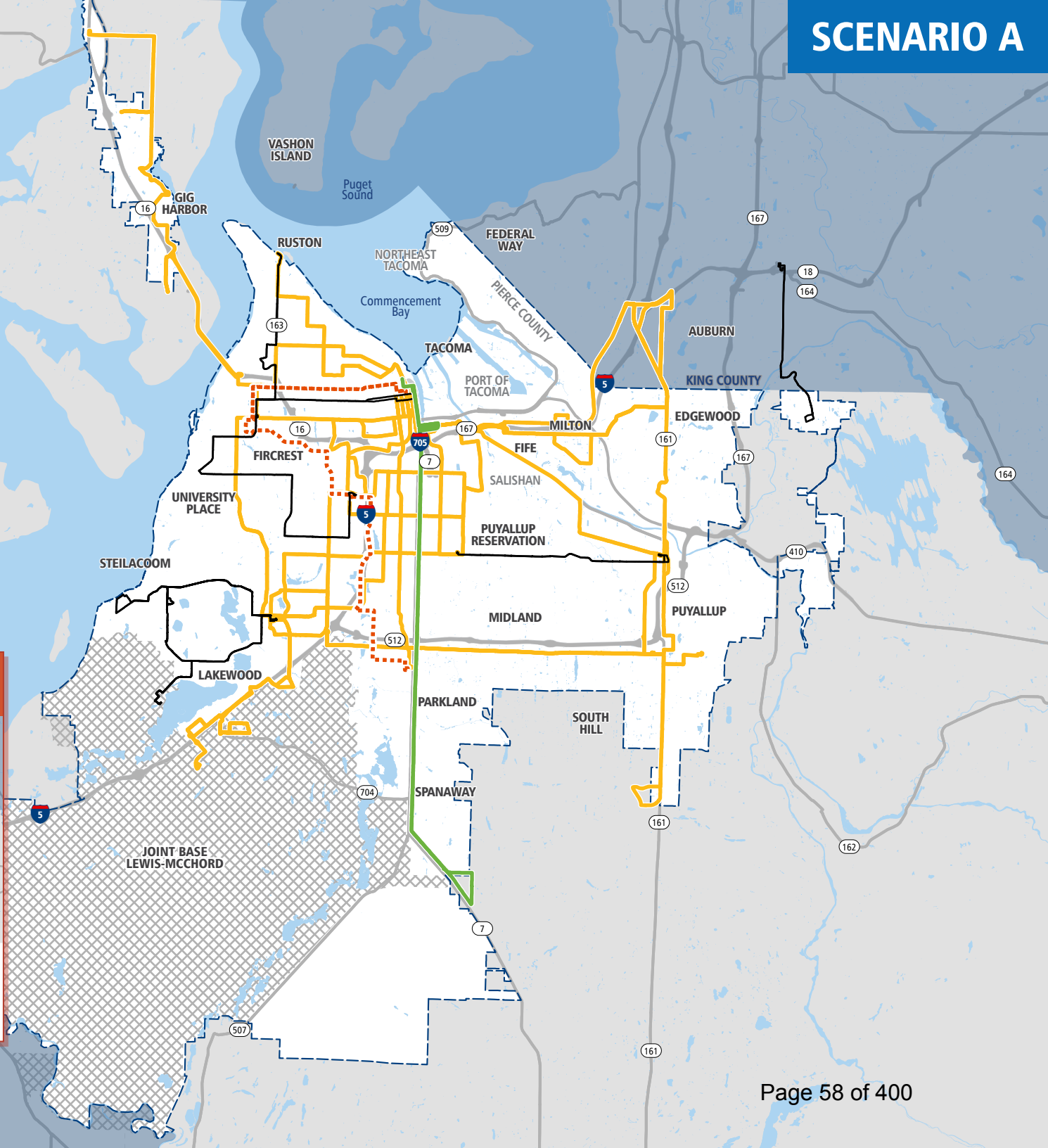
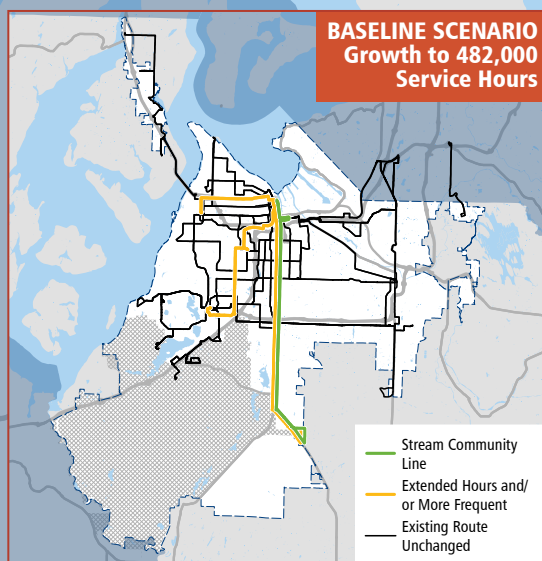
**Figure 23. Scenario A System Map**

Source: Pierce Transit Future System, developed for Destination 2045.

- Stream Community Line
- Extended Hours and/or More Frequent
- - - New Fixed Route
- Existing Route Unchanged
- Current Public Transportation Benefit Area
- County Boundary



This map shows proposed fixed route service and does not show Runner microtransit or SHUTTLE paratransit that are also part of the Pierce Transit network.





# Scenario B – Growth to 750,000 Service Hours

**BASELINE: 482,000 ANNUAL SERVICE HOURS**

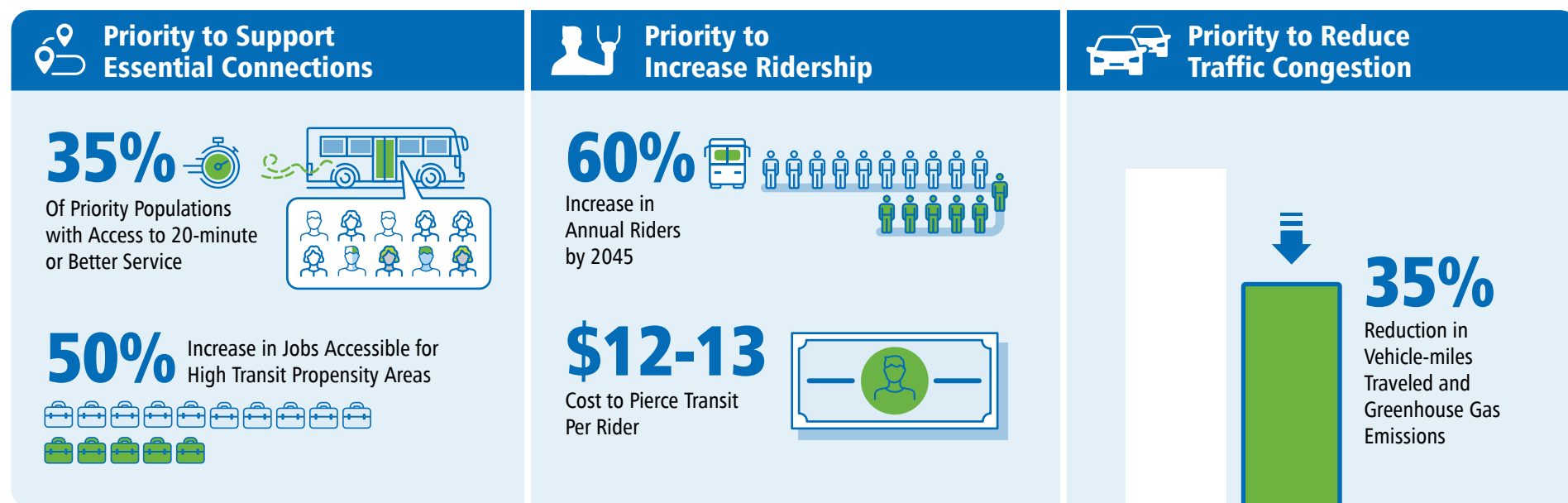
This scenario, illustrated in **Figure 24**, presents a level of service that exceeds Pierce Transit's current funding capacity and would require additional revenue to implement. **Long-range financial forecasts indicate this level of service could be supported by a sales tax rate of 1.1 percent.** However, current RCW does not permit Pierce Transit to levy this rate, and legislative action would be required to authorize it.

Building on the Baseline and 0.9 percent sales tax scenarios, this plan expands service by increasing frequency and span on nearly all routes, with a significant boost in weekend service. The Stream Community Line, along with Routes 2 and 3, is elevated to a high-capacity level of service consistent with the Stream route classification—15-minute frequencies on weekdays and 20-minute frequencies on evenings and weekends. Four new routes are also introduced to address growth, community outreach findings, and transit propensity.

## Key Features

- Includes all service allocations from Scenario A.
- High-capacity service (15-minute weekdays, 20-minute evenings and weekends) for the Stream Community Line and Routes 2 and 3. Routes 2 and 3 are re-classified to Stream routes.
- 20-minute weekday frequency for Routes 4, 41, 48, 54, and 202.
- 30-minute weekend frequency for most routes.
- Extended service span (primarily on weekends) for 13 routes.
- Introduction of new Routes 15, 40, 51, and 491.

## Key Metrics



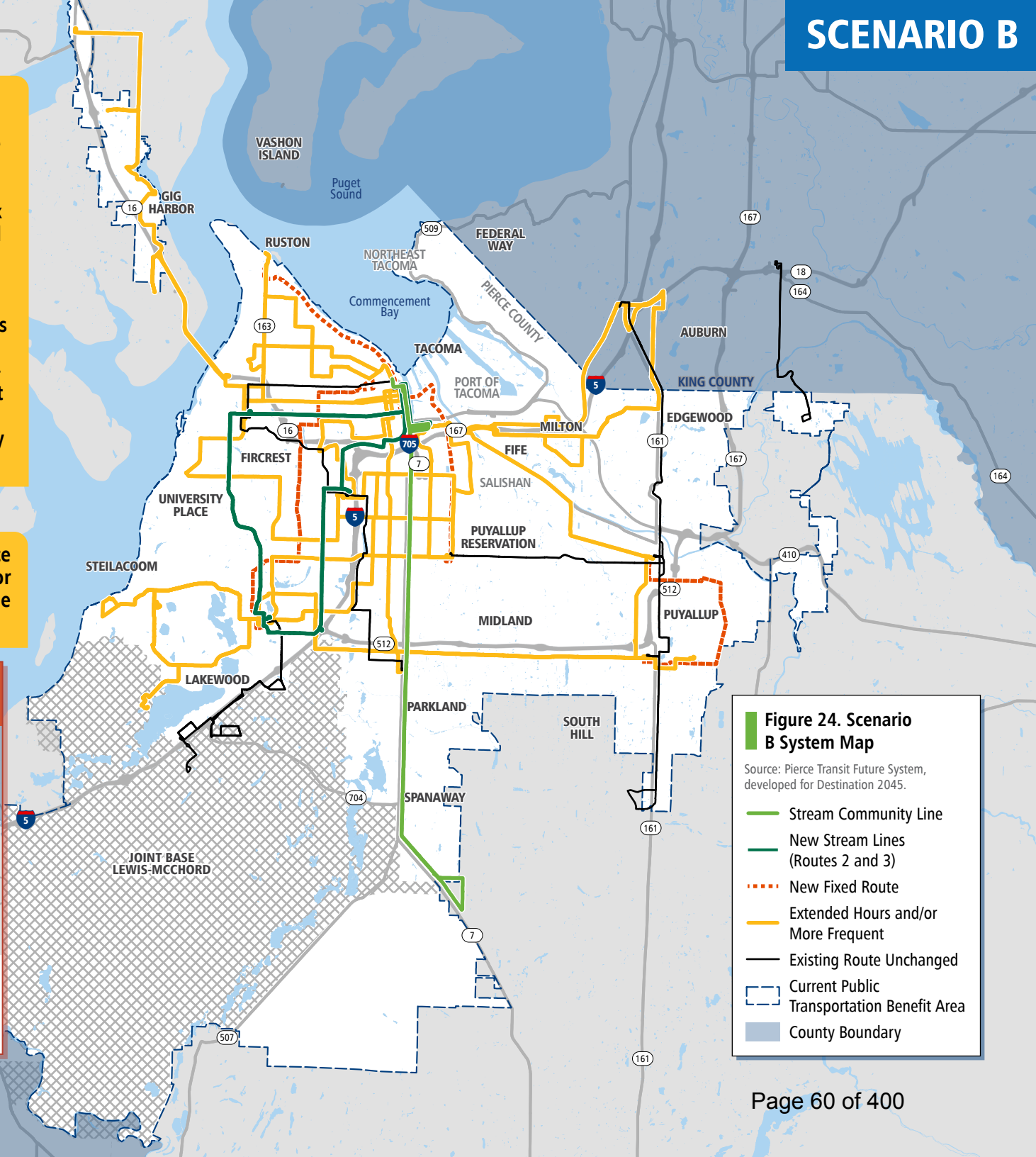
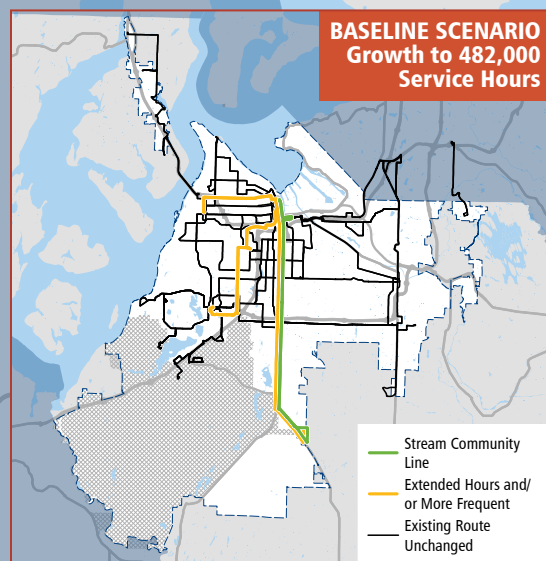


## WHY 1.1 PERCENT?

Some transit agencies in Washington State have received authority to increase sales tax collections up to 1.2 percent. While service levels under a 1.2 percent sales tax scenario were modeled, it was determined that achieving this level of service would require the construction of a new operations base to accommodate the additional buses. Pierce Transit's current headquarters can support up to 315 buses, with capital investments already accounted for to maximize the existing space. However, the cost of acquiring and developing a new base renders the 1.2 percent scenario financially infeasible based on current projections.



This map shows proposed fixed route service and does not show Runner microtransit or SHUTTLE paratransit that are also part of the Pierce Transit network.



# Service Area Expansion Under Growth Scenarios

Table 1 below shows the estimated number of service hours that could be added if a jurisdiction or area were to join the Pierce Transit service area under each growth scenario, based on current sales tax collection data.

The potential services listed are based on the average annual service hours required to operate one of Pierce Transit’s existing routes under baseline conditions—approximately 16,000 hours. It’s important to note that the frequency, span, and length of a route affect the total service hours required. For context, Route 1—Pierce Transit’s longest and most frequent route—currently requires approximately 70,000 annual service hours to operate.

Table 1. Estimated Service Hours Added Under Each Scenario

Jurisdiction	SCENARIO A 0.9% Sales Tax		SCENARIO B 1.1% Sales Tax	
	Estimated Service Hours Added	Potential Services	Estimated Service Hours Added	Potential Services
Bonney Lake	36,709	One to two new routes depending on length, frequency, and span.	43,129	Two to three new routes depending on length, frequency, and span.
DuPont	7,093	Likely extension of an existing route.	8,334	Likely extension of an existing route.
Orting	4,914	Likely extension of an existing route.	5,723	Likely extension of an existing route.
Sumner	39,684	One to two new routes depending on length, frequency, and span.	46,217	Two to three new routes depending on length, frequency, and span.



We recognize the strong interest from residents in Graham, Frederickson, and the Key Peninsula in joining the service area. However, because these communities are located in unincorporated Pierce County, specific sales tax data is not available, making it difficult to estimate the number of service hours that could be added to the system. If the service area were to expand, input would be gathered from community members, elected officials, and the Pierce Transit Board of Commissioners to determine the appropriate level and type of service for the newly included area.



# Service Area Change Process

There are two methods for changing Pierce Transit's service area boundaries. A high-level summary of each is provided below.

## Public Transportation Improvement Conference (PTIC) (RCW 36.57A.020)

**PROCESS:** Initiated by the County Council, two or more city resolutions, or a petition from 10% of voters in the current service area.

**INVOLVES:** All cities in Pierce County appointing representatives to discuss boundary changes.

**OUTCOME:** Can result in adding or removing areas, as long as boundaries are connected and do not create service "islands" or "doughnuts."

**CONTROL:** Final decision rests with the County Council. Each city also has 60 days to pass a resolution to withdraw.

## Annexation (RCW 36.57A.140)

**PROCESS:** Occurs when an adjacent area joins the service area.

**REQUIRES:** A vote of the people in the area to be annexed, including approval of taxation.

### INITIATED BY:

- PTBA board resolution (if deemed in the public interest),
- A petition signed by 4% of voters in the area, or
- A city council request for annexation.

**CONTROL:** Final decision lies with the voters in the area to be annexed.



## CHAPTER 5

# *Capital Needs*

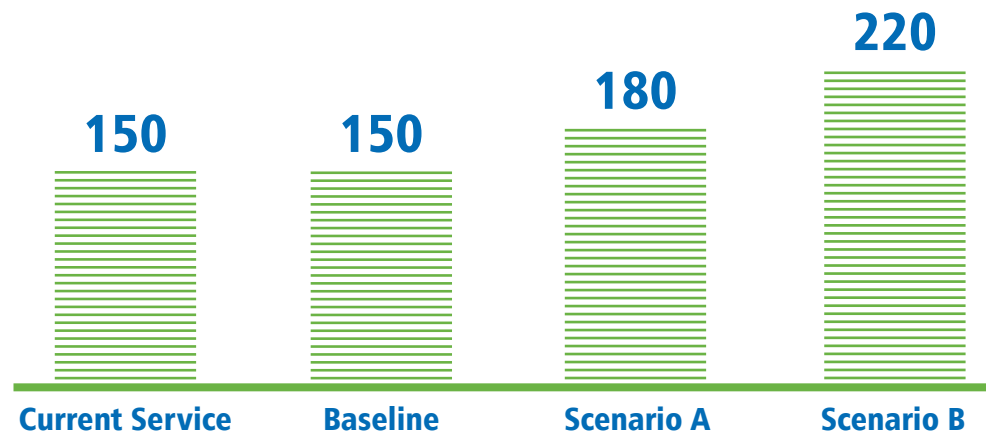
System growth and other improvements will require an increase in capital spending. In addition to fleet expansion, maintenance and operations needs also come with challenges associated with fleet electrification, staff recruitment and retention, and other capital infrastructure, highlighting the importance of careful planning around revenues and expenditures to achieve the LRP's vision.

# Fleet Expansion

To implement the enhanced transit services outlined in Destination 2045, Pierce Transit must adjust its fleet composition and expand its size to support increased service frequency and extended operating hours. The agency recognizes the need not only for expansion but for replacement as well across the categories of Hybrid Electric Buses (HEBs), Battery Electric Buses (BEBs), and Compressed Natural Gas Buses (CNGs).

**Figure 25** illustrates the additional fixed route bus needs for each scenario through 2045 which includes replacement and expansion.<sup>8</sup> In addition, expansion of the other innovative services will require a higher number of paratransit and other supporting vehicles. Runner and Rideshare program expansion and design will vary based on demand and identified needs. This comprehensive fleet strategy is designed to meet the evolving transportation needs of the community while supporting environmental sustainability objectives.

**Figure 25. Fleet Needs and Costs by Scenario<sup>9</sup>**



<sup>8</sup> Fleet need numbers were developed for Destination 2045. Associated cost estimates represent the cost of additional buses beyond current service levels.

<sup>9</sup> Current Service value does not include the standard 25 vehicles in reserve.



# Zero Emissions Fleet Transition



Dependent on available grant funding, agency plans include converting 20 percent of its fleet to BEBs or hydrogen fuel cell buses by 2030 and 100 percent by 2042.

Pierce Transit operates one of the cleanest bus fleets in the nation. In 2024, around 80 percent of its buses ran on compressed natural gas; 13 percent were hybrid-electrics; and 5 percent were battery-electrics. Only 2 percent of the fleet operated on diesel.

Pierce Transit aims to fully transition to a zero emissions bus fleet, with specific goals set for the coming decades. Agency plans include converting its fleet to BEBs or hydrogen fuel cell buses.

While the initial cost of transition may be high, the phased maintenance and operations cost will be lower than existing fossil fuel costs. To support this transition, Pierce Transit has secured significant funding, including a \$14.8 million Federal Transit Administration grant awarded in July 2024.

This grant will facilitate the purchase of additional BEBs and the installation of new charging infrastructure, advancing the agency's electrification efforts.

## Considerations



### Procurement of Electric Buses

BEBs have high initial capital costs plus extended manufacturing lead times, so procurement will need to be phased.



### Charging Infrastructure

The design, construction, and installation of charging infrastructure can add significant expense, the amount of which can vary based on site-specific requirements.



### Facility Upgrades

This includes electrical capacity enhancements and space modifications, such as increased power demands leading to accommodations of transformers and electrical panels.



### Electrical Grid Infrastructure

Collaboration with utility providers is essential to ensure the local grid can support the additional load from bus charging activities.



### Training and Workforce Development

Operators and maintenance personnel need specialized training to manage and service BEBs and their associated systems.



### Contingency Planning

Similar to current operations, maintaining an inventory of spare parts specific to BEBs is critical to minimizing downtime during maintenance.

# Maintenance & Operations Needs

Maintenance and operations needs will change significantly through 2045, due to fleet expansion associated with the different scenarios, the transition to a zero emissions fleet, and increased labor needs.

## Fleet Expansion

The current Maintenance and Operations Base will not support the necessary fleet expansion to meet potential 2045 service levels. Several short-term capital projects have been identified in the TDP.

Some of the potential long range Maintenance and Operations Base improvements in Lakewood associated with the growth scenarios include:

- West Base Building and Site Improvements
- Building 1 Improvements
- South Base Parking for Vehicles
- Miscellaneous Improvements

## Workforce Needs

Maintaining a qualified workforce plays a key role in Pierce Transit's maintenance and operations needs. Recruitment and retention actions center on four key areas:

### Skill Assessment

Identify existing skill gaps among employees, particularly in areas related to electric vehicle technology and maintenance.

### Training Programs

Implement specialized training for operators and maintenance staff to handle electric vehicle-specific systems, such as high-voltage components and battery management.

### Just Transition Policies

Develop strategies to protect workers whose roles may be affected by new technology to ensure job security and fair compensation.

### Hiring Initiatives

Recruit additional staff to manage the increased workload from fleet expansion and the specialized needs of electrical vehicle maintenance.



### KEY NEEDS WILL INCLUDE:

- Maintenance and service of fixed route fleet and additional innovative services fleet.
- Increase in number of Heavy Duty Diesel Technician and Transit Operators with specialized knowledge for a new zero emissions or electric fleet.
- Increased need for additional staff parking.
- Charging infrastructure for all-electric fleet transition.



# Speed & Reliability Improvements

Speed & Reliability (S&R) improvements can help enhance system performance and provide faster, more reliable transit service at lower cost compared to BRT. With grant funding, these investments can be the introduction to better services for corridor building toward BRT.

Recognizing that some people avoid transit due to delays caused by traffic congestion, improving the speed and reliability of bus service can help encourage potential riders to switch from using personal vehicles to public transit for trips.

Currently, investments in BRT development come with high initial planning, design, and construction costs, which can result in longer implementation schedules. By contrast, modern advances in transit encourage a mix of services to provide targeted benefits and reduce reliance on BRT alone to provide quicker service. S&R improvements offer an effective alternative for fast and reliable transit that requires minimal and lower cost improvements.

It is important to note that S&R improvements require significant coordination with local jurisdictions and evaluation of potential locations using traffic congestion and transit reliability data.

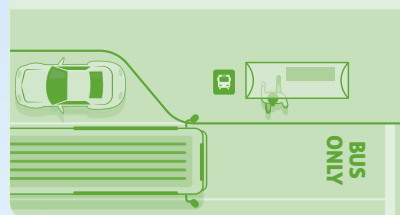
## Improvements May Include:

- Bus Bulbs
- Dedicated Bus Lanes, Generally BAT Lanes
- Fleet Modernization
- Multi-Depot Vehicle Scheduling
- All-Door Boarding
- Off-Board Fare Collection
- Bus Islands
- Bus Stop Balancing and Optimization
- Real-Time Information Systems
- Queue Jumps
- Turn Restrictions
- Transit Signal Priority



### Bus Bulbs

Bus bulbs are curb extensions that allow buses to stop in the travel lane without pulling over to the curb. This design reduces both delays caused by merging in and out of traffic and passenger loading times. Bus bulbs also provide more space for people waiting to board and can shorten pedestrian crossing distances.



### Dedicated Bus Lanes, Generally BAT Lanes

Allocating lanes that prioritize buses and business access minimizes interference from other vehicles, leading to faster and more predictable service. For instance, the RapidRide J Line project in Seattle includes dedicated transit lanes to enhance bus speed and reliability.

### Fleet Modernization

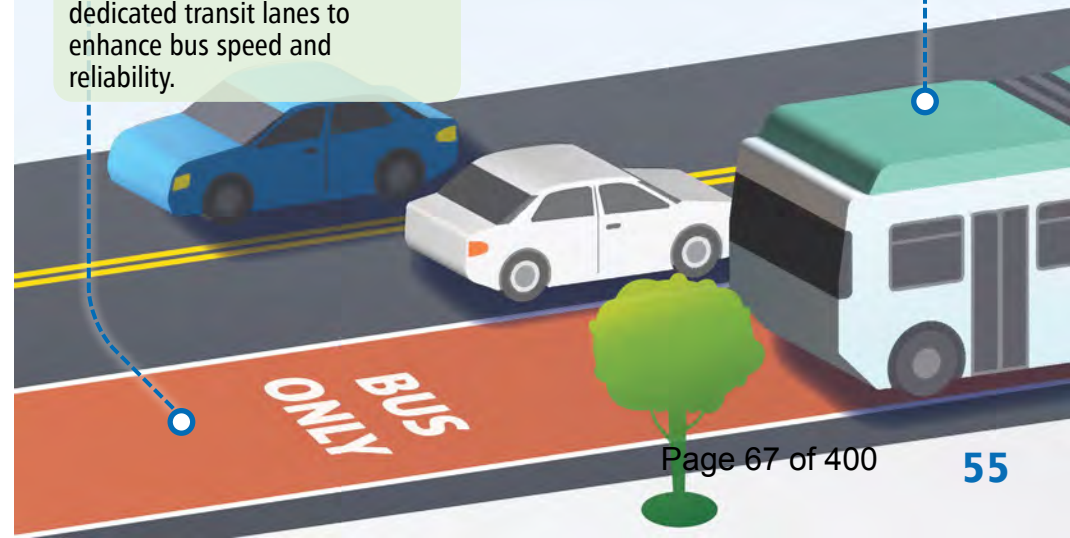
Upgrading to newer vehicles with advanced technologies can improve reliability.

### Adaptive Transit Design

Combining fixed route and demand-responsive transit services allows for flexibility in meeting varying passenger demands, particularly in suburban areas and during off-peak times. This approach can enhance both speed and reliability.

### Multi-Depot Vehicle Scheduling

Optimizing the scheduling of vehicles across multiple depots can improve service reliability by ensuring that buses are deployed efficiently to meet demand. Research into incorporating service reliability into multi-depot vehicle scheduling has shown promising results.





### All-Door Boarding

Permitting passengers to board through all bus doors reduces boarding times and helps maintain schedules. This practice is part of King County Metro's RapidRide strategy to improve efficiency.

### Off-Board Fare Collection

Providing fare payment systems at transit stations allows passengers to pay before boarding, which can reduce dwell times at stops and contribute to quicker boarding processes.

### Bus Islands

Bus islands are platforms situated between the travel lane and a bike lane or parking lane, that allow buses to stop without merging into the curb lane. This setup minimizes delays and enhances safety for cyclists and pedestrians by reducing conflicts.

### Bus Stop Balancing and Optimization

Evaluating and adjusting the number and location of bus stops can lead to more consistent spacing and improved service. Removing closely spaced or low utilization stops and relocating others to optimize access can enhance overall travel times and reliability.

### Queue Jumps

Queue jump lanes are short, dedicated lanes at intersections that allow buses to bypass traffic queues. Paired with specialized traffic signals, they enable buses to proceed ahead of general traffic, reducing delays at congested intersections.

### Real-Time Information Systems

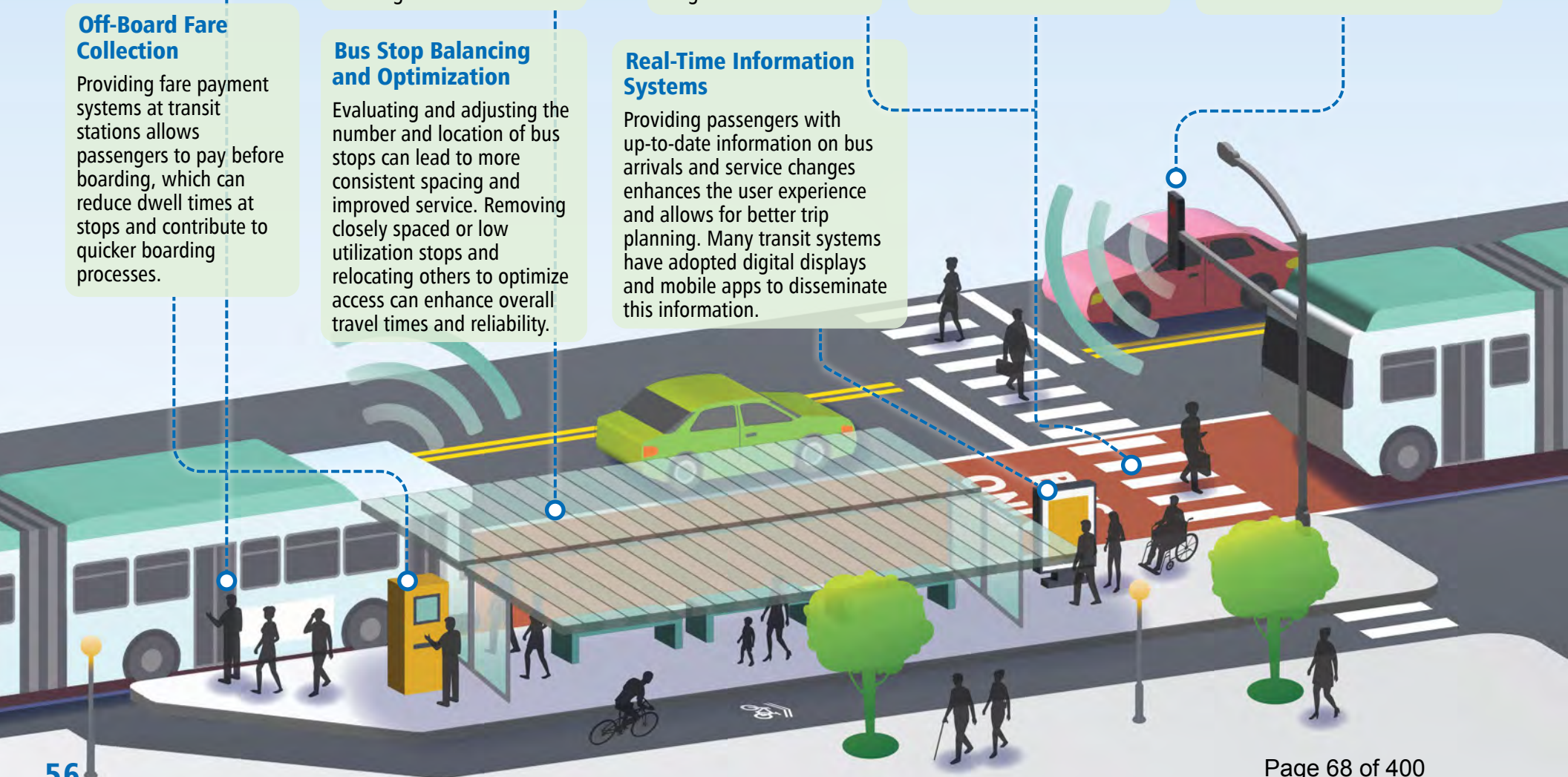
Providing passengers with up-to-date information on bus arrivals and service changes enhances the user experience and allows for better trip planning. Many transit systems have adopted digital displays and mobile apps to disseminate this information.

### Turn Restrictions

Implementing turn restrictions for general traffic at certain intersections can reduce delays for buses traveling straight through. By limiting left or right turns during peak hours, buses experience fewer interruptions, leading to more consistent travel times.

### Transit Signal Priority (TSP)

TSP involves adjusting signal times to favor buses, therefore reducing delays and leading to more predictable service. This reduces travel times and improves transit experience. The Tacoma Link Light Rail currently deploys TSP (or utilizes TSP) at intersections downtown and in the Stadium District.



# Speed & Reliability Costs

The different S&R improvements are relatively low-cost but will require significant coordination with local jurisdictions and an assessment of appropriate targeted needs for each route. S&R upgrades can only move forward with significant grant funding and committed partnership support from the local jurisdiction with control of the public right of way.

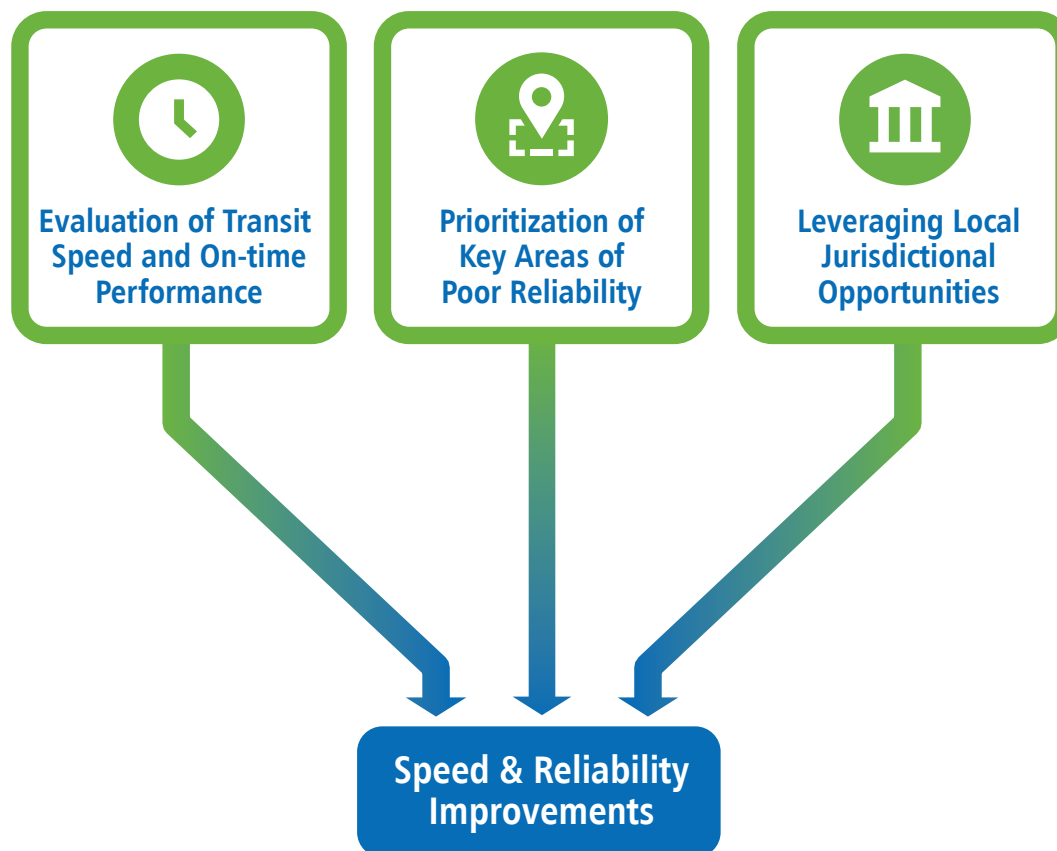
As an estimate, \$3 to 5 million per mile is a reasonable projection to undertake a set of improvements that will result in significant transit speed and reliability upgrades.

Implementing S&R improvements requires a process (shown in **Figure 26**) that analyzes contextual opportunities and operational deficiencies. Using system performance data can help identify areas of need to make improvements. This process requires coordination with local jurisdictions to facilitate infrastructural improvements that can make routes more reliable.

Performance and reliability can be impacted by the route operations. For example, dwell time data indicate the time spent at specific stops. If this contributes to delays, S&R elements, such as all-door boarding, off-board fare collection, and bus stop design can reduce stop times for routes and improve performance. Performance and reliability is also directly affected by the infrastructure and traffic volume on a given route.

Additionally, specific portions of a route may contribute to greater delay. Portions like intersections may perform poorly overall or during peak congestion periods. To improve performance, targeted spot improvements, such as bus bulbs or TSP at the most congested intersections, can alleviate bottlenecks.

■ **Figure 26. Process to Identify S&R Improvements**



# Bus Rapid Transit (BRT)

Key BRT features may include branded vehicles operating in transit-exclusive or Business Access and Transit (BAT) lanes, traffic signal priority to reduce delays at intersections, stations with level boarding platforms for improved accessibility, and off-board fare collection to speed up boarding.

Long-range financial forecasting showed that major capital projects like BRT significantly limit the number of service hours Pierce Transit can provide, as they draw resources away from day-to-day operations. While BRT is not included in the core Long Range Plan for this reason, Pierce Transit may still pursue grant funding to advance BRT upgrades where feasible.

## Case Study: Pacific Avenue/State Route 7 and BRT

In 2023, rising costs and limited funding led Pierce Transit to reassess its BRT project on Pacific Avenue/State Route 7. Projected costs exceeded \$300 million, well beyond what the agency could afford, due to factors such as inflation, COVID-related supply chain disruptions, evolving project requirements, anticipated property impacts, and new insights from the planning process.

As a result, in August 2023, the agency made the difficult decision to pause the full BRT buildout and instead pivot to a more affordable approach. This led to the launch of the Stream Community Line in March 2024, an enhanced bus service that could be upgraded to BRT in coordination with the City of Tacoma and WSDOT's long-term Complete Streets plans.

## Key Lessons Learned:

- Strong coordination, jurisdictional readiness, and support are critical for successful implementation.
- Available right-of-way (ROW) greatly influences project costs, especially when BRT infrastructure like BAT lanes requires road widening and property acquisition.
- Aligning transit projects with local roadway upgrades, such as Complete Streets improvements, can improve efficiency and reduce impacts.





## CHAPTER 6

# *The Road Ahead*

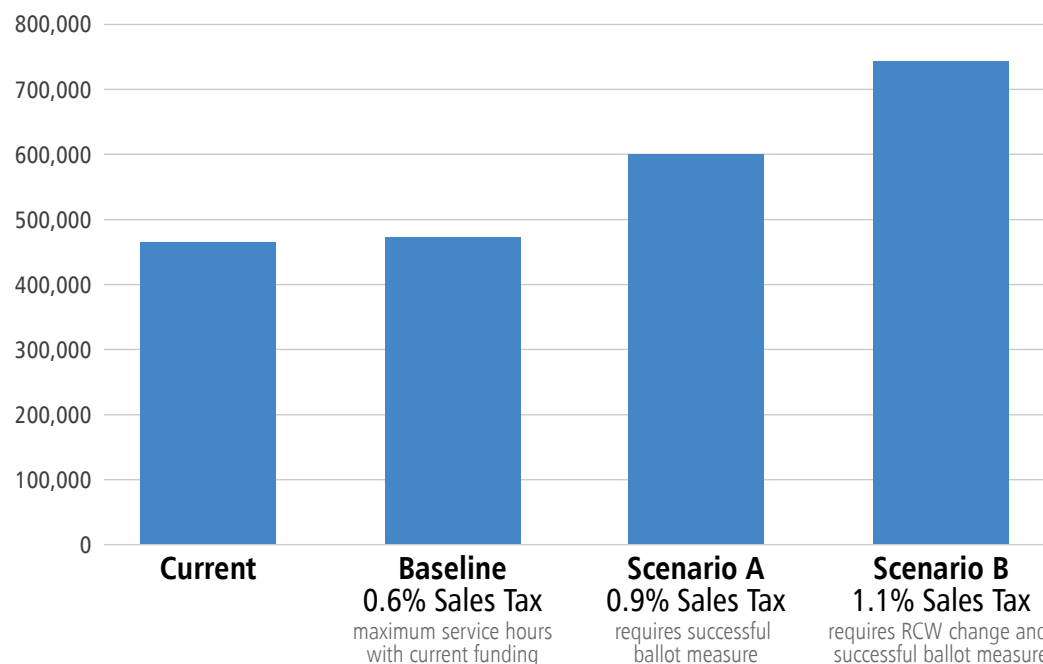
Destination 2045 outlines a vision for expanding services to meet the growing transportation needs of the service area. This chapter identifies the agency's preferred scenario, path to implementation, and other funding strategies that may help close the funding gap.

# Preferred Alternative

Pierce Transit's preferred alternative is Scenario A, which would require a successful ballot measure to increase sales tax revenue to 0.9%. While Scenario B would generate even more funding, it presents a greater challenge as it would require a change to state law.

Scenario A offers significant benefits within the existing legal framework, enhancing service on 21 of the agency's 29 routes. It fulfills the commitment made to the community through the System Recovery Plan, adopted by the Board of Commissioners in late 2023. The scenario also delivers essential connections to new light rail stations in Federal Way, Fife, and Tacoma. Critically, it allows for the completion of the agency's first enhanced bus route, the Stream Community Line, which replaces Route 1 along the Pacific Avenue/State Route 7 corridor and maintains high-frequency service for one of the region's busiest corridors.

**Figure 27. Comparison of service hours possible at each taxing authority (including baseline & current)**



# Path to Implementation

## Ballot Measure

To move forward with a sales tax increase, Pierce Transit’s Board of Commissioners would need to authorize placing the measure on the ballot. While agency staff can provide the public with information about the proposed improvements and what could be achieved with additional funding, they are not permitted to campaign for the measure’s passage.

## Ramping Up Service

If approved, Scenario A would result in noticeable service improvements within the first three years. To support this expansion, Pierce Transit would launch robust recruitment campaigns to hire the Operators and Maintenance staff needed to deliver the increased service.

Additionally, essential capital investments, such as new buses, would be ordered immediately to ensure quick implementation.

## Without Additional Revenue

Without additional revenue, Pierce Transit can support only a modest increase in service, as outlined in the Baseline scenario. While this allows for some improvements, long-range financial forecasting indicates that by 2031, without additional revenue, cost saving measures may be needed to offset expenses outpacing revenues.

Recognizing that public transportation is a vital service for many in the community, Pierce Transit would prioritize protecting core service levels. Cost-saving efforts would almost certainly focus on areas outside direct service, such as delaying or forgoing necessary capital projects and reducing administrative expenses.

The agency may also explore opportunities to redesign the transit system to improve efficiency and provide more service with existing resources. However, a system redesign would be a significant undertaking, requiring careful analysis and public engagement.



**275,668**  
New Residents  
expected by 2044



**117,800**  
New Jobs  
expected by 2044



# Other Funding Strategies

While sales tax is the most significant funding mechanism available to Pierce Transit, and thus forms the foundation of the growth scenarios, other potential revenue sources may also play a supporting role.

## Farebox Revenues

The scenarios do not assume any additional farebox increases. Pierce Transit has not raised fares since November 2010. Although fare increases have been discussed, they require approval from the Board of Commissioners. Even a modest fare adjustment would have a minimal impact on long-term operating expenses.

## Public-Private Partnerships

Collaborations between government entities and private companies can facilitate the financing, construction, and operation of transit projects by leveraging private investment to advance public infrastructure. It is challenging to fund our bus services through public-private partnerships.

## Federal and State Funding

Federal and state funding in the form of grants play a key role in supporting capital projects. The Federal Transit Administration (FTA) offers several programs that provide financial assistance to transit agencies, including formula grants based on service levels and other characteristics. Competitive grants are also available for specific capital needs, such as rail systems or Bus Rapid Transit (BRT). While Pierce Transit will continue to seek grant funding for such enhancements, these sources cannot be relied upon to support ongoing service expansion.

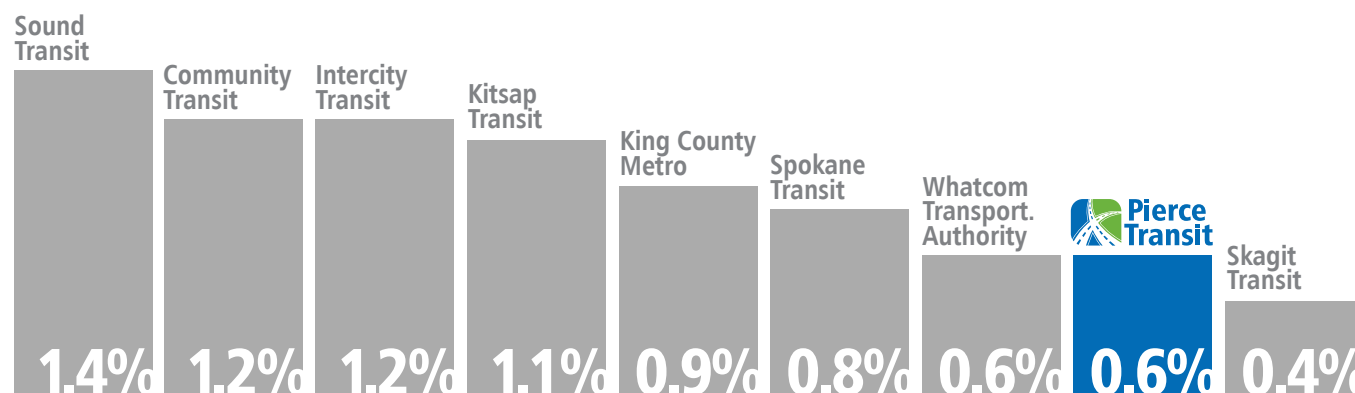


# Transit Agency Sales Tax Revenues

Under RCW 82.14.045, transit agencies in Washington can levy a local sales tax of up to 0.9% with voter approval. Some agencies are permitted to go up to 1.2% under Section 3. To implement Scenario B, the law would need to be amended to let Pierce Transit exceed the current 0.9% cap.

Pierce Transit currently collects 0.6%, lower than many similarly sized transit agencies in the region. Figure 28 compares sales tax rates across peer agencies.

■ Figure 28. Sales Tax Rates by Peer Transit Agency in Washington<sup>10</sup>



## King County Metro

Imposes the full **0.9 percent sales tax**, which constitutes a significant portion of its operating revenue.

## Community Transit

Levies a **1.2 percent sales tax** within its service area, exceeding the standard 0.9 percent cap through additional voter-approved measures.

## Pierce Transit

Imposes a **0.6 percent sales tax** within its PTBA to support its bus operations.

## Skagit Transit

Collects a **0.4 percent sales tax**, which accounted for over 59 percent of its funding in 2023.

## Intercity Transit

Collects the maximum **0.9 percent sales tax** in addition to a voter approved 0.3 percent measure.

## Sound Transit

Levies **1.4 percent sales tax** revenue. This rate comprises an initial 0.9 percent approved in earlier measures and an additional 0.5 percent authorized by voters in 2016. Sound Transit also has other revenue sources, such as a percentage of the Motor Vehicles and Excise Tax and Property Tax.

## Kitsap Transit

Levies a **0.8 percent sales tax** revenue. In addition, a 0.3 percent revenue is levied for passenger-only ferry service.

## Spokane Transit Authority

Spokane Transit Authority has implemented a **0.8 percent sales tax** within its service area to fund transit services. This rate includes a **0.2 percent increase** approved by voters in 2016.

## Whatcom Transportation Authority

Whatcom Transportation Authority in Bellingham levies a **0.6 percent sales tax** revenue.

<sup>10</sup> Developed for Destination 2045.

# DESTINATION 2045

## LONG RANGE PLAN





## APPENDIX A

# Service Hierarchy, System Performance and Standards



# Section 1 – Description of Services

## **FIXED ROUTE**

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

## **SHUTTLE**

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. SHUTTLE services meet or exceed the requirements of the Americans with Disabilities Act of 1990 (ADA).

## **RIDESHARE**

The agency's rideshare program provides vehicles for three or more occupants to share a commute, reducing travel by single-occupancy-vehicles. Each group has an assigned driver, backup driver and bookkeeper.

## **RUNNER**

Pierce Transit's Runner is on-demand public transportation that allows customers to book rides from a smartphone within dedicated micro transit 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 under contract.

## Section 2 – Performance

### KEY METRICS BY MODE

#### Fixed Route

The performance of Pierce Transit's fixed route services is measured by ridership, productivity, and customer satisfaction. Below is a description of key metrics associated with fixed route performance monitoring and how they are used.

#### 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.

#### Route Productivity

To measure fixed route productivity, Pierce Transit utilizes passengers per revenue mile and passengers per Service Hour (boardings and passengers are synonymous). Both metrics are calculated by looking at route ridership, then dividing by the number of revenue miles or Service Hours required for the route. These metrics show two separate views of productivity. Passengers per revenue mile demonstrates how heavily the route is utilized by passengers while in revenue service. Revenue miles do not include the miles needed for a bus to travel to or from base (deadhead) or to another destination while not in service. Passenger per Service Hour shows how many passengers on a route are served while the bus is in service. It includes time for deadheads and layovers. When a route performs well given the number of boardings per revenue mile, but poorly through the lens of boardings per Service Hour, it may point to other routing or scheduling inefficiencies that should be considered.

#### Route Productivity Benchmarks

Using data from the prior year, Pierce Transit will create new productivity benchmarks by which routes, grouped by type, will be ranked as "Bottom 25%," "Below Average," "Above Average," and "Top 25%" based on boardings per revenue mile and Service Hour. Benchmarks will be published each year in the annual Route Performance Report and actions taken to address productivity issues will also be described.

#### Trip Productivity

Analyzing trip level productivity can be instrumental when considering frequency or span adjustments on an existing route. Trip level ridership can be measured by calculating the average passengers per mile or drive hour on a particular trip and by measuring the average maximum passenger load, which is the average number of passengers on a given trip when the bus is full. A trip is composed of all stops on a route from the start to finish. If certain times of the day or trips are consistently over or underperform, service adjustments may be necessary.

#### Cost

Monitoring costs per fixed route passenger boarding allows Pierce Transit to see how cost-effective the fixed route service is year-over-year and when compared to other services offered. Reviewing the net cost per fixed route passenger boarding shows the cost per passenger, minus any farebox revenue collected.



### **Reliability**

Reliability is integral to the overall performance of fixed route service. At Pierce Transit, fixed route reliability is measured by on-time performance. On-time performance is calculated by measuring how early or late a bus is when arriving at a set timepoint along a route. Onboard technology is utilized to calculate when a bus arrives at a particular stop. It is important to note that not all bus stops along a given route are timepoints. The agency's current definition of "on time" for fixed route is up to one minute early and five minutes late.

### **Customer Satisfaction**

The fixed route customer satisfaction is measured using two tools: comments received and the results of the agency's annual customer survey. Customer comments are logged, responded to, and used to assist in decision making prior to fixed route service changes. The annual customer survey includes questions aimed at gauging passenger satisfaction with the components of fixed route service. The elements of the survey that are regularly monitored in terms of fixed route customer satisfaction are listed below.

- Passenger Satisfaction with Frequency of Bus Service
- Passenger Satisfaction with On-Time Performance of Bus Service
- Passenger Satisfaction with The Amount of Time It Takes to Get Places
- Passenger Satisfaction with Transfer Wait Time

The survey also collects responses from individuals who do not use Pierce Transit services. For the purposes of fixed route performance, analysis is focused on feedback from existing riders.

### **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. Pierce Transit has a goal of 90% compliance with standards.

## **SHUTTLE**

The agency's paratransit SHUTTLE program regularly reviews two key metrics to measure performance: on-time performance and passengers per service hour. Unlike fixed route, on-time performance for SHUTTLE is defined by whether the vehicle picks up a passenger within thirty minutes of the scheduled time.

The agency currently has a target of 92% on-time performance and two passengers per service hour.

## **Runner**

The performance of Pierce Transit's microtransit service, Runner, is evaluated using metrics focused on gauging customer experience, efficiency, and overall cost.

### **Wait Times**

Average waiting times are used to monitor how the Runner program is performing compared to other services at Pierce Transit, as well as how different Runner zones are performing when compared to each other. The agency's goal is wait time of 25 minutes or less, which is similar to most fixed route bus lines.

### **Customer Satisfaction**

Customer comments associated with the Runner service are tracked and help inform the overall stability of the program, as well as where Pierce Transit needs to focus time and resources. Monitoring comments allows staff to shift resources to areas that are of most concern to customers and to improve service.

### **Available Seats**

To determine how well the agency is meeting demand for Runner service, the percentage of available and unavailable seats per day is monitored. The Runner program has a goal of 95% seat availability, which is a common target in micro transit, leading to the service operating effectively and efficiently.

### **Operating Costs**

The overall operating cost of the Runner service is monitored to ensure viability of the micro transit operation. Because the service is contracted, there are no capital costs associated. Cost is ultimately used to determine how many vehicles the agency can operate now and in the future.

## **Rideshare**

### **Measuring Commute Trip Reduction**

By tracking boardings, the Rideshare team is able to identify demand trends, peak usage times, and popular routes. High numbers indicate good utilization, suggesting the program meets user needs. Demonstrating high utilization is critical for securing funding and support.

The number of participants is used to evaluate the program's success and impact. A higher participation rate indicates the program's effectiveness in meeting transportation needs and reducing traffic congestion. It also demonstrates the program's value to the community and helps secure funding and support from stakeholders.

Miles traveled demonstrates the program's effectiveness in reducing the number of cars on the road, which helps alleviate traffic congestion and lower emissions. It also lessens wear and tear on roads, leading to reduced maintenance costs and longer road lifespans.

### **Revenue**

Overall revenue reflects the financial health of the rideshare program. It helps assess budgeting, resource allocation, track growth, and the program's sustainability.

### **Customer Satisfaction**

To help gauge service quality, the number of customer comments is utilized. A low number of comments indicates participant satisfaction and effective program management. Analyzing comment trends helps identify areas needing improvement, guiding necessary adjustments to enhance the user experience.

## Complete List of Metrics

Below is a complete list of service metrics that are collected and used for ongoing monitoring of performance system-wide or by mode of service.

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 Customer Comments	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.



## Strategic Plan Performance Targets

In early 2024, Pierce Transit adopted a six-year strategic plan that focused on customer service, community engagement, employee experiences, and stewardship. The plan included the following service performance targets:

- 6% ridership increase per year
- 20% increase in overall customer satisfaction, personal security on the bus and at the bus stop, and cleanliness of buses and Pierce Transit facilities
- 85% on-time performance
- 25% of service area residents within a 10-minute walk of routes with 15-minute weekday frequencies, or better

# Section 3 – Fixed Route Standards and Design Guidelines

## DENSITY AND STREET CONSIDERATIONS FOR FIXED ROUTE TRANSIT

### Density

Research has shown that fixed route transit functions best and is the most cost effective in areas of high density (both residential and employment) within a 1/4-mile of bus stops. Furthermore, the Puget Sound Regional Council Metropolitan Planning Organization (PSRC MPO) has guided local jurisdictions to focus growth on regional centers where transit can improve mobility while addressing the effects of climate change. Pierce Transit runs its most frequent service in these areas of high density while also aiming to create connections between growth centers and provide a realistic alternative to private automobile trips. Service considerations are also given to less dense areas to provide an equitable level of coverage across the agency's service area.

### Street Considerations

While areas of high density have been shown to create an ideal environment for successful transit service, the layout of street networks and community planning can similarly help or hinder transit. Grid street networks allow transit routes to efficiently operate in a relatively straight line, connecting multiple points, while cul-de-sacs mandate deviations that slow down service, increase costs, and decrease efficiency. Similarly, significant destinations that are built with large setback distances from major roadways present challenges to serve. Safety concerns also play a significant role in where transit can be provided. Where roads are narrow or lack infrastructure, it may not be possible to operate a large bus. Generally, Pierce Transit's fixed route bus service will operate on streets constructed at a functional classification of arterial or collector, which supports a higher volume of vehicles and connects major destinations. Additional information on functional classifications is available on the Puget Sound Regional Council's website at <https://www.psrc.org/our-work/federal-functional-classificationurbanized-areas>.

Where communities are not planned and built in a way for bus service to easily access or safely serve, it may be necessary to implement flexible services like the Pierce Transit Runner.

### Types of Routes

Route classifications are based on a density analysis. For each route, the number of jobs, students, and residents within a 1/4-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 Public Transportation Benefit Area (PTBA) to establish appropriate density thresholds for each classification.

## Stream (High-Capacity)

### **Densities Served: Residential, Employment, and Students > 8,000 per square mile**

Stream encompasses Bus Rapid Transit and enhanced bus routes. This type of route is expected to have higher productivity than core routes due to speed and reliability improvements that decrease travel times. These routes may include offboard payment, real-time arrival/departure signage, transit exclusive or Business Access and Transit (BAT) lanes, queue jumps, and/or transit signal priority. Enhanced bus routes may have limited stops to further decrease travel time between major destinations.

## Core

### **Densities Served: Residential, Employment, and Students > 8,000 per square mile**

These routes serve the densest parts of Pierce Transit's service area and warrant the highest levels of service, depending on demand. Within the Core route category, certain routes have been flagged for additional service in accordance with the agency's 2023 Fixed Route System Recovery and Restoration Plan. These Core routes have a target frequency of 15 minutes from 6:00am-7:00pm.

## Urban

### **Densities Served: Residential, Employment, and Students 6,000 - 8,000 per square mile**

Urban routes serve less dense areas of the service area but provide additional coverage and create vital connections to more central routes.

## Connector

### **Densities Served: Residential, Employment, and Students < 6,000 per square mile**

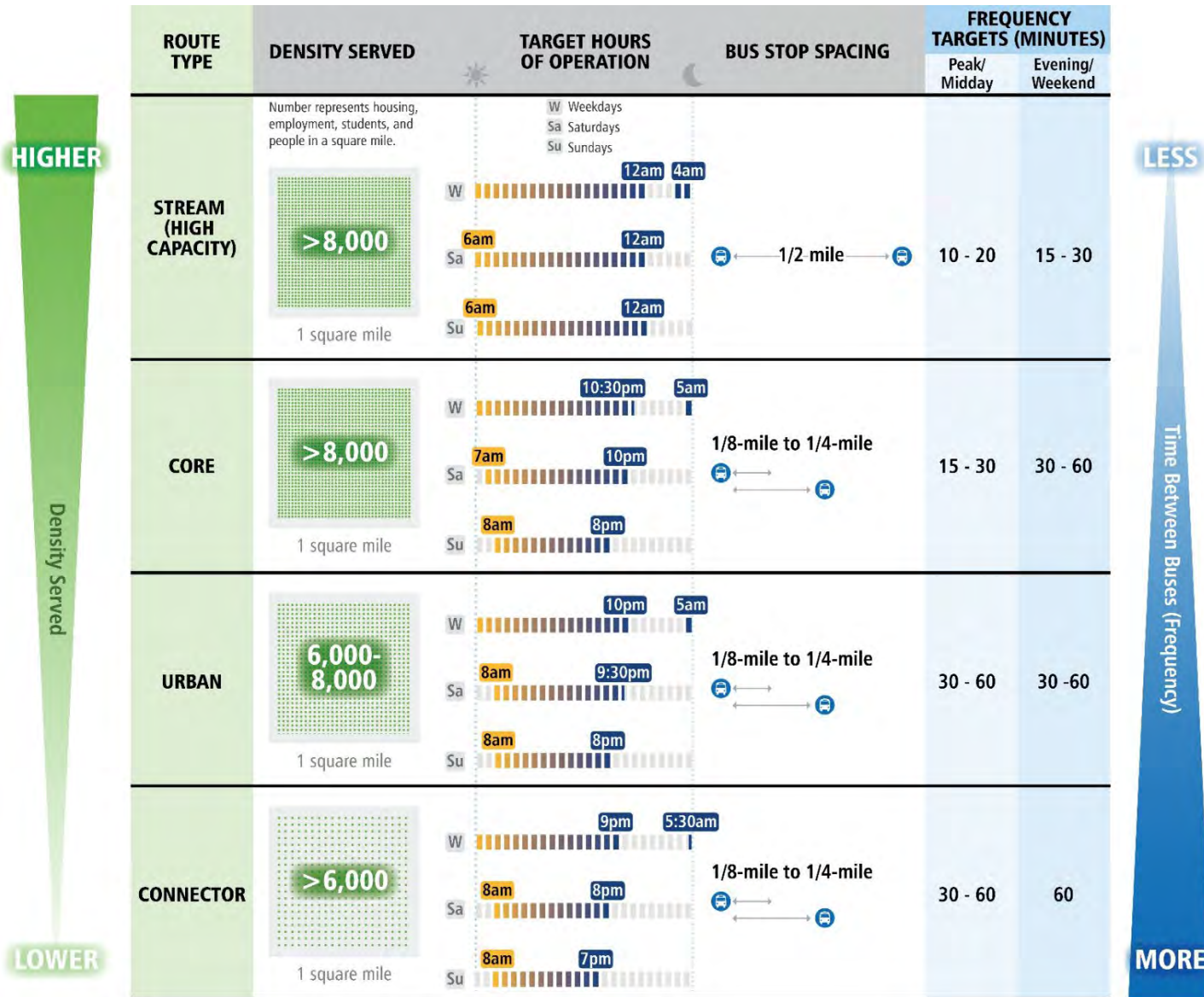
Connector routes serve less dense areas compared to Core and Urban routes. They may include seasonal or specialized routes.

## Express

Express routes connect transit centers or Park & Ride lots with major transit destinations. Their frequency and span are determined by external factors, such as Sounder commuter rail departure times.



## Route Types, Densities Served, Bus Stop Spacing, and Frequency Targets

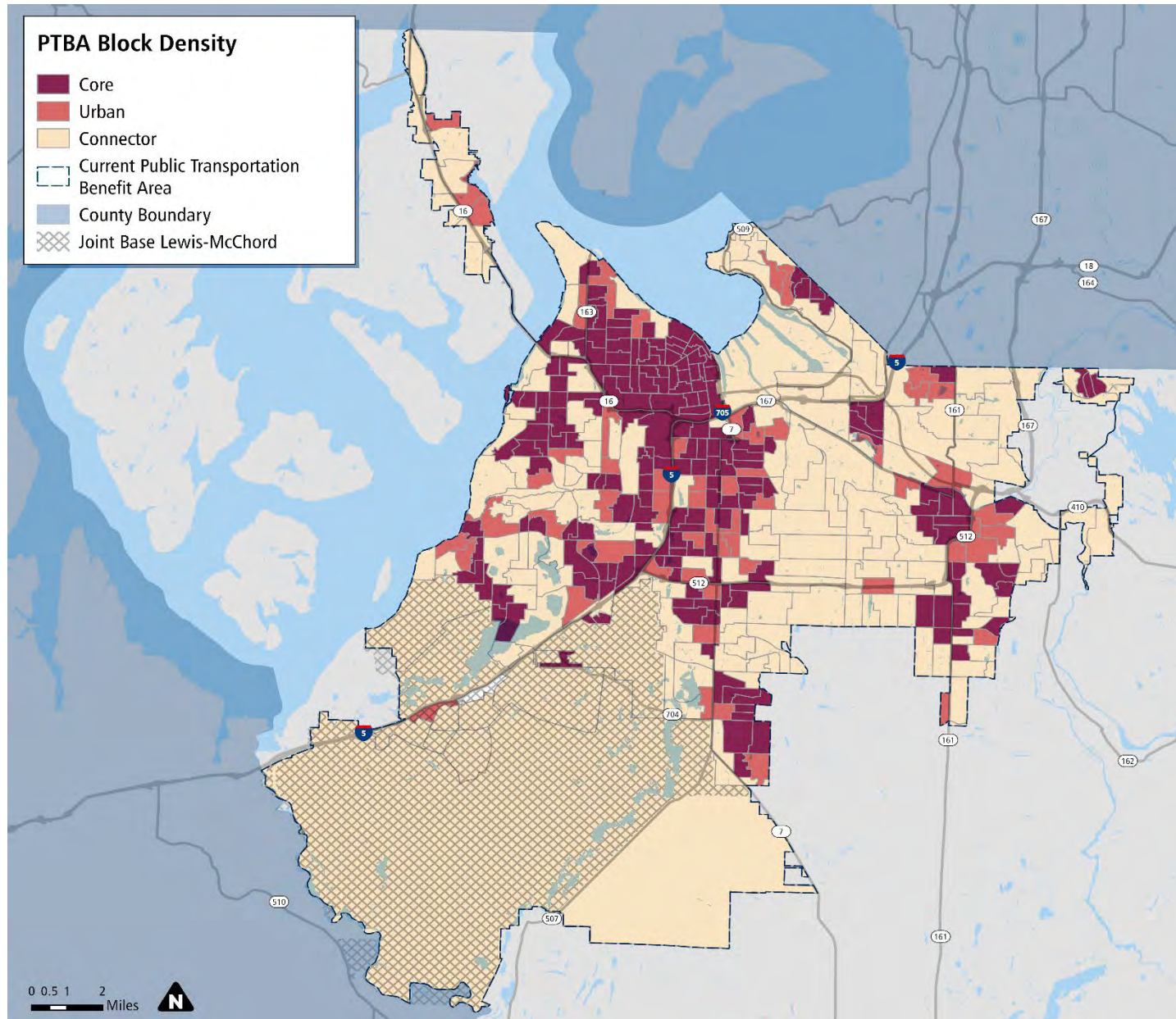


Note: Route spans may be adjusted outside of targets in accordance with demand or Board-adopted service plans.

Span is defined as the time from the first trip's start to the last trip's end.

## Which Level of Density Warrants Which Type of Service?

Pierce County Census Blocks Densities in Relation to Route Classification Thresholds:



## Passenger Loads

Passenger load standards allow Pierce Transit to define and respond to persistent overcrowding on trips. For local service, the maximum passenger load is equal to 150% of seating capacity, while the maximum passenger load for express service is 125% of seat capacity. For example, on a 40-foot bus with 36 seats in local service, the maximum passenger load would equal 36 seated passengers and 18 standing passengers, for a total of 54 passengers. As of 2024, Pierce Transit is using only 30 and 40-foot buses for fixed route service. A table showing the seats of those vehicles and maximum passenger loads is below.

Seating Capacity	Maximum Passenger Load Local	Maximum Passenger Load Express
25	38	31
30	45	38
34	51	43
35	53	44
36	54	45
37	56	46

While the agency aims to provide a seat for all passengers to ensure positive customer experience, standing loads are at times unavoidable due to high demand, resource constraints, or special events. Pierce Transit proactively monitors passenger loads through its analysis of trip level ridership. Persistent overcrowding may be addressed by adjusting the bus size, providing an overflow bus, or increasing frequency.

## Recommended Transit Supportive Improvements

Pierce Transit advocates for local jurisdictions to implement transit supportive plans and improvements in accordance with Puget Sound Regional Council's Transit Supportive Planning Toolkit, available at <https://www.psrc.org/media/4908>. The toolkit highlights the need for:

- Reducing minimum parking requirements in areas well served by transit
- Including transit corridor infrastructure, such as signal prioritization, bus stop curb extensions, and dedicated transit lanes, within local transportation improvement plans
- Adopting street design standards, such as Complete Streets, that support transit
- Providing space for transit infrastructure, such as bus stops and transit layover facilities
- Providing facilities that connect people to transit, such as crosswalks and pedestrian bridges, wayfinding signs, continuous sidewalks, shared use paths, bike lanes, and cycle tracks, and bicycle parking
- Developing clear, formalized, and interconnected streets and small blocks to make destinations visible and easier to access

Major corridor improvements, such as dedicated transit lanes, are appropriate where there is high frequency service. However, sidewalks, shared use paths, crosswalks, and other infrastructure improvements that improve safety, mobility, and access should be prioritized by jurisdictions for all fixed bus routes.



## ROUTE DESIGN

### Spacing

Generally, routes should be spaced approximately one-half mile apart in areas served by Core and Urban routes, while Connector routes should be spaced no closer than one mile. However, in certain situations, it may be necessary or beneficial to space routes more closely. This could include approaching transit centers, expanding coverage, or providing additional combined frequency to specific sections of the service area.

### Deviations

Deviations should be avoided to maintain a direct path of travel between major trip generators. However, they may be considered if:

- The total travel time for through passengers does not exceed 10 minutes per each person boarding and alighting along the deviation
- Any stops added are projected to exceed the third quartile of average weekday boardings for other existing stops along that route
- And the change does not result in more than two deviations per route

### Duplication

When more than one route operates along the same street, vehicles should not operate at the same time except on approaches to or from a transit center.

### One-Way Loops

One-way loops should not be used on regular weekday operational routes except as necessary at route terminals for the purpose of turning buses around.

### Anchors

When possible, the terminal points of each end of a route should be located at major activity centers to ensure passenger traffic in both directions of operation. At least one end of each route shall have a clear “destination” orientation.

### Service Levels and Travel Patterns

Service frequency and times of operation should correspond to business hours, school class or shift change times, and other factors affecting travel patterns and rider demand. The agency's ability to respond to all rider demands is affected by available resources.

### Bus Stop Shelters, Benches, and Trash Cans

Bus stop amenities like shelters, benches, and trash cans are installed at stops in accordance with the agency's standards. The installation feasibility of shelters and benches is affected by the characteristics of each stop and available right of way. The placement of these amenities must comply with city and county codes.

## Transit Centers

Transit centers will be constructed at locations which permit the operation of a timed transfer system and allow for convenient access to major passenger destinations.

**Recommended roadway and related development improvements in the vicinity of transit centers include:**

- Sidewalks and roadway crossings to provide pedestrian access from all area neighborhoods
- Roadway improvements, such as HOV lanes and improvements, that permit unimpeded travel for transit vehicles along routes of access and egress to the transit center
- Provision of bicycle facilities that directly link the transit center with surrounding neighborhoods
- Street lighting that illuminates pedestrian approaches to the transit center
- Encouragement of major new retail and office construction (high-rise construction is especially appropriate when undertaken in the vicinity of transit centers)
- Location of new retail and office construction so that pedestrian access from the transit center does not require walking through parking lots to reach a building

Generally, transit services provided at transit centers is of sufficient quality that a significant percentage of the employees at any business located within walking distance of the transit center can utilize transit for their commute. Accordingly, it is appropriate to lower the number of employee-related parking spaces provided, which are often mandated in such developments under Commute Trip Reduction (CTR) measures.

## Section 4 – Developing Service Changes

### SERVICE CHANGE TIMELINES

The timing of Pierce Transit fixed route service changes is prescribed by the collective bargaining agreement with the Amalgamated Transit Union, which represents Bus Operators and other positions within the agency. Per the agreement, changes may occur in March, June, September, and December. Minor adjustments may occur with the June and December service changes, though they primarily function as “shake-ups” in which Operators may bid for their work assignments. Significant service changes may occur in March and September. During these service changes, service may be added, reduced, modified, or eliminated. The ability to add service is highly dependent on Bus Operator availability and budget. Service modifications are guided by yearly evaluations of routes, including trip-level evaluations, and Board-adopted Service Plans.

### ROUTE & TRIP PRODUCTIVITY EVALUATIONS

As a part of regular service planning processes, routes and trips are monitored in terms of productivity. Adjustments aimed at increasing route and trip productivity may occur with the September service change. In addition to productivity evaluations, customer feedback is tracked and compiled, then reviewed prior to each service change for potential action.

When trips associated with a particular route have consistently high average maximum passenger loads, service may be added to increase frequency and address demand during certain times of the day. Conversely, if trips are shown to have low productivity, the agency may consider removing trips, changing frequency, or adjusting the span of a route.

New services or routes that have had major adjustments require time to mature before they can be expected to meet productivity benchmarks. In these cases, a grace period of two years will be in place before any action is taken. This grace period may be extended when projects are underway to improve the productivity of the route or service in question.

### BOARD ADOPTED SERVICE PLANS

The Pierce Transit Board of Commissioners may adopt service-related plans that dictate how the agency prioritizes Bus Operators and budgeted Service Hours. For example, in 2023, Commissioners adopted a gradual service restoration plan as part of the recommendations within the Fixed Route Recovery and Restoration Plan document, which set forth phases in which service would be added to the system as additional Bus Operators came onboard. The first phase included the retirement of low productivity routes and launch of the agency’s first enhanced bus route, the Stream Community Line. Future phases include increased frequency on routes, expanded span, and additional weekend service. Board-adopted service plans are prioritized and will be closely adhered to when it comes to major service changes.

### TITLE VI

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. In accordance with Title VI, a Service Equity Analysis for major service changes will be prepared to determine whether the proposed changes result in a disparate impact on minority populations and whether the change results in a disproportionate burden on low-income populations. If Pierce Transit finds that they are impacted by major service changes, the agency must avoid, minimize, or mitigate those impacts where practicable.

Copies of the agency’s Major Service Change, Disparate Impact, and Disproportionate Burden policies, as well as prior Service Equity Analyses are available online at <https://www.piercetransit.org/documents/>.



# Section 5 – Reporting

## YEARLY PERFORMANCE REPORT

Each year, a Performance Report will be prepared and presented to agency leadership and the Board of Commissioners. The report will also be posted to the agency's website. It will contain the following:

- The route productivity benchmarks set using ridership data from the prior year.
- Each route's productivity metrics.
- A description of any actions taken during service changes to address productivity issues and their results, if available.
- Current data associated with other metrics identified for fixed route service, including costs, on-time performance, customer satisfaction, and bus stop amenity distribution.

## RIDERSHIP UPDATES

Biannual ridership presentations will be provided to agency leadership and the Board of Commissioners. These presentations will encompass ridership trends across all modes of service.

## KEY PERFORMANCE INDICATORS DASHBOARD

A key performance indicators dashboard is available on the Pierce Transit website at <https://piercetransit.org/about-us/>. The dashboard provides ridership, cost, and mileage data across all modes of service. Up to date on-time performance information for fixed route service is also available.

## STRATEGIC PLAN DASHBOARD

To increase transparency regarding progress on the agency's adopted 2024-2029 Strategic Plan, a public dashboard is available at <https://piercetransit.org/strategic-initiatives/>. The dashboard tracks progress on the goals identified in Section 1.

## APPENDIX B

# Outreach and Public Engagement



This appendix outlines the public engagement and outreach events undertaken by Pierce Transit to garner community feedback to Destination 2045 as well as responses received in two phases of surveying. Responses were received from all areas within the PTBA as well as jurisdictions outside.

Engagement events included in person and virtual events with our planning partners at various jurisdictions, city councils and planning commissions, open houses and town halls, community groups, as well as other events of note. The following tables outline the various coordination meetings, formal presentations, and other outreach events conducted in 2024. Further outreach events and presentations have been planned throughout the Long Range Plan drafting process in 2025 and will be added to the final version of this appendix.

## Comprehensive Plan Update Coordination Meetings

Cities/Towns/Others	Day/Date – In Person (IP) or Virtual (V)
Pierce County Planners Collaborative Meeting - Comprehensive Plan Housing Element (focus)	Friday, May 24 (V)
Cities of Lakewood and Steilacoom – Fehr & Peers Tacoma Office	Friday, August 16 (IP)
City of Tacoma – Fehr & Peers Tacoma Office	Wednesday, August 21 (IP)
City of Milton - Teams	Wednesday, August 21 (V)
City of Puyallup – Fehr & Peers Tacoma Office	Thursday, August 22 (IP)
Cities of Fircrest and University Place - Fehr & Peers Tacoma Office	Thursday, August 22 (IP)
Cities of Fife and Edgewood - Fehr & Peers Tacoma Office	Friday, August 23 (IP)
City of Gig Harbor - Teams	Wednesday, August 28 (V)
Pierce County - Teams	Thursday, August 29 (V)
City of Ruston	Thursday, November 14 (V)



## City/Town Councils and Planning Commissions Presentations

City/Town/Other	Day/Date – In Person (IP) or Virtual (V)
Edgewood	Tuesday, September 24 (IP)
Steilacoom	Tuesday, October 1 (IP)
Milton	Monday, October 7 (IP)
Fircrest	Tuesday, October 8 (IP)
Lakewood	Monday, October 14 (IP)
Auburn	Monday, October 14 (IP)
Pierce County	Tuesday, October 15 (IP)
Ruston	Tuesday, October 15 (IP)
Fife	Tuesday, October 22 (IP)
Gig Harbor	Thursday, November 21 (IP)
Puyallup	Tuesday, November 26 (IP)
Tacoma (Study Session)	Tuesday, December 17 (IP)
Tacoma Planning & Transportation Commissions	Wednesday, December 18 (IP)
University Place	Tuesday, January 21, 2025 (IP)

## Open Houses and Virtual Town Hall

Event	Day/Date – In Person (IP) or Virtual (V)
Downtown Tacoma – Campfire Coffee Co. 1554 Market Street #101 (98402) - Open House #1	Saturday, September 14 (IP)
Pierce Transit – 3720 96 <sup>th</sup> Street SW - Building 5 – Rainier Conference Room – Open House #2	Monday, September 16 (IP)
Virtual Town Hall (Online Open House)	Wednesday, September 18 (V)
Puyallup Main (Downtown) Library, 324 S. Meridian (98371) - Open House #3	Saturday, September 21 (IP)

# Community Groups and Events

Event or Group	Day/Date – In Person (IP) or Virtual (V)
South Sound Sustainability Expo – UW-Tacoma Campus	Saturday, April 13 (IP)
Puyallup Avenue Corridor Improvements Open House – Tacoma Dome Meeting Hall	Wednesday, May 29 (IP)
One Tacoma Community Partner Visioning Workshop	Wednesday, June 5 (IP)
Puyallup Farmers' Market	Saturday, July 6 (IP)
West End (Tacoma) Neighborhood Council	Wednesday, July 10 (IP)
Tacoma Pride Festival (Downtown)	Saturday, July 13 (IP)
Cross District Association of Tacoma	Wednesday, July 17 (V)
Community Advisory Group Meeting #4   Puyallup 2044	Thursday, July 18 (IP)
South Tacoma Projects - Internal Coordination Meeting	Wednesday, July 24 (V)
MOSAIC Arts & Culture Festival – Wright Park (Tacoma)	Saturday, July 27 & Sunday, July 28 (IP)
Port of Tacoma - Regional Access Mobility Partnership (RAMP) & MIC Meeting	Wednesday, August 7(IP)
Sixth Avenue Business District – Primo Grill (Tacoma)	Wednesday, August 14 (IP)
Affordable Housing Consortium (AHC)	Thursday, August 22 (V)
“Mojo” Lakewood Chamber of Commerce – Pierce Transit HQ Building 5 – Rainier Conference Room	Wednesday, August 28 (IP)
West Side Wake-up (Tacoma-Pierce County Chamber & University Place Businesses) – Boathouse 19 Bar & Grill (West Tacoma)	Friday, August 30 (IP)
Point Ruston Business District – Central Food Co-op Community Room (N. Pearl Street - Tacoma)	Thursday, September 5 (IP)
Lake City Neighborhood Association (Lakewood)	Thursday, September 12 (IP)
South Tacoma Neighborhood Council – STAR Center (South Tacoma)	Wednesday, September 18 (IP)
Hilltop Business Association – Hilltop a Go-Go (Tacoma)	Wednesday, September 18 (IP)
Gig Harbor Waterfront Alliance – Anthony's at Gig Harbor	Friday, September 19 (IP)
Safe Streets (Tacoma)	Monday, September 23 (IP)
Thriving Communities TOD Study Area/Four Corners Partnership Open House (Tacoma Community College)	Wednesday, September 25 (IP)
APIC Democratic Summit (Asia Pacific Cultural Center)	Friday, September 27 (IP)
Park(ing) Day	Tuesday, October 2 (IP)
Rotary Club of Clover Park (Carr's Restaurant – Lakewood)	Tuesday, October 2 (IP)
Tacoma Black Collective	Saturday, October 5 (IP)
Tacoma Area Commission on Disabilities	Friday, December 13 (IP)

## Other Meetings or Special Presentations of Note

Audience	Day/Date – In Person (IP) or Virtual (V)
Initial Planning Partners & Stakeholders Consultation	Thursday, May 30 (V)
Pierce Transit CTAG #1	Thursday, June 27 (IP)
Pierce Transit CTAG #2	Thursday, August 22 (IP)
Pierce Transit Executive Team	Wednesday, September 11 (IP)
Pierce County Growth Management Coordinating Committee (GMCC)	Wednesday, September 11 (V)
Thurston Regional Planning Council - Transportation Leaders Visioning	Wednesday, October 23 (IP)
Pierce County Transportation Advisory Commission (Special Meeting)	Thursday, October 24 (V)
Pierce Transit CTAG #3	Thursday, November 21 (IP)



# Phase 1 Outreach Survey Results

In July 2024, a survey powered by the Social Pinpoint platform was released to receive initial community feedback on their transit needs and aspirations. This survey involved dropping a pin at a desired location and selecting whether the respondent would like “Expanded” or “New” Service. Additionally, respondents could leave a detailed comment explaining their preference. Engagement was extensive and highly valuable comments were received. A table showing the number of responses for each location is shown below, as well as a list of key themes from written comments.

Location	Count of Responses
Tacoma	165
Puyallup	33
Lakewood	29
South Hill	21
Frederickson	20
Sumner	20
Graham	19
Bonney Lake	14
Tehaleh	13
University Place	13
Summit	10
Clover Creek	9
Parkland	9
Spanaway	8
Alderton	7
DuPont	7
Gig Harbor	7
Maplewood	7
Midland	7
Orting	7
Auburn	6
Fort Lewis	6
Elk Plain	5
Key Center	5
Longbranch	5
Waller	5

The following locations received four comments or less: Artondale, Buckley, Burley, Carbonado, Clear Lake, Des Moines, Edgewood, Enumclaw, Federal Way, Fife, Fife Heights, Fircrest, Fox Island, Home, JBLM, Lacey, Lakeland South, Lake Tapps, McChord AFB, Milton, North Fort Lewis, North Puyallup, Pacific, Prairie Ridge, Prarier Heights, Purdy, Rosedale, Roy, Ruston, South Creek, Stansberry Lake, Steilacoom, Summit View, Wauna, Wollochet, and Yelm.

#### Key Themes:

- Strong interest in more frequent service across multiple routes, especially during peak hours, evenings, and weekends.
- Desire for improved connections to Sounder, future light rail, and regional hubs like Lakewood, Puyallup, Federal Way, and the Tacoma Dome area.
- Requests for new or expanded service outside of the current service area, including Graham, Frederickson, Bonney Lake, Orting, and the Key Peninsula.
- Community interest in converting high-ridership corridors into BRT service.
- Support for local circulators in cities like Gig Harbor and express connections from outlying areas to major destinations.
- Feedback emphasized the need for better timetable coordination and more reliable connections, particularly at transit centers and near major rail stops.
- Suggestions included service to parks and recreational sites.

## Phase 2 Outreach Survey Results

Following the development of the draft growth scenarios, several engagement events were undertaken to solicit community feedback on their preference. An online interactive ArcGIS Story Map detailing the process was also published along with a survey in September 2024. Highlights from the 34 survey responses are detailed below.

If you could pick a growth scenario to implement, which would it be?	
Scenario	Count of Responses
A	3
B	2
C	7
D	20
Blank	2

- Scenario D was most frequently mentioned and favored for its ambition and broad coverage.
- The need for services and amenities in low-income or minority areas at the same level as more affluent neighborhoods was emphasized.
- Respondents supported expanded span of service (especially later hours) and more frequent buses.
- Interest in Bus Rapid Transit (BRT), improved north/south corridors, and Sounder/Light Rail integration was repeated.
- Several respondents asked for connections to specific cities like DuPont, Sumner, Fife, Auburn, and Gig Harbor.
- Numerous comments stressed the need for aggressive transit investment, system-wide connectivity, and long-term vision.



# First Draft Comments

A total of 42 comments were received on the first draft of the Long Range Plan. Some comments addressed multiple topics. The breakdown of comments by topic is summarized below.

Topic	Count of Comments
General Service Expansion (Outside Current Service Area)	9
Service Suggestion (New Route/Stop)	8
General Service Expansion	5
Add Details to the Plan	6
Runner	4
Autonomous Vehicles	2
City Infrastructure	2
Sound Transit Service	2
Other	2
Electric Vehicles	2
Service Suggestion (Frequency/Span)	2
Outreach Suggestion	2
Bus Stop Improvements	1
Fares	1
Technology	1

The most frequent comments focused on expanding service outside the current service area, followed by suggestions for specific new routes or stops, and requests for increased frequency and span. Several comments requested more detailed information in the plan, particularly regarding which routes would receive additional service and how existing routes might be modified or expanded.

In addition to public input, four letters were submitted by local jurisdictions and one by the Puget Sound Regional Council. All feedback was reviewed to identify new themes or concerns not previously captured during earlier outreach.

## APPENDIX C

# Process to Expand PTBA Boundaries



A **Public Transportation Benefit Area (PTBA)** is a special-purpose municipal corporation in Washington State, established to provide public transportation services within a designated region. PTBAs are authorized to plan, construct, and operate various transportation systems, including bus services, railways, and passenger terminals, to meet the mobility needs of their communities.

The legal framework for PTBAs is outlined in **Chapter 36.57A of the Revised Code of Washington (RCW)**. This chapter details the procedures for forming a PTBA, defining its boundaries, establishing its governing body, and enumerating its powers and responsibilities. It also provides guidelines for financing, including the authority to levy taxes subject to voter approval, and outlines processes for annexation of additional areas and potential dissolution.

Pierce Transit operates as a Public Transportation Benefit Area (PTBA) within Pierce County, Washington, serving approximately 292 square miles, including 13 cities and towns, as well as portions of unincorporated areas. This service area encompasses about 70% of the county's population.

### The process for establishing or modifying PTBA boundaries involves several key steps:

- **Initiating a Public Transportation Improvement Conference (PTIC):** The PTIC can be convened by the county council, through a resolution by at least two cities within the county, or via a petition signed by at least 10% of registered voters in the proposed PTBA.
- **Defining Boundaries and Conducting Public Hearings:** The PTIC evaluates the need for a PTBA and proposes boundaries. Public hearings are held to gather input, with notices published in local newspapers for at least four consecutive weeks. Adjustments to boundaries may be made based on feedback, ensuring no "islands" of included or excluded areas are created.
- **Establishing the Governing Board:** After finalizing boundaries, a governing board composed of elected officials from the included cities and counties is formed. Single-county PTBAs may have up to nine board members, while multi-county PTBAs can have up to thirteen.
- **Developing a Comprehensive Transit Plan:** The PTBA is responsible for creating a comprehensive transit plan outlining service level, funding requirements, and potential impacts on adjacent transit systems.

Modifications to PTBA boundaries, such as annexations or contractions, follow a similar process, including public hearings and approvals from relevant governing bodies.

Pierce Transit's 2024-2029 Strategic Plan emphasizes the importance of engaging with the community and assessing the potential for expanding PTBA boundaries. The plan includes strategies to present a business case to the community regarding boundary expansion, ensuring that any changes are informed by thorough analysis and public input. Modifying PTBA boundaries is a complex process that requires careful planning, community engagement, and adherence to legal protocols to ensure that transit services effectively meet the needs of the population.



# Pierce Transit Service Area Realignment of 2012

In November 2011, the Pierce Transit Board of Commissioners passed a resolution authorizing the convening of a Public Transportation Improvement Conference (PTIC) for the purpose of “Evaluating the Need for Desirability of Revision to the Pierce County Public Transportation Benefit Area” (i.e., evaluating whether to revise the boundaries of Pierce Transit’s service area). Conference membership was comprised of one elected official from each governmental jurisdiction within Pierce County, including the Pierce County Council. Each jurisdiction’s representative was given the opportunity to withdraw their community from the PTBA at that time.

On March 8, 2012, the PTIC held a public hearing on the preliminary delineation (see figure 5-1) that was put forward on January 23, 2012. After hearing testimony from more than a dozen citizens, the Conference convened a special meeting to deliberate the map. At the meeting, the Conference unanimously passed a motion to approve the preliminary delineation (map) as put forward at the public hearing. The representatives from five cities – Bonney Lake, Buckley, DuPont, Orting, and Sumner – voted to remove their city from the PTBA. The Pierce County representative also voted to remove a large portion of Unincorporated Pierce County.

The Pierce County Council had 30 days from the passage of the approved delineation to object to the map as it passed the Conference. April 9, 2012, was the County Council’s deadline for objection; the County took no action and thereby the County’s portion of the map was solidified as it passed the Conference.

Each city remaining in the Pierce Transit service area had 60 days from the passage of said map as a final opportunity to withdraw. That deadline was May 7, 2012; none of the 13 remaining jurisdictions took action, and thus all remained in Pierce Transit’s service area. The approved delineation and the new composition of the Board of Commissioners became effective on May 8, 2012.

Taxing authority in the areas that were removed ended in October 2012. The financial impact to Pierce Transit in 2010 dollars was a loss of approximately \$7.5 million annually.

In 2016, Pierce Transit worked closely with state lawmakers on passage of a bill, HB 2427, requiring that any jurisdiction within a PTBA that would like to propose a change in participation (entering or leaving a transit district) advise the citizens of the county or city by means of an ordinance adopted by the legislative body of that city or county. This new process will increase transparency, encourage greater public participation, and diminish the negative impacts of sudden changes to transit service and ridership.

## APPENDIX D

# Pierce County Land Use Growth Targets

**DESTINATION  
2045**

LONG RANGE PLAN



This Appendix shows the Pierce County population, housing unit, and employment targets for cities, towns and unincorporated areas within its boundaries for comprehensive planning purposes for the horizon year 2044 as adopted in Ordinance No.2022-46s. Destination 2045 utilizes these targets to understand where growth will be distributed and occur in the planning horizon year. The three associated population, housing unit, and employment target tables are shown on the following three pages. Further information on the ordinance can be found on the Pierce County website at <https://www.piercecountywa.gov/950/Comprehensive-Plan>.

# Pierce County Population Growth Targets: 2020 - 2044

Jurisdiction	2020 Census Population	2020-2044 Population Growth	2044 Total Population	Percent of Growth
Auburn	10,013	263	10,276	3%
Bonney Lake	22,487	3,591	26,078	16%
Buckley	5,114	3,121	8,235	61%
Carbonado	734	64	798	9%
DuPont	10,151	5,184	15,335	51%
Eatonville	2,845	794	3,639	28%
Edgewood	12,327	5,931	18,258	48%
Fife	10,999	4,402	15,401	40%
Fircrest	7,156	1,910	9,066	27%
Gig Harbor	12,029	2,200	14,229	18%
Lakewood	63,612	23,180	86,792	36%
Milton	7,057	600	7,657	9%
Orting	9,041	549	9,590	6%
Pacific	41	-	41	-
Puyallup	42,973	18,495	61,468	43%
Roy	816	253	1,069	31%
Ruston	1,055	453	1,508	43%
South Prairie	373	39	412	10%
Steilacoom	6,727	464	7,191	7%
Sumner	10,621	4,904	15,525	46%
Tacoma	219,346	105,977	325,323	48%
University Place	34,866	13,892	48,758	40%
Wilkeson	499	187	686	37%
<b>Unincorporated Pierce County</b>				
HCT Communities <sup>1</sup>	157,458	39,205	196,663	25%
Urban Unincorporated Areas <sup>2</sup>	79,517	32,066	111,583	40%
Rural	169,250	7,944	177,194	5%
Military Lands	24,023	-	24,023	-
<b>Total</b>	<b>921,130</b>	<b>275,668</b>	<b>1,196,798</b>	<b>30%</b>

<sup>1</sup> Urban area within the Mid-County, Parkland-Spanaway-Midland, South Hill community plan boundaries.

<sup>2</sup> All urban areas outside the HCT Communities geography.



# Pierce County Employment Growth Targets: 2020 - 2044

Jurisdiction	Estimated 2020 Employment <sup>1</sup>	2020-2044 Employment Growth	2044 Total Employment	Percent of Growth
Auburn	1,247	-	1,247	-
Bonney Lake	6,365	1,717	8,082	27%
Buckley	2,241	1,080	3,321	48%
Carbonado	54	6	60	11%
DuPont	5,309	1,177	6,486	22%
Eatonville	969	152	1,121	16%
Edgewood	2,244	1,962	4,206	87%
Fife	17,587	5,077	22,664	29%
Fircrest	1,568	113	1,681	7%
Gig Harbor	12,855	2,747	15,602	21%
Lakewood	29,872	9,863	39,735	33%
Milton	2,203	441	2,644	20%
Orting	1,473	196	1,669	13%
Pacific	2,005	638	2,643	32%
Puyallup	30,559	14,715	45,274	48%
Roy	188	92	280	49%
Ruston	532	71	603	13%
South Prairie	80	10	90	13%
Steilacoom	840	10	850	1%
Sumner	18,106	5,313	23,419	29%
Tacoma	121,183	70,800	191,983	58%
University Place	7,145	2,943	10,088	41%
Wilkeson	85	11	96	13%
<b>Unincorporated Pierce County</b>				
HCT Communities <sup>1</sup>	31,515	10,445	41,960	33%
Urban Unincorporated Areas <sup>2</sup>	25,877	8,850	34,727	34%
Rural	24,153	2,950	27,103	12%
<b>Total</b>	<b>346,255</b>	<b>141,379</b>	<b>487,634</b>	<b>41%</b>

<sup>1</sup> Urban area within the Mid-County, Parkland-Spanaway-Midland, South Hill community plan boundaries.

<sup>2</sup> All urban areas outside the HCT Communities geography.

# Pierce County Housing Unit Growth Targets: 2023 - 2044

Jurisdiction	2020 Census Housing Unit	2020-2044 Housing Unit Growth	2044 Total Housing Unit	Percent of Growth
Auburn	3,898	96	3,994	2%
Bonney Lake	7,605	2,850	10,455	37%
Buckley	1,956	1,374	3,330	70%
Carbonado	244	17	261	7%
DuPont	3,791	1,960	5,751	52%
Eatonville	1,127	277	1,404	25%
Edgewood	5,125	2,432	7,557	47%
Fife	4,326	1,873	6,199	43%
Fircrest	2,926	788	3,714	27%
Gig Harbor	5,642	1,000	6,642	18%
Lakewood	26,999	9,714	36,713	36%
Milton	2,963	259	3,222	9%
Orting	2,999	168	3,167	6%
Pacific	19	-	19	-
Puyallup	18,106	7,488	25,594	41%
Roy	315	95	410	30%
Ruston	517	169	686	33%
South Prairie	149	13	162	9%
Steilacoom	2,919	176	3,095	6%
Sumner	4,492	2,035	6,527	45%
Tacoma	92,309	42,390	134,699	46%
University Place	14,427	5,723	20,150	40%
Wilkeson	182	69	251	38%
<b>Unincorporated Pierce County</b>				
HCT Communities <sup>1</sup>	56,309	13,380	69,689	24%
Urban	27,891	10,870	38,761	39%
Rural	66,884	2,605	69,489	4%
Military Lands	5,369	-	5,369	-
<b>Total</b>	<b>359,489</b>	<b>107,821</b>	<b>467,310</b>	<b>30%</b>

<sup>1</sup> Urban area within the Mid-County, Parkland-Spanaway-Midland, South Hill community plan boundaries.

<sup>2</sup> All urban areas outside the HCT Communities geography.

## APPENDIX E

# Planning for Climate Change and Resiliency



# Planning for Climate Change and Resiliency

Pierce County has unique challenges and inherent vulnerabilities with a land area of more than 1,974 square miles, extending from sea level to 14,411 feet at the summit of Mount Rainier (a volcano) at the state's highest point. In fact, no other county in the United States stretches from sea level to more than 2.5 miles in elevation. There are 118 square miles of water in the County, excluding Puget Sound. In addition, several islands in the southern Sound are incorporated in the County. With a population of over 880,000 residents, Pierce County is the second most populous county in Washington State. Natural forests, 225 miles of saltwater shoreline, and the abundance of lakes and other recreational opportunities contribute to an excellent quality of life in Pierce County.

This Long Range Plan recognizes the need to continuously plan for potential climate change impacts to Pierce Transit services and its entire capital facilities portfolio, valued at \$217 million, per a comprehensive property appraisal conducted in May 2024.

The first of these three processes are reacting to short-term impacts through a comprehensive approach to reducing the effects of natural disasters, based on the Region 5 All Hazard Mitigation Plan: 2020-2025 Edition<sup>1</sup>, as prepared for the Pierce County Department of Emergency Management. Conducting Risk Assessments (in Section 4) include the following requirements:

- Identifying hazards, including a description of the type of hazard.
- Profiling hazards by identifying the location and extent of all natural hazards. The plan includes information on previous occurrences of hazard events and on the probability of future hazard events.
- Assessing vulnerability, including a description of the jurisdiction's vulnerability to certain hazards, as well as their potential impacts on the community.
- Assessing vulnerability by addressing repetitive loss properties. This risk assessment must address the National Flood Insurance program (NFIP) insured structures that have been repeatedly damaged by floods.
- Assessing vulnerability by identifying structures in terms of the types and numbers of existing and future buildings, structures, and critical facilities in the identified hazard areas.
- Assessing vulnerability by estimating potential losses in the dollar value, as well as the methodology used to prepare this cost estimate.
- Assessing vulnerability through an analysis of development trends. Specifically, describing vulnerability in terms of providing a general description of land uses and development trends within the community so that mitigation options can be considered in future land use decisions.

The document also includes a detailed Risk Assessment which portrays the threats of natural hazards, related vulnerabilities, and the consequences of each hazard. Those are identified as avalanche, earthquake, landslide, tsunami, volcanic, drought flood, severe weather, and wildland/urban interface fire.

Under the Vulnerability and Hazard Impact Analysis, Pierce Transit identified four geological, four meteorological, and seven technological hazards that could affect its day-to-day operations, as well as capital facilities. The hazards listed on the following page were chosen based on multiple criteria, including high frequency and potential impact.

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<sup>1</sup> Source: <https://www.piercecountywa.gov/5864/About-Washington-State-Homeland-Security> Pierce County is Region 5 for Homeland Security in Washington State.



## Geological:

- Earthquake
- Deep and shallow landslide
- Volcanic eruption/lahar
- Tsunami

## Meteorological (including Climate Change-related impacts):

- Flood
- Severe windstorm or winter storm
- Drought
- Wildland-Urban Interface (WUI) Wildfire

## Technological or Human-caused:

- Civil disturbance and disobedience (e.g., strike/work stoppage)
- Cybersecurity threat and attack
- Energy emergencies (e.g., prolonged power failures, water supply interruptions)
- Epidemic/pandemic
- Hazardous materials
- Terrorism/active threats/attack tactics
- Transportation accidents (i.e., aviation, surface, marine)

From 2015 through 2019, Pierce Transit increased its focus on Safety and Emergency Management. This commitment included the completion and approval of eight new or revised emergency plans, including Executive Team concurrence. Since that time, all plans have been reviewed and updated annually, where merited. The eight plans in this portfolio include:

- Continuity of Operations Plan (COOP)
- Emergency Operations Center Overview (including a plan to update all files on a quarterly basis)
- Emergency Communication Plan
- Emergency Evacuation Plan
- Inclement Weather Response Plan
- Private Medication Center (established for onsite staff members in conjunction with the Tacoma-Pierce County Health Department)
- Pandemic Response Plan (incorporating lessons learned from the worldwide COVID-19 pandemic)
- Emergency Compressed Natural Gas (CNG) Refueling Plan

The Region 5 Hazard Mitigation Plan includes hazard maps and an overview of data source descriptions for the area immediately surrounding Pierce Transit's Lakewood, Washington, headquarters, depicting the flood hazard area, the liquefaction susceptibility hazard area, the shallow landslide hazard area, the hazardous material hazard area, and the transportation emergency hazard area.

Ongoing hazard mitigation coordination with Pierce County is done through the Pierce County Hazard Mitigation Forum, which meets every October. Specifically, it serves to coordinate mitigation planning efforts among all jurisdictions in Pierce County that have completed a mitigation plan. This ensures efficient use of resources and a more cooperative approach to making a disaster resistant country. Its goals include:

- Protect Life and Property
- Promoting a Sustainable Economy
- Ensure Continuity of Operations
- Increase Public Preparedness for Disasters
- Preserve or Restore Natural Resources
- Establish and Strengthen Partnerships for Implementation

As part of the first three goals listed above, Pierce Transit performs regular annual testing by a certified vendor (i.e., an outside third party) of all systems and in-house testing during the year, as well as drills, to ensure that all systems are performing as required. These include fire alarms, methane detection devices, and emergency warning systems. The agency also builds and maintains emergency rations and tools to continue critical business operations in emergencies and to provide information on tools, partnership opportunities, and funding resources to assist in implementing mitigation activities.

Another low cost but highly effective hazard mitigation strategy is the installation of GPS guidance systems installed in all Pierce Transit Service <sup>2</sup>and Support vehicles. This allows agency personnel to choose alternate courses rapidly and accurately to emergency locations by using satellite assistance. It also helps reduce response times to all collisions and service disruptions, plus re-establishing service delivery in mitigating time loss. It also redirects resources for continuing service, as well as routing around potentially long-term interruptions to normal routing.

The program includes hazmat training for supervisors and mechanics, which strives to advance the agency's adopted green strategies, establish, and follow spill prevention procedures, develop education opportunities to increase awareness of the risks associated with all hazards<sup>3</sup>, and provide information on tools, partnership opportunities, and funding resources to assist in implementing mitigation activities.

Pierce Transit provides an integrated mobile communications center that allows continuous radio operation with field personnel during emergencies, or when the primary communication is inoperable. The agency also provides South Sound 911 and 9-1-1 certification training for fixed route interoperable communication with public safety entities throughout Pierce County, along with regional entities.

To withstand seismic activity and related impacts, Pierce Transit developed a program to assess and structurally retrofit any buildings or infrastructure that were not built to the current code. However, all new construction that commenced in 2020 and beyond were or will be built to code. More information is provided in the Infrastructure Section below.

Finally, but no less important, is the identification and removal of workplace hazards on all Pierce Transit properties. Routine inspections result in the reporting of potential safety issues, such as non-compliant space heaters and small kitchen appliances being utilized in offices and cubicles.

## Continuity of Operations Plan (COOP) – Updated May 2022

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<sup>2</sup> Verify this as page 87 only lists Support vehicles.

<sup>3</sup> Specifically, seismic hazards, pandemic response, fire, hazardous material incidents, and other events listed in the agency's emergency response plans.

Pierce Transit has grown increasingly aware of how all types of events can disrupt operations and jeopardize the safety of agency personnel and partners. Emergency planning, including COOP planning, has become a necessary and required process for the agency.

The all-hazards approach to COOP planning ensures that regardless of the event, essential functions and services will continue to operate and be provided in some capacity. This approach includes preparing for natural, man-made, or technological emergencies.

Pierce Transit is committed to the safety and protection of its customers, personnel, contractors, and visitors.

The purpose of the COOP is to provide the framework for Pierce Transit to restore essential functions in the event of an emergency that affects operations. This document establishes procedures for addressing three types of extended disruptions:

- Loss of access to a facility (as in fire);
- Loss of services due to a reduced workforce (as in pandemic); and
- Loss of services due to equipment or systems failure (as in Information Technology systems failure).

The plan details procedures for implementing actions to continue essential functions within the Recovery Time Objectives (RTOs) to maintain these essential functions for up to 30 days. However, the COOP does not apply to temporary disruptions of service, including minor IT systems, power outages, and any other scenarios where essential functions can be readily restored in the primary facility. The COOP outlines the actions that will be taken to activate a viable COOP capability within 12 hours of an emergency event and to sustain that capability for up to 30 days. The COOP can be activated during duty and non-duty hours, both with and without warning. The COOP covers facilities, systems, vehicles, and buildings operated or maintained by Pierce Transit. The COOP supports the performance of essential functions from alternate locations (due to the primary facility becoming unusable for a period that exceeds established RTOs) and provides continuity of management and decision-making at the agency if senior leadership or technical personnel are unavailable.

**The following situations impact Pierce Transit's COOP:**

- Pierce Transit's primary facility is in Lakewood, Washington, providing 292 square miles of service within Pierce County. There are approximately 950 total personnel, ten contractors, and twenty-five daily visitors.
- Pierce Transit operates contracted express bus services for Sound Transit. These services travel within and between Pierce and King County, which accounts for approximately 42% of our work.
- The agency's primary facility is located near Joint Base Lewis-McChord, an airfield, railroad tracks, a lahar hazard area, Clover Creek Flood plain, and highways that carry hazardous materials.

**The following assumptions are taken into consideration:**

- A disaster can occur with little or no warning, causing significant loss of life, injuries, and environmental and economic damage. In an emergency, it will be necessary to continue our essential functions to respond to day-to-day needs of our customers. However, continuity of operations may be challenging because of absenteeism within the response agencies and civil unrest due to community mitigation measures.
- Employees who have been assigned specific responsibilities within the COOP are willing and able to carry out these responsibilities.
- Staff will be provided adequate training on this COOP such that they will be able to perform their duties during a COOP event.
- As part of their commitment to this plan, Pierce Transit will annually review, update, and train on the procedures and resources as outlined in this plan.

A COOP must be maintained at a high level of preparedness and be ready to be implemented without warning. As such, Pierce Transit has developed a concept of operations, which describes the approach to implementing the COOP.

The plan can be fully implemented within 12 hours of activation and be capable of sustaining operations for up to 30 days. The broad objective of the COOP is to provide for the safety and well-being of Pierce Transit personnel, customers, contractors, and visitors, while enabling the agency's continued operations during any crisis or event. Specific COOP objectives include the following:

- Enable staff to perform essential functions.
- Identify essential personnel, back-up staff, and support staff for relocation or for performing essential functions.
- Ensure the alternate facility location can support essential functions.
- Protect and maintain vital records, systems, and equipment.



**The document includes details on the following three scenarios and procedures when the COOP would be implemented:**

1. Loss of access to an operating facility (with or without advance notice).
2. Loss of services due to a reduction in workforce (caused by an unexpected event, such as a pandemic, earthquake, civil unrest, or terrorist act).
3. Loss of services due to system or equipment failure (with or without advance notice)



## House Bill 1181 – Updating the State’s Planning Framework Relative to Climate Change and Resiliency (2023)

According to the Washington State Department of Commerce’s website, “Legislation signed into law in 2023 (HB1181) added a climate goal to the Growth Management Act (GMA) and requires local comprehensive plans to have a climate element. Climate elements must maximize economic, environmental, and social co-benefits and prioritize environmental justice in order to avoid worsening environmental health disparities. A climate element can take the form of a single comprehensive plan chapter or be integrated into several chapters/elements such as housing, transportation, and land use.”<sup>4</sup>

While transit agency plans are exempt from this guidance, “jurisdictions planning under the Growth Management Act must add a climate element to their comprehensive plans in a timeframe based on the periodic update schedule. A resilience sub-element is mandatory for all fully planning counties and cities under the GMA and is encouraged for all other counties and cities. A greenhouse gas emissions reduction sub-element is mandatory only for 11 counties, including Pierce County (and their cities with a population greater than 6,000 as of April 1, 2021).”

One area where Pierce Transit worked towards meeting the transportation goal within the GMA as this Destination 2045 Long Range Plan was being developed through direct coordination as the local level. Pierce Transit’s service area includes 14 cities or towns, plus a large section of unincorporated Pierce County. Pierce Transit’s Planning staff members therefore conducted one-on-one workshops with each of its jurisdictional planning partners to assure that the four proposed fixed route expansion scenarios closely align with the same areas targeted for growth in population, housing, and employment by 2044 within their individual Comprehensive Plan Updates.

### HB 1181 makes the following change to other GMA goals and comprehensive plan elements:

- Amends the transportation goal to state: Encourage efficient multimodal transportation systems that “will reduce greenhouse gas emissions and per capita VMT, and” are based on regional priorities and coordinated with county or city comprehensive plans [Sec. 1(3)].<sup>5</sup>
- Amends the transportation element to require the following: estimated “multimodal level of service” impacts on state-owned transportation facilities; an inventory of “active transportation facilities”; “multimodal level” of service standards for all locally owned arterials, “locally and regionally operated transit routes that serve urban growth areas, state-owned or operated transit routes that serve urban areas if the department of transportation has prepared such standards, and active transportation facilities” to serve as a gauge to judge performance of the system “and success in helping to achieve the goals of this chapter consistent with environmental justice”; forecasts of “multimodal transportation demand and needs within cities and urban growth areas, and forecasts of multimodal transportation demand and needs outside of cities and urban growth areas”; identification of state and local system needs to “equitably” meet current and future demands; and, other miscellaneous changes [3(6)].<sup>6</sup>

The Department of Commerce’s *Climate Element Planning Guidance*<sup>7</sup> includes a section with recommended actions for climate justice under 11 disparate categories. As cited in the Transportation section on page 85, “There should be reliable, accessible, and frequent public transportation that contemplates local use as well as cross- city and county use. Sidewalks, crosswalks, and bike paths should be commonplace and have a set quality standard that anyone can use without fear of injury or immobility.

Consider both cultural and practical implications of transportation projects. For example, electric vehicle (EV) chargers may signify displacement and harm to some communities or lack of chargers can mean exclusion for others — particularly in multifamily buildings. Measures that create limits or disincentives to driving or driving alone should require a diagnosis of who may be unfairly impacted by such plans. Telework may not be applicable or equitable based on other factors such as living space or internet access. Further, public transportation is not ideal for workers with night shifts or with families. These populations may be negatively impacted by plans and policies that over prioritize carbon minimal options such as telework.

<sup>4</sup> Source: <https://www.commerce.wa.gov/growth-management/climate-planning/>.

<sup>5</sup> Planning goals under RCW.36.70A.020(3).

<sup>6</sup> Comprehensive Plans – Mandatory elements under RCW 36.70A.070.

<sup>7</sup> Intermediate Version published December 2023.

Likewise, improving public transit service so that there is accessible transportation at all times of day would support non-drivers.”

More information on the *Climate Element Planning Guidance* is provided in the following two- page handout, courtesy of the Washington State Department of Commerce.

## APPENDIX F

# Understanding Title VI & Transit Propensity





Transit systems provide vital connections and critical access to many within a community, but the need for the service may particularly impact those without other means of transportation. Lack of transportation options can impact individuals by limiting their ability to reach jobs, services, and other opportunities. Therefore, Pierce Transit recognizes the important role that transportation access plays and is committed to ensuring that it aligns with the principles of transportation equity. To make mobility and accessibility fair to all community members, Pierce Transit supplements any fare change or any major service change at the planning and programming stages to determine whether there is a discriminatory impact. If Pierce Transit finds that protected populations are impacted by major service changes, the agency must avoid, minimize, or mitigate those impacts where practicable. This is pursuant to the Federal Transit Administration's (FTA) Circular 4702.1B which requires such an action for any FTA recipient serving a population of 200,000 or greater. This is based on 'Title VI' which states that – "No person 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. Disproportionate Burden, Disparate Impact and Major Service Change Policies are enacted by Pierce Transit to meet Title VI needs. For a detailed look at Pierce Transit's equity practice and prior work, please visit the Title VI section of the public documents' repository at <https://piercetransit.org/public-documents/>.

# Transit Propensity Index

The Transit Propensity Index (TPI) is utilized to identify higher concentrations of people who rely on transit services. As opposed to a transit demand index which looks at population and employment growth, the TPI addresses the characteristics of the population to assess the likelihood of the demand based on the role that transit plays in connecting key populations to opportunities. This metric was used in the Bus System Recovery Plan finalized in December 2023. To align the analysis and data sources, the metric was used in Destination 2045 as well. Any future service change resulting as an outcome of the plan will need to be studied at the time of implementation.

Propensity to take transit is based on the density of three combined indicators:

- People with disabilities,
- People with low income (less than 200% of the federal poverty level), and
- Zero-vehicle households.

The TPI is developed by taking the relative densities for each of these three indicators and assigning each block group a score. The data are sourced from the 5-year American Community Survey, 2021. These scores then yield a single index that weighs each of these four indicators evenly. Pierce Transit's Title VI policy refers to low-income populations as under 100% of the federal poverty level – this definition is therefore more inclusive than the standard definition. The complete map of TPI scores for census block groups can be found on page 28 of the Destination 2045 draft.

The TPI is applied against tabulated population and employment growth associated with the census block group. A block group of high growth associated with a high current TPI value is identified as an area of high future need. The main constraint with utilizing the TPI for Destination 2045 is the basis on current conditions. It does not capture the future needs adequately as characteristics of a census block group may change in the next 20 years. For example, an area of current low need may have a high in the future due to changing demographic characteristics. While this limitation will continue to persist, near-term service changes deployed by Pierce Transit in support of Destination 2045 implementation will review the most-current demographic data to ensure service is provided to address community needs.

## APPENDIX G

# Future Fixed Route Service Scenarios Methodology



A key component of Destination 2045 is the development and analysis of two hypothetical fixed route transit service scenarios based on growth in service and increased funding availability. These scenarios are designed to showcase potential outcomes with different levels of transit growth and to set a conceptual framework for achieving targets. The actual implementation of any one of the growth scenarios would go through the standard service planning process currently used by Pierce Transit as part of its regular service change process.

**The scenarios assumed the following annual Service Hour targets:**

	Service Hour Target
Scenario A	600,000 Annual Service Hours
Scenario B	750,000 Annual Service Hours

The following sections discuss the service network development process and the modeling conducted to measure outcomes of the growth scenarios.

## Factors in Developing Route Alignments

Pierce Transit service planning guidelines and national best practices in transit planning guided the development of future route alignments in the growth scenarios. The following factors were considered:

- Operate on the main arterial or collector streets. Transit routes on primary streets can support higher ridership and improve service reliability.
- Space routes half a mile or more in urban cores and every mile wherever possible for less dense areas. This ensures that services are within a reasonable walking distance for most residents while avoiding route redundancy.
- Make routes as direct as possible; travel distance should be no more than 20% longer when compared to car trips wherever possible. Direct routes reduce travel time, making transit more competitive with personal vehicles and thereby more attractive to potential riders.
- Operate no more than one route per arterial in the same direction for a significant portion of the road. This rule may differ especially if one route serves additional areas or operates at a higher frequency. This approach prevents service duplication, optimizes resource allocation, and ensures broader area coverage.
- One-way loops should not be used except for turning around buses. Avoiding one-way loops enhances route clarity and reduces travel time for passengers, improving overall service quality.
- Service hours should match demand. Aligning Service Hours with rider demand ensures that resources are utilized effectively, providing service when and where it is needed most.
- Based on geographies, ensure an increase in route cardinality. This means that a route serving an east-west connection will be prioritized if a north-south route already exists, and demand is present. Diversifying route directions improves network connectivity, allowing for more efficient and comprehensive coverage of the service area.



# Factors in Developing and Analyzing the Growth Scenario Networks

Each of the growth scenarios underwent several drafts before arriving at the final version included in Destination 2045. Several metrics were considered for analyzing the value of a future new route or service improvement, such as more frequency or later service. These metrics are listed below and comprise of both qualitative and quantitative metrics. This allows for a more holistic evaluation and inclusion of subjective views on needs from stakeholders leading to balanced decision-making on new routes, route expansions and improvements. The following are the main subjects considered for evaluation:

## HOW HAVE ROUTES BEEN PERFORMING HISTORICALLY?

Historical route performance is an important metric when considering span or frequency improvements. Higher performing routes are more likely to increase ridership with service improvements as they are serving areas with greater rider demand. Routes were analyzed based on several metrics which include:

- Ridership Ranking and Total Annual Boardings (2019 – 2023)
- Boardings per Service Hour
- Passengers per Revenue Mile
- On-Time Performance (%)

### **Is there projected growth in population, housing and employment as per PSRC Vision 2050 Estimates?**

PSRC Vision 2050 shows estimated growth for the three pillars of housing, population, and employment for TAZs. Areas with higher density in population, housing, and employment, such as downtown Lakewood, are good candidates for High Capacity Transit (HCT) and more frequent service. VISION 2050 emphasizes concentrating development in Regional Growth Centers and areas served by High Capacity Transit. Gaps in service where future growth is projected were identified to allocate potential new service connections in the growth scenarios.

### **Does the route serve underserved communities? Do they serve critical connections?**

The Transit Propensity Index (TPI) was utilized to understand areas of priority populations. More information on the same is provided in Appendix F – Understanding Title VI and Transit Propensity. For each route segment, an average TPI value is associated with the adjoining TAZs within a quarter mile. For the entire route, an average of the TPI's is considered. A route with a higher average is considered a high need route. Additionally, If the route connects locations with high TPI's, then it can also be considered a critical connection.

### **Does the community identify necessary improvements to the route?**

Community input is integral to understanding where route improvements can occur based on feedback from customers. Survey responses from July 2024 were mapped to understand where users have identified the need for service improvements or new routes. Individual needs can vary based on characteristics. Therefore, Destination 2045 aims to identify individual needs concentrated around use of a specific route or at a location. These responses are captured in Appendix B – Outreach and Public Engagement. This provides valuable feedback for direction on analysis. Comments were considered and analyzed against growth targets and performance and equity needs, and a decision was arrived at. Additionally, Phase 2 of the surveys presented the public with the draft network for each scenario. Responses received were considered for revisions.

A GIS-based network analysis was undertaken for each of the growth scenario buildouts by associating the metrics discussed above with the route network. Each route was divided into the lengths corresponding to their intersection with Traffic Analysis Zone (TAZ) boundaries and the metrics were appended to these segments. This allows for a more granular analysis in denser areas like downtown Tacoma where TAZs correspond to lengths smaller than a quarter mile. Additionally, a route may serve areas of need or higher density of population / employment at critical points but remain low or constant across the rest of the route. This variable segment-based analysis will allow for the consideration of the route

connecting important nodes with as much value as one which is more uniformly distributed.

All the above subjects are discussed holistically to understand intersections and make decisions. For instance, routes may have high projected population and employment densities signaling the need for service improvements in the future. A route may have a lower average but may connect smaller areas of high projected employment and one or several priority areas. This route would serve as an essential employment-oriented connection. A route may also serve as a necessary crucial connection to integrate newer areas for more frequent service. Areas with high projected need or stakeholder comments that are not currently served may need to be considered for future inclusion. By considering such different statements, network drafts and revisions for each growth scenario were produced until the final iteration.

## Scenario Outcomes Modeling

Destination 2045 focused on analyzing key outcomes for the growth scenarios. Community outreach and Pierce Transit's Mission and Vision statements provided three key priorities for consideration:

- Providing essential connections for those who rely on transit services the most
- Increasing ridership across the system
- Reducing traffic congestion and greenhouse gas emissions in the transportation network

Five factors used to measure the outcomes of each growth scenario were:

- **Priority Populations with access to 20-minute or better service:** High-frequency transit service is crucial for these populations as it enhances mobility, reduces waiting times, and improves access to essential services and employment opportunities.
- **Percentage increase in jobs accessible for high transit propensity areas:** This metric indicates a percentage growth in the number of jobs that residents in designated high transit propensity areas can reach within a reasonable transit travel time.
- **Percentage increase in annual riders by 2045:** This metric projects the expected percentage growth in the total number of transit riders annually by the year 2045.
- **Cost to Pierce Transit per rider served:** Understanding this cost helps in evaluating the financial efficiency of transit operations and in making informed decisions about resource allocation and fare structures.
- **Percentage reductions in vehicle-miles travelled (VMT) and greenhouse gas emissions (GHG):** Reducing VMT and GHG emissions is essential for environmental sustainability, as it indicates a shift from private vehicle usage to public transit, leading to improved air quality and contributing to climate change mitigation efforts throughout the region.

Analysis of frequent service access for priority populations and jobs access for high transit propensity areas used Remix<sup>1</sup> transit planning software. Ridership forecasts and VMT/GHG reductions were based on outputs from the Sound Transit Ridership Model. The ridership model utilizes the Puget Sound Regional Council land use forecasts and future transit service networks to estimate future ridership. The table below shows the scenarios compared across all the impact factors. We find that each growth scenario shows greater relative benefit.

	Priority Populations with access to 20- minute or better service	Percentage increase in jobs accessible for high transit propensity areas	Percentage increase in Annual Riders by 2045	Cost to Pierce Transit per Rider served	Percentage reductions in Vehicle-Miles Travelled and Greenhouse Gas Emissions
Scenario A	30%	40%	40%	\$13-14	-25%
Scenario B	35%	50%	60%	\$13-14	-35%

As the growth scenarios progress, there are consistent improvements in service accessibility for priority populations, job accessibility in high transit propensity areas, projected ridership increases, and environmental benefits.

<sup>1</sup> <https://ridewithvia.com/solutions/remix>

## APPENDIX H

# Frequency and Span of Service Tables for Each Growth Scenario





In addition to new routes, each of the growth scenarios assume improvements to frequencies and service spans for specific routes. Details of the changes for each scenario by route are shown in the following tables. A distinction is made between Weekday, Saturday, and Sunday service. Baseline span end times reflect current service and are extended in the growth scenarios. Feedback requesting increased operating hours focused primarily on evening service; as a result, no changes were made to start times. For that reason, start times are not included in the following tables.

## BASELINE SCENARIO

Route	Frequency Weekday	Frequency Saturday	Frequency Sunday	Weekday Span End	Sat Span End	Sun Span End	Weekday Frequency Service Additions	Weekend Frequency Service Additions	Weekday Span Service Additions	Weekend Span Service Additions	Based On
1	15	30	30	11:50:00 PM	1:30:00 AM	9:40:00 PM	X				System Recovery Plan
2	30	30	30	12:02:00 AM	11:20:00 PM	9:20:00 PM					
3	15	30	60	10:30:00 PM	10:50:00 PM	10:56:00 PM	X				System Recovery Plan
4	30	30	60	8:40:00 PM	11:00:00 PM	7:47:00 PM					
10	30	60	60	10:00:00 PM	7:45:00 PM	6:30:00 PM					
11	60	60	60	8:13:00 PM	7:00:00 PM	6:24:00 PM					
16	60	45	60	8:45:00 PM	7:30:00 PM	7:10:00 PM					
28	30	60	60	10:00:00 PM	8:30:00 PM	6:00:00 PM					
41	30	60	60	9:50:00 PM	9:00:00 PM	7:50:00 PM					
42	30	60	60	10:00:00 PM	6:40:00 PM	6:40:00 PM					
45	30	60	60	10:00:00 PM	6:10:00 PM	6:10:00 PM					
48	30	60	60	9:40:00 PM	8:45:00 PM	7:52:00 PM					
52	30	30	60	10:00:00 PM	8:20:00 PM	7:30:00 PM					
53	30	60	60	10:30:00 PM	6:30:00 PM	7:00:00 PM					
54	30	60	60	11:00:00 PM	8:40:00 PM	8:15:00 PM					
55	30	30	60	10:12:00 PM	8:50:00 PM	8:20:00 PM					
57	30	60	60	10:18:00 PM	7:45:00 PM	7:00:00 PM					
100	60	60	60	9:00:00 PM	6:30:00 PM	7:32:00 PM					
202	30	30	30	10:00:00 PM	9:30:00 PM	9:25:00 PM					

Route	Frequency Weekday	Frequency Saturday	Frequency Sunday	Weekday Span End	Sat Span End	Sun Span End	Weekday Frequency Service Additions	Weekend Frequency Service Additions	Weekday Span Service Additions	Weekend Span Service Additions	Based On
206	30	30	30	10:15:00 PM	9:00:00 PM	7:00:00 PM					
212	30	30	60	10:00:00 PM	9:30:00 PM	7:00:00 PM					
214	30	60	60	10:47:00 PM	8:30:00 PM	6:30:00 PM					
400	30	N/A	N/A	9:00:00 PM	N/A	N/A					
402	60	60	60	9:15:00 PM	8:20:00 PM	7:20:00 PM					
409	60	60	60	8:00:00 PM	6:30:00 PM	7:00:00 PM					
497	Dependent on Sounder	N/A	N/A	7:15:00 PM	N/A	N/A					
500	60	30	60	11:30:00 PM	10:30:00 PM	10:30:00 PM					
501	60	60	60	10:20:00 PM	8:00:00 PM	7:00:00 PM					
Stream Community Line	20	N/A	N/A	8:00:00 PM	N/A	N/A					

## SCENARIO A

Route	Frequency Weekday	Frequency Saturday	Frequency Sunday	Weekday Span End	Sat Span End	Sun Span End	Weekday Frequency Service Additions	Weekend Frequency Service Additions	Weekday Span Service Additions	Weekend Span Service Additions	Based On
Stream Community Line (Replaces Segment of Route 1)	15	30	30	12:00:00 AM	1:30:00 AM	9:40:00 PM			X		System Recovery Plan; Transit Propensity; Outreach; Growth; Performance
2	15	30	30	12:02:00 AM	11:20:00 PM	9:20:00 PM	X				System Recovery Plan; Transit Propensity; Outreach; Growth; Performance

Route	Frequency Weekday	Frequency Saturday	Frequency Sunday	Weekday Span End	Sat Span End	Sun Span End	Weekday Frequency Service Additions	Weekend Frequency Service Additions	Weekday Span Service Additions	Weekend Span Service Additions	Based On
3	15	30	60	12:00:00 AM	12:00:00 AM	10:00:00 PM			X	X	System Recovery Plan; Transit Propensity; Growth; Performance
4	30*	30*	30	12:00:00 AM	12:00:00 AM	10:00:00 PM	X	X	X	X	System Recovery Plan; Transit Propensity; Outreach; Growth; Performance
5 (Replaces Routes 52 and 55)	30	30	30	10:00:00 PM	10:00:00 PM	8:00:00 PM		X	X	X	System Recovery Plan; Routing Efficiency
10	30	60	60	10:00:00 PM	7:45:00 PM	6:30:00 PM					
11	60	60	60	10:00:00 PM	8:00:00 PM	6:24:00 PM			X	X	Growth; Outreach
16	30	45	60	8:45:00 PM	7:30:00 PM	7:10:00 PM	X				Performance; Growth
25 (Replaces Segment of Route 1)	15	30	30	12:00:00 AM	1:30:00 AM	9:40:00 PM			X		
28	30	60	60	10:00:00 PM	8:30:00 PM	6:00:00 PM					
41	30*	30	60	10:00:00 PM	10:00:00 PM	8:00:00 PM	X	X	X	X	System Recovery Plan; Transit Propensity; Performance; Outreach
42	30	60	60	10:00:00 PM	9:00:00 PM	6:40:00 PM				X	Transit Propensity; Growth; Outreach
45	30	60	60	10:00:00 PM	8:30:00 PM	6:10:00 PM				X	Growth

Route	Frequency Weekday	Frequency Saturday	Frequency Sunday	Weekday Span End	Sat Span End	Sun Span End	Weekday Frequency Service Additions	Weekend Frequency Service Additions	Weekday Span Service Additions	Weekend Span Service Additions	Based On
48	30	30	60	10:00:00 PM	10:00:00 PM	8:00:00 PM		X	X	X	System Recovery Plan; Transit Propensity; Performance
53	30	60	60	10:30:00 PM	6:30:00 PM	7:00:00 PM					
54	30*	30	60	11:00:00 PM	10:00:00 PM	8:15:00 PM	X	X		X	System Recovery Plan; Transit Propensity; Performance; Growth
57	30*	30	60	10:18:00 PM	10:00:00 PM	8:00:00 PM	X	X		X	System Recovery Plan; Transit Propensity; Performance; Growth
100	30	60	60	9:00:00 PM	9:00:00 PM	7:32:00 PM	X			X	Outreach
202	30*	30*	30	10:00:00 PM	10:00:00 PM	9:25:00 PM	X	X		X	System Recovery Plan; Transit Propensity; Performance
206	30*	30*	30	10:15:00 PM	10:00:00 PM	8:00:00 PM	X	X		X	System Recovery Plan
212	30	30	60	10:00:00 PM	9:30:00 PM	7:00:00 PM					
214	30	60	60	10:47:00 PM	8:30:00 PM	6:30:00 PM					
400	30	60	60	10:00:00 PM	8:00:00 PM	6:00:00 PM		X	X	X	Growth
402	30	30	60	10:00:00 PM	10:00:00 PM	8:00:00 PM	X	X	X	X	System Recovery Plan; Transit Propensity; Growth; Outreach; Performance
409	60	60	60	8:00:00 PM	6:30:00 PM	7:00:00 PM					



Route	Frequency Weekday	Frequency Saturday	Frequency Sunday	Weekday Span End	Sat Span End	Sun Span End	Weekday Frequency Service Additions	Weekend Frequency Service Additions	Weekday Span Service Additions	Weekend Span Service Additions	Based On
497	Dependent on Sounder	N/A	N/A	7:15:00 PM	N/A	N/A					
500	30	30*	60	11:30:00 PM	10:30:00 PM	10:30:00 PM	X	X			System Recovery Plan
501	30	30	60	10:20:00 PM	8:00:00 PM	7:00:00 PM	X	X			Performance; Growth; Outreach

Listed frequencies reflect peak periods and may be reduced at other times.

\*Route received additional trips to increase 30-minute frequency coverage.

## SCENARIO B

Route	Frequency Weekday	Frequency Saturday	Frequency Sunday	Weekday Span End	Sat Span End	Sun Span End	Weekday Frequency Service Additions	Weekend Frequency Service Additions	Weekday Span Service Additions	Weekend Span Service Additions	Based On
Stream Community Line	15	20	20	12:00:00 AM	1:30:00 AM	10:00:00 PM		X		X	Transit Propensity; Outreach; Growth; Performance
2 (Stream Route)	15	20	20	12:02:00 AM	12:00:00 AM	10:00:00 PM		X		X	Transit Propensity; Outreach; Growth; Performance
3 (Stream Route)	15	20	20	12:00:00 AM	12:00:00 AM	10:00:00 PM		X			Transit Propensity; Growth; Performance
4	20	30	30	12:00:00 AM	12:00:00 AM	10:00:00 PM	X				Transit Propensity; Outreach; Growth; Performance

Route	Frequency Weekday	Frequency Saturday	Frequency Sunday	Weekday Span End	Sat Span End	Sun Span End	Weekday Frequency Service Additions	Weekend Frequency Service Additions	Weekday Span Service Additions	Weekend Span Service Additions	Based On
5	30	30	30	10:00:00 PM	10:00:00 PM	8:00:00 PM					
10	30	30	30	10:00:00 PM	10:00:00 PM	8:00:00 PM		X		X	
11	30	30	30	10:00:00 PM	10:00:00 PM	8:00:00 PM	X	X		X	Growth; Outreach
15 (New Route)	60	N/A	N/A	6:00:00 PM	N/A	N/A	X		X		Outreach
16	30	30	30	10:00:00 PM	10:00:00 PM	8:00:00 PM		X	X	X	Performance; Growth
25	15	30	30	12:00:00 AM	1:30:00 AM	9:40:00 PM					
28	30	30	30	10:00:00 PM	10:00:00 PM	8:00:00 PM		X		X	Transit Propensity; Performance; Outreach
40 (New Route)	30	30	30	10:00:00 PM	10:00:00 PM	8:00:00 PM	X	X	X	X	Transit Propensity; Growth; Outreach
41	20	30	30	10:00:00 PM	10:00:00 PM	8:00:00 PM	X	X			Transit Propensity; Performance; Outreach
42	30*	30	30	10:00:00 PM	10:00:00 PM	8:00:00 PM	X	X		X	Transit Propensity; Growth; Outreach
45	30	30	30	10:00:00 PM	10:00:00 PM	8:00:00 PM		X		X	Growth
48	20	30	30	10:00:00 PM	10:00:00 PM	8:00:00 PM	X	X			Transit Propensity; Performance
51 (New Route)	30	30	30	10:00:00 PM	10:00:00 PM	8:00:00 PM	X	X	X	X	Growth
53	30	30	30	10:30:00 PM	10:00:00 PM	8:00:00 PM		X		X	Transit Propensity; Outreach
54	20	30	30	11:00:00 PM	10:00:00 PM	8:15:00 PM	X	X			Transit Propensity;

Route	Frequency Weekday	Frequency Saturday	Frequency Sunday	Weekday Span End	Sat Span End	Sun Span End	Weekday Frequency Service Additions	Weekend Frequency Service Additions	Weekday Span Service Additions	Weekend Span Service Additions	Based On
											Performance; Growth
57	30	30	30	10:18:00 PM	10:00:00 PM	8:00:00 PM		X			Transit Propensity; Performance; Growth
100	30	30	30	10:00:00 PM	10:00:00 PM	8:00:00 PM		X	X	X	Outreach
202	20	30	30	10:00:00 PM	10:00:00 PM	9:25:00 PM	X				Transit Propensity; Performance
206	30	30	30	10:15:00 PM	10:00:00 PM	8:00:00 PM					
212	30	30*	30	10:00:00 PM	10:00:00 PM	8:00:00 PM		X		X	Outreach; Performance
214	30	30	30	10:47:00 PM	10:00:00 PM	8:00:00 PM		X		X	Transit Propensity
400	30*	30	30	10:00:00 PM	8:00:00 PM	6:00:00 PM	X	X			Growth
402	30	30	60	10:00:00 PM	10:00:00 PM	8:00:00 PM					
409	60	60	60	8:00:00 PM	6:30:00 PM	7:00:00 PM					
491 (New Route)	30	N/A	N/A	6:00:00 PM	N/A	N/A	X		X		Transit Propensity
497	Dependent on Sounder	N/A	N/A	7:15:00 PM	N/A	N/A					
500	30	30	30	11:30:00 PM	10:30:00 PM	10:30:00 PM		X			Performance; Growth; Outreach
501	30	30	30	10:20:00 PM	10:00:00 PM	8:00:00 PM		X		X	Performance; Growth; Outreach

Listed frequencies reflect peak periods and may be reduced at other times.

\*Route received additional trips to increase 30-minute frequency coverage.

**PIERCE TRANSIT**  
**Board Payments Over \$50,000**  
**Payments From: Jun 1, 2025 to Jun 30, 2025**  
**Cash and Investment Balance: \$250,646,476.21**

Payment Numbers CK 00386006 through CK 00386188  
Wire Numbers EFT 00020380 through EFT 00020644  
Total \$7,459,512.30

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

<b>Operating Fund</b>				
	<b>Check</b>	<b>Vendor</b>	<b>Item/Service</b>	<b>Amount</b>
CHK	00386086	PIERCE COUNTY	Policing Svcs 04/25	120,970.90
CHK	00386096	US BANK NA	Fuel VP 05/02-06/01/25	65,395.20
CHK	00386102	UNIVERSAL PROTECTION SERVICE L	Security 1st Tr 04/25-05/29/25	216,345.27
CHK	386109	CITY OF TACOMA	Use Fee KIMB 07/01/25-06/30/26	110,583.97
CHK	00386141	ATU LOCAL 758 CORP	Union Dues PP13 2025	59,959.55
CHK	00386147	CITY OF LAKEWOOD	Policing Services 05/25	64,295.78
EFT	00020389	CENTENNIAL CONTRACTORS ENTERPR	Design Bus Stop Rt 57 05/02/25	55,996.59
EFT	00020416	PETROCARD INC	Fuel	71,267.35
EFT	00020440	BRIDGESTONE AMERICA	Tires 03/25	97,970.22
EFT	00020453	FIRST TRANSIT INC	ADA Paratransit Svc 05/25	1,027,730.99
EFT	00020479	PETROCARD INC	Fuel	72,124.43
EFT	00020501	UNITED ENERGY TRADING LLC	CNG Supply 05/25	120,822.60
EFT	00020506	DOBBS HEAVY DUTY HOLDINGS LLC	Misc Bus parts inventory	148,650.19
EFT	00020509	ICMA RETIREMENT	Deferred Comp PP12 2025	310,379.02
EFT	20556	SOUND TRANSIT SMART CARD CENTR	2025-1Q-050 MISC SVCS	54,413.75
EFT	00020569	US BANK CORPORATE PAYMENT SYST	Small operating P-Card purchases	85,798.85
EFT	00020570	VIA TRANSPORTATION INC	Gig Harbor Runner 05/25	261,405.59
EFT	00020571	WEST PIERCE FIRE & RESCUE	Fire/Rescue Svc 01/01-06/30/25	58,925.94
EFT	00020576	AWC EMPLOYEE BENEFIT TRUST	Employee Benefits 06.25	1,526,854.72
EFT	00020617	PETROCARD INC	Fuel	160,370.00
EFT	00020636	THE AFTERMARKET PARTS CO LLC	Misc Bus parts inventory	100,071.71
EFT	00020641	ICMA RETIREMENT	Deferred Comp PP13 2025	318,633.84
<b>Payments for Fund 1 Total</b>				<b>\$ 5,108,966.46</b>
<b>Capital Fund</b>				
	<b>Check</b>	<b>Vendor</b>	<b>Item/Service</b>	<b>Amount</b>
EFT	00020475	WORKSPACE DEVELOPMENT LLC	Design Svc B5 Spec Trans	265,167.51
EFT	00020562	TALAKAI CONSTRUCTION LLC	Retention Talakai 17031	109,553.93
<b>Payments for Fund 9 Total</b>				<b>\$ 374,721.44</b>
<b>Total Payments in Excess of \$50,000.00</b>				<b>\$ 5,483,687.90</b>



**Pierce Transit**  
**Payment Certification for Jun 30, 2025**  
**Payments Jun 1, 2025 to Jun 30, 2025**

**Payment Numbers CK 00386006 through CK 00386188**  
**Wire Numbers EFT 00020380 through EFT 00020644**

	Check Number	Check Date	Vendor Name	Amount
CHK	00386006	06/05/2025	20/10 PRODUCTS INC	1,778.12
CHK	00386007	06/05/2025	AMB TOOLS INC	22.00
CHK	00386008	06/05/2025	AMPLIFIED WIRELESS SOLUTIONS I	333.33
CHK	00386009	06/05/2025	BRIAN W TRUAX	369.33
CHK	00386010	06/05/2025	BUNCE RENTALS INC	105.09
CHK	00386011	06/05/2025	CLOVER PARK TECHNICAL COLLEGE	500.00
CHK	00386012	06/05/2025	CONVERGINT TECHNOLOGIES LLC	6,550.22
CHK	00386013	06/05/2025	DDMK INC	313.11
CHK	00386014	06/05/2025	DM RECYCLING CO INC	3,207.98
CHK	00386015	06/05/2025	LOCAL DEVELOPMENT COUNCIL	9,000.00
CHK	00386016	06/05/2025	EVERGREEN PROFESSIONAL RECOVER	1,364.65
CHK	00386017	06/05/2025	FIRST RESPONDER OUTFITTERS INC	758.87
CHK	00386018	06/05/2025	FRUITLAND MUTUAL WATER COMPANY	171.86
CHK	00386019	06/05/2025	GILCHRIST CHEVROLET BUICK GMC	11,324.02
CHK	00386020	06/05/2025	HAROLD LEMAY ENTERPRISES	9,350.44
CHK	00386021	06/05/2025	INTERMOUNTAIN LOCK AND SECURIT	74.50
CHK	00386022	06/05/2025	JEFFERSON CAPITAL SYSTEMS LLC	1,539.96
CHK	00386023	06/05/2025	JESSICA VOEGHTLY	11.00
CHK	00386024	06/05/2025	LANGUAGE LINE SERVICES	4.13
CHK	00386025	06/05/2025	LEGEND DATA SYSTEMS INC	649.87
CHK	00386026	06/05/2025	LEMAY MOBILE SHREDDING	334.88
CHK	00386027	06/05/2025	LOOMIS ARMORED US LLC	1,466.46
CHK	00386028	06/05/2025	SYNCHRONY BANK	1,167.68
CHK	00386029	06/05/2025	MCMASTER-CARR SUPPLY	190.30
CHK	00386030	06/05/2025	METRO GLASS CO INC	2,460.00
CHK	00386031	06/05/2025	ODP BUSINESS SOLUTIONS LLC	60.50
CHK	00386032	06/05/2025	OLYMPIC SPORTS & SPINE PLLC	1,320.00
CHK	00386033	06/05/2025	AMERIDIAN INDUSTRIES LLC	4,733.40
CHK	00386034	06/05/2025	PENINSULA LIGHT COMPANY	225.76
CHK	00386035	06/05/2025	ROBERT HUNTLEY	11.01
CHK	00386036	06/05/2025	SHERWIN-WILLIAMS	251.48
CHK	00386037	06/05/2025	OD SNIDER & SON INC	573.09
CHK	00386038	06/05/2025	T-MOBILE	466.87
CHK	00386039	06/05/2025	TACOMA FARMERS MARKET	2,500.00
CHK	00386040	06/05/2025	TARA DUNFORD CPA	877.50
CHK	00386041	06/05/2025	THEORY LLC	15,000.00
CHK	00386042	06/05/2025	TRUVIEW BSI LLC	501.55
CHK	00386043	06/05/2025	ULINE INC	40.88
CHK	00386044	06/05/2025	UNITED SITE SERVICES OF NEVADA	1,105.50
CHK	00386045	06/05/2025	J.L. WOODWARD CO INC	162.25
CHK	00386046	06/12/2025	AMERICAN PUBLIC TRANSPORTATION	48,500.00
CHK	00386047	06/12/2025	AT&T	30.49
CHK	00386048	06/12/2025	ATU LOCAL 758 CORP	2,725.00
CHK	00386049	06/12/2025	BEN'S CLEANER SALES INC	1,523.44
CHK	00386050	06/12/2025	BISON CASH	412.64
CHK	00386051	06/12/2025	BRASCO INTERNATIONAL INC.	5,500.00
CHK	00386052	06/12/2025	BUILDERS EXCHANGE OF WASHINGTO	270.75
CHK	00386053	06/12/2025	QWEST CORPORATION	94.50
CHK	00386054	06/12/2025	QWEST CORPORATION	80.55
CHK	00386055	06/12/2025	QWEST CORPORATION	913.86
CHK	00386056	06/12/2025	CITY OF FEDERAL WAY	36,408.75
CHK	00386057	06/12/2025	CITY OF GIG HARBOR	717.34
CHK	00386058	06/12/2025	CITY OF PUYALLUP	37,231.17
CHK	00386059	06/12/2025	CITY OF TACOMA	7,833.84
CHK	00386060	06/12/2025	COLONIAL SUPPLEMENTAL LIFE	2,625.19
CHK	00386061	06/12/2025	COMCAST HOLDINGS CORPORATION	174.37
CHK	00386062	06/12/2025	COMCAST HOLDINGS CORPORATION	309.16
CHK	00386063	06/12/2025	COMMITTEE ON POLITICAL EDUCATI	666.34
CHK	00386064	06/12/2025	DISH NETWORK LLC	121.13
CHK	00386065	06/12/2025	FIRST RESPONDER OUTFITTERS INC	269.09

CHK	00386066	06/12/2025	FORMFOX INC.	50.00
CHK	00386067	06/12/2025	GENES TOWING CORP	4,795.32
CHK	00386068	06/12/2025	GILCHRIST CHEVROLET BUICK GMC	139.34
CHK	00386069	06/12/2025	GLEN JOHNSON	36.32
CHK	00386070	06/12/2025	HOAI JULIE PHAM	8,500.00
CHK	00386071	06/12/2025	HOME DEPOT USA INC	1,800.25
CHK	00386072	06/12/2025	IAM & AW	737.75
CHK	00386073	06/12/2025	INTERNAL REVENUE SERVICE	220.00
CHK	00386074	06/12/2025	KELLEY CREATE CO	746.50
CHK	00386075	06/12/2025	TITUS WILL INVESTMENTS LLC	340.70
CHK	00386076	06/12/2025	LEMAY MOBILE SHREDDING	150.41
CHK	00386077	06/12/2025	SYNCHRONY BANK	20.83
CHK	00386078	06/12/2025	LUCENT CASH	438.29
CHK	00386079	06/12/2025	MCG LTD	1,045.49
CHK	00386080	06/12/2025	MCMaster-CARR SUPPLY	261.33
CHK	00386081	06/12/2025	MICHAEL G MALAIER	300.00
CHK	00386082	06/12/2025	NH DEPT OF H&HS	419.50
CHK	00386083	06/12/2025	NORTHWEST IAM BENEFIT TRUST	2,442.44
CHK	00386084	06/12/2025	OLYMPIC INDUSTRIAL SUPPLY LLC	598.66
CHK	00386085	06/12/2025	AMERIDIAN INDUSTRIES LLC	9,566.02
<b>CHK</b>	<b>00386086</b>	<b>06/12/2025</b>	<b>PIERCE COUNTY</b>	<b>120,970.90</b>
CHK	00386087	06/12/2025	PIERCE COUNTY	6,805.62
CHK	00386088	06/12/2025	PUGET SOUND ENERGY	47,148.77
CHK	00386089	06/12/2025	QUADIENT INC	1,165.32
CHK	00386090	06/12/2025	REX V PEGG FABRICS INC	8,802.42
CHK	00386091	06/12/2025	SAMUEL SEA	60.00
CHK	00386092	06/12/2025	SENTINEL TECHNOLOGIES INC	8,700.19
CHK	00386093	06/12/2025	SHERWIN-WILLIAMS	73.88
CHK	00386094	06/12/2025	TERMINIX INTERNATIONAL COMPANY	165.56
CHK	00386095	06/12/2025	UNITED WAY OF PIERCE COUNTY	1,097.51
<b>CHK</b>	<b>00386096</b>	<b>06/12/2025</b>	<b>US BANK NA</b>	<b>65,395.20</b>
CHK	00386097	06/12/2025	WA ST DEPT OF LABOR & INDUSTRI	41.20
CHK	00386098	06/12/2025	WA ST DEPT OF SOCIAL & HEALTH	112.50
CHK	00386099	06/12/2025	WESCO EQUIPMENT	2,795.20
CHK	00386100	06/12/2025	WURTH USA INC	277.45
CHK	00386101	06/18/2025	ALL STAR RENT A FENCE INC	726.66
<b>CHK</b>	<b>00386102</b>	<b>06/18/2025</b>	<b>UNIVERSAL PROTECTION SERVICE L</b>	<b>216,345.27</b>
CHK	00386103	06/18/2025	AT&T	101.97
CHK	00386104	06/18/2025	BLAUBERG NORTH AMERICA LLC	3,446.90
CHK	00386105	06/18/2025	BUNCE RENTALS INC	50.04
CHK	00386106	06/18/2025	QWEST CORPORATION	9,217.75
CHK	00386107	06/18/2025	CITY OF TACOMA	3,870.20
CHK	00386108	06/18/2025	CITY OF TACOMA	234.00
<b>CHK</b>	<b>00386109</b>	<b>06/18/2025</b>	<b>CITY OF TACOMA</b>	<b>110,583.97</b>
CHK	00386110	06/18/2025	CITY OF TACOMA	272.00
CHK	00386111	06/18/2025	CODAS PLUS	212.50
CHK	00386112	06/18/2025	COMCAST HOLDINGS CORPORATION	173.32
CHK	00386113	06/18/2025	COMCAST HOLDINGS CORPORATION	161.32
CHK	00386114	06/18/2025	COMCAST HOLDINGS CORPORATION	8,723.88
CHK	00386115	06/18/2025	DDMK INC	147.86
CHK	00386116	06/18/2025	M2 PROJECT LLC	3,936.08
CHK	00386117	06/18/2025	FIRST RESPONDER OUTFITTERS INC	189.99
CHK	00386118	06/18/2025	GENES TOWING CORP	769.92
CHK	00386119	06/18/2025	GIG HARBOR CHAMBER OF COMMERCE	1,050.00
CHK	00386120	06/18/2025	GILCHRIST CHEVROLET BUICK GMC	406.16
CHK	00386121	06/18/2025	GIRO INC	19,320.00
CHK	00386122	06/18/2025	KIMBERLY SCHULTZ	19.00
CHK	00386123	06/18/2025	LAKEWOOD WATER DISTRICT	5,947.68
CHK	00386124	06/18/2025	LAWSON PRODUCT	67.87
CHK	00386125	06/18/2025	LIKE MEDIA	425.00
CHK	00386126	06/18/2025	O'REILLY AUTO ENTERPRISES LLC	378.32
CHK	00386127	06/18/2025	ODP BUSINESS SOLUTIONS LLC	70.99
CHK	00386128	06/18/2025	PIERCE COUNTY	3,156.25
CHK	00386129	06/18/2025	ROBERT HUNTLEY	38.31
CHK	00386130	06/18/2025	SCHINDLER ELEVATOR CORPORATION	1,229.60
CHK	00386131	06/18/2025	SWC ENTERPRISES LLC	304.49
CHK	00386132	06/18/2025	SHERWIN-WILLIAMS	45.76
CHK	00386133	06/18/2025	OD SNIDER & SON INC	1,217.17
CHK	00386134	06/18/2025	SM STEMPER ARCHITECTS PLLC	8,128.50

CHK	00386135	06/18/2025	SOUND PUBLISHING	104.91
CHK	00386136	06/18/2025	UNIVOX MEDIA LLC	6,944.00
CHK	00386137	06/18/2025	WA ST DEPT OF TRANSPORTATION	3,372.99
CHK	00386138	06/18/2025	WALTER E NELSON CO	1,277.34
CHK	00386139	06/26/2025	AT&T	23,828.84
CHK	00386140	06/26/2025	AT&T	23,660.45
<b>CHK</b>	<b>00386141</b>	<b>06/26/2025</b>	<b>ATU LOCAL 758 CORP</b>	<b>59,959.55</b>
CHK	00386142	06/26/2025	AUTO TECH	678.83
CHK	00386143	06/26/2025	B & G MACHINE	1,261.53
CHK	00386144	06/26/2025	GARY PARKER	3,303.00
CHK	00386145	06/26/2025	BISON CASH	405.87
CHK	00386146	06/26/2025	BRAD BURTON	23.00
<b>CHK</b>	<b>00386147</b>	<b>06/26/2025</b>	<b>CITY OF LAKEWOOD</b>	<b>64,295.78</b>
CHK	00386148	06/26/2025	CITY OF PUYALLUP	550.50
CHK	00386149	06/26/2025	CITY OF TACOMA	7,456.82
CHK	00386150	06/26/2025	COMCAST HOLDINGS CORPORATION	173.36
CHK	00386151	06/26/2025	COMCAST HOLDINGS CORPORATION	265.32
CHK	00386152	06/26/2025	COMCAST HOLDINGS CORPORATION	173.36
CHK	00386153	06/26/2025	CONNECTPOINT INC	25,587.24
CHK	00386154	06/26/2025	DS SERVICES OF AMERICA INC	140.34
CHK	00386155	06/26/2025	ECOLUBE RECOVERY LLC	348.60
CHK	00386156	06/26/2025	ENERGY SYSTEMS MANAGEMENT/TRS	13,110.22
CHK	00386157	06/26/2025	FIRST RESPONDER OUTFITTERS INC	763.55
CHK	00386158	06/26/2025	GALLS LLC	8,905.09
CHK	00386159	06/26/2025	GENES TOWING CORP	860.43
CHK	00386160	06/26/2025	HAUGEN GRAPHICS	330.55
CHK	00386161	06/26/2025	INTERNAL REVENUE SERVICE	220.00
CHK	00386162	06/26/2025	KITE REALTY GROUP LP	1,037.15
CHK	00386163	06/26/2025	LAWSON PRODUCT	2,806.39
CHK	00386164	06/26/2025	LES TURBO IMAGES INC	12,230.00
CHK	00386165	06/26/2025	LITERACY MINNESOTA	500.00
CHK	00386166	06/26/2025	LUCENT CASH	465.84
CHK	00386167	06/26/2025	MAC TOOLS - MIKE DUNHAM	356.39
CHK	00386168	06/26/2025	MATTHEW B MCDANIEL	3,000.00
CHK	00386169	06/26/2025	MCMASTER-CARR SUPPLY	359.93
CHK	00386170	06/26/2025	MICHAEL G MALAIER	300.00
CHK	00386171	06/26/2025	MOUSER ELECTRONICS	155.70
CHK	00386172	06/26/2025	NAJI QUARLESS	79.50
CHK	00386173	06/26/2025	NH DEPT OF H&HS	419.50
CHK	00386174	06/26/2025	OCCUPATIONAL HEALTH CENTERS OF	686.00
CHK	00386175	06/26/2025	WASHINGTON STATE SCHOOL FOR TH	34.86
CHK	00386176	06/26/2025	AMERIDIAN INDUSTRIES LLC	385.87
CHK	00386177	06/26/2025	PARKLAND LIGHT & WATER CO	399.32
CHK	00386178	06/26/2025	PENINSULA LIGHT COMPANY	72.70
CHK	00386179	06/26/2025	PUGET SOUND ENERGY	3,194.63
CHK	00386180	06/26/2025	PURE FILTRATION PRODUCTS INC	2,595.38
CHK	00386181	06/26/2025	SHAWN HARRIS	13.20
CHK	00386182	06/26/2025	SOUND PUBLISHING	225.03
CHK	00386183	06/26/2025	TODD ROSENBAUM	13.00
CHK	00386184	06/26/2025	ULINE INC	1,371.56
CHK	00386185	06/26/2025	UNITED WAY OF PIERCE COUNTY	1,097.51
CHK	00386186	06/26/2025	VERIZON WIRELESS	4,492.91
CHK	00386187	06/26/2025	WA ST DEPT OF SOCIAL & HEALTH	112.50
CHK	00386188	06/26/2025	WESCO EQUIPMENT	283.63
EFT	00020380	06/05/2025	ABSHER CONSTRUCTION COMPANY	16,272.00
EFT	00020381	06/05/2025	ALL STARZ STAFFING AND CONSULT	12,834.05
EFT	00020382	06/05/2025	AMAZON CAPITAL SERVICES INC	2,474.07
EFT	00020383	06/05/2025	ANIXTER INC	6,356.21
EFT	00020384	06/05/2025	ATWORK! COMMERCIAL ENTERPRISES	11,788.21
EFT	00020385	06/05/2025	CONTINENTAL BATTERY COMPANY	3,933.47
EFT	00020386	06/05/2025	BLINK BUSINESS TECHNOLOGIES IN	35,000.00
EFT	00020387	06/05/2025	BRAVO ENVIRONMENTAL NW INC	9,388.82
EFT	00020388	06/05/2025	CALVIN PACHECO	164.18
<b>EFT</b>	<b>00020389</b>	<b>06/05/2025</b>	<b>CENTENNIAL CONTRACTORS ENTERPR</b>	<b>55,996.59</b>
EFT	00020390	06/05/2025	CINTAS CORPORATION NO 2	945.19
EFT	00020391	06/05/2025	CONFLICT MANAGEMENT STRATEGIES	1,485.00
EFT	00020392	06/05/2025	CUMMINS INC	21,616.84
EFT	00020393	06/05/2025	CYBERSOURCE CORPORATION	294.72
EFT	00020394	06/05/2025	DANNY DOUGHTY	60.00

EFT	00020395	06/05/2025	FEHR & PEERS	2,962.50
EFT	00020396	06/05/2025	GALLS LLC	442.37
EFT	00020397	06/05/2025	SPX CORPORATION	237.33
EFT	00020398	06/05/2025	GILLIG LLC	20,897.64
EFT	00020399	06/05/2025	GORDON THOMAS HONEYWELL	6,500.00
EFT	00020400	06/05/2025	GRAINGER	4,496.03
EFT	00020401	06/05/2025	HOGAN MANUFACTURING INC	262.06
EFT	00020402	06/05/2025	JAJ ENTERPRISES LLC	4,746.00
EFT	00020403	06/05/2025	JOHN CALDWELL	65.00
EFT	00020404	06/05/2025	JORDAN WELLS	79.50
EFT	00020405	06/05/2025	LARSEN SIGN COMPANY	170.66
EFT	00020406	06/05/2025	LUMINATOR TECHNOLOGY GROUP GLO	3,743.40
EFT	00020407	06/05/2025	DB PRINTING LLC	268.01
EFT	00020408	06/05/2025	MOHAWK MFG & SUPPLY	552.62
EFT	00020409	06/05/2025	MOTION INDUSTRIES, INC.	506.89
EFT	00020410	06/05/2025	MUNCIE RECLAMATION & SUPPLY CO	1,221.80
EFT	00020411	06/05/2025	NAVIA BENEFIT SOLUTIONS	1,337.30
EFT	00020412	06/05/2025	NEOPART TRANSIT LLC	13,609.68
EFT	00020413	06/05/2025	WORKSPACE DEVELOPMENT LLC	1,958.72
EFT	00020414	06/05/2025	BEN-KO-MATIC CO	762.21
EFT	00020415	06/05/2025	PARAMETRIX ENGINEERING	3,893.75
<b>EFT</b>	<b>00020416</b>	<b>06/05/2025</b>	<b>PETROCARD INC</b>	<b>71,267.35</b>
EFT	00020417	06/05/2025	REXEL USA INC	2,248.76
EFT	00020418	06/05/2025	SCHETKY NORTHWEST SALES INC	192.02
EFT	00020419	06/05/2025	SEATTLE AUTOMOTIVE DISTRIBUTIN	1,661.77
EFT	00020420	06/05/2025	SETH KOLODZIEJSKI	147.00
EFT	00020421	06/05/2025	STANDARD PARTS CORP	477.87
EFT	00020422	06/05/2025	STAPLES INC	5,310.77
EFT	00020423	06/05/2025	UNIVERSAL AUTO GROUP 1	53.27
EFT	00020424	06/05/2025	TACOMA SCREW PRODUCTS INC	612.66
EFT	00020425	06/05/2025	TERRYBERRY COMPANY LLC	241.56
EFT	00020426	06/05/2025	THE AFTERMARKET PARTS CO LLC	26,619.86
EFT	00020427	06/05/2025	UNITED PARCEL SERVICE INC	85.01
EFT	00020428	06/05/2025	UNITED RENTALS (NORTH AMERICA)	2,780.03
EFT	00020429	06/05/2025	WANYAI JACKSON	79.50
EFT	00020430	06/05/2025	WAXIE SANITARY SUPPLY	1,034.41
EFT	00020431	06/05/2025	WESMAR COMPANY INC	1,676.55
EFT	00020432	06/05/2025	DOBBS HEAVY DUTY HOLDINGS LLC	8,801.45
EFT	00020433	06/05/2025	WOFSCO INC	65.24
EFT	00020434	06/05/2025	WASHINGTON STATE TRANSIT ASSOC	525.00
EFT	00020435	06/12/2025	AMERICAN CUSTODIAN INC	27,058.00
EFT	00020436	06/12/2025	AMAZON CAPITAL SERVICES INC	6,809.22
EFT	00020437	06/12/2025	CONTINENTAL BATTERY COMPANY	1,218.48
EFT	00020438	06/12/2025	BEHZAD RAZMJOUY	209.61
EFT	00020439	06/12/2025	BRAUN CORPORATION	744.81
<b>EFT</b>	<b>00020440</b>	<b>06/12/2025</b>	<b>BRIDGESTONE AMERICA</b>	<b>97,970.22</b>
EFT	00020441	06/12/2025	PRECARE INC	3,787.53
EFT	00020442	06/12/2025	CCC INTELLIGENT SOLUTIONS INC	483.34
EFT	00020443	06/12/2025	PACIFIC WELDING SUPPLY INC	22.46
EFT	00020444	06/12/2025	CINTAS CORPORATION NO 2	6,963.84
EFT	00020445	06/12/2025	CLEVER DEVICES LTD	5,644.83
EFT	00020446	06/12/2025	COGENT COMMUNICATIONS INC	3,850.41
EFT	00020447	06/12/2025	COMMERCIAL BRAKE & CLUTCH	2,893.76
EFT	00020448	06/12/2025	CUMMINS INC	10,659.84
EFT	00020449	06/12/2025	CUSTOM EDGE INC	941.36
EFT	00020450	06/12/2025	DELL MARKETING LP	48,804.86
EFT	00020451	06/12/2025	DRUG FREE BUSINESS	4,151.00
EFT	00020452	06/12/2025	EASTER SEALS WASHINGTON	2,252.00
<b>EFT</b>	<b>00020453</b>	<b>06/12/2025</b>	<b>FIRST TRANSIT INC</b>	<b>1,027,730.99</b>
EFT	00020454	06/12/2025	GALLUP INC	23,602.13
EFT	00020455	06/12/2025	SPX CORPORATION	204.04
EFT	00020456	06/12/2025	GILLIG LLC	32,200.68
EFT	00020457	06/12/2025	GIRIDHARAN SRINIVASARAJ	18.00
EFT	00020458	06/12/2025	GRAINGER	2,158.39
EFT	00020459	06/12/2025	GROENEVELD LUBRICATION SOLUTIO	2,446.59
EFT	00020460	06/12/2025	HAVIS INC	2,880.76
EFT	00020461	06/12/2025	HDR ENGINEERING INC	1,488.92
EFT	00020462	06/12/2025	HUITT-ZOLLARS INC	22,435.09
EFT	00020463	06/12/2025	JASON M WHALEN	1,441.39



EFT	00020464	06/12/2025	TYCO FIRE & SECURITY (US) MANA	4,837.34
EFT	00020465	06/12/2025	LAKEWOOD CHAMBER OF COMMERCE	800.00
EFT	00020466	06/12/2025	LARSCO INC	453.99
EFT	00020467	06/12/2025	MICHAEL GRIFFUS	4,068.61
EFT	00020468	06/12/2025	MOHAWK MFG & SUPPLY	1,176.14
EFT	00020469	06/12/2025	MOHSEN HAFIZ	84.04
EFT	00020470	06/12/2025	MOTION INDUSTRIES, INC.	2,300.33
EFT	00020471	06/12/2025	MUNCIE RECLAMATION & SUPPLY CO	687.57
EFT	00020472	06/12/2025	NEOPART TRANSIT LLC	17,506.68
EFT	00020473	06/12/2025	NORTHWEST PUMP & EQUIPMENT CO	1,290.43
EFT	00020474	06/12/2025	NORTHWEST STEEL & PIPE CO	799.82
<b>EFT</b>	<b>00020475</b>	<b>06/12/2025</b>	<b>WORKSPACE DEVELOPMENT LLC</b>	<b>265,167.51</b>
EFT	00020476	06/12/2025	BEN-KO-MATIC CO	287.14
EFT	00020477	06/12/2025	PACIFICA LAW GROUP LLP	8,500.80
EFT	00020478	06/12/2025	PEAK INDUSTRIAL INC	1,649.30
<b>EFT</b>	<b>00020479</b>	<b>06/12/2025</b>	<b>PETROCARD INC</b>	<b>72,124.43</b>
EFT	00020480	06/12/2025	REXEL USA INC	672.41
EFT	00020481	06/12/2025	PURCELL TIRE & RUBBER COMPANY	1,519.44
EFT	00020482	06/12/2025	QUADIENT FINANCE USA INC	245.85
EFT	00020483	06/12/2025	ROMAINE ELECTRIC CORP	429.44
EFT	00020484	06/12/2025	SHUMAN LLC	271.87
EFT	00020485	06/12/2025	ROBBLEE'S TOTAL SECURITY INC	383.29
EFT	00020486	06/12/2025	SHI INTERNATIONAL CORP	4,809.01
EFT	00020487	06/12/2025	SOUND TRANSIT	44,835.60
EFT	00020488	06/12/2025	SOUND TRANSIT SMART CARD CENTR	7,283.37
EFT	00020489	06/12/2025	STANDARD PARTS CORP	1,912.72
EFT	00020490	06/12/2025	STAPLES INC	4,268.52
EFT	00020491	06/12/2025	STERICYCLE INC	65.75
EFT	00020492	06/12/2025	STEVEN MILLER	52.85
EFT	00020493	06/12/2025	UNIVERSAL AUTO GROUP 1	1,517.55
EFT	00020494	06/12/2025	TACOMA SCREW PRODUCTS INC	7,191.32
EFT	00020495	06/12/2025	TERRYBERRY COMPANY LLC	113.88
EFT	00020496	06/12/2025	SIJ HOLDINGS LLC	5,920.39
EFT	00020497	06/12/2025	THE WW WILLIAMS COMPANY LLC	18,290.54
EFT	00020498	06/12/2025	TITUS-WILL FORD SALES INC	1,029.06
EFT	00020499	06/12/2025	THE AFTERMARKET PARTS CO LLC	17,976.49
EFT	00020500	06/12/2025	TRAPEZE SOFTWARE GROUP INC	4,950.00
<b>EFT</b>	<b>00020501</b>	<b>06/12/2025</b>	<b>UNITED ENERGY TRADING LLC</b>	<b>120,822.60</b>
EFT	00020502	06/12/2025	UNITED PARCEL SERVICE INC	46.76
EFT	00020503	06/12/2025	UNITED RENTALS (NORTH AMERICA)	2,982.61
EFT	00020504	06/12/2025	WA ST AUDITOR'S OFFICE	14,372.60
EFT	00020505	06/12/2025	WAXIE SANITARY SUPPLY	1,618.65
<b>EFT</b>	<b>00020506</b>	<b>06/12/2025</b>	<b>DOBBS HEAVY DUTY HOLDINGS LLC</b>	<b>148,650.19</b>
EFT	00020507	06/12/2025	ASSOCIATED PETROLEUM	2,524.28
EFT	00020508	06/12/2025	WASHINGTON STATE TRANSIT ASSOC	300.00
<b>EFT</b>	<b>00020509</b>	<b>06/12/2025</b>	<b>ICMA RETIREMENT</b>	<b>310,379.02</b>
EFT	00020510	06/13/2025	NAVIA BENEFIT SOLUTIONS	18,601.77
EFT	00020511	06/13/2025	TACOMA EMPLOYEES RETIREMENT SY	17,804.89
EFT	00020512	06/13/2025	WA ST CHILD SUPPORT REGISTRY	6,409.81
EFT	00020513	06/17/2025	WA ST DEPT OF REVENUE	7,823.24
EFT	00020514	06/18/2025	AIRGAS INC	341.33
EFT	00020515	06/18/2025	ALL STARZ STAFFING AND CONSULT	3,255.84
EFT	00020516	06/18/2025	AMAZON CAPITAL SERVICES INC	5,619.39
EFT	00020517	06/18/2025	CONTINENTAL BATTERY COMPANY	2,046.47
EFT	00020518	06/18/2025	BRANDY TUGGLE	229.90
EFT	00020519	06/18/2025	PRECARE INC	5,142.76
EFT	00020520	06/18/2025	CINTAS CORPORATION NO 2	880.20
EFT	00020521	06/18/2025	CUMMINS INC	3,793.54
EFT	00020522	06/18/2025	DANISHA RAWLINGS	40.00
EFT	00020523	06/18/2025	DEMETRIS BILLINGS	40.00
EFT	00020524	06/18/2025	EDUARDO MUNOZ SALAZAR	79.50
EFT	00020525	06/18/2025	FERGUSON ENTERPRISES LLC #3007	223.75
EFT	00020526	06/18/2025	GALLS LLC	8,905.09
EFT	00020527	06/18/2025	SPX CORPORATION	5,263.47
EFT	00020528	06/18/2025	GILLIG LLC	13,440.66
EFT	00020529	06/18/2025	GRAINGER	734.67
EFT	00020530	06/18/2025	INTERCLEAN EQUIPMENT LLC	573.85
EFT	00020531	06/18/2025	JAJ ENTERPRISES LLC	1,376.80
EFT	00020532	06/18/2025	JAMES SULLIVAN	33.19

EFT	00020533	06/18/2025	JOHN AYABINA	140.00
EFT	00020534	06/18/2025	KENDRA BROKMAN	117.00
EFT	00020535	06/18/2025	LAKEVIEW LIGHT & POWER CO	47,555.16
EFT	00020536	06/18/2025	LARSCO INC	269.68
EFT	00020537	06/18/2025	LEVEL 3 FINANCING INC	12,638.12
EFT	00020538	06/18/2025	MALLORY SAFETY & SUPPLY LLC	5,725.20
EFT	00020539	06/18/2025	MOHAWK MFG & SUPPLY	469.13
EFT	00020540	06/18/2025	MOOD MEDIA NORTH AMERICA HOLDI	133.49
EFT	00020541	06/18/2025	MOTION INDUSTRIES, INC.	1,805.86
EFT	00020542	06/18/2025	MUNCIE RECLAMATION & SUPPLY CO	376.98
EFT	00020543	06/18/2025	MUSTAFA OMAR	40.00
EFT	00020544	06/18/2025	NORTHWEST PUMP & EQUIPMENT CO	620.67
EFT	00020545	06/18/2025	OLYMPIC HOLDINGS STG LLC	3,490.87
EFT	00020546	06/18/2025	OUTFITTER SATELLITE INC	103.30
EFT	00020547	06/18/2025	PAMELA GANT	717.78
EFT	00020548	06/18/2025	PARAMETRIX ENGINEERING	23,183.55
EFT	00020549	06/18/2025	PETROCARD INC	41,531.09
EFT	00020550	06/18/2025	REDMON GROUP INC	41,395.10
EFT	00020551	06/18/2025	RONALD MACKENZIE	528.10
EFT	00020552	06/18/2025	RONALD WILSON	79.50
EFT	00020553	06/18/2025	RYAN BROWN	79.50
EFT	00020554	06/18/2025	S & A SYSTEMS INC	1,197.02
EFT	00020555	06/18/2025	SERGIO REYES	75.00
<b>EFT</b>	<b>00020556</b>	<b>06/18/2025</b>	<b>SOUND TRANSIT SMART CARD CENTR</b>	<b>54,413.75</b>
EFT	00020557	06/18/2025	STANDARD PARTS CORP	665.47
EFT	00020558	06/18/2025	STAPLES INC	815.51
EFT	00020559	06/18/2025	TACOMA COMMUNITY COLLEGE	5,665.56
EFT	00020560	06/18/2025	UNIVERSAL AUTO GROUP 1	4,397.17
EFT	00020561	06/18/2025	TACOMA SCREW PRODUCTS INC	2,924.13
<b>EFT</b>	<b>00020562</b>	<b>06/18/2025</b>	<b>TALAKAI CONSTRUCTION LLC</b>	<b>109,553.93</b>
EFT	00020563	06/18/2025	TERRYBERRY COMPANY LLC	129.92
EFT	00020564	06/18/2025	THE WW WILLIAMS COMPANY LLC	3,625.98
EFT	00020565	06/18/2025	TITUS-WILL FORD SALES INC	2,448.90
EFT	00020566	06/18/2025	THE AFTERMARKET PARTS CO LLC	10,374.37
EFT	00020567	06/18/2025	TRIBOLOGIK CORPORATION	7,376.00
EFT	00020568	06/18/2025	UNITED PARCEL SERVICE INC	64.56
<b>EFT</b>	<b>00020569</b>	<b>06/18/2025</b>	<b>US BANK CORPORATE PAYMENT SYST</b>	<b>86,700.47</b>
<b>EFT</b>	<b>00020570</b>	<b>06/18/2025</b>	<b>VIA TRANSPORTATION INC</b>	<b>261,405.59</b>
<b>EFT</b>	<b>00020571</b>	<b>06/18/2025</b>	<b>WEST PIERCE FIRE &amp; RESCUE</b>	<b>58,925.94</b>
EFT	00020572	06/18/2025	DOBBS HEAVY DUTY HOLDINGS LLC	8,547.53
EFT	00020573	06/18/2025	WOFSCO INC	13.56
EFT	00020574	06/18/2025	WORLDPAC INC	81.41
EFT	00020575	06/18/2025	ZAYO GROUP HOLDINGS INC	1,393.10
<b>EFT</b>	<b>00020576</b>	<b>06/20/2025</b>	<b>AWC EMPLOYEE BENEFIT TRUST</b>	<b>1,526,854.72</b>
EFT	00020577	06/26/2025	ALL STARZ STAFFING AND CONSULT	4,072.86
EFT	00020578	06/26/2025	AMAZON CAPITAL SERVICES INC	6,093.04
EFT	00020579	06/26/2025	ANDREW WHEELER	120.77
EFT	00020580	06/26/2025	ANGI ENERGY SYSTEMS	749.33
EFT	00020581	06/26/2025	ALASKA RUBBER GROUP, INC	251.71
EFT	00020582	06/26/2025	CONTINENTAL BATTERY COMPANY	1,915.00
EFT	00020583	06/26/2025	BONNIE MITCHELL	606.74
EFT	00020584	06/26/2025	BRAVO ENVIRONMENTAL NW INC	7,593.92
EFT	00020585	06/26/2025	CABBROS CLEANING SERVICE LLC	15,978.60
EFT	00020586	06/26/2025	CENTRAL PUGET SOUND REGIONAL T	10,191.75
EFT	00020587	06/26/2025	CHOCOMIZE INC	6,863.00
EFT	00020588	06/26/2025	CINTAS CORPORATION NO 2	6,817.32
EFT	00020589	06/26/2025	COMMERCIAL BRAKE & CLUTCH	129.40
EFT	00020590	06/26/2025	CONFLICT MANAGEMENT STRATEGIES	990.00
EFT	00020591	06/26/2025	PACIFIC APEX CONSTRUCTION LLC	43,987.33
EFT	00020592	06/26/2025	CUMMINS INC	39,172.42
EFT	00020593	06/26/2025	DANISHA RAWLINGS	37.25
EFT	00020594	06/26/2025	DEBORAH BAIR	15.00
EFT	00020595	06/26/2025	DEZRA NAULS	25.00
EFT	00020596	06/26/2025	GORDON TRUCK CENTERS INC	7,024.38
EFT	00020597	06/26/2025	FSX INC	576.92
EFT	00020598	06/26/2025	GALLUP INC	1,487.50
EFT	00020599	06/26/2025	SPX CORPORATION	3,141.92
EFT	00020600	06/26/2025	GILLIG LLC	47,774.31
EFT	00020601	06/26/2025	GRAINGER	1,401.08

EFT	00020602	06/26/2025	JASON LEFEVRE	150.01
EFT	00020603	06/26/2025	JEFF CHRISTOPHERSON	228.52
EFT	00020604	06/26/2025	RONALD E JENSEN & JAMES W JENS	21,182.19
EFT	00020605	06/26/2025	K & L GATES	913.93
EFT	00020606	06/26/2025	LARSCO INC	1,653.44
EFT	00020607	06/26/2025	LUMINATOR TECHNOLOGY GROUP GLO	1,651.50
EFT	00020608	06/26/2025	MALLORY SAFETY & SUPPLY LLC	2,774.53
EFT	00020609	06/26/2025	MCGUIRE BEARING CO	158.17
EFT	00020610	06/26/2025	MICHAEL GRIFFUS	559.00
EFT	00020611	06/26/2025	MOHAWK MFG & SUPPLY	10,226.96
EFT	00020612	06/26/2025	MOTION INDUSTRIES, INC.	9,641.23
EFT	00020613	06/26/2025	MUNCIE RECLAMATION & SUPPLY CO	6,198.69
EFT	00020614	06/26/2025	NEOPART TRANSIT LLC	51.74
EFT	00020615	06/26/2025	OLYMPIC HOLDINGS STG LLC	1,315.03
EFT	00020616	06/26/2025	BEN-KO-MATIC CO	2,504.34
<b>EFT</b>	<b>00020617</b>	<b>06/26/2025</b>	<b>PETROCARD INC</b>	<b>160,370.00</b>
EFT	00020618	06/26/2025	REXEL USA INC	84.56
EFT	00020619	06/26/2025	PRINT NW	181.16
EFT	00020620	06/26/2025	QUALITY BUSINESS SYSTEMS INC	44.66
EFT	00020621	06/26/2025	ROMAINE ELECTRIC CORP	1,456.78
EFT	00020622	06/26/2025	RONALD MACKENZIE	73.62
EFT	00020623	06/26/2025	RONALD WILSON	142.00
EFT	00020624	06/26/2025	SCHETKY NORTHWEST SALES INC	250.41
EFT	00020625	06/26/2025	SEATTLE AUTOMOTIVE DISTRIBUTIN	221.40
EFT	00020626	06/26/2025	SHI INTERNATIONAL CORP	3,260.63
EFT	00020627	06/26/2025	SOUND TRANSIT SMART CARD CENTR	24,464.50
EFT	00020628	06/26/2025	STANDARD PARTS CORP	701.02
EFT	00020629	06/26/2025	STAPLES INC	839.64
EFT	00020630	06/26/2025	SUMMIT LAW GROUP PLLC	23,463.50
EFT	00020631	06/26/2025	UNIVERSAL AUTO GROUP 1	638.08
EFT	00020632	06/26/2025	TACOMA SCREW PRODUCTS INC	2,572.45
EFT	00020633	06/26/2025	TERRYBERRY COMPANY LLC	146.43
EFT	00020634	06/26/2025	THE WW WILLIAMS COMPANY LLC	14,870.59
EFT	00020635	06/26/2025	TITUS-WILL FORD SALES INC	738.17
<b>EFT</b>	<b>00020636</b>	<b>06/26/2025</b>	<b>THE AFTERMARKET PARTS CO LLC</b>	<b>100,071.71</b>
EFT	00020637	06/26/2025	TRISTAR CLAIMS MANAGEMENT SERV	23,075.00
EFT	00020638	06/26/2025	UNITED PARCEL SERVICE INC	51.24
EFT	00020639	06/26/2025	DOBBS HEAVY DUTY HOLDINGS LLC	13,299.24
EFT	00020640	06/26/2025	WORLDPAC INC	24.37
<b>EFT</b>	<b>00020641</b>	<b>06/27/2025</b>	<b>ICMA RETIREMENT</b>	<b>318,633.84</b>
EFT	00020642	06/27/2025	NAVIA BENEFIT SOLUTIONS	18,877.75
EFT	00020643	06/27/2025	TACOMA EMPLOYEES RETIREMENT SY	18,543.21
EFT	00020644	06/27/2025	WA ST CHILD SUPPORT REGISTRY	6,270.31
<b>Total Payments</b>				<b><u>\$7,459,512.30</u></b>

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

**June 9, 2025**

**CALL TO ORDER**

Chair Walker called the regular board meeting to order at 4:01 p.m.

**ROLL CALL**

Commissioners present:

Doug Fagundes, City of Fife Councilmember  
*(representing Fife/Milton/Edgewood/Pacific/Auburn/Ruston/Steilacoom)*  
Olgy Diaz, City of Tacoma Councilmember  
John Hines, City of Tacoma Councilmember  
John Hoheusle, President of ATU 758, Represents IAM and ATU  
Jim Kastama, City of Puyallup Mayor *(Mayor of the City of Puyallup)*  
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)*

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 Vicky Bartlett for Operator of the Month for May 2025**

Assistant Transportation Manager Tina Thomas honored Vicky Bartlett for being selected Operator of the Month for May 2025. Ms. Bartlett has been an operator since 2016 and was recognized for providing safe and customer friendly service along with showcasing a great attitude and pleasant personality.



On behalf of the Board, Chair Walker congratulated Ms. Bartlett and thanked her for her service and dedication.

## **2. Q1 2025 Community Transportation Advisory Group (CTAG) Update**

CTAG Chair Marlene Druker introduced herself and provided an overview of the community associations she participates in outside of Pierce Transit.

She reported on the work that the CTAG engaged in during Q1 of 2025. She also advocated for better technology to support the hybrid meeting platform for the CTAG committee meetings, such as the format that is used for the Board of Commissioner meetings. She also requested that summary minutes of the CTAG meetings be prepared instead of a transcript.

Chair Walker thanked the CTAG for the work they do and encouraged commissioners to attend a CTAG meeting if they can find the time.

## **PUBLIC HEARING**

### **Proposed 2025-2030 Transit Development Plan (TDP)**

Planning Manager Tina Lee and Senior Planner Anna Petersen co-presented on this item and reported on the following:

- In accordance with state law, the TDP is required to be adopted every year;
- Reviewed the key initiatives the agency focused on in 2024;
- Compared the goals and policy alignment where agency goals met state policy goals;
- Reviewed the policies and documents that were utilized to develop the TDP; and
- Noted that the comment period will close on June 10<sup>th</sup>.

After providing instructions for participation, Chair Walker opened the public hearing at 4:22 p.m.

There being no public comment received, the public hearing was closed at 4:22 p.m.

## **PUBLIC COMMENT**

After providing instructions for participation, Chair Walker opened and closed the public comment period. No comments were received.

## **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 Hines and Ayala **moved** and seconded to approve the consent agenda as presented.

Motion **carried**, 9-0.

1. Approval of Vouchers, May 1-31, 2025  
Operating Fund #10  
Self-Insurance Fund #40  
Capital Fund #90  
Payment Nos. 385750 through 386005  
Wire Nos. 20076 through 20379  
Total \$10,508,420.15
2. Approval of Minutes: May12, 2025, regular meeting
3. FS 2025-024, Approved Resolution No. 2025-008 adopting the 2025 Federal Agenda in the same form as presented in Exhibit A.
4. FS 2025-025, Approved Resolution No. 2025-009, reappointing Ivan Trudela to his second CTAG term to begin on August 2025 and ending July 2028, and reappointing Amin “Tony” Hester to his second CTAG term to begin September 2025 and ending August 2028.

### **ACTION AGENDA**

1. **Approval of Resolution No. 2025-010, Declaring June 2025 as Ride Transit Month.**

In recognition of Ride Transit Month, Chair Walker read the full resolution into the record.

Commissioners Ayala and Fagundes **moved** and seconded to approve Resolution No. 2025-010, declaring June 2025 as Ride Transit Month throughout Pierce County, Washington.

Motion **carried**, 9-0.

2. **FS 2025-026, Authorize the Chief Executive Officer to Increase the Contract Spending Authority Amount 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**

Sr. Project Manager Monica Adams presented on the item and reported that the agency has replaced approximately 100 shelters to date, with over 400 replacements still needed. She advised that the new bus shelters are cheaper to replace and repair compared to the old bus shelters.

Vice Chair Whalen noted his appreciation for the new style. A short discussion ensued about vandalism trends.

Commissioners Whalen and Ayala **moved** and seconded 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.

Motion **carried**, 9-0.

**3. FS 2025-027, 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**

Fleet Manager Marah Harris presented on the item and detailed the need for this service. She also provided an overview of the procurement process.

Commissioners Ayala and Whalen **moved** and seconded 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.

Motion **carried**, 9-0.

**4. FS 2025-028, 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**

Sr. Project Manager Sean Robertson presented on the item. He reported that 100 percent design completion is expected in late 2026/early 2027. He responded to questions relating to the timeline of completion.

Upon inquiry, Mr. Robertson detailed the amenities that have been completed thus far on the project and detailed the amenities that still need to be completed. He advised that the water and sewer connections are the last to be done then the agency could complete the landscaping.

Mr. Robertson responded to questions about the project budget for this project and to questions relating to the expansion project.

Commissioner Ayala and Mello **moved** and seconded to authorize the Chief Executive Officer to increase the contract authority amount with Parametrix Engineering, Contract No. 1653, in the amount of \$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.

Motion **carried**, 9-0.

## **5. Election of Chair and Vice Chair**

### **Chair Election**

In accordance with the election process, Commissioner Mello nominated Commissioner Whalen to serve as the chair.

After no other nominations were made, Commissioners Mello and Ayala **moved** and seconded to close nominations for chair.

Motion **carried**, 9-0, and Commissioner Whalen was declared the chair.

### **Vice Chair Election**

In accordance with the election process, Chair Walker nominated Commissioner Ayala to serve as vice chair.

After no other nominations were made, Commissioners Whalen and Fagundes **moved** and seconded to close nominations for vice chair.

Motion **carried**, 9-0, and Commissioner Ayala was declared the vice chair.

## **STAFF UPDATES:**

### **1. CEO's Report**

CEO Mike Griffus reported on the following:

- Pierce Transit recently learned that it will be awarded \$7M in Washington State grant funds including two consolidated grant requests for ongoing operation of Runner Services (\$3.5M award); Rideshare Vehicle replacements and incentives (\$900K); and a Bus and Bus Facilities Grant to help with maintenance needs at our headquarters base (\$2.6M).
- The American Public Transportation Association (APTA) has recognized the efforts of Pierce Transit by awarding us Silver recognition in the APTA Sustainability Commitment Program. Currently, 50 signatories have earned higher-level recognition.
- Invited commissioners to attend the Million Mile Club Awards Ceremony that will be held on Saturday, June 28 from 1:00 p.m. to 3:00 p.m.
- The annual Bus Rodeo is scheduled for July 20th at Pierce Transit headquarters. This family-friendly event allows operators to showcase



their driving skills and compete against other operators in the region. The top candidates from Washington State will then advance to the International Bus Roadeo to compete against champions from across the United States and Canada.

- The 2024 Annual Report is now available and has been distributed to the Board. He thanked staff for the great work they did on this project.

## **INFORMATIONAL BOARD ITEMS**

### **1. Chair's Report**

Chair Walker reported on the following:

- The June 19 Service Delivery and Capital Committee (SDCC) meeting will be cancelled in observance of the Juneteenth holiday. The next SDCC meeting is scheduled for August 21 at 3:00 p.m.
- Announced that the Summer Late Nights teen program in Tacoma is kicking off again. She thanked Pierce Transit for their support and for providing a bus schedule for this program.
- Commissioner Ayala reported that the next doorbelling event to promote the Summer Late Nights program is scheduled for June 18.
- Chair Walker thanked Pierce Transit for raising the pride flag in honor of Pride month.

### **2. Sound Transit Update**

Commissioner Mello reported on the following:

- The Sound Transit Board of Directors are poised to decide at their June board meeting the Preferred Alternative for the Tacoma Link Extension project, which will dictate where stations will be placed in Fife and Tacoma.
- The Sound Transit Board recently held a retreat for purposes of spending time on the Subarea Plans and future transit services.
- He thanked people for voicing their opinions to keep Sound Transit Express Bus Service once the Federal Way Link Extension opens.

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

- Chair Walker reported that PSRC recently held its annual meeting and passed the Regional Safety Plan. She reported that Dave Somers is the new Chair of the PSRC Executive Board and Ryan Mello is the new Vice Chair of the PSRC Executive Board.

#### **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 Fagundes and Whalen **moved** and seconded to adjourn the meeting at 5:23 p.m.

Motion **carried**, 9-0.

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Deanne Jacobson  
Clerk of the Board

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Kristina Walker, Chair  
Board of Commissioners

**TITLE:** Authority to Execute a Contract with Northwest Bus Sales (Contract No. E2281) to Purchase up to 47, 25-Foot Ford StarCraft E450 7.3L Gas SHUTTLE Specialized Transportation Vehicles Pursuant to Washington State Department of Enterprise Services (DES) Contract No. 06719-02 Light and Medium Duty/Cutaways

**DIVISION:** Maintenance

**SUBMITTED BY:** Marah Harris, Fleet Manager

**RELATED ACTION:** N/A

**ATTACHMENTS:** N/A

**RELATION TO STRATEGIC PLAN:** Customer

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### BUDGET INFORMATION

Is it Budgeted? ☒ Yes / ☐ No

**Project Name or Number:** 660 Shuttle Fleet Replacement 2024

☐ Operating Budget

☒ Capital Budget

FUNDING SOURCE:		EXPLANATION:
Local Amount	\$ 9,927,600	The 2025 Capital Budget includes funds to purchase up to 47 specialized transportation SHUTTLES utilizing Department of Enterprise Services Contract No. 06719-02. The total project budget is \$13,898,430.
Grant	\$ 2,964,590	
Total Contract	\$ 12,892,190	
Authority Amount		

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### BACKGROUND:

Maintenance staff has reviewed our replacement schedule and found that 47 SHUTTLES in the fleet are eligible for replacement under the Pierce Transit replacement policy of at least ten (10) years or 150,000 miles. The Shuttles that are up for replacement are 2012 and 2013 models, with an anticipated delivery in third quarter of 2025, they will be within the replacement policy and state, of good repair guidelines.

The State of Washington has established vehicle contracts that allow for use by political subdivisions. Maintenance staff has reviewed the contracts available and has identified the vehicles appropriate for our intended purpose. State Contract pricing is obtained on a competitive bid basis and is considered fair and reasonable. Replacing the vehicles will help mitigate major component failures, downtime, and unplanned maintenance cost. Potential vendors may include Schetky Northwest, Creative Bus Sales and Northwest Bus Sales.

### STAFF RECOMMENDATION:

Purchase up to 47 specialized transportation Shuttle vans from Washington State Contract No. 06719-02.

ALTERNATIVES:

Develop specifications and solicit bids. However, in the past we were not able to achieve the same discounts offered in the state contracts due to combined statewide volume. The second alternative would be to not replace any of the specialized transportation vans. However, these vehicles will be beyond their useful life and will require higher maintenance costs.

PROPOSED MOTION:

Move to: Authorize the Chief Executive Officer to execute a contract with Northwest Bus Sales (Contract No. E2281) to purchase up to 47 specialized transportation vans off the Washington State Contract No. 06719-02 to replace the aging specialized transportation vans, for a total contract spending authority amount of \$12,892,190.





## 2025 – 2030 Transit Development Plan

Tina Lee, Planning Manager & Anna Petersen, Senior Planner

# Transit Development Plan (TDP) Timeline

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

CTAG Presentations  
May 22  
&  
June 26

Board Adoption  
July 14

WSDOT Submittal  
Sept. 1



# 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



# 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.





# Comment Summary

- Eight written public comments
- Implemented suggested minor updates and clarifications
- Unfunded Needs Appendix
- CTAG information session May 22, discussion and comments June 26





# PierceTransit

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**TITLE:** Adopting the 2025-2030 Transit Development Plan (TDP)      **DIVISION:** Planning & Community Development

**SUBMITTED BY:** Anna Petersen, Planner

**RELATED ACTION:** N/A

**ATTACHMENTS:**

Proposed Resolution

Exhibit A, 2025-2030 Transit Development Plan

Exhibit B, Written Public Comments

**RELATION TO STRATEGIC PLAN:** Financial

**BUDGET INFORMATION:** N/A

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**BACKGROUND:**

The Board of Commissioners received an overview of the proposed 2025-2029 Transportation Development Plan at its June 9, 2025, meeting as part of the public hearing process.

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.

Specifically, the 2025-2030 TDP describes major agency accomplishments and activities in 2024, Pierce Transit's existing system, the agency's goals and strategies including how Pierce Transit meets state and local long-range priorities for public transportation, performance measures and targets, plan consistency, planned capital improvements, significant service and operating changes planned for the system, a multiyear financial plan, projects of regional significance, and unfunded project needs.

A public comment period was held from May 22, 2025, through June 10, 2025. During this time, the plan was widely distributed through e-newsletters (nearly 10,000 subscribers), social media, the Pierce Transit website, a news release, local jurisdictions in Pierce County, Community Transportation Advisory Group members, Pierce Transit Commissioners, and the Puget Sound Regional Council (PSRC) Metropolitan Planning Organization.

On May 22, an information session was held at the Community Transportation Advisory Group (CTAG) public meeting. Staff also returned to CTAG on June 26 to meet with them and discuss their comments. On June 9, a public hearing was held as part of the regular Pierce Transit Board of Commissioners meeting. During the public comment period, eight (8) written public comments were received, which are attached as Exhibit B.

In response to comments received, staff have made minor edits and clarifications to status, location or content of referenced source documents and corrected minor typographic errors. Multiple CTAG members expressed concern regarding one project on Appendix A, Unfunded Needs List. The Autonomous Vehicles Testing: Pilot Project was included on the unfunded list to allow the project to remain eligible for grant funding, and as a potential partnership project with a local jurisdiction. Staff is recommending that this project be removed from the unfunded list until such time that a potential partner is identified.

STAFF RECOMMENDATION:

Adopt the Pierce Transit 2025-2030 Transit Development Plan as presented in Exhibit A.

ALTERNATIVES:

Do not adopt the Pierce Transit 2025-2030 Transit Development Plan and direct staff to make specific revisions.

PROPOSED MOTION:

Move to: Approve Resolution No. 2025-011, adopting the 2025-2030 Transit Development Plan as presented in Exhibit A.

**RESOLUTION NO. 2025-011**

A RESOLUTION of the Board of Commissioners of Pierce Transit  
Adopting the 2025-2030 Transit Development Plan

WHEREAS, the 2025-2030 Transit Development Plan (TDP) reports on 2024 Pierce Transit activities, service area and operations, state and agency goals, local performance standards and measures, plan consistency, planned service and operating changes, planned capital expenses, a multiyear financial plan, projects of regional significance, and unfunded agency needs; and

WHEREAS, the Revised Code of Washington (RCW) Chapter 35.58 requires that municipal corporations, including Public Transportation Benefit Areas such as Pierce Transit, prepare and approve a Six-Year Transit Development Plan for that calendar year and the ensuing five years; and

WHEREAS, on May 22, 2025, the Draft TDP was distributed publicly for review and comment; and

WHEREAS, a public comment period was open from May 22, 2025, through June 10, 2025; and

WHEREAS, on May 22, 2025, and June 26, 2025, the Community Transportation Advisory Group held a public meeting to review the Draft TDP; and

WHEREAS, on June 9, 2025, the Pierce Transit Board of Commissioners held a public hearing to review the Draft TDP; and

WHEREAS, Eight (8) public comments were received during the public comment period; and

WHEREAS, the 2025-2030 TDP is categorically exempt from the State Environmental Policy Act pursuant to Washington Administrative Code 197-11-800 as Procedural Action and Information Collection and Research.

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

Section 1. The Transit Development Plan for 2025-2030, attached hereto as Exhibit A, is hereby adopted and constitutes Pierce Transit's current Six-Year Transit Development Plan.

ADOPTED by the Board of Commissioners of Pierce Transit at their regular meeting thereof held on the 14th day of July 2025.



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Jason Whalen, Chair  
Board of Commissioners

ATTEST/AUTHENTICATED

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Deanne Jacobson, CMC  
Clerk of the Board

2025 - 2030

# *Transit Development Plan (TDP)*

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A SHORT  
RANGE PLAN



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**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](mailto:crofficer@piercetransit.org)
- Visit the website: [PierceTransit.org/title-vi-complaint-process/](https://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)  
ដោយសេវាតាមរយៈ លេខទូរស័ព្ទ ២៥៣-៥៨១-៨០០០ ។

致电253-581-8000 联系客户服务代表，  
将提供中文翻译服务。

**State Environmental Policy Act (SEPA):** The 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/](https://PierceTransit.org/board-meetings/). Information on the Pierce Transit Community Transportation Advisory Group meetings may be found at [PierceTransit.org/community-transportation-advisory-group/](https://PierceTransit.org/community-transportation-advisory-group/).

**Submit Public Comments – No later than June 10, 2025**

Via email to [apetersen@piercetransit.org](mailto: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

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

## SECTION 01

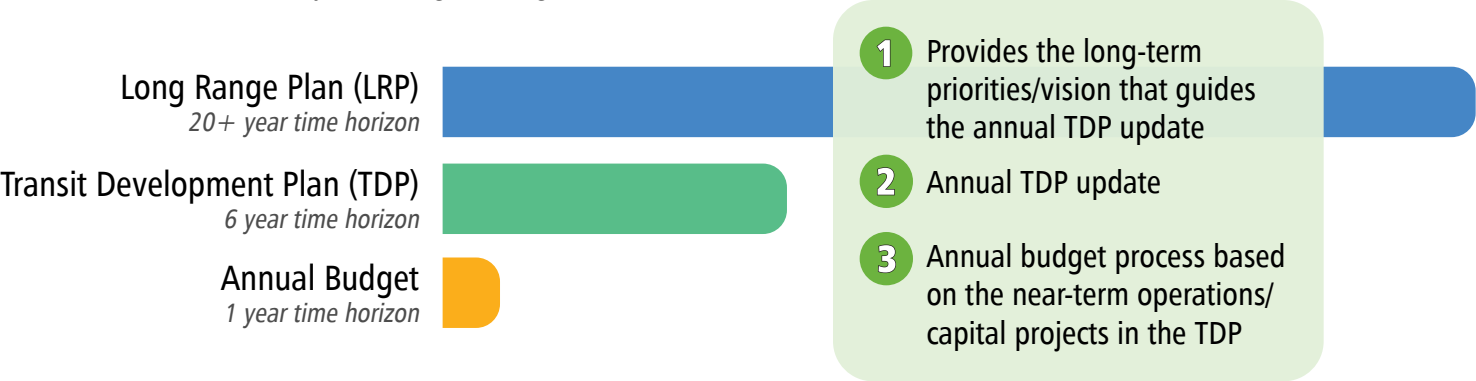
# *Background Information*

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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. It draws data and information from other documents, plans, and reports created and published by Pierce Transit. The TDP brings together longer- and shorter-term plans/proposals for a more digestible glance at Pierce Transit operations. Specific topics include:

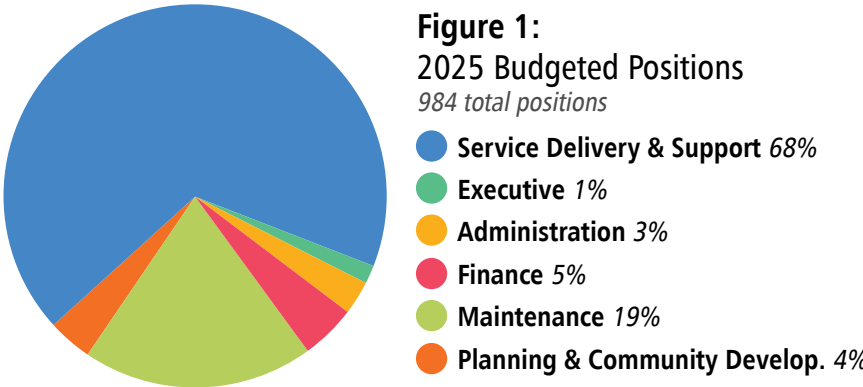
- Major agency accomplishments and activities in 2024
- An overview of the agency’s existing transit system
- Adopted goals and strategies, as well as specific strategies on how the agency will meet state and local long-range priorities
- Performance measures and targets
- Planned capital improvements
- 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), 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://PierceTransit.org/board-commissioners/).



**Kristina Walker**  
Board Chair,  
Commissioner  
Tacoma City Council



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



**Rosie Ayala**  
Commissioner  
Pierce County Council



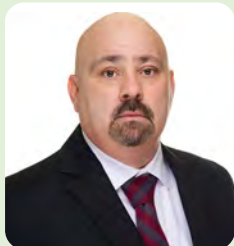
**Olgy Diaz**  
Commissioner  
Tacoma City Council



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



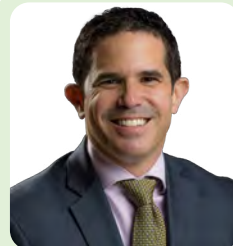
**John Hines**  
Commissioner  
Tacoma City Council



**John Hoheusle**  
Commissioner  
Non-voting Labor  
Representative



**Jim Kastama**  
Commissioner  
Mayor of Puyallup  
*Represents city of Puyallup*



**Ryan Mello**  
Commissioner  
Pierce County  
Executive



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

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

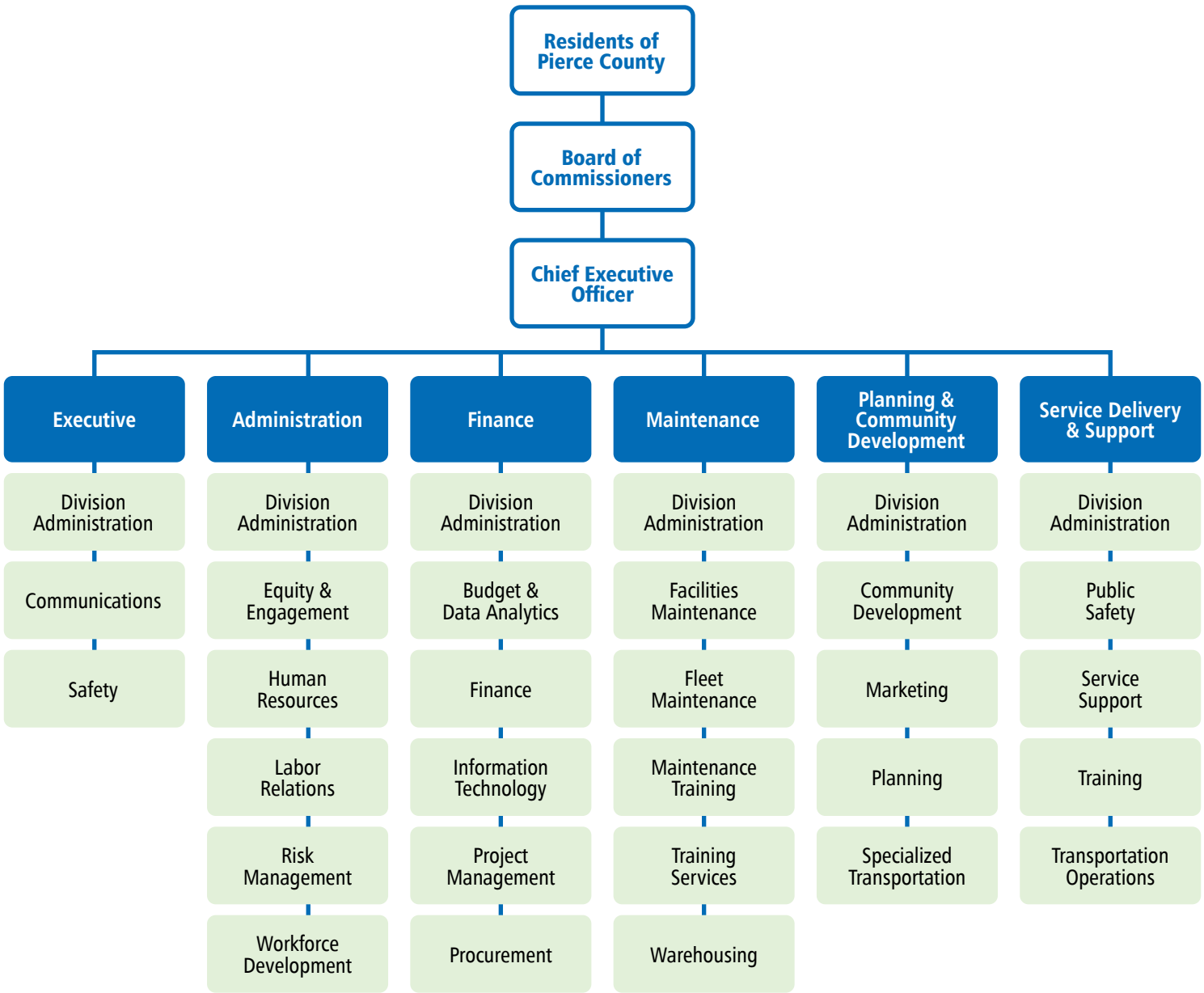
Improve people's quality of life by providing safe, reliable and accessible transportation services that are locally based and regionally connected.

## 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*

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## 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 and Agency Partners

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 Human Services Department 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 & 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 and Park & Ride Renewal

The Transit Centers and Park & 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 & 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*

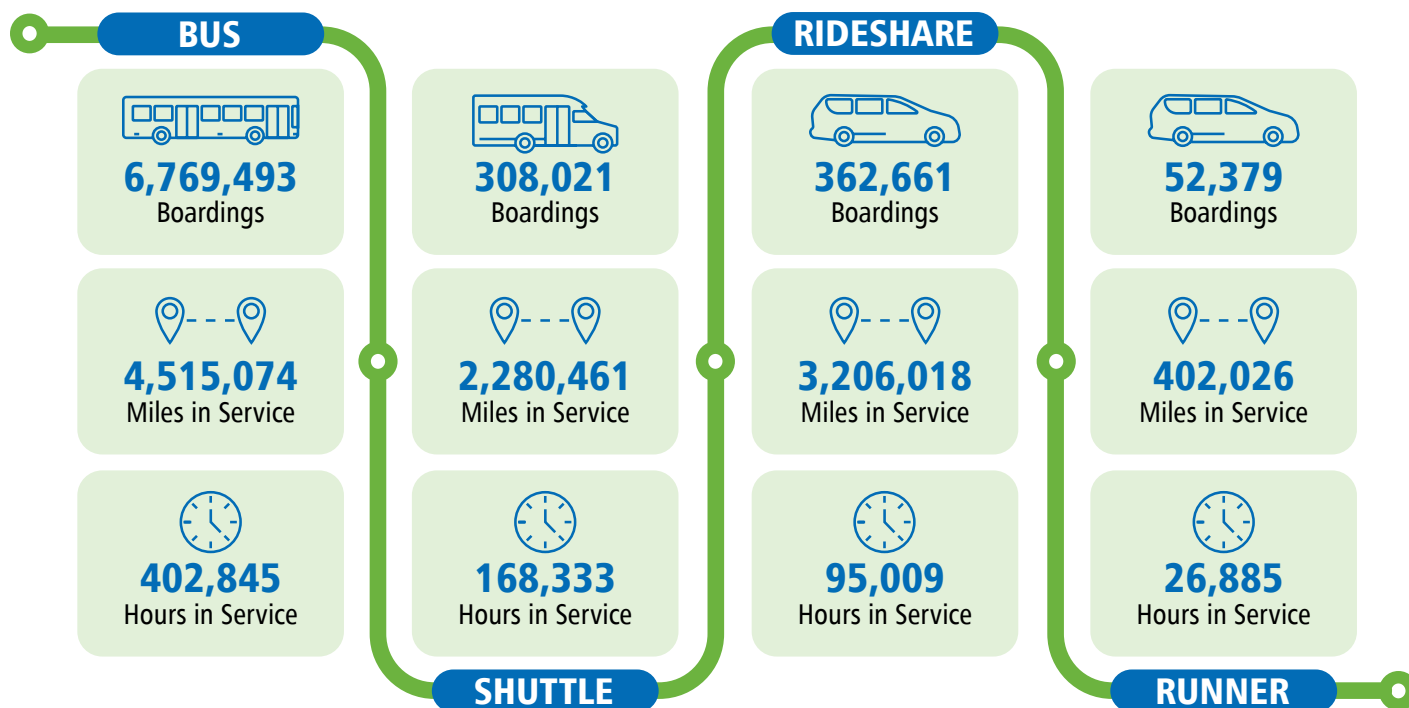
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# Overview of Service Area and Operations

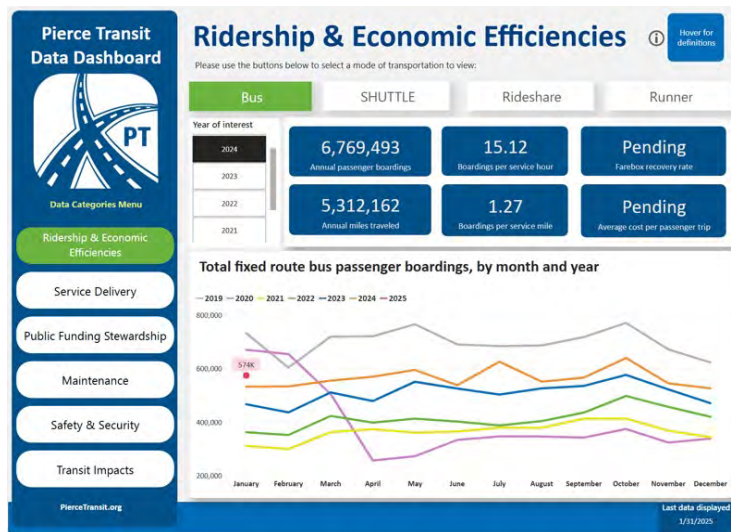
The agency currently offers four service types: fixed route bus, SHUTTLE (ADA Paratransit), Rideshare, and Runner (On-Demand Microtransit). A detailed system map can be found at: [PierceTransit.org/system-map](https://PierceTransit.org/system-map). The agency also operates a number of regional express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





## Fixed Route Bus

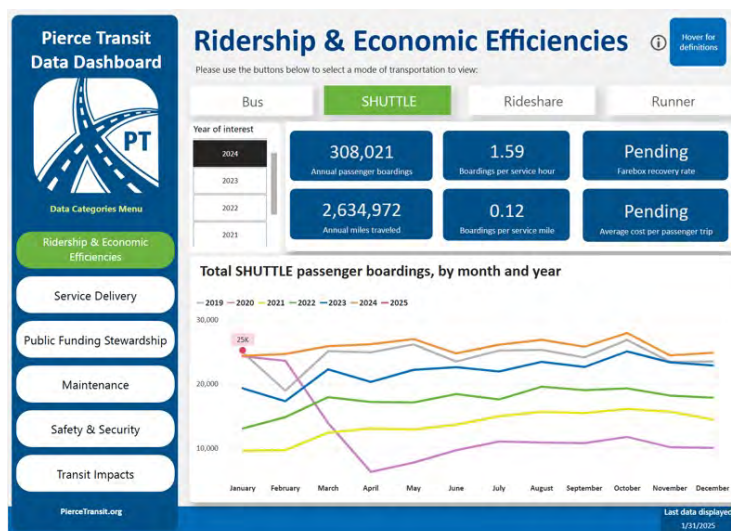
Pierce Transit runs and operates 29 bus routes on set schedules, plus additional regional express bus routes under contract with Sound Transit.



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

## SHUTTLE (ADA Paratransit)

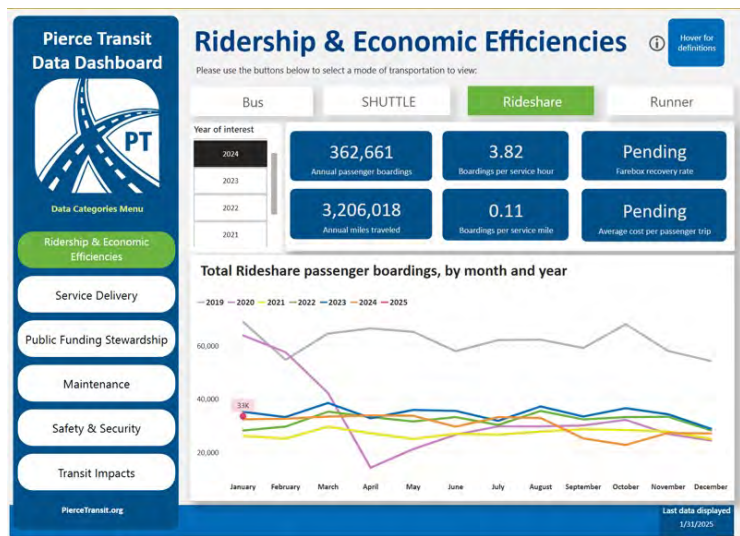
SHUTTLE is a ride-request transportation service providing door-to-door rides for qualifying persons with disabilities anywhere within ¾-mile of a bus route. A portion of these services are operated under contract.



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

# Rideshare

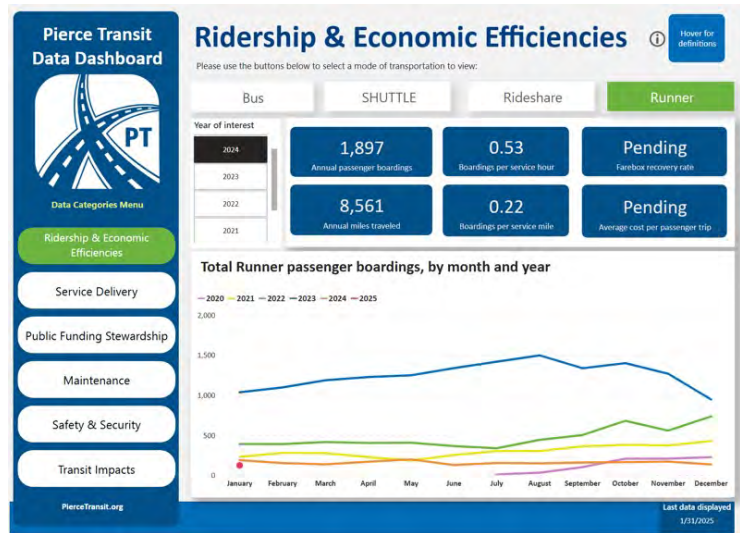
The agency's rideshare program provides vehicles for three or more occupants to share a commute, reducing travel by single-occupancy-vehicles.



- [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.

## Auxillary Operations

### Tacoma Dome Station Customer Service Center and Public Safety Office

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

## Transit Centers



### Tacoma Dome Station

- **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 up to 250 parking stalls total is in design and expected to open in 2028.

## Park & Ride Lots

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



# 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: 14
- Body-on-Chassis (Cutaway) Vehicles Operated by Transdev: 86



### Rideshare | Total: 269

- 6-passenger Vehicles: 1
- 7-passenger Vehicles: 149
- 12-passenger Vehicles: 73
- 15-passenger Vehicles: 46



### 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*

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include bicycle lockers.

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
<b>Economic Vitality</b> Promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to ensure a prosperous economy.	<b>Pierce Transit 2024-2029 Strategic Plan</b> <ul style="list-style-type: none"><li>• Develop a High-Capacity Transit Plan for at least three corridors.</li><li>• Expand career launch opportunities with apprenticeships, local non-profits, and regional education partners.</li><li>• Increase the number of ORCA Business Accounts by 25%.</li><li>• Establish a metric to report on employee recruitment that is a result of local partnerships.</li></ul> <b>Pierce Transit Customer Experience Action Plan</b> <ul style="list-style-type: none"><li>• Improve headway schedules on primary routes.</li></ul>
<b>Preservation</b> Maintain, preserve, and extend the life and utility of prior investments in transportation systems and services.	<b>Pierce Transit 2024-2029 Strategic Plan</b> <ul style="list-style-type: none"><li>• 95% or more of the revenue fleet meets the useful life benchmark.</li><li>• 75% of the agency’s facilities meet the state of good repair standard.</li></ul> <b>Pierce Transit Asset Management Plan Update of 2022</b> <ul style="list-style-type: none"><li>• 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).</li></ul>

State Goals	Pierce Transit Strategies/Objectives
<p><b>Safety</b></p> <p>Provide for and improve the safety and security of transportation customers and the transportation system.</p>	<p><b>Pierce Transit 2024-2029 Strategic Plan:</b></p> <ul style="list-style-type: none"> <li>Assess and improve system security and safety plans with “customer first” focus.</li> </ul> <p><b>Pierce Transit Customer Experience Action Plan:</b></p> <ul style="list-style-type: none"> <li>Conduct a stop location review focused on safety parameters.</li> <li>Launch Mental Health Crises Response Team – Hardship Assistance Response Team (HART).</li> <li>Increase Public Safety personnel in the field, at transit centers and on coaches.</li> <li>Implement a Transit Watch system where customers can easily report safety concerns.</li> </ul>
<p><b>Mobility</b></p> <p>Improve the predictable movement of goods and people throughout Washington state, including congestion relief and improved freight mobility.</p>	<p><b>Pierce Transit 2024-2029 Strategic Plan:</b></p> <ul style="list-style-type: none"> <li>Finalize implementation of the new Computer-Aided Dispatch-Automatic Vehicle Location (CAD-AVL) system.</li> <li>Adopt and implement a Service Restoration Plan.</li> </ul> <p><b>Pierce Transit Customer Experience Action Plan:</b></p> <ul style="list-style-type: none"> <li>Expand on-demand service coverage areas.</li> <li>Improve headway schedules on primary routes.</li> <li>Provide more instructors and facilitate additional training classes for onboarding new operators.</li> <li>Ensure that all service-related data provided to customers is timely and accurate.</li> <li>Increase reliability reviews conducted by the On-Time Performance Group of on time performance and missed trips.</li> <li>Implement timed transfers on lead frequency routes.</li> <li>Optimize service schedules and conduct regular scheduling reviews.</li> </ul>



State Goals	Pierce Transit Strategies/Objectives
<p><b>Environment &amp; Health</b></p> <p>Enhance Washington’s quality of life through transportation investments that promote energy conservation, enhance healthy communities, and protect the environment.</p>	<p><b>Pierce Transit 2024-2029 Strategic Plan:</b></p> <ul style="list-style-type: none"> <li>• Develop a Climate Action Plan (fleet, facilities, and operations)</li> <li>• Reduce total greenhouse gas emissions compared to 2017 by 40%. (metric tons of CO2).</li> </ul> <p><b>Pierce Transit Executive Order No. 1 Amended June 24, 2022</b></p> <ul style="list-style-type: none"> <li>• Commit to 20% electrification of revenue fleet by 2030 pending available financial resources.</li> <li>• 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.</li> <li>• Work with energy providers to maximize the percentage of renewable energy purchased. Utilize renewable fuels including renewable natural gas and electricity.</li> <li>• Enhance commute trip reduction efforts.</li> <li>• Support workplace and public electric vehicle charging at PT facilities.</li> <li>• Support alternative methods of transportation to connect to transit (bicycles, walking, rideshare).</li> </ul>
<p><b>Stewardship</b></p> <p>Continuously improve the quality, effectiveness, resilience, and efficiency of the transportation system.</p>	<p><b>Pierce Transit 2024-2029 Strategic Plan:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Assess and improve system security and safety plans with “customer first” focus.</li> <li>• Design and deliver services that are inclusive to all individuals and abilities.</li> <li>• 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%.</li> <li>• Achieve 85% on time performance.</li> <li>• Establish and regularly communicate an accountability dashboard for the Strategic Plan.</li> <li>• Empanel a public equity task force.</li> <li>• Complete a Pierce Transit Equity Framework, including metrics.</li> </ul>

## SECTION 05

# *Measuring Performance*

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# 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

Beginning in 2025, Pierce Transit will publish 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

When available, a copy of the most recent Route Performance Report can be found on Pierce Transit's website at [PierceTransit.org/public-documents](https://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.



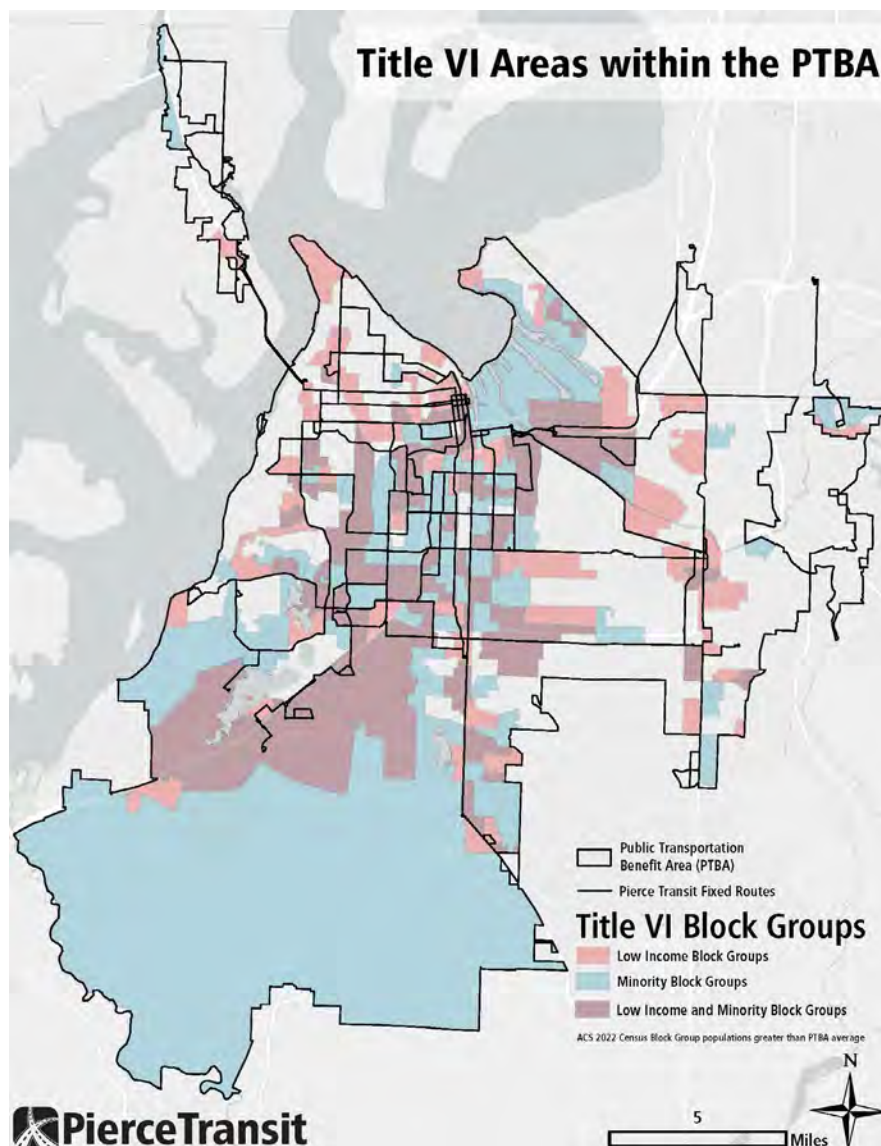
## Major Service & Fare Change Analysis

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.

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



## Runner Performance Indicators and Targets

Pierce Transit tracks a wide 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*

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# 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 plan<sup>1</sup>, 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.

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<sup>1</sup> Note 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.

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

#### **Relevant Policy Direction**

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

## **Tacoma**

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

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

#### **Relevant Policy Direction**

1. Plan for an equitable distribution of centers across the city to enhance equitable access to services, employment, and housing opportunities. See Exhibit 22: Centers Map for existing designations.
2. Connect centers to each other and to other key destinations, such as schools and parks, by frequent, safe, and convenient transit, bicycle routes, a complete and accessible pedestrian network, and electric vehicle charging stations.

3. When planning capital and transportation improvements in centers, emphasize equitable outcomes and co-benefits. Consider the priorities outlined in the TMP and Public Facilities and Services elements, which should reflect these priorities.
4. Expand the boundary of a center if the change can better implement the vision of a city of 15-minute neighborhoods. Examples include:
  - a. Support boundary expansion where the demand for additional growth exists and where the capacity for additional growth is limited.
  - b. Support boundary expansion to establish mid-scale transition areas near Centers that provide a scale and intensity transition down to low-scale neighborhoods while supporting well-designed, context-sensitive, pedestrian-oriented housing in walkable, transit-supportive urban.

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

**Relevant Policy Direction**

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

## Gig Harbor

*(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*

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## 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
<b>Service Hours</b>	482,000	482,000	482,000	482,000	482,000	482,000
<b>Service Hour Change</b>	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Service Miles</b>	5,673,099	5,673,099	5,673,099	5,673,099	5,673,099	5,673,099
<b>Service Miles Change</b>	1.5%	0.00	0.0%	0.0%	0.0%	0.0%
<b>Ridership (Estimated)</b>	7,288,292	7,383,040	7,479,019	7,576,247	7,674,738	7,774,509
<b>Ridership Change</b>	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](https://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.

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

## 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  $\frac{3}{4}$  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
<b>Service Hours</b>	193,697	193,697	193,697	193,697	193,697	193,697
<b>Service Hour Change</b>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Service Miles</b>	2,679,896	2,679,896	2,679,896	2,679,896	2,679,896	2,679,896
<b>Service Miles Change</b>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Ridership</b>	315,113	315,113	315,113	315,113	315,113	315,113
<b>Ridership Change</b>	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
<b>Tideflats Vehicle Hours</b>	9,423	9,423	9,423	9,423	9,423	9,423
<b>Tideflats Ridership</b>	24,864	25,609	25,609	25,609	25,609	25,609
<b>Ruston Vehicle Hours</b>	3,141	3,141	3,141	3,141	3,141	3,141
<b>Ruston Ridership</b>	5,532	5,698	5,698	5,698	5,698	5,698
<b>Spanaway Vehicle Hours</b>	10,770	10,770	10,770	10,770	10,770	10,770
<b>Spanaway Ridership</b>	26,297	27,085	27,085	27,085	27,085	27,085
<b>JBLM Vehicle Hours</b>	3,120	3,120	3,120	3,120	3,120	3,120
<b>JBLM Ridership</b>	2,250	2,250	2,250	2,250	2,250	2,250
<b>Puyallup Vehicle Hours</b>	10,770	10,770	10,770	10,770	10,770	10,770
<b>Puyallup Ridership</b>	26,211	26,997	26,997	26,997	26,997	26,997
<b>Gig Harbor Vehicle Hours</b>	10,770	10,770	10,770	10,770	10,770	10,770
<b>Gig Harbor Ridership</b>	4,423	4,556	4,556	4,556	4,556	4,556

## SECTION 08

# *Planned Capital Expenses*

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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.

<b>Figure 3: New and Replacement Rolling Stock</b>		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 August 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 - \$3.6M

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 two federal grants (\$2.5 M and \$945,819) 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.

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 program did not fund this project due to state funding constraints. Pierce Transit will actively seek grant funding to complete this project.



## 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
<b>Subtotal Base Facilities Projects</b>			<b>68,819,846</b>	<b>52,366,155</b>	<b>3,097,480</b>	<b>13,356,211</b>	<b>17,739,270</b>	<b>31,084,400</b>	<b>12,246,320</b>	<b>18,838,080</b>
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
<b>Subtotal Other Projects</b>			<b>13,433,418</b>	<b>1,483,418</b>	<b>968,600</b>	<b>10,981,400</b>	<b>9,237,147</b>	<b>20,418,560</b>	<b>6,660,310</b>	<b>13,758,250</b>



## Approved Capital Project List (continued)

#	Project Name	Project #	Project Budget	Spent Thru 2023	2024 YE Est	2025 Estimated Carryover	2025 New Request	2025 Budget	Local Funding	Grant Funding
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
<b>Subtotal Passenger Facilities Projects</b>			<b>32,334,010</b>	<b>11,552,999</b>	<b>1,680,210</b>	<b>19,100,801</b>	<b>10,148,340</b>	<b>33,199,140</b>	<b>11,781,380</b>	<b>21,417,760</b>
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	-
<b>Subtotal Revenue Vehicle Projects</b>			<b>52,728,441</b>	<b>846,395</b>	<b>3,087,140</b>	<b>48,794,906</b>	<b>16,340,953</b>	<b>65,135,860</b>	<b>25,440,860</b>	<b>39,695,000</b>
62	Security Systems Replacement	452	4,080,769	2,373,642	347,970	1,359,157		1,359,160	1,122,270	236,890
63	ngORCA	482	6,154,834	3,962,213	61,940	2,130,681		2,130,680	2,130,680	-
64	Backup Software Replacement 2018	543	120,000	103,100	-	16,900		16,900	16,900	-
65	CAD-AVL System Replacement 2019	573	11,000,000	8,103,765	996,160	1,900,075		1,900,080	(1,438,350)	3,338,430
66	Storage Area Network 2019	579	294,700	176,381	26,760	91,559		91,560	91,560	-
67	Call Center Software Replacement 2021	604	159,000	144,115	-	14,885		14,880	14,880	-
68	NeoGov HRIS Module	609	150,000	44,616	-	105,384	10,000	115,380	115,380	-
69	ADEPT Upgrade or Replacement 2022	625	2,200,000	2,688	-	2,197,312		2,197,310	2,197,310	-
70	Real Time Sign Refurbishment	645	43,070	-	-	43,070		43,070	43,070	-
71	Managed Cyber Security Services	650	250,000	-	-	250,000		250,000	250,000	-
72	SQL Service DB Monitoring	667	27,310	-	-	27,310		27,310	27,310	-
73	ngORCA Phase 2	670	780,360	-	-	780,360		780,360	780,360	-
74	DriveCam Equipment Replacement 2024	672	264,300	-	254,330	9,970		9,970	9,970	-
75	Finance ERP	675	3,900,000	-	-	3,900,000		3,900,000	3,900,000	-
76	Network Infrastructure Replacement 2024	678	1,646,880	-	-	1,646,880		1,646,880	1,646,880	-
77	Hastus Upgrade 2025	NEW08					824,868	824,870	824,870	-
78	Network Infrastructure Replacement 2025	NEW10					678,040	678,040	678,040	-
79	VOAM Module Interface	NEW19					227,921	227,920	227,920	-
<b>Subtotal Technology Projects</b>			<b>31,071,223</b>	<b>14,910,520</b>	<b>1,687,160</b>	<b>14,473,543</b>	<b>1,740,829</b>	<b>16,214,370</b>	<b>12,639,050</b>	<b>3,575,320</b>
<b>Total Capital Projects</b>			<b>198,386,938</b>	<b>81,159,487</b>	<b>10,520,590</b>	<b>106,706,861</b>	<b>55,206,539</b>	<b>166,052,330</b>	<b>68,767,920</b>	<b>97,284,410</b>



**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*

#	Project Name	Project #	2025	2026	2027	2028	2029
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*

#	Project Name	Project #	2025	2026	2027	2028	2029
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				
<b>Subtotal Carryover and Additional</b>			<b>128,913,030</b>	-	-	-	-
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*

#	Project Name	Project #	2025	2026	2027	2028	2029
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				
<b>Subtotal New Requests</b>			<b>37,139,300</b>	-	-	-	-
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*

#	Project Name	Project #	2025	2026	2027	2028	2029
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*

#	Project Name	Project #	2025	2026	2027	2028	2029
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					
<b>Subtotal Outyear Requests</b>			-	<b>8,972,640</b>	<b>19,590,550</b>	<b>14,817,270</b>	<b>14,091,540</b>
<b>Grand Total</b>			<b>166,052,330</b>	<b>8,972,640</b>	<b>19,590,550</b>	<b>14,817,270</b>	<b>14,091,540</b>

## SECTION 09

# *Multiyear Financial Plan*

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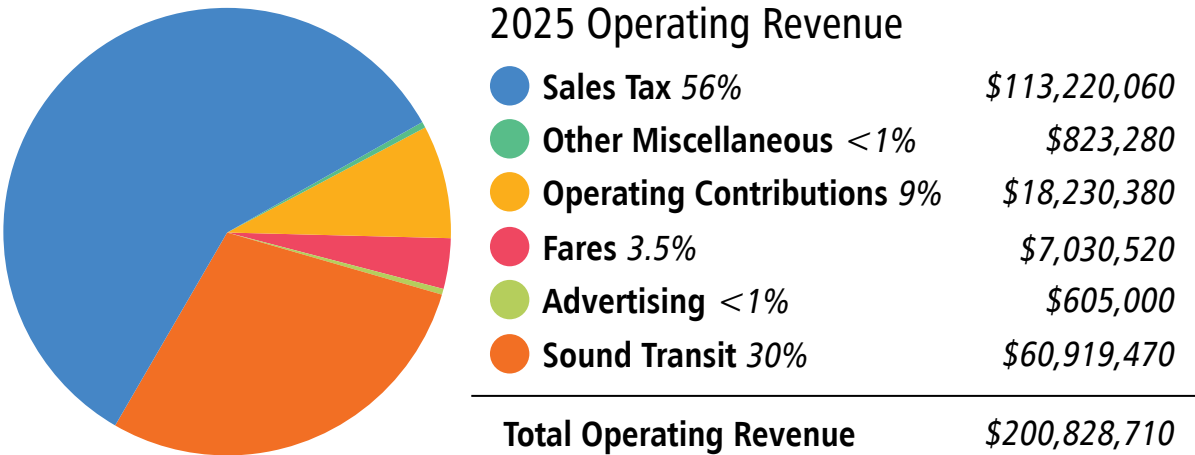


Ridership is trending toward pre-pandemic levels, but economic uncertainty continues to impact Pierce Transit. Controlling the overall cost of services and projects remains a significant concern. The agency anticipates that the challenges posed by inflation, including uncertainties related to future 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
<b>Beginning Balance</b>	240,504,590	171,255,240	172,000,380	157,655,650	145,222,200	136,325,260
<b>Revenues</b>						
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
<b>Total Revenue</b>	<b>298,113,120</b>	<b>216,119,360</b>	<b>218,750,700</b>	<b>223,540,820</b>	<b>234,297,580</b>	<b>240,626,480</b>
<b>Expenditures</b>						
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
<b>Total Expenditures</b>	<b>367,362,470</b>	<b>215,374,220</b>	<b>233,095,430</b>	<b>235,974,270</b>	<b>243,194,520</b>	<b>258,288,940</b>
<b>Ending Balance</b>	<b>171,255,240</b>	<b>172,000,380</b>	<b>157,655,650</b>	<b>145,222,200</b>	<b>136,325,260</b>	<b>118,662,800</b>
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*

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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:	From:	To:	
Pacific Avenue S/SR 7	Downtown Tacoma	Spanaway	
County:	Completion Year:	Prioritization Score:	
Pierce County	2024	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:	From:	To:	
State Route 7 in Spanaway	Mountain Highway E	8th Avenue E	
County:	Completion Year:	Prioritization Score:	
Pierce County	2024	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:	From:	To:	
Route 2:	Downtown Tacoma	Lakewood Towne Center Transit Center	
County:	Completion Year:	Prioritization Score:	
Pierce County	2028	49	

## SECTION 11

# *Public Comment Summary*

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Name	Date Received	Received Through	Comment Summary
Brian Bischof	6/10/2025	Email	Expressed a desire for an increase in service hours to continue with the Bus System Recovery Plan. Expressed support for the Board to begin a conversation on a increase in sales tax, and suggested Board members begin reaching out to grassroots organizations for support. Provided comment on City of Tacoma transportation investments and asked if they can use TBD funds to support increased span and frequency of routes. Also discussed Sound Transit service.
City of Auburn, Veronica Bean	6/2/2025	Email	Noted that the greater less than/less than signs were reversed.
Gil Cerise (for Puget Sound Regional Council)	5/22/2025	Letter via Email	Suggested wording updates for clarity regarding the Regional Transportation Plan and VISION 2050.
Pierce County	6/10/2025	Email	Suggested the inclusion of additional information and clarifications. Also made some suggestions for updates to Agency goals.
Liu	6/11/2025	Email	Voiced support for Pierce Transit and the desire for service in expanded areas not currently served such as Artondale.
CTAG	5/22/25 & 6/26/2025	Meeting	CTAG Members discussed agency priorities, the Unfunded Needs List, amenities, parking and bike storage . Some expressed they do not support the Autonomous Vehicles Testing Pilot Project found on the Unfunded Needs List.

## APPENDIX A

# *Unfunded Needs List*

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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)
<b>Transit Speed and Reliability Improvements</b> <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>	
<b>Base Expansion: Building 1</b>	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.	\$50,000,000
<b>Base Expansion: West Base</b> <i>Improvement/expansion</i>	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.	\$60,000,000
<b>Base Expansion: South Base</b>	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).	\$80,000,000



Name	Description	Cost (if known)
<b>Bus Stop Bench Expansion</b> <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
<b>Systemwide ADA Signage Improvements</b> <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
<b>Stream Community Line Service Expansion</b> <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
<b>Virtual Reality Training Program Expansion</b> <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
<b>Tacoma Mall Transit Center Portland Loo</b> <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.



**From:** [pbenji@aol.com](mailto:pbenji@aol.com)  
**To:** [Anna Petersen](#)  
**Subject:** Transit Development Plan  
**Date:** Friday, May 23, 2025 7:42:14 PM

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It is difficult to again see that the projected years do not offer consistent regular bus service to Browns Point and Dash Point. Our taxes for transit really do not benefit the area like it did at one time going up SR 509 to the Browns Point Shopping Center then on to Dash Point up 21st. to Browns Point Blvd and even down Frances St. NE and then to Northeast Tacoma and back to downtown Tacoma. The Pierce Runner is not the answer for the people without vehicles or unable to drive to get to downtown Tacoma. I had hoped to read that the goal was to serve Browns Point and Dash Point in the future. Please reconsider.

Pat Richmond



## Puget Sound Regional Council

1201 Third Avenue, Suite 500, Seattle, WA 98101-3055 | [psrc.org](https://psrc.org) | 206-464-7090

May 22, 2025

Anna Petersen  
Pierce Transit  
3701 96th Street SW  
Lakewood, WA 98499

Re: Comments on the draft Pierce Transit 2025–2030 Transit Development Plan

Dear Ms. Petersen:

Thank you for sharing the draft 2025–2030 Transit Development Plan with PSRC for review early in the plan development process. We appreciate the ongoing collaboration and information sharing between our two agencies as we work to ensure consistency across regional plans, goals, and processes.

We reviewed the draft plan with a focus on three of the required elements: local performance measures and targets, plan consistency, and regionally significant projects. Below are PSRC’s comments on each of these elements.

- **Local Performance Measures and Targets**

Thank you for including details on service-related performance targets in Section 5 of the plan. We look forward to receiving Pierce Transit’s full Transit Asset Management and transit safety 2024 actuals and 2025 targets later this year. The templates will be sent this week, and PSRC is asking for the data by September 2. These tables can be included in the final TDP or sent separately to PSRC. This data will help PSRC meet federal requirements for regional target setting and performance reporting.

- **Plan Consistency**

The narrative on Page 38 (Section 7) does a good job describing both how Pierce Transit engages jurisdictions in its own planning processes, like the development of *Destination 2045*, as well as how the agency was involved in the development of local comprehensive plans. Thank you for updating this section to reflect recent plan updates. The description of the *Stream BRT System Expansion Study* was also a good

example of coordination between the transit agency and jurisdictions to evaluate readiness and funding for large-scale capital projects.

- **Regionally Significant Projects**

Thank you for including a list of regionally significant projects and the associated details in Section 10 of the TDP. In comparing this to our current [Regional Capacity Project List](#), they are identical. We appreciate that the differences between the current list and what was submitted last month for the 2026 RTP were described on Page 63. To avoid confusion, it may be easier to just list the two projects submitted for the new list (along with the completion year, estimated cost, and candidate/approved status) rather than copying the outdated information from the current project list into the TDP.

However, given that this year PSRC is in the process of updating its regional capacity project list for 2026 adoption, we are allowing transit agencies to reference either the current project list or their applications for the new project list in this year's TDP.


- **Other Comments: References to Regional Plans**

We also have two minor corrections to language in the TDP associated with PSRC plans. First, VISION 2050 should be capitalized in all references. It is shown as both "VISION 2050" and "Vision 2050" on Pages 38-39 of the draft TDP.

Second, on Page 63, the phrasing in the second line seems to suggest that VISION 2050 is the Regional Transportation Plan (RTP). The RTP is a separate implementation plan, and the Regional Capacity Project List is an appendix of the RTP, not VISION 2050. Please change the second sentence to: "The projects listed below are from PSRC's current Regional Transportation Plan." Or, if you choose to include the projects submitted for the new plan instead, it would read: "The projects listed below were submitted to PSRC in April 2025 for the Regional Transportation Plan, scheduled for adoption in 2026."

Thank you again for providing an opportunity to review the draft plan. If you have any questions or need additional information, please contact me at [gcerise@psrc.org](mailto:gcerise@psrc.org) or (206) 971-3053.

Sincerely,



Gil Cerise

Program Manager



**From:** [Brian Bischof](#)  
**To:** [Anna Petersen](#)  
**Subject:** Re: Pierce Transit + Pierce Transit TDP  
**Date:** Monday, June 9, 2025 7:21:34 PM  
**Attachments:** [image002.png](#)  
[image001.png](#)  
[image001.png](#)  
[image002.png](#)

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Anna,

Thanks again for the time last week and helping me understand the current situation of sales tax and Pierce Transit. I would like to offer the following comments on the TDP.

1. The primary comment I have is what I outlined in my initial email which is how can we continue with the bus recovery plan, serving the highest ridership since 2019, without an increase in service hours at a minimum. Those service hours are best spent on our three main lines and then urban core routes expanding frequency.
2. The Board should start the conversation as soon as possible on a sales tax mandate. The last published attempt at this conversation with the service area and public was Nov of 2012 from my research. Supportive commissioners should prepare a case and start reaching out with grassroots organizations.
3. The City of Tacoma is not noted as investing any from the allocated TBD towards bus funding at all. Only road improvements. 14 of the 15 million of that fund. Is there potential to spend this on more frequency and drivers as noted in it's allowed purpose in the RCW.
4. Sound Transit routes were not mentioned in the TDP. They are an important lifeline as well to Seattle. I believe that there is duplicative service focused on the 9-5pm commute and could use additional focus in the later hours. Especially a very full 11:45pm bus on all nights for service industry and entertainment. Other buses that go to Bellevue or Renton will have one or two more buses departing the city at 1230/1245am.

Increased frequency on the Route 1 and 3 are appreciated and the restoration of a lot of 590/594 trips. But we are at the time to invest in expanded funding to better match our potential and goals in One Tacoma, Home in Tacoma and Pierce County Comp plan. Funding spent on reducing single occupancy vehicle use extends the life of roads and the need to repair them. And allows more residential capacity and reduces city land and right of way utilized primarily for single occupancy vehicles.

I hope this comment is appropriate and not too long.

Best  
Brian Bischof

**From:** [Veronica Bean](#)  
**To:** [Anna Petersen](#)  
**Subject:** 2025-2030 Transit Development Plan Comment  
**Date:** Monday, June 2, 2025 10:14:05 AM  
**Attachments:** [image001.png](#)

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Hi Anna,

I have a minor, but significant, comment/edit for the 2025-2030 Transit Development Plan.  
More of a proofreading comment:

- The greater than/less than signs on the Updated Route Classifications table on page 44 are backwards. I believe that the Stream and Core routes are supposed to be for greater than 8,000/square mile density, and Connector for less than 6,000/square mile density. Signs circled in the below screenshot.

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

Thanks,

**Veronica Bean**

*Pronouns: she/her*

Transportation Planner

City of Auburn

D: (253) 398-7351 | C: (253) 285-6019

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**From:** [Mike Galizio](#)  
**To:** [Anna Petersen](#)  
**Cc:** [Alon Bassok](#); [Monica Ghosh](#); [Shawn Phelps](#); [Brittany Carbullido](#); [Darin Stavish](#); [Tina Lee](#)  
**Subject:** Pierce Co Comments on Draft Transit Development Plan  
**Date:** Tuesday, June 10, 2025 3:06:01 PM  
**Attachments:** [image001.png](#)  
**Importance:** High

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The Pierce County Planning & Public Works (PPW) Department has reviewed the Draft Transit Development Plan (TDP) and offers the following comments for your consideration:

-  
Main Comments

Page 9 – To promote our partnership efforts, modify Goal #2 to read “Engage with the community, local jurisdictions, and other agencies through outreach, partnerships, and listening opportunities”.

Page 29 – The Environment & Health Goal could benefit from a strategy that looks at land use, specifically transit-oriented development. Proposed language could be – “Support city and county transit-oriented development efforts, including incorporating transit service into these development projects”.

Page 31 – In the “Measuring Performance” section, identify or clarify the existing or proposed transit level of service (LOS) standards.

Page 34 – This page speaks to a Fare Equity Analysis but doesn’t elaborate on the results of this analysis. Sharing the findings of the analysis would be helpful.

Page 40 – PPW appreciates the inclusion of the transit goals and policies from the Transportation Element of the Pierce County Comprehensive Plan 2024 Periodic Update. Since the 2024 Periodic Update also includes references to transit-oriented development (TOD) in several places, PWU suggests adding the TOD goals and policies from the Land Use Element of our [Comprehensive Plan](#) (refer to pages 2-21 through 2-32).

Minor Comments

Page 5 – Add “LRP Long Range Plan”, “P&R Park-and-Ride”, “SGR State of Good Repair”, “S&R Speed & Reliability”, and “TOD Transit Oriented Development” to the glossary of common acronyms.

Page 8 – Identify the “multiple population centers within unincorporated Pierce County” by their community names (e.g. Parkland, South Hill, Spanaway, etc.).

Page 12 – To promote our partnership efforts, modify the heading of the third

paragraph to read “Enhancing the Relationship with the Community and Agency Partners.”

Page 13 – Identify the County department (e.g. Human Services?) that provided the “\$610,600 grant from Pierce County”.

Page 16 – Since it also addresses P&R lots, modify the heading for the last paragraph to read: “Transit Center and P&R Lot Renewals”.

Page 18 and 19 – Identify the route numbers for the “number of regional express bus routes under contract with Sound Transit”.

Page 23 – Change the reference to the number of transit centers from “eight” to “nine”.

Page 44 – In the table of updated route classifications, verify if the density thresholds for “Stream (High Capacity)” should be changed to “greater than or > 8,000 square mile” and if “Connector” should be changed to “less than or < 6,000 square mile”.

Page 45 – In the “Rideshare” section, change the reference to “269 vehicles” to “272 vehicles” consistent with page 25.

Page 52 thru 58 – The column headings are missing in Figure 4 on these pages.

If you have any questions, please contact Shawn Phelps or me.



**Mike Galizio**  
**Transportation Planning Supervisor**  
Direct: (253) 798-2373  
Web: [www.piercecountywa.gov/ppw](http://www.piercecountywa.gov/ppw)

---

**From:** Pierce Transit <[piercetransit@public.govdelivery.com](mailto:piercetransit@public.govdelivery.com)>

**Sent:** Thursday, May 22, 2025 6:22 PM

**To:** Mike Galizio <[mike.galizio@piercecountywa.gov](mailto:mike.galizio@piercecountywa.gov)>

**Subject:** Pierce Transit Invites Public Comment on Transit Development Plan

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**From:** [CAM](#)  
**To:** [Anna Petersen](#)  
**Subject:** Pierce Transit Development Plan Comments  
**Date:** Friday, May 23, 2025 1:34:22 PM

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Hi Anna!

I just wanted to recommend that you phase out the Runner service and do your best within our constrained budget to take that ill-spent Runner money and bring back fixed-route service. If that's just half hourly or hourly coverage routes, so be it. It at least scales with what sounds like the latent demand, given what sounds like your difficulty with wait times; something Runner will never be able to do.

At \$50-80 a ride, and no way to make the cheaper by scaling up, the Runner service is just not a good use of scarce transit funds. That's far more expensive than Uber. Uber isn't transit as I understand the definition, and neither is Runner. Please get back to your mission as a transit agency.

We simply need more and more-frequent bus service. I hope we see a ballot measure soon that allows us to access that last 0.3% available to Pierce Transit so that we can begin to address our woeful operational frequency, and make transit usable for all.

Thanks!

Cam Solomon  
514 N Sheridan Ave, Tacoma WA, 98403

**From:** [Pamela Wrenn](#)  
**To:** [Anna Petersen](#)  
**Subject:** comments on Pierce Transit 25-30 Transit Development Plan  
**Date:** Friday, May 23, 2025 11:55:25 AM

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1. On page 32 text states the following: *A copy of the most recent Route Performance Report can be found on Pierce Transit's website at [PierceTransit.org/public-documents](https://PierceTransit.org/public-documents).* However, no report with this name can be found at this location. If it is there, the reference needs to be more clear so it can be found easily and accessed.
2. I recommend that metrics from the most recent Route Performance Report be shown in this section, alongside a discussion of how the metrics relate to achievement (or lack of achievement) of past targets, along with setting new targets, and the tactics the agency expects to use to meet new targets. Just linking to performance metrics is not enough - they need to be discussed in this text. One of the goals of this plan as stated on page 7 is to "describe the present state of the agency, and look forward over a six-year planning period," and specifically listed are "performance metrics and targets." I would like to hear more about what Pierce Transit is doing to look backwards and forwards as it relates to targets, and would like the agency to use the past to inform future work. Surely these relate to each other, or they should, and this should be reflected in the text of the Plan.
3. Recommend that a specific discussion be added relating to Sound Transit routes and inter-city performance as it relates to service cuts and restoration, and how Pierce Transit and ST have been/are/will work to ensure that inter-city bus transit remains intact.

Sincerely, Pamela Wrenn  
1244 S Ainsworth Ave.  
Tacoma  
206-779-1338

**From:** [Derek Liu](#)  
**To:** [Anna Petersen](#)  
**Subject:** Transit Development Plan Feedback  
**Date:** Wednesday, June 11, 2025 8:17:20 AM

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Hi Anna,

I really appreciate the work you're doing on the Transit Development Plan. I wanted to take a moment to emphasize something that I think is really important — making sure we bring transit to underserved areas that currently don't have reliable options. One of those areas is where I live: Artondale.

Right now, a lot of people in Artondale don't have access to transit that's close or practical to use. For students like me who depend on transit to get to school, this can make it really hard to get around without a car. It also limits opportunities for people who can't drive, whether that's because of age, cost, or ability. Transit isn't just about getting from one place to another — it's about making sure everyone has access to school, jobs, and their community.

I really hope Pierce Transit will consider expanding service to places like Artondale, especially areas that are currently left out. When we build transit that works for everyone, we build stronger, more connected communities.

Thank you for listening and for all the work you're doing to improve mobility in our region.



# Pierce Transit

**Public Transit Agency Safety Plan 2025-2026**

**Board of Commissioners**

**July 14, 2025**



The Public Transportation Agency Safety Plan (PTASP) final rule (49 C.F.R. Part 673) requires certain operators of public transportation systems that are recipients or sub-recipients of FTA grant funds to develop safety plans that include the processes and procedures necessary for implementing Safety Management Systems (SMS).

## PierceTransit 2025-2026

### PUBLIC TRANSPORTATION AGENCY SAFETY PLAN

## PierceTransit 2025 SAFETY COMMITTEE



Pierce Transit  
3701 96<sup>th</sup> ST SW  
Lakewood, WA 98499  
Safety Hotline  
253-983-3330  
[safetyhotline@piercetransit.org](mailto:safetyhotline@piercetransit.org)

Revision 030325





Version Number	Date	Approved By
012122 (Rev. 4)	06/28/2021	Puget Sound Regional Council
	08/10/2021	The Pierce Transit Board
	06/23/2022	Safety Committee
	07/25/2022	Mike Griffus
	08/08/2022	The Pierce Transit Board
022723	5/30/2023	Puget Sound Regional Council
060523 (Rev. 2)	06/29/2023	Safety Committee
	7/05/2023	Mike Griffus
	8/14/2023	The Pierce Transit Board
051724 (Rev. 2)	6/27/2024	Safety Committee
	6/28/2024	Mike Griffus
	8/12/2024	The Pierce Transit Board
	Copies Provided To:	
	8/13/2024	WSDOT
	8/13/2024	Puget Sound Regional Council/Sound Transit
030325	5/29/2025	Safety Committee
	6/05/2025	Mike Griffus
		The Pierce Transit Board



# 2025 Updates

FTA issued General Directive 24-1 in September 2024. Pierce Transit's Public Transit Agency Safety Plan (PTASP) includes a safety risk assessment process. It identifies safety risk mitigations or strategies, (Example provided in Appendix J) and provides information to FTA on how it is assessing, mitigating, and monitoring the safety risk associated with assaults on transit workers.

RISK ASSESSMENT MATRIX				
SEVERITY LIKELIHOOD	Catastrophic (1)	Critical (2)	Marginal (3)	Negligible (4)
Frequent (A)	High	High	High	Medium
Probable (B)	High	High	Medium	Medium
Occasional (C)	High	Medium	Medium	Low
Remote (D)	Medium	Medium	Low	Low
Improbable (E)	Medium	Low	Low	Low

# 2025 Updates

On April 10, 2024, FTA published an update to the National Safety Plan. The update established additional performance measures for ASPs. Pierce Transit has revised its PTASP to address the new safety performance measures defined by the National Safety Plan.

Safety Risk Reduction Program Safety Performance Measures	
1	Major Events
2	Major Event Rate
3	Collisions
4	Collision Rate
5	Injuries
6	Injury Rate
7	Assaults on Transit Workers
8	Rate of Assaults on Transit Workers



Safety Performance Measures for All Agencies Subject to PTASP Regulation <sup>2</sup>		
1	Measure 1a:	Major Events
2	Measure 1b:	Major Event Rate
3	Measure 1.1:	Collision Rate (new)
4	Measure 1.1.1:	Pedestrian Collision Rate (new)
5	Measure 1.1.2:	Vehicular Collision Rate (new)
6	Measure 2a:	Fatalities
7	Measure 2b:	Fatality Rate
8	Measure 2.1:	Transit Worker Fatality Rate (new)
9	Measure 3a:	Injuries
10	Measure 3b:	Injury Rate
11	Measure 3.1:	Transit Worker Injury Rate (new)
12	Measure 4a:	Assaults on Transit Workers (new)
13	Measure 4b:	Rate of Assaults on Transit Workers (new)
14	Measure 5:	System Reliability



**Thank you.**

**The Safety Department welcomes your questions, comments, or feedback.**



---

**TITLE:** Adopting the 2025-2026 Pierce Transit Public Transportation Agency Safety Plan

**DIVISION:** Administration

**RELATED ACTION:** N/A

**SUBMITTED BY:** Jason Hovde, Interim Chief Safety Officer

**ATTACHMENTS:** Proposed Resolution  
Exhibit A, Proposed PTASP

**RELATION TO STRATEGIC PLAN:** Financial

**BUDGET INFORMATION:** N/A

---

**BACKGROUND:**

In accordance with the Federal Transportation Administration's final rule 49 C.F.R. Part 673, which applies to recipients or sub-recipients of financial assistance under 49 U.S.C. § 5307 that operate a public transportation system, Pierce Transit is required to have a Public Transportation Agency Safety Plan (PTASP) that includes the processes and procedures necessary for implementing Safety Management Systems (SMS). Pierce Transit met this requirement and continues to be in compliance with this Rule.

The agency's PTASP is reviewed and updated yearly to address trending safety occurrences, policy or process change, organizational structure changes, as well as new requirements from the FTA and other regulatory entities. In addition to the revision purposes stated above and detailed below, the 2025-2026 PTASP also includes requirements of the Bipartisan Infrastructure Law signed into law in November 2021.

The FTA requires that the agency's PTASP and future amendments be approved by the agency's Safety Committee prior to approval by the Pierce Transit Board. Pierce Transit's Safety Committee approved the proposed PTASP on May 29, 2025. Board approval is the final step required to complete the process.

The revised PTASP includes the following components below:



Revision Number	Date	Section	Update By	Approved By
030325 Annual Review	03/03/2025	Multiple – See below.	Reggie Reese Jason Hovde Chelsea Kelter Rodney Chandler Brentt Mackie Michelle Casanova	Mike Griffus
Changed cover photo to the updated 2025 Safety Committee photo.				
Changed the word ‘Assessment’ to ‘Register’ throughout document as necessary.				
2.5.8 - removed Safety Responsibilities Matrix.				
Added Glossary Terms and Definitions for:				
ERSCT, PSRC, PTASP-TAC, SRR, WSDOT.				
2.3.1 – updated current state of Vision Zero Project.				
2.3.4 – updated to include safety committee.				
2.5.5 – added subsections.				
2.6 – added subsections and hyperlinks.				
2.7.1 – added paragraph regarding hazardous waste.				
2.8 – reviewed and rewrote section.				
3.1.5 – updated CAPP Team.				
3.3.1 – moved Safety Risk Index Matrix to 3.2.1.				
5.1.2 – moved Defensive Driving and removed “Diffusing angry customers”.				
6 – changed verbiage, added safety committee, added weblink.				
Updated Year End Safety Report.				
Updated Appendix O targets and included Safety Committee recommendations.				
Appendix S – added Executive Regional Security Coordination Team Charter.				

**STAFF RECOMMENDATION:**

Staff recommends approval of the 2025-2026 Pierce Transit Public Transportation Agency Safety Plan (PTASP) as presented in Exhibit A.

**ALTERNATIVES:**

Do not approve the PTASP as presented and direct staff to make certain identifiable edits to the Plan.

**PROPOSED MOTION:**

Move to: Approve Resolution No. 2025-012, adopting the 2025-2026 Pierce Transit Public Transportation Agency Safety Plan as presented in Exhibit A.

**RESOLUTION NO. 2025-012**

A RESOLUTION of the Board of Commissioners of Pierce Transit Adopting the 2025-2026 Pierce Transit Public Transportation Agency Safety Plan

WHEREAS, the Public Transportation Agency Safety Plan (PTASP) final rule (49 C.F.R. Part 673) requires certain operators of public transportation systems that are recipients or sub-recipients of Federal Transportation Administration (FTA) grant funds to develop safety plans that include the processes and procedures necessary for implementing Safety Management Systems (SMS); and

WHEREAS, each transit operator is required to certify that it meets the requirements of the PTASP final rule; and

WHEREAS, the Agency's PTASP is reviewed and updated yearly to address trending safety concerns, policy or process change, organizational structure changes, as well as new requirements from the FTA and other regulatory agencies; and

WHEREAS, the Agency's Safety Committee reviewed and approved the 2025-2026 PTASP Plan on May 29, 2025, as required by the FTA; and

WHEREAS, the FTA requires that the PTASP and future amendments be approved by the Pierce Transit Board.

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

Section 1. The Board of Commissioners hereby adopts the 2025-2026 Pierce Transit Public Transportation Agency Safety Plan in substantially the same form as Exhibit A.

ADOPTED by the Board of Commissioners of Pierce Transit at their regular meeting thereof held on the 14th day of July 2025.

PIERCE TRANSIT

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Jason Whalen, Chair  
Board of Commissioners

ATTEST/AUTHENTICATED

---

Deanne Jacobson, CMC  
Clerk of the Board

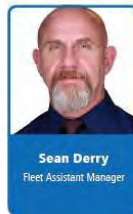
# Pierce Transit

## 2025-2026

### PUBLIC TRANSPORTATION AGENCY SAFETY PLAN

## Pierce Transit

### 2025 SAFETY COMMITTEE

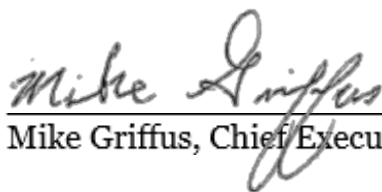


Pierce Transit  
3701 96<sup>th</sup> ST SW  
Lakewood, WA 98499  
Safety Hotline  
253-983-3330  
[safetyhotline@piercetransit.org](mailto:safetyhotline@piercetransit.org)

Revision 030325

### Revision Summary

Version Number	Date	Approved By
012122 (Rev. 4)	06/28/2021	Puget Sound Regional Council
	08/10/2021	The Pierce Transit Board
	06/23/2022	Safety Committee
	07/25/2022	Mike Griffus
	08/08/2022	The Pierce Transit Board
022723	5/30/2023	Puget Sound Regional Council
060523 (Rev. 2)	06/29/2023	Safety Committee
	7/05/2023	Mike Griffus
	8/14/2023	The Pierce Transit Board
051724 (Rev. 2)	6/27/2024	Safety Committee
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030325	5/29/2025	Safety Committee
	6/05/2025	Mike Griffus
		The Pierce Transit Board



Mike Griffus, Chief Executive Officer

6/5/2025

Date

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## 1 Acronym Glossary and Definitions

<b>Acronym</b>	<b>Definition</b>
----------------	-------------------

AFR	Accident Frequency Rate
APP	Accident Prevention Plan
BBP	Bloodborne Pathogen
BIL	Bipartisan Infrastructure Law
BRT	Bus Rapid Transit
BT	Bus Training
CBA	Collective Bargaining Agreement
CDL	Commercial Driver License
CEO	Chief Executive Officer
CAPP	Conflict and Assault Prevention Program
COO	Chief Operating Officer
CPA	Corrective and Preventable Actions
CSO	Chief Safety Officer
DC	DriveCam
DCC	DriveCam Coordinator
EA	Emergency Alarm
EAFR	Employee Assault Frequency Rate
EAM	Enterprise Asset Management
EIR	Employee Injury Rates
EOC	Emergency Operations Center
ERSCT	Executive Regional Security Coordination Team
EWS	Emergency Warning System
FTA	Federal Transit Administration
HD	Hard Drive
IWRP	Inclement Weather Response Plan
JBSC	Joint Bus Safety Committee
JHA	Job Hazard Analysis

---

KPIs	Key Performance Indicators
LMS	Learning Management System
My-EOP	Pierce Transit's app for Emergency Operation Procedures
NIMS	National Incident Management System
NTD	National Transit Database
OB	Operator Observation
OPS	Operations
PIR	Passenger Injury Rate
PRC	Public Records Clerk
PRPTs	Policies, Rules, Procedures and Tasks
PSRC	Puget Sound Regional Council
PT	Pierce Transit
PTASP	Public Transportation Agency Safety Plan
PTASP-TAC	PTASP Technical Assistance Center (FTA)
RAIA	Risk Assessment and Impact Analysis
RCA	Root Cause Analysis
RCL	Radio Control Log
SA	Safety Assurance
SART	Security Action Review Team
SD	Safety Department
SDS	Service Delivery and Support
SMS	Safety Management System
SOP	Standard Operating Procedure
SRA	Safety Risk Assessment
SRM	Safety Risk Management
SRR	Safety Risk Register
SSEPP	System Security & Emergency Preparedness Plan
SSI	Sensitive Security Information
ST	Sound Transit



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TSA	Transportation Security Administration
TAMP	Transit Asset Management Plan
WSDOT	Washington State Department of Transportation
WSTIP	Washington State Transit Insurance Pool

**Part 673 Definitions of Terms Used in the Safety Plan**

Pierce Transit incorporates all of FTA's definitions that are in 49 CFR § 673.5 of the Public Transportation Agency Safety Plan regulation.

- Accident means an Event that involves any of the following: A loss of life; a report of a serious injury to a person; a collision of public transportation vehicles; a runaway train; an evacuation for life safety reasons; or any derailment of a rail transit vehicle, at any location, at any time, whatever the cause.
- Accountable Executive means a single, identifiable person who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a public transportation agency; responsibility for carrying out the agency's Transit Asset Management Plan; and control or direction over the human and capital resources needed to develop and maintain both the agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the agency's Transit Asset Management Plan in accordance with 49 U.S.C. 5326.
- Agency Safety Plan means the documented comprehensive agency safety plan for a transit agency that is required by 49 U.S.C. 5329 and Part 673.
- Chief Safety Officer means an adequately trained individual who has responsibility for safety and reports directly to a transit agency's Chief Executive Officer, general manager, president, or equivalent officer. A Chief Safety Officer may not serve in other operational or maintenance capacities, unless the Chief Safety Officer is employed by a transit agency that is a small public transportation provider as defined in Part 673, or a public transportation provider that does not operate a rail fixed guideway public transportation system.
- Equivalent Authority means an entity that carries out duties similar to that of a Board of Directors, for a recipient or subrecipient of FTA funds under 49 U.S.C. Chapter 53, including sufficient authority to review and approve a recipient or subrecipient's Agency Safety Plan.
- Event means any Accident, Incident, or Occurrence.
- Hazard means any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.
- Incident means an event that involves any of the following: A personal injury that is not a serious injury; one or more injuries requiring medical transport; or damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a transit agency.

- 
- Investigation means the process of determining the causal and contributing factors of an accident, incident, or hazard for the purpose of preventing recurrence and mitigating risk.
  - National Public Transportation Safety Plan means the plan to improve the safety of all public transportation systems that receive Federal financial assistance under 49 U.S.C. Chapter 53.
  - Occurrence means an Event without any personal injury in which any damage to facilities, equipment, rolling stock, or infrastructure does not disrupt the operations of a transit agency.
  - Operator of a public transportation system means a provider of public transportation as defined under 49 U.S.C. 5302(14).
  - Performance measure means an expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets.
  - Performance target means a quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time period required by the FTA.
  - Risk means the composite of predicted severity and likelihood of the potential effect of a hazard.
  - Risk mitigation means a method or methods to eliminate or reduce the effects of hazards.
  - Safety Assurance means processes within a transit agency's Safety Management System that functions to ensure the implementation and effectiveness of safety risk mitigation, and to ensure that the transit agency meets or exceeds its safety objectives through the collection, analysis, and assessment of information.
  - Safety Management Policy means a transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities of its employees in regard to safety.
  - Safety Management System (SMS) means the formal, top-down, organization-wide approach to managing safety risk and assuring the effectiveness of a transit agency's safety risk mitigation. SMS includes systematic procedures, practices, and policies for managing risks and hazards.
  - Safety Management System (SMS) Executive means a Chief Safety Officer or an equivalent.
  - Safety performance target means a performance target related to safety management activities.
  - Safety Promotion means a combination of training and communication of safety information to support SMS as applied to the transit agency's public transportation system.
  - Safety risk assessment means the formal activity whereby a transit agency determines Safety Risk Management priorities by establishing the significance or value of its safety risks.
  - Safety Risk Management (SRM) means a process within a transit agency's Agency Safety Plan for identifying hazards and analyzing, assessing, and mitigating safety risk.

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- Serious injury means any injury which: (1) requires hospitalization for more than 48 hours, commencing within 7 days from the date when the injury was received; (2) results in a fracture of any bone (except simple fractures of fingers, toes, or noses); (3) causes severe hemorrhages, nerve, muscle, or tendon damage; (4) involves any internal organ; or (5) involves second- or third-degree burns, or any burns affecting more than 5 percent of the body surface.
  - State means a State of the United States, the District of Columbia, Puerto Rico, the Northern Mariana Islands, Guam, American Samoa, and the Virgin Islands.
  - Transit agency means an operator of a public transportation system.
  - Transit Asset Management Plan means the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost-effective, and reliable public transportation, as required by 49 U.S.C. 5326 and 49 CFR Part 625.

## Executive Summary

Pierce Transit improves our service area's quality of life by providing safe, reliable, innovative, and useful transportation services that are locally based and regionally connected. The Agency provides bus service throughout 70 percent of Pierce County, including the cities of Edgewood, Fife, Fircrest, Gig Harbor, Joint Base Lewis-McChord, Milton, Puyallup, Ruston, Steilacoom, Sumner, Tacoma, and University Place. The agency also provides service into King County through contracted service with Sound Transit, Puget Sound's Regional Transit Authority. This service includes the cities of Auburn, Bellevue, Burien, Federal Way, Renton, SeaTac, Seattle, and Tukwila.

Recipients or sub-recipients of financial assistance under 49 U.S.C. § 5307 that operate a public transportation system. Pierce Transit as it is known today is a Public Transportation Benefit Area Corporation, incorporated under authority of Chapter 36.75A of the Revised Code of Washington State. Serving Washington's second largest county, Pierce Transit provides four types of service: fixed route, specialized transportation (SHUTTLE) services for the disabled, Vanpool ridesharing transportation services for long distance commuters, and seasonal trolley services. We also provide SHUTTLE services through contracted service with Transdev (formerly First Transit). Today the agency's service area covers 292 square miles of Pierce County. The agency only receives .006% (or 6/10 of 1 percent) of the maximum .009% in local sales and use taxes allowed under the Washington State Department of Revenue.

Managing risk and safety is at the core of our safety culture and an essential part of our business activities. Pierce Transit has adopted a Safety Management Systems (SMS) framework as an explicit element of the Agency's responsibility by establishing safety policies; identifying hazards and controlling risks; goal setting; planning; prioritizing resources and measuring performance. Furthermore, the Agency's SMS is a means to foster Agency-wide support for transit safety by establishing a culture where management is held accountable for safety and everyone in the organization takes an active role in securing transit safety.

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To ensure transit safety in our system, Pierce Transit has developed this Public Transit Agency Safety Plan (PTASP or the “Plan”) which includes setting performance targets based upon collected data and performance-based criteria.

Pierce Transit’s PTASP is consistent with and supports the Safety Management System (SMS) approach to safety risk management. SMS is an integrated collection of Agency policies, processes, and behaviors that ensures a formalized, proactive, and data-driven approach to safety risk management.

Pierce Transit’s Agency Safety Plan addresses all applicable requirements and standards as set forth in FTA’s PTASP and the National Public Transportation Safety Plan. The goal of Pierce Transit’s PTASP is to increase the safety of our transit system by proactively implementing the four components of SMS: Safety Management Policy, Safety Risk Management, Safety Assurance and Safety Promotion. This strategic approach is flexible and scalable where effectiveness is determined by attaining safety performance targets and standards. The PTASP for Pierce Transit addresses the following elements:

<b>Policy Statement</b>	Conveys top-level management’s commitment and support for the SMS. The policy statement is signed by the Pierce Transit CEO, the accountable executive for the operation of the Agency, and to the Board of Commissioners.  Accountable Executive means a single, identifiable person who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a public transportation agency; responsibility for carrying out the agency’s Transit Asset Management Plan; and control or direction over the human and capital resources needed to develop and maintain both the agency’s Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the agency’s Transit Asset Management Plan in accordance with 49 U.S.C. 5326.
<b>Safety Objectives</b>	Specifies measurable and attainable safety objectives to reach the Agency’s annual and overall safety goals.
<b>Safety Performance Targets</b>	Establishes a list of quantifiable levels of safety performance that the Agency has established as a base for safety performance measurability.
<b>Safety Accountabilities and Responsibilities</b>	Clearly defines roles and responsibilities for safety management that provides for ownership at every level including assurance of safety.
<b>Employee Safety Reporting Program</b>	Formalizes a reporting structure that empowers and encourages employees to report safety conditions to all management personnel void of any repercussions.

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<b>SMS Review and Recordkeeping</b>	Outlines an annual process to review and update the plan including a timeline for implementation of the process.
<b>Safety Risk Management Approach</b>	Provides the formal hazard control processes the Agency uses to identify hazards; analyze, evaluate, and prioritize safety risks; and develop, implement, and evaluate risk controls strategies.
<b>Safety Assurance</b>	Provides a framework for establishing Key Performance Indicators (KPIs) and associated processes; continuously monitors and evaluates the effectiveness of how the Agency's SMS manages safety risks; manages changes and supports continuous improvement regarding the Agency's safety performance.
<b>Safety Training and Communication</b>	Outlines the comprehensive safety training program for Agency staff that ensures staff members are trained and competent to perform their safety duties and provides the means for effectively communicating safety performance and safety management information.

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## 2 Safety Management Policy

### 2.1 Mission and Policy Statement

Pierce Transit plans, builds, and operates a transit system that provides services to improve mobility for Pierce County with regional connections. Safety is first and foremost in the delivery of services that are dependable and cost effective, thereby enhancing the quality of life in our community.

Managing risk and safety is one of our core business functions. Pierce Transit is committed to developing, implementing, maintaining, and continuously improving processes to ensure the delivery of our transit services takes place under a balanced allocation of organizational resources aimed at achieving the industry's best, safe work practices and meeting established standards.

The Pierce Transit Safety and Risk departments are directed to plan, implement, and administer a comprehensive and coordinated Safety Management System (SMS) with a safety plan that identifies activities to prevent, eliminate, control and/or reduce hazards that may occur during the design, construction, procurement and or operational stages of the Agency's transportation modes (bus, paratransit, and van pool).

It is the policy of Pierce Transit to fully support a proactive Safety Program that uses preventative concepts to identify and resolve hazards. However, the success of the safety program depends on the sincere and cooperative efforts and active participation of all employees. It is therefore the responsibility of each Pierce Transit employee to actively participate in the safety process, provide requested information, aid in investigations, and actively prevent hazards.

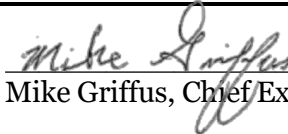
All levels of Pierce Transit management, employees, contractors, and partner agencies are responsible for upholding the best safety performance, with final responsibility resting with the Chief Executive Officer (CEO) as the Accountable Executive. The Accountable Executive will ensure that action is taken as necessary to address substandard performance in the agency's SMS.

The Chief Safety Officer (CSO) has the oversight authority and responsibility for implementation of the Agency's Safety Management System (SMS) and reports directly to the CEO. The CSO is responsible for providing resources, executive-level safety advocacy, direction to the Safety Department and collaborates with all Agency departments for managing day-to-day implementation and operation of the Agency's SMS.

Pierce Transit commits to:

- **Support** the risk and safety management program by providing appropriate resources and visible top-level commitment to safety;

- **Foster** a positive safety culture and embed best practices among all managers and employees;
- **Clearly define** to all managers and other employees their responsibilities for the delivery of the organization's safety performance and the performance of our Safety Management System;
- **Establish** a systematic and comprehensive approach to identify, analyze, evaluate, and mitigate safety risks to ensure the Agency meets or exceeds the acceptable level of safety performance;
- **Integrate** the Safety Management System into all departmental levels;
- **Ensure** there are no repercussions when employees report unsafe work practices and hazards. As an Agency, we encourage participation and contribution of all employees in the management of safety. We ensure that no action will be taken against any employee who discloses a safety concern unless such a disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures;
- **Provide** adequate and appropriate safety-related information and job-specific safety training for our employees and ensure that they are competent in safe work performance;
- **Ensure** the Agency has established Emergency Plans and a focus on exercising these plans once established, in addition establish relationships with other county agencies to collaborate and participate in county wide exercises;
- **Ensure** that sufficient skilled and trained human resources are available to implement safety management processes;
- **Establish and measure** our safety performance with realistic and data-driven safety performance indicators and safety performance targets;
- **Comply** with and exceed wherever possible, legislative and regulatory requirements and standards;
- **Continuously improve** our safety performance through management processes that ensure the Agency is taking appropriate and effective safety management actions; and
- **Ensure** that systems and services supplied from outside the Agency are delivered in timely manner that meets our safety performance standards.
- **Ensure** that Pierce Transit's Board of Commissioners is kept apprised of Agency safety management initiatives.

  
Mike Griffus, Chief Executive Officer6/5/2025  
Date

## 2.2 Purpose and Applicability

The purpose of this plan is to provide a structured safety management approach that effectively controls operational safety risks and continuously improves the Agency's safety performance:

- Document a top-down commitment from management and a commitment from employees, partners, and contractors to archive safety performance goals.
- Establish a chain of control to document implementation of the PTASP through guidelines, policies, and provisions.
- Identify safety management roles and responsibilities that outline ownership at every level.
- Establish the Agency's safety goals and objectives while ensuring we are following industry safety practices and federal recommendations.
- Set safety performance targets and Key Performance Indicators (KPIs) to ensure the Agency achieves its safety objectives.
- Define acceptable levels of safety performance for provided services.
- Provide a framework and guidance to implement, evaluate, and continuously improve safety policies, the safety risk management processes, and the achievement of related goals and objectives.
- Establish safety programs that document Pierce Transit's commitment to safety.

This PTASP applies to all Pierce Transit operations. All divisions and departments are required to ensure that facilities, equipment, supplies, practices, and procedures meet or exceed applicable federal, state, and local standards as well as the Pierce Transit SMS. Individual departments are responsible for documenting specific procedures tailored to their operations as needed.

## 2.3 Safety Goals

### 2.3.1 GOAL 1: SMS to Reduce Casualties/Occurrences.

Use a Safety Management Systems framework to identify safety hazards, mitigate risk and reduce injuries and property losses.

## VISION ZERO PARTICIPANT

Pierce County has begun developing a **Vision Zero Action Plan** for traffic safety. The Pierce County Council passed Resolution No. R2022-118, endorsing Vision Zero with the goal of achieving zero traffic deaths and serious injuries on Pierce County roadways by 2035 and directing the Planning and Public Works Department to prepare a **Vision Zero Action Plan**.

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The **Vision Zero Action Plan** is a data-driven effort to identify strategies and actions addressing the root causes of roadway crashes that are fatal or result in serious injury. The action plan will recommend an approach to improve traffic safety, including revisions to road design and operations policies, traffic enforcement, education and encouragement of safe road user behavior, and specific project and strategy recommendations.

**Pierce Transit** is an active participant in the **Vision Zero Work Group** with other county stakeholders to assist Pierce County staff and consultants by providing input that will allow them to develop the plan.

This Pierce County Work Group completed their work in the first quarter of 2025 and are currently preparing their final report and seeking public input.

### **2.3.2 GOAL 2: SMS to Foster a Robust Safety Culture**

Foster Agency-wide support for transit safety by establishing a culture that holds Agency leaders accountable for safety and ensures all employees take an active role in securing transit safety; and cultivating a safety culture in which employees are comfortable and encouraged to bring safety concerns to the attention of Agency leaders.

#### **Agency Strategic Plan association:**

##### ***Strategic Plan Goal #2: Establish and regularly communicate an accountability dashboard for the Strategic Plan.***

2024 will see the integration and utilization of “public facing” key performance indicators to inform the public of safety goals and accomplishments. Our information will be tailored for public consumption without confusion for the customer. We will monitor incoming comments from the public as to their appetite for additional or diverse information from the Safety Department.

##### ***Strategic Plan Goal #3: Continue to support and enhance the agency safety culture.***

Ongoing at full speed...through collaboration with every department, regularly scheduled substantive meetings to inform, assign and initiate toward enhancing our existing processes and implementing change management processes in real time to facilitate adjusting to strengthen and enhance equal employment opportunity and diversity, equity, and inclusion programs.

All Safety Department personnel attend all training sessions offered by the agency, as well as ensure diversity, equity, and inclusion in their relationships with new, existing employees and external entities. Our departments reflect the diverse makeup of our community.



### **2.3.3 GOAL 3: SMS to Enhance System/Equipment Reliability**

Provide safe and reliable transit operations by assuring that all vehicles, equipment, and facilities are regularly inspected, maintained, and serviced as needed.

#### **Agency Strategic Plan association:**

#### ***Strategic Plan Goal #1: Assess and improve system security and safety plans with “customer first” focus.***

Working in collaboration with the Public Safety Office, the Safety Department monitors the system through the use of surveillance and reports, ensuring that employee and passenger safety issues are identified and mitigated. Through the risk assessment process, the department takes action and/or advises other departments and management of responses needed in order to ensure safety for our internal and external customers.

#### ***Strategic Plan Goal #4: Review/develop major project development and delivery process.***

Safety Department is working with the PMO to assist in the streamlining of major project development and delivery including procurement, contractor, planning, and testing functions associated with project development.

#### ***Review/develop major project development and delivery process.***



The Safety Department fully endorses the need to review our project development and delivery processes, being impacted by the current configuration. We will involve ourselves in this endeavor.

#### 2.3.4 GOAL 4: Annual Safety Goals and Objectives

Each year Agency departments will be required to establish safety goals and objectives that include benchmarks and KPIs. The Safety Committee will actively participate in setting goals and objectives.

### 2.4 Concept of SMS Operations:

The four components of the Pierce Transit Safety Management System are:

- **Safety Policy** — Establishes our commitment to continually improve safety; defines the methods, processes, and organizational structure needed to meet safety goals.
- **Safety Risk Management (SRM)** — Determines the need for, and adequacy of, new or revised risk controls based on the assessment of acceptable risk.
- **Safety Assurance (SA)** — Evaluates the continued effectiveness of implemented risk control strategies; supports the identification of new hazards.
- **Safety Promotion** — Includes training, communication, and other actions necessary to create a positive safety culture at all levels within the Agency.



Figure 1 - Four Pillars of SMS

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## 2.5 Safety Accountability and Responsibility

Employee safety is a critical component of a transit safety program. In Washington State, employee safety is regulated by the Washington State Department of Labor and Industry's Department of Safety and Health (DOSH), and requires:

- A workplace free of recognized hazards
- A written Accident Prevention Program
- Safety Committees
- Safety Bulletin Boards
- First Aid
- Personal Protective Equipment (PPE)
- Lighting
- Housekeeping
- Drinking water, restrooms and washing facilities
- Accident Reporting
- Employee Safety Reporting Program
- Other requirements as specified in Chapter 296 Washington Administrative Code

The CEO, as the Accountable Executive, has the ultimate responsibility for safe and secure operations of Pierce Transit and contract service operators. Each employee is required to carry out specific system safety responsibilities, depending on their position, in compliance with the PTASP and the APP. The Pierce Transit SMS Organization Chart below (Figure 2) outlines who is responsible for the performance of the SMS and the relationship between the Accountable Executive (CEO) and the transit Agency's governance structure. This chart reflects the Agency's commitment to safety.

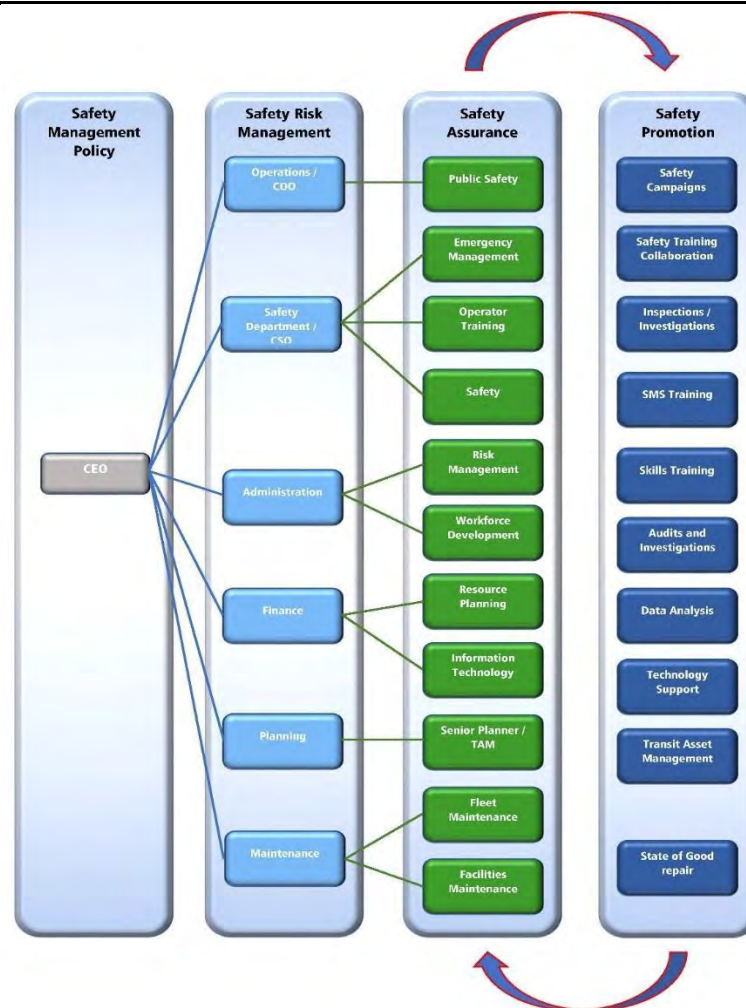


Figure 2 - Pierce Transit SMS Organization Chart

### 2.5.1 Safety Responsibilities of Chief Executive Officer (CEO)

The CEO's authorities and responsibilities for the SMS Plan include:

- Acts as the Agency's safety advocate;
- Has full authority for human resource issues;
- Maintains authority for major financial issues;
- Directs responsibility for the conduct of the Agency's affairs;
- Has final authority over agency operations;
- Establishes and promotes safety policy;
- Collaborates with the Safety Department to establish the Agency's safety objectives and safety targets and;
- Has final responsibility for the resolution of all safety issues.

### 2.5.2 Safety Responsibilities of Chief Safety Officer (CSO)

The Chief Safety Officer (CSO) has the oversight authority and responsibility for

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implementation of the Agency's Safety Management System (SMS) and reports directly to the CEO. The CSO is responsible for providing resources, executive-level safety advocacy, direction to the Safety Department and collaborates with all Agency departments for managing day-to-day implementation and operation of the Agency's SMS.

### **2.5.3 Duties of the Chief Safety Officer**

The safety of operations rests with the relevant agency managers. The Chief Safety Officer's role is to assist those managers with safe operations. The duties of the Chief Safety Officer include taking a lead role in:

- Developing/maintaining safety policies, plans, procedures, and processes and developing and maintaining a proactive SMS Plan/Program.
- Providing advice for developing realistic and data-driven safety performance indicators and safety performance targets.
- Jointly engaging, with Risk Management, in safety audit activities, including verifying compliance with the SMS Plan with relevant legislation, guidelines and standards.
- Providing advice, interpretation, and recommendations over technical matters such as safety design and systems in new bus purchases; facility renovations; decommissioning of old equipment; and other areas (e.g., standards for safe working, job hazard analyses and assisting with the development of Standard Operating Procedures (SOPs)).
- Collaborating with all departments on policies, plans, standards, and programs related to bus operator and system safety activities that involve passenger injuries or incidents (e.g., aggressive behavior), pedestrian incidents or incidents with other road users (e.g., collisions caused by aggressive behavior), preventing and mitigating transit worker assaults, emergency response and security procedures for Agency-wide initiatives.
- Providing support, direction and/or advice on programs with region-wide significance, such as best practices and transit center safety guidelines, in which the Agency works with the Sound Transit (ST) Joint Bus Safety Committee and/or Washington State Transit Insurance Pool (WSTIP).
- Leading the development of safety training, competency and awareness programs and providing advice, input, and final review in the development of training activities.
- Supporting and participating in Health and Wellness Programs covering the policies, plans, procedures, and processes related to employee health and wellness, including health promotions, Safety Day, fitness for work, vaccinations and the Employee Assistance Program.
- Developing a coherent system safety management program that will ensure the Agency meets environmental, safety and health requirements.

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- Tailoring safety management plans for conduct of operations based upon risk.
  - Allocating safety resources based on work, associated hazards, and importance of facilities/activities.
  - Providing training and education programs that maintain competency in safety-critical areas.
  - Measuring and reporting program effectiveness in a form that is useful and relevant.

#### **2.5.4 Safety Responsibilities of Chief Executives and Managers**

- The SMS plan roles, responsibilities, and accountabilities of the positions on the Pierce Transit SMS Organization Chart (Figure 2) are explicitly outlined in this document.
- Chief Executives and managers are accountable to ensure that employees have been familiarized and comply with safety processes/procedures, any required training, and reporting contained within this document.
- All managers are to ensure that sufficient resources are available to achieve the outcomes of the SMS plan.
- The structure of the Agency is documented so everyone understands their roles and responsibilities.
- To demonstrate their ongoing support for the SMS plan, managers will:
  - Actively support and promote the SMS plan by reviewing each year the sections that apply to their respective departments and managerial job duties;
  - Cooperate with the Safety Department staff;
  - Ensure due processes and procedures are in place for safe operations;
  - Make sufficient resources available to support the SMS plan;
  - Continually monitor all Agency areas, as outlined in the SMS plan.

Executives and managers responsible for managing outside contractors will adhere to the following:

When contractors work on transit property, certain requirements must be applied to all members of the contractor work force. This is essential for the safety of passengers, transit employees, contractors, and protection of transit property.

Responsibility for safety on multi-employer worksites is not addressed by the State of Washington in a specific WAC Code; however, responsibility has been established through case law, WISHA Regional Directives, and instruction documents for OSHA and Washington Department of Safety and Health (DOSH) inspectors. Pierce Transit has a duty to inform contractors when known hazards exist. Any unsafe act observed by the contracting agency must be addressed, up to and including work stoppage.

Before working onsite, all contractors agree to abide by all local, state and federal safety



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regulations in the contract with Pierce Transit. Contractors must submit site-specific safety plans before starting any work onsite and are expected to perform their work in a safe manner and not expose themselves, Pierce Transit employees or the public to risk of harm. The Safety Department will discuss any special safety issues, procedures or circumstances the contractor expects to encounter onsite. The pre-work safety process includes a Contractor Safety Checklist, which is a documented dialog of safety expectations from Pierce Transit to the contractor. The Contractor Safety Checklist, which may be found in Appendix H of this document, includes (but may not be limited to) the following:

- General Work Rules
- Personal Protective Equipment
- Hazardous Chemicals
- Emergency Equipment
- Reporting Injuries, Illness & Incidents
- Material Storage and Movement
- Safe Electrical Work Practices
- Personal Hygiene/Housekeeping
- Doorways
- Smoking
- Hot Work Permits
- Lockout – Tagout
- Asbestos Encapsulation
- Drug Free Workplace
- Other Safety Systems and Components as Applicable

A copy of our Safety Guidelines for Visitors and Contractors can be found in Appendix I.

#### **2.5.5 Safety Responsibilities of Emergency Management Administrator**

The Emergency Management Administrator develops, implements, coordinates, and facilitates the Agency's All Hazards Emergency Response Plans per the guidelines set by the National Incident Management System (NIMS), including the incident command configurations. The Emergency Management Administrator:

- Develops and maintains the implementation of the Agency's emergency response plans ensuring the plans integrate the Agency's strategic goals with emergency preparedness measures.
- Functions as liaison representing Pierce Transit's participation as a partner Agency in the Pierce County Comprehensive Emergency Management Plan (presently occupying Emergency Support Function 1).
- Functions as the liaison to Pierce County for the Department of Homeland Security Region 5 activities to include completing the Agency's annex to the Pierce County Hazard Mitigation Plan.

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- Reconciles resource availability and service capability “gaps” across the departments to ensure division objectives support the Agency’s vision, mission, and goals.
  - Facilitates the Agency Emergency Operation Center (EOC) work groups that are comprised of representatives from various departments and divisions. Develops an annual work plan and sets milestones to evaluate the effectiveness of the Agency’s readiness and response plans. The work group identifies recommendations to the Leadership Team regarding new policies and practices that distinguish Pierce Transit as a regional and national leader in emergency preparedness within the transit industry.
  - Responsible for the Agency Emergency Operation Center and ensuring that it is operationally ready for activation.
  - Collaborates with all departments and obtain their feedback when revising plans or creating new Agency plans.
  - Ensures that Agency emergency plans are up-to-date and consistent with local, state, and federal guidelines.
  - Develops and maintains a viable response to a public health emergency. This plan complies with applicable internal agency policy, local and state regulations, and supports recommendations from the Tacoma-Pierce County Health Department and Center for Disease Control and Prevention.
  - Develops and maintains the Agency System Security Emergency Preparedness Plan (SEPP).
  - Conducts in collaboration with Public Safety the Agencies Threat Vulnerability Assessment in addition to facilitating the Agency’s Security Action Review Team.

### **2.5.6 Safety Responsibilities of Supervisors**

Provide adequate supervision in monitoring operations, providing information, instruction, and training to ensure Pierce Transit effectively develops and implements its safety policies.

Supervisors are accountable to ensure that employees have been familiarized and comply with safety processes/procedures and reporting referenced within this document. When work assigned to an employee includes executing safety-critical tasks, the supervisor shall ensure the safety-critical task can be completed, even if it requires putting other work aside until the safety-critical task is completed.

Duties and responsibilities of key personnel are also found in one or more of the following:

- Safety manuals (e.g., Accident Prevention Plan (APP), etc.);
- Operator’s manual;
- Safety-related Policies and Procedures on the agency’s Pulse Page;
- Information in this SMS plan documentation;
- Job descriptions;
- My-EOP App.

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### **2.5.7 Safety Responsibilities of Pierce Transit Employees**

All employees are responsible for and empowered to:

- Ensure that they are familiar and comply with safety processes/procedures and reporting contained within this document;
- Ensure their work areas and equipment are in safe operating condition;
- Ensure every task/job performed is completed safely and free from recognized hazards;
- Identify, assess, control and report hazards;
- Cooperate with Safety Department staff and Safety Committee members;
- Safeguard and identify hazards that could effect co-workers;
- Follow established procedures and policies;
- Identify and report situations where procedures are not adequate;
- Ask for assistance if their skills, physical capabilities and/or knowledge are not adequate to complete the task;
- Stop and report work and situations they deem unsafe; and
- Demonstrate safe work behaviors.

## **2.6 Public Safety and Emergency Management Interaction**

The Safety Department (SD) is responsible for collaborating with Operations to develop plans and procedures to contend with emergencies and making contingency plans to return to normal operations. Each department within the Agency takes part in and collaborates with the SD in the emergency planning for the Agency.

### **1. Emergency Management Administrator (under the direction of COO)**

Takes the lead in coordinating the agency's emergency responses and the Emergency Operations Center (EOC). The Emergency Management Administrator serves as the Pierce Transit Emergency Management Liaison and works closely with the TSA and Pierce County Emergency Management Office to arrange training and exercises for Pierce Transit employees. During an emergency, this position helps with the following:

- Notifications to Agency personnel
- Emergency evacuation assistance
- Detour preparation when an emergency plan is implemented (working closely with Scheduling, Planning and Service Delivery Departments to coordinate the detour)
- Public Safety, SHUTTLE and Fixed Route radio communications
- Emergency Management liaison
- Pierce Transit EOC activation
- Situational Report (SIT Rep)
- Returning to normal operations

The position of Emergency Management Administrator is working to maintain the following\*:

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- [Emergency Communications Plan](#)
  - [Inclement Weather Response Plan](#)
  - [Emergency CNG Refueling Plan](#)
  - [Pandemic Response Plan](#)
  - [COVID-19 Prevention Plan](#)
  - [Private Medication Center Plan](#)
  - [Active Shooter Plan](#)
  - [Emergency Evacuation Plan](#)
  - [Continuity of Operations Plan \(COOP\)](#)
  - [All Hazards Emergency Plan](#)
  - [Narcan \(Naloxone\) Administration Protocols](#)
  - [Accident Prevention Plan](#)
  - [Wildfire Smoke – Accident Prevention Plan Addendum](#)

\* Plans completed will have a hyperlink to their location on the PULSE page (current as of 05.21.2025) unless protected by Sensitive Security Information (SSI).

The Emergency Management Administrator works collaboratively with the Department of Public Safety to work on public safety and security emergency response. This collaboration is responsible for developing, implementing, and updating public safety and security emergency response procedures, including but not limited to:

- Emergency Warning System (EWS)
- Bomb Threats
- Active Shooter Training (posted in NEOGOV)
- Active Shooter on the Coach Training (posted in NEOGOV)
- Threat and Vulnerability Assessment
- Workplace Violence
- Physical Security

The Agency's security plan is covered under the SSEPP (System Security Emergency Preparedness Plan) this plan is continuously updated through each year and reviewed annually.

The **Security Action and Review Team** (SART) participates in reviewing security information resources and assist in determining if additional methods should be used to identify system threats and vulnerabilities such as a formal evaluation program to ensure that security procedures are maintained and that security systems are operable.

Security testing and inspections may be conducted to assess the vulnerability of the transit system. Testing and inspection include the following three-phase approach:

- **Equipment preparedness** - To ensure that security equipment is operable and, in the location, where it belongs.
- **Employee proficiency** - To ensure that employees know how and when to

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use security equipment.

- **System effectiveness** - To evaluate security by employing security system exercises.

The team has representatives from:

- Safety Department
- Public Safety
- Facilities
- Human Resources
- Risk
- Transportation
- Service Support
- Fleet
- SHUTTLE
- Information Technology
- Finance
- Community Development
- Project Management

As a continuing responsibility of the team, there is a permanent agenda oriented toward security and emergency preparedness matters, including a review of current threat conditions, comments on the management of the SSEPP and processes for interacting with other public agencies.

Activities performed by the SART include, but may not be limited to, the following:

- Establish management and training emphasis on agency personnel awareness.
- Analyze security incidents and suspicious activities to determine a proper course of action.
- Strengthen preventive, detection, and response support capabilities.
- Pursue additional grant opportunities to support regional mission requirements.
- Work to identify potential and existing problem areas.
- Assist with development and implementation of countermeasures and corrective actions.
- Develop inspection checklists and conduct periodic security surveys and inspections.
- Review and evaluate security and emergency plans for completeness and accuracy.
- Participate in formal threat and vulnerability analyses.

The Agency uses the “My-EOP” mobile application (app) to help first responders such as managers, field supervisors and emergency support staff stay on top of the latest emergency response procedures and plans, emergency operating procedures, and emergency contact list. My-EOP is maintained and updated regularly by the Emergency Management Administrator.



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Below is the general summary of resources available in the My-EOP mobile application:

- Bus Bridge Request
- Peer Support Team
- Community Resources
- Emergency Alarms
- Emergency Procedures
- Events
- Field Shift Duties
- Manuals/User Guides
- PT Alerts (Everbridge)
- PT and ST Fares
- PT Emergency Plans
- Telephone Numbers and Addresses (for key PT personnel)

2. **The Department of Public Safety** is responsible for providing security at transit centers that are served by Pierce Transit buses.

Pierce Transit contracts with the Pierce County Sheriff's Department for Transit Police. Under the Washington Police Powers Act, police departments in Washington State are required to issue letters of concurrence with all other police departments for mutual assistance. If an emergency is declared, assistance is provided.

At Pierce Transit, a contracted Chief of Public Safety reports to the Chief Operating Officer. Uniformed police officers serve Pierce Transit under contract through the Pierce County Sheriff's Office, City of Puyallup, City of Lakewood, City of Federal Way, along with uniformed private security, and our in-house Public Safety Officers (PSOs) that report to the Public Safety Chief.

Threat and Vulnerability Assessments are an important part of the Security Program. At Pierce Transit, the Safety Department in collaboration with Public Safety is responsible for the Threat and Vulnerability Assessment at regular intervals. Coordination of Threat and Vulnerability Assessment revision in 2023.

Pierce Transit partners with the Transportation Security Administration (TSA) annually to conduct Security Enhancement Through Assessment (SETA) exercises and Exercise Information System (EXIS) tabletops. These exercises challenge our established security policies and procedures and allow us to examine our readiness through tabletop scenarios.

Through this partnership, Pierce Transit conducted four SETA exercises and three EXIS exercise in 2024. In addition, we conducted two SETA exercises specific to our Fleet Maintenance team.

We also partner with local law enforcement agencies; in 2024 we hosted the Pierce County Sheriff's Department SWAT team for training on our coaches. Training included coach operations and mechanical considerations, breech, and assault and how our camera system could be used by the SWAT team. In 2023, we conducted

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the same training with the Pierce County Sheriff's Department SWAT team to allow them familiarization and to exercise the same training as the Tacoma SWAT team.

We also conduct Active Shooter training through tabletop exercises and Stop the Bleed training with our local fire department. The Safety Department has also created an Active Shooter on the Coach training for all operators.

Security Awareness Training and ICS Overview is provided for employees. The Safety Department collaborates with the TSA to provide initial training during new employee orientation as well as refresher training annually or as needed. See Appendix R for matrix of required ICS courses by position at agency.

Crime Prevention through Environmental Design (CPTED) is an important concept used within our Security Program. It is important that security is involved in review of new projects. Base Master Plan includes CPTED planning for existing upgrades and new facility designs.

Pierce Transit maintains a Passenger Exclusion Program, which is currently shared within Law Enforcement.

## **2.7 Interface with Internal and External Documents**

The following Pierce Transit documents\* are incorporated by reference as part of the Agency's Public Transportation Agency Safety Plan:

- Accident Prevention Plan (APP)
- Risk Management Manual
- Risk and Insurance Handbook
- Transit Asset Management Plan (TAMP)
- Inclement Weather Response Plan (IWRP)
- Workplace Security Plan
- System Security & Emergency Preparedness Plan (SSEPP), which includes Threat and Vulnerability Assessments
- Collective Bargaining Agreement (CBA)
- Maintenance Work Rules
- Operator's Handbook
- Job Descriptions (competency-based provisions)
- Job Hazard Analysis
- FTA Drug and Alcohol Policy
- Emergency CNG Refueling Plan
- Safety Data Sheets (SDSs)

\* These documents are available upon request.

### **2.7.1 Workplace Chemicals**

Pierce Transit will comply with state and federal Hazard Communication, or Right to

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Know laws. All chemical products are inventoried, and Safety Data Sheets (SDSs under Global Harmonization) are made available for each chemical on the inventory.

Pierce Transit uses the Washington State Transit Insurance Pool (WSTIP) program for managing SDSs. The WSTIP database includes many SDSs, and Pierce Transit can add SDSs if they are not already included. Pierce Transit maintains a folder of SDSs in their inventory. A pre-screen approval process for chemicals is included in the purchasing process: Anyone ordering a chemical must first check to see if the SDS is in the system. Periodic physical audits are conducted.

In managing inventory, it is very important to establish policies that vendors cannot provide “free samples” (Pierce Transit has such policies in place). “Free” chemical product can result in high disposal costs as hazardous waste and having chemical products on site that have not been approved and added to the inventory can result in fines by regulatory agencies.

Fleet & Facilities Maintenance Management manages the Hazardous Waste Management Program. Each year Facilities & Maintenance submits Tier II and Dangerous Waste reports.

All employees must receive Hazard Communication training as required by state and federal laws. Even office employees may be exposed to chemicals, such as printer toner, whiteboard cleaner or other office chemicals, and must receive a basic level of Hazard Communication training. At Pierce Transit, this is covered in New Employee Orientation.

Employees who work regularly with industrial chemicals may require additional training on the hazards of those chemicals. Chemicals that are corrosive or require higher levels of personal protective equipment may require chemical hazard specific training. Employees are required to read and comply with warnings and precautions on Safety Data Sheets of all chemicals before use.

## **2.8 Plan Reviews and Recordkeeping**

Note: This document is submitted for review to the FTA Technical Assistance Center annually as part of the annual revision process.

The Safety and Risk Management departments are responsible for coordinating the annual review and update of the Agency’s PTASP. Representatives from participating departments are required to contribute to the review process. Changes, updates, or additions to the PTASP might be prompted by such occurrences as change in trends, policy or process change, organizational structure, or recommendations by qualified internal/external reviewing entities. Major substantive changes to the PTASP will be presented annually on or around the 2nd quarter meeting to the Board of Commissioners for approval after being reviewed and accepted by the Safety Committee and then signed by the CEO (Accountable Executive). This document will be retained for 3 years after creation and be made available upon request by the FTA or other regulatory entities according to retention schedules.

### 3 Safety Risk Management

Pierce Transit's Safety Risk Management (SRM) component comprises the process, activities, and tools that the Agency uses to identify and analyze hazards, the mitigation of those hazards and any residual risk. The flow chart below describes the SRM process. Furthermore, the Risk Management Department will serve as a central receiving hub for safety-related data and will serve as a resource for Agency departments as they establish goals, benchmarks and KPIs. Each year the Risk Management Department will conduct an internal assessment of one component of the PTASP - Safety Policy, Safety Risk Management, Safety Assurance or Safety Promotion. Findings will be shared with the appropriate Agency employees and executive staff.

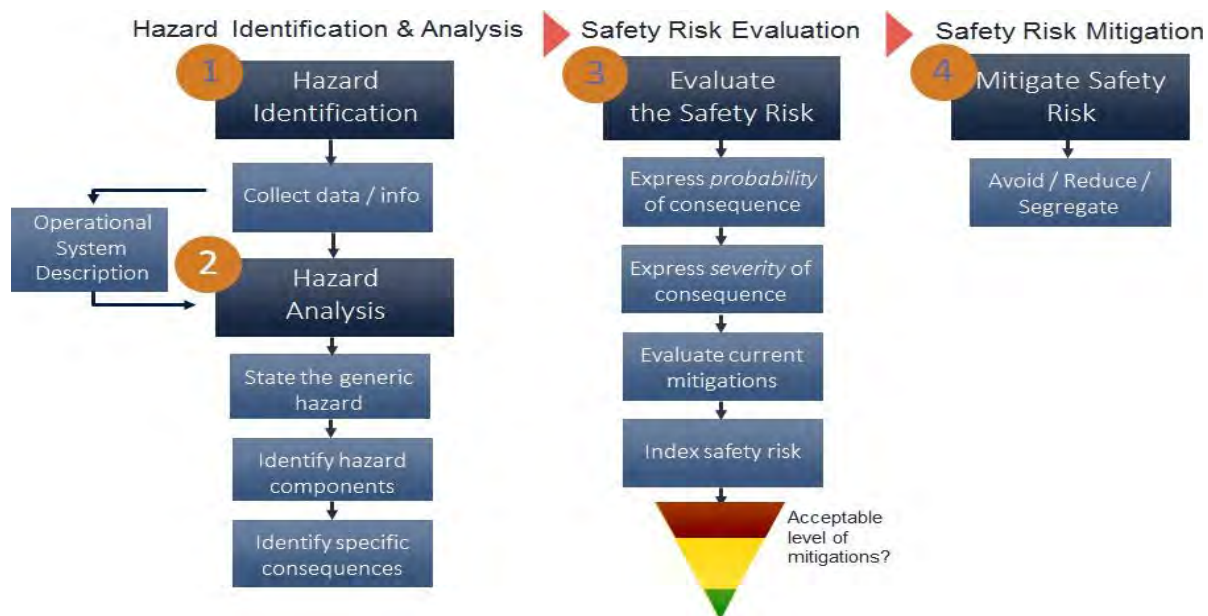


Figure 3 – Safety Risk Management Flow Chart

#### 3.1 Hazard Identification and Analysis

The Federal Transit Administration (FTA) defines a hazard in 49 C.F.R. Part 673.5 as “any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.”

As the first two steps in the Safety Risk Assessment process, hazard identification and analysis are tools the Agency uses to identify and address hazards before they escalate into incidents or accidents. Hazard analysis involves identifying potential consequences of identified hazards. At Pierce Transit, hazards are identified through the following activities:

- Threat Vulnerability Assessment (TVA)\*
- Employee safety reporting
- Customer service reporting
- Observations of operations

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- Safety inspections
  - Incident reporting and investigation
  - Incident, injuries, and accident history
  - Items discussed at the Agency Safety Committee
  - Items discussed at the Sound Transit Joint Bus Safety Committee (JBSC)
  - Legislation, industry standards, checklists, or external consultants
  - Data trending reports made available through incident, security incident, injury and accident history, insurance carriers and pools (e.g., WSTIP), and local authorities
  - Data and information from FTA and other oversight authorities
  - Review and audit of safety policies and procedures, and safety instructions for equipment and materials

\*The Pierce Transit TVA is being reformatted to reflect changing projects and updated associated plans. Portions of the TVA may be available upon request to those with a legitimate need to know, as the TVA contains Sensitive Security Information (SSI). Please contact the Emergency Management Administrator for more information.

### **3.1.1 Job Hazard Analysis (JHA)**

A Job Hazard Analysis (JHA) describes the high-risk work activities that take place in a workplace, the hazards and risks arising from these activities, and the measures that should be put in place to control the risks. A JHA focuses on:

- The job steps
- The potential hazards associated in undertaking the job steps
- The hazard control measures required to eliminate the risk of injury, or reduce the risk to an acceptable level

The primary purpose of a JHA is to help supervisors and workers implement and monitor workplace control measures that are established to ensure high risk work is carried out safely.

A Job Hazard Analysis (JHA) must:

- 1) Specify hazards relating to the work and risks to health and safety associated with those hazards
- 2) Describe the measures that must be put in place to control the risks
- 3) Describe how the control measures are to be implemented, monitored, and reviewed
- 4) Take into account all relevant matters, including circumstances in the workplace that may affect the way in which the task is carried out. This must be expressed in a way that is readily available and understandable to employees who use it.

The JHA must be reviewed, approved, and signed by the supervisor before the task is started. When training the employee, the supervisor should give the employee a copy of the JHA and document any training which has taken place. Understanding every job step is very important. Whenever a job step changes or a new step is introduced, the JHA must be reviewed/updated, and employee retraining is to take place.



The key reasons for completing a JHA are to encourage teamwork (especially with new employees), involve everyone performing the job in the process, and elevate awareness.

An example of a completed JHA can be found in Appendix A.

### **3.1.2 Employee Safety Reporting Program**

At Pierce Transit, our objective is to cultivate and foster a proactive safety culture in which employees are comfortable and encouraged to bring safety concerns to the attention of Agency leaders. We recognize that our employees are most familiar with the details of their respective jobs and work environment, which makes their input crucial to maintaining safety in the workplace. Therefore, when witnessing an unsafe act or noticing an unsafe condition or near miss, employees must promptly report the unsafe condition or act to their direct supervisor, manager, the Safety Department, and/or Safety Committee Representatives, and should receive a clear answer to their concern.

No person will be penalized or retaliated against for bringing safety issues to the attention of management. This statement does not apply to information received from a source other than the employee, or which involves an illegal act, or a deliberate or willful disregard of regulations or procedures.

There are several ways employees can report their safety concerns to management:

- 1) Report directly to their supervisors or managers
- 2) Report directly to the Safety Department
- 3) Report through a Safety Committee Representative
- 4) Entry on the Route and Schedule Reporting Form
- 5) Create and submit an Incident Report
- 6) Report through the Communication Center
- 7) Call or email the Safety Hotline at 253-983-3330 or [safetyhotline@piercetransit.org](mailto:safetyhotline@piercetransit.org)
- 8) Electronic safety suggestion submitted via QR code



All safety concerns and comments are investigated and reviewed with response to the submitter (if identified) by the direct supervisor, manager, or the Safety Department in a timely manner. All submissions and responses are logged in our Corrective Action Log in Trackit.

### **3.1.3 Customer Service Reporting**

Customers are also our partners in safety. We encourage our customers to bring their safety concerns to our attention, whether through our posted safety concern QR code, bus operators or our Customer Service Team. Customer Service's contact information is available on every coach, or they can be reached through our website ([PierceTransit.org](http://PierceTransit.org)), by telephone or in person at the Pierce Transit Customer Service Center at the Tacoma Dome Station. The Customer Service Team is responsible for

documenting and forwarding the customer's concern to the appropriate individual or department for resolution. The flowchart for customer comments is below.

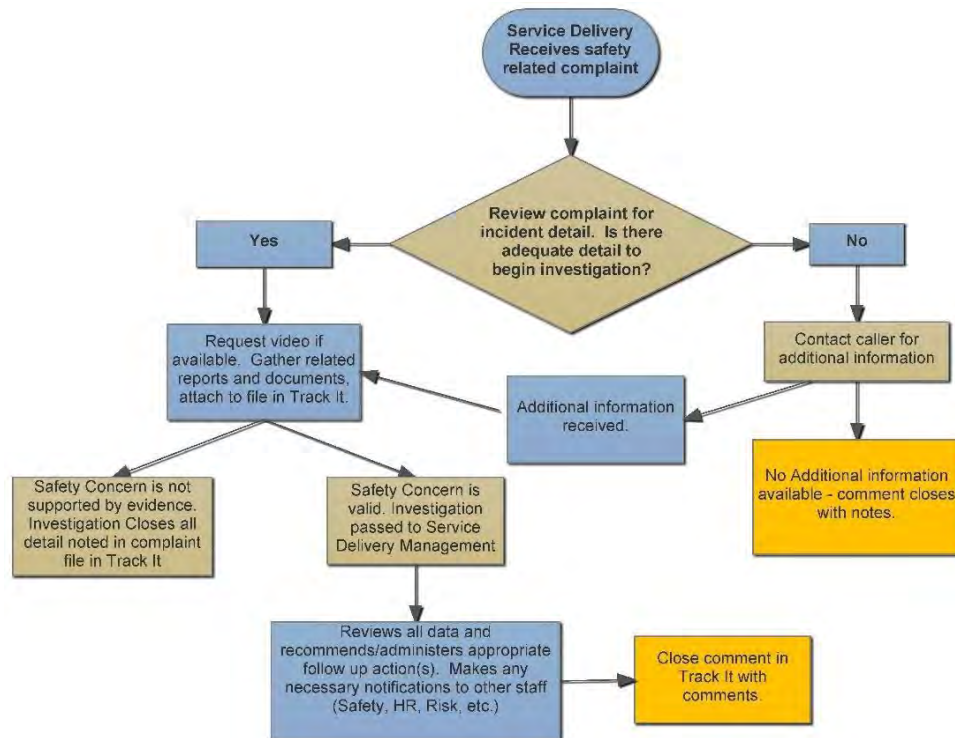


Figure 4 – Customer Comment Flowchart

### 3.1.4 Observations of Operations

Pierce Transit adopts programs to help monitor the safety of our transit system including our contracted partners (Runner service, Paratransit service), driving behavior, facility, and operational safety. The purpose of these programs is to identify hazardous behaviors, locations, and system processes for quick resolution.

#### 3.1.4.1 Guest Rider Program

The Guest Rider Program provides a framework and guidelines for transit agencies to exchange experienced, knowledgeable staff (supervisors and operators) that can anonymously observe and provide feedback on individual operators and the entire transit system's performance. This program is sponsored by Washington State Transit Insurance Pool (WSTIP) and transit agencies that commit to participate. Participating agencies work together to determine the appropriate staff and Guest Ride dates based on available resources and needs.

Feedback is provided on a Guest Rider Feedback Form. This form provides observations on:

- 1) Driving skills
- 2) Passenger relations
- 3) Bus stops

- 
- 4) Schedules
  - 5) Customer service
  - 6) Basic routing
  - 7) Bus conditions
  - 8) Transfer centers

Pierce Transit uses this feedback to identify individual areas for operator development and/or identify gaps in our training program that need to be addressed. This program also provides an objective look at our transit service from a rider's point of view.

A copy of the Guest Rider Feedback Form can be found in Appendix B.

#### **3.1.4.2 Mystery Shopper Services**

Our Service Delivery and Support Department contracts with vendors to provide "mystery rider" services for our transit system. This project is intended to provide an assessment of the agency's overall performance against its stated customer service objectives: ensure safety, provide outstanding customer service, enable organizational development, and exemplify financial stewardship, and retain the community's trust. Collected information is used to assess organizational strengths and weaknesses and improve where necessary. The information is used to provide feedback to employees as to their performance in providing excellent customer service and performing safely.

#### **3.1.4.3 Operator Observations made by Service Supervisors and Instructors**

Service Supervisors and Instructors also provide observations as outlined below:

- Service Support Supervisors are required to complete a minimum of one Operator Observation (OB) per week.
- Training Department Instructors complete several "onboard" Operator Performance Evaluations (PE) per month.
- Service Supervisors follow the selected vehicle unobserved to evaluate the performance of the operator for 20 minutes or more.
- Operator Observations and Performance Evaluations are conducted using an electronic form in the Trackit program.
- Supervisors and Instructors select operators to evaluate based on the information in the Trackit and DriveCam systems. Observations are documented by the time and day they are completed on the Tracking Sheet. When the form is updated, all the most recent observation stats are extracted from the Trackit and DriveCam systems. Generally, senior operators are required to receive one annual OB and one PE. New hire operators will receive more than one PE and OB during their first year.

Operators with frequently identified or reported risky behaviors may receive additional OB's or PE's to evaluate and coach more frequently as necessary to help change behavior. Those groups are:

- Operators identified in specific risk groups (e.g., two years or less

- experience, or with a specific focus based on trends)
- Operators with preventable events or multiple events of any safety-related nature
- Special requests from the Safety Department, Operations or Training Department
- Special evaluations due to reported trends or concerns
- Customer Service complaints specific to safe operation

The Trackit system documents information and maintains a record of the evaluation. Managers; Training; Risk; Safety; and Service Support employees may access the information to work on needed training and/or corrective coaching.

The following charts are examples of work completed by Service Supervisors and Instructors:



### 3.1.4.4 DriveCam

The DriveCam (DC) Safety System is a complete driver safety program proven to change driver behavior through a combination of expert event review and analysis, advanced analytics, prioritization, and comprehensive driver coaching. The system helps Pierce Transit actively manage employees who drive agency vehicles (revenue and non-revenue alike) with dedicated support from a team of experts that monitor driver safety behavior. The system uses:

- A camera with sensors and 4G cellular with Bluetooth connectivity to communicate incidents;
- 4 high-lumen, infrared LED lights, with field of view specs of 144 degree interior view and 96 degree exterior view;
- 20 Frames Per Second video capture;
- 9-axis (accelerometer + gyro + magnetometer)
- Built in g-force sensor; and

- Built in GPS.

This system is;

- Compatible with 12VDC and 24VDC vehicles;
- Tamper-resistant with fault indicators; and
- Capable of storing up to 800 events for remote sites that may experience extended periods between downloads.

The result of this technology is a 12-second video recorded when a triggering event occurs (8 seconds before the event, 4 seconds after). These clips are reviewed with each vehicle driver within 24 hours of the event. The DriveCam program analytics and clips are intended to reduce risky behavior by helping employees identify ways to stop unsafe driving behaviors.

In addition, use of this system allows Pierce Transit to identify and recognize employees who exhibit safe, professional defensive driving behaviors in the performance of their duties. A sample DriveCam “Distinguished Driver Award” can be found in Appendix C. A DriveCam Safety Program Presentation can be found in Appendix D.

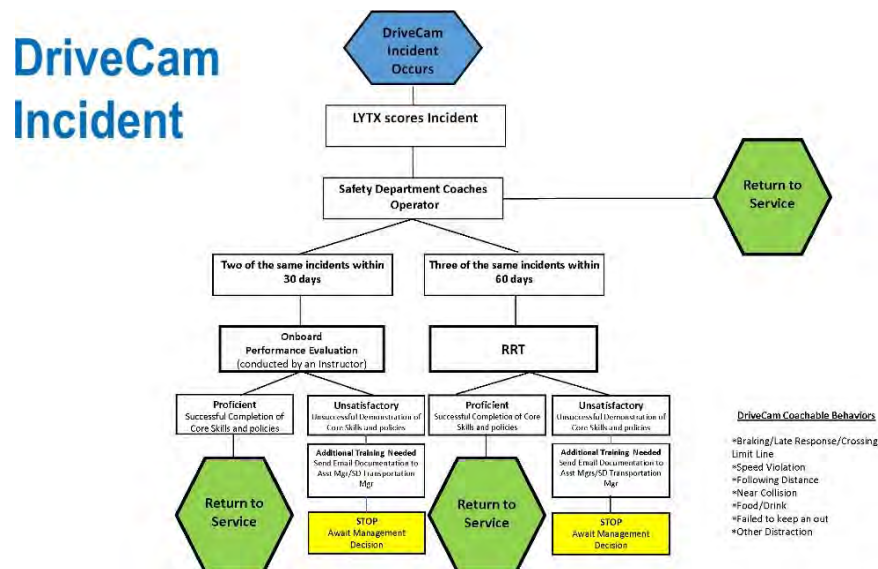


Figure 5 – Pierce Transit DriveCam Incident Flowchart

### 3.1.5 Conflict and Assault Prevention Program

The Pierce Transit Conflict and Assault Prevention Program (CAPP) takes a multi-tiered approach to prevent violence against our employees. This program was created by a collaboration of the Pierce Transit Department of Public Safety, Service Delivery & Support, the Safety Department, and the Training Department. The program focuses on employee well-being and protection, priority police responses (all jurisdictions), up to the minute data analysis, and de-escalation training for all agency employees.



Pierce Transit Management places a high priority on police responding to every assault reported to the Communications Center (Comm Center), and each case is thoroughly reviewed. While Service Delivery staff ensures that operators receive timely medical and personal attention, they will also conduct internal hazard analyses on how to further reduce the risks to operators and determine whether training and/or additional support is needed.

Regular policy reviews concerning relevant customer service will occur when trending warrants additional training opportunities or when requested by employees. Post incident coaching and training will be conducted by Service Delivery staff; the Training Department, Customer Satisfaction Coordinator or the Department of Public Safety as outlined in this document. A copy of the CAPP can be found in Appendix P.

### **The CAPP Process:**

Assaults and acts of aggression should be reported to the Comm Center as soon as they can practically be forwarded and processed. However, not all these incidents will be reported through this normal channel. Managers and Supervisors should be alert to capture and process verbal conversations, written event reports, E-alerts from the Comm Center, Security Incident Reports, Employee Injury Reports, and radio log entries. Management should endeavor to quickly identify these occurrences to Pierce Transit entities involved in the processing of information in order to assist the employee(s) involved. Communicating this information and ensuring it is acted upon will be the combined responsibility of the CAPP Team:

- **Pierce Transit (PT) Communications Center:**  
[CommCenterControllers@piercetransit.org](mailto:CommCenterControllers@piercetransit.org),
- **PT Department of Public Safety:**  
[PublicSafetyDepartment@piercetransit.org](mailto:PublicSafetyDepartment@piercetransit.org),
- **Service Delivery and Support, Transportation Manager, Assistant Managers and Customer Satisfaction Coordinator:**  
[TransportationManagementServiceDelivery@piercetransit.org](mailto:TransportationManagementServiceDelivery@piercetransit.org),
- **PT Training Department:** [BusTraining@piercetransit.org](mailto:BusTraining@piercetransit.org)
- **Department** – Interim Chief Safety Officer: [jhovde@piercetransit.org](mailto:jhovde@piercetransit.org), Safety Technician: [fdraxton@piercetransit.org](mailto:fdraxton@piercetransit.org)
- **Peer Support (CISM)** - [CISMTeam@piercetransit.org](mailto:CISMTeam@piercetransit.org)

### **3.1.6 Safety Inspections**

Safety inspections are performed to:

- Identify hazards, risks, and unsafe practices by inspecting areas with a designated department representative.
- Proactively take corrective actions by noting and photographing concerning findings and abatement issues. Items which can be abated will be done immediately.

- 
- Promote a safe and healthy working environment by providing a systematic and consistent inspection schedule to identify hazards, risk, and unsafe practices.
  - Serve as a positive performance indicator and encourage safe work practices by documenting that we are achieving our safety goals and acknowledging employees who are observing safety policies when performing their work.
  - Observe employees performing duties to ensure safe work procedures are taking place.

Each department is required to complete safety walkthroughs. These are conducted informally each day and formally each month. Daily walkthroughs will consist of a department representative walking their immediate work area and correcting any unsafe findings. If the finding requires assistance, the inspector will document and forward to the appropriate department.

Monthly formal walkthroughs will include completing an area-specific safety walkthrough form. Completed forms and photos of deficient area or equipment will be submitted to the Safety Department by the last working day of the month via the Safety Hotline or Trackit. Safety Inspection forms are located on the PULSE page and an example can be found in Appendix E of this document.

The Safety Department will conduct formal Facility Safety inspections each quarter. These inspections may include Pierce Transit headquarter buildings as well as transit centers operated by Pierce Transit or occupied by Pierce Transit personnel. The Safety Department will ensure that facility safety concerns are routed to the appropriate department for immediate investigation and mitigation.

Hazards are rated in terms of their effects on employees and/or the transit system. Severity categories are defined as:

- **Category I – Catastrophic**  
Operating conditions are such that human error, environment, design deficiencies, element, sub-system or component failure or procedural deficiencies may cause ***death or major system loss***, thereby requiring immediate cessation of the unsafe activity or operation.
- **Category II – Critical**  
Operating conditions are such that human error, environment, design deficiencies, element, sub-system or component failure or procedural deficiencies may cause ***severe injury or illness or major system damage*** thereby requiring immediate action including immediate cessation of the unsafe activity or operation.
- **Category III – Marginal**  
Operating conditions may cause ***serious injury or illness or serious systems damage*** and human error, environment, design deficiencies,

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sub-system or component failure or procedural deficiencies can be counteracted or controlled without serious injury, illness or major system damage.

- **Category IV – Negligible**

Operating conditions are such that human error, environment, design deficiencies, sub-system or component failure or procedural deficiencies will result in ***no, or less than minor illness, injury, or system damage.***

The Safety Department will use the *Trackit Manager* program for both the inspection forms and a record of the Safety Department inspections. Completed inspection forms are generated from the Trackit Manager program and forwarded to the responsible employee(s) for timely correction. An example of a completed inspection form can be found in Appendix F.

Every inspection is recorded and retained in Trackit. This record is used to follow up on accident reports and hazard mitigation.

The Risk Department may assign inspections of first aid kits, fire extinguishers or other components of safety systems using employees assigned to Transitional (light) Duty. These paper inspection forms use a pass/fail inspection sheet and are forwarded to the Facilities and Safety departments for correction and retention. A blank fire extinguisher inspection form is in Appendix G.

### **3.1.7 Event/Incident Reporting and Investigation**

The goal of incident reporting and investigation is to identify the cause of a safety concern or event and record relevant facts to prevent recurrence and mitigate risk. Root Cause Analysis (RCA) is a structured process that uncovers the physical, human and latent causes of any undesirable event in the workplace. The Root Cause Analysis can be used in:

- Single or multidiscipline cases
- Small or large cases

In general, there are seven basic root causes of most accidents: Procedures, Training, Communication, Quality Control, Management Systems, Human Engineering and Work Direction.

A Root Cause Analysis will disclose:

- Why the incident, failure, or breakdown occurred.
- How future failures can be eliminated through:
  - Changes to procedures
  - Changes to operations/training
  - Design modifications
  - Verification that new and rebuilt equipment are free of defects which may shorten life
  - Confirmation that repairs or reinstallation is performed to acceptance

standards

- Identifying factors adversely affecting service life and implementation of mitigating actions

At Pierce Transit, the term “Event” is commonly referred to as “any occurrence, incident, safety event, or situation where reporting is appropriate or required regardless of whether contact was made, a collision occurred, or whether it results in property damage, bodily injury, a claim of property damage and/or bodily injury, or a statement of injury.

### 3.1.7.1 Reporting Criteria

The table below summarizes Pierce Transit’s reporting criteria:

Report Level	Consists of	Type of Event
1	<ul style="list-style-type: none"> <li>• Event/Incident Report</li> </ul>	Incidents – An event where there is no evidence that contact was made, where there is no property damage, injury and/or loss, where no medical care was required, and in which no claim was filed. Incidents will not be included in an employee's personnel record.
2	<ul style="list-style-type: none"> <li>• Event/Incident Report</li> <li>• Supervisor Report with Evaluation and Review</li> <li>• Law enforcement report</li> <li>• Radio Log Review</li> <li>• Submitted passenger courtesy card</li> </ul>	Incidents - when, at the discretion of the Supervisor or Safety/Risk Management Department, an additional level of investigation is warranted.
3	Everything in Level 1, plus: <ul style="list-style-type: none"> <li>• Post-accident review and evaluation</li> </ul>	Events, Near Mishaps or High Severity Incidences Any National Transit Database (NTD) Reportable Occurrence
4	Everything in Level 2, plus: <ul style="list-style-type: none"> <li>• Formal Incident Investigation with Root Cause Analysis</li> </ul>	Events, Near Mishaps or High Severity Incidences, and any NTD Reportable Occurrence when, at the discretion of the Supervisor or Safety/Risk Management Department, an additional level of investigation is warranted.
5	Third party investigation and report, including fault-tree analysis	Very significant occurrences of any kind, major events, and when multiple events of a similar nature occur.

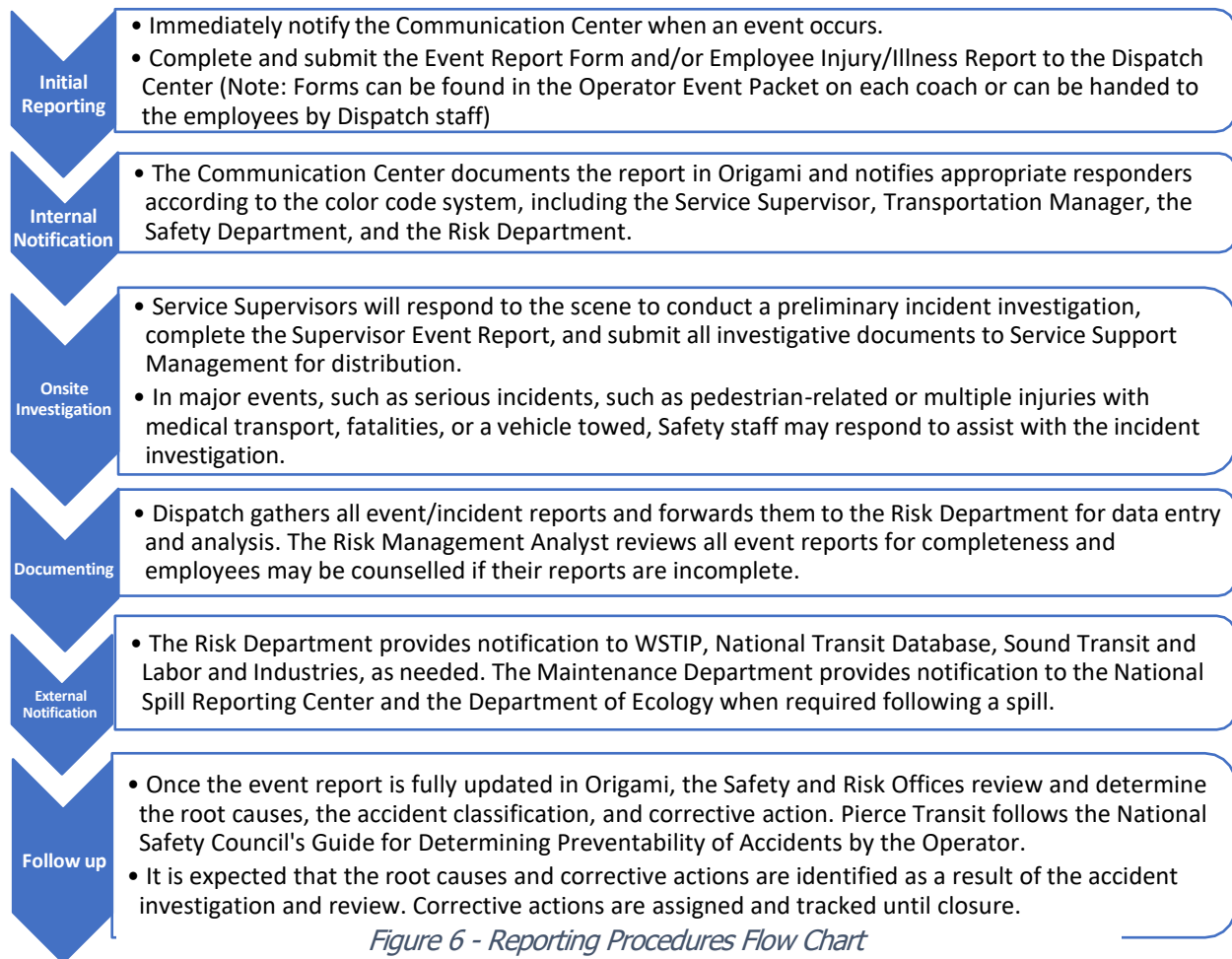
### 3.1.7.2 Reporting Policy and Procedures:

At Pierce Transit, all employees involved in all events/incidents as defined above must complete the event/incident report within 24 hours.

Notification of events/incidents must be reported by the end of the shift or as soon as possible.

A near event/incident reporting process is a means of allowing an employee an opportunity for confidentially reporting an incident (or a near mishap or a potentially high severity incident) in a non-punitive environment. Near event/incident reporting is an opportunity to identify root causes that can be prevented to deter future incidents or events with potentially more serious outcomes.

The flow chart in Figure 6 describes the reporting procedures:



*Figure 6 - Reporting Procedures Flow Chart*



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### 3.1.8 Incident, Injury and Accident History

Pierce Transit uses incident, injury, and accident statistics to monitor trends, identify areas of risk, and measure the effectiveness of safety programs. Pierce Transit tracks and maintains the incident, injury and accident history via Origami Risk and Safety Management Software managed by WSTIP. The Risk Management Department regularly reviews and updates the database.

## 3.2 Safety Risk Assessment

A hazard is a condition with the potential to cause harm. Risk Management is a systematic approach to manage workplace hazards. It is a key component in any organizational management that identifies, evaluates, and determines the means of reducing risks to an acceptable level to protect employees, visitors, third party contractors, casual laborers and others who are physically present in the workplace.

Risk Management also protects assets and considers how to avoid losses. After hazards and their potential impact have been identified, Pierce Transit's Safety and Risk Departments conduct a Safety Risk Assessment to determine the seriousness of the risk. Factors considered include the likelihood of occurrence, the severity of the consequences (should there be an occurrence), and the level of exposure to the hazard.

The following categories are captured to complete the SMS process:

- Item Number
- Hazard
- Hazard Type
- Location
- Category
- Identification Date
- Identification Source
- Reporting Party
- Analysis Date
- Severity of Consequences
- Likelihood of Consequences
- Safety Risk Index
- Existing Mitigations
- Further Mitigation Actions
- Revised Safety Risk Index/Date
- Dept Responsible for Mitigation
- Assign Date
- Expected Implementation Date
- Completion Date
- Contact Person/Dept
- PT Opportunities/Rationale
- Validate Results Date
- Validation of Results
- Notes
- Attachment

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Reference **Appendix J** for example of Safety Risk Assessment.

The assessment consists of:

- Existing controls – Existing processes, devices, practices, or controls that act to minimize threats or enhance opportunities, including an indication of how they might be of influence.
- Consequence – A description and rating of the consequence of a risk, in terms of the loss or gain that may be experienced if the risk event occurs (refer to section 3.2.1 Safety Risk Assessment Matrix Severity for consequence ratings).
- Likelihood – A description and rating of the likelihood of the risk for the full range of risk event consequences (refer to section 3.2.1 Safety Risk Assessment Matrix Likelihood for likelihood ratings). For opportunities, it is the likelihood of the stated gain being realized if the opportunity is pursued.

Qualified Pierce Transit employees assess safety risks subjectively using a Safety Risk Assessment. Results of the risk assessment process will help prioritize the risk and determine whether it is being appropriately managed or controlled. If the risks are acceptable, the hazard will simply need monitoring. If the risks are unacceptable, Pierce Transit will take steps to lower the risk to an acceptable or tolerable level, or to remove or avoid the hazard.

Active engagement in measures which reduce vehicular and pedestrian accidents, addressing visibility impairments that reduce collisions for bus operators. Pierce Transit maintains the following processes, procedures, and systems to ensure the identification and mitigation of behaviors and hazards leading to collisions. The following is a partial list of processes currently in place:

- Project to ensure reduction of glare on barrier glass
- Teaching and reminding “Rock and Roll” strategies (Core Skills & Evaluations)
- No right on red at identified intersection
- Limiting left turns
- Hot spot checks
- CAD/AVL announcements (geofencing)
- Hourly broadcast of safety messages
- Quarterly safety meetings
- Daily visual safety promotion utilizing fixed monitor in Operators lobby
- Issue timely safety bulletins
- In-person field audits & direct observations

- Lytx driving behavior coaching (near real-time)
- Lytx identification of hazardous trends
- Lytx influenced system alterations as needed
- Safety risk assessment projects

### 3.2.1 Safety Risk Index Matrix

		IMPACT			
PROBABILITY	Severity Probability	Catastrophic 1	Critical 2	Marginal 3	Negligible 4
	Frequent (A)	1A-HIGH	2A-HIGH	3A-HIGH	4A-MEDIUM
	Probable (B)	1B-HIGH	2B-HIGH	3B-MEDIUM	4B-MEDIUM
	Occasional (C)	1C-HIGH	2C-MEDIUM	3C-MEDIUM	4C-LOW
	Remote (D)	1D-MEDIUM	2D-MEDIUM	3D-LOW	4D-LOW
	Improbable (E)	1E-MEDIUM	2E-LOW	3E-LOW	4E-LOW
	Eliminated (F)	ELIMINATED			


SEVERITY CATEGORIES		
Description	Severity Category	Mishap Result Criteria
Catastrophic	1	Could result in one or more of the following: death, permanent total disability, irreversible significant environmental impact, or monetary loss equal to or exceeding \$10M.
Critical	2	Could result in one or more of the following: permanent partial disability, injuries or occupational illness that may result in hospitalization of at least three personnel, reversible significant environmental impact, or monetary loss equal to or exceeding \$1M but less than \$10M.
Marginal	3	Could result in one or more of the following: injury or occupational illness resulting in one or more lost work day(s), reversible moderate environmental impact, or monetary loss equal to or exceeding \$100K but less than \$1M.
Negligible	4	Could result in one or more of the following: injury or occupational illness not resulting in a lost work day, minimal environmental impact, or monetary loss less than \$100K.

PROBABILITY LEVELS			
Description	Level	Specific Individual Item	Fleet or Inventory
Frequent	A	Likely to occur often in the life of an item.	Continuously experienced.
Probable	B	Will occur several times in the life of an item.	Will occur frequently.
Occasional	C	Likely to occur sometime in the life of an item.	Will occur several times.
Remote	D	Unlikely, but possible to occur in the life of an item.	Unlikely, but can reasonably be expected to occur.
Improbable	E	So unlikely, it can be assumed occurrence may not be experienced in the life of an item.	Unlikely to occur, but possible.
Eliminated	F	Incapable of occurrence. This level is used when potential hazards are identified and later eliminated.	Incapable of occurrence. This level is used when potential hazards are identified and later eliminated.

### 3.3 Maintenance Action Tracker

In 2024, Pierce Transit Maintenance Management created and implemented a **Safety Collaboration Action Tracker**. Similar to a Safety Risk Assessment, this chart lists tasks which the Maintenance Department (with Safety Department collaboration) has identified as processes for SMS. Tracking the strategies, completion dates and “owners” of each item, the Maintenance Department holds itself and the agency accountable to move toward safety solutions. Meetings are held between the departments regularly to update the document and confer on future projects. This proactive posture of our Maintenance Department keeps risk mitigation the priority of their entire operation. Items determined to be associated with risks/hazards will be copied to the Safety Risk

Assessment and assigned a Safety Index and mitigation strategies.

						
2024 Safety Collaboration - Action Tracker						
Task	Owner	Support	Date Initiated	Estimated Completion Date	Task Status	Completion Date
Lot Light Study	MOBI PM	Risk/WTIP	1/3/2024	4/30/2024	MOBI Sponsor approved Parametrics to proceed with updates light study. Scope and contract terms in process.	
Unsafe Acts Reporting and Engagement Campaign	Reggie Reese	Fleet Management	1/3/2024	Ongoing	Reggie to provide foundation guidance for staff to feel comfortable and safe to engage directly with individuals if an unsafe act is observed. Marah delivered documented expectations to BU staff at 4/17 Shop Meeting on requirements to act with receptive mindsets rather than defensive when approached by PT staff on safety concerns.	
Improve functionality and use of TrackIt	Maintenance Training		1/3/2024	7/19/2024		
Develop Sign Standards Across Agency	Jason Howde, Nick Nash, Bill Serenbetz, Kathy Walton		1/3/2024			
Transition Lot Training	Maintenance Training	BS&T	1/25/2024	4/5/2024	Curriculum has been shared with the Training Team. Training has committed to support bus lot maneuvering and fuel & wash driver training. BS&T is building Training curriculum as of 3/8/24. 3/18/24 - Training, Safety, Maint. Training met to inquire on outstanding curriculum needs. 4/5/24 - Training curriculum sent to BS&T. BS&T has begun providing F&W Lot training to Maintenance Staff.	4/5/24
Maintenance Operations and Accident Vulnerability Review	Fleet Management	Safety	2/27/2024	3/8/2024	Met with Safety to identify what immediate actions could be taken to get our arms around the major shift in increased accident occurrences in Fleet.	3/6/24
Assessing stop markings (active & inactive), directional flow, right of way, and precision driving reinforcements.	Safety		2/27/2024	3/8/2024	Maintenance leadership met with Training and Safety on 3/18/24. Final thoughts and plans were completed and next will be to do dry runs of vehicle movement once construction is done.	3/18/24
Review Mobi Parking Exhibits, and temporary parking layout (day & night) and determine directional flow both during construction and post construction.	Fleet Management	Safety Dept.	2/27/2024	3/8/2024		3/7/24
Assign a 'lot flow' SME	Fleet Management		2/27/2024	3/8/2024	Thinking Harry, more conversations to come.	
Dress up the F&W red bollards with high-visibility tape to make them stand out. Follow-up with Brian Matthews to review removal feasibility	Fleet Management	Safety Dept.	2/27/2024	3/8/2024	Task completed with assistance from Safety. Bollards look great! The decision was made to keep the bollards at this time.	3/4/24
Permanent steering guidelines for each fueling lane at F&W	Bus Safety & Training / Fleet	Facilities	3/25/2024	6/1/2024	Bus Safety and Training reviewed the placement of steering guideline placement in each fuel lane. Maintenance agrees with placement and we are now awaiting weather for permanently painted lines. Facilities will be taking point from here on this initiative.	
Review KPI accident trends for the last 90 days	Safety		4/4/2024	4/5/2024	Jason shared KPI data or accidents from Jan 1, 2024 - March 31, 2024	4/4/24
Lot Restriping Impact	Brian Matthews	Safety Dept., Training, Maint.	4/18/2024	5/10/2024	Bill Serenbetz met with PT Stakeholders and the design team on 4/18. - Need to connect with Brian Matthews impact and sequencing	
Safe Maintenance Repair procedure review via Crew Meetings	Fleet	Maint. Training Coord	4/18/2024	5/22/2024	Maintenance Training coordinator Brent is working to develop content for the next meeting in May.	
Crane Event (vehicle 2014)	Facilities / Fleet	Safety	4/24/2024	5/10/2024	Facilities and Fleet gathering facts, inspection records, and overall better understanding of event.	

### 3.4 Safety Risk Mitigation

Pierce Transit monitors the effectiveness of individual safety risk mitigations to determine if they are ineffective, inappropriate, or were not implemented as intended (49 CFR 673.27(b)(2)).

If the risk is unacceptable, risk controls are developed that will either eliminate the risk or mitigate the risk to an acceptable level (see Appendix J). After risk controls are developed, Risk Management will reassess the new controls to ensure they do not produce an alternative risk. A second assessment of the new control will be conducted following the same SRM procedure, beginning at System Description and Task Analysis through the Safety Risk Assessment. Once satisfied that residual risk has been mitigated to an acceptable level, the new process/solution will be implemented and documented.

Many different means are employed to resolve identified hazards. These include design changes, the installation of controls and warning devices, and the implementation of special procedures. The steps for resolving hazards are as follows:



- 
- **Design for Minimum Risk** – From the initial design, eliminate hazards through design selection.
  - **Safety Devices** - Hazards that cannot be eliminated or controlled through design selection shall be controlled using fixed, automatic, or other protective safety design features or devices. The agency will perform periodic checks of safety devices.
  - **Warning Devices** - When neither design nor safety devices can effectively eliminate or control an identified hazard, devices may be used to detect and generate an adequate warning signal to correct the hazard or evacuate employees. Warning signals shall be designed to minimize the probability of employees responding incorrectly to signals and shall be standardized within similar systems.
  - **Procedures and Instruction** - Where it is impossible to eliminate or adequately control a hazard through design selection, engineering or use of safety and warning devices, the agency will use procedures and training to control the hazard. Procedures may include the use of personal protective equipment. Precautionary notations shall be standardized as specified by management. Safety-critical tasks and activities may require employees to be certified.

Other sources of information:

- Risk Management or Safety Guidelines – Provide requirements across Pierce Transit based on legislation, regulation, or insurers advisement of probability based on risk assessment (e.g., manual handling and handling of hazardous substances).
- Safe Work Instructions/Job Hazard Analyses – Pierce Transit-specific procedures and instructions developed and used by teams to manage health/safety and implement the SMS within the team.

When to use Safety Risk Mitigation:

- Daily Operational Systems Assessment – Methods that provide real-time feedback of safety compliance, adherence to established safety norms, or identified job hazards.
- Design – Steps taken to ensure safety requirements are considered in the planning, operation and disposal of all items including shops, facilities, and equipment.
- Purchasing Goods – Steps taken to ensure purchased items and equipment are safe to use.
- Purchasing Services – Steps taken to ensure that purchased services are

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performed in a safe manner.

- State of Good Repair – Perform asset condition assessments and SMS hazard analyses to ensure compliance with standards.

## 4 Safety Assurance

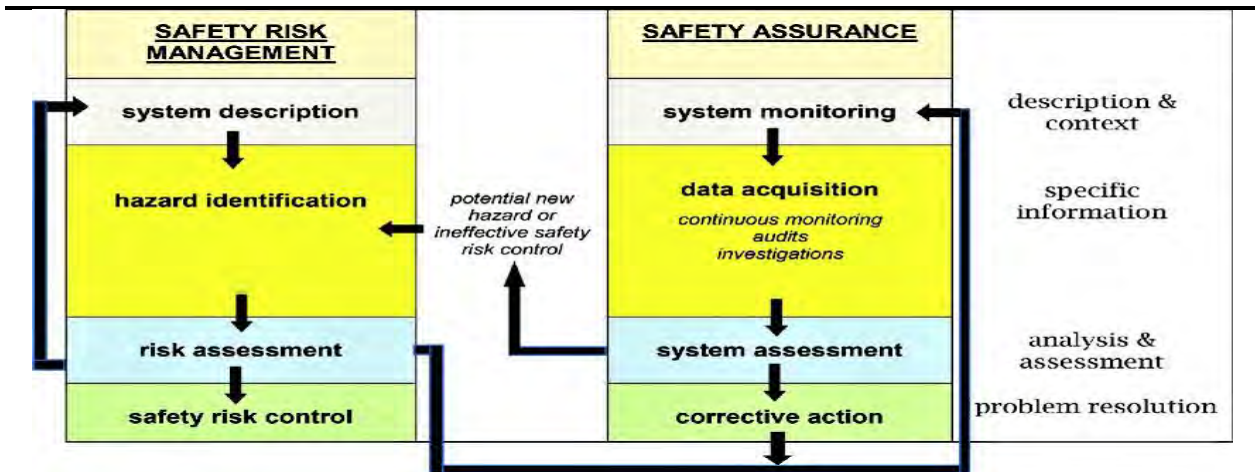
The purpose of Safety Assurance is to evaluate the overall effectiveness of safety risk controls established under Safety Risk Management (SRM) and Pierce Transit's PTASP. The Safety and Risk Management Departments are responsible for monitoring and evaluating the operations system to ensure that: 1) emerging risks are identified, 2) monitors the effectiveness of individual safety risk mitigations to determine if they are ineffective, inappropriate, or were not implemented as intended, 3) Pierce Transit is in compliance with the regulatory requirements applicable to the SMS plan, and 4) the organization meets or exceeds its safety objectives through the collection, analysis and assessment of data regarding the organization's performance.

The Agency considers Safety Inspections and the follow-up process as being relevant to 2 different pillars of SMS, Safety Assurance and Safety Risk Management.

Pierce Transit's safety assurance activities for supporting oversight and performance evaluation includes, but is not limited to:

- Monthly KPI Reviews (published for all departments to review)
- Safety Inspections and Field Observations
- Risk Assessment Surveys
- Internal and External Audits
- Employee Surveys
- Internal and External Findings through Observations of Operations
- Committee Reviews
- Safety Strategy Meetings (collaboration with individual departments)

Many activities used in Safety Assurance are the same activities used for hazard identification and analysis. If hazards or system weaknesses are identified, they must be reevaluated using the Safety Risk Management process. The figure below demonstrates the interaction of Safety Risk Management and Safety Assurance components in SMS structures.



*Figure 8 – Safety Risk Management and Safety Assurance Flow Chart*

There are three subcomponents under Safety Assurance:

- 1) Safety Performance Monitoring and Measurement
- 2) Management of Change
- 3) Continuous Improvement

The following sections describe the processes and activities that take place under each subcomponent.

## 4.1 Safety Performance Monitoring and Measurement

Pierce Transit's first step in Safety Assurance is establishing Safety Objectives and Performance Targets to meet the Agency's safety goals. Key Performance Indicators (KPIs) are established that indicate trending, identification of risk, severity, and frequency of our losses and whether the Agency is achieving its safety objectives and performance targets.

### 4.1.1 Data Collection

Safety, Risk Management, Maintenance, the Training and Operations Departments work collaboratively as a team to collect, analyze, and disseminate the data necessary to demonstrate the effectiveness of the Agency operations system and the SMS. This data comes from several sources including, but not limited to:

- Event reports on safety and security incidents, accidents, injuries, and illnesses
- Observations of operations reports
- Internal and external inspection, survey, and audit reports
- Safety Hotline comments and suggestions
- Historic recall

- 
- Seasonal events and effects
  - Environmental considerations
  - Deployment of new equipment
  - Maintenance common fleet issues
  - Process review and improvement
  - Leadership training
  - Emergency planning
  - SORT training content
  - Zonar vehicle inspection system (see Appendix Q for detailed information)
  - Collaboration on ongoing safety performance, targets, and processes

This safety data is reviewed, discussed, and shared at management meetings, monthly Safety Committee Meetings, Joint Bus Safety Committee meetings with our partner agencies, and at the quarterly Safety Meetings with all employees. In addition, this document and accompanying reference documents are permanently posted on appropriate Agency sites and updated annually.

This data is also used to determine opportunities to tailor training to the trends observed. We evaluate for tenure in relation to our preventable accidents, we look at 0-3 years, 3-9 years, 9+ years. For example, recent data analysis determined there was a higher frequency of preventable accidents in employees with 3 years of tenure or less over any other tenure. One example of these findings is that right-side clearance was determined to be the most common preventable accident type with employees with 3 years of tenure or less. With this data, additional training for employees within this tenure has been created along with a new cone course designed to provide practice maintaining right-side clearance while maneuvering.

#### **4.1.2 Key Performance Indicators (KPIs)**

The Safety Department uses collected data from all divisions to establish Key Performance Indicators and baselines for realistic safety performance targets. The Safety Department also uses Key Performance Indicators to assess and communicate with individual departments within the Agency in a timely manner. An example of monthly KPIs is included in Appendix O.

#### **4.1.3 Internal and External Safety Review**

A Safety Review is a formal safety and quality assurance process used to evaluate the overall effectiveness, efficiency, and reliability of any transit Agency's SMS. Our internal review program also helps prepare the Agency for the Triannual Review with the FTA.

Pierce Transit performs reviews to determine compliance with the Agency Safety Plan, and implements corrective action plans related to findings in order to:

- 
- Verify safety programs have been developed/implemented in accordance with plan requirements;
  - Assess effectiveness of the agency's system safety programs;
  - Identify program deficiencies;
  - Identify potential hazards in the operational system and weaknesses in the system safety programs;
  - Verify prior corrective actions are being tracked for effectiveness;
  - Recommend improvements to the system safety program;
  - Provide management with assessment of status and adequacy of system safety program;
  - Ensure continuing assessment of safety-related programs, issues, awareness and reporting;
  - Promote a clear understanding of success measures;
  - Promote continuous improvement of the Pierce Transit PTASP; and
  - Determine if they are inappropriate, ineffective, or not implemented as intended.

The Risk Management and Safety Departments work collaboratively with other departments to develop and perform the annual internal review.

#### **4.1.4 Employee Surveys**

The Agency conducts employee surveys to evaluate the work environment, including employee engagement and overall safety culture. The feedback of our employees helps us identify the need for continuous improvement in our systems and practices. We use the employees' survey ratings as one of our Key Performance Indicators.

#### **4.1.5 Corrective and Preventive Actions Tracking Log**

Tracking Corrective and Preventive Actions (CPA) is recorded in our Trackit application. We utilize this tool to track our safety and quality assurance process for monitoring and measuring the effectiveness of the Safety Risk Management processes. The Safety Risk Register aims to track and address critical safety items and recurring safety issues. The Safety Department reviews all findings and follows up on the mitigation plan on a regular basis.

A sample of the Safety Risk Register can be found in Appendix J.

## **4.2 Management of Changes**

Hazards may inadvertently be introduced into an organization whenever change occurs. Safety management practices require hazards that are a by-product of change be systematically and proactively identified and corrected.



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Changes may be internal or external to the organization. Examples of external changes include changes in regulatory requirements and changes to service areas. Examples of internal changes include management changes, new equipment, and new procedures.

A formal process for change management must include the following considerations:

- Criticality of systems and activities
- Stability of systems and operational environments
- Past performance
- Organizational, Agency Leadership and Accountable Executive changes
- Design and implementation of new systems and other capital projects
- Existing systems or service
- New services provided to the public
- New operations or maintenance procedures
- Existing operations or maintenance procedures
- Capabilities and organizational capacity
- Procurement process
- Relevant regulations, laws, policies, or the FTA's National Public Transportation Safety Plan that may impact safety programs, SRM process or safety performance
- New equipment, system expansion or modification, and system rehabilitation

Within Pierce Transit, the Operations Department submits changes such as bus retrofits to the Safety, Risk Management, and Training Departments. Fleet uses EAM to track modifications to bus systems. When we make configuration changes to a bus that are not within the original scope, the changes are passed through the Safety, Risk Management, and Training Departments for review and analysis. In the case of modifications to partner vehicles, Pierce Transit will notify them of proposed changes and request their input. Once the change is made, operators need to be trained on the item that was changed.

Pierce Transit Safety, Risk Management, Planning, Procurement, Training, and Operations Departments review issues, such as:

- Construction areas
- Hazardous locations
- Public/employee safety concerns
- Maintenance/vehicle-related safety issues
- All-Hazard incidents

The Safety, Risk Management, Training, and Operations Departments also conduct

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facility safety inspections of transit centers and submit work orders to correct hazards.

The Safety, Risk Management, Training, and Operations Departments issue inspection reports, which outline key items such as sidewalks, condition of pavement paint markings and similar items.

It is a good practice to conduct annual condition assessments and audits on equipment to cross check that they are being maintained per manufacturer recommendations.

Modifications to maintenance schedules may be needed based upon the results of the condition assessments. Items that may result in a need to modify schedules include:

- Fleet defects;
- Part failures beyond the warranty period (feedback to fleet engineering to assess); and/or
- Out-of-service causes, such as braking systems or slack in the steering wheel.

The SOP for management of change can be found in Appendix K.

### **4.3 Continuous Improvement Process**

The Agency's assessment of safety performance includes developing and carrying out a plan (or plans), under the direction of the Accountable Chief Executive, to address safety deficiencies identified during a safety performance assessment.

Through the process of monitoring, measuring, and reassessing our safety risk controls, we gather data to identify the areas where we can improve and strengthen our operating systems.

The aim of continuous improvement in the SMS plan are applied to three general operational areas:

1. Operational Safety Management (such as policies and procedures, infrastructure, and equipment);
2. Individual performance (such as employee performance monitoring); and
3. Systems of control (Utilization of Comm Center and Dispatch to engage employees who are in service and actively performing critical job functions).

Pierce Transit will implement proven industry best practices in transportation Safety Management Systems:

- Evidence of lessons learned incorporated into safety policies;
- Agency benchmarks (SMS program performance) compared to the rest of the transit industry;
- Surveys of safety cultures are carried out and acted upon; and

- 
- Contractors are required to participate in the safety program.

## **5 Safety Promotion, Training and Communication**

Pierce Transit believes safety promotion is critical to the success of SMS by ensuring the entire organization understands and embraces its SMS program, policies, procedures, and structure. It involves establishing a culture that recognizes safety as a priority core value, training employees in safety principles, and allowing open communication of safety issues.

### **5.1 Training**

#### **5.1.1 Employee Safety Training**

All employees receive training as required under the Agency's Accident Prevention Program (also see Section 2.5.8, number 18, Employee Safety Program). All employees receive new employee orientation training and annual training, through Pierce Transit's Safety Orientation, which covers the basic elements of employee safety. Depending upon job classification, some employees may receive additional training in programs such as Bloodborne Pathogens, Confined Space, Lockout/Tagout, and others as required to perform their job safely.

These e-learning courses are for all transit agency employees and contractors designated as directly responsible for safety, for new hire, refresher, post incident and new process/procedure training. This includes training for dispatchers, managers/supervisors, agency leadership/executive management, Chief Safety Officer, Accountable Chief Executive, and any other personnel designated as directly responsible for safety.

Pierce Transit keeps an e-library with multiple courses for certification, qualification, refresher, equipment, and process changes. A list of these courses as of can be found in Appendix L.

#### **5.1.2 Operator Training**

Pierce Transit offers Commercial Driver License (CDL) training for bus operators. Pierce Transit's Training Department documents CDL training, which includes state certified examiners. Training programs are also evaluated by the state and subject to internal auditing that includes auditing of trainer performance and content. Auditing the number of accidents incurred by new operators is one measure to evaluate the effectiveness of new operator training.

Training begins with the operator selection process. An assessment of skill sets must be considered during selection.

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Prospective operators must meet thresholds to advance to the next stage of training; for example, a trainee must obtain a permit before starting classroom training and must pass a skills test prior to moving on to the balance of the class. If a trainee repeatedly fails a step at a critical point in the training, they may be dropped from the program. Achieving threshold scores is necessary to progress to the next step and is an important component of the training program.

Pierce Transit provides approximately 10 weeks of instruction for new operators (phases 1 and 2), including time spent with an operator mentor operating the coach in regular service. This is followed by route training, which includes driving and observing videos of the routes.

Ride checks provide a chance to correct actions before an accident occurs. A systematic process is used to identify who needs a ride check and when. Ride checks should be conducted with the goal of evaluating performance in a holistic manner, and includes assessments of:

- Health and wellbeing as it relates to safety
- Customer service
- Defensive Driving
- De-escalation techniques
- Operation skills
- Ergonomics

### **5.1.3 Mechanical Certification and Training**

Pierce Transit encourages vehicle maintenance staff to obtain Automotive Service Excellence (ASE) certification by providing extra pay for staff who have obtained certification. This is provided in the Collective Bargaining Agreement.

Vehicle Maintenance employees receive training in Preventative Maintenance and Standard Operating Procedures (SOPs).

### **5.1.4 Training Assignments and Recordkeeping**

Each department maintains training requirements and transcripts for their respective employees. A Learning Management System (LMS) is further used to track employee training.

Additional recordkeeping and training documentation can be accessed in:

- TrackIt
- Workforce Development Department
- Learn to Win

### **5.1.5 Training Curriculums**

Training curriculums are based on adult learning principles. Training also focuses on local and regional needs of all stakeholders.

## **5.2 Safety Promotion and Communication**

### **5.2.1 Employee Safety Meetings**

The Safety Department will conduct quarterly employee Safety Meetings. This safety meeting may be recorded and covers topics such as:

- Accident and injury trends/prevention
- Hazard identification/abatement
- DriveCam trends and instructional videos
- Safety Committee report
- Security Equipment and Procedures
- Management safety presentation
- Employee recognition
- Guest speakers
- SMS Training
- Agency Safety Plan
- De-escalation Training
- Defensive Driving
- Employee Safety Concerns Reporting

The Maintenance Department conducts its own department-specific Safety Meetings each quarter. This is an ongoing effort to keep employees aware of our past experiences while identifying new areas of risk. It is also important in highlighting historic trends and involves each employee as part of our culture of safety accountability.

Safety Strategy Meetings are scheduled to occur every month. A meeting to discuss key performance indicators, recently identified hazards, trends (behavioral, environmental, construction, etc.), pertaining to collisions, near collisions, and on the job injuries. These meetings result in the assignment of corrective measures to the appropriate department and/or personnel for mitigation. KPIs and mitigation strategies are monitored for effectiveness.

### **5.2.2 Safety Committee**

The Safety Committee as required by the Bipartisan Infrastructure Law has been established by a joint labor-management process and consists of an equal number of frontline employee representatives and management representatives. Frontline



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employee representatives are selected by a labor organization representing the plurality of the frontline workforce employed by Pierce Transit.

Safety Committees are required by state law to serve as the basic forum to review safety issues and hazards. Safety Committee Representatives communicate safety concerns from their work areas to the Safety Committee and report back to their workgroups. In addition, the Safety Committee is responsible for the administration of the Agency's Million Mile Club.

Safety Committee identifies and recommends risk-based mitigation or strategies necessary to reduce likelihood and severity of consequences identified through the agency Safety Risk process.

The Safety Committee meets monthly. Committee members form a working group committed to safety and are actively involved in improving our safety culture. Committee members may be expected to present at Quarterly Safety Meetings or other safety-related functions.

Safety Committee meeting minutes are made available to all employees via the Safety PULSE page and Safety bulletin boards.

The Safety Committee is presented a detailed review of the PTASP annually for approval before the document is forwarded to the Board of Commissioners.

As required by the Bipartisan Infrastructure Law, Pierce Transit involves the joint labor-management Safety Committee when safety risk mitigations are identified. We use these to reduce the likelihood and severity of consequences concerning employee assaults, collisions, employee injuries, and passenger injuries through the agency's safety risk assessment.

Safety Committee Guidelines & structure can be found in Appendix M.

### **5.2.3 Safety Bulletins**

Pierce Transit communicates trends and alerts using a one-page bulletin on display monitors in commonly located areas (e.g. lunchrooms, employee breakrooms, lobbies and transit centers) in real time to display safety and emergency alerts, accident statistics, and other safety education materials. Safety posters are also used to raise safety awareness throughout the Agency and operating area.

### **5.2.4 Weekly Safety Chats**

The Safety Department publishes weekly "Safety Chats" via email to all Pierce Transit employees with agency email addresses, via the PULSE page, and posted on the Safety

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Bulletin Board in the Ops Lobby. This communication tool is used to enhance health and safety awareness on and off the job.

#### **5.2.5 Safety Hotline, Safety Suggestion Box, Safety Suggestion QR**

The Safety Hotline, Safety Suggestion Box and Safety Suggestion QR code are tools that allow employees to share their safety ideas and concerns. All safety-related comments and concerns are reviewed by the Safety Department and documented. The Safety Department will exercise one or more of the following options:

- Mitigate/resolve by the Safety Department
- Forward (with expectations) to Agency department responsible for mitigation
- Elevate to Executive level for action
- Discuss and address at the Safety Committee Meeting
- Respond to the employee (if known) who submitted the concern

#### **5.2.6 Employee Recognition Programs**

Pierce Transit has established recognition programs for employees to promote safety performance, build morale and focus attention on achieving the Agency's safety goals. Some safety-related recognition programs include:

- Operator of the Month
- Quarterly Smooth Driver Award
- Yearly Honor Roll Award
- Employee of the Quarter
- Million Mile Club
- Distinguished Driver Awards
- Good Job Cards
- "Safety Starts with Me" Recognition Program

## **6 Assault Mitigation Processes**

### **Actions Regarding Assaults on Transit Workers**

Pierce Transit is addressing the significant and continuing safety risk associated with assaults on transit workers. Transit workers must interact with the public and, at times, must clarify or enforce agency policies, which can present a risk of transit workers being assaulted on transit vehicles and in revenue facilities.

As stated in our Agency Safety Plan (ASP) under the PTASP regulation (49 CFR part 673) Pierce Transit uses the Safety Risk Management (SRM) processes in its ASP to conduct a Safety Risk Assessment related to assaults on transit workers within the operation of our public transportation system to identify safety risk mitigations and strategies necessary as a result of the agency's Safety Risk Assessment.

As required by the Bipartisan Infrastructure Law at 49 U.S.C. 5329(d)(5), our joint labor-management Safety Committee is involved in identifying and recommending safety risk mitigations to reduce the likelihood and severity of consequences identified through the agency's Safety Risk Assessment.

Pierce Transit provides information to the FTA ([Home - Safety Management System](https://faces.fta.dot.gov/suite/sites/safety-management-system), <https://faces.fta.dot.gov/suite/sites/safety-management-system>) on how it is assessing, mitigating, and monitoring the safety risk associated with assaults on transit workers. Using Safety Risk Management principles, this agency is fully engaged in the following processes as mandated by FTA directive 24-1:

- **Maintaining and Updating of a Safety Risk Assessment**
- **Identify Safety Risk Mitigations**
- **Safety Committee Involvement in Mitigation Efforts**
- **Submit Required Information to FTA (per Safety Risk Assessment)**


Pierce Transit works to reduce the likelihood and/or severity of assaults on transit workers by the implementation and maintenance of the following systems, processes, policies, and strategies\*:

- Operator Area Protective Barriers
- Signage Informing Riders of Surveillance/Penalties
- Personal Security Training (Defense from the Seated Position)
- De-Escalation Training
- Operating Policies and Procedures (e.g., policies governing operator barrier deployment; policies and procedures to permit discharging passengers between designated stops upon request; policies that operators should only state the agency fare policy once and not attempt to enforce fare payment; policies on response to interference; policies on taking de-escalatory action during incidents)
- Video/Audio Surveillance
- Covert/Overt Emergency Alarms (e.g., silent button to contact communications control center, a system for coded/covert operator communication with communications control center, exterior bus signage alerting the public to emergency onboard/call law enforcement)
- Automatic Vehicle Location
- Patrol Strategies (e.g., security, Public Safety, local law enforcement)
- Communication Protocols (e.g., only request fare payment once)
- Public Awareness Campaigns

*\*See Safety Risk Assessment document for details.*

## 7 APPENDIX A – Job Hazard Analysis Example

 <b>Job Hazard Analysis</b> <b>Forklift Operation</b>					
3701 96th St. SW, Lakewood, WA 98499 Maintenance Training Department, Telephone: :253.984.8169					
<b>Picture of task/equipment:</b> 	<b>Task:</b> <b>Operating a Forklift</b>  <b>Name of Shop or Dept:</b> Maintenance Training  <b>Job Title(s):</b> All Qualified Staff  <b>Analyzed by:</b> Brent Riffel, Maintenance Training Coordinator, Information Officer, P.M.  <b>Date:</b> 02/15/18				
<b>Required PPE:</b> Non-slip work shoes 					
<b>Required/Recommended Trainings:</b> Forklift operator (OSHA certification)					
<b>TASK</b> <b>Driving a Forklift</b> 	<table border="1"> <thead> <tr> <th>HAZARDS</th> <th>CONTROLS</th> </tr> </thead> <tbody> <tr> <td>           Concussion            Whiplash            Laceration            Contusion            Trauma         </td> <td> <ul style="list-style-type: none"> <li>❖ Always wear a seatbelt when operating a forklift and always operate the forklift from the operator's seat.</li> <li>❖ Slow down for turns, uneven or slippery surfaces.</li> <li>❖ Watch for clearances for forks, mast, guards and swing radius.</li> <li>❖ <u>When traveling with an empty load:</u> <ul style="list-style-type: none"> <li>➢ Travel with the lifting mechanism slightly raised off the ground, keep vision clear</li> <li>➢ Travel with the lifting mechanism in front of you when traveling down hill</li> </ul> </li> <li>❖ <u>When traveling with a weighted load:</u> <ul style="list-style-type: none"> <li>➢ Make sure forks are spaced as far as load permits</li> <li>➢ Loads should be evenly and securely stacked.</li> <li>➢ Never handle loads that are higher than the load bracket.</li> <li>➢ Avoid any sudden stops, starts, turns or changes in direction.</li> <li>➢ Never angle or turn on an incline</li> <li>➢ When traveling uphill, always have the load in front of you.</li> <li>➢ Never exceed rated capacity.</li> <li>➢ Keep clear view of travel path, if load is blocking view then travel with load behind you.</li> </ul> </li> </ul> </td> </tr> </tbody> </table>	HAZARDS	CONTROLS	Concussion Whiplash Laceration Contusion Trauma	<ul style="list-style-type: none"> <li>❖ Always wear a seatbelt when operating a forklift and always operate the forklift from the operator's seat.</li> <li>❖ Slow down for turns, uneven or slippery surfaces.</li> <li>❖ Watch for clearances for forks, mast, guards and swing radius.</li> <li>❖ <u>When traveling with an empty load:</u> <ul style="list-style-type: none"> <li>➢ Travel with the lifting mechanism slightly raised off the ground, keep vision clear</li> <li>➢ Travel with the lifting mechanism in front of you when traveling down hill</li> </ul> </li> <li>❖ <u>When traveling with a weighted load:</u> <ul style="list-style-type: none"> <li>➢ Make sure forks are spaced as far as load permits</li> <li>➢ Loads should be evenly and securely stacked.</li> <li>➢ Never handle loads that are higher than the load bracket.</li> <li>➢ Avoid any sudden stops, starts, turns or changes in direction.</li> <li>➢ Never angle or turn on an incline</li> <li>➢ When traveling uphill, always have the load in front of you.</li> <li>➢ Never exceed rated capacity.</li> <li>➢ Keep clear view of travel path, if load is blocking view then travel with load behind you.</li> </ul> </li> </ul>
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		<b>Job Hazard Analysis Administrative Professional</b>	
<p>The following assessment has been prepared to assist Pierce Transit in the identification of hazards that may be present in administrative work classifications. It is only a guide and should not be taken to imply that only the listed hazards are the only risk present in the applicable work classification. It is the responsibility of all employees, supervisors and managers to constantly evaluate each work tasks (before, during and after performance of the task) and identify any hazards that could be a danger to the worker and take steps to control, reduce and/or eliminate the risk to the worker.</p>			
Job Hazard		Hazard Control	
Removal and replacement of files in cabinets		Keep doors, overheads and file drawers closed when not in use	
Transfers to a department with job associated hazards		Retrain employee on new job related hazards	
Potential trip and fall hazards		Keep all aisles and areas around desk free of boxes; tie-wrap and all cords	
Potential exposure to hazardous materials or hazardous waste		Instruct employees on Hazard Communication fundamentals	
Range of motion injuries		Use proper Ergonomic procedures, evaluate work station for proper setup and equipment	
Constant lifting, bending, and stooping		Body mechanics instruction (ergonomics)	
Fire/Emergency Procedures; response to evacuation and injuries for Area Monitors		Instruction on fire extinguisher use, phone communication, regularly scheduled drills, first aid, CPR, and bloodborne pathogens	
Automobile injuries/incidents while driving/traveling on campus/business		Good driving practices, foreign travel awareness, vehicle inspection	
Emergency situations and their related potential for injuries		Remove all boxes and objects on top of cabinets, --practice good housekeeping, train--first aid, CPR, and bloodborne pathogens	
Walking across bus lot/maintenance service areas		Closed toe and heel shoes are required to walk onto/into this area for any purpose.	
<b>Recommended Instruction:</b> New Employee Orientation Hazard Communication Fire Safety and Emergency Evacuation Ergonomics Defensive Driving First Aid / CPR Bloodborne Pathogens		<b>EMPLOYEE NAME:</b> <hr/> <b>EMPLOYEE NUMBER:</b> <hr/> <b>HIRE DATE:</b> <hr/> <b>EMPLOYEE SIGNATURE:</b> <hr/> <b>ADMINISTRATOR:</b> <hr/>	



## 8 APPENDIX B – Guest Rider Form

Guest Rider 2017

Page 1 of 2



**WASHINGTON STATE TRANSIT INSURANCE POOL | RISK MANAGEMENT IN MOTION**

2629 12th Court SW | Olympia, WA 98502 | 360-786-1620 | www.wstip.org

### Guest Ride Form 2017

<p>Host Agency * <input type="text"/></p> <p>Transit Operator: (Name if Known) <input type="text"/></p> <p>Vehicle #: <input type="text" value="0126"/></p> <p>Boarding Location: <input type="text" value="4th and Pine"/></p> <p>Deboarding Location: <input type="text" value="Madison and Washington"/></p>	<p>Guest Rider Agency * <input type="text"/></p> <p>Date: * <input type="text" value="05/15/2016"/></p> <p>Brd Start Time: <input type="text" value="9:00 am"/></p> <p>Brd End Time: <input type="text" value="9:30 am"/></p> <p>Route Number: <input type="text" value="121"/></p>
---	---

SCORE: 3 - Exceeds Expectations, 2 - Meets Expectations, 1 - Needs Improvement, N/O - Not Observed

<p>1. Smooth* * <input type="text" value="N/O"/></p> <p>2. Turns* * <input type="text" value="N/O"/></p> <p>3. Bus Stops* * <input type="text" value="N/O"/></p> <p>4. Lane Use* * <input type="text" value="N/O"/></p> <p>5. Mirror use * <input type="text" value="N/O"/> <small>(checks every 5-10 seconds)</small></p> <p>6. Intersection awareness* * <input type="text" value="N/O"/></p> <p>7. Defensive driving skills* * <input type="text" value="N/O"/></p> <p>8. Steering control * <input type="text" value="N/O"/></p>	<p>15. Wears seatbelt * <input type="text" value="N/O"/></p> <p>16. Door operation * <input type="text" value="N/O"/></p> <p>17. ADA compliance* * <input type="text" value="N/O"/></p> <p>18. Climate control * <input type="text" value="N/O"/></p> <p>19. Proper uniform* * <input type="text" value="N/O"/></p> <p>20. Radio use * <input type="text" value="N/O"/></p> <p>21. Route turnover* * <input type="text" value="N/O"/></p> <p>22. Proper body mechanics* * <input type="text" value="N/O"/></p>
--	--

<https://form.jotform.com/70047166723959>

5/10/2019

Guest Rider 2017

Page 2 of 2

23. Proper fare & transfer procedures \*

N/O

10. Yields right-of-way\* \*

N/O

11. Vehicle securement\* \*

N/O

12. Obeys traffic signs/signals\* \*

N/O

13. Speed control\* \*

N/O

14. Stopping distance \*

N/O

24. Passenger relations\* \*

N/O

25. Bus interior\* \*

N/O

26. Distracted driving\* \*

N/O

27. Miscellaneous Observations\* \*

N/O

28. On time/schedule \*

N/O

(early or late)

On time/schedule

General Comments:

Full Name \*

First Name

Last Name

Signature

Clear

Submit

<https://form.jotform.com/70047166723959>

5/10/2019

## 9 APPENDIX C – DriveCam Sample Distinguished Driving Award



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## 10 APPENDIX D – DriveCam Safety Program





## APPENDIX B

### LYTX DRIVECAM™ SAFETY PROGRAM BEHAVIOR MATTERS

August 2, 2017



## AGENDA

- Introduction
- Myths about the Lytx DriveCam™ safety program
- Why are we adopting the DriveCam® safety program?
- How does the program work?
- Q&A





## DRIVECAM SAFETY PROCESS

Focus on what matters



## MYTHS ABOUT THE LYTX DRIVECAM SAFETY PROGRAM

## ONLY SAVES VIDEO WHEN TRIGGERED

Video is not continuously saving



\*Some companies save 20 seconds of video

## DRIVERS ARE IN CONTROL

- Driving maneuvers are the main things that trigger an event
- Event recorder only saves 12 seconds of video\*

lytx  
DriveCam.

## NO SPYING

No one has access into the cab to watch the driver



## MANAGEMENT CANNOT

- Look into the cab
- Turn on the event recorder
- Remotely trigger the event recorder to save video

Nor do we want to

lytx  
DriveCam.

## NOT INTENDED TO BE PUNITIVE

Helps identify unknown habits



## THE PURPOSE IS TO

- Protect the driver!
- Help during litigation
- Improve driving skills
- Reduce collisions

lytx  
DriveCam.

## WHY WE ARE ADOPTING THE DRIVECAM SAFETY PROGRAM

lytx  
DriveCam.



## SAFETY HAS ALWAYS BEEN A TOP PRIORITY AT PIERCE TRANSIT

Our culture is built around safety

Safety  
Service  
Schedule



**The DriveCam program  
is another safety tool  
that will help us achieve  
our goals.**

lytx  
DriveCam.

## MANY KEY BENEFITS

The DriveCam program has many benefits



### FOR THE DRIVERS

#### Protection!

- Against false accusations
- Protect your reputation

#### Keep You Safe!

- Raise awareness of risk
- Improve your driving habits



### FOR THE ORGANIZATION

#### Protection!

- Against false accusation
- Our reputation—win new business

#### Save Money!

- Fewer collisions
- Avoid a big lawsuit payout
- Less maintenance

lytx  
DriveCam.

## HOW DOES THE PROGRAM WORK?

lytx  
DriveCam

### DRIVERS ARE IN CONTROL

#### The event recorder:

- Only saves video when triggered by an event
- Typically captures fewer than five minutes of video per driver per month
- Driver-activated button for additional protection



lytx  
DriveCam



## COMMON TYPES OF TRIGGERS THAT CAN CAUSE AN EVENT TO BE SAVED

Accelerator or  
Hard Braking

Posted Speed

Cornering

Manual  
(Driver Activated)

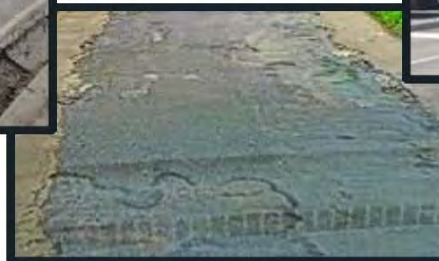
lytx  
DriveCam

## JUST SO YOU KNOW: ROAD CONDITIONS CAN ALSO TRIGGER EVENTS

Events triggered by rough roads are not sent for coaching.



Potholes



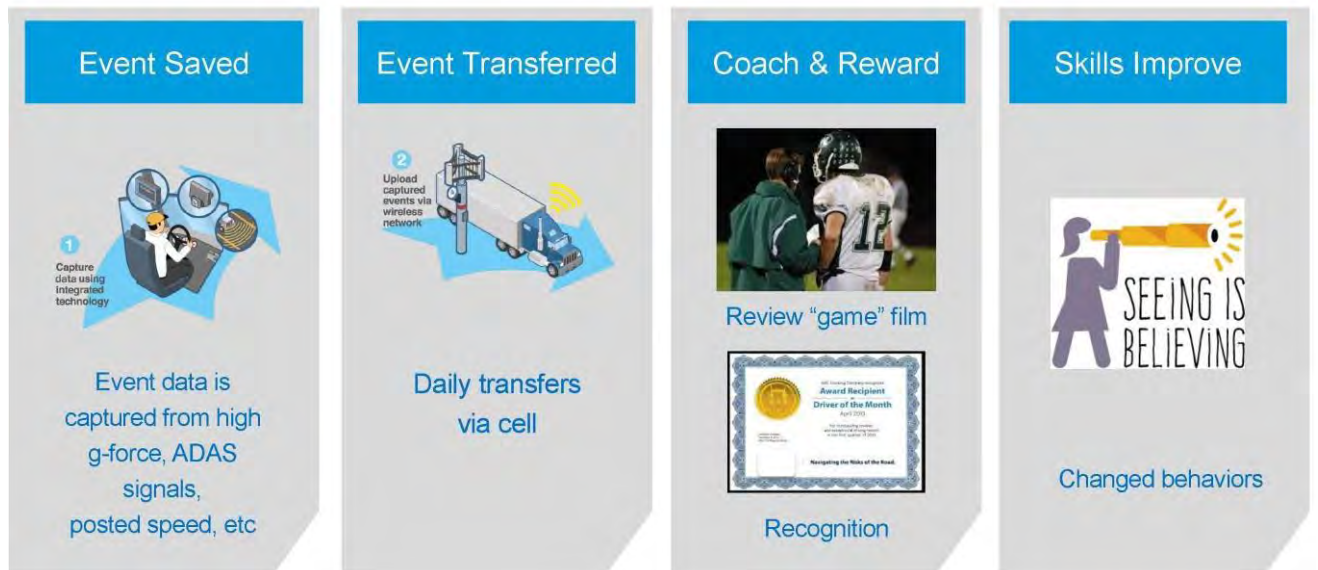
Rough Roads



Railroad Crossings

lytx  
DriveCam

## DRIVECAM SAFETY PROGRAM PROCESS



## RECOGNIZING SAFE DRIVERS



## EXONERATIONS



lytx  
DriveCam.

## QUESTIONS

lytx  
DriveCam.

WHAT'S ON YOUR MIND?



lytx  
DriveCam



## 11 APPENDIX E – Department Inspection Sheets

### PIERCE TRANSIT SAFETY INSPECTION CHECKLIST

#### ACCOUNTING/PAYROLL

<i>S</i>	<i>U</i>	<i>Items Checked</i>	<i>Comments if Unsatisfactory</i>
		Aisles – clean and clear	
		Fire extinguishers – accessible	
		Exits – clearly marked; not blocked inside or out	
		Electrical Panels - 3' clearance and not blocked	
		First aid kits – full and accessible	
		Emergency lights – visible, not blocked	
		Emergency evacuation signs – posted and legible	
		Safety postings – replaced when necessary	
		Walking surfaces – clean/clear of debris, boxes & equipment	
		Electrical cords – good condition, no exposed wiring	
		Electrical outlets – good condition, not broken	
		Employee(s) performing work in a safe manner and in line with established safety policies	
		Check for Bomb Threat cards at each workstation	
		Other:	

Person(s) checking: \_\_\_\_\_

Date: \_\_\_\_\_



## PIERCE TRANSIT SAFETY INSPECTION CHECKLIST

### FACILITIES MAINTENANCE - BLDG 2

S	U	Items Checked	Comments
		Aisles – clean and clear	
		Fire extinguishers – accessible	
		Exits – clearly marked; not blocked inside or out	
		Electrical panels – 3' clearance and not blocked	
		First aid kits – full and accessible	
		Emergency lights – good working order	
		Emergency evacuation signs – posted and legible	
		Lockout/tagout stations – clean, stocked and in use	
		SDS program present on workstations & employee(s) showed proficiency in looking up chemical information	
		Walking/driving surfaces – clean/clear of debris, oil & equipment	
		Electrical cords – good condition/not frayed	
		Electrical outlets – good condition, not broken	
		“Wet Floor” signs – in use when appropriate	
		P.P.E. – in use, checked and cleaned regularly	
		Air hoses – proper tips being used (30 psi max.)	
		Compressed gas cylinders – secured and in proper area	
		Ladders – in good condition and being used properly	
		Bench grinder guards and shields – set properly	
		Grinding wheels – properly tested and initialed	
		All portable tools - in good condition, cords OK	
		Flammables – stored properly	
		Chemical labels – on all containers as required	
		Emergency spill equipment accessible, stocked	
		Employee(s) performing work in a safe manner and in line with established safety policies	
		Eye Wash Stations - Refill/Replace/other deficiency	
		Below Ground Pit Working Areas	
		Check for Bomb Threat cards at each workstation	
		Other:	

Person(s) checking: \_\_\_\_\_

Date: \_\_\_\_\_

## PIERCE TRANSIT SAFETY INSPECTION CHECKLIST

### PUBLIC SAFETY - TDS

<i>S</i>	<i>U</i>	<i>Items Checked</i>	<i>Comments if Unsatisfactory</i>
		Aisles – clean and clear	
		Fire extinguishers – accessible	
		Exits – clearly marked; not blocked inside or out	
		Electrical Panels - 3' clearance and not blocked	
		First aid kits – full and accessible	
		Emergency lights – visible, not blocked	
		Emergency evacuation signs – posted and legible	
		Safety postings – replaced when necessary	
		Walking surfaces – clean/clear of debris, boxes & equipment	
		Electrical cords – good condition, no exposed wiring	
		Electrical outlets – good condition, not broken	
		Employee(s) performing work in a safe manner and in line with established safety policies	
		Check for Bomb Threat cards at each workstation	
		Other:	

Person(s) checking: \_\_\_\_\_

Date: \_\_\_\_\_

## 12 APPENDIX F – Sample Quarterly Safety Inspection Report from TrackIt



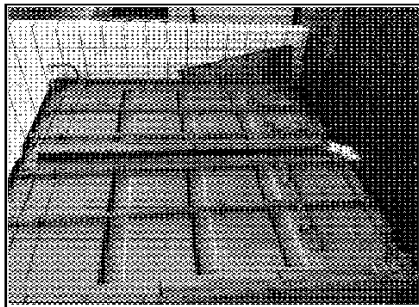
### FACILITY SAFETY INSPECTION CHECKLIST

<b>Location ID:</b> LOC3	<b>Location Name:</b> Building 3
<b>Inspector ID:</b> 2032	<b>Inspector Name:</b> Jason L. Hovde
<b>Date:</b> 08/Jan/2021	

#### Life Safety Issues/Housekeeping:

##### Egress routes marked and accessible:

Comment: connect on back of building 3 as unsecured access point



Comment:

#### Final Grade Recommendation:

Issues Found

## 13 APPENDIX G – Fire Extinguisher Inspection Sheet

Fire Extinguisher Checklist						
NO.	LOCATION BUILDING #4	EXT. TYPE	GAUGE	TAG	PIN	SIGN
Level 1						
B4-L1-1	Inside Risk Management Office	5# ABC				
B4-L1-2	Outside Risk Management Office door	5# ABC				
B4-L1-3	Operators Lobby	5# ABC				
B4-L1-4	Mounted in hallway near TS assistant managers	5# ABC				
B4-L1-5	Near receptions desk at the bottom of the stairs	5# ABC				
B4-L1-6	Outside human resources door	5# ABC				
Level 2						
B4-L2-1	Upstairs SW entrance / exit door	5# ABC				
B4-L2-2	Waiting area outside CEO's office	5# ABC				
B4-L2-3	REMOVED	5# ABC				
B4-L2-4	Inside door of break room	5# ABC				
B4-L2-5	Across from upstairs break room door	5# ABC				
B4-L2-6	Inside payroll door	5# ABC				
B4-L2-7	Inside server room (1 #5ABC)	5# ABC				
Level 3						
B4-L3-1	Exercise Room (Penthouse)	5# ABC				

Inspected By:

Print &amp; Sign

Date:

Revised: 11/2014

## 14 APPENDIX H – Contractor Safety Checklist



### CONTRACTOR SAFETY CHECKLIST

#### I. Work Rules

Safety is the first priority at Pierce Transit, so we ask all contractors to also make it a priority. While working onsite contractors agree to abide by all local, state and federal safety regulations. Contractors are expected to perform their work in a safe manner, not exposing either themselves or Pierce Transit employees to risk of harm. (The Safety Office will also discuss any special safety issues, procedures or circumstances expected to be encountered by the contractor while onsite.)

#### II. Personal Protective Equipment

While working at Pierce Transit, contractors are to provide, use and maintain all required PPE, including but not limited to safety glasses, gloves, shoes, hearing protection, hard hats, fall protection and respiratory protection. Proper attire must be worn at all times.

#### III. Hazardous Chemicals

During the course of a contractor's work they may encounter hazardous chemicals/materials. Pierce Transit will provide the contractor with information of potential exposure, prior to the commencement of work at the facility. The contractor must provide a list to the Safety Office of hazardous materials they expect to bring onsite. Contractors must also maintain (at Pierce Transit) a current copy of SDSs for all materials used on site and ensure the SDSs are available to Pierce Transit personnel upon request.

#### IV. Emergency Equipment

Fire extinguishers are located throughout the agency. Locations are marked with red signs on the walls/beams. If a contractor discharges a fire extinguisher, please inform the Safety Office or Communications Center of the incident. Safety eye washes and showers are located throughout Buildings 1-3, with signs indicating their locations.

The fire alarm is a tone on which all persons are to immediately evacuate the building. The Early Warning System is a message that will be broadcast through all buildings telling employees specific instructions in the event of bomb threat, chemical release, or potential violent situations on premise. Follow direction of the area monitor in your area or verbal directions announced over the EWS system.

#### V. Reporting Injuries, Illness & Incidents

Contractors must report all injuries, illnesses and incidents (fire, chemical spill, accidents, etc.) immediately to the Project Manager, Safety Office or the Communication Center at 589-6371 or 581-8109.

It will be the responsibility of the contractors to have their own first aid kits on site and know of the nearest hospital/clinic for medical situations. In emergency situations the Pierce Transit Safety Office may be available for assistance.

#### VI. Material storage and movement



Toolboxes are the responsibility of contractors. For the protection of contractors, their employees and Pierce Transit employees, tools/equipment shall not be left out when not in use. Toolboxes are to be kept in a mutually agreed upon location. Contractors shall not use Pierce Transit tools or equipment.

The contractor is responsible for providing their own means of transporting materials and personnel throughout the plant (Pierce Transit's lift trucks are not available for use). Transportation equipment must meet with Pierce Transit management approval prior to being brought onsite.

#### **VII. Personal Hygiene / Housekeeping**

The contractor has a responsibility to clean up and diligently maintain their work areas in a sanitary and orderly fashion. Material or storage may never block access to emergency exits, fire extinguishers, eyewashes, or electrical panels.

#### **VIII. Doorways**

Outside doors are not allowed to be propped open and must be closed. Contractors must close all interior doors they pass through while working in the building.

#### **IX. Smoking**

Smoking is only allowed in designated areas. All smoking areas are located outside of buildings. See RCW 70.160.075

Cigarette butts must be properly disposed of in approved containers.

#### **X. Hot Work Permits**

Contractors are required to obtain a Hot Work Permit (from the Safety office), prior to beginning hot work, for all welding, brazing, cutting and other hot work.

#### **XI. Lockout – Tagout**

Contractors engaging in activities in which Lockout-Tagout is required shall provide a copy of their procedures to Pierce Transit. Pierce Transit employees working with contractors are required to follow Pierce Transit lockout-tagout procedures. All Lockout-Tagout procedures involving Pierce Transit employees are to be overseen or performed by Pierce Transit personnel. Pierce Transit lockout-tagout procedures for specific machines/equipment are located in binders within the Assistant Maintenance Managers office.

#### **XII. Asbestos Encapsulation**

Contractors who encounter asbestos containing materials unexpectedly must immediately stop work and notify the project manager for proper procedures.

#### **XIII. Drug Free Work Place**

Pierce Transit is a drug free workplace and will not tolerate violators. Contractors found under the influence of alcohol or illegal drugs will be escorted from the premises.

**XIV. Lot Safety**

Review **Policy 2.11 PEDESTRIAN AND VEHICLE SAFETY ON PIERCE TRANSIT LOTS**

**XV. Other**

When working around employees and/or the public, cordon off areas as needed to assure all parties are removed from hazards present. (i.e roping off areas with overhead work or equipment laydown areas)

Pierce Transit will be conducting frequent job-site safety inspections for compliance with safety requirements.

Contractors are not allowed to wander outside their immediate work areas, unless accompanied by Pierce Transit personnel.

All employees of contractors must check in and out of building four, at the reception desk, on a daily basis. The Pierce Transit Project Manager may make arrangements for long-term contractors through the Public Safety Department if daily check-in is not feasible. Bags and other items brought into the facility are subject to search by the Public Safety Department.

**XVI. Safety Orientation Checklist**

- Contractor Brochure
- Site Specific Safety Plan submitted?
- Scope and location of work?
- Power tools used in performance of work?
- Vehicles used in performance of work?
- Parking Areas Permitted
- Prohibited Building Areas
- Use flaggers and delineators as required by law while working on the street.
- When trenching & excavating use shoring and/or sloping as required by law.
- All open pits/excavation must be guarded during construction.

*The Contractor is responsible for reviewing the contractor checklist with all its employees, and all of its sub-contractors that perform work on behalf of the contractor and Pierce Transit.*

---

As required under the terms and conditions of the contract, the contractor and it's employees, the contractor's subcontractors and its employees have reviewed the above Contractor's Safety Checklist and shall adhere to the requirements of the Contractor's Safety Checklist

\_\_\_\_\_  
Contractor Representative's Signature, Date

\_\_\_\_\_  
Pierce Transit - Safety Office, Date

\_\_\_\_\_  
Company Name

5/05

Special comments:

## 15 APPENDIX I – Safety Guidelines for Visitors & Contractors

### At Pierce Transit...

### Safety Guidelines

#### ...Your Safety is Our Highest Priority

The safety and health of not just our employees, but also our guests, is the utmost concern of Pierce Transit. While we recognize safety is a choice everyone makes individually, by accepting mutual responsibility to operate safely, we all contribute to the well-being of everyone else around us. Thank you for joining us in making safety the *highest priority* at Pierce Transit.



- \* All visitors must display Pierce Transit issued ID badge while on the premises.
- \* All vehicles must obey the posted speed limit in all parking lots.
- \* While in bus lot, wearing ANSI high-visibility II apparel and closed-toe shoes is required at all times.
- \* Read and obey all posted signage.
- \* Observe and become familiar with EXIT routes.
- \* Stay clear of machinery, equipment and welding activity. If the nature of your work requires you to approach machinery or a welding area, wear appropriate protective equipment, remove jewelry, and secure loose clothing and hair.
- \* Do not distract operators or employees who are working.
- \* Watch out for forklifts and stay clear of overhead hazards.
- \* Avoid contact with shop chemicals. Safety Data Sheets (SDS) are available electronically on all agency computers.
- \* In the event of an emergency, an alarm will sound. If no verbal prompts follow this alarm, carefully move to the designated evacuation area for your location. Report to a supervisor to complete a head count.
- \* Smoking is only permitted in designated outdoor smoking areas. Place cigarette butts in proper receptacles.
- \* Avoid using personal electronic devices including cell phones, or other distractions in operational areas.

**PierceTransit**  
253.581.8000 | [PierceTransit.org](http://PierceTransit.org)

Nov 2022



**PierceTransit**  
**SAFETY**  
**GUIDELINES**  
FOR VISITORS & CONTRACTORS

## For Visitors and Contractors

## Pierce Transit Base Evacuation Map

All non-Pierce Transit staff are **required to sign the Visitor In/Out Log sheet at the Building 4 Lobby Front Desk. In the event of an emergency, this helps account for everyone who is at the facility.**

For your health and welfare please follow these safety guidelines:

### General Guidelines

- Obey the posted parking lot speed limit.
- Display the Pierce Transit-issued ID badge while on the premises.
- Wear safety glasses in operational areas.
- Wear hearing protection where posted.
- Do not bring food into operational areas.
- ANSI Class II vest required in bus lot.

### Additional Guidelines for Contractors

- Wear closed-toe, work-type shoe.
- Use barricades as necessary.
- Wear necessary personal protective equipment as work requires.
- Dispose of waste fluids and material appropriately.



### Emergency Phone Numbers

From Pierce Transit Phone 911  
 From Personal Cell Phone 911  
 Front Desk 253.581.8000  
 Comm Center 253.581.8109

Buildings 1, 2, 3 & 6	→	Emergency Assembly Area C
Building 4	→	Emergency Assembly Area B
Building 5	→	Emergency Assembly Area A



## 16 APPENDIX J – Safety Risk Register

- Sample of the configuration of the SRR. Working document is available upon request.

Item #	Hazard	Hazard Type	Location	Category	Identification Date	Identification Source	Reporting Party	Analysis Date	Severity of Consequences	Likelihood of Consequences	Safety Risk Index
1	No pedestrian warning system for when buses exit the bus wash.	Technical - Design	Fuel & Wash Station	Structural	4/24/2023	Safety Department	Safety Department	5/2/2023	Catastrophic (1)	Probable (B)	18

Existing Mitigation(s)	Further Mitigation Action	Revised Safety Risk Index	Revised Safety Risk Index Date	Department Responsible for Mitigation	Assign Date	Estimated Implementation Date	Completion Date	Contact Person/Dept
Proposed (No Pedestrian Zone). Have Operators sound horn upon exiting all bays. Extending no pedestrian zone from 5' to 15'. Operators must stop, activate windshield wipers/defroster, then proceed when safe to do so.	Warning system to notify all in the vicinity that a coach is exiting the wash bay.	1E	10/5/2023	Project Management	5/2/2023	8/14/2023	8/22/2023	Brian Matthews, Project Manager

Pierce Transit Opportunities/Rationale	Validate Results Date	Validation Results
On 4/27 the Safety Committee recommended warning system be placed at the exit of the new wash bays for pedestrian safety. On 5/1 Safety Committee Chair emailed concerns to PM & Project Sponsor. During mock up walkthrough on 4/24 this was identified to the PM. Project Manager & ED Maintenance acknowledged and committed to retrofit ASAP. Once the PM submits a change order matrix will be updated.		



## 17 APPENDIX K – Lean Problem Solving & Change Management

### LEAN PROBLEM SOLVING AND CHANGE MANAGEMENT PROCESS



Pierce Transit has adopted two methodologies for managing change: Lean Problem Solving and Change Management. The two methods function in partnership to provide a process for both recognizing the need for change, identifying the change, and implementing the change.

Pierce Transit's Lean Program is modeled on an amalgamation of the Deming Cycle and Lean Six Sigma which result in an 8-step problem solving process:

1. Clarify the problem
2. Identify performance gaps
3. Set improvement targets
4. Determine root causes
5. Develop countermeasures
6. See countermeasures through
7. Confirm results and processes
8. Follow-up

Pierce Transit's Change Management Program is based on Prosci's methodology of:

1. Prepare for Change
2. Manage Change
3. Reinforce Change

Each program includes standardized training offered at both the basic and intermediate levels with additional training tailored for leaders of the organization.

## 18 APPENDIX L – Safety E-Learning Courses


NEOGOV Course List as of 05/21/2024
2023 Narcan Training Video
2023 PT - Active Shooter Response for Operators
2023 PT Bloodborne Pathogens Training and Updates for CSR
2023 PT Drugs on the Bus
2024 Pierce Transit Safety Orientation
Accident Incident Investigation
Active Shooter and Workplace Violence Response (Workplace)
Aggressive Driving and Road Rage
Anti-Bias Policing: Part 1
Anti-Bias Policing: Part 2
Arc Flash Safety
Area and Door Control Monitor Responsibilities
Asbestos Awareness
Avoiding Collisions While Backing & Parking
Back Safety
Basic Industrial Safety
Basic Plus - CPR, AED, and First Aid for Adults
Behavior-Based Safety for Supervisors
Below 100
Below 100 Tenets: Remember, Complacency Kills!
Below 100 Tenets: Watch Your Speed
Below 100 Tenets: Wear Your Belt
Below 100 Tenets: Wear Your Vest
Below 100 Tenets: What's Important Now?
Bloodborne Pathogens
Bloodborne Pathogens Condensed
Community Policing, Part I
Community Policing, Part II
Compressed Gas Safety
Confined Space Entry
De-Escalation and Communication, Part I
De-Escalation and Communication, Part II
Defensive Driving
Driving Around Animals

Driving in Adverse Weather
Driving While Impaired
Driving with Distractions
Electrical Safety
Eye and Face Protection
Fall Protection
Fire and Explosion Hazards
Fire Prevention
General Safety Boost Episode 12: Active Shooter
General Safety Boost Episode 9: Bloodborne Pathogens
Hazard Communication: The New GHS Standards
Hearing Conservation
Heat Related Illness
Hoisting and Rigging
Indoor Crane and Sling Safety
Ladder Safety
Law Enforcement Ethics
Lockout/Tagout Safety
Managing Speed
Material Handling and Storage
Off-Duty Conduct
Personal Protective Equipment: Eye and Face Protection
Personal Protective Equipment: Foot Protection
Personal Protective Equipment: Hand Protection
Personal Protective Equipment: Head Protection
Personal Protective Equipment: Noise Exposure and Hearing Conservation
Personal Protective Equipment: Respiratory Protection
Pierce County Mental Health Training
Pierce Transit Defensive Driving Program
PT Safety Inspections-Area Safety
Respiratory Protection
Safety Awareness Program for Supervisors
Safety Data Sheets
Scaffolding Safety
Slips, Trips, and Falls
Stress Management at Work and Elsewhere
Stress Management for Law Enforcement
Survival Driving - Emergencies and Natural Disasters

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Survival Driving - Urban Driving
Tailgate Topics - Avoiding Accidents
Tailgate Topics - Buckle Up
Tailgate Topics - Distracted Driving: Drop it & Drive
Tailgate Topics - Driving Defensively
Tailgate Topics - Drowsy Driving
Tailgate Topics - Emotional Driving
Tailgate Topics - Hang Up and Drive: Cell Phones + Driving
Tailgate Topics - Intersections
Tailgate Topics - Look Back: Mirror, Mirror on the Car
Tailgate Topics - Safe Following
Tailgate Topics - Winter Driving
Welding, Cutting & Brazing Safety
Wildland Fire Smoke Safety
Working Outdoors in Warm Weather

## 19 APPENDIX M – POL 3320.11 Administering the Agency Safety Committee



### POLICY

**Effective Date:** February 21, 2017      **Review Date:** July 23, 2024

**Replaces:** February 1, 2014, POL-3320.11 Administering the Agency Safety Committee 2018

**See Also:** PRO-3320.11, Conducting Agency Safety Committee Meetings  
PRO-3320.12, Conducting Agency Safety Committee Elections

**Approved By:** Executive Team

**POL-3320.11 ADMINISTERING THE AGENCY SAFETY COMMITTEE**

As a public agency, Pierce Transit shall have a standing safety committee in accordance with Federal 49 CFR Part 673.19; and Washington Administrative Code (WAC) 296-800-13020, Establish and Conduct Safety Committees, effective October 1, 2002. WAC 296-800-13020 derives its authority from the Revised Code of Washington (RCW) 49.17.010, 49.17.040, and 49.17.050.

**1. The Agency Safety Committee shall have both Union Labor Organization selected members and Agency selected members. The number of Union Labor Organization selected committee members must be equal to or greater than the number of Agency selected members.**

- a. Agency selected members shall represent the following career groups:
  - i. Chief Safety Officer (Sponsor of the Safety Committee and is a non-voting member)
  - ii. Administration (Risk Management) (one position)
  - iii. Finance/IT (one position)
  - iv. Safety Office (Emergency Management and/or Safety Administration) (one position)
  - v. Planning and Community Development (one position)
  - vi. Service Delivery and Support (Assistant Manager) (one position)
  - vii. Specialized Transportation (one position)
- b. Union Labor Organization selected members which represents the plurality of the transit agency's frontline transit workers must select frontline transit worker representatives for the Safety Committee and must include frontline transit worker representatives from major transit service functions, such as operations and maintenance, across the transit system: Union Labor Organization selected members shall represent the following career groups within the Agency:
  - i. Facilities Maintenance (one position)
  - ii. Fleet Maintenance (two positions) Service Station Attendant and/or Journey Level Mechanic
  - iii. Transit Operator (four positions) – Full-time or Relief / Fixed Route and/or Specialized Transportation
  - iv. Public Safety (1 position)
  - v. Service Supervisor (1 position)
  - vi. Customer Service (1 position)
  - vii. Training Department (1 position)
- c. A chair or co-chairs shall be elected by the Committee members.

*Page 8 of 12*



## POLICY

- 2. Members must remain in good standing and be available to attend scheduled meetings.**
  - a. Employees must be currently working in the skilled position which they are representing on the committee.
  - b. Employees must have no disciplinary actions and no preventable accidents within the 12 months prior to the committee's election.
- 3. The Committee shall meet at least monthly.**
- 4. At a minimum, the following topics shall be addressed at each meeting:**
  - a. Safety and health inspection reports and actions taken to mitigate risks identified.
  - b. Accident investigation reports to determine if causes were unsafe conditions and, if so, what can be done to correct the condition(s).
  - c. Workplace accident (on the job injury) and illness reports and actions taken to minimize lost time and claims.
- 5. Annually:**
  - a. In compliance with the Bipartisan Infrastructure Law of 2019, the Safety Committee will annually review and approve the Public Transit Agency Safety Plan before it is forwarded to the Board of Commissioners for approval.
- 6. A record of each meeting and who attended shall be written and published.**
  - b. Records of each meeting shall be kept for at least one year and minutes posted on agency bulletin boards.
  - c. Records of meetings shall be made available to safety and health consultation personnel of the Department of Labor and Industries.

## **PROCEDURE**

**Effective Date:** December 15, 2011  
**Replaces:** New  
**See Also:** POL-3320.11, Administration of the Agency Safety Committee  
 PRO-3320.11, Conducting Agency Safety Committee Meetings  
**Approved By:** Reginald Reese, Chief Safety Officer

### **PRO-3320.12 CONDUCTING AGENCY SAFETY COMMITTEE ELECTIONS**

<b>Action By</b>	<b>Action</b>
Safety Committee Chair	<ol style="list-style-type: none"> <li>1. Posts and distributes a Memo to All Employees announcing the formation of the coming year's committee, asking for volunteers to be candidates, and stating date of election. NOTE: Employees must self-nominate; no one can nominate another employee.</li> <li>2. Posts candidate sign-up sheets in Operators Lobby, Maintenance Lunchroom, Building 5 Lunchroom and all other building safety bulletin boards. NOTE: Appointed members' names are not to be listed on these sign-up sheets.</li> <li>3. Leaves sign-up sheets in place for one calendar week.</li> <li>4. Vets the candidates to ensure no discipline or accidents in past twelve months (verify with Safety Administrator and Transportation Assistant Managers).</li> <li>5. Creates survey in Survey Monkey as electronic ballot with:                         <ol style="list-style-type: none"> <li>a. Candidates listed by career group.</li> <li>b. Number of members to be elected in each career group.</li> <li>c. A separate survey is created for each career group that will be voting as each career group votes for their representative only.</li> </ol> </li> <li>6. Creates a QR code for the survey and hangs in Operators Lobby, Maintenance Lunchroom, Building 5 Lunchroom and all other building safety bulletin boards; posts on agency monitors and sends to all employees via email the day votes are collected. Print and place QR code in Operators mailboxes.</li> <li>7. After the voting closes, runs a report from Survey Monkey to determine who the winners of the election are. Stores the report and elections records in the S:\allshare\Safety Committee\Election Documents</li> </ol>

3320-12-PRO-Conducting Operations and Maintenance Safety Committee Elections.docx  
 Revised by: Ashley DeGraffenreid, 7/23/2024

Page 1 of 2

8. Sends a Memo in email to All Employees announcing election results.
9. Prepares article announcing election results for publishing in *The Buzz* announcing election results and email to [BuzzStopsHere@piercetransit.org](mailto:BuzzStopsHere@piercetransit.org) for publishing.
10. Prepares a PowerPoint slide announcing results and sends to Digital Content and Outreach Coordinator for display on agency communications monitors.

## 20APPENDIX N – Revision Record

Revision Number	Date	Section	Update By	Approved By
022723 Annual Review	02/27/2023	Multiple – See below.	Reggie Reese Jason Hovde Chelsea Kelter Rodney Chandler	Mike Griffus
2.3.2 – Replaced chart with an updated version excluding year.				
2.5 – Added a new bullet point for Employee Safety Reporting Program.				
2.5.4 – Moved verbiage from 3.1.8.2 to 2.5.4; everything from the bullet stating: Directors and managers responsible for managing outside contractors will adhere to the following. All verbiage below said bullet point to next section was moved as well.				
2.6 – Added hyperlink to All Hazards Emergency Plan.				
2.6 – 2. The Department of Public Safety, added verbiage to include the City of Puyallup, City of Lakewood, and City of Federal Way.				
3.1.4 – Changed name from Tacoma Dome Station Bus Shop to new name of Pierce Transit Customer Service Center at the Tacoma Dome Station.				
3.1.5.1 – Removed verbiage – ‘in Guest Rides twice per year.’				
4.1 – Removed verbiage – ‘These can be found in Appendix O.’				
4.1.2 – Replaced the word ‘effected’ with ‘individual’.				
4.1.3 – Replaced the word ‘Audits’ in heading to ‘Safety Review’.				
4.1.3 – Removed the following verbiage in this section: ‘and Audit’, ‘This process, however, does not take the place of regular safety inspections’ ‘audit’, ‘Department’, and ‘the’.				
4.1.3 – Replaced the word ‘auditing’ to ‘reviews’.				
4.2 – Added in two new paragraphs, replacing old verbiage. New verbiage is as follows:				
<p>In addition, when new vehicle orders are considered, the Safety, Risk, and Training departments are to be involved in determining the specifications for those vehicles before final order decisions are made.</p> <p>The Safety Department conducts facility safety inspections which examine key items such as sidewalks, condition of pavement, paint markings, clearance impediments, exposed electrical hazards and lighting. Identified hazards are submitted to the responsible party and/or by work order for correction.</p> <p>Also new bullet point added: ‘Modification of maintenance goals.’</p>				
5.1.4 – Added verbiage – ‘created through the LMS.’				
5.2.1 – Removed wording ‘2-hour’.				
5.2.6 – Added three new bullet points:				

Employee of the Year				
Annual Safety Bonus Program				
Excellence in Safety Award				
14-Appendix I – Replaced with updated guidelines.				
18-Appendix M – Replaced with updated Safety Committee policy.				
20-Appendix O – Updated Facilities Preventive (Safety) Repairs with 2022 numbers provided by Facilities Manager.				
20-Appendix O – Replaced Monthly Safety Report with an updated version.				
*Replaced the photo on the first page to this year's Safety Committee members poster.				
3.1.7 Added verbiage to Category III – Marginal.				
3.1.8.2 Changed verbiage to show near event/incident instead of near miss/incident.				
5.1.2 Added new bullet for Defensive Driving.				
5.1.4 Removed Operations Decisions Database System since we no longer use it.				
13-Appendix H – Replaced with current copy of Contractor Safety Checklist.				
20-Appendix O – Updated the following calculations for 2022 and 2023 Targets: Accident Frequency Rate, Accident Severity, Passenger Accidents, Employee Injury Accidents, Employee Injury Severity, Facility & System Safety Inspections, System Security Vehicle Inspections (Quality), Safety Training, Safety Communications, and Systems/Equipment, NTD Goals to Puget Sound Regional Council.				
*Replaced Safety Dept Monthly Report with a current copy.				
3.2.1 Replaced Risk Matrix with the current version.				
17-Appendix L – Replaced course list with current list from WFD.				
2.6 – Added in a new paragraph explaining the exercises and tabletops that we do from Rodney.				
3.2.1 Included updated Risk Matrix with definitions of terms.				
23-Appendix R – Added new Appendix with ICS Requirements by Position chart.				
4 – Added #2 verbiage.				
4.3 Moved from section 5 to 4.3				
21 Appendix P – Replaced CAPPS program with updated version.				
<b>Revision Number</b>	<b>Date</b>	<b>Section</b>	<b>Update By</b>	<b>Approved By</b>
032724 Annual Review	03/27/2024	Multiple – See below.	Reggie Reese Jason Hovde Chelsea Kelter Rodney Chandler Brentt Mackie Fran Draxton	Mike Griffus
Changed cover photo to the updated 2024 Safety Committee photo.				
Changed the word 'Evaluation' to 'Assessment' throughout document as necessary.				



1 – Removed ‘REM – Risk Evaluation Matrix’, added ‘SART – Security Action Review Team’, and added ‘SRA – Safety Risk Assessment’.				
Added WSDOT to ‘Revision Summary’ page.				
2.3.1 – Added ‘Vision Zero’ verbiage.				
2.3.2 & 2.3.3 – Added Strategic Plan verbiage.				
2.6 – Added verbiage on SART.				
3.2 – Expanded section to include a description of the risk register and bullet points of items in the risk register.				
3.2 – Added verbiage and bullet points regarding mitigations of behaviors and hazards leading to collisions.				
3.3 – First paragraph is added verbiage.				
5.2 – Added verbiage about the Safety Strategy Meetings.				
5.2.2 – First paragraph is added verbiage on the Safety Committee, as well as last paragraph about the Bipartisan Infrastructure Law.				
Appendix O – Added images for recent Monthly Safety Report.				
6.0 – Added new section on Assault Mitigations.				
20-Appendix O – Updated the following calculations for 2023 and 2024 Targets: Accident Frequency Rate, Accident Severity, Passenger Accidents, Employee Injury Accidents, Employee Injury Severity, Facility & System Safety Inspections, System Security Vehicle Inspections (Quality), Safety Training, Safety Communications, and Systems/Equipment, NTD Goals to Puget Sound Regional Council. *Replaced Safety Dept Monthly Report with a current copy.				
3.2 – Added verbiage pertaining to the Safety Risk Register; all bullet point items are new.				
3.3 – Added section regarding the Maintenance Action Tracker.				
3.1.4.4 – Updated the specs for our new DriveCam cameras.				
3.1.4 – Added verbiage pertaining to Runner & Paratransit services.				
2.5.4 – Removed ‘Covid-19 Prevention Plan’ bullet point.				
3.1 – Switched verbiage from RAIA to TVA.				
Appendix J – Changed name to ‘Safety Risk Assessment’ and added new photos.				
Appendix L – Updated NEOGOV safety course list.				
Appendix M – Included updated Policy & Procedure documents for Safety Committee.				
<b>Revision Number</b>	<b>Date</b>	<b>Section</b>	<b>Update By</b>	<b>Approved By</b>
030325 Annual Review	03/03/2025	Multiple – See below.	Reggie Reese Jason Hovde Chelsea Kelter Rodney Chandler Brentt Mackie Michelle Casanova	Mike Griffus

Changed cover photo to the updated 2025 Safety Committee photo.				
Changed the word 'Assessment' to 'Register' throughout document as necessary.				
2.5.8 - removed Safety Responsibilities Matrix.				
Added Glossary Terms and Definitions for:				
ERSCT, PSRC, PTASP-TAC, SRR, WSDOT.				
2.3.1 – updated current state of Vision Zero Project.				
2.3.4 – updated to include safety committee.				
2.5.5 – added subsections.				
2.6 – added subsections and hyperlinks.				
2.7.1 – added paragraph regarding hazardous waste.				
2.8 – reviewed and rewrote section.				
3.1.5 – updated CAPP Team.				
3.3.1 – moved Safety Risk Index Matrix to 3.2.1.				
5.1.2 – moved Defensive Driving and removed “Diffusing angry customers”.				
6 – changed verbiage, added safety committee, added weblink.				
Updated Year End Safety Report.				
Updated Appendix O targets and included Safety Committee recommendations.				
Appendix S – added Executive Regional Security Coordination Team Charter.				

## 21 APPENDIX O – Safety Goals, Objectives, and Performance Targets

### **GOAL 1: SMS TO REDUCE CASUALTIES/OCCURRENCES**

Using a safety management systems framework to identify safety hazards, mitigate risk and reduce casualties and occurrences resulting from transit operations to meet or exceed the acceptable level of safety performance. Unlike goals established utilizing NTD data (found under Goal 4, broken down by mode), these goals are approached through a systematic application of Agency policies, processes, and behaviors that ensures a formalized, proactive and data-driven approach to safety risk management. This strategic approach:

- Is flexible and scalable where effectiveness is determined by attaining safety performance targets and standards.
- Establishes a list of quantifiable levels of safety performance that the Agency has established as a base for safety performance measurability.
- Provides the formal hazard control processes the Agency uses to identify hazards; analyze, evaluate and prioritize safety risks; and develop, implement and evaluate risk controls strategies.

This table specifies measurable and attainable safety objectives to reach the Agency's annual and overall safety goals.

#### **FATALITIES**

<b>OBJECTIVE/OUTCOME</b>	<b>METRICS (KPIs)</b>	<b>BASELINES</b>	<b>TARGETS</b>
Reduce the number of transit-related fatalities	Number of fatalities per 100,000 service miles traveled	Zero fatalities	Zero fatalities

#### **ACCIDENT FREQUENCY RATE**

<b>OBJECTIVE/OUTCOME</b>	<b>METRICS (KPIs)</b>	<b>BASELINES</b>	<b>TARGETS</b>
Reduce the frequency of preventable vehicle-related collisions and those events which are related to operation of Agency vehicles	Number of preventable events per 100,000 odometer miles  0-3 years tenure = 48% of current operators as of February 2025.	Preventable Accident Frequency Rate from the previous year 2019 AFR = 1.23 2020 AFR = .60 2021 AFR = .55 2022 AFR = .57 2023 AFR = .65 2024 AFR = .87	Target reflects mileage and an increase of new operators, decreased incentive for operators' participation in Safety Meetings, and decreased ability to provide SORT classes consistently.  2025 projection = .83

<b>ACCIDENT SEVERITY</b>			
<b>OBJECTIVE/OUTCOME</b>	<b>METRICS (KPIs)</b>	<b>BASELINES</b>	<b>TARGETS</b>
Reduce the severity of preventable vehicle-related collisions and pedestrian events related to preventable behavior. We have addressed through maintenance retrofits, operator training (A-frame), proactive bus design, avoiding structural/visual impairments leading to accidents caused by reduced visibility.	Average claim cost per preventable event, per calendar year.	<p>2021 – 76 Preventable Accidents (Estimated Loss Cost \$352k / Average Cost per Event \$4,637)</p> <p>2022 – 70 Preventable Accidents (Estimated Loss Cost \$814k / Average Cost per Event \$11,630)</p> <p>2023 – 81 (Less 2 excluded) Preventable Accidents (Estimated Loss Cost \$395k / Average Cost per Event \$5k)</p> <p>2024 – 109 Preventable Accidents (Estimated Loss Cost \$1.2m/ Average Cost per Event \$11k)</p>	<p>Average cost of events from previous four years. (2025 estimate of \$8k x projected preventable events for 2025)</p> <p>Projected \$668k for 2025.</p>
<b>PASSENGER ACCIDENTS</b>			
<b>OBJECTIVE/OUTCOME</b>	<b>METRICS (KPIs)</b>	<b>BASELINES</b>	<b>TARGETS</b>
Reduce the frequency and severity of preventable transit- passenger related injuries	<p>Number of passenger injuries and its total claim cost per 100,000 revenue miles.</p> <p>*Includes PT, ST, and Shuttle</p>	<p>Passenger Injury Rate (PIR) Passenger Injuries from the previous year – 2019 – 8 Pax Accidents X 100,000/11,214,584=.07 PIR</p> <p>2020 – 3 Pax Accidents x 100,000/9,547,128 = .03 PIR</p> <p>2021 – 4 Pax Accidents x 100,000/13,802,213 = .03 PIR</p> <p>2022 – 1 Pax Accident x 100,000/12,288,957 = .008 PIR</p> <p>2023 – 5 Pax Accident x 100,000/12,379,261 = .04 PIR</p> <p>2024 – 13 Pax Accident x 100,000/Revenue Miles</p>	<p>2020 – 3</p> <p>2021 – 4</p> <p>2022 – 2</p> <p>2023 – 4</p> <p>2024 – 4</p> <p>2025 – 7</p>

<b>EMPLOYEE INJURY ACCIDENTS</b>			
<b>OBJECTIVE/OUTCOME</b>	<b>METRICS (KPIs)</b>	<b>BASELINES</b>	<b>TARGETS</b>
Reduce the number of employee service related injuries	Number of employee injuries per 200,000 total work hours	<p>Injury Frequency Rate (IFR) from the previous year</p> <p>2019 - 68 Recordable Cases x 200,000/1,809,087 Labor Hours = 7.51 IFR</p> <p>2020 – 43 Recordable Cases x 200,000/1,647,574 Labor Hours = 5.22 IFR</p> <p>2021 – 40 Recordable Cases x 200,000/1,528,079 Labor Hours = 5.2 IFR</p> <p>2022 – 46 Recordable Cases x 200,000/1,544,265 Labor Hours = 5.96 IFR</p> <p>2023 – 62 Recordable Cases x 200,000/1,608,061 = 7.71 IFR</p> <p>2024 – 50 Recordable Cases x 200,000/1,696,383 = 5.89 IFR</p>	<p>Reduction of 5% from previous year.</p> <p>2023 IFR (projected) = 5.67</p> <p>2024 IFR (projected) = 7.32</p> <p>2025 IFR (projected) = 5.66</p>



<b>EMPLOYEE INJURY SEVERITY</b>			
<b>OBJECTIVE/OUTCOME</b>	<b>METRICS (KPIs)</b>	<b>BASELINES</b>	<b>TARGETS</b>
Reduce employee time lost due to work-related injuries and illnesses	Number of work-related injuries and illnesses that results in time lost and total days away from work per month	<p>Lost Time Injury Frequency rate vs. Time Loss Severity from previous year</p> <p>– 2018 – 1436 Lost Work Days/68 Recordable Cases = 21.1 Days/Case</p> <p>2019 – 1939 Lost Work Days/62 Recordable Cases = 31.3 Days/Case</p> <p>2020 – 1568 Lost Work Days/43 Recordable Cases = 36.5 Days/Case</p> <p>2021 – 2588 Lost Work Days/41 Recordable Cases = 63.12 Days/Case*</p> <p>2022 – 2028 Lost Work Days/46 Recordable Cases = 44.08 Days/Case</p> <p>2023 – 1860 Lost Work Days/62 Recordable Cases = 30 Days/Case</p> <p>2024 – 1,294 Lost Work Days/50 Recordable Cases = 26 Days/Case</p>	<p>Reduction of 5% from previous year.</p> <p>2023 Time Loss Severity (projected) = 41.87</p> <p>2024 Time Loss Severity (projected) = 28.5</p> <p>2025 Time Loss Severity (projected) = 27.1</p>
<b>FACILITY AND SYSTEM SAFETY INSPECTIONS</b>			
<b>OBJECTIVE/OUTCOME</b>	<b>METRICS (KPIs)</b>	<b>BASELINES</b>	<b>TARGETS</b>
Increase the assessment and analysis of physical system facilities, equipment and procedures to identify and mitigate any potential safety risks	Number of facility safety audits, inspections, completed quarterly per year	<p>1 per quarter</p> <p>2020 = 3 quarterly inspections</p> <p>2021 = 3 quarterly inspections</p> <p>2022 = 4 quarterly inspections</p> <p>2023 = 4 quarterly inspections</p> <p>2024 = 4 quarterly inspections</p>	Complete one full facility safety inspection per quarter and ensure all Pierce Transit-operated facilities are inspected at least twice per year

<b>SYSTEM SECURITY VEHICLE INSPECTIONS (QUALITY)</b>			
<b>OBJECTIVE/OUTCOME</b>	<b>METRICS (KPIs)</b>	<b>BASELINES</b>	<b>TARGETS</b>
Increase quality of operators performing vehicle sweeps at the beginning, middle and end of route in collaboration with TSA	How many sweeps catch suspicious bags or sleepers left on the coach	<p>2021 – Pre-trip assessment – 19 of 20 bags found</p> <p>2022 – Post-trip assessment – 13 of 32 bags found</p> <p>2022 Post-trip assessment 27 of 32 sleepers found</p> <p>2023 – Post-trip assessment 10 of 10 sleepers found</p> <p>2023 – Post-trip assessment 19 of 34 bags found</p> <p>2024 – Post-trip assessment 8 of 10 sleepers found</p> <p>2024 – Post-trip assessment 8 of 18 bags found</p>	<p>2024 Target -100% bags and sleepers found</p> <p>2025 Target - 100% bags and sleepers found</p>

## GOAL 2: SMS TO FOSTER A ROBUST SAFETY CULTURE

Foster Agency-wide support for transit safety by establishing a culture where managers are held accountable for safety and everyone in the organization takes an active role in securing transit safety; cultivate a safety culture in which employees are comfortable and encouraged to bring safety concerns to the attention of agency leadership.

### SAFETY TRAINING

OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Increase attendance at regular transit safety meetings comprised of staff at varying levels, including executives, officers, managers, operators, administrative employees and maintenance employees	Percent of employees who participate in the quarterly safety meeting	<p>An average of 52.7% of employees participated in the quarterly safety meetings in 2019.</p> <p>2020 safety meetings cancelled due to COVID-19.</p> <p>An average of 42.7% of employees participated in the quarterly safety meetings in 2021</p> <p>For 2022, we had an average of 882 employees. An average of 53.6% of employees participated in the quarterly safety meetings in 2022.</p> <p>For 2023, we had an average of 885 employees. An average of 63.6% of employees participated in the quarterly safety meetings in 2023.</p> <p>For 2024, we had an average of 933 employees. An average of 63% of employees participated in the quarterly safety meetings in 2024.</p>	<p>10% increase in attendance over the previous year</p> <p>2023 Target = 59%</p> <p>2024 Target* = 63.6%</p> <p>2025 Target* = 63%</p> <p>*New ATU labor contract removes incentive for Safety meeting attendance.</p>
<b>COVID caused cancellation of in-person training in 2020. Resumed quarterly safety meeting schedules in virtual format. Operators have been given access to the virtual meeting platform.</b>			
Increase employee safety training opportunities and attendance	New 2019 Learning System thru NEOGOV created	<p>Establish usage and targets in 2019</p> <p>2023 – New safety orientation, wildfire smoke, outdoor heat exposure, safety training added.</p>	<p>Completed safety library in NEOGOV.</p> <p>2024 – Emergency Warning System, Active Shooter on the Coach.</p>

<b>SAFETY COMMUNICATIONS</b>			
<b>OBJECTIVE/OUTCOME</b>	<b>METRICS (KPIs)</b>	<b>BASELINES</b>	<b>TARGETS</b>
Increase safety material distributed to employees and the general public	Number of manuals, brochures, posters, or campaigns distributed on monthly basis, number of safety chats, Safety Monitor presentations, and monitors in every building communicating safety information	Weekly Safety Chat, Monthly Safety Statistic & lesson learned, Quarterly Safety Campaign for employees, review agency safety plan with Safety Committee, and ASP training for agency leadership.  Added geofence safety messages to Operators in the field with new CAD/AVL system.	Continuation of existing communication plan, building further communication channels and adding additional safety communication through monitors placed around the agency, and Pulse Page Safety site portal.  Add two new geofence messaging to CAD/AVL system.  Issue Celrado radios to Facilities team for security/safety incident communications to the Comm Center
Distribute relevant defensive driving reminders to operators in real time (on the job).	Timely, relevant messages, content determined by weather identified, service area hazards, historic trends and/or new equipment deployment.	One per hour during peak operating hours.	Refer to overall AFR reduction.
Establish the reporting of near misses and incidents that would otherwise go unreported.	Number of near miss occurrences/incidents documented by Lytx DriveCam system and event reports.  2023 – Safety/Risk Departments collaborate to file near misses in Origami database for sorting, heat maps, frequency locations, PowerBI interface.	Near collisions captured by Lytx DriveCam.  2019 - near collisions = 144 2020 – near collisions = 72 2021 – near collisions = 64 2022 – near collisions = 68 2023 – near collisions = 136 2024 – near collisions = 150	2023 projection - 64 near collisions per year.  2024 projection – 140 near collisions per year.  2025 projection – 150 near collisions per year.

### **GOAL 3: SYSTEMS/EQUIPMENT**

Provide safe and reliable transit operations by ensuring that all vehicles, equipment and facilities are regularly inspected, maintained and serviced as needed.

#### **ROAD FAILURES**

<b>OBJECTIVE/OUTCOME</b>	<b>METRICS (KPIs)</b>	<b>BASELINES</b>	<b>TARGETS</b>
Reduce the number of safety-related vehicle road failures	<p>Number of vehicle/equipment/facility maintenance issues reported from the field per quarter/year</p> <p>2023 – Maintenance reporting criteria changed from MPRC to MMBF (Mean Miles Between Failures).</p> <p>MMBF PT: 7,250 (Driven by newer buses coupled with our Road Call Reduction Initiative)</p> <p>MMBF ST: 12,700 (This number stems from in-process initiatives that will contribute toward reduced coolant-related failures)</p> <p>PT SHUTTLE: 27,000 (This number appears attainable based on various vehicle performance metrics, however, there is a possibility that the age of the fleet may hinder our success)</p>	<p>Pierce Transit/Sound Transit Total Mileage + Shuttle between road failures. Source: System History Database</p> <p>The Road Calls for 2018 were 1630, MPRC = 9,142.78 The Road Calls for 2019 were 1256, MPRC = 11,871.65 The Road Calls for 2020 were 1253, MPRC = 10,462.68 The Road Calls for 2021 were 1264, MPRC = 9,971 The Road Calls for 2022 were ST Fixed Route = 12,900 MPRC PT Fixed Route = 7,200 MPRC</p> <p>The MMBF for 2023 were: PT: 8,248</p> <p>ST: 12,673</p> <p>PT SHUTTLE: 25,556</p> <p>The MMBF for 2024 were: PT: 7,147</p> <p>ST: 12,627</p> <p>PT SHUTTLE: 49,433</p>	<p>Fleet Maintenance projects Roads Calls for 2023: ST Fixed Route: 12,500 MMBF PT Fixed Route: 6,500 MMBF</p> <p>Fleet Maintenance projects the MMBF for 2024: PT = 7,250 ST = 12,700 PT SHUTTLE = 27,000</p> <p>Fleet Maintenance projects the MMBF for 2025: PT = 8,000 ST = 12,700 PT SHUTTLE = 45,000</p>

#### **FACILITIES PREVENTIVE (SAFETY) REPAIRS**

<b>OBJECTIVE/OUTCOME</b>	<b>METRICS (KPIs)</b>	<b>BASELINES</b>	<b>TARGETS</b>
Response to reports of safety-related equipment/facility concerns, repair requests	Track safety-related responses system wide, to include timeliness and nature of request	<p>On-time response to safety-related work orders from the previous year. 2019 – 100% on time. 2020 – 95% on time. 2021 – 94% on time. 2022 – 70% on time. 2023 – 65% on time. 2024 – 90% on time.</p>	100% on-time response.



Prioritize preventative safety-related maintenance or inspections	Safety-related PMs completed on schedule. (emergency lights, fire systems, eyewash stations, life safety systems, etc.)	Safety-related on-time preventative maintenance completion from the previous year. 2019 – 95.74% on time. 2020 – 78% on time. 2021 – 90% on time. 2022 – 89.7% on time. 2023 – 94% on time.	90% on-time response.
Response to safety-related findings during Safety Inspections.	Track safety-related responses system wide, to include timeliness and nature of request	On-time completion of findings during Safety Inspections from the previous year. 2019 – 85.71% on time. 2020 – 84% on time. 2021 – 82 % on time. 2022 – 80% on time. 2023 – 85% on time.	90% on-time response.

#### **GOAL 4: NTD GOALS TO PUGET SOUND REGIONAL COUNCIL**

In order to capture the broad and varied nature of public transportation, in this first National Safety Plan, FTA is relying on measures that can be applied to all modes of public transportation and are based on data that is generally currently collected in the National Transit Database (NTD). As required by 49 CFR 673.15 (B): To the maximum extent practicable, a State or transit agency must coordinate with States and Metropolitan Planning Organizations in the selection of State and MPO safety performance targets. Pierce Transit complies with this requirement.

##### **SAFETY PERFORMANCE MEASURE: FATALITIES**

(total number of reportable fatalities, rate of fatalities and rate of transit worker fatalities per total vehicle revenue miles)

##### **SAFETY PERFORMANCE MEASURE: INJURIES**

(total number of reportable injuries, injury rate and transit worker injury rate per total vehicle revenue miles)

##### **SAFETY PERFORMANCE MEASURE: SAFETY EVENTS**

(total number of reportable Major events, major event rate, pedestrian collision rate, and vehicle collision rate per total vehicle revenue miles)

##### **SAFETY PERFORMANCE MEASURE: ASSAULTS**

(total number of assaults on transit workers and rate of assaults on transit workers per total vehicle revenue miles)

##### **SAFETY PERFORMANCE MEASURE: SYSTEM RELIABILITY**

(mean distance between major mechanical failures)

Transit safety performance can be measured using a number of measures, including lagging indicators such as accidents, fatalities, injuries, and property damage associated with transit agencies' provision of service, and leading indicators. Leading indicators provide a transit agency with the ability to monitor information or conditions that may affect safety performance.

Lagging indicators provide information on events that have already taken place. Pierce Transit has forwarded to the Puget Sound Regional Council the following goals for the measurement period:

3 Year AVG	All Major Events to date	Major Events per 100k Rev Miles	Collisions per 100k Rev Miles	Collisions with Pedestrians per 100k Rev Miles	Collisions with Vehicle per 100k Rev Miles	Fatalities per 100k Rev Miles	Reported Fatalities	Reported Employee Fatalities	Employee Fatalities per 100k Rev Miles	All Injuries to date	Injuries per 100k Rev Miles	Employee Injuries per 100k Rev Miles	All Employee Assaults for 1 year	Employee Assaults per 100k Rev Miles	Major Road Failures per 100k Rev Miles
2024	18.0000	0.1892	0.1754	0.0034	0.1619	0.0037	0.3333	0.0000	0.0000	34.6667	0.3561	0.0107	73	0.701681573	7.3730
2025	Goals												Limited to 1 year of data	Limited to 1 year of data	
2025	17.0000	0.1797	0.1667	0.0000	0.1538	0.0000	0.0000	0.0000	0.0000	32.9336	0.3382	0.0000	58.0000	0.5612	7.0040



## SAFETY DEPARTMENT YEAR END REPORT



2024 Year End

### SAFETY DEPARTMENT ACTIVITY UPDATES

- 1,339 Total DriveCam Coachings
- CAPP Program Revision
- Safety Orientation Video Update
- Annual Tier II & Dangerous Waste Reports to DOE
- Updated the Lost PAX Protocols with SHUTTLE
- 2024-2025 Agency Safety Plan Revision, Approval, and Completion
- Transdev 2024 Safety Review
- Safety Risk Register Updating
- Safety Department Attended the Access & Functional Needs Summit Conference
- Attended the Lytx DriveCam Executive Advisory Meeting
- Assisted with the 2024 PT Roadeo
- Participated in Vision Zero Planning Meetings
- Accident Prevention Plan Review & Completion
- Submitted Tech Grant Application for WSTIP for VR
- Million Mile 2023 Inductees Celebration
- Creation & Deployment of Quarterly Safety Meetings
- Participation in the 2024 Wellness Fair
- Site Visit to Intercity Transit to Discuss DriveCam
- VR Program Updates with MXT Reality (Phase 2)
- Ramp Injury Mitigation Discussions w/ Spokane Transit
- North Bus Lot Safety Concerns & Mitigations
- FTA 24-1 Directive Data Collection & Submission
- Worked on Additional Operator Assault Signage
- Monthly Safety & Maintenance Collaboration Meetings

### RODNEY CHANDLER, EMERGENCY MANAGEMENT ADMINISTRATOR

- Facilitated Two Warming Tents for PC DEM on PT & ST Properties
- Facilitated the Vehicle Use Agreement for the PC Human Services Homeless Point in Time Count (3rd Year)
- Participated in the PC DEM Mount Rainier Executive Workgroup
- Facilitated a Train Derailment Tabletop for Agency Personnel
- Attended a Briefing from the University of WA on Transit Operator Exposure to Fentanyl & Methamphetamine
- Completed the Amendment to our Allied Contract to
- Install a Security Guard at the Lakewood Campus
- Prepared Five Capital Project Requests
- Facilitated & Conducted a TSA SETA Security Breach Exercise
- Presented EWS Rollout to Executive Team
- Rolled Out the EWS System on June 1st, 2024
- Collaborated with WPF&R on more Stop the Bleed Training Classes
- Finalized the Multicare Contract for our HART Program
- Conducted EWS Evacuation Drills for Buildings 4 & 5
- Hosted and Presented to the PC DEM Duty Officers

**CHELSEA KELTER, PROGRAM SPECIALIST**

**2024 Year End**

**SAFETY COMMITTEE**

**Below are the accomplishments of the 2024 Safety Committee.**

- A new convex mirror was installed at the exit to the Commerce tunnel to assist Operators with their line of sight.
- All new 'Passenger Safety Zone' signs were installed at all transit centers.
- The Safety Committee hosted a luncheon for all the 2023 Million Mile inductees.
- Due to a few tripping hazards at TDS, the committee worked with Facilities Maintenance to grind down some of the concrete as well as boulders to block off other areas that presented a hazard.
- The committee approved the 2024-2025 Agency Safety Plan.
- Stickers were placed at some of the transit center restrooms to remind Operators to please knock before entering to avoid any injuries from people being struck by the door.
- New cupholders are being installed in some of our ST coaches in a location that's safer for our Operators to utilize.
- The card reader at the bus lot entrance gate was moved back a couple of feet so that our coaches had extra room for the gate to open and prevent gate strikes.
- The stop line at the Commerce tunnel exit was repainted for higher visibility.
- The committee participated in this year's Wellness Fair with a booth and a few informational activities for people to try.
- Evacuation signs were placed in all the muster areas for easy visibility in the event of an emergency.
- All future bus builds will be delivered with convex interior mirrors instead of flat mirrors.

**BRENTT MACKIE, SAFETY COORDINATOR**

**DRIVECAM DISTINGUISHED DRIVER AWARDS**

The Safety Department issued a total of 356 Distinguished Driver certificates in 2024 to Operators for exhibiting exceptional skills, sound judgement, and a commitment to safe driving. Congratulations to all and thank you!

**SAFETY REPORTING**

**SAFETY SUGGESTIONS** - Employees are encouraged to submit safety comments, concerns, or suggestions via our QR code, Safety Hotline, or Safety Suggestion Cards. All of these are tracked in the Corrective Action Log through TrackIt.



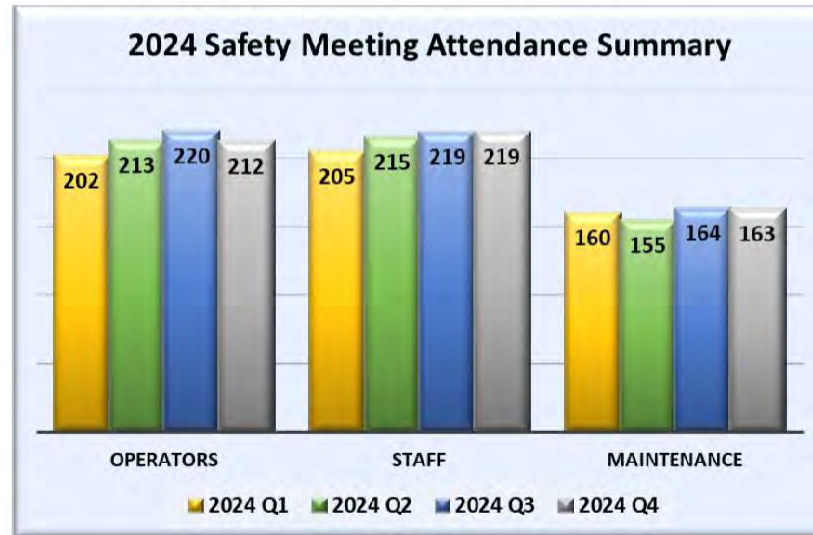


CHELSEA KELTER, PROGRAM SPECIALIST

2024 Year End

### QUARTERLY SAFETY MEETINGS

Below are total attendance numbers for the 2024 Quarterly Safety Meetings.



### 2024 SORT CLASS TOTALS

In July of 2024, we had a total of 315 Operators take SORT (Senior Operator Refresher Training) classes. Below are attendance numbers broken out by day.



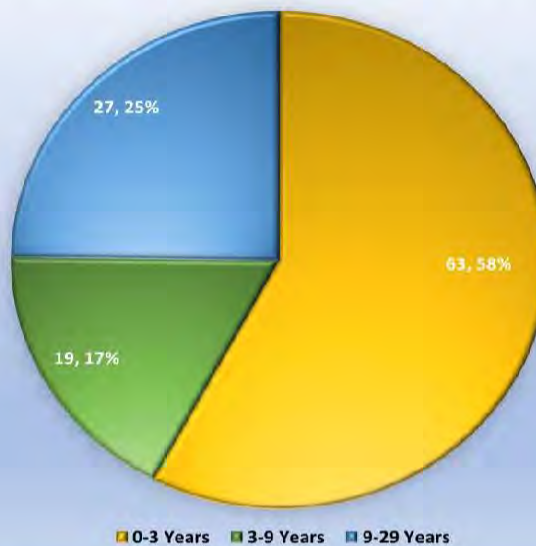
JASON HOVDE, SAFETY ADMINISTRATOR

2024 Year End

### SAFETY KPIs

The chart below shows the 2024 Preventable Accidents by Tenure. There were (63) for 0-3 years, (19) for 3-9 years, and (27) for 9-29 years.

**2024 PREVENTABLE ACCIDENTS BY TENURE**



The chart below shows the 2024 0-3 Years of Tenure Preventable Accidents by Route. The highest was Route 1 with (8) preventable accidents.

**0-3 YEARS TENURE BY ROUTE**





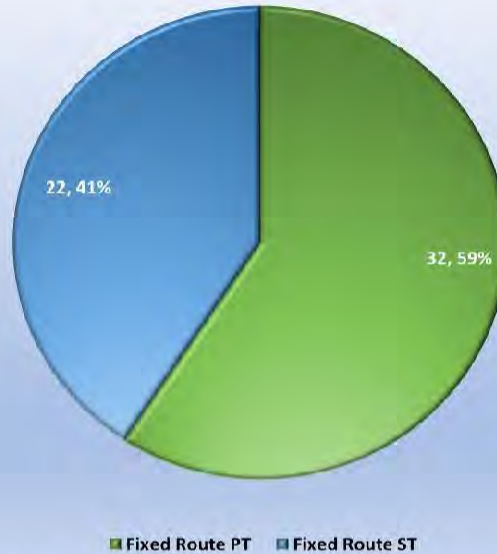
JASON HOVDE, SAFETY ADMINISTRATOR

2024 Year End

### SAFETY KPIs

The chart below shows the 0-3 years of tenure preventable accidents by service type. There for (32) for PT Fixed Route and (22) for ST Fixed Route.

**0-3 YEARS TENURE BY SERVICE TYPE**



The chart below shows the total 2024 preventable accidents by service type. There were (52) for PT Fixed Route, (38) for ST Fixed Route, (4) for PT Paratransit, and (15) for Maintenance.

**2024  
PREVENTABLE ACCIDENTS BY SERVICE TYPE**



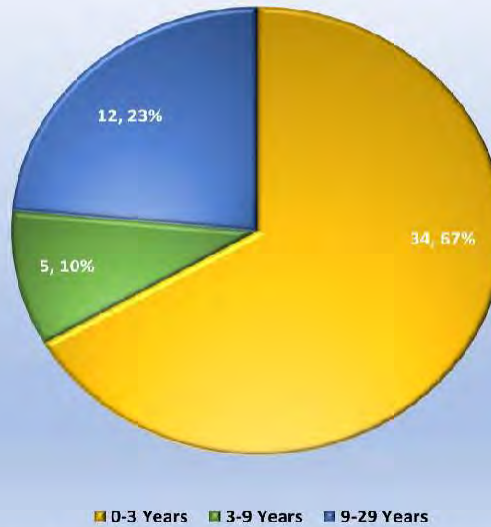
JASON HOVDE, SAFETY ADMINISTRATOR

2024 Year End

### SAFETY KPIs

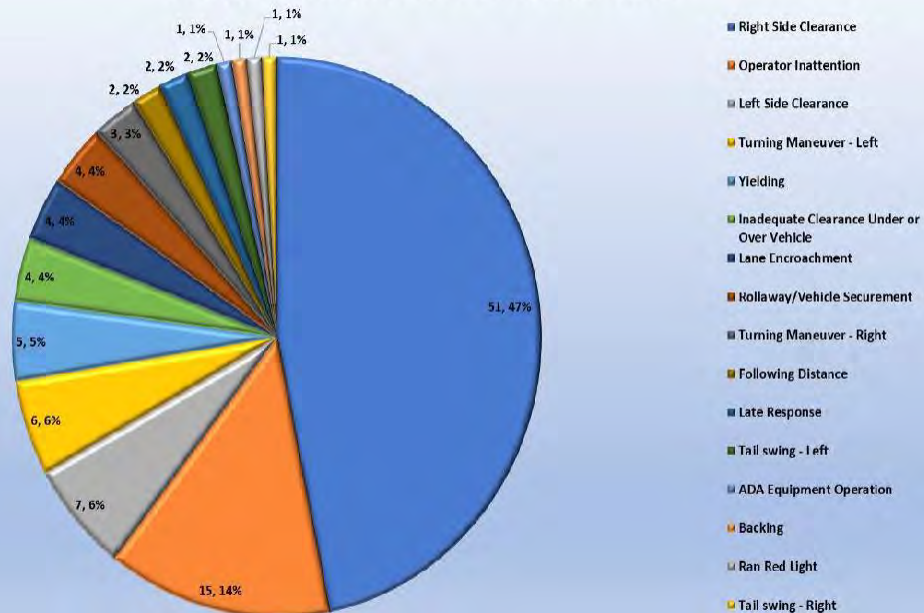
The Right Side Clearance by Tenure for 2024 shows (34) for 0-3 years, (5) for 3-9 years, and (12) for 9-29 years.

#### RIGHT SIDE CLEARANCE BY TENURE



The chart below shows all of the 2024 preventable accidents broken down by type.

#### 2024 PREVENTABLE ACCIDENTS BY TYPE



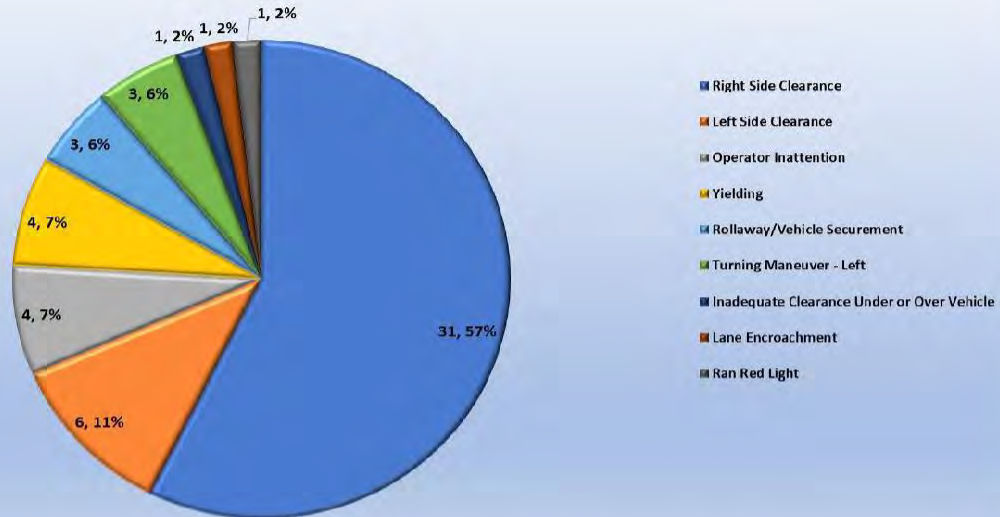
JASON HOVDE, SAFETY ADMINISTRATOR

2024 Year End

### SAFETY KPIs

The chart below shows all of the 2024 accident types for the 0-3 years of tenure.

#### 0-3 YEARS TENURE BY ACCIDENT TYPE



The Month Over Month Accidents chart shows that we had twenty eight (28) more preventable accidents in 2024 as opposed to 2023.

#### 2022-2024 MONTH OVER MONTH ACCIDENTS

2022 - 70    2023 - 81    2024 - 109



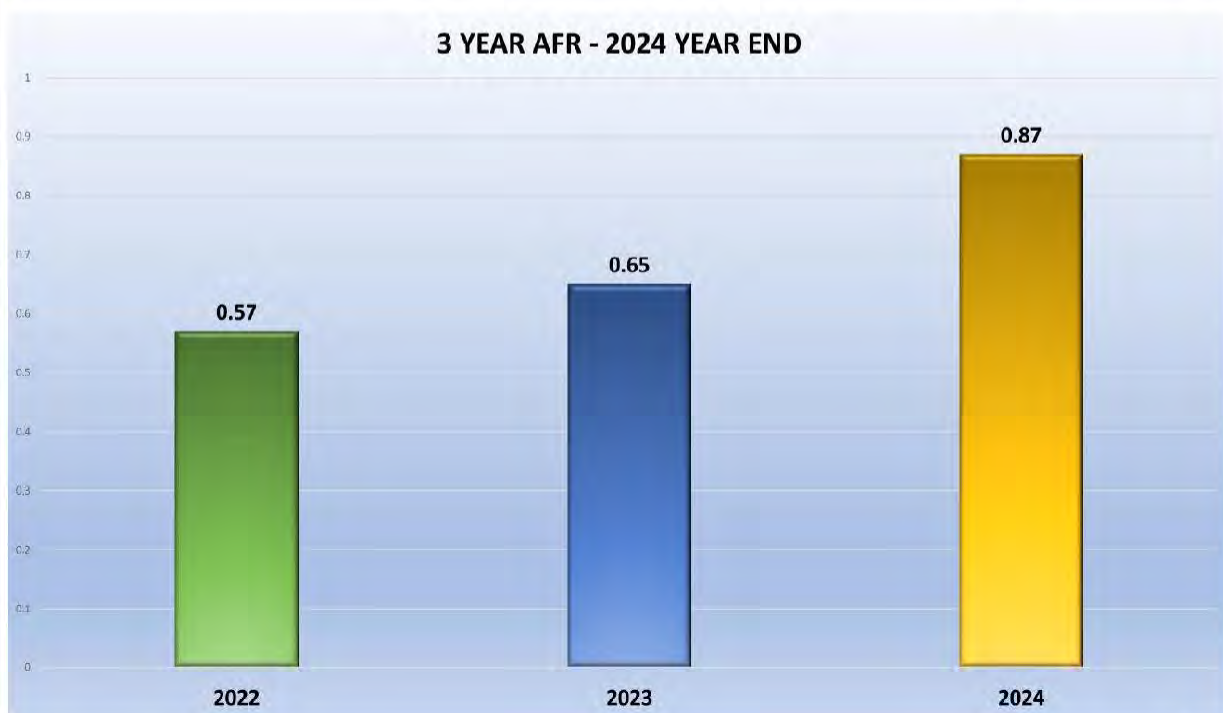
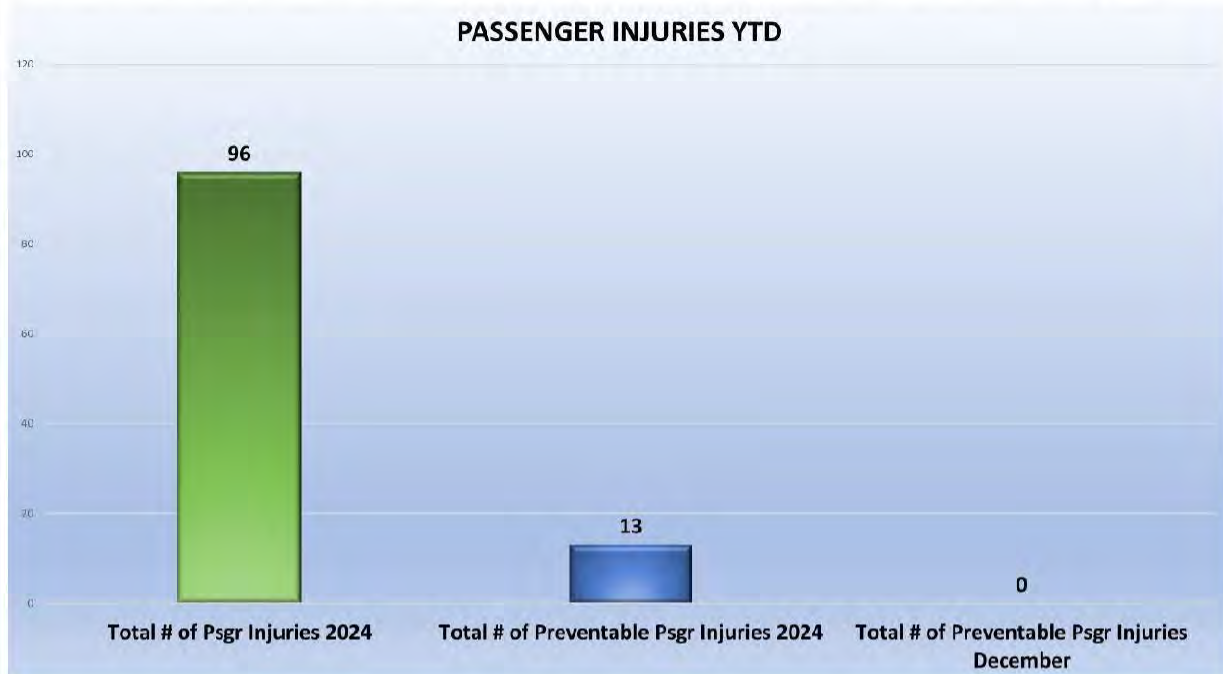


JASON HOVDE, SAFETY ADMINISTRATOR

2024 Year End

### SAFETY KPIs

The chart below shows the number of passenger injuries we've had year to date, as well as the 3 Year Accident Frequency Rate YTD.

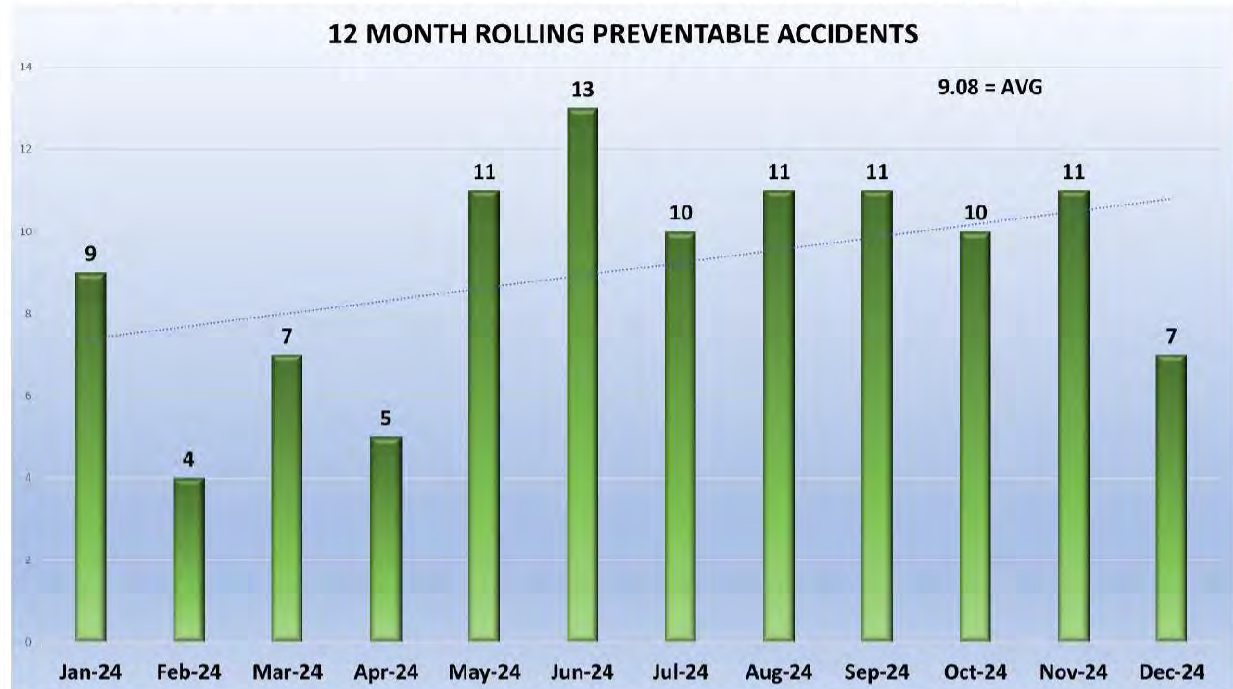


JASON HOVDE, SAFETY ADMINISTRATOR

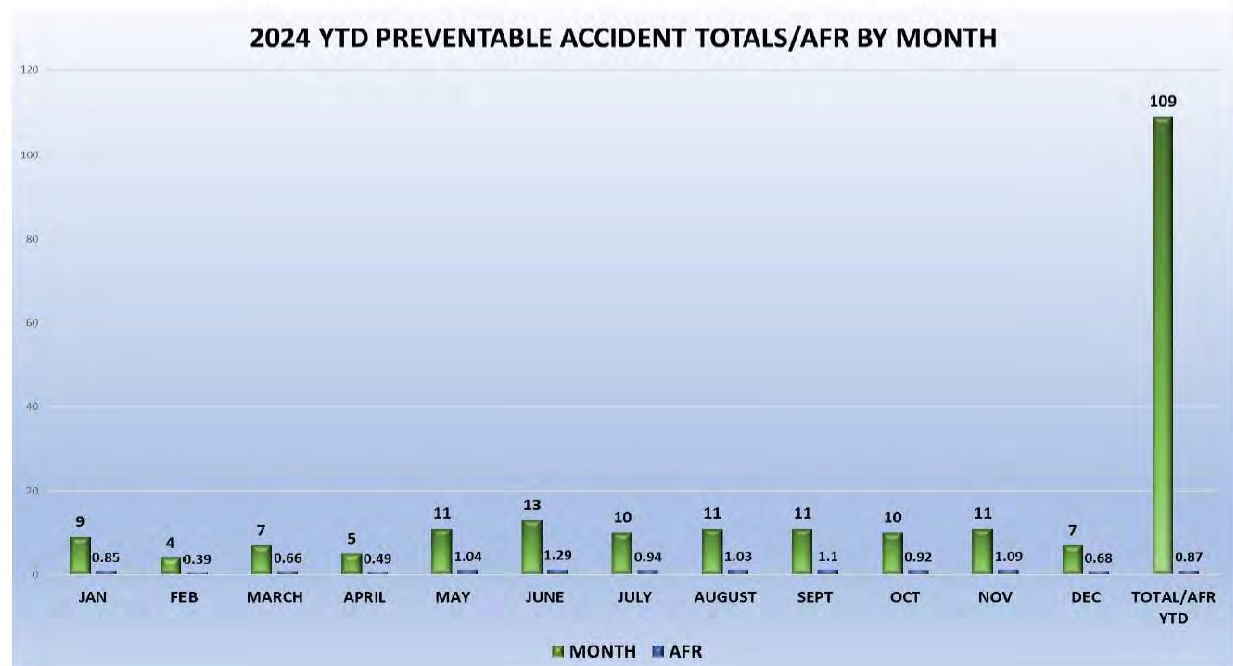
2024 Year End

### SAFETY KPIs

Below are the details for the 12 month rolling preventable accidents. We trended up for the majority of the year.



The chart below shows the 2024 Year to Date Preventable Accident Totals/AFR by Month.





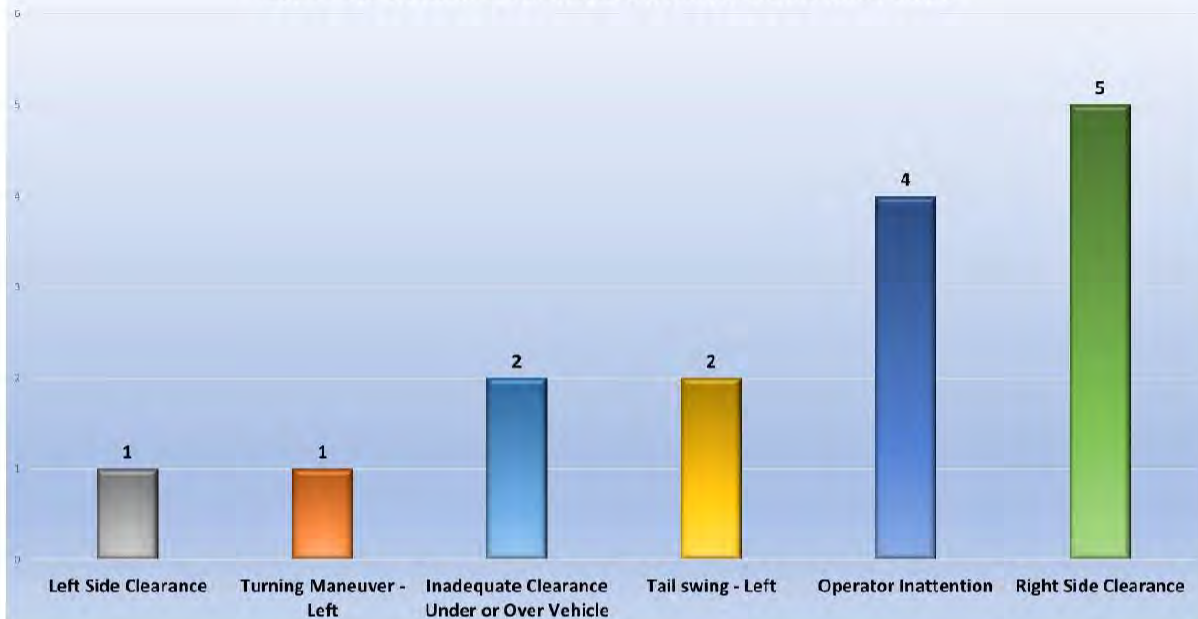
JASON HOVDE, SAFETY ADMINISTRATOR

2024 Year End

### SAFETY KPIs

Below are the details for the 2024 Preventable Maintenance Accidents by Type.

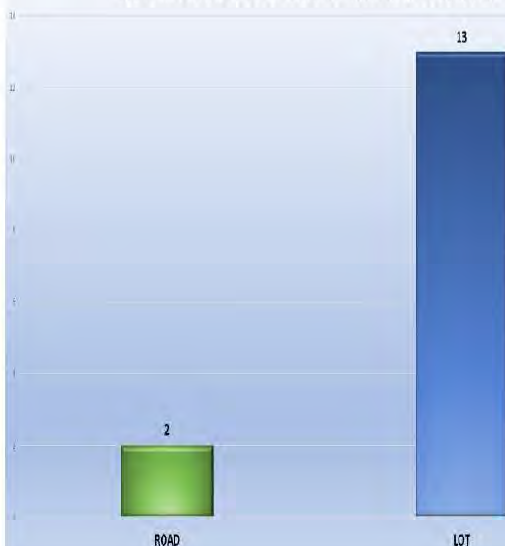
#### 2024 PREVENTABLE MAINTENANCE ACCIDENTS BY TYPE



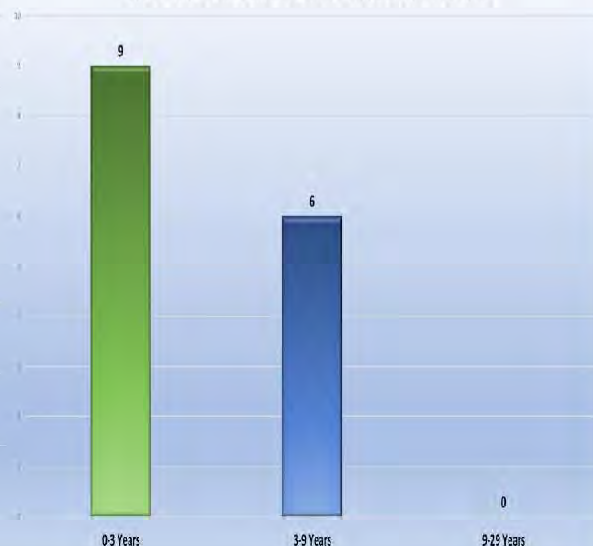
The 2024 Preventable Maintenance Accidents by Locations shows two (2) on the road and thirteen (13) in the lot.

The 2024 Preventable Maintenance Accidents by Tenure shows nine (9) for 0-3 years of service, six (6) for 3-9 years of service, and zero (0) for 9-29 years of service.

#### 2024 PREVENTABLE MAINTENANCE ACCIDENTS BY LOCATION



#### 2024 PREVENTABLE MAINTENANCE ACCIDENTS BY TENURE



10  
143 148

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## **22 APPENDIX P – Conflict and Assault Prevention Program (CAPP)**



# CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

PIERCE TRANSIT  
3701 96<sup>th</sup> St SW  
Lakewood, WA 98499

[Piercetransit.org](http://Piercetransit.org)

VERSION 1.2  
MAY 2022

VERSION HISTORY				
VERSION	APPROVED BY	REVISION DATE	DESCRIPTION OF CHANGE	AUTHOR
1.0	Mike Griffus, Exec. Dir. Service Delivery & Chief Safety Officer	Feb 2020	Created	Reggie Reese Jason Howde
1.1	Mike Griffus, COO & Chief Safety Officer	March 2021	Updated	Dena Withrow Mike Hayes
1.2	Grantley Martelly, COO	May 2022	Updated	Dena Withrow

## APPROVALS

This Conflict and Assault Prevention Program (CAPP) was prepared by Pierce Transit to develop, implement, and maintain a viable procedure for post employee assaults while ensuring that new hire training, refresher training and periodic reviews include de-escalation training and relevant policy reviews to aid in the reduction of employee assaults.

This program has been distributed internally within Pierce Transit.

Approved: *Grantley Martelly* Date 5/26/22  
Grantley Martelly, Chief Operating Officer



## CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

### Agency Commitment

The Pierce Transit Conflict and Assault Prevention Program (CAPP) takes a multi-tiered approach to prevent violence against our employees. This program was created by a collaboration of The Pierce Transit Department of Public Safety, the Division of Service Delivery & Support, the Safety Department and the Training Department. The program focuses on employee well-being and protection, priority police responses (all jurisdictions), up to the minute data analysis, and de-escalation training for employees.

Pierce Transit Management places a high priority on police responding to every assault reported to the Communications Center (Comm Center), and each case is thoroughly reviewed. While Safety and Service Delivery staff ensure operators receive timely medical and personal attention, they will also conduct internal hazard analyses on how to further reduce the risks to employees and determine whether training and/or additional support is needed.

### Employer Coaching and Training Opportunities

*Conflict and Aggression Management* will be taught in all new hire training (all relevant classifications) during the initial training process using the TAPTCO program, supported by locally generated videos, case studies and lessons learned. Ongoing refresher training will be provided regularly to employees by postings (electronic and static), quarterly safety meeting lessons and campaigns throughout the year.

Regular policy reviews concerning relevant customer service will occur when trending warrants additional training opportunities or when requested by employees. Post incident coaching and training will be conducted by the Safety Department, the Training Department, Customer Satisfaction Coordinator or the Department of Public Safety as outlined in this document (CAPP).

### The CAPP Process

Assaults and acts of aggression should be reported to the Comm Center as soon as they can practically be forwarded and processed. However, not all of these incidents will be reported through this normal channel. Managers and Supervisors should be alert to capture and process verbal conversations, written event reports, E-alerts from the Comm Center, Security Incident Reports, Employee Injury Reports and radio log entries. Management should endeavor to quickly identify these occurrences to Pierce Transit entities involved in the processing of information in order to assist the employee(s) involved. Communication and ensuring this information is acted upon will be the combined responsibility of the CAPP Team:

- **Pierce Transit (PT) Communications Center:** [CommCenterControllers@piercetransit.org](mailto:CommCenterControllers@piercetransit.org)
- **PT Department of Public Safety:** [PublicSafetyDepartment@piercetransit.org](mailto:PublicSafetyDepartment@piercetransit.org)
- **Service Delivery and Support, Transportation Manager(s), Assistant Managers and Customer Satisfaction Coordinator:** [TransportationManagementServiceDelivery@piercetransit.org](mailto:TransportationManagementServiceDelivery@piercetransit.org)
- **PT Training Department:** [BusSafetyandTraining@piercetransit.org](mailto:BusSafetyandTraining@piercetransit.org)
- **PT Safety Department –** [safetydepartment@piercetransit.org](mailto:safetydepartment@piercetransit.org)





## CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

### CAPP Incident Management

Upon notification of an assault, attempted assault, threateningly aggressive interaction with a passenger or other threatening altercation, the CAPP incident review process should include but not be limited to the following actions:

1. Request (from the Department of Public Safety) and watch available relevant video/audio footage of the incident. The Customer Satisfaction Coordinator will chart points of significance throughout the video/audio capture for review with employee and law enforcement authorities as needed.
2. Contact PT Peer Support Team member(s) to immediately connect with the involved employee(s) to determine the emotional/physical/mental well-being of the employee following the incident. The Peer Support Team member will provide Employee Assistant Program (EAP) information to the employee.
3. When appropriate, review video/audio of the incident with the employee while referencing the following "4 Truths" from TAPTCO's Conflict and Aggression Management training:
  - Truth 1 - PEOPLE HAVE A NEED TO BE RESPECTED
  - Truth 2 - PEOPLE WOULD RATHER BE ASKED, NOT TOLD
  - Truth 3 - PEOPLE HAVE A DESIRE TO KNOW WHY
  - Truth 4 - PEOPLE PREFER TO HAVE OPTIONS OVER THREATS
4. When applicable, provide coaching directly related to the incident on how to better approach situations and prevent potential assault in the future. As the 4 techniques regarding conflict and aggression management are discussed in the video, the supervisor should discuss where these techniques might have been used to de-escalate the previous situation(s) along with any "missed opportunities" observed.
5. Review the agency's assault prevention policies and practices with the employee (Transit Operator Manual Section D), shown below.
6. If it is determined that the employee may have (due to misunderstanding of policy) failed in any way to follow techniques to de-escalate the situation, a review of refresher de-escalation training (via the TAPTCO Conflict and Aggression Management training program) will be conducted with employee.
7. If any potential violation of law, regulation, policy, procedure or collective bargaining agreement provision has been identified, the incident will be referred to the Assistant Manager for separate review and investigation.
8. All incident files will be reviewed by the direct supervisor of the employee involved and will sign off that all follow up has been completed.

### ASSAULT PREVENTION (Transit Operator Manual, Section D)

Use the following guidelines to avoid situations that may escalate into confrontations.





## CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

1. Remain seated if possible. In some circumstances, the customer may see you leaving your seat as an aggressive act.
2. Use the coach P.A. system when appropriate. Be calm and polite.
3. If you must stop the coach, open both doors so that the individual is not "trapped".
4. If you are feeling threatened by someone or the situation appears to be heading toward a confrontation, Contact the Comm Center by utilizing the PRTT (Priority Request to Talk). Advise the Comm Center of the situation and request assistance from a Department of Public Safety Officer. It is much safer to communicate prior to a physical altercation or as things begin to escalate. You can always request cancellation of responding units if the situation resolves itself prior to their arrival.
5. If you are alone on the coach, do not approach a customer who appears to be under the influence of drugs or alcohol unless he/she is a regular customer with whom you feel comfortable.
6. If you observe suspicious behavior by customers on another coach, speak to the Operator (if at a transit center) or notify the Comm Center as soon as possible.
7. Never risk your safety or that of your customers. If you are unsure how to proceed, radio the Comm Center for advice.

### REFUSING TRANSPORTATION (as outlined in the Transit Operator Manual Section D):

In extreme situations, you may refuse transportation to individual(s) who, due to their offensive behavior or inability to care for themselves, may risk the safety or comfort of you or your customers. It is justifiable to refuse transportation to individuals who are severely ill, intoxicated, or have extreme personal hygiene problems. If you refuse transportation, do so as politely, discreetly, and quickly as possible. Do not risk your safety, or that of your customers, unnecessarily. Request (never demand) that the person leave the coach; attempt to leave the person at a transit center or a marked bus stop where they will not be in danger. You must notify the Comm Center any time you ask someone to leave the coach; you are also to complete a two-page Security Incident Report (SIR) including witness names and addresses, and other relevant information.

Operators may not refuse transport to passengers who neglect to pay the fare. Operators are responsible for politely making a reasonable request for the fare. If a customer pays less than the full fare, courteously call their attention to the deficiency. Likewise, if a customer's pass, or identification is not in order, courteously explain the problem to the customer. Do not get into disputes over non-payment of fare. Also, submit a Security Incident Report with appropriate information on any consistent non-payers so follow-up action can be taken. A statement of the fare also helps with probable cause for Police or Security to follow-up if necessary.

Remember to press the short fare button on the keypad so the information can be used by our Public Safety office for fare enforcement.

Before requesting assistance, consider the following:



## CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

1. Is the offending customer likely to become violent?
2. Will many customers be delayed for some time?
3. How much time is likely to be needed for assistance to reach you? A Department of Public Safety Officer may be some distance away, and the local law enforcement are often busy with higher-priority calls. If it is safe, you can request a Department of Public Safety Officer meet you at the next Transit Center and assist you there.
4. Once police assistance has been summoned, the coach may need to remain where it is, unless unsafe to do so, until police officers arrive and contact you. If the situation is resolved prior to law enforcement contact, advise the Comm Center right away of the update and request permission to return to your route.

If a customer refuses to leave the coach and there is no Department of Public Safety Officer or other person of authority present, call the Comm Center before taking further action. Do not forcibly remove a customer unless you are physically attacked. To use force, you must be defending yourself or another against physical attack. Even then, you must exercise reasonable care and exert only as much force as needed to stop the attack.

Use good judgment. In SOME cases, certain customers should be removed. But there are NO cases where this justifies injury to a transit employee or another customer.

### DETAINING

For everyone's safety, do not under any circumstances attempt to detain someone. In some cases, you may encourage someone to remain where they are for their own safety; however, you must not detain them. Not opening the doors of your coach to allow someone to leave could be construed as "detaining".





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## CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

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### Appendix A

#### Optional Questions for Incident Review

##### PEOPLE HAVE A NEED TO BE RESPECTED

- Was the employee's interaction with the aggressor respectful?
- Was the other party (i.e., passenger) being respectful?

##### PEOPLE WOULD RATHER BE ASKED, NOT TOLD

- Was there a time when either party were being told to do something rather than asked?

##### PEOPLE HAVE A DESIRE TO KNOW WHY

- During the exchange did anyone explain "why" they took the position which might have led to the conflict?
- Was the request depersonalized? Example: "Agency policy requires that we cannot transport intoxicated passengers".

##### PEOPLE PREFER TO HAVE OPTIONS OVER THREATS

- What options were offered?
- Listening to discussion, was anything done or said which could have been perceived as "threatening" to either party?

##### MISSED OPPORTUNITIES

- Were there missed opportunities during the encounter where the coach interior could have been secured to keep the individual(s) from entering? Example: Did aggressor ever exit coach long enough to secure front and rear doors? Example: Was there a time where coach could have driven away from the individual without putting employee, passengers and/or pedestrians at risk?
- Was there an opportunity to continue the route without further involvement with this individual?
- Was fare evasion or shortage a contributing factor to the confrontation?
- Did this conflict at any time increase risk of physical harm to our passengers?
- Did you recognize this individual from an exclusion list or have previous history with the individual?
- Was an option offered that was not followed through? Ex: Were police requested after aggressor was told they would be called?
- Do you feel you were adequately supported by the agency during and after this event?
- How could the agency's policies, processes and procedures have prevented or lessened the effects of this event in your opinion?

## **EMPLOYEE ASSAULT CHECKLIST INSTRUCTIONS**

*Please carefully read the following instructions before filling out the form:*

- Communications Center Controller will open and create the report in the P drive in the "Employee Assault" folder.
- The report and folder are named, by using the date, vehicle number, and employee number. (example- 021420-09715-02333, coded like an ECL/EIR).
- Communications Controller will fill out the top section of the form and SAVE AS in the P drive, Employee Assault folder.

*Once the report is saved in the folder by the Communications Center, all employees will follow these guidelines:*

- All departments and entries will be made on the form saved by the Communications Center, for any individual assault.
- Information will be "saved", not "saved as" after all entries. Do not create duplicate files. Make sure the file is not already open before you enter you information and save the file.
- Each department will fill out the top of their section, to include the name of the person performing the "action", the date, time and their employee number.
- Upon completing tasks, you must enter your employee number to the right of the form to document that the task was completed, unless you are the initial person filling out the form for your department.

Time Reported:		<b>PIERCE TRANSIT</b>		Radio Controller	
<b>Employee Assault Checklist</b>					
Date:	Vehicle #	Route #	SIR #		
Employee Name:		Employee # and Title		Police Response	
Location of Incident				City of Incident	
Injuries				Medical response	

### Communications Center

Actions	Date	Time	Completed by
Communications Controller (Initial Call Taker)			

If a controller other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.

<input type="checkbox"/> Facilitated Employee's Removal from immediate additional harm/threat (if applicable)	Date	Time	Employee #
<input type="checkbox"/> Ascertained Employee's condition	Date	Time	Employee #
<input type="checkbox"/> Obtained pertinent info for first responders.	Date	Time	Employee #
<input type="checkbox"/> Dispatched Police (PS Dispatcher)	Date	Time	Employee #
<input type="checkbox"/> Dispatched Medical (if needed)	Date	Time	Employee #
<input type="checkbox"/> Dispatched Service Supervisor	Date	Time	Employee #
<input type="checkbox"/> Sent Everbridge Notification	Date	Time	Employee #
<input type="checkbox"/> Re-assessed Employee's Condition (radio call)	Date	Time	Employee #
<input type="checkbox"/> Covered Run (if needed)	Date	Time	Employee #
<input type="checkbox"/> Notified an on-duty Peer Support/CISM member or called 24/7 Peer Support Hotline	Date	Time	Employee #
<input type="checkbox"/> Notified Dispatch and Provide SIR Number (phone call)	Date	Time	Employee #
<input type="checkbox"/> Created "Assault" folder	Date	Time	Employee #
<input type="checkbox"/> Followed-up radio call to operator (if they remained on duty)	Date	Time	Employee #
<input type="checkbox"/> Placed copy of RCL in the "Assault" folder	Date	Time	Employee #

### Service Support

Actions	Date	Time	Completed by
Service Support Supervisor			

If a supervisor other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.

<input type="checkbox"/> Responded to the scene	Date	Time	Employee #
<input type="checkbox"/> Checked employee condition	Date	Time	Employee #
<input type="checkbox"/> Contacted Medical/Police	Date	Time	Employee #
<input type="checkbox"/> Offered Peer support, EAP, and handed brochure to employee	Date	Time	Employee #
<input type="checkbox"/> Transported to base, when needed, if not for medical care	Date	Time	Employee #
<input type="checkbox"/> Directed operator to Dispatch to complete forms and meet Peer Support team member	Date	Time	Employee #
<input type="checkbox"/> Offer employee assistance with forms or any other tasks	Date	Time	Employee #
<input type="checkbox"/> Completed and added Track-It entry report, photos, and other documents to CAPPS file	Date	Time	Employee #
<input type="checkbox"/> If exposed to bodily fluids: Advised exposed employee to complete correct OJI paperwork and strongly encouraged them to see a physician within 24 hours of the incident.			



### Dispatch

Actions	Date	Time	Completed by
Dispatcher			

*If a dispatcher other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.*

<input type="checkbox"/> Checked on the condition of the employee and verified absence status	Date	Time	Employee #
<input type="checkbox"/> Prepared Injury or Illness, OJI, and/or SIR paperwork for employee	Date	Time	Employee #
<input type="checkbox"/> Offered place outside of Ops lobby to fill out paperwork and speak with Peer Support	Date	Time	Employee #
<input type="checkbox"/> Scanned reports and added to file	Date	Time	Employee #

### Assistant Managers

Actions	Date	Time	Completed by
Assistant Managers			

*If an assistant manager other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.*

<input type="checkbox"/> Checked employee's condition as soon as practical	Date	Time	Employee #
<input type="checkbox"/> Assured the employee was offered Peer Support and/or EAP	Date	Time	Employee #
<input type="checkbox"/> Reviewed video using Appendix A as a resource (CAPPS)	Date	Time	Employee #
<input type="checkbox"/> Followed up with employee	Date	Time	Employee #
<input type="checkbox"/> Documentation	Date	Time	Employee #

#### Comments:

### Customer Satisfaction Coordinator

Actions	Date	Time	Completed by
Customer Satisfaction Coordinator			

*If a customer service coordinator other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.*

<input type="checkbox"/> Checked police & complaint information	Date	Time	Employee #
<input type="checkbox"/> Reviewed video	Date	Time	Employee #
<input type="checkbox"/> Reviewed incident with employee and support person(s)	Date	Time	Employee #
<input type="checkbox"/> Scheduled a hot wash on lessons learned	Date	Time	Employee #

#### Comments:

### Risk

Risk	Actions	Date	Time	Completed by

*If someone from risk other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.*

<input type="checkbox"/> Collected OJI forms	Date	Time	Employee #
<input type="checkbox"/> Gathered Information for Analysis	Date	Time	Employee #

### Comments:

### Safety

Safety	Actions	Date	Time	Completed by

*If someone from the Safety Department other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.*

<input type="checkbox"/> Reviewed video	Date	Time	Employee #
<input type="checkbox"/> Lessons learned	Date	Time	Employee #
<input type="checkbox"/> Recommendations	Date	Time	Employee #

### Comments / Recommendations:

### Training Department

Training Department	Actions	Date	Time	Completed by

☐ Scheduled employee for retraining (if required)

### Comments:

**Public Safety**

Actions	Date	Time	Completed by
Public Safety			

*If someone from Public Safety other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.*

<input type="checkbox"/> Pierce Transit Police responded to employee assaults that occur in Pierce County. Employee assaults that occur outside of Pierce County are the responsibility of the agency who has jurisdiction of the location where the assault occurred	Date	Time	Employee #
<input type="checkbox"/> Initial investigation included interviewing and obtaining written or recorded statements for victims and witnesses, collecting evidence at the scene, photographing injuries and the scene, identifying/apprehending suspect(s), obtaining a medial release from the victim	Date	Time	Employee #
<input type="checkbox"/> Reviewed, documented, and booked the video from the coach or TC into evidence	Date	Time	Employee #
<input type="checkbox"/> Contacted the Victim in the days after the assault for follow up photos and statement	Date	Time	Employee #
<input type="checkbox"/> Confirmed the Prosecutor has all the needed Information to make an Informed charging decision	Date	Time	Employee #
<input type="checkbox"/> Completed any follow up asked for by the Prosecutor	Date	Time	Employee #

**For Cases that occurred outside Pierce County:**

<input type="checkbox"/> Contacted the lead agency and obtain a copy of the report	Date	Time	Employee #
<input type="checkbox"/> Sent the agency the video from the coach or TC	Date	Time	Employee #
<input type="checkbox"/> Offered any assistance needed for follow up to occur in Pierce County	Date	Time	Employee #
<input type="checkbox"/> Stayed in contact to find out if the case was charged	Date	Time	Employee #

**Comments:**

## 23 APPENDIX Q – Zonar Information

ZONAR  
CONNECT™



1

DRIVING TECHNOLOGY FUELING EFFICIENCY EMPOWERING PEOPLE




### Key Differentiators – Built for Today and the Future

- Next Generation, Always Connected
  - Built with feedback from our current customers along with industry research
  - LTE, Wi-Fi and Bluetooth to send data to fleet managers, dispatch and operations
  - AOBDR compliant today and ELD-ready for tomorrow with capability for over-the-air software updates
- Robust and Ruggedized
  - Dragontrail™ Glass; Meets MIL, SAE and ISO standards on environment
  - Higher resolution screen and improved capacitive touchscreen
  - Improved camera and overall battery life
- Fast & Responsive
  - Quad-Core, 1Ghz Processor; 32 GB of Storage; 2GB of RAM
  - Improved app speed and performance
  - Scalable Android Platform
- Device Management with Customization and OTA capabilities
  - Integrates with Zonar's Ground Traffic Control® web portal and third-party programs

2

DRIVING TECHNOLOGY FUELING EFFICIENCY EMPOWERING PEOPLE





## Smarter Fleets

DRIVER TASKS COMPLETED

SMART FLEET CONNECTED

DATA SECURELY TRANSMITTED


ACTIONABLE DATA DISPLAYED

For DRIVERS, Zonar Connect completes tasks more efficiently and reliably.


For FLEET MANAGERS AND DISPATCH, Zonar Connect provides insight into everything that happening—or not happening—on the road, on-site or in the yard.

3


DRIVING TECHNOLOGY FUELING EFFICIENCY EMPOWERING PEOPLE




## Safety, Efficiency and Compliance




**Electronic Verified Inspection Reporting (EVIR®)**  
The only truly verified solution of its kind on the market today. Capture, transmit and record inspection data with ease.




**ZLogs® Hours-of-Service**  
Compliant with state and federal regulations, including AOB RD and ready for the ELD mandate.



**ZForms™ Messaging**  
Replace paper forms with electronic, automated forms built just for your business.



**Advanced Navigation**  
Provide drivers with GPS route information and an easy way to correct behaviors such as speeding and hard-braking.



**Camera**  
Capture and send pictures of inspection defects and logistics documents.

4

DRIVING TECHNOLOGY FUELING EFFICIENCY EMPOWERING PEOPLE



## ZONAR® Android™ Platform

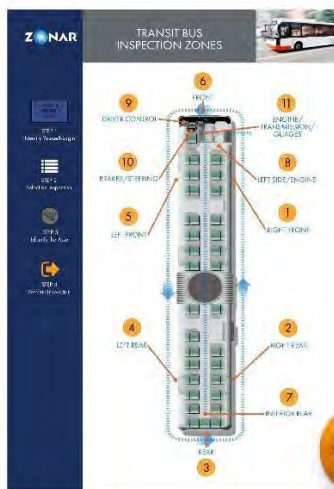
Operate with Zonar's suite of apps or choose to customize the experience with your own.



5

DRIVING TECHNOLOGY FUELING EFFICIENCY EMPOWERING PEOPLE

## ZONAR® EVIR® Patented Electronic Verified Inspection Reporting



- **Tag:** Data-encoded RFID tags in each inspection zone of an asset that adhere to DOT compliance requirements
- **Inspect:** The individual performing the inspection must physically scan each tag on the asset verifying date/time check was performed
- **Transmit:** Defects or vehicle damage can be captured with a 5 mega-pixel camera to easily transmit photos to maintenance. After the tablet is docked inside the vehicle, inspection data is seamlessly transferred back to Ground Traffic Control. Fleet managers and maintenance personnel have immediate access to the inspection data from the field prioritize and schedule repairs.



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## Example Automated Inspection Report

EVIR® Electronic Vehicle Inspection Report				Type: TRANSIT PRE-TRIP V2			
Organization/Operator		DOT/NGC No.	Report No.	License Plate Number	Jurisdiction		
MARCUS TRANSIT			218		No Registration Record		
Asset No.	VIN Number	MFG	In Service	Miles			
274			06 Sep 2017	1			
Inspection Date: Tuesday 5/7 Nov 2017 09:29		Inspection Location:	Officer ID	Driver Name			
Assigned Asset Location		09-1-05	W0000013	Joseph L.			
Time		Location of EVIR					
		3701 SOUTH ST. NW, Falmouth, VA 22041					
Asset: 274 (Standard) Timestamp: 09-30-11 10:00:00 AM							
THE FOLLOWING ITEMS HAVE BEEN INSPECTED IN ACCORDANCE WITH THE STANDARD/REGULATION (IF EQUIPPED):							
Zone	Time	Component	Defects	Verified			
Drivers Control	05:09:18	Other, Climate Control, Doors Operation, Tarebox, Headlight/camera, Kneeling, Wheelchair Ramp, Wipers/Washers, Patrix Operation, Signal/Lighting, Seat/View/Mirror	N	Y			
Brakes/steering	05:44:34	Other, Brakes Operation, Do: Air Brakes Test, Horn, Steering, Interlock	N	Y			
Interior Front	05:44:34	Other, Emergency/Door, Warning, Interior Lights, Locks/Interlocks, Shocks/Struts, 1995 Seat Belts, Safety Seats/Storage, Seating/Capacity, Standings-Rolls, Vandalism/Graffiti	N	Y			
Interior Rear	05:45:07	Other, Hooding, Lost Property, Tarebox/Storage, Pass Stop, Tarebox, Vandalism/Graffiti, Emergency exits, Interior Lights, A Postcard Equip, Standings/Rolls	N	Y			
Right Rear	05:46:22	Auxiliary Air Leak, Destination sign, Other, Body, Mirrors, Tires/Wheel/Lugs, Windows/Glass, E-Flashing	N	Y			
Right Rear	05:46:25	Access Panels, Audible Air Leak, Other, Body, Mud Flaps/Spats, Tires/Wheel/Lugs, Windows/Glass, E-Flashing	Y	Y			
Rear	05:48:12	Access Panels, Audible Air Leak, Other, Under-Lug, Body, Mud Flaps/Spats, Tires/Wheel/Lugs, License Area, Rear Lighting, Engine Door	N	Y			
Left Rear	05:50:14	Access Panels, Audible Air Leak, Other, Body, Mud Flaps/Spats, Tires/Wheel/Lugs, Windows/Glass, E-Flashing	N	Y			
Left Front	05:50:40	Access Panels, Audible Air Leak, Other, Body, Mud Flaps/Spats, Tires/Wheel/Lugs, Windows/Glass, E-Flashing	N	Y			
Front	05:51:00	Access Panels, Audible Air Leak, Other, Body, Mud Flaps/Spats, Tires/Wheel/Lugs, Windows/Glass, E-Flashing	N	Y			
DEFECTS NOTED DURING THIS INSPECTION (click to repair)							
Zone	Component	Condition	Status	Technician	Repair Date	Ref No.	Defect ID
Right Rear	Body	Roof Damage	OK				82
REVIEWER							
Accepting Inspector: Chang, J							
Next Inspection Date: Tuesday 07 Nov 2017 21:21:21							
Chang, J has reviewed this EVIR® and acknowledges the certification that all required repairs have been performed.							
Standard (Intermittent)		Shop Copy (Intermittent)		Print Shop Copies This EVIR Only (Generate PDF file)		Print Shop Copies This Asset Only (Generate PDF file)	

COMPANY CONFIDENTIAL
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### Customer Care: 24/7/365

- One call for both hardware and software support
- Dedicated field service representative
- Customized training materials and agendas
- Pro-active account monitoring
- Remote and on-site ongoing training
- Online training videos & help documentation

99.4%

Annual Customer Retention

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## 24 APPENDIX R – ICS Requirements by Position

Positions Requiring ICS	IS 100	IS 200	IS 300	IS 400	IS 700.b	IS 907	IS0029,a
CEO	X	X			X	X	
Executive Director of Administration	X	X			X	X	
Chief Operating Officer	X	X			X	X	
Executive Director of Maintenance	X	X			X	X	
Chief Safety Officer	X	X			X	X	
Executive Director of Finance	X	X			X	X	
Executive Director of Planning and Community Development	X	X			X	X	
Communication Manager	X	X			X	X	X
Communication Administrator	X	X			X	X	X
Human Resource Analyst, Senior	X	X			X	X	
Human Resource Manager	X	X			X	X	
Risk Manager	X	X			X	X	
Training & Workforce Development Manager	X	X			X	X	
Finance Manager	X	X			X	X	
Budget Supervisor	X	X			X	X	
Procurement Manager	X	X			X	X	
Information Technology Manager	X	X			X	X	
Information Technology Supervisor	X	X			X	X	
Transportation Manager, Customer Experience	X	X	X	X	X	X	
Transportation Manager	X	X	X	X	X	X	
Transportation Manager, Specialized Transportation	X	X	X	X	X	X	
Public Safety Chief	X	X	X	X	X	X	
Customer Service Assistant Manager	X	X			X	X	
Transportation Assistant Manager	X	X	X	X	X	X	
Service Support Training Coordinator	X	X			X	X	
Communication Center Assistant Manager	X	X	X	X	X	X	
Communication Controller	X	X			X	X	
Service Supervisor	X	X	X	X	X	X	
Special Events Coordinator	X	X			X	X	
Service Impacts Supervisor	X	X			X	X	
Specialized Transportation Assistant Manager	X	X			X	X	
Specialized Transportation Dispatcher	X	X			X	X	
ADA Eligibility Assistant Manager	X	X			X	X	
Physical Security Systems Administrator	X	X	X	X	X	X	
Public Safety Sergeant	X	X	X	X	X	X	
Public Safety Officer	X	X	X	X	X	X	
Safety Administrator	X	X	X	X	X	X	
Safety Coordinator	X	X			X	X	
Bus Training Assistant Manager	X	X	X	X	X	X	
Instructor	X	X			X	X	
Marketing Supervisor	X	X			X	X	
Principal Planner	X	X			X	X	
Planning Manager	X	X			X	X	
Community Development Manager	X	X			X	X	
Community Development Supervisor	X	X			X	X	
Community Development Administrator	X	X			X	X	
Communications Systems Assistant Manager	X	X			X	X	
Maintenance Training Coordinator	X	X			X	X	
Fleet Manager	X	X	X	X	X	X	
Warehouse Manager	X	X	X	X	X	X	
Facilities Manager	X	X	X	X	X	X	
Fleet Assistant Manager	X	X			X	X	
Facilities Assistant Manager	X	X			X	X	
Lead Mechanic	X	X			X	X	
Lead Maintenance Mechanic	X	X			X	X	

## 25 APPENDIX S – ERSCT Charter

**EXECUTIVE REGIONAL SECURITY COORDINATION TEAM (ERSCT)**

Effective Date: 09/13/2024  
Revision # 00 & Date: Sep. 2024

<p><b>Committee Name:</b> Executive Regional Security Coordination Team</p> <p><b>Committee Purpose:</b> Through a collaborative approach, bring together Puget Sound regional transportation partners to discuss and coordinate operational security.</p> <p><b>Committee Goals:</b></p> <ul style="list-style-type: none"> <li>Enhanced Communication: Establish clear lines of communication between agencies to ensure timely information sharing and coordinated responses to security incidents.</li> <li>Resource Optimization: Identify and leverage available security and law enforcement resources to maximize our collective capabilities.</li> <li>Unified Response Protocols: Develop and implement consistent response protocols to manage and mitigate security threats effectively.</li> <li>Training and Preparedness: Coordinate joint training exercises to ensure our teams are well-prepared to handle a variety of security scenarios.</li> <li>Customer and Employee Safety: Focus on proactive measures and strategies to prevent incidents, ensuring a safe and secure environment for all.</li> <li>Collaboration: Sharing of information and best practices that support each other in delivering transportation that is safe and secure.</li> <li>Emergency Response: Coordination and understanding of different agency's emergency procedures</li> </ul> <p><b>Committee Deliverables:</b></p> <ul style="list-style-type: none"> <li>Develop an Interagency contact list</li> <li>Share agency organizational structure and resources</li> <li>Develop an event calendar with local events that may impact more than one agency.</li> </ul>	<p><b>Accountable Executive Sponsor:</b></p> <ul style="list-style-type: none"> <li>Branden Porter, ST Acting Chief Safety Officer</li> <li>Rebecca Frankhouser, KCM Chief Safety Officer</li> </ul> <p><b>Lead Agency/Department or Division:</b></p> <ul style="list-style-type: none"> <li>Sound Transit – Safety</li> <li>King County Metro - Safety</li> </ul> <p><b>Single Point of Accountability:</b></p> <ul style="list-style-type: none"> <li>Branden Porter, Acting Chief Safety Officer</li> </ul> <p><b>Facilitator</b></p> <ul style="list-style-type: none"> <li>Branden Porter, ST Acting Chief Safety Officer</li> <li>Rebecca Frankhouser, KCM Chief Safety Officer</li> </ul> <p><b>Administrator:</b></p> <ul style="list-style-type: none"> <li>Val Portanova, ST</li> </ul> <p><b>Membership:</b></p> <ul style="list-style-type: none"> <li>Branden Porter, ST Acting Chief Safety Officer</li> <li>Don Burr, ST Deputy Director, Transportation Safety &amp; Security</li> <li>Rebecca Frankhouser, KCM Chief Safety Officer</li> <li>Samantha Lushtak, CT Chief Safety Officer</li> <li>Scott Eastman, CT Sr. Manager Security and Emergency Management</li> <li>Reggie Reese, PT Chief Safety Officer</li> <li>Rodney Chandler, PT</li> <li>Jason Hovde, PT Safety Administrator</li> <li>Mike Schmieder, ET</li> <li>Brian Senyitko, ET</li> <li>Ana Fuschetto, WSF</li> <li>Chris Catalanotto, WSF</li> </ul>
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# Pierce Transit

Connecting you with life



## Enterprise Resource Planning (ERP) Replacement

Board of Commissioners

July 14, 2025



# ERP Project

- Implement an integrated financial system with modern capabilities
- Approved in 2024 capital budget



# Why We Need a New ERP

- Current system struggles to meet agency needs
- Manual work-arounds and reporting gaps
- Multiple systems to track project expenditures
- No budget or grant capability



# Experienced Guidance

- GFOA consultants engaged for current-state analysis
- Supported demonstration scripts and evaluation framework
- Staff experience with other ERP implementations
- Dedicated project management & change-management leads





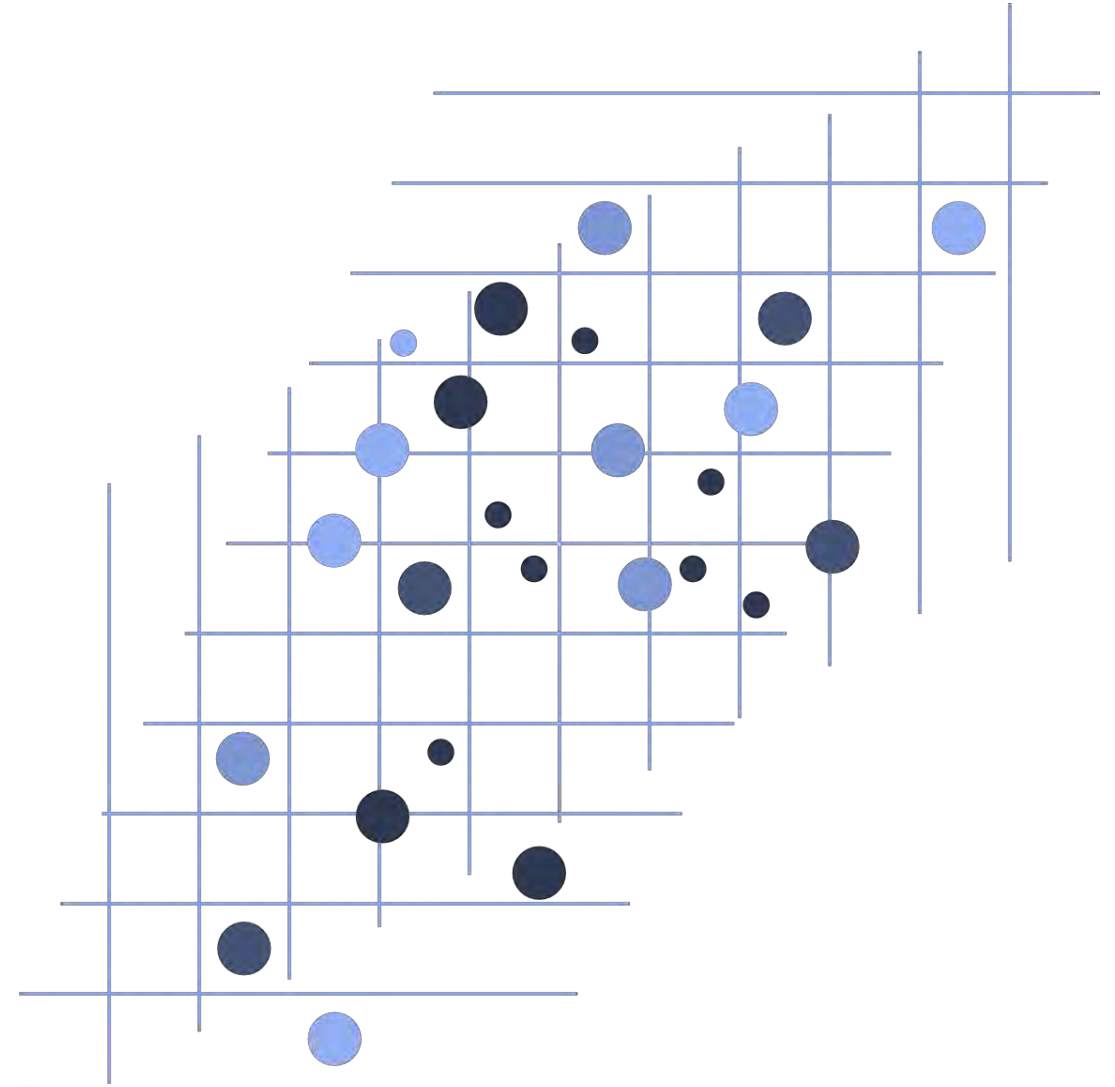


# Integration Requirements

- Must interface with multiple transit software systems
- APIs for project management, payroll, and maintenance inventory systems

# Selection Criteria

- System capability, usability, and cost
- Vendor knowledge and experience
- Customer references





# Configuration Over Customization

- Focus on configurable functionality
- Minimal custom code to ease upgrades



# Competitive Procurement

- 9 vendor proposals received
- Top 5 vendors asked to provide two-day live demos
- 70+ business processes evaluated
- First day of live demos held in person
- System users from across the agency attended in-person demonstrations



# Next Steps & Timeline

- Reference checks, final selection & contract negotiation
- Board contract award recommendation as early as August
- Project kickoff immediately after approval



# Questions?

