

Board of Commissioners Regular Meeting Agenda
August 11, 2025 - 4:00 p.m.



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

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

Call to Order

Roll Call

Flag Salute and Land Acknowledgement

Presentations

1. Honoring Delmar Sherrell for Operator of the Month for July 2025

John Riggs
Assistant Transportation Manager

Public Comment

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

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

Consent Agenda

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

1. Approval of Vouchers: July 1-31, 2025
2. Approval of Minutes: July 14, 2025, regular board meeting
3. 2025 Q2 Report for Contracts Executed Over \$100,000 and Sole Source Contracts Executed Over \$10,000

Action Agenda

1. FS 2025-032, A Resolution of the Board of Commissioners of Pierce Transit Adopting the Destination 2045 Long Range Plan

Ryan Wheaton
Chief Planning Officer
&
Andrew Arnes
Planning Assistant Manager

2. FS 2025-033, Authority to Increase the Contract Authority Amount with First Transit, Contract No.PT-03-18, to Provide ADA Paratransit Services to Pierce Transit Customers

Cherry Thomas
Specialized Transportation Manager

Staff Updates

1. CEO's Report

Mike Griffus
Chief Executive Officer

Informational Items

1. Chair Report
2. Sound Transit Update
3. Puget Sound Regional Council Transportation Policy Board Update
4. Committee Chair Reports
5. Commissioners' Comments
 - Honoring Kristina Walker for Serving as the Pierce Transit Board Chair from July 2023 to June 2025

Chair Whalen

Commissioner Mello

Commissioner Fagundes
&
Commissioner Walker

Chair Whalen

Executive Session ~ RCW 42.30.110 (1)(g) - Review the Performance of a Public Employee

Adjournment

Handouts: 2025 Q2 Financial Report

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
Board Payments Over \$50,000
Payments From: Jul 1, 2025 to Jul 31, 2025
Cash and Investment Balance: \$252,448,229.13

Payment Numbers CK 00386189 through CK 00386428
Wire Numbers EFT 00020645 through EFT 00020927
Total \$8,425,857.26

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

Operating Fund

Check	Vendor	Item/Service	Amount
CHK 00386216	PIERCE COUNTY	Policing Svcs 05/25	78,512.58
CHK 00386331	US BANK NA	Fuel VP 06/02-07/01/25	65,631.97
CHK 00386333	ATU LOCAL 758 CORP	Union Dues PP15 2025	60,056.84
CHK 00386338	CITY OF LAKEWOOD	Policing Svcs 06/25	63,489.94
CHK 00386375	UNIVERSAL PROTECTION SERVICE L	Security 1st Tr 05/30-06/26/25	200,274.47
CHK 00386425	WA ST DEPT OF LABOR & INDUSTRI	Self Ins Report Q2 2025	81,680.45
EFT 00020665	HIGH LINE SOFTWARE INC	Hosting 07/01/25-06/30/26	169,645.88
EFT 00020732	PETROCARD INC	Fuel	162,882.73
EFT 00020750	VIA TRANSPORTATION INC	Gig Harbor Runner 06/25	240,572.84
EFT 00020761	AWC EMPLOYEE BENEFIT TRUST	Employee Benefits Prem 07.25	1,526,800.13
EFT 00020762	ICMA RETIREMENT	Deferred Comp PP14 2025	322,204.81
EFT 00020766	US BANK CORPORATE PAYMENT SYS	P-Card misc operating supplies	86,835.92
EFT 00020776	FIRST TRANSIT INC	ADA Paratransit Svcs 06/25	1,002,648.15
EFT 00020788	LAKEVIEW LIGHT & POWER CO	Utilities	167,412.34
EFT 00020792	MICROSOFT CORPORATION	Supp Agr 04/01/25-03/31/26	152,945.00
EFT 00020797	PETROCARD INC	Fuel	75,394.06
EFT 00020828	BRIDGESTONE AMERICA	Tire Miles 06/25	84,566.55
EFT 00020832	CUMMINS INC	Misc bus parts inventory	85,143.52
EFT 00020840	GILLIG LLC	Misc bus parts inventory	50,196.03
EFT 00020857	PETROCARD INC	Fuel	119,874.38
EFT 00020870	VIA TRANSPORTATION INC	Credit INV031-1583 2025	58,560.90
EFT 00020876	ICMA RETIREMENT	Deferred Comp PP15 2025	316,657.33
Payments for Fund 1 Total			5,171,986.82

Self Insurance Fund

Check	Vendor	Item/Service	Amount
CHK 00386425	WA ST DEPT OF LABOR & INDUSTRI	Self Ins Report Q2 2025	35,112.56
Payments for Fund 4 Total			35,112.56

Capital Fund

Check	Vendor	Item/Service	Amount
CHK 00386360	PUDGET SOUND SOLAR	EV Chargers (3)	174,660.00
CHK 00386394	NOVA CONTRACTING INC.	Mob/Demob SpanTC 06/25	188,400.00
EFT 00020829	BUD CLARY CHEVROLET CADILLAC I	18 2025 Chevy Traverse FWD \	777,834.00
EFT 00020848	LNI CUSTOM MANUFACTURING INC	Pylons for Stream	77,475.45
Payments for Fund 9 Total			1,218,369.45
Total Payments in Excess of \$50,000.00			6,425,468.83

Aug 1, 2025 10:21:44 AM

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

Payment Numbers CK 00386189 through CK 00386428
Wire Numbers EFT 00020645 through EFT 00020927

Check Number	Check Date	Vendor Name	Amount
CHK	00386189	07/02/2025 4IMPRINT	2,285.86
CHK	00386190	07/02/2025 AAA FIRE PROTECTION INC	705.74
CHK	00386191	07/02/2025 AMPLIFIED WIRELESS SOLUTIONS I	333.33
CHK	00386192	07/02/2025 AT&T	11,340.39
CHK	00386193	07/02/2025 BUILDERS EXCHANGE OF WASHINGTO	181.75
CHK	00386194	07/02/2025 BUNCE RENTALS INC	182.08
CHK	00386195	07/02/2025 CASCADE FRICTION MATERIALS	64.42
CHK	00386196	07/02/2025 CITY OF TACOMA	1,053.00
CHK	00386197	07/02/2025 CONVERGINT TECHNOLOGIES LLC	6,217.86
CHK	00386198	07/02/2025 SIMON AND COMPANY INC	3,750.00
CHK	00386199	07/02/2025 COURVAL SCHEDULING INC	20,484.50
CHK	00386200	07/02/2025 DAILY JOURNAL OF COMMERCE INC	808.25
CHK	00386201	07/02/2025 DAVIDSON MACRI SWEEPING INC	725.00
CHK	00386202	07/02/2025 DM RECYCLING CO INC	3,227.98
CHK	00386203	07/02/2025 FIRST RESPONDER OUTFITTERS INC	438.72
CHK	00386204	07/02/2025 FRUITLAND MUTUAL WATER COMPANY	785.22
CHK	00386205	07/02/2025 GENES TOWING CORP	4,895.49
CHK	00386206	07/02/2025 GILCHRIST CHEVROLET BUICK GMC	104.97
CHK	00386207	07/02/2025 HAROLD LEMAY ENTERPRISES	7,594.32
CHK	00386208	07/02/2025 IOPREDICT INC	324.00
CHK	00386209	07/02/2025 LEMAY MOBILE SHREDDING	382.72
CHK	00386210	07/02/2025 LIKE MEDIA	425.00
CHK	00386211	07/02/2025 MCMMASTER-CARR SUPPLY	125.66
CHK	00386212	07/02/2025 MULTICARE HEALTH SYSTEM	16,564.91
CHK	00386213	07/02/2025 O'REILLY AUTO ENTERPRISES LLC	99.08
CHK	00386214	07/02/2025 OLYMPIC SPORTS & SPINE PLLC	840.00
CHK	00386215	07/02/2025 AMERIDIAN INDUSTRIES LLC	152.20
CHK	00386216	07/02/2025 PIERCE COUNTY	78,512.58
CHK	00386217	07/02/2025 PTBA PETTY CASH	23.05
CHK	00386218	07/02/2025 LEPS-PSS PLLC	800.00
CHK	00386219	07/02/2025 PURE FILTRATION PRODUCTS INC	2,632.62
CHK	00386220	07/02/2025 RAINIER LIGHTING & ELECTRICAL	53.95
CHK	00386221	07/02/2025 REPUBLIC PARKING NORTHWEST LLC	4,405.00
CHK	00386222	07/02/2025 REX V PEGG FABRICS INC	9,477.08
CHK	00386223	07/02/2025 T-MOBILE	470.67
CHK	00386224	07/02/2025 SOUND PUBLISHING	195.78
CHK	00386225	07/02/2025 ULINE INC	932.45
CHK	00386226	07/02/2025 VERIZON WIRELESS	80.02
CHK	00386227	07/02/2025 VERIZON WIRELESS	1,422.24
CHK	00386228	07/02/2025 VERIZON WIRELESS	1,220.84
CHK	00386229	07/02/2025 VERIZON WIRELESS	1,881.43
CHK	00386230	07/02/2025 VERIZON WIRELESS	1,220.84
CHK	00386231	07/02/2025 VERIZON WIRELESS	635.25
CHK	00386232	07/02/2025 VERIZON WIRELESS	560.25
CHK	00386233	07/02/2025 VERIZON WIRELESS	1,235.84
CHK	00386234	07/02/2025 VERIZON WIRELESS	2,542.02
CHK	00386235	07/02/2025 VERIZON WIRELESS	560.25
CHK	00386236	07/02/2025 VERIZON WIRELESS	1,252.79
CHK	00386237	07/02/2025 VERIZON WIRELESS	1,138.62
CHK	00386238	07/02/2025 VERIZON WIRELESS	527.10
CHK	00386239	07/02/2025 VERIZON WIRELESS	560.13
CHK	00386240	07/02/2025 VERIZON WIRELESS	1,734.22
CHK	00386241	07/02/2025 WB SPRAGUE CO INC	1,741.78
CHK	00386242	07/02/2025 WESCO EQUIPMENT	5,192.96
CHK	00386243	07/10/2025 AMB TOOLS INC	271.11
CHK	00386244	07/10/2025 AT&T	24,199.78
CHK	00386245	07/10/2025 AT&T	30.89
CHK	00386246	07/10/2025 ATU LOCAL 758 CORP	2,869.40
CHK	00386247	07/10/2025 BISON CASH	330.34
CHK	00386248	07/10/2025 CASCADE FRICTION MATERIALS	616.51
CHK	00386249	07/10/2025 CENTRAL PIERCE FIRE & RESCUE	650.00
CHK	00386250	07/10/2025 QWEST CORPORATION	79.52
CHK	00386251	07/10/2025 QWEST CORPORATION	93.47
CHK	00386252	07/10/2025 CITY OF PUYALLUP	37,118.61
CHK	00386253	07/10/2025 CITY OF TACOMA	177.85
CHK	00386254	07/10/2025 COLONIAL SUPPLEMENTAL LIFE	2,398.56
CHK	00386255	07/10/2025 COMCAST HOLDINGS CORPORATION	174.37
CHK	00386256	07/10/2025 COMCAST HOLDINGS CORPORATION	178.36
CHK	00386257	07/10/2025 COMCAST HOLDINGS CORPORATION	173.32
CHK	00386258	07/10/2025 COMCAST HOLDINGS CORPORATION	309.16
CHK	00386259	07/10/2025 COMCAST HOLDINGS CORPORATION	161.32
CHK	00386260	07/10/2025 COMMITTEE ON POLITICAL EDUCATI	681.34
CHK	00386261	07/10/2025 DISH NETWORK LLC	121.13

CHK	00386262	07/10/2025	ECONOMIC DEVELOPMENT BOARD	5,000.00
CHK	00386263	07/10/2025	FORMFOX INC.	50.00
CHK	00386264	07/10/2025	GENES TOWING CORP	3,563.57
CHK	00386265	07/10/2025	GILCHRIST CHEVROLET BUICK GMC	89.61
CHK	00386266	07/10/2025	HAROLD LEMAY ENTERPRISES	12.72
CHK	00386267	07/10/2025	HOME DEPOT USA INC	811.06
CHK	00386268	07/10/2025	IAM & AW	848.50
CHK	00386269	07/10/2025	INTERNAL REVENUE SERVICE	220.00
CHK	00386270	07/10/2025	KAISER FOUNDATION HEALTH PLAN	148.00
CHK	00386271	07/10/2025	LANGUAGE LINE SERVICES	31.86
CHK	00386272	07/10/2025	SYNCHRONY BANK	1,918.83
CHK	00386273	07/10/2025	LUCENT CASH	229.29
CHK	00386274	07/10/2025	MCMASTER-CARR SUPPLY	122.80
CHK	00386275	07/10/2025	MICHAEL G MALAIER	300.00
CHK	00386276	07/10/2025	NH DEPT OF H&HS	419.50
CHK	00386277	07/10/2025	NORTHWEST HANDLING SYSTEMS	125.51
CHK	00386278	07/10/2025	NORTHWEST IAM BENEFIT TRUST	2,616.90
CHK	00386279	07/10/2025	O'REILLY AUTO ENTERPRISES LLC	285.34
CHK	00386280	07/10/2025	OLYMPIC SPORTS & SPINE PLLC	480.00
CHK	00386281	07/10/2025	ORIN MULLEN	13.23
CHK	00386282	07/10/2025	PENINSULA LIGHT COMPANY	187.78
CHK	00386283	07/10/2025	PIERCE COUNTY	6,805.62
CHK	00386284	07/10/2025	PROFESSIONAL CREDIT SERVICE	717.16
CHK	00386285	07/10/2025	PUGET SOUND ENERGY	48,753.22
CHK	00386286	07/10/2025	RICHARD MIKLIAN	38.52
CHK	00386287	07/10/2025	SENTINEL TECHNOLOGIES INC	8,700.19
CHK	00386288	07/10/2025	SHERWIN-WILLIAMS	6,105.11
CHK	00386289	07/10/2025	OD SNIDER & SON INC	545.79
CHK	00386290	07/10/2025	SOLUTIONS NORTHWEST INC	1,670.60
CHK	00386291	07/10/2025	SOUND PUBLISHING	105.30
CHK	00386292	07/10/2025	TARA DUNFORD CPA	146.25
CHK	00386293	07/10/2025	TERMINIX INTERNATIONAL COMPANY	165.56
CHK	00386294	07/10/2025	TERMINIX INTERNATIONAL COMPANY	158.15
CHK	00386295	07/10/2025	TRUVIEW BSI LLC	722.04
CHK	00386296	07/10/2025	ULINE INC	106.62
CHK	00386297	07/10/2025	UNITED SITE SERVICES OF NEVADA	1,435.08
CHK	00386298	07/10/2025	UNITED WAY OF PIERCE COUNTY	1,097.51
CHK	00386299	07/10/2025	VERIZON WIRELESS	1,734.17
CHK	00386300	07/10/2025	WA ST DEPT OF LABOR & INDUSTRI	228.20
CHK	00386301	07/10/2025	WA ST DEPT OF SOCIAL & HEALTH	112.50
CHK	00386302	07/10/2025	WALTER E NELSON CO	1,277.34
CHK	00386303	07/10/2025	WESCO EQUIPMENT	381.72
CHK	00386304	07/10/2025	WURTH USA INC	849.09
CHK	00386305	07/17/2025	ALIGNMENT ON WHEELS INC	821.96
CHK	00386306	07/17/2025	AT&T	96.79
CHK	00386307	07/17/2025	BEN'S CLEANER SALES INC	2,485.65
CHK	00386308	07/17/2025	QWEST CORPORATION	412.25
CHK	00386309	07/17/2025	QWEST CORPORATION	913.86
CHK	00386310	07/17/2025	CITY OF FEDERAL WAY	35,411.25
CHK	00386311	07/17/2025	CITY OF PUYALLUP	542.56
CHK	00386312	07/17/2025	CITY OF TACOMA	13,155.78
CHK	00386313	07/17/2025	CITY OF TACOMA	234.00
CHK	00386314	07/17/2025	DEAF-BLIND SERVICE CENTER	623.04
CHK	00386315	07/17/2025	FIRST RESPONDER OUTFITTERS INC	611.06
CHK	00386316	07/17/2025	GENES TOWING CORP	2,630.48
CHK	00386317	07/17/2025	LAKEWOOD WATER DISTRICT	491.78
CHK	00386318	07/17/2025	LOOMIS ARMORED US LLC	1,502.46
CHK	00386319	07/17/2025	SYNCHRONY BANK	44.59
CHK	00386320	07/17/2025	MCMASTER-CARR SUPPLY	174.01
CHK	00386321	07/17/2025	KAMAN INDUSTRIAL TECHNOLOGIES	80.93
CHK	00386322	07/17/2025	ODP BUSINESS SOLUTIONS LLC	76.90
CHK	00386323	07/17/2025	OLYMPIC INDUSTRIAL SUPPLY LLC	826.40
CHK	00386324	07/17/2025	PIERCE COUNTY	1,830.63
CHK	00386325	07/17/2025	PIERCE COUNTY	2,193.16
CHK	00386326	07/17/2025	QUADIENT LEASING USA INC	1,152.35
CHK	00386327	07/17/2025	RICHARD MIKLIAN	38.52
CHK	00386328	07/17/2025	SHERWIN-WILLIAMS	251.75
CHK	00386329	07/17/2025	SM STEMPER ARCHITECTS PLLC	4,642.40
CHK	00386330	07/17/2025	THE TSM SHOP	1,903.78
CHK	00386331	07/17/2025	US BANK NA	65,631.97
CHK	00386332	07/24/2025	AMB TOOLS INC	97.37
CHK	00386333	07/24/2025	ATU LOCAL 758 CORP	60,056.84
CHK	00386334	07/24/2025	BEN'S CLEANER SALES INC	2,070.83
CHK	00386335	07/24/2025	BISON CASH	143.35
CHK	00386336	07/24/2025	BRADLEY J SILVERSTEIN	3,897.80
CHK	00386337	07/24/2025	BUNCE RENTALS INC	2,011.87
CHK	00386338	07/24/2025	CITY OF LAKEWOOD	63,489.94
CHK	00386339	07/24/2025	CITY OF TACOMA	6,589.91
CHK	00386340	07/24/2025	CITY OF TACOMA	4,363.97
CHK	00386341	07/24/2025	COMCAST HOLDINGS CORPORATION	8,698.97
CHK	00386342	07/24/2025	GENES TOWING CORP	1,514.60
CHK	00386343	07/24/2025	GILCHRIST CHEVROLET BUICK GMC	225.99

CHK	00386344	07/24/2025	INTERNAL REVENUE SERVICE	220.00
CHK	00386345	07/24/2025	TYCO FIRE & SECURITY (US) MANA	1,558.60
CHK	00386346	07/24/2025	KIRK'S AUTOMOTIVE INC	960.07
CHK	00386347	07/24/2025	SADIE MARLOWE	1,201.00
CHK	00386348	07/24/2025	LUCENT CASH	551.06
CHK	00386349	07/24/2025	MCMMASTER-CARR SUPPLY	83.84
CHK	00386350	07/24/2025	METRO GLASS CO INC	2,050.00
CHK	00386351	07/24/2025	MICHAEL G MALAIER	300.00
CHK	00386352	07/24/2025	NH DEPT OF H&HS	419.50
CHK	00386353	07/24/2025	O'REILLY AUTO ENTERPRISES LLC	440.37
CHK	00386354	07/24/2025	WASHINGTON STATE SCHOOL FOR TH	47.53
CHK	00386355	07/24/2025	OLYMPIC SPORTS & SPINE PLLC	240.00
CHK	00386356	07/24/2025	AMERIDIAN INDUSTRIES LLC	2,238.76
CHK	00386357	07/24/2025	PARKLAND LIGHT & WATER CO	472.38
CHK	00386358	07/24/2025	PENINSULA LIGHT COMPANY	70.40
CHK	00386359	07/24/2025	PUGET SOUND ENERGY	294.32
CHK	00386360	07/24/2025	JEREMY SMITHSON	174,660.00
CHK	00386361	07/24/2025	ROBERT HUNTLEY	38.31
CHK	00386362	07/24/2025	ROTARY CLUB OF TACOMA #8	450.00
CHK	00386363	07/24/2025	SHERWIN-WILLIAMS	319.37
CHK	00386364	07/24/2025	SNAP-ON INDUSTRIAL ICSC	57.15
CHK	00386365	07/24/2025	OD SNIDER & SON INC	595.37
CHK	00386366	07/24/2025	SOUND PUBLISHING	69.85
CHK	00386367	07/24/2025	TACOMA MALL PARTNERSHIP	10,873.12
CHK	00386368	07/24/2025	UNITED WAY OF PIERCE COUNTY	1,097.51
CHK	00386369	07/24/2025	WA ST DEPT OF LABOR & INDUSTRI	114.10
CHK	00386370	07/24/2025	WA ST DEPT OF SOCIAL & HEALTH	112.50
CHK	00386371	07/24/2025	WESCO EQUIPMENT	878.40
CHK	00386372	07/24/2025	WRAPJAX LLC	5,665.13
CHK	00386373	07/28/2025	CITY OF TACOMA	6,684.40
CHK	00386374	07/31/2025	AAA FIRE PROTECTION INC	486.09
CHK	00386375	07/31/2025	UNIVERSAL PROTECTION SERVICE L	200,274.47
CHK	00386376	07/31/2025	AT&T	11,340.38
CHK	00386377	07/31/2025	CITY OF TACOMA	659.60
CHK	00386378	07/31/2025	COMCAST HOLDINGS CORPORATION	173.36
CHK	00386379	07/31/2025	COMCAST HOLDINGS CORPORATION	265.32
CHK	00386380	07/31/2025	COMCAST HOLDINGS CORPORATION	178.36
CHK	00386381	07/31/2025	COMCAST HOLDINGS CORPORATION	173.36
CHK	00386382	07/31/2025	CONNECTPOINT INC	373.06
CHK	00386383	07/31/2025	DS SERVICES OF AMERICA INC	89.20
CHK	00386384	07/31/2025	ECOLUBE RECOVERY LLC	255.00
CHK	00386385	07/31/2025	FASTENAL COMPANY	41.84
CHK	00386386	07/31/2025	GENES TOWING CORP	1,370.35
CHK	00386387	07/31/2025	GILCHRIST CHEVROLET BUICK GMC	93.01
CHK	00386388	07/31/2025	IOPREDICT INC	252.00
CHK	00386389	07/31/2025	KELLEY CREATE CO	1,574.45
CHK	00386390	07/31/2025	KITE REALTY GROUP LP	1,037.15
CHK	00386391	07/31/2025	LIKE MEDIA	425.00
CHK	00386392	07/31/2025	MCMMASTER-CARR SUPPLY	2,659.24
CHK	00386393	07/31/2025	NATIONAL BARRICADE COMPANY LLC	607.75
CHK	00386394	07/31/2025	NOVA CONTRACTING INC.	188,400.00
CHK	00386395	07/31/2025	O'REILLY AUTO ENTERPRISES LLC	180.41
CHK	00386396	07/31/2025	OCCUPATIONAL HEALTH CENTERS OF	115.00
CHK	00386397	07/31/2025	OLYMPIC SPORTS & SPINE PLLC	240.00
CHK	00386398	07/31/2025	PUGET SOUND ENERGY	2,338.75
CHK	00386399	07/31/2025	REPUBLIC PARKING NORTHWEST LLC	4,128.96
CHK	00386400	07/31/2025	SHAWN HARRIS	13.20
CHK	00386401	07/31/2025	SHERWIN-WILLIAMS	314.04
CHK	00386402	07/31/2025	TRANSIT FINANCE LEARNING EXCHA	1,450.00
CHK	00386403	07/31/2025	T-MOBILE	470.67
CHK	00386404	07/31/2025	SOUND PUBLISHING	102.57
CHK	00386405	07/31/2025	TERRACE MCCLURE	14.16
CHK	00386406	07/31/2025	THOMAS ADAMS	19.77
CHK	00386407	07/31/2025	TK ELEVATOR CORPORATION	11,356.75
CHK	00386408	07/31/2025	TOOLE DESIGN GROUP LLC	3,584.93
CHK	00386409	07/31/2025	UNITED SITE SERVICES OF NEVADA	438.56
CHK	00386410	07/31/2025	VERIZON WIRELESS	4,486.18
CHK	00386411	07/31/2025	VERIZON WIRELESS	340.17
CHK	00386412	07/31/2025	VERIZON WIRELESS	590.25
CHK	00386413	07/31/2025	VERIZON WIRELESS	1,340.84
CHK	00386414	07/31/2025	VERIZON WIRELESS	560.25
CHK	00386415	07/31/2025	VERIZON WIRELESS	560.25
CHK	00386416	07/31/2025	VERIZON WIRELESS	787.20
CHK	00386417	07/31/2025	VERIZON WIRELESS	1,438.61
CHK	00386418	07/31/2025	VERIZON WIRELESS	1,535.47
CHK	00386419	07/31/2025	VERIZON WIRELESS	560.25
CHK	00386420	07/31/2025	VERIZON WIRELESS	527.05
CHK	00386421	07/31/2025	VERIZON WIRELESS	560.13
CHK	00386422	07/31/2025	VERIZON WIRELESS	560.25
CHK	00386423	07/31/2025	VERIZON WIRELESS	560.25
CHK	00386424	07/31/2025	VERIZON WIRELESS	680.25
CHK	00386425	07/31/2025	WA ST DEPT OF LABOR & INDUSTRI	116,793.01

CHK	00386426	07/31/2025	WA ST DEPT OF LABOR & INDUSTRI	2,040.00
CHK	00386427	07/31/2025	WB SPRAGUE CO INC	963.38
CHK	00386428	07/31/2025	WESTERN GOVERNORS UNIVERSITY	4,764.75
EFT	00020645	07/02/2025	ADRIAN JAFARI	165.00
EFT	00020646	07/02/2025	ALL STARZ STAFFING AND CONSULT	4,853.16
EFT	00020647	07/02/2025	AMAZON CAPITAL SERVICES INC	1,906.52
EFT	00020648	07/02/2025	CONTINENTAL BATTERY COMPANY	713.51
EFT	00020649	07/02/2025	BRAVO ENVIRONMENTAL NW INC	16,095.00
EFT	00020650	07/02/2025	CINTAS CORPORATION NO 2	667.37
EFT	00020651	07/02/2025	COMMERCIAL BRAKE & CLUTCH	757.80
EFT	00020652	07/02/2025	PACIFIC APEX CONSTRUCTION LLC	35,818.78
EFT	00020653	07/02/2025	CUMMINS INC	15,804.99
EFT	00020654	07/02/2025	CURT KOHLWES	713.96
EFT	00020655	07/02/2025	DAVID TAUTALA	105.68
EFT	00020656	07/02/2025	DELL MARKETING LP	8,500.00
EFT	00020657	07/02/2025	DOCUMO INC	6.89
EFT	00020658	07/02/2025	TRUCKPRO HOLDING CORPORTATION	1,294.52
EFT	00020659	07/02/2025	FIVE9 INC	3,873.42
EFT	00020660	07/02/2025	GALLS LLC	529.74
EFT	00020661	07/02/2025	GILLIG LLC	31,697.81
EFT	00020662	07/02/2025	GORDON THOMAS HONEYWELL	6,500.00
EFT	00020663	07/02/2025	GRAINGER	2,488.40
EFT	00020664	07/02/2025	HANOVER DISPLAYS INC	7,307.25
EFT	00020665	07/02/2025	HIGH LINE SOFTWARE INC	169,645.88
EFT	00020666	07/02/2025	INTERCLEAN EQUIPMENT LLC	1,305.26
EFT	00020667	07/02/2025	JON NEWMAN	52.85
EFT	00020668	07/02/2025	LARSCO INC	138.97
EFT	00020669	07/02/2025	MALLORY SAFETY & SUPPLY LLC	23,226.70
EFT	00020670	07/02/2025	MB ELECTRIC LLC	13,426.61
EFT	00020671	07/02/2025	MOHAWK MFG & SUPPLY	2,677.96
EFT	00020672	07/02/2025	MOTION INDUSTRIES, INC.	260.73
EFT	00020673	07/02/2025	MUNCIE RECLAMATION & SUPPLY CO	376.98
EFT	00020674	07/02/2025	NAVIA BENEFIT SOLUTIONS	1,341.60
EFT	00020675	07/02/2025	OLYMPIC HOLDINGS STG LLC	5,693.37
EFT	00020676	07/02/2025	PURCELL TIRE & RUBBER COMPANY	2,746.48
EFT	00020677	07/02/2025	QUALITY BUSINESS SYSTEMS INC	7,552.23
EFT	00020678	07/02/2025	ROMAINE ELECTRIC CORP	1,006.69
EFT	00020679	07/02/2025	RAINIER DELACRUZ	80.00
EFT	00020680	07/02/2025	SHUMAN LLC	285.67
EFT	00020681	07/02/2025	RODNEY DYE	467.20
EFT	00020682	07/02/2025	SEATTLE AUTOMOTIVE DISTRIBUTIN	849.95
EFT	00020683	07/02/2025	SOUND TRANSIT SMART CARD CENTR	4,637.14
EFT	00020684	07/02/2025	STANDARD PARTS CORP	2,263.61
EFT	00020685	07/02/2025	STAPLES INC	4,044.06
EFT	00020686	07/02/2025	UNIVERSAL AUTO GROUP 1	230.23
EFT	00020687	07/02/2025	TACOMA SCREW PRODUCTS INC	3,984.84
EFT	00020688	07/02/2025	TERRYBERRY COMPANY LLC	540.85
EFT	00020689	07/02/2025	THE WW WILLIAMS COMPANY LLC	2,710.23
EFT	00020690	07/02/2025	TINY'S TIRE	686.80
EFT	00020691	07/02/2025	THE AFTERMARKET PARTS CO LLC	29,162.75
EFT	00020692	07/02/2025	UNITED PARCEL SERVICE INC	51.61
EFT	00020693	07/02/2025	WAXIE SANITARY SUPPLY	1,591.14
EFT	00020694	07/02/2025	DOBBS HEAVY DUTY HOLDINGS LLC	23,279.65
EFT	00020695	07/02/2025	WILLIAM DICKEN	51.09
EFT	00020696	07/02/2025	WORLDPAK INC	24.26
EFT	00020697	07/10/2025	ABSHER CONSTRUCTION COMPANY	13,357.52
EFT	00020698	07/10/2025	AMERICAN CUSTODIAN INC	27,058.00
EFT	00020699	07/10/2025	AIRGAS INC	952.17
EFT	00020700	07/10/2025	ALL STARZ STAFFING AND CONSULT	3,714.08
EFT	00020701	07/10/2025	AMAZON CAPITAL SERVICES INC	5,784.57
EFT	00020702	07/10/2025	ANIXTER INC	246.58
EFT	00020703	07/10/2025	ATWORK! COMMERCIAL ENTERPRISES	20,393.06
EFT	00020704	07/10/2025	CONTINENTAL BATTERY COMPANY	5,362.91
EFT	00020705	07/10/2025	CCC INTELLIGENT SOLUTIONS INC	483.34
EFT	00020706	07/10/2025	CENTRAL PUGET SOUND REGIONAL T	2,523.42
EFT	00020707	07/10/2025	CINTAS CORPORATION NO 2	3,259.30
EFT	00020708	07/10/2025	COGENT COMMUNICATIONS INC	3,850.41
EFT	00020709	07/10/2025	COMMERCIAL BRAKE & CLUTCH	1,978.17
EFT	00020710	07/10/2025	CUMMINS INC	30,311.85
EFT	00020711	07/10/2025	CYBERSOURCE CORPORATION	289.32
EFT	00020712	07/10/2025	DRUG FREE BUSINESS	4,524.00
EFT	00020713	07/10/2025	FIVE9 INC	1,644.24
EFT	00020714	07/10/2025	GALLS LLC	4,890.15
EFT	00020715	07/10/2025	SPX CORPORATION	1,104.39
EFT	00020716	07/10/2025	GILLIG LLC	23,044.23
EFT	00020717	07/10/2025	GRAINGER	3,203.78
EFT	00020718	07/10/2025	HDR ENGINEERING INC	2,638.46
EFT	00020719	07/10/2025	MOTION INDUSTRIES, INC.	1,231.39
EFT	00020720	07/10/2025	JASON PATRIQUIN	75.00
EFT	00020721	07/10/2025	KENDRA BROKMAN	171.58
EFT	00020722	07/10/2025	LARSCO INC	779.06
EFT	00020723	07/10/2025	LEEANN MCNULTY	497.06

EFT	00020724	07/10/2025	LISA MCVAY	2,101.61
EFT	00020725	07/10/2025	MALLORY SAFETY & SUPPLY LLC	1,303.58
EFT	00020726	07/10/2025	DB PRINTING LLC	31.80
EFT	00020727	07/10/2025	MOHAWK MFG & SUPPLY	273.00
EFT	00020728	07/10/2025	MUNCIE RECLAMATION & SUPPLY CO	4,439.44
EFT	00020729	07/10/2025	NEOPART TRANSIT LLC	22,707.22
EFT	00020730	07/10/2025	OLYMPIC HOLDINGS STG LLC	1,245.06
EFT	00020731	07/10/2025	PEAK INDUSTRIAL INC	2,086.85
EFT	00020732	07/10/2025	PETROCARD INC	162,882.73
EFT	00020733	07/10/2025	PRINT NW	605.72
EFT	00020734	07/10/2025	PURCELL TIRE & RUBBER COMPANY	1,969.77
EFT	00020735	07/10/2025	QUADIENT FINANCE USA INC	3,152.80
EFT	00020736	07/10/2025	ROMAINE ELECTRIC CORP	12.06
EFT	00020737	07/10/2025	SHUMAN LLC	165.00
EFT	00020738	07/10/2025	RICHARD KING	75.00
EFT	00020739	07/10/2025	SEATTLE AUTOMOTIVE DISTRIBUTIN	1,163.72
EFT	00020740	07/10/2025	SOUND TRANSIT SMART CARD CENTR	649.47
EFT	00020741	07/10/2025	STANDARD PARTS CORP	5,975.60
EFT	00020742	07/10/2025	STAPLES INC	655.94
EFT	00020743	07/10/2025	STELLAR INDUSTRIAL SUPPLY INC	794.30
EFT	00020744	07/10/2025	UNIVERSAL AUTO GROUP 1	1,865.82
EFT	00020745	07/10/2025	TACOMA SCREW PRODUCTS INC	569.11
EFT	00020746	07/10/2025	TENNANT SALES AND SERVICE COMP	1,066.27
EFT	00020747	07/10/2025	THE WW WILLIAMS COMPANY LLC	8,200.26
EFT	00020748	07/10/2025	THE AFTERMARKET PARTS CO LLC	5,001.44
EFT	00020749	07/10/2025	UNITED PARCEL SERVICE INC	47.31
EFT	00020750	07/10/2025	VIA TRANSPORTATION INC	240,572.84
EFT	00020751	07/10/2025	WA ST AUDITOR'S OFFICE	17,708.60
EFT	00020752	07/10/2025	WARREN DRUMMOND	39.00
EFT	00020753	07/10/2025	WAXIE SANITARY SUPPLY	5,691.59
EFT	00020754	07/10/2025	WESMAR COMPANY INC	1,811.15
EFT	00020755	07/10/2025	DOBBS HEAVY DUTY HOLDINGS LLC	8,047.41
EFT	00020756	07/10/2025	WOFSCO INC	372.57
EFT	00020757	07/10/2025	ASSOCIATED PETROLEUM	3,974.90
EFT	00020758	07/10/2025	WORLDPAC INC	546.87
EFT	00020759	07/10/2025	XEROX CORPORATION	1,961.10
EFT	00020760	07/10/2025	ACUITY SPECIALTY PRODUCTS INC	1,095.14
EFT	00020761	07/14/2025	AWC EMPLOYEE BENEFIT TRUST	1,526,800.13
EFT	00020762	07/14/2025	ICMA RETIREMENT	322,204.81
EFT	00020763	07/14/2025	NAVIA BENEFIT SOLUTIONS	18,635.45
EFT	00020764	07/14/2025	TACOMA EMPLOYEES RETIREMENT SY	18,153.43
EFT	00020765	07/14/2025	WA ST CHILD SUPPORT REGISTRY	6,187.81
EFT	00020766	07/15/2025	US BANK CORPORATE PAYMENT SYST	86,835.92
EFT	00020767	07/17/2025	AIRGAS INC	245.54
EFT	00020768	07/17/2025	ALLIANT INSURANCE SERVICES INC	26,603.12
EFT	00020769	07/17/2025	AMAZON CAPITAL SERVICES INC	10,123.14
EFT	00020770	07/17/2025	CONTINENTAL BATTERY COMPANY	397.27
EFT	00020771	07/17/2025	CDW GOVERNMENT INC	6,912.87
EFT	00020772	07/17/2025	CINTAS CORPORATION NO 2	3,708.74
EFT	00020773	07/17/2025	CUMMINS INC	20,217.52
EFT	00020774	07/17/2025	TRUCKPRO HOLDING CORPORTATION	1,007.93
EFT	00020775	07/17/2025	EASTER SEALS WASHINGTON	1,637.00
EFT	00020776	07/17/2025	FIRST TRANSIT INC	1,002,648.15
EFT	00020777	07/17/2025	FSX INC	1,561.22
EFT	00020778	07/17/2025	SPX CORPORATION	21,143.66
EFT	00020779	07/17/2025	GILLIG LLC	9,443.39
EFT	00020780	07/17/2025	GLEN JOHNSON	36.32
EFT	00020781	07/17/2025	GRAINGER	3,041.99
EFT	00020782	07/17/2025	GROENEVELD LUBRICATION SOLUTIO	209.84
EFT	00020783	07/17/2025	MOTION INDUSTRIES, INC.	4,472.31
EFT	00020784	07/17/2025	JAJ ENTERPRISES LLC	1,921.00
EFT	00020785	07/17/2025	JAMES E MOORE	131.35
EFT	00020786	07/17/2025	K & L GATES	3,694.84
EFT	00020787	07/17/2025	CANAM MINERALS	269.75
EFT	00020788	07/17/2025	LAKEVIEW LIGHT & POWER CO	167,412.34
EFT	00020789	07/17/2025	LEVEL 3 FINANCING INC	1,322.51
EFT	00020790	07/17/2025	LUMINATOR TECHNOLOGY GROUP GLO	3,605.80
EFT	00020791	07/17/2025	MALLORY SAFETY & SUPPLY LLC	1,345.44
EFT	00020792	07/17/2025	MICROSOFT CORPORATION	152,945.00
EFT	00020793	07/17/2025	NEOPART TRANSIT LLC	24,376.64
EFT	00020794	07/17/2025	OLYMPIC HOLDINGS STG LLC	644.39
EFT	00020795	07/17/2025	OUTFITTER SATELLITE INC	103.00
EFT	00020796	07/17/2025	PACIFICA LAW GROUP LLP	8,173.80
EFT	00020797	07/17/2025	PETROCARD INC	75,394.06
EFT	00020798	07/17/2025	ROMAINE ELECTRIC CORP	1,722.65
EFT	00020799	07/17/2025	SCOTT G GAINES	81.25
EFT	00020800	07/17/2025	SEATTLE AUTOMOTIVE DISTRIBUTIN	481.38
EFT	00020801	07/17/2025	SIR SPEEDY	204.79
EFT	00020802	07/17/2025	SOUND TRANSIT	45,531.90
EFT	00020803	07/17/2025	SOUND TRANSIT SMART CARD CENTR	14,333.29
EFT	00020804	07/17/2025	SOUTH SOUND 911	14,615.00
EFT	00020805	07/17/2025	STANDARD PARTS CORP	728.90

EFT	00020806	07/17/2025	STEVEN SALAZAR-CRUZ	45.00
EFT	00020807	07/17/2025	SUMMIT LAW GROUP PLLC	2,000.00
EFT	00020808	07/17/2025	UNIVERSAL AUTO GROUP 1	694.91
EFT	00020809	07/17/2025	TACOMA SCREW PRODUCTS INC	2,087.83
EFT	00020810	07/17/2025	TERRYBERRY COMPANY LLC	107.02
EFT	00020811	07/17/2025	THE WW WILLIAMS COMPANY LLC	3,348.20
EFT	00020812	07/17/2025	TINA GIVENS	50.46
EFT	00020813	07/17/2025	THE AFTERMARKET PARTS CO LLC	31,703.87
EFT	00020814	07/17/2025	TRIBOLOGIK CORPORATION	7,376.00
EFT	00020815	07/17/2025	UNITED ENERGY TRADING LLC	41,759.16
EFT	00020816	07/17/2025	UNITED PARCEL SERVICE INC	47.31
EFT	00020817	07/17/2025	UNITED RENTALS (NORTH AMERICA)	2,699.65
EFT	00020818	07/17/2025	VIA TRANSPORTATION INC	31,488.60
EFT	00020819	07/17/2025	WA ST TRANSIT INSURANCE POOL	627.50
EFT	00020820	07/17/2025	DOBBS HEAVY DUTY HOLDINGS LLC	21,167.98
EFT	00020821	07/17/2025	ZAYO GROUP HOLDINGS INC	1,393.10
EFT	00020822	07/17/2025	WA ST DEPT OF REVENUE	40,990.41
EFT	00020823	07/21/2025	KITE REALTY GROUP LP	1,037.15
EFT	00020824	07/24/2025	ABSHER CONSTRUCTION COMPANY	4,485.68
EFT	00020825	07/24/2025	ALL STARZ STAFFING AND CONSULT	5,238.72
EFT	00020826	07/24/2025	AMAZON CAPITAL SERVICES INC	6,362.79
EFT	00020827	07/24/2025	CONTINENTAL BATTERY COMPANY	3,981.33
EFT	00020828	07/24/2025	BRIDGESTONE AMERICA	84,566.55
EFT	00020829	07/24/2025	BUD CLARY CHEVROLET CADILLAC I	777,834.00
EFT	00020830	07/24/2025	CINTAS CORPORATION NO 2	689.57
EFT	00020831	07/24/2025	COMMERCIAL BRAKE & CLUTCH	78.94
EFT	00020832	07/24/2025	CUMMINS INC	85,143.52
EFT	00020833	07/24/2025	DELL MARKETING LP	9,007.87
EFT	00020834	07/24/2025	ERICH SCHIMITSCHEK	114.98
EFT	00020835	07/24/2025	FEHR & PEERS	2,132.99
EFT	00020836	07/24/2025	FERGUSON ENTERPRISES LLC #3007	1,118.75
EFT	00020837	07/24/2025	GORDON TRUCK CENTERS INC	1,728.11
EFT	00020838	07/24/2025	GALLS LLC	107.79
EFT	00020839	07/24/2025	SPX CORPORATION	56.77
EFT	00020840	07/24/2025	GILLIG LLC	50,196.03
EFT	00020841	07/24/2025	GRAINGER	5,380.04
EFT	00020842	07/24/2025	MOTION INDUSTRIES, INC.	53.31
EFT	00020843	07/24/2025	JAJ ENTERPRISES LLC	3,384.80
EFT	00020844	07/24/2025	JAMES LESTER	40.00
EFT	00020845	07/24/2025	RONALD E JENSEN & JAMES W JENS	21,182.19
EFT	00020846	07/24/2025	KEVIN HOWIE	232.53
EFT	00020847	07/24/2025	LEVEL 3 FINANCING INC	11,307.40
EFT	00020848	07/24/2025	LNI CUSTOM MANUFACTURING INC	77,475.45
EFT	00020849	07/24/2025	MALLORY SAFETY & SUPPLY LLC	694.74
EFT	00020850	07/24/2025	MOHAWK MFG & SUPPLY	1,757.98
EFT	00020851	07/24/2025	MOOD MEDIA NORTH AMERICA HOLDI	133.49
EFT	00020852	07/24/2025	MUNCIE RECLAMATION & SUPPLY CO	3,254.64
EFT	00020853	07/24/2025	NEOPART TRANSIT LLC	3,449.22
EFT	00020854	07/24/2025	OLYMPIC HOLDINGS STG LLC	49.55
EFT	00020855	07/24/2025	PARAMETRIX ENGINEERING	27,129.22
EFT	00020856	07/24/2025	PEAK INDUSTRIAL INC	3,519.79
EFT	00020857	07/24/2025	PETROCARD INC	119,874.38
EFT	00020858	07/24/2025	ROMAINE ELECTRIC CORP	2,172.45
EFT	00020859	07/24/2025	RS AMERICAS INC	442.82
EFT	00020860	07/24/2025	SEATTLE AUTOMOTIVE DISTRIBUTIN	1,651.12
EFT	00020861	07/24/2025	STANDARD PARTS CORP	489.29
EFT	00020862	07/24/2025	STAPLES INC	3,795.75
EFT	00020863	07/24/2025	STELLAR INDUSTRIAL SUPPLY INC	739.87
EFT	00020864	07/24/2025	STEVEN A FINNEGAN	160.74
EFT	00020865	07/24/2025	TACOMA COMMUNITY COLLEGE	5,665.56
EFT	00020866	07/24/2025	UNIVERSAL AUTO GROUP 1	5.63
EFT	00020867	07/24/2025	TACOMA SCREW PRODUCTS INC	1,078.87
EFT	00020868	07/24/2025	THE WW WILLIAMS COMPANY LLC	22,458.76
EFT	00020869	07/24/2025	THE AFTERMARKET PARTS CO LLC	24,852.55
EFT	00020870	07/24/2025	VIA TRANSPORTATION INC	58,560.90
EFT	00020871	07/24/2025	DOBBS HEAVY DUTY HOLDINGS LLC	18,175.85
EFT	00020872	07/24/2025	ASSOCIATED PETROLEUM	2,524.28
EFT	00020873	07/24/2025	WORLDPAC INC	221.33
EFT	00020874	07/24/2025	WASHINGTON STATE TRANSIT ASSOC	400.00
EFT	00020875	07/24/2025	ZUMAR INDUSTRIES INC	616.56
EFT	00020876	07/25/2025	ICMA RETIREMENT	316,657.33
EFT	00020877	07/25/2025	NAVIA BENEFIT SOLUTIONS	18,917.37
EFT	00020878	07/25/2025	TACOMA EMPLOYEES RETIREMENT SY	18,075.41
EFT	00020879	07/25/2025	WA ST CHILD SUPPORT REGISTRY	6,187.81
EFT	00020880	07/31/2025	ALL STARZ STAFFING AND CONSULT	3,506.00
EFT	00020881	07/31/2025	ALLIANT INSURANCE SERVICES INC	7,574.00
EFT	00020882	07/31/2025	AMAZON CAPITAL SERVICES INC	9,262.91
EFT	00020883	07/31/2025	ANGI ENERGY SYSTEMS	10,460.69
EFT	00020884	07/31/2025	CONTINENTAL BATTERY COMPANY	2,040.01
EFT	00020885	07/31/2025	BRAVO ENVIRONMENTAL NW INC	2,206.40
EFT	00020886	07/31/2025	CABBROS CLEANING SERVICE LLC	17,256.89
EFT	00020887	07/31/2025	CINTAS CORPORATION NO 2	8,314.91

EFT	00020888	07/31/2025	COMMERCIAL BRAKE & CLUTCH	245.41
EFT	00020889	07/31/2025	CONFLICT MANAGEMENT STRATEGIES	495.00
EFT	00020890	07/31/2025	CUMMINS INC	44,144.29
EFT	00020891	07/31/2025	DELL MARKETING LP	2,631.67
EFT	00020892	07/31/2025	FOOTPRINT PROMOTIONS INC	393.70
EFT	00020893	07/31/2025	GALLS LLC	8,521.39
EFT	00020894	07/31/2025	SPX CORPORATION	252.95
EFT	00020895	07/31/2025	GILLIG LLC	13,254.57
EFT	00020896	07/31/2025	GRAINGER	754.26
EFT	00020897	07/31/2025	HANOVER DISPLAYS INC	6,606.00
EFT	00020898	07/31/2025	MOTION INDUSTRIES, INC.	4,279.54
EFT	00020899	07/31/2025	JAJ ENTERPRISES LLC	1,921.00
EFT	00020900	07/31/2025	JOHN GUMATAOTAO	165.00
EFT	00020901	07/31/2025	TYCO FIRE & SECURITY (US) MANA	1,507.00
EFT	00020902	07/31/2025	K & L GATES	600.00
EFT	00020903	07/31/2025	LARSCO INC	107.18
EFT	00020904	07/31/2025	MONA SULLIVAN	1,423.92
EFT	00020905	07/31/2025	NAVIA BENEFIT SOLUTIONS	1,333.00
EFT	00020906	07/31/2025	VEHICLE INSPECTION SYSTEMS	14,995.62
EFT	00020907	07/31/2025	PEAK INDUSTRIAL INC	1,206.91
EFT	00020908	07/31/2025	REXEL USA INC	12.04
EFT	00020909	07/31/2025	PROBILITY EXAMINATION SERVICES	1,893.00
EFT	00020910	07/31/2025	ROMAINE ELECTRIC CORP	2,179.74
EFT	00020911	07/31/2025	RIGHT! SYSTEMS INC	2,912.50
EFT	00020912	07/31/2025	SCHETKY NORTHWEST SALES INC	38.31
EFT	00020913	07/31/2025	SEATTLE AUTOMOTIVE DISTRIBUTIN	20.65
EFT	00020914	07/31/2025	SOUND TRANSIT SMART CARD CENTR	7,931.52
EFT	00020915	07/31/2025	STANDARD PARTS CORP	198.35
EFT	00020916	07/31/2025	STAPLES INC	3,623.50
EFT	00020917	07/31/2025	STERICYCLE INC	65.75
EFT	00020918	07/31/2025	TACOMA SCREW PRODUCTS INC	913.94
EFT	00020919	07/31/2025	TATIANA TOMANEK	519.09
EFT	00020920	07/31/2025	TERRYBERRY COMPANY LLC	157.44
EFT	00020921	07/31/2025	THE WW WILLIAMS COMPANY LLC	4,954.93
EFT	00020922	07/31/2025	TITUS-WILL FORD SALES INC	872.68
EFT	00020923	07/31/2025	THE AFTERMARKET PARTS CO LLC	13,607.50
EFT	00020924	07/31/2025	UNITED PARCEL SERVICE INC	128.34
EFT	00020925	07/31/2025	WA ST TRANSIT INSURANCE POOL	5,000.00
EFT	00020926	07/31/2025	DOBBS HEAVY DUTY HOLDINGS LLC	25,847.74
EFT	00020927	07/31/2025	WASHINGTON STATE TRANSIT ASSOC	675.00
Total Payments				<u>\$8,425,857.26</u>

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

July 14, 2025

CALL TO ORDER

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

ROLL CALL

Commissioners present:

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

Commissioners excused:

Rosie Ayala, Vice Chair, Pierce County Council
John Hoheusle, President of ATU 758, Represents IAM and ATU
Kristina Walker, Chair, City of Tacoma Councilmember

Staff present:

Ryan Wheaton, Chief Planning Officer
Deanne Jacobson, Clerk of the Board
Mona Sullivan, Deputy Clerk of the Board
Aaron Millstein, K&L Gates Counsel

LAND ACKNOWLEDGMENT AND FLAG SALUTE

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

OPENING REMARKS AND HOUSEKEEPING ITEMS

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

PRESENTATIONS

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

Assistant Transportation Manager Scott Gaines honored Hyok Kwon for being selected Operator of the Month for June 2025. Mr. Kwon has been an operator since

2021 and was recognized for positive interactions with staff, and a strong commitment to safety and customer service. Mr. Kwon has received numerous commendations relating to safety and defensive driving skills. He focuses on professionalism and continues to set a high standard from himself and other employees.

On behalf of the Board, Chair Whalen congratulated Mr. Kwon for his success and for being selected Operator of the Month for June 2025.

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

Chair Whalen reported that recent changes in the Board leadership require changes to the memberships of the standing committees, i.e., Executive Finance Committee and Service Delivery & Capital Committee.

In accordance with committee bylaws, Vice Chair Ayala and Chair Whalen will switch committees. Vice Chair Ayala will move from the Executive Finance Committee to the Service Delivery & Capital Committee, and Chair Whalen will move from the Service Delivery & Capital Committee to the Executive Finance Committee.

Vice Chair Ayala will replace Commissioner Reynolds on the Executive Finance Committee, serving as an alternate on this committee. No other changes to the committee structure were made.

PUBLIC HEARING

Proposed Destination 2045 Long Range Plan (LRP)

Chief Planning Officer Ryan Wheaton kicked off the presentation on the proposed LRP and reported the following information:

- Reported that over 700 comments were received and reviewed the themes of the comments, which trended towards more frequent service, extended service hours, and new routes; and
- Advised the LRP is a realistic plan based on financial capacity.

Planner Brittany Carbullido reviewed the LRP changes that occurred since the Board last reviewed the Plan, which included the following:

- The LRP includes a base line service scenario based on 482,000 service hours;
- Bus Rapid Transit (BRT) projects are not accounted for in the proposed Plan as they are costly and significantly take away from service. The Agency will seek grant funds for BRT projects;

- Provided an overview of service hours over time since 2009 through 2025 and noting that there is a balance of approximately 10,000 service hours that could be added to the current service level with current funding levels;
- The proposed Plan includes better route connections and develops higher capacity routes, more frequent trips, and introduces four new routes, which is estimated to affect approximately 107,000 people; and
- Transit level service levels scenarios were reviewed under a 0.9% (Scenario A) and 1.1% (Scenario B) sales tax rates. She advised that a 1.1% rate would require a legislative change.

Chief Planning Officer Ryan Wheaton discussed the financial capacity of the agency, noting that Pierce will begin experiencing a budget deficit soon and will begin to draw down on reserve balances in 2026 that will occur year after year. The budget deficit trend does not take into account any budget modifications.

A discussion ensued about the agency's philosophy about spending reserve balances to maintain level of services. It was noted that the agency does have a reserve policy, and there was some support for using some reserve funds to support service but also to keep some level of reserves for difficult times.

Mr. Wheaton advised that Sound Transit could reduce the level of Express Bus service it has with Pierce Transit once the Tacoma Link Extension is completed. He reported that a reduction in Sound Transit service would also reduce Pierce Transit's revenue.

Commissioner Mello advised that the Pierce County delegation is working hard to keep the Sound Transit Express service at current levels, reporting that Express Bus service levels should remain the same through the World Cup and until the Tacoma Link Extension is complete.

Mr Wheaton advised that the public comment period will remain open on the LRP through August 1, 2025. He reviewed the next steps for the Plan and advised that staff has worked with the cities and the County within the PTBA to develop the Plan.

Chair Whalen commented that the LRP appears to be very thorough and is easy to understand. He thanked staff for their work.

Chair Whalen provided instructions to give testimony during the public hearing. The public hearing was opened at 4:46 p.m., and the following individuals provided comment:

- Laura Svancarek, Downtown on the Go Executive Director, applauded staff for the work done on the LRP and for preparing a Plan based on realistic funding. She addressed various aspects of the Plan and commented that the LRP does not address the current state of Runner service, and that she would like the Plan to address two transit hubs – Tacoma Dome Station and Commerce Street. She expressed disappointment to not see the BRT in the funded portion of the Plan.

- Day-Z Gould, member of the Community Transportation Advisory Group, but provided comments representing herself, addressed various aspects of the Plan with the overall sentiment that the Plan falls short of providing the service that is needed in Pierce County. She expressed support for a 0.9% sales tax increase.

There being no further comments received, the public hearing was closed at 4:55 p.m.

PUBLIC COMMENT

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

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

Motion **carried**, 7-0.

1. Approval of Vouchers, June 1-30, 2025
Operating Fund #10
Self-Insurance Fund #40
Capital Fund #90
Payment Nos. 386006 through 386188
Wire Nos. 20380 through 20644
Total \$7,459,512.30
2. Approval of Minutes: June 9, 2025, regular meeting
3. FS 2025-029, Authorized 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, Adopting the 2025-2030 Transit Development Plan (TDP)

Planning Manager Tina Lee presented on the proposed Plan, advising that the TDP is updated annually and is required by Washington State Department of Transportation. Ms. Lee advised that the TDP is a six-year plan and looks back at the previous year of service. She also noted that the Plan includes an autonomous vehicle pilot in the unfunded section of the Plan, however, the agency does not foresee grant funding opportunities for this.

Ms. Lee advised that eight public comments were received on the TDP, and that the Plan was reviewed by the Community Transportation Advisory Group two times.

Commissioners Fagundes and Hines **moved** and seconded to approve Resolution No. 2025-011, adopting the 2025-2030 Transit Development Plan as presented in Exhibit A.

Motion **carried**, 6-0. (*Commissioner Reynolds left the meeting at 5:00 p.m.*)

2. FS 2025-031, Adopting the 2025-2026 Pierce Transit Public Transportation Agency Safety Plan (PTASP) as Presented in Exhibit A

Interim Chief Safety Officer Jason Hovde presented on the Plan, advising that the Federal Transportation Agency (FTA) requires the Plan to be adopted annually and that the current plan meets the requirements of the FTA.

Mr. Hovde provided a short overview of the elements of the Plan and advised that the Plan focuses on reducing employee assaults and mitigating safety risks. He advised that employee assaults and accident rate has come down since May.

Commissioners Fagundes and Hines **moved** and seconded to approve Resolution 2025-012, adopting the 2025-2026 Pierce Transit Public Transportation Agency Safety Plan as presented in Exhibit A.

Motion **carried**, 6.0.

STAFF UPDATES:

1. CEO's Report

On behalf of CEO Mike Griffus, Chief Financial Officer Ryan Wheaton reported on the following:

- Advised the CEO evaluation process will begin next month and alerted the Board to plan for longer meetings for August and possibly September.
- The 2026 Budget process has begun internally.
- Expressed that it is important to realize what Pierce Transit service could have looked like if a ballot measure was successful in the past, noting that the agency has missed out in over \$620 million.
- Chair Whalen advised that the CEO evaluation process will unfold over the next month or so. He reported that Commissioner Walker will take the lead on the process since she was the Chair for the prior year.

2. Enterprise Resource Planning (ERP) Software

Chief Financial Officer Chris Schuler provided a PowerPoint presentation on the implementation of a new financial system. He advised the project was approved in the 2024 Capital Budget. He explained why this new system is needed and its abilities to interface with multiple transit software systems.

He advised that a vendor has not been selected but reviewed the key components of the selection criteria that will be applied. He advised that final selection is underway and staff anticipates that the contract will come before the Board for consideration in August. The contract cost is within budget.

INFORMATIONAL BOARD ITEMS

1. Chair's Report

Chair Whalen reported on the following:

- The July 17 Executive Finance Committee (EFC) meeting will be cancelled. The next EFC meeting is scheduled for September 18, 2025.
- The CEO evaluation process will kick off in August.

2. Sound Transit Update

Commissioner Mello reported on the following:

- The Sound Transit Board approved the preferred alternative routes for the Tacoma Link Extension for the Fife and Tacoma stations.
- Reported on a Sound Transit enterprise initiative to deliver projects on time and within budget.

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

- No update was provided.

4. Committee Chair Reports

- No reports were provided.

5. Commissioners' Comments

- Chair Whalen reported that the City of Lakewood will be holding Summer Fest on July 19 and encouraged people to take public transportation to the event.

EXECUTIVE SESSION

There was no executive session held.

ADJOURNMENT

Commissioners Hines and Mello **moved** and seconded to adjourn the meeting at 5:17 p.m.

Motion **carried**, 6-0.

Deanne Jacobson
Clerk of the Board

Jason Whalen, Chair
Board of Commissioners

2nd Quarter 2025 Contracts Report

Report to Board of Commissioners
 Sole Source Over \$10,000 Approved by the CEO
 Contracts and Amendments - \$100,000 to \$200,000 Approved by the CEO

Sole Source Over \$10,000			
Name & Contract #	Explanation	Amount	Eff. Date
Clever Devices E2302	CAD/AVL Equipment Hardware for 15 SHUTTLES	\$130,914.41	6.11.25
Contracts and Amendments - \$100,000 to \$200,000			
Name & Contract #	Explanation	Amount	Eff. Date
Elite Mechanical E2224	On-Call Plumbing Services	\$100,000.00	4.1.25
Central Puget Sound Regional Transit Authority E2195	ORCA Passport 202	\$116,400.00	4.3.25
Clever Devices E2302	CAD/AVL Equipment Hardware for 15 SHUTTLES	\$130,914.41	6.11.25
Microsoft Corporation E2258	Microsoft Enterprise Agreement 4.1.25 – 3.31.26	\$152,945.00	4.8.25
High Line Software Inc E2303	Payroll system Hosting and Software Support 7.1.25 – 6.30.26	\$169,645.88	6.29.25
Puget Sound Solar E2173	Three Chargepoint 250 EV Chargers	\$180,890.00	4.1.25
TK Elevator E2164	Elevator maintenance, testing and repair services	\$200,000.00	4.4.25

Sole Source: A circumstance when the vendor is the sole provider of licensed or patented goods or services or has specialized knowledge or skill needed for a project when there is limited time and vendors with the expertise.

DESTINATION

2045

LONG RANGE PLAN



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 new Commerce to TCC route operate until 12:00 a.m. on weekdays

Route Adjustments

- Route 1 and Stream Community Line combined (Spanaway – Commerce), new route introduced (Commerce – TCC)
- Route 52 and 55 combined into new route with same path and frequency

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

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

2nd Draft Feedback & Final Updates

Themes

- Support for Scenario A and/or B
- Support for Baseline Scenario
- Service Suggestions

Updates

- Clarified route modifications for Link Light Rail extension
- Added details on potential Service Funding Agreements
- Made additional minor edits to improve clarity and accuracy



**June 18 –
August 1**
Public Comment
Time Frame



35
Written
Comments
Received



**12 City Council/
Planning Commission
Meetings**

Baseline Scenario

0.6%

Sales Tax

482,000

Annual Service Hours

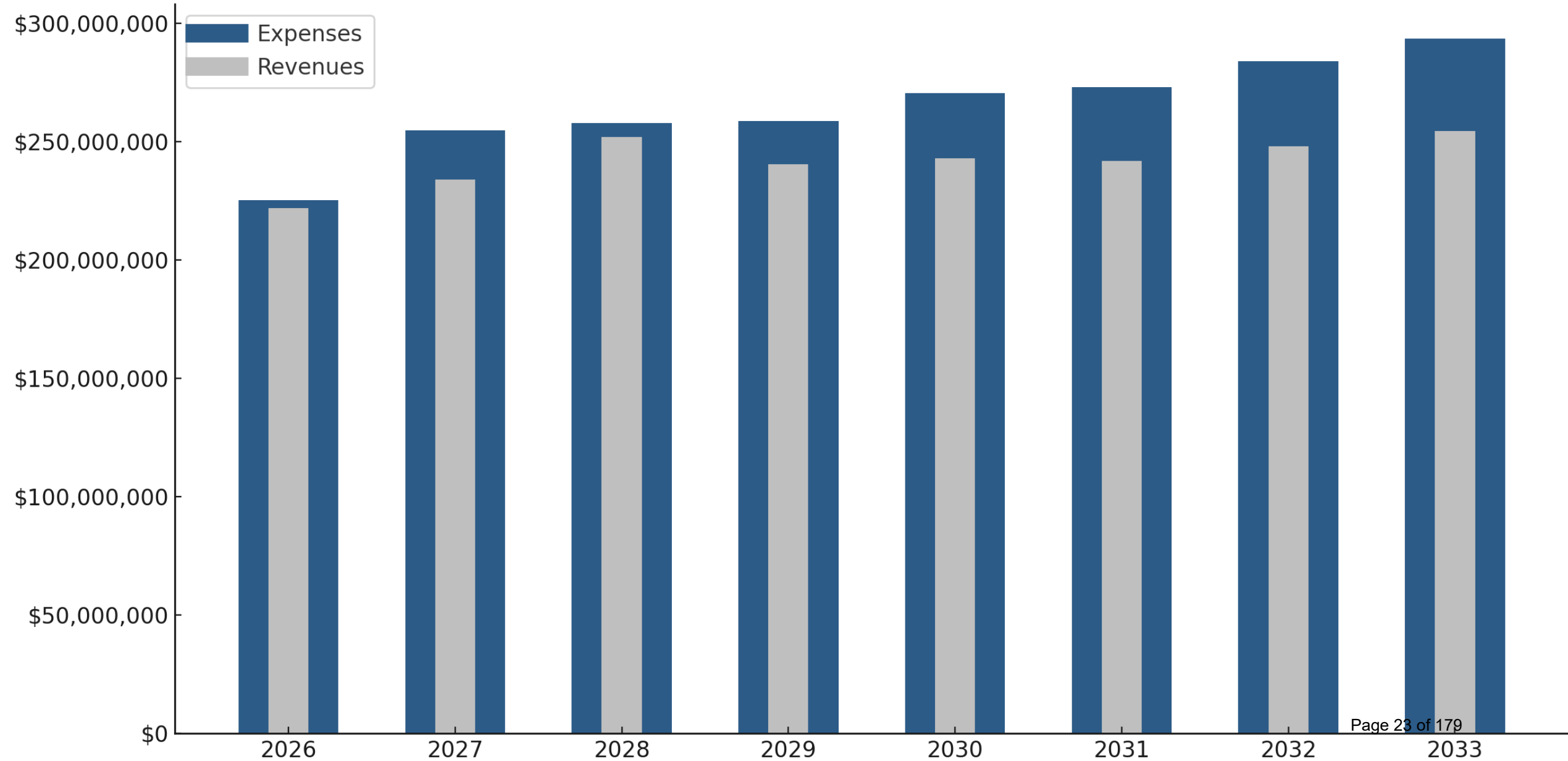
More Frequent Trips

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

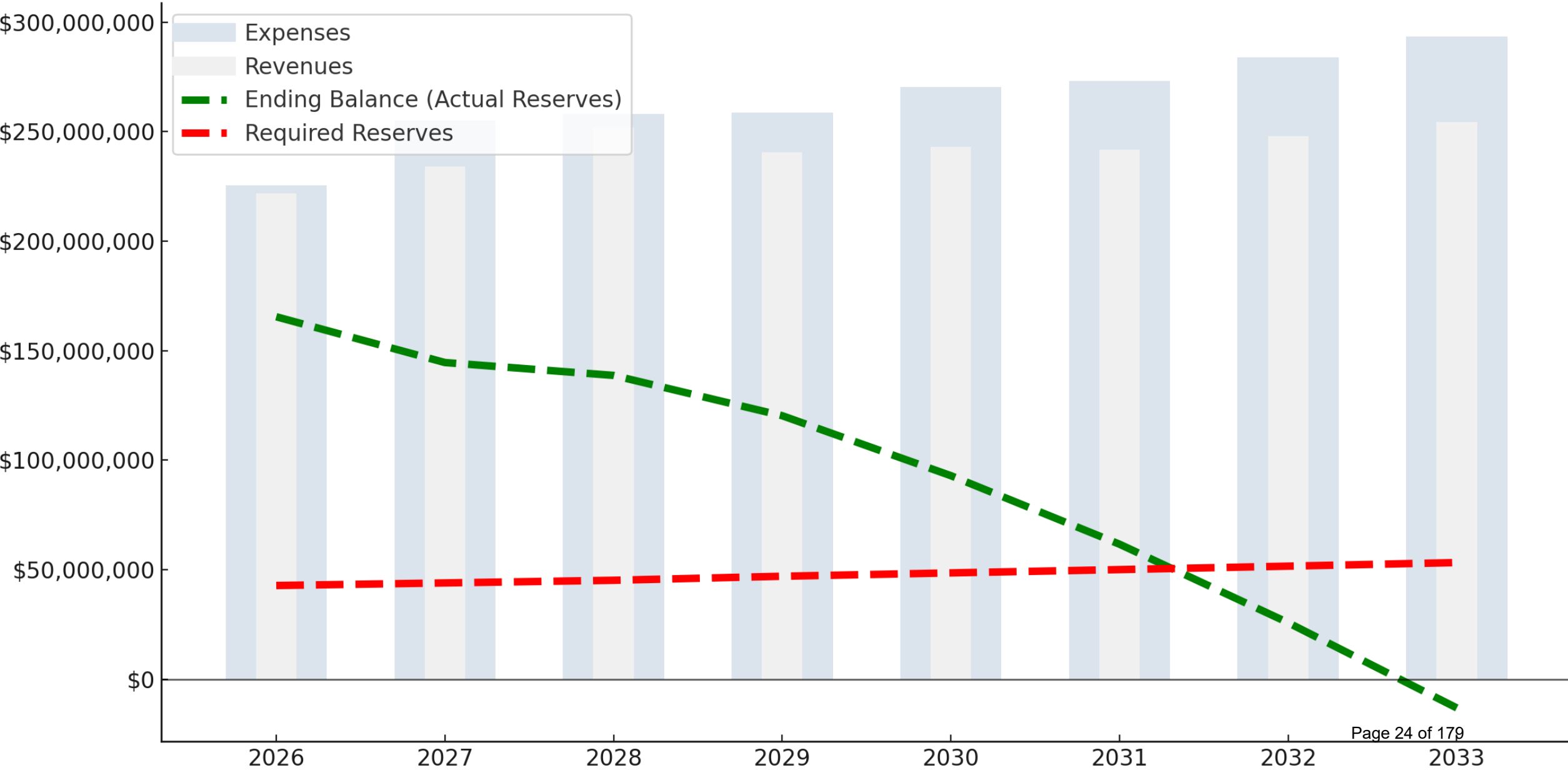
Route Adjustments

- 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

Expenses Exceed Revenues



Reserves Fall Short in 2032



Reserve Policy



CAPITAL RESERVE

No less than 50% of 3-year average annual asset depreciation

Pierce Transit Municipal Code 3.63.040 B



OPERATING RESERVE

Maintained at a level adequate to cover self-insurance risks

Pierce Transit Municipal Code 3.63.030



INSURANCE RESERVE

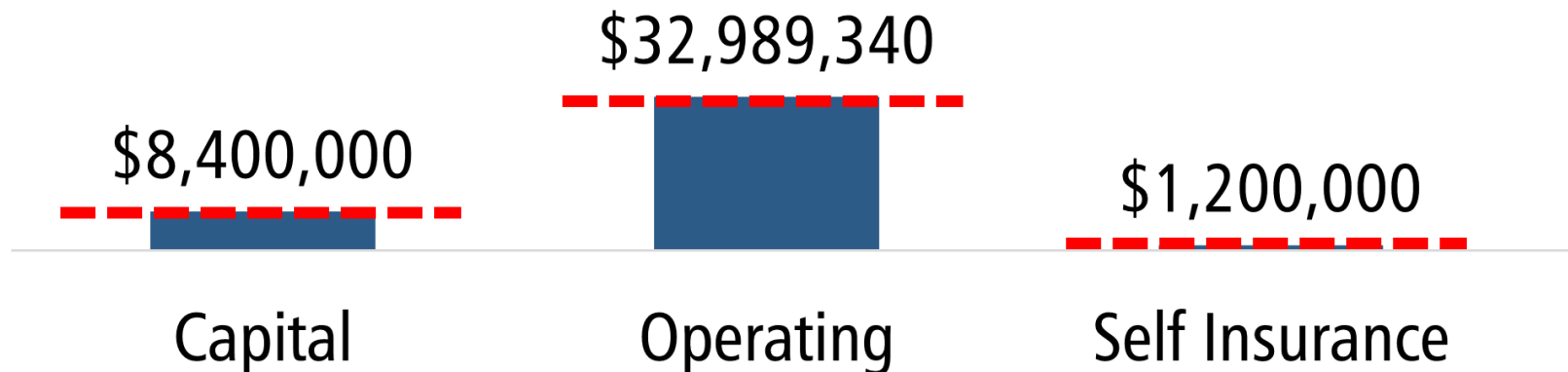
A minimum of two months of annual operating expenditures

Pierce Transit Municipal Code 3.63.030

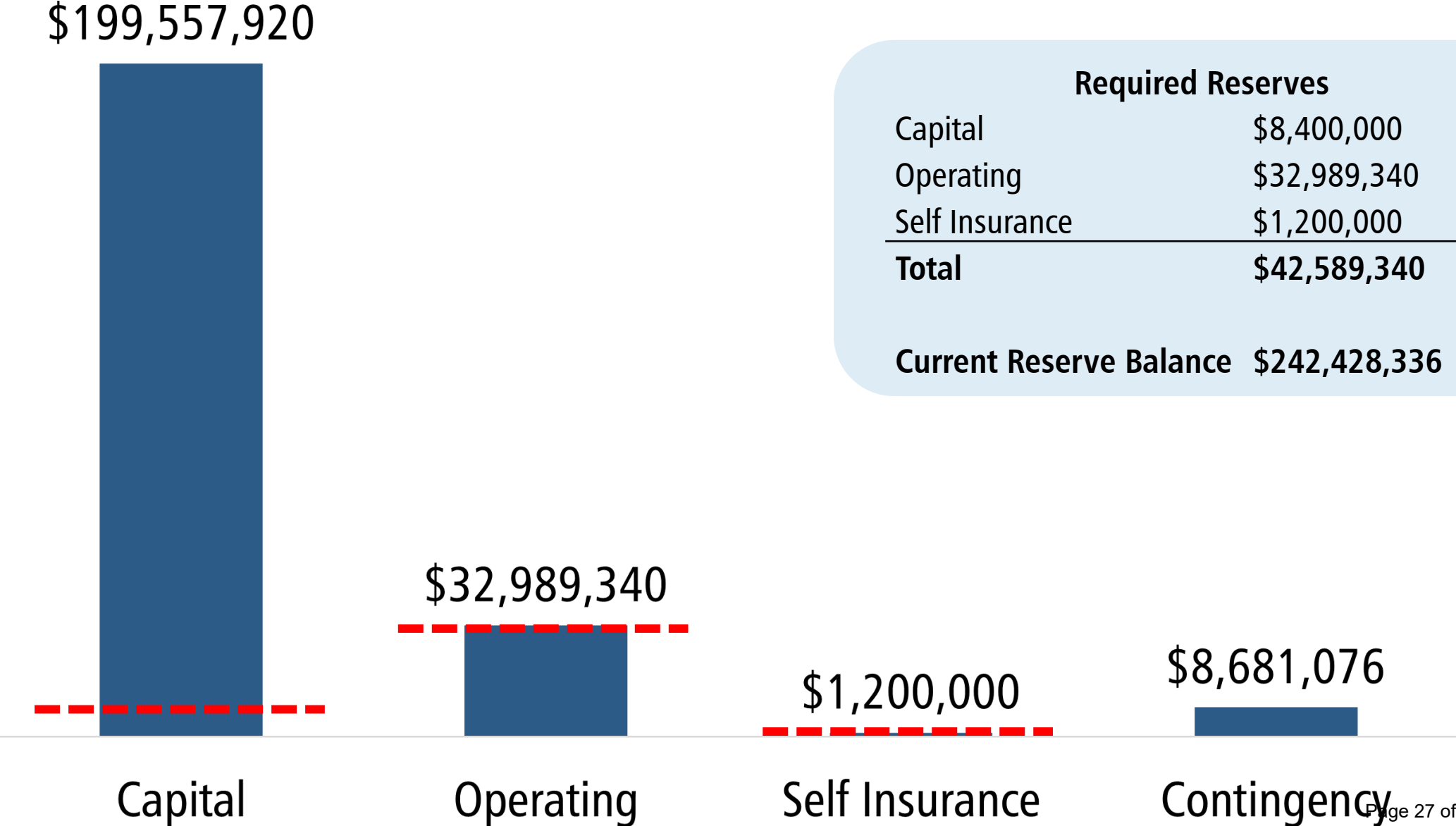


2025 Required Reserves

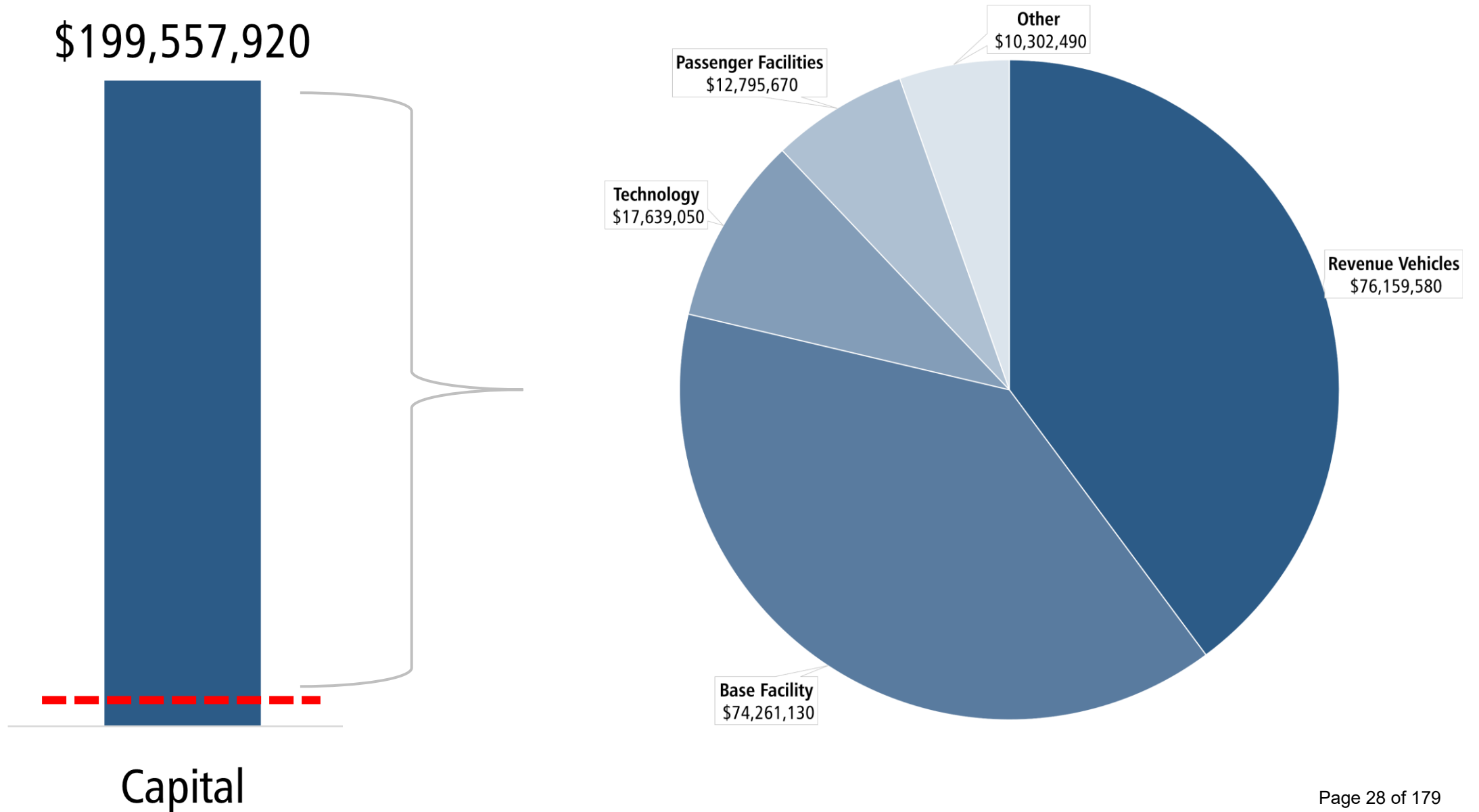
Capital	\$8,400,000
Operating	\$32,989,340
Self Insurance	\$1,200,000
Total	\$42,589,340



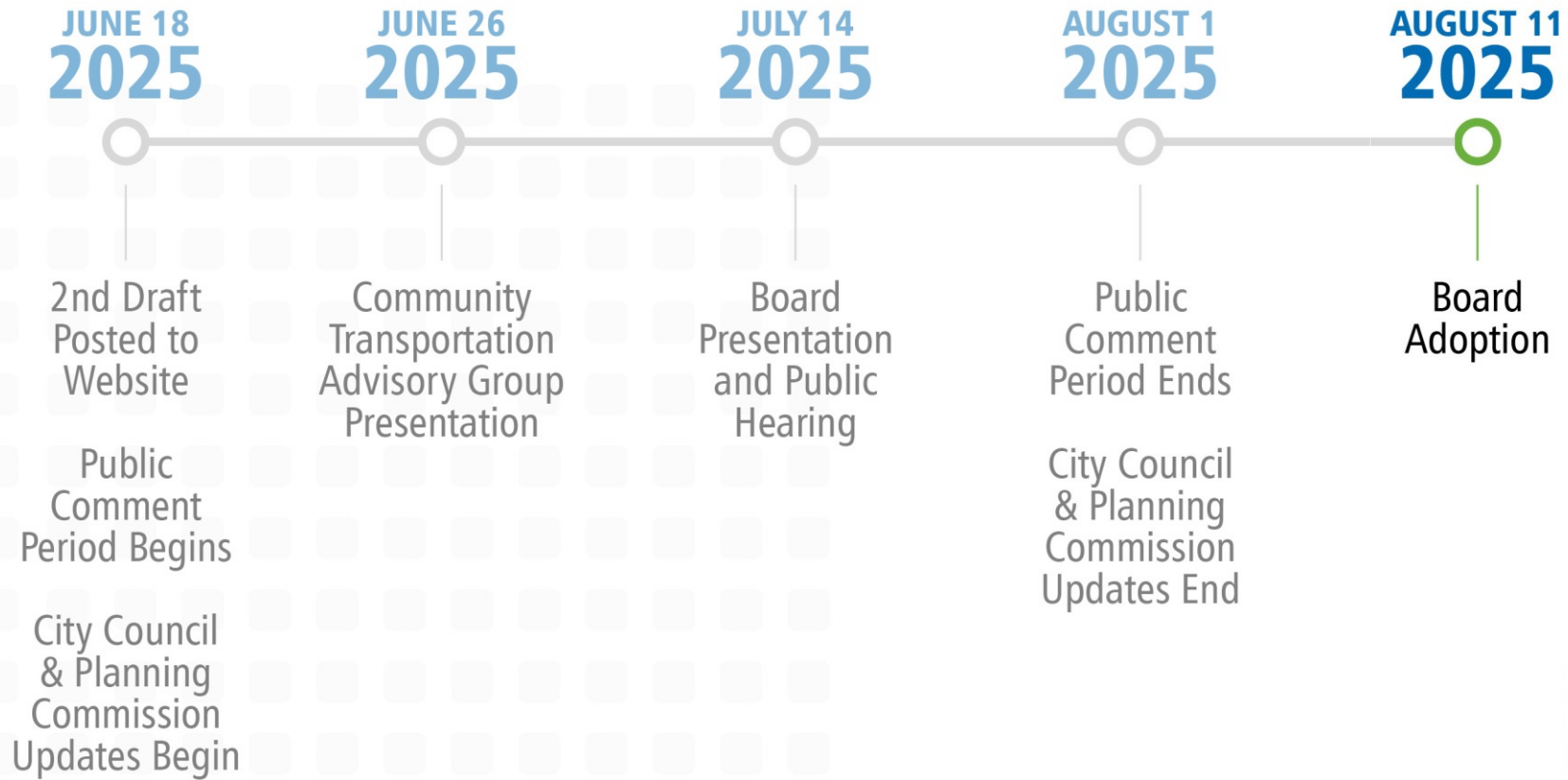
\$200M Above Required Reserves



\$191M in Planned Capital Projects



Next Steps



DESTINATION

2045

LONG RANGE PLAN



TITLE: A Resolution of the Board of Commissioners of Pierce Transit Adopting the Destination 2045 Long Range Plan

DIVISION: Planning & Community Development

SUBMITTED BY: Andrew Arnes, Service Planning Assistant Manager & Brittany Carbullido, Planner

RELATED ACTION: N/A

ATTACHMENTS:

RELATION TO STRATEGIC PLAN: N/A

Proposed Resolution
Exhibit A Destination 2045 Long Range Plan and Appendix

BUDGET INFORMATION: N/A

BACKGROUND:

The Destination 2045 Long Range Plan builds on previous planning efforts, including Destination 2040 (2016) and its 2020 update. Contingent on additional funding, the plan outlines a 20-year blueprint for expanding transit service to meet the needs of a growing population and increasing travel demand. It also assesses key support elements required for expansion such as fleet growth, additional staff, and new Maintenance & Operations facilities.

The planning process included two public draft releases: the first in December 2024, and the second in June 2025. These drafts incorporated feedback and evolving financial analysis to ensure the plan remained grounded and responsive to community input.

Extensive community engagement helped shape the plan, including over 75 events, such as:

- 4 open houses
- 28 presentations to City Councils and Commissions
- 27 community group meetings

Key updates to the second draft that are retained in the final version improve transparency, align with sustainable financial forecasts, and reflect a more realistic picture of what is achievable.

The plan includes a Baseline Scenario, which shows what service levels would look like with current funding, growing to the agency's service cap of 482,000 hours. This scenario includes modest improvements to two routes and targeted modifications to better connect with future Sound Transit Link Light Rail stations.

To evaluate future service growth, the plan includes two streamlined scenarios based on potential increases in the local sales tax rate:

- Scenario A
 - Up to 600,000 service hours

- Requires a voter-approved increase to a 0.9% sales tax
- Scenario B
 - Up to 750,000 service hours
 - Requires a voter-approved increase to a 1.1% sales tax and a change to current state law

Financial modeling showed that large capital projects would constrain Pierce Transit's ability to grow and maintain service. To preserve service levels, the plan includes only essential capital investments. Larger projects, such as Bus Rapid Transit, have been removed but may still be pursued through external grant funding.

A community survey and public feedback consistently prioritized more frequent service, new routes, extended hours, and stronger regional connections. These preferences are reflected in service allocations that expand frequency and span across existing routes in Scenarios A and B, and the introduction of four new routes under Scenario B.

A public hearing was held at the July 11, 2025, Board of Commissioners meeting, and a total of 35 written comments were received during the public comment period from June 18 to August 1. Staff reviewed and analyzed all feedback on the most recent draft, resulting in minor updates to improve clarity and accuracy.

STAFF RECOMMENDATION:

Approve Resolution No. 2025-013, adopting the Destination 2045 Long Range Plan in substantially the same form as Exhibit A.

ALTERNATIVES:

Do not adopt the Destination 2045 Long Range Plan and direct staff to revise the document. This would delay finalization of the plan and may require additional outreach, analysis, and review before it can be brought back for Board consideration.

PROPOSED MOTION:

Move to: Approve Resolution No. 2025-013, adopting the Destination 20245 Long Range Plan in substantially the same form as Exhibit A.

RESOLUTION NO. 2025-013

A RESOLUTION of the Board of Commissioners of Pierce Transit
Adopting the Destination 2045 Long Range Plan

WHEREAS the Destination 2045 Plan provides a 20-year blueprint for the expansion of transit service and outlines the supporting strategies necessary to enable that growth, including fleet expansion, workforce development, regional coordination, service performance measures, and system standards; and

WHEREAS, the plan was informed by robust public engagement, including more than 75 outreach events, such as four open houses, 28 presentations to city councils and commissions, and 27 meetings with community groups; and

WHEREAS, the plan outlines a Baseline Scenario reflecting service levels achievable under current funding (up to 482,000 annual service hours), along with two growth scenarios (Scenario A and Scenario B) that explore the potential impact of increased local sales tax revenue; and

WHEREAS, community input identified key transit priorities, including more frequent service, new routes, extended operating hours, and stronger regional connections, which are reflected in the growth scenarios through increased span and frequency on existing routes and the introduction of four new routes under Scenario B; and

WHEREAS, a public hearing was held at the July 11, 2025, Board of Commissioners meeting, and a total of 35 written comments were received during the public comment period from June 18 to August 1;

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of Pierce Transit that the *Destination 2045 Long Range Plan*, including Appendices, is hereby adopted in substantially the same form as Exhibit A, This plan shall serve as the official Long Range Plan of Pierce Transit through the year 2045.

ADOPTED by the Board of Commissioners of Pierce Transit at their regular meeting thereof held on the 11th day of August 2025.

PIERCE TRANSIT

Jason Whalen, Chair
Pierce Transit Board of Commissioners

ATTEST/AUTHENTICATED

Deanne Jacobson, CMC
Clerk of the Board

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.

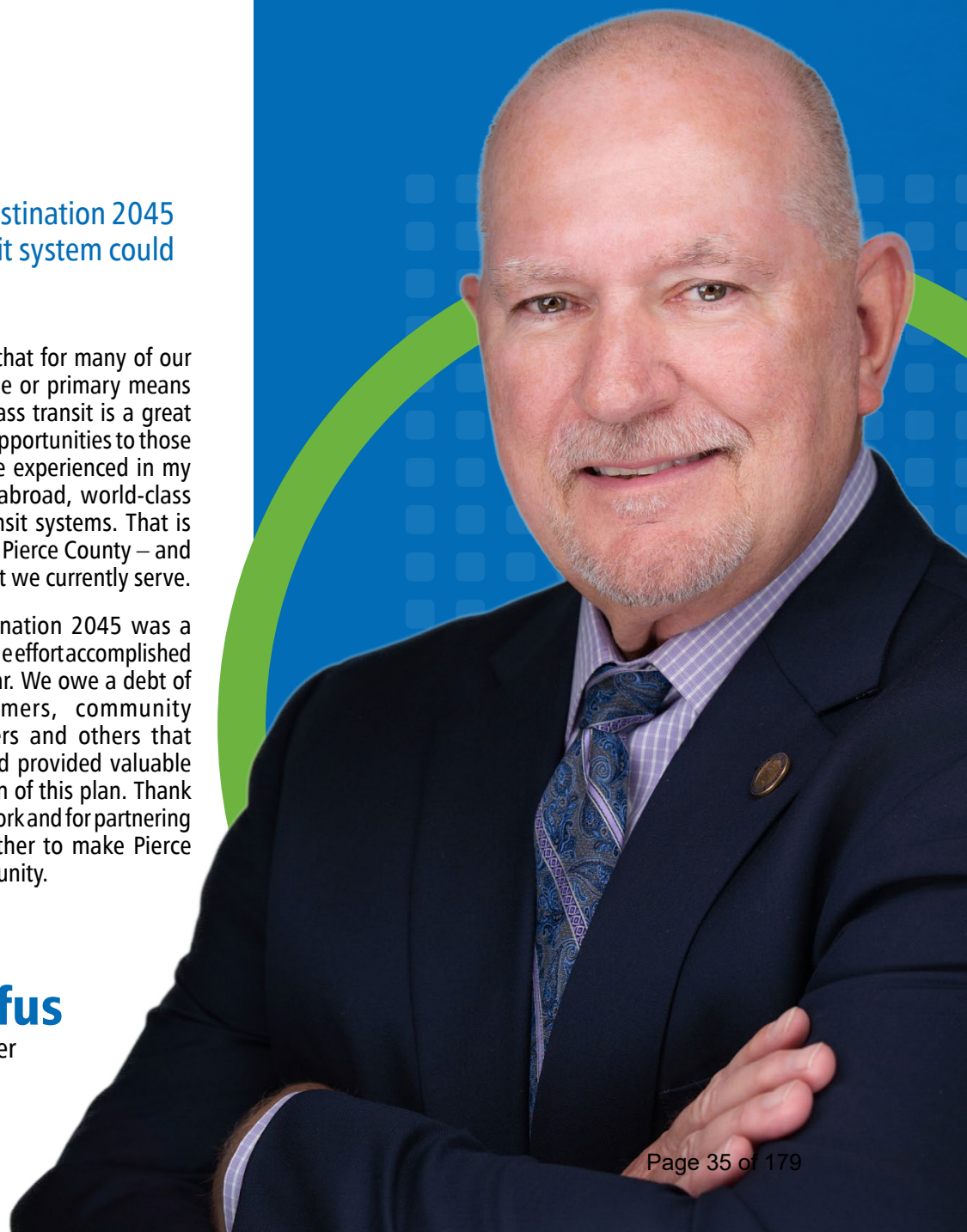
Among other key factors, this comprehensive transit planning process focused on areas of the county with the highest projected clusters of housing and jobs. We also ensured that an equity lens was used as plans for new routes were developed or current ones were improved. One thing that should be noted 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

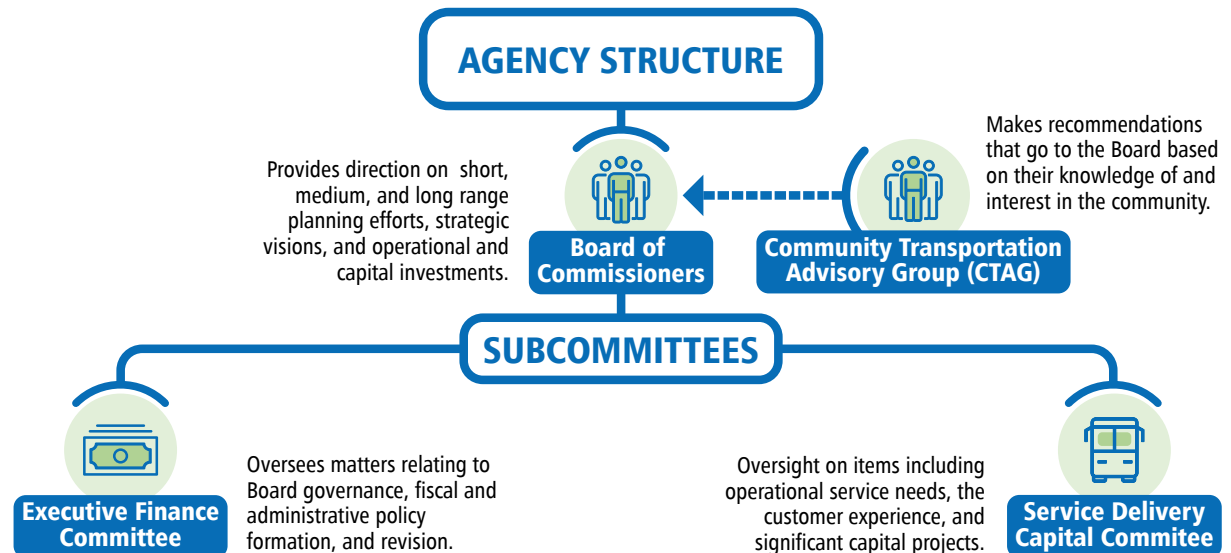
Pierce Transit provides public transportation services for Pierce County, Washington’s second largest county with approximately 927,000 residents. The defined service area, or Public Transportation Benefit Area (PTBA), covers around 70 percent of Pierce County’s population, or nearly 300 square miles 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://www.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.

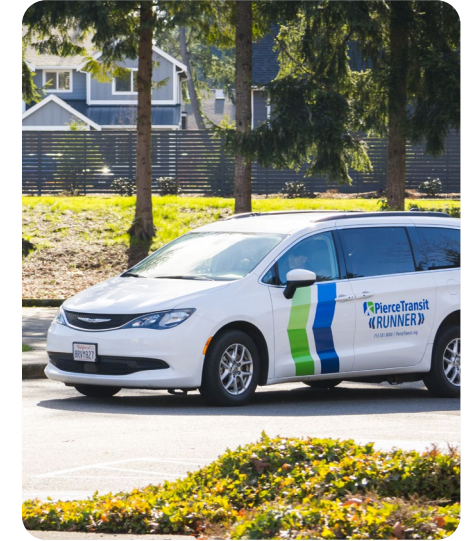
Learn more at [PierceTransit.org/shuttle](https://www.piercetransit.org/shuttle)



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://www.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://www.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. Pending funding, the first project 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 the planned 30-vehicle BEB overhead gantry system at the Lakewood base.



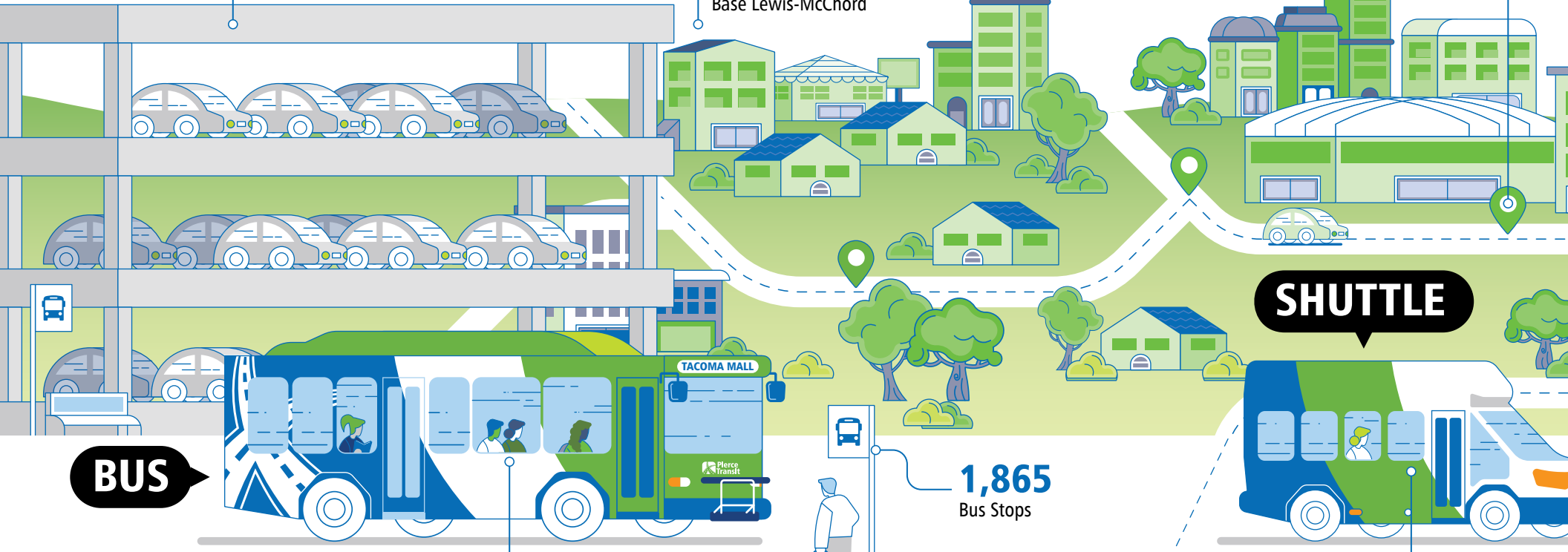
Fast Facts About Pierce Transit Based on 2024 counts

26
Transit Centers
and Park-and-Rides

70%
Of Pierce County's
Population Served

13
Towns and Cities Served,
Parts of Unincorporated
Pierce County and Joint
Base Lewis-McChord

29
Local Fixed
Route Bus



BUS

SHUTTLE

174
Buses
6.8 Million
Annual Passenger Boardings

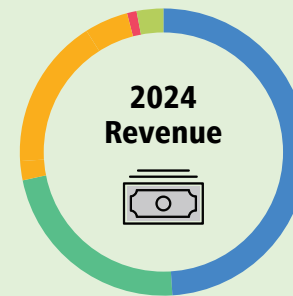
22,106
Average Weekday Boardings

1,865
Bus Stops

308,021
Annual Passenger Boardings
1,024
Average Weekday Boardings

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%
- Grants 28%
- Contracted Services 24%
- Other 1%
- Fares 3%
- Wages 30%
- Capital Outlay 38%
- Maintenance & Operations 21%
- 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

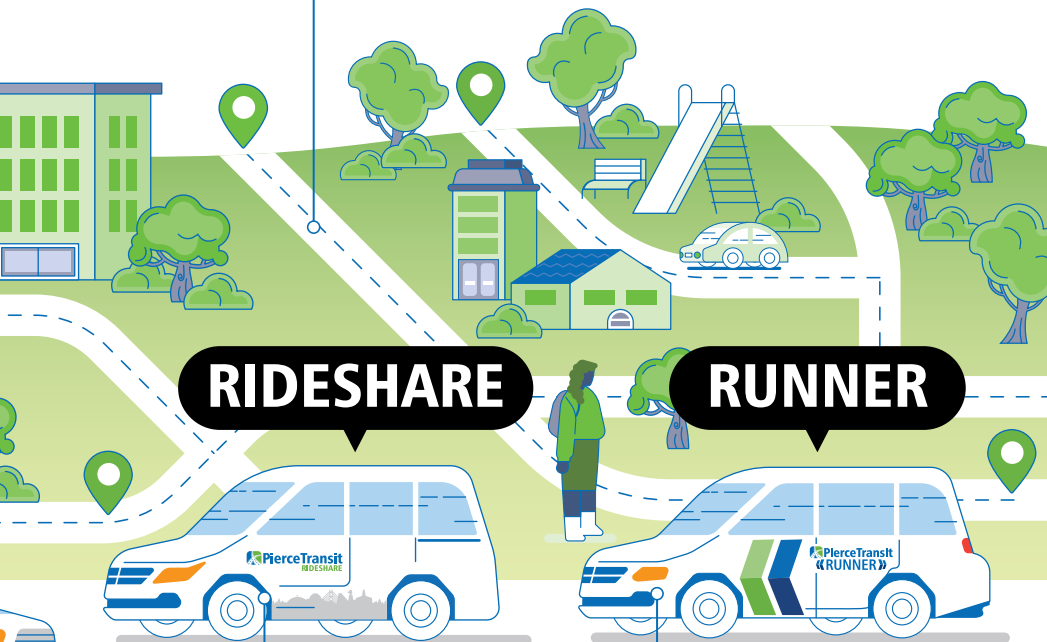
 **114**
Administration

 **161**
Veterans

 **483**
Transit Operators

11.7 Million

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



RIDESHARE

RUNNER

99
Vehicles Each

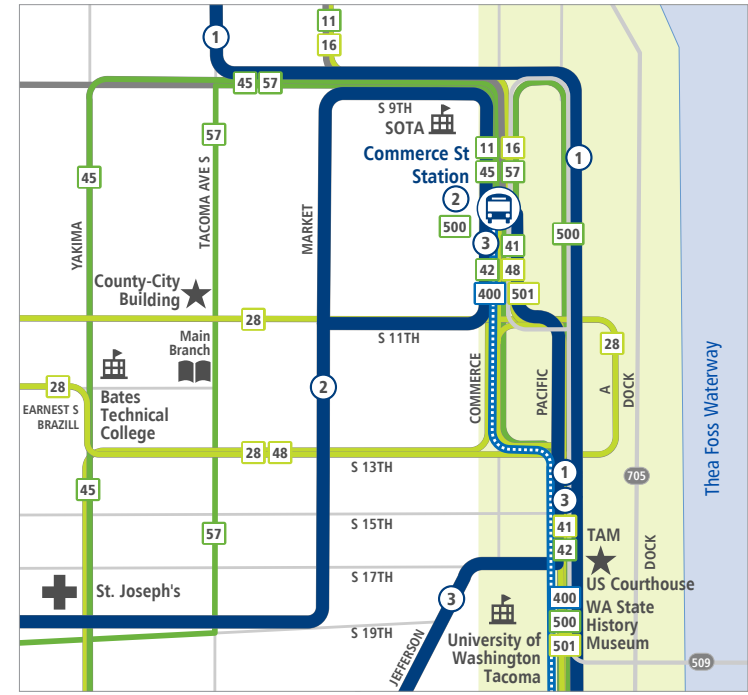
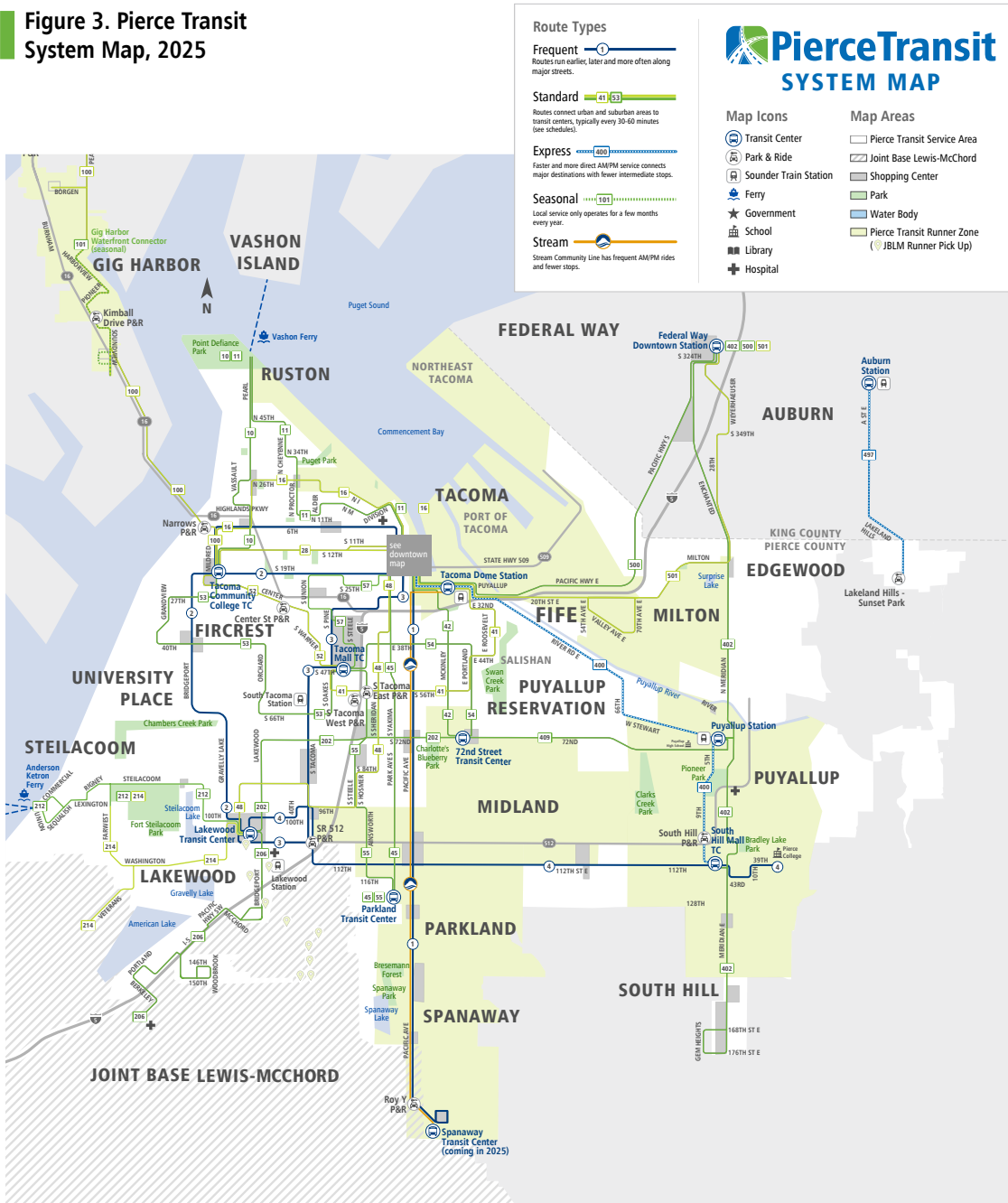
363,989
Annual Passenger Boardings

1,364
Average Weekday Boardings

52,379
Annual Passenger Boardings

156
Average Weekday Boardings

Figure 3. Pierce Transit System Map, 2025



Downtown Tacoma (Not to Scale)

Current System

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

Figures 3 and 4 illustrate Pierce Transit's current system. Individual routes vary in frequency and span of service. Over time, adjustments have been made in response to community feedback, observed demand, and evolving service priorities. Together, these routes represent the current system and serve as the baseline for evaluating future growth through 2045.

Figure 4. Current Fixed Route System

Source: Pierce Transit Existing System, 2024

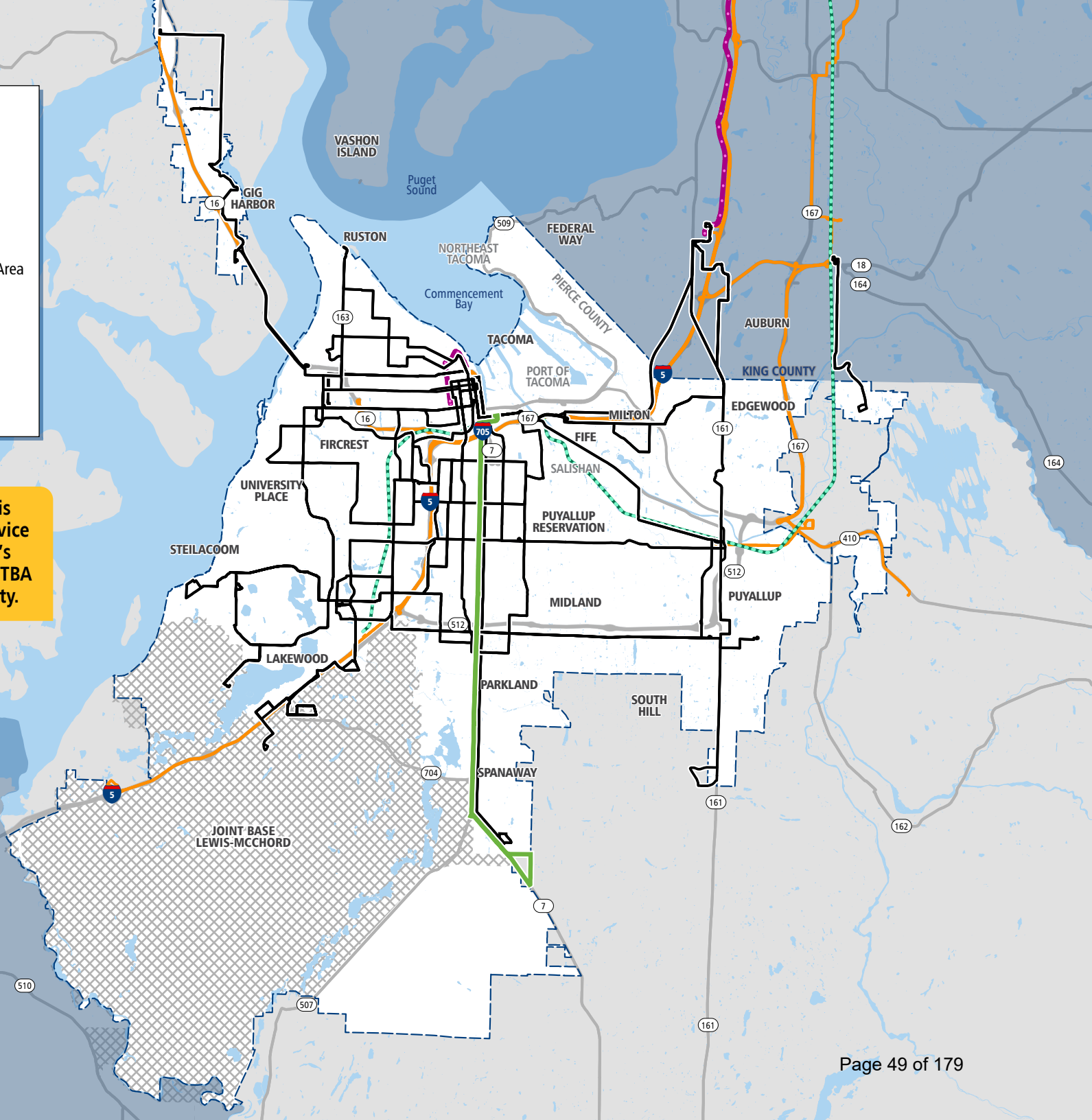
Pierce Transit

- 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

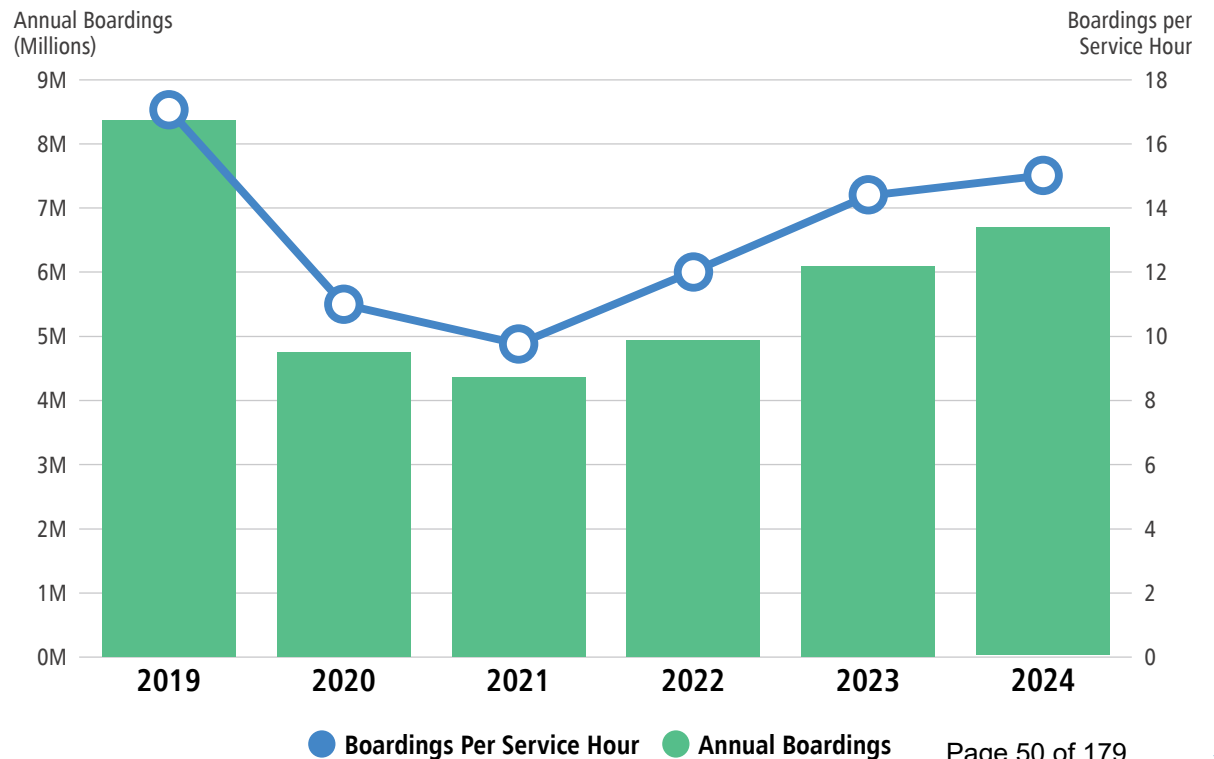
Since the onset of COVID-19, transit agencies across the United States have experienced significant fluctuations in ridership due to shifts to remote work and changes in travel behavior. Pierce Transit was no exception, experiencing a sharp decline in ridership during the early stages of the pandemic.

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).

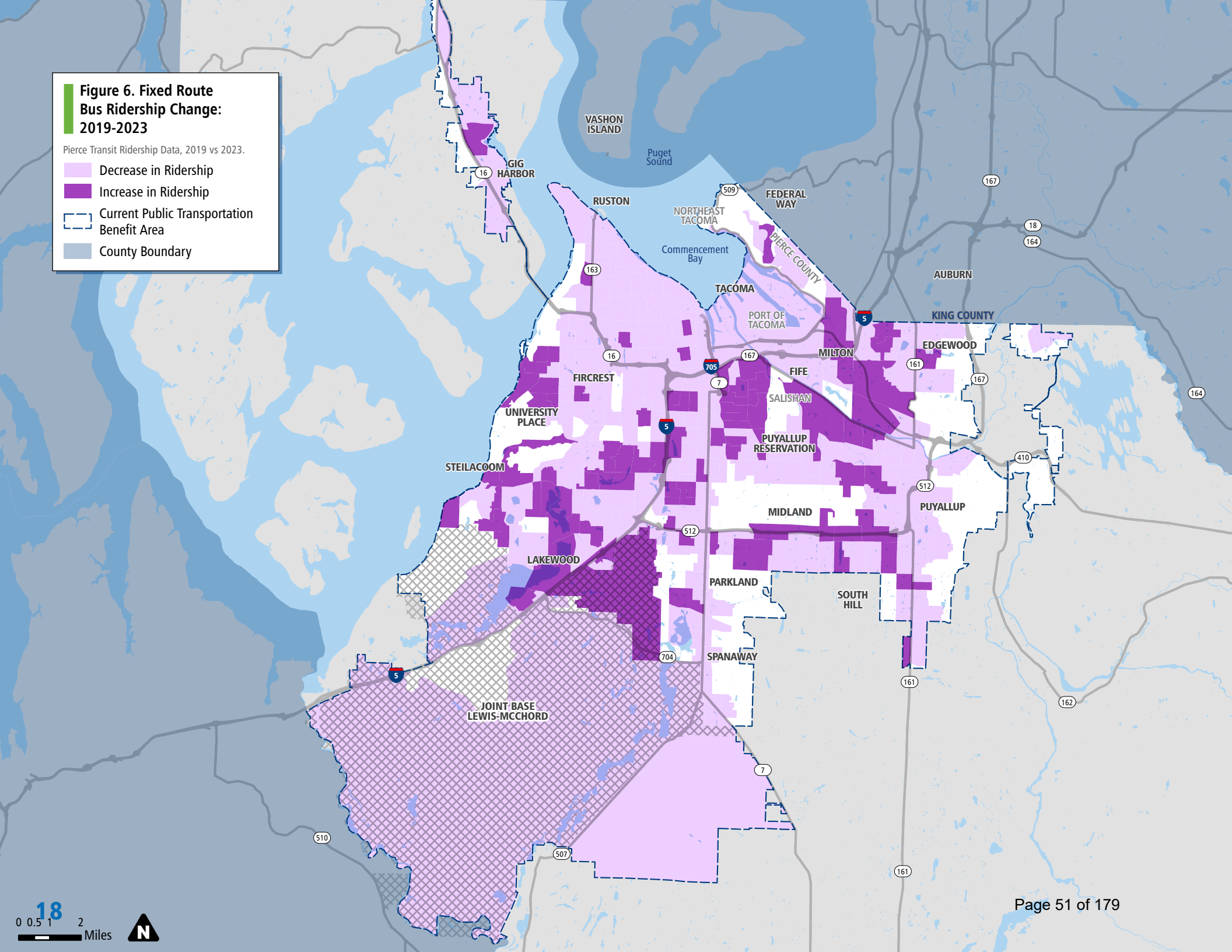
Figure 5. Annual Pierce Transit Fixed Route Boardings and Boardings per Service Hour



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

Pierce Transit Ridership Data, 2019 vs 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

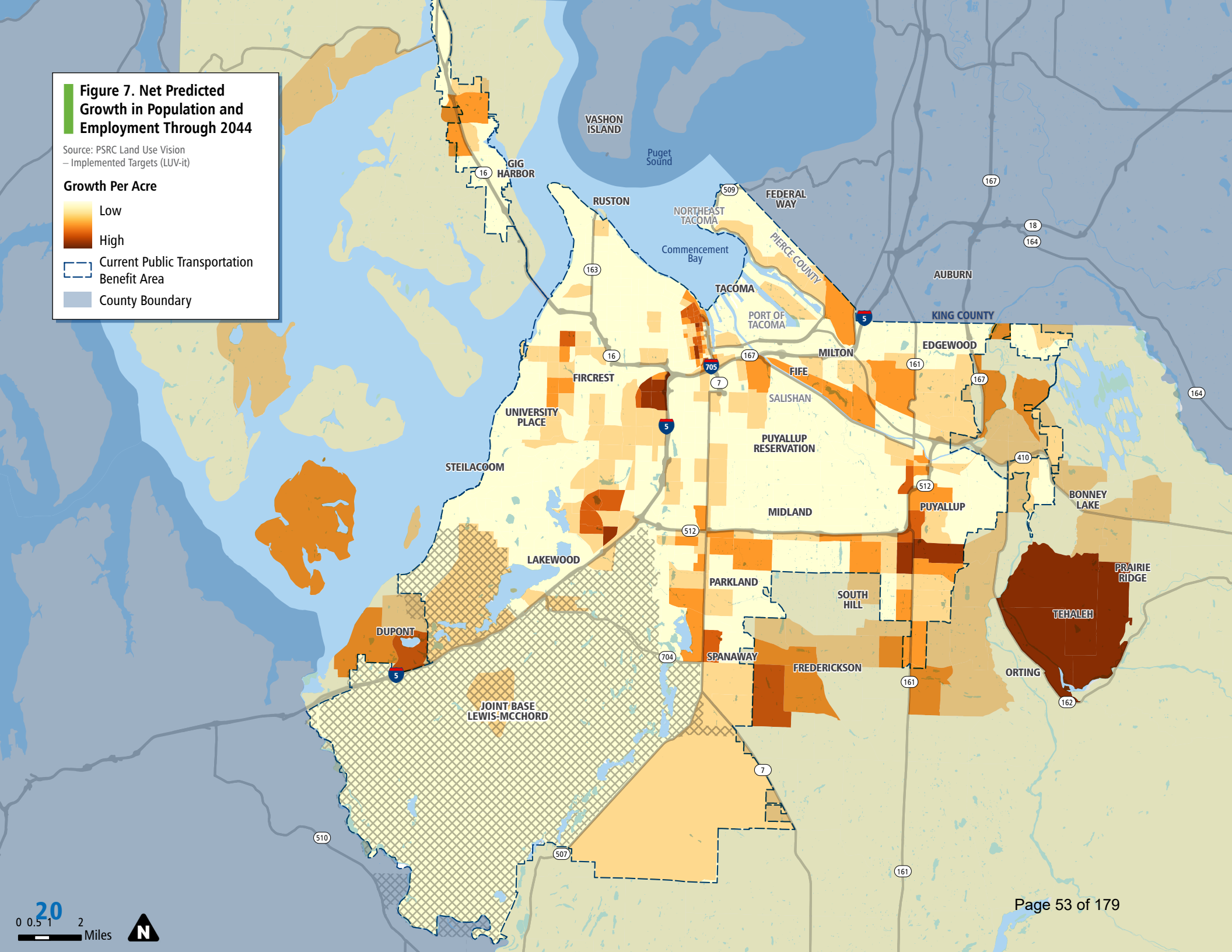


Figure 7. Net Predicted Growth in Population and Employment Through 2044

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

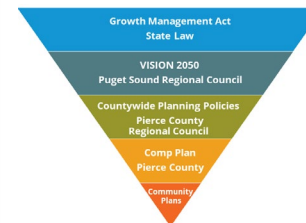
Pierce County's 2024 Comprehensive Plan prepares for the nearly 80,000 additional people who will make the County's unincorporated areas their home over the next 20 years.

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.

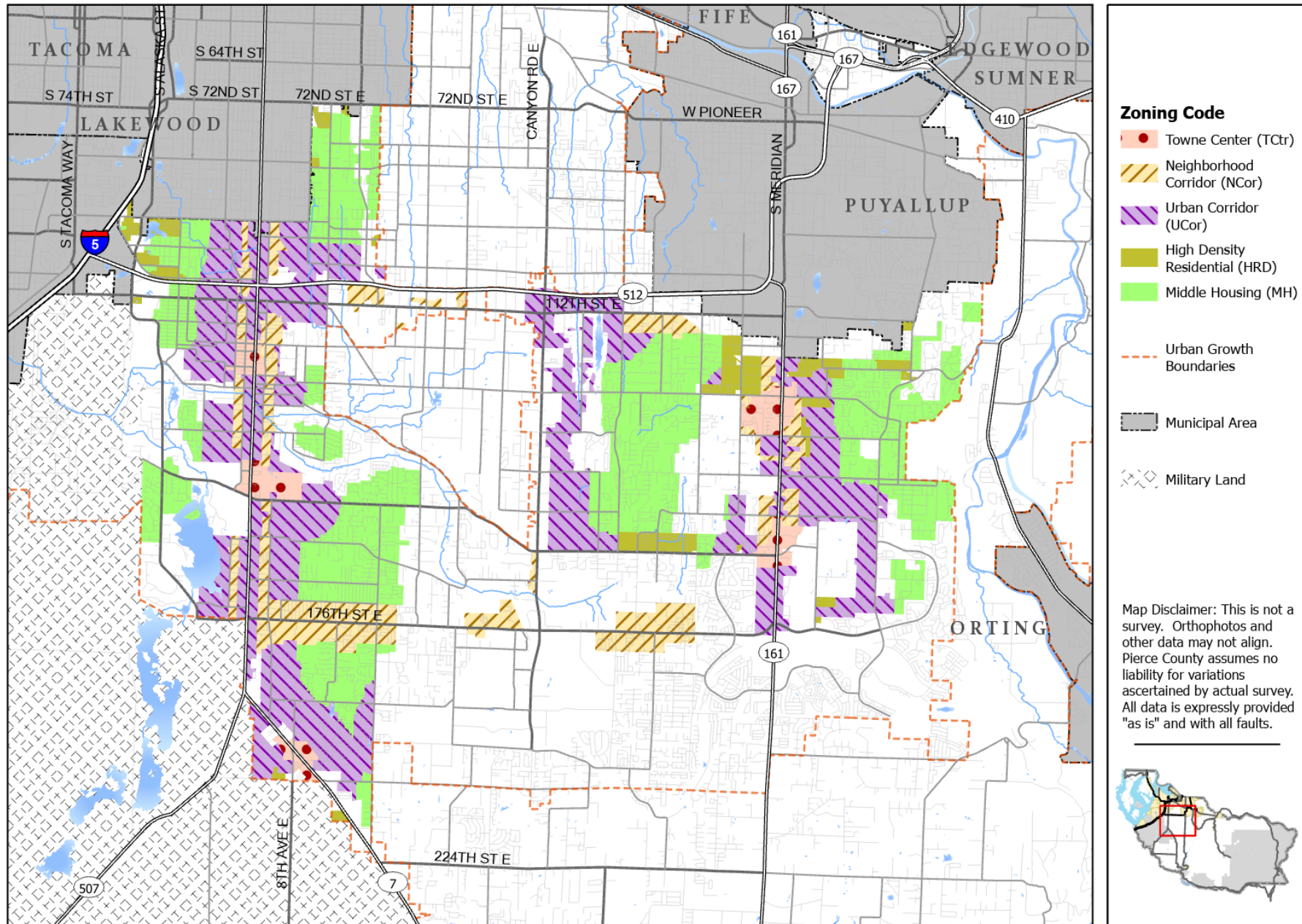
The GMA ([RCW 36.70A](#)) and Washington Administrative Code (WAC) ([WAC 365.196](#)) guide the development and outline the process for updating the Pierce County Comprehensive Plan. The Act outlines 15 goals for the development of a comprehensive plan, as set forth in [RCW 36.70A.020](#). Each goal, 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

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 website.¹

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

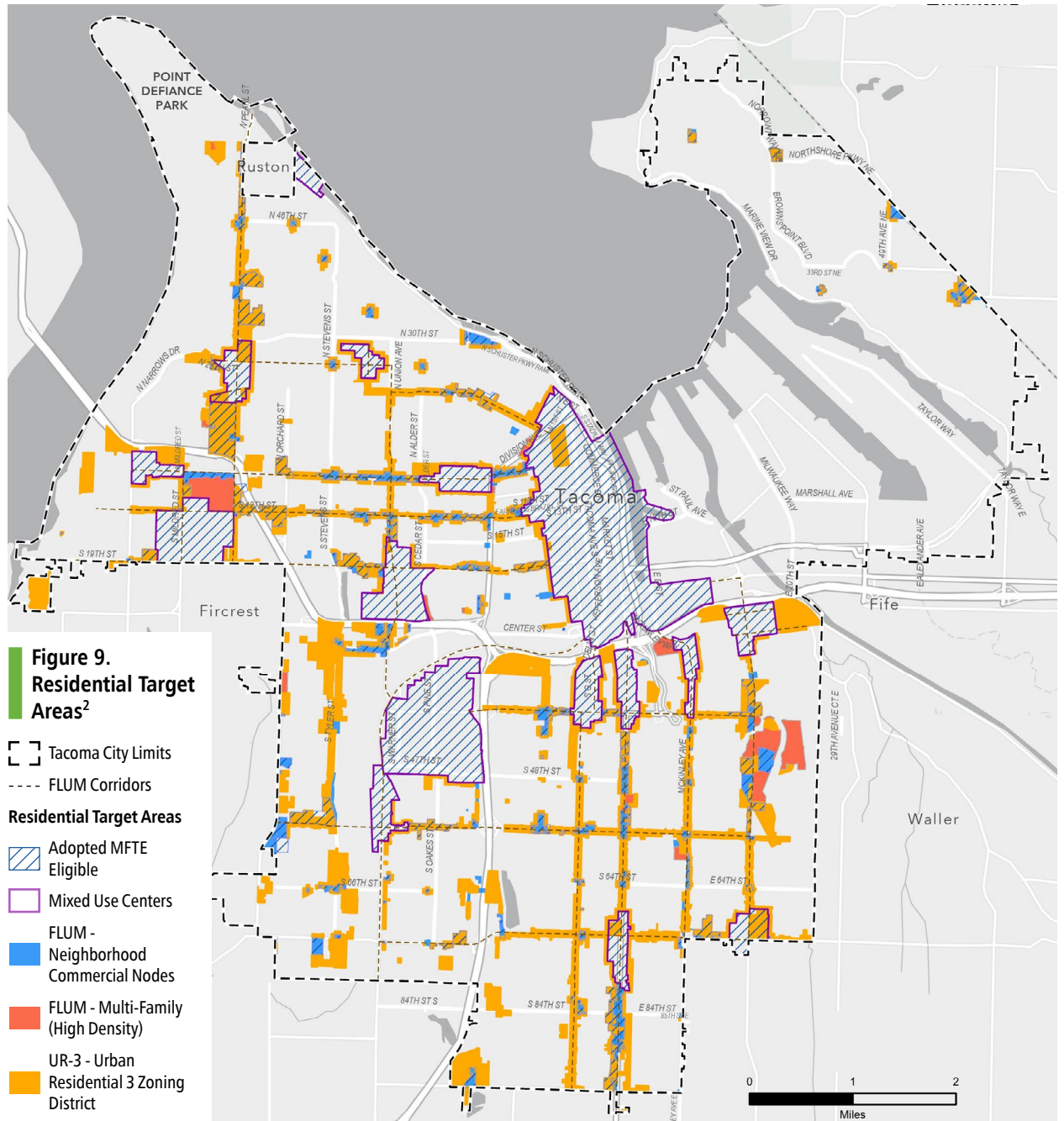


Figure 9. Residential Target Areas²

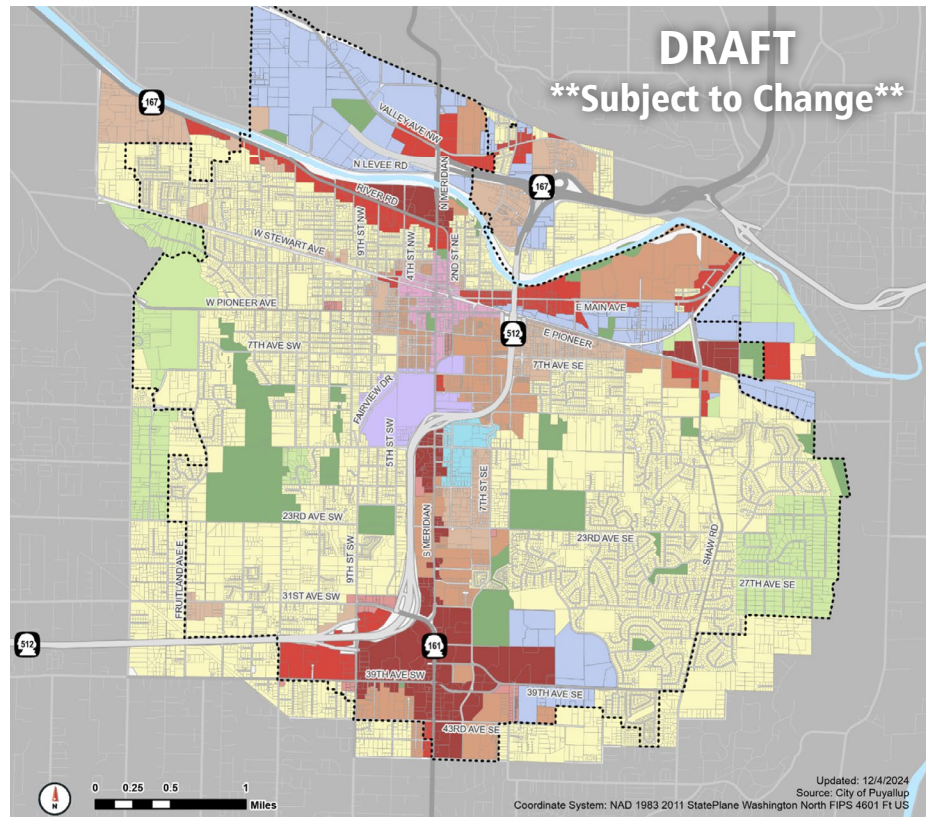
- Tacoma City Limits
- FLUM Corridors
- Residential Target Areas**
- Adopted MFTE Eligible
- Mixed Use Centers
- FLUM - Neighborhood Commercial Nodes
- FLUM - Multi-Family (High Density)
- UR-3 - Urban
- Residential 3 Zoning District

² City of Tacoma, [https://www.cityoftacoma.org/UserFiles/Servers/Server_6/File/cms/Planning/Affordable%20Housing/AHAS%20Planning%20Actions/Residential%20Target%20Areas%20\(Municipal%20Code%20208x11\)%200062124.pdf](https://www.cityoftacoma.org/UserFiles/Servers/Server_6/File/cms/Planning/Affordable%20Housing/AHAS%20Planning%20Actions/Residential%20Target%20Areas%20(Municipal%20Code%20208x11)%200062124.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.

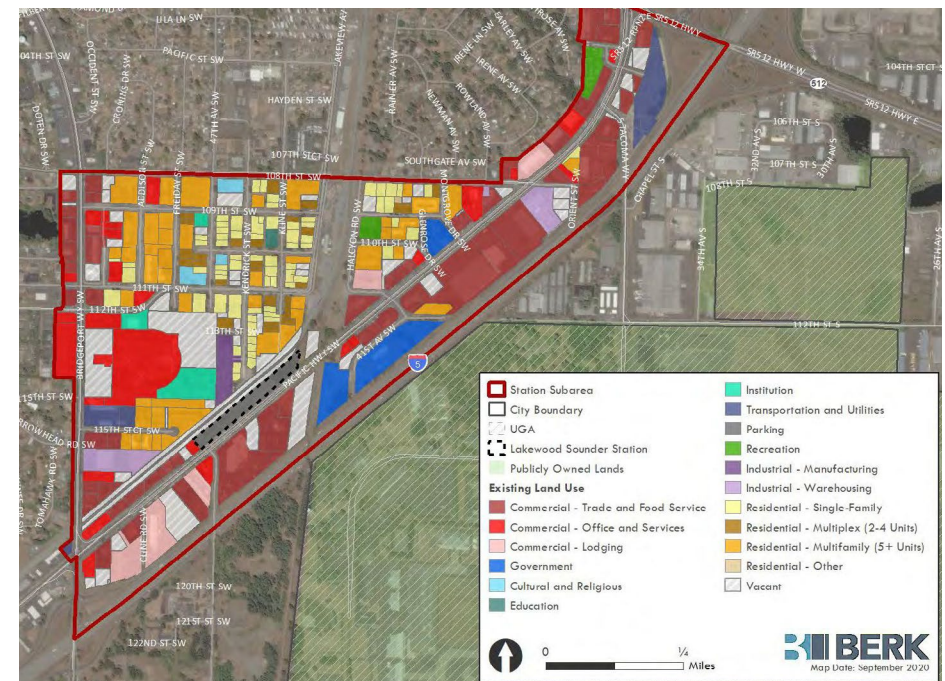
■ **Figure 10. Draft Puyallup Future Land Use Map³**



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 Use⁴**



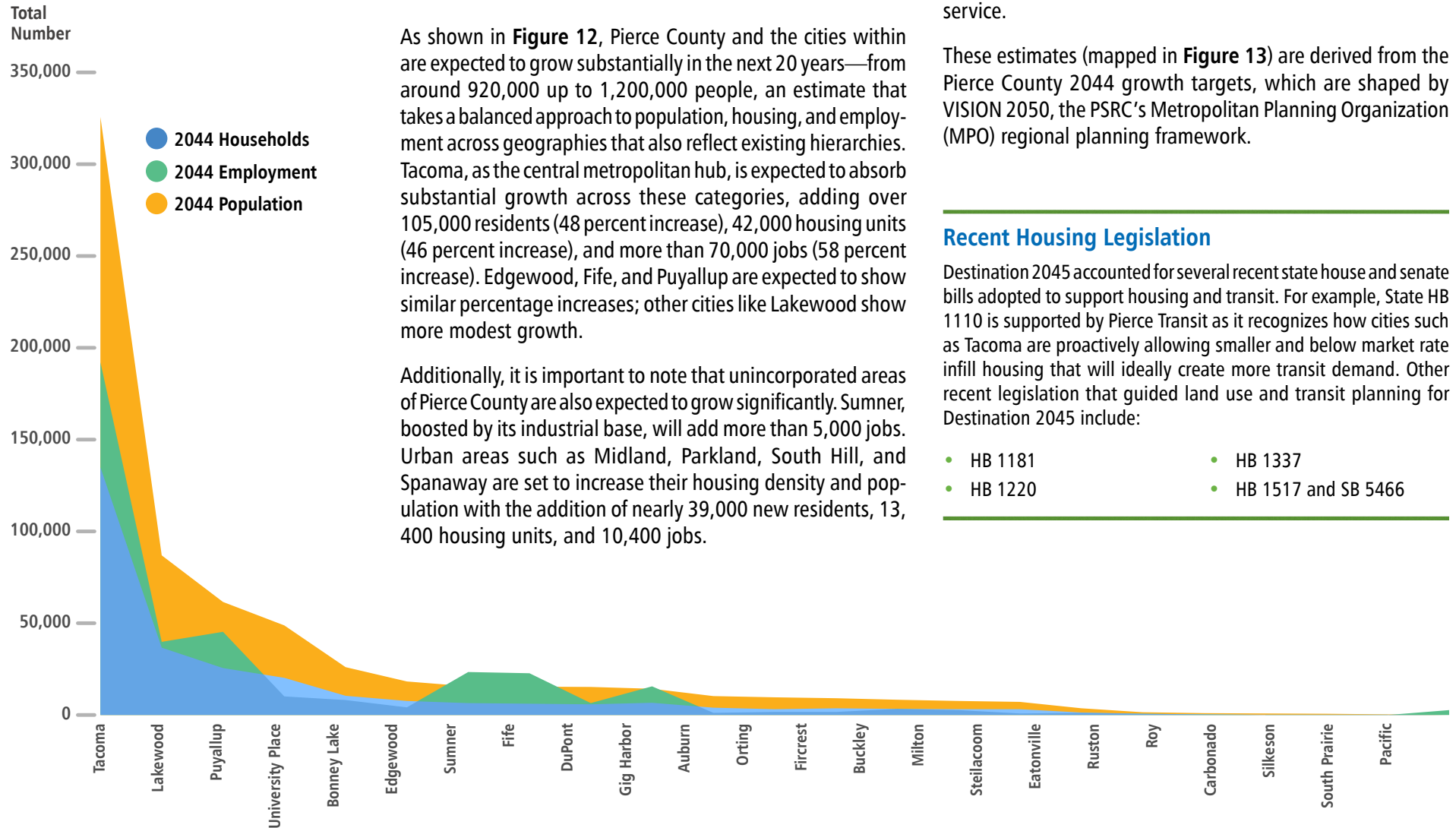
³ City of Puyallup, <https://compplan-puyallup.hub.arcgis.com/pages/draft-comp-plan>

⁴ 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



By 2044, Tacoma, Lakewood, and Puyallup will experience the largest population growth and those three cities, plus Fife and Sumner, will see the largest increase in jobs.

As shown in **Figure 12**, Pierce County and the cities within are expected to grow substantially in the next 20 years—from around 920,000 up to 1,200,000 people, an estimate that takes a balanced approach to population, housing, and employment across geographies that also reflect existing hierarchies. Tacoma, as the central metropolitan hub, is expected to absorb substantial growth across these categories, adding over 105,000 residents (48 percent increase), 42,000 housing units (46 percent increase), and more than 70,000 jobs (58 percent increase). Edgewood, Fife, and Puyallup are expected to show similar percentage increases; other cities like Lakewood show more modest growth.

Additionally, it is important to note that unincorporated areas of Pierce County are also expected to grow significantly. Sumner, boosted by its industrial base, will add more than 5,000 jobs. Urban areas such as Midland, Parkland, South Hill, and Spanaway are set to increase their housing density and population with the addition of nearly 39,000 new residents, 13,400 housing units, and 10,400 jobs.

These targets assume HCT service connecting these communities. With most jurisdictions incorporating a transit-oriented planning vision within their comprehensive plans, growth is expected to be more centralized with potential for expanded service.

These estimates (mapped in **Figure 13**) are derived from the Pierce County 2044 growth targets, which are shaped by VISION 2050, the PSRC’s Metropolitan Planning Organization (MPO) regional planning framework.

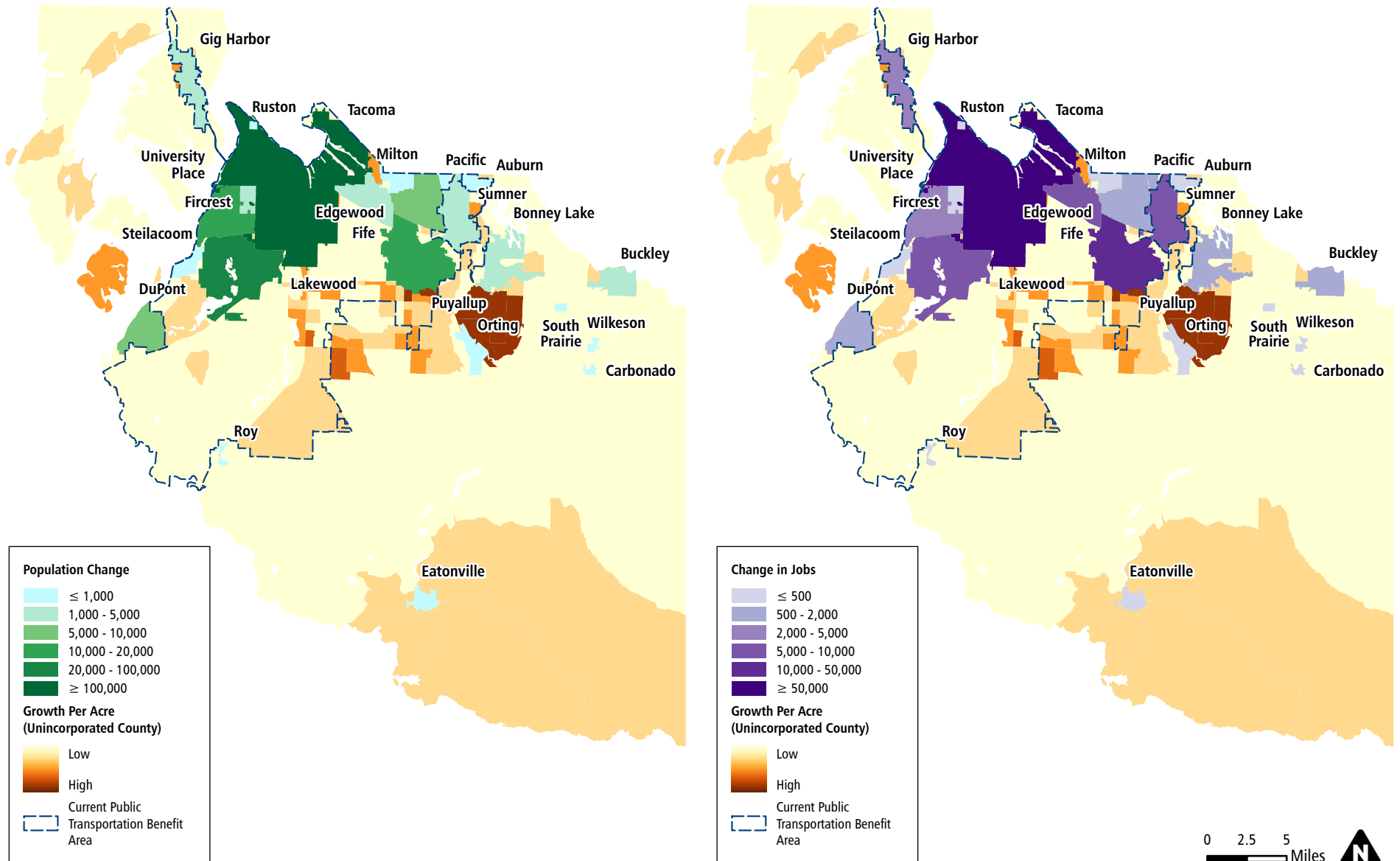
Recent Housing Legislation

Destination 2045 accounted for several recent state house and senate bills adopted to support housing and transit. For example, State HB 1110 is supported by Pierce Transit as it recognizes how cities such as Tacoma are proactively allowing smaller and below market rate infill housing that will ideally create more transit demand. Other recent legislation that guided land use and transit planning for Destination 2045 include:

- HB 1181
- HB 1220
- HB 1337
- HB 1517 and SB 5466

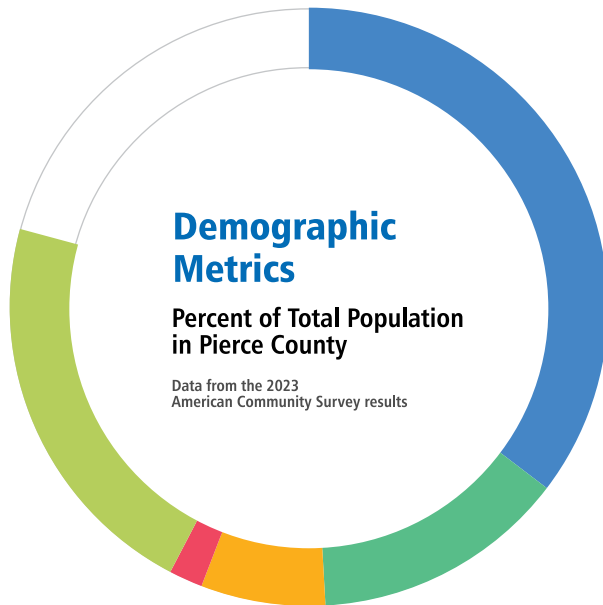
Figure 13. Pierce County – Projected Growth in Population and Employment by 2044

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)**⁵, that is consistent with the Bus System Recovery Plan 2023⁶ 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.

Service Area Metrics:



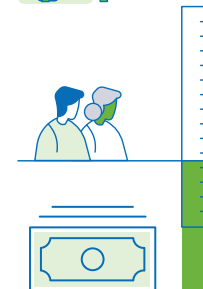
Almost 15,000 households

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**.

⁵ Derived from the 5-year American Community Survey results, 2021.

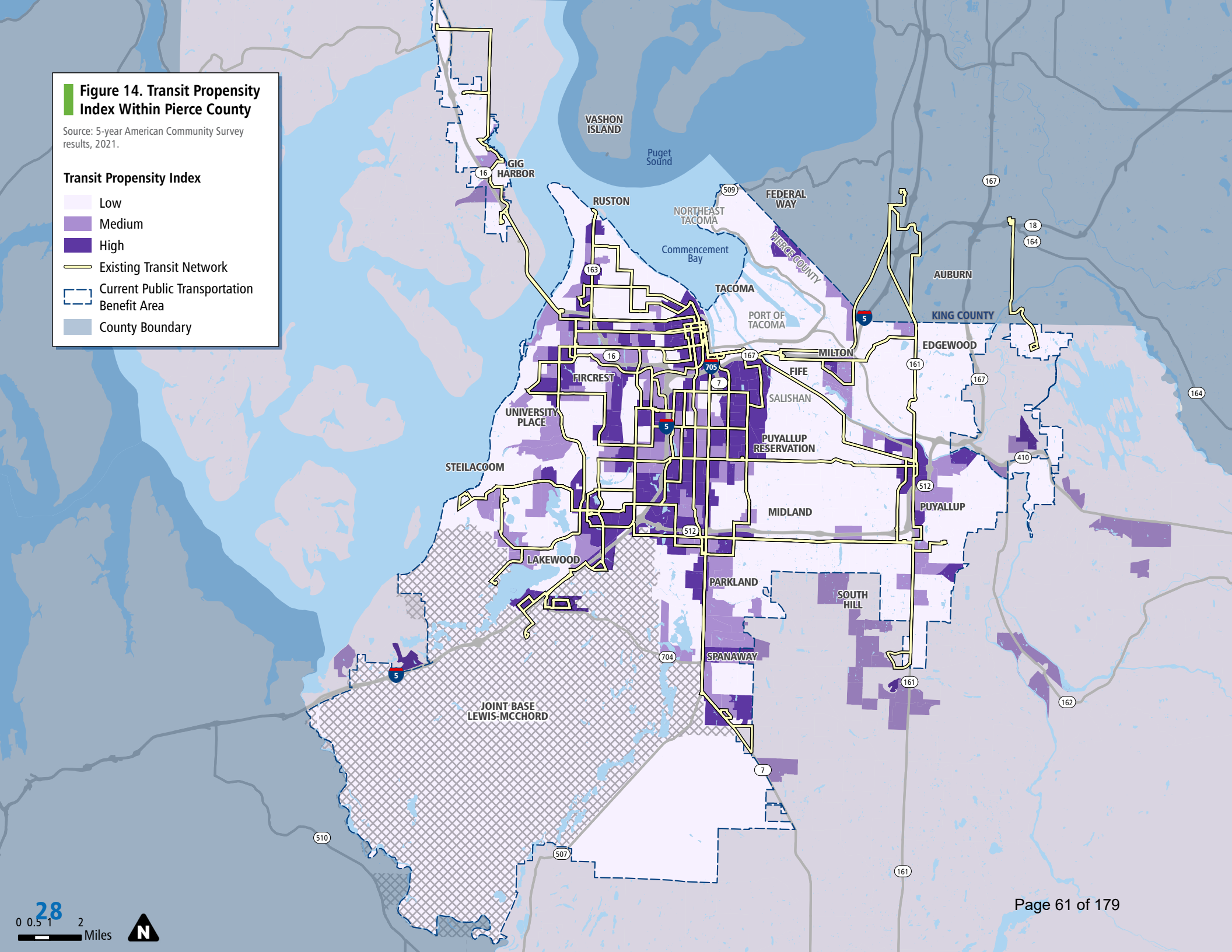
⁶ Pierce Transit Bus System Recovery Plan Final Report, December 2023, https://piercetransit.org/wp-content/uploads/2024/06/Bus-System-Recovery-Plan_Final-Report-15Dec2023.pdf

Figure 14. Transit Propensity Index Within Pierce County

Source: 5-year American Community Survey results, 2021.

Transit Propensity Index

- Low
- Medium
- High
- Existing Transit Network
- Current Public Transportation Benefit Area
- County Boundary



Transportation System Change

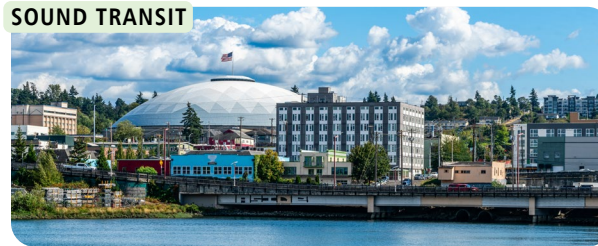
Several HCT and regional trail projects (shown in **Figure 15**) are planned to serve Pierce County by 2045. HCT provides connections to regional destinations throughout the Puget Sound region through fast and reliable transit service, such as light rail, commuter rail, and BRT. Regional trail projects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

Stream System



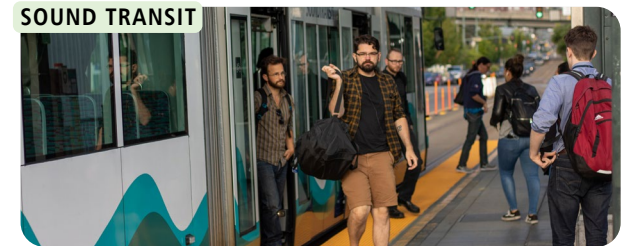
Pending funding availability, Pierce Transit is planning to further improve the current Stream Community Line and introduce additional enhanced Stream services on Route 2 and Route 3.

Planned Regional Projects with Agency Partners



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.



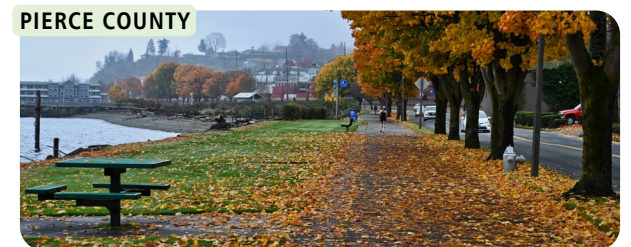
Extension of the Tacoma Link (T Line) Light Rail West to Tacoma Community College

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.



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.

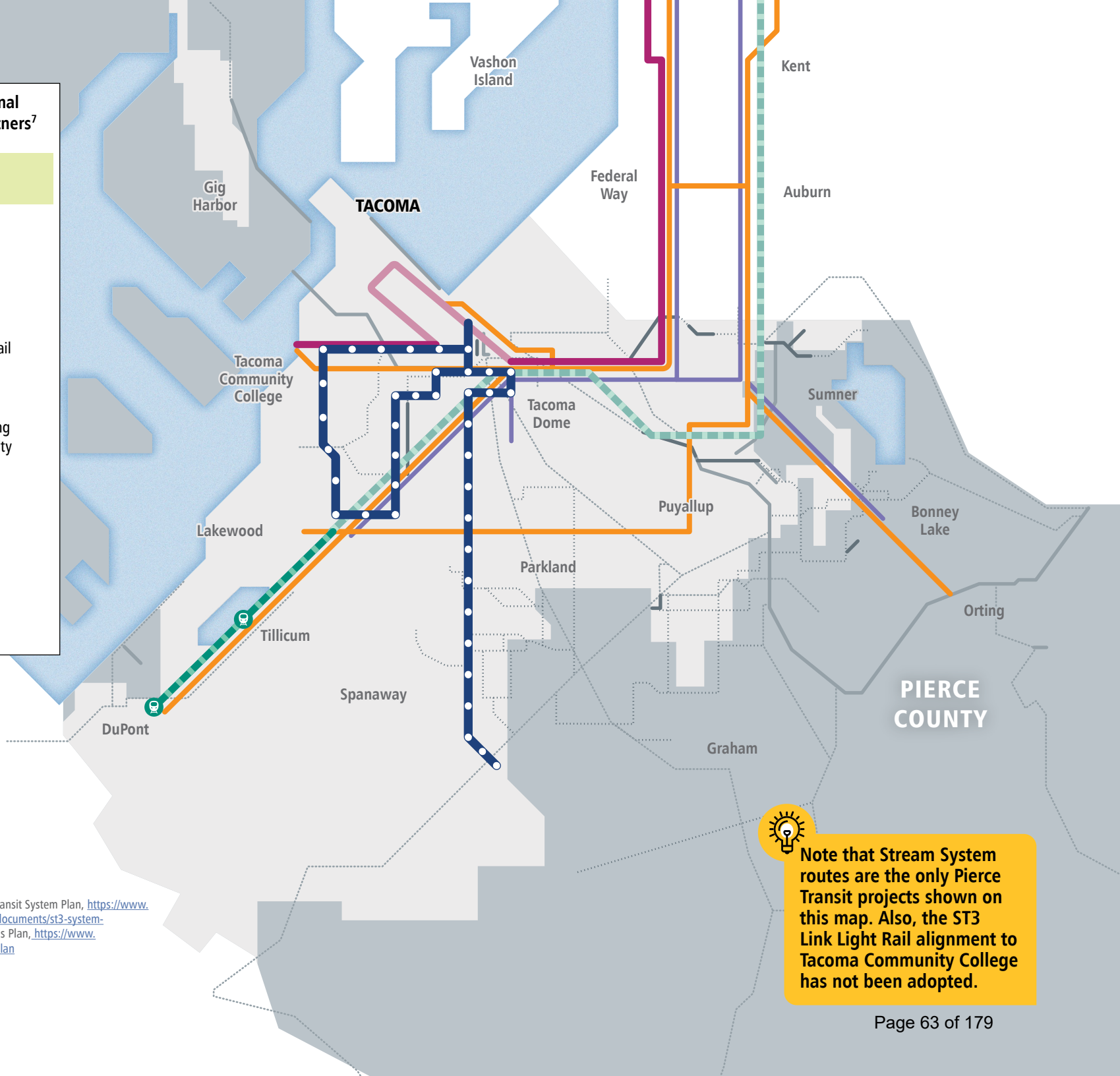



Expansion of the Pierce County Regional Trails Network

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

Figure 15. Planned Regional Projects with Agency Partners⁷

-  Pierce Transit Stream System
 -  Public Transportation Benefit Area
- Current and Planned Sound Transit Projects**
-  New Sounder Station
 -  ST3 Sounder Commuter Rail
 -  ST3 Link Light Rail
 -  ST Express Bus
 -  Proposed Shoulder-Running Buses/ Speed and Reliability Improvements
- Pierce County Regional Trails Plan (PC RTP) 2020**
-  Existing Connector Trail
 -  Existing Regional Trail
 -  Proposed Connector Trail
 -  Proposed Regional Trail



 Note that Stream System routes are the only Pierce Transit projects shown on this map. Also, the ST3 Link Light Rail alignment to Tacoma Community College has not been adopted.

⁷ 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?

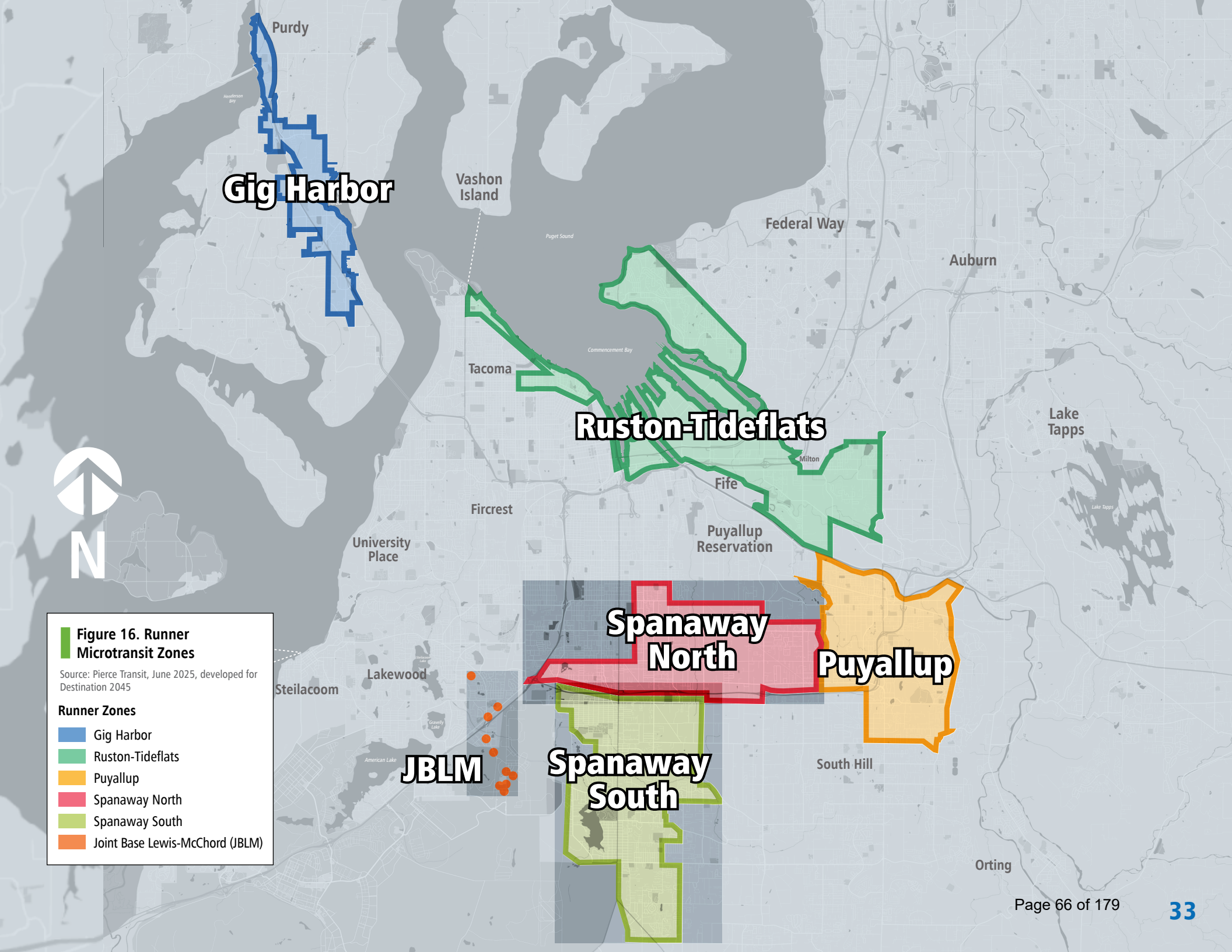
Pierce Transit is constrained by an agreement with its union (ATU Local 758) to not operate more than six Runner microtransit zones simultaneously.

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.



Gig Harbor

Ruston-Tideflats

Spanaway North

Puyallup

Spanaway South

JBLM

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)

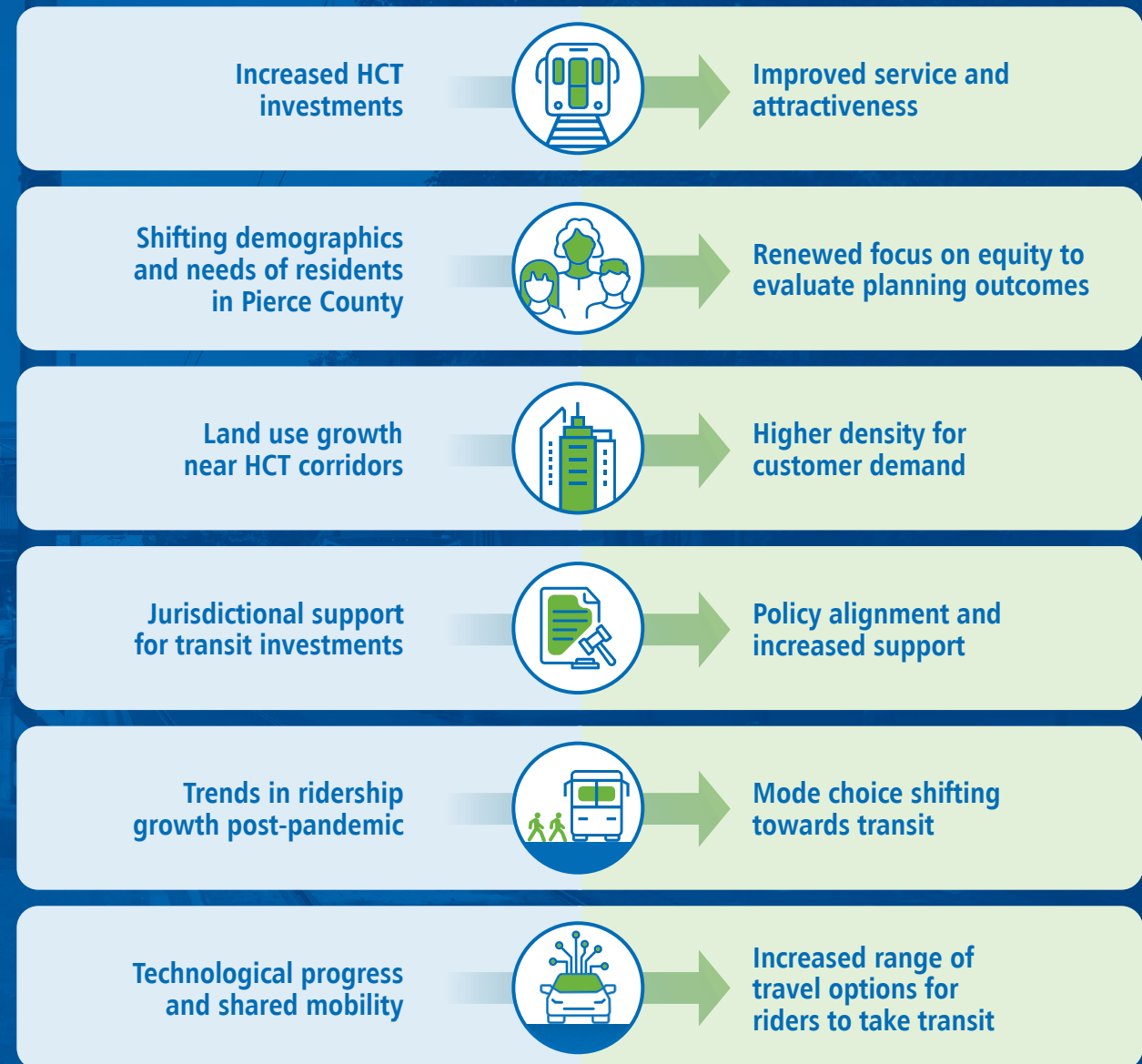


Summary

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

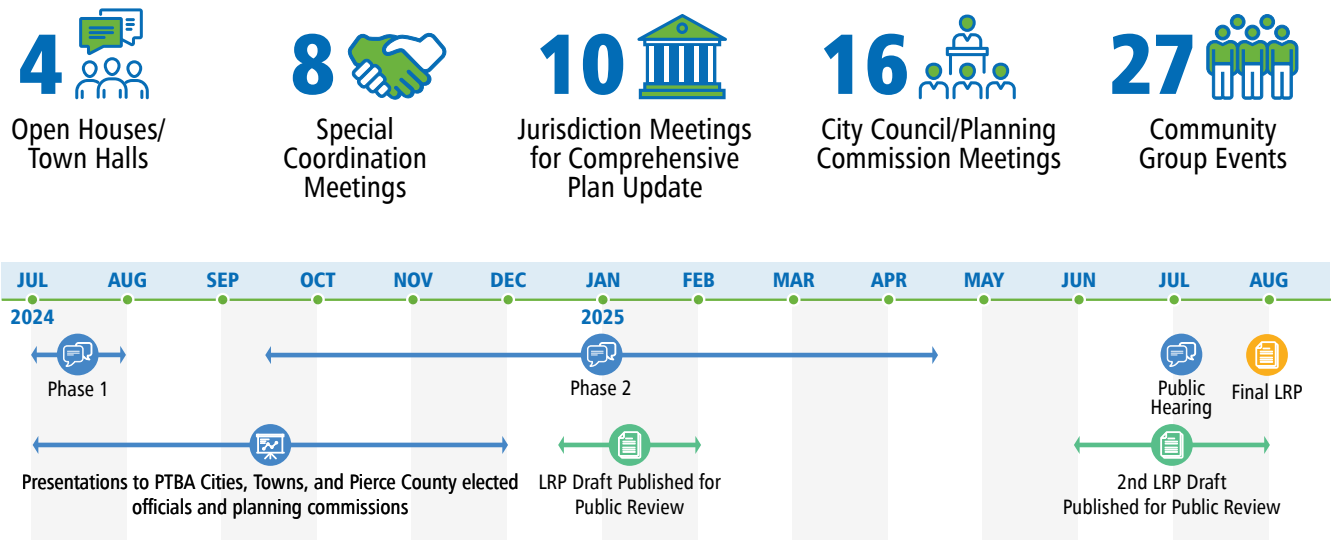
Public Involvement and Outreach

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

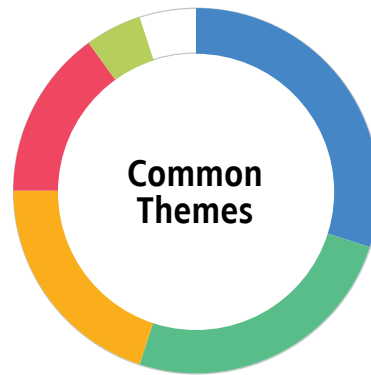
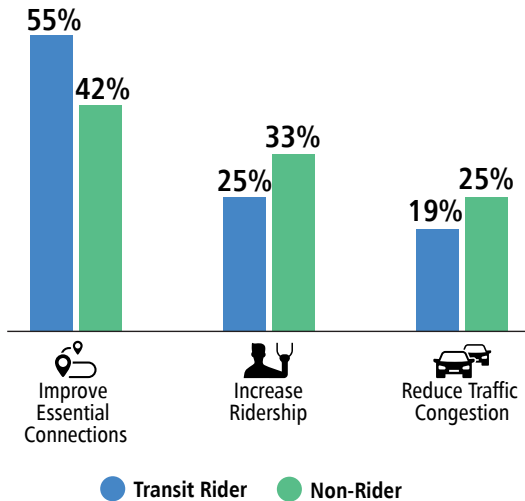
In addition to several public outreach events that took place over the summer of 2024, Pierce Transit conducted an online survey in July to request public input on agency priorities for Destination 2045 and specific location-based or route-based improvements using an interactive mapping tool. The results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

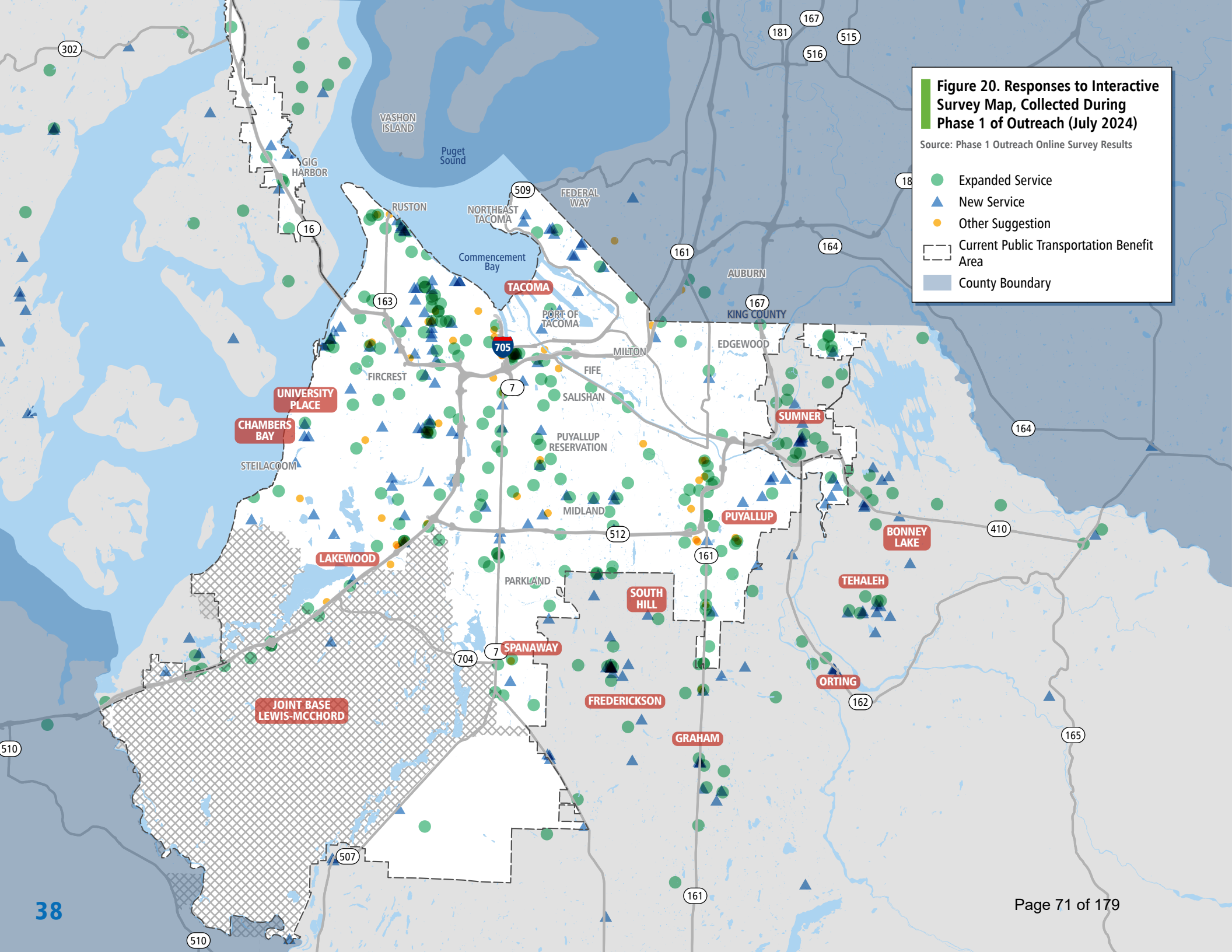
Top Priorities for the Role of Pierce Transit



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



Figure 20. Responses to Interactive Survey Map, Collected During Phase 1 of Outreach (July 2024)
 Source: Phase 1 Outreach Online Survey Results



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.

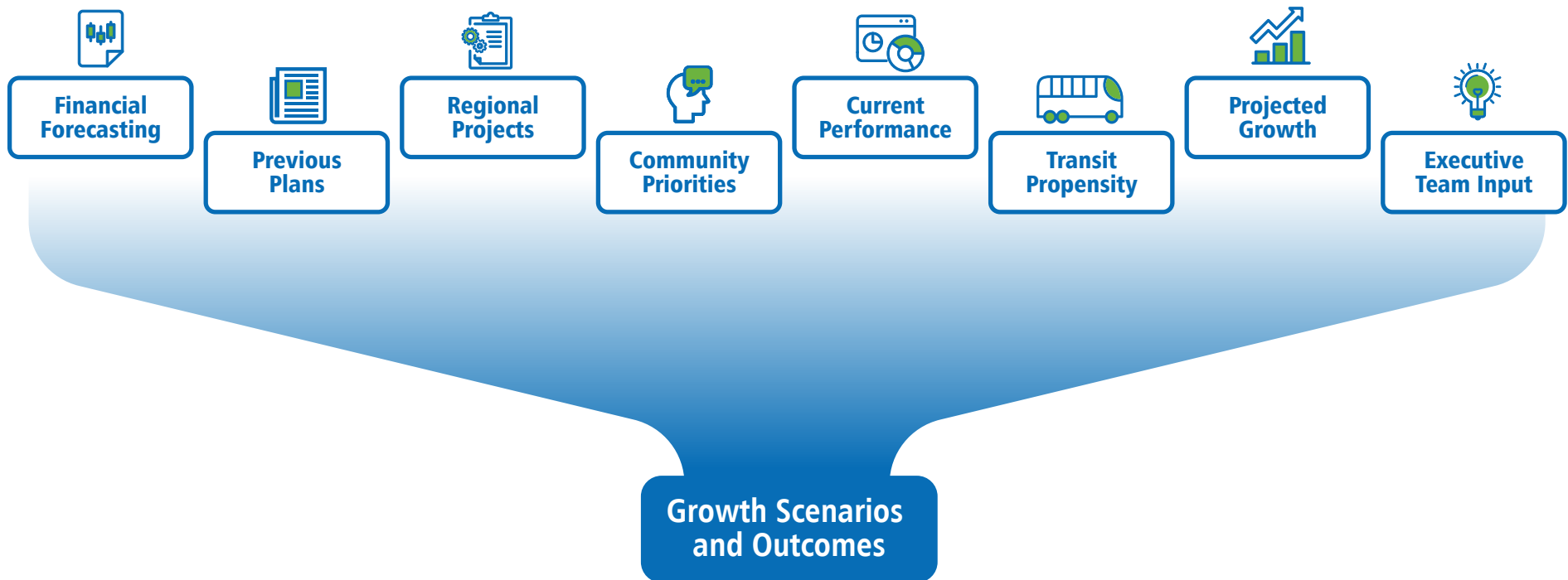
Scenario Development Process

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 would be modified to connect with new Sound Transit Link stations in Tacoma, Fife, and Federal Way once they are operational.
- 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.



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

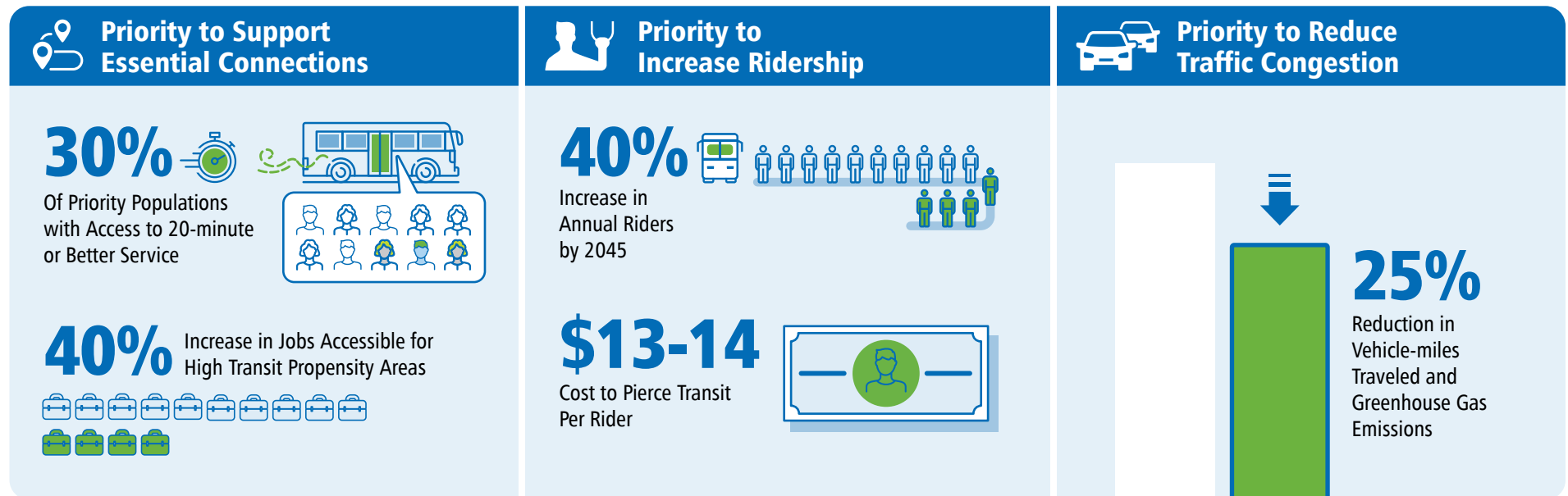
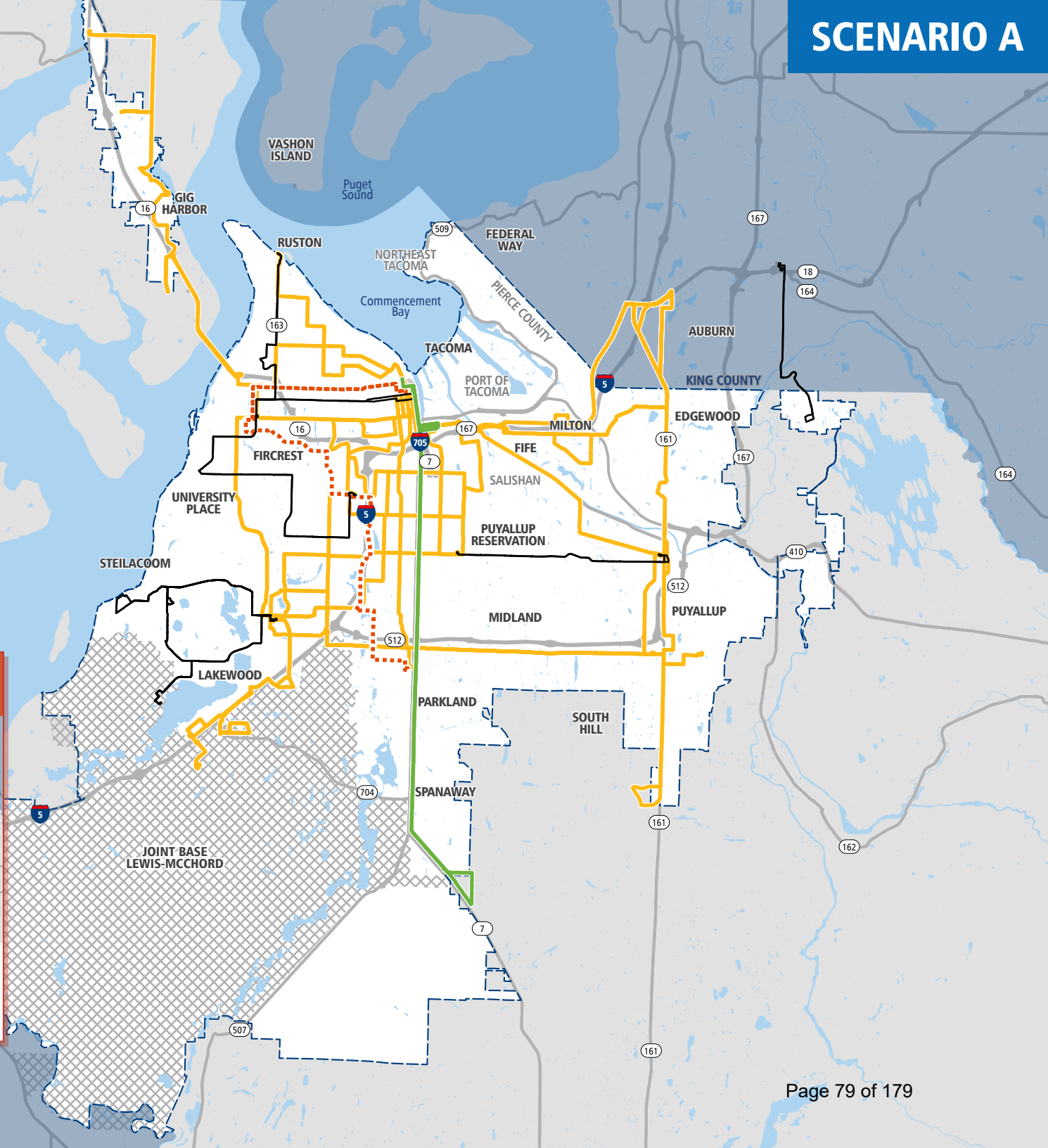
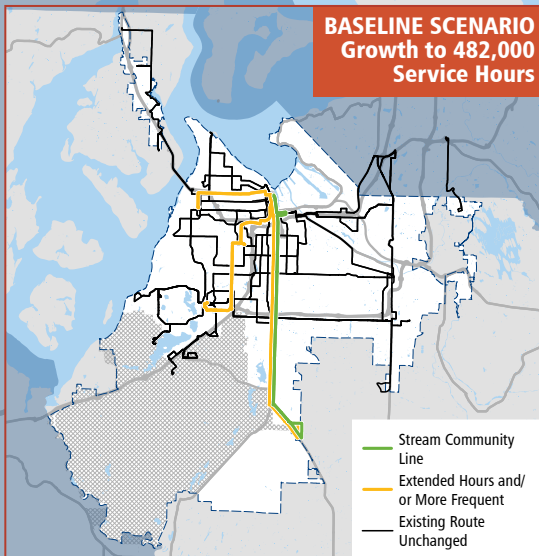


Figure 23. Scenario A System Map

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

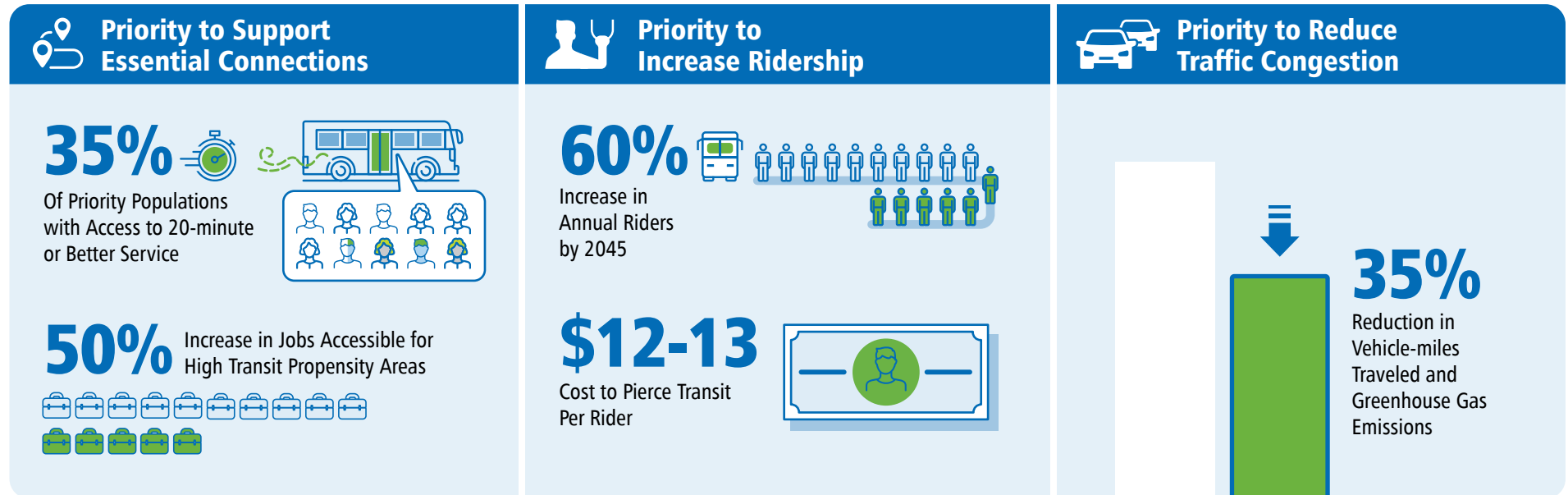
This scenario, illustrated in **Figure 24**, presents a level of service that exceeds Pierce Transit’s current funding capacity and would require additional revenue to implement. **Long-range financial forecasts indicate this level of service could be supported by a sales tax rate of 1.1 percent.** However, 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.

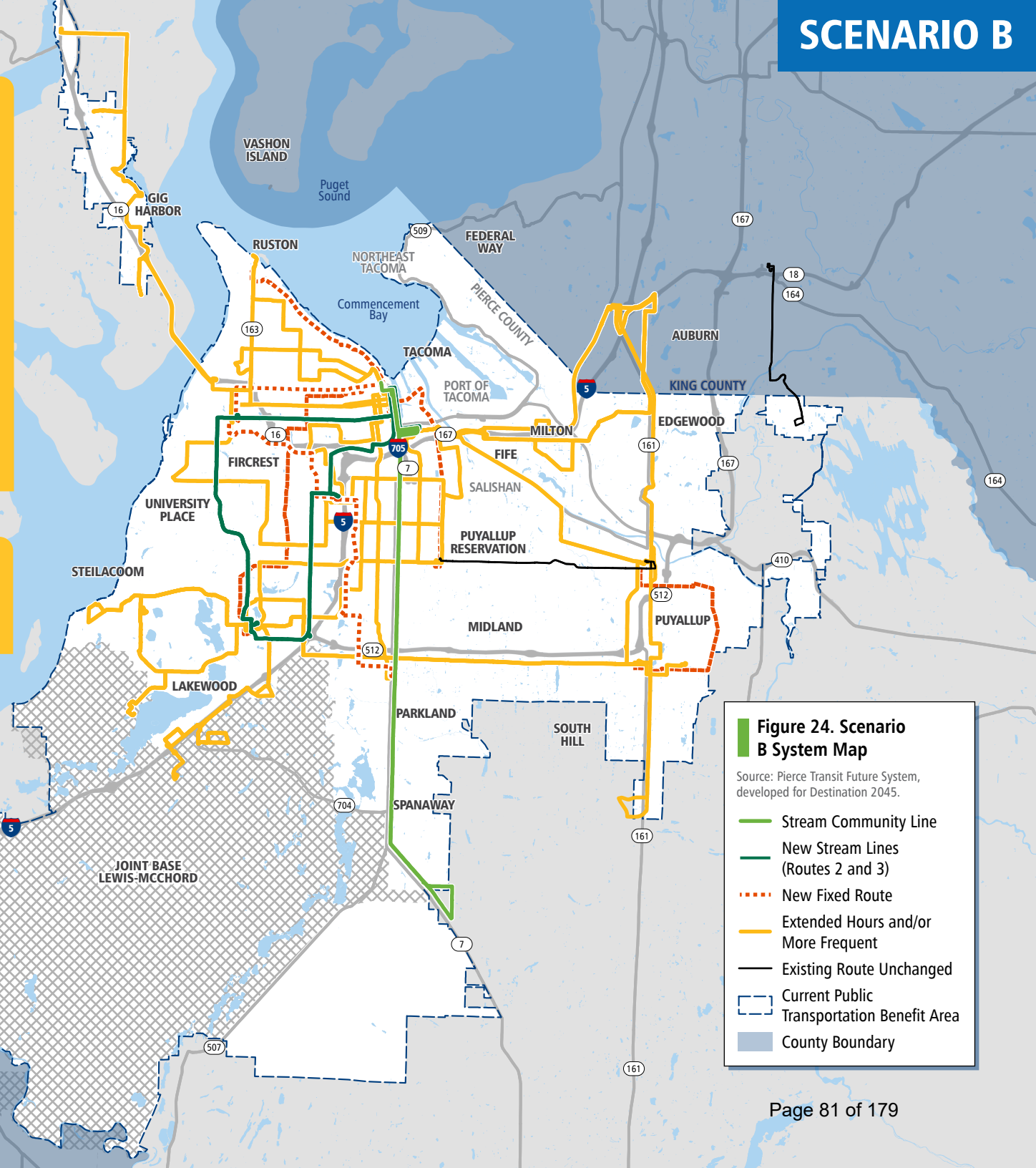
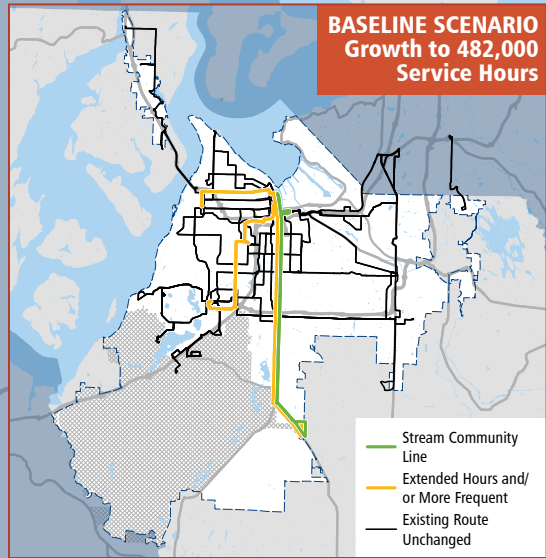


Figure 24. Scenario B System Map
Source: Pierce Transit Future System, developed for Destination 2045.

- Stream Community Line
- New Stream Lines (Routes 2 and 3)
- New Fixed Route
- Extended Hours and/or More Frequent
- Existing Route Unchanged
- Current Public Transportation Benefit Area
- County Boundary

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 are 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. Voters in newly included areas must approve the sales tax.

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

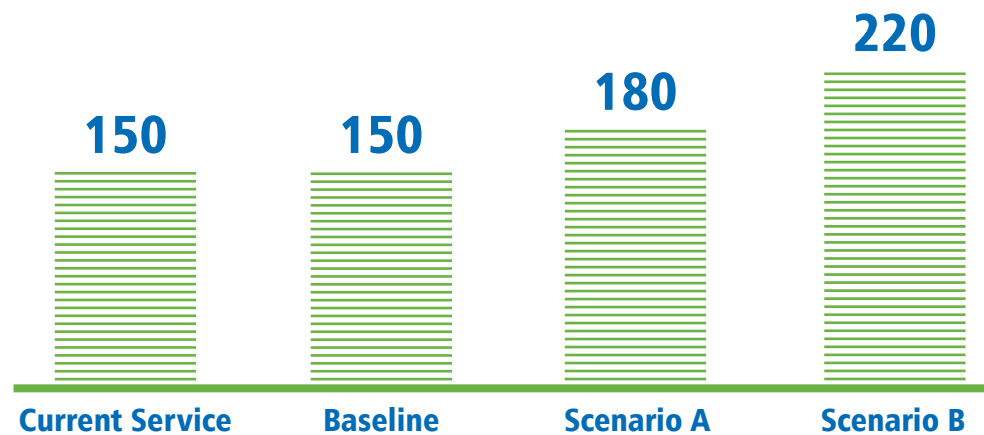
System growth and other improvements will require an increase in capital spending. In addition to fleet expansion, maintenance and operations needs also come with challenges associated with fleet electrification, staff recruitment and retention, and other capital infrastructure, highlighting the importance 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.⁸ 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 Scenario⁹**



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

⁹ 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.

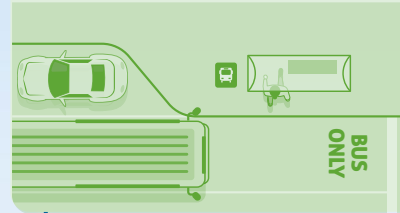
Improvements May Include:

- 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

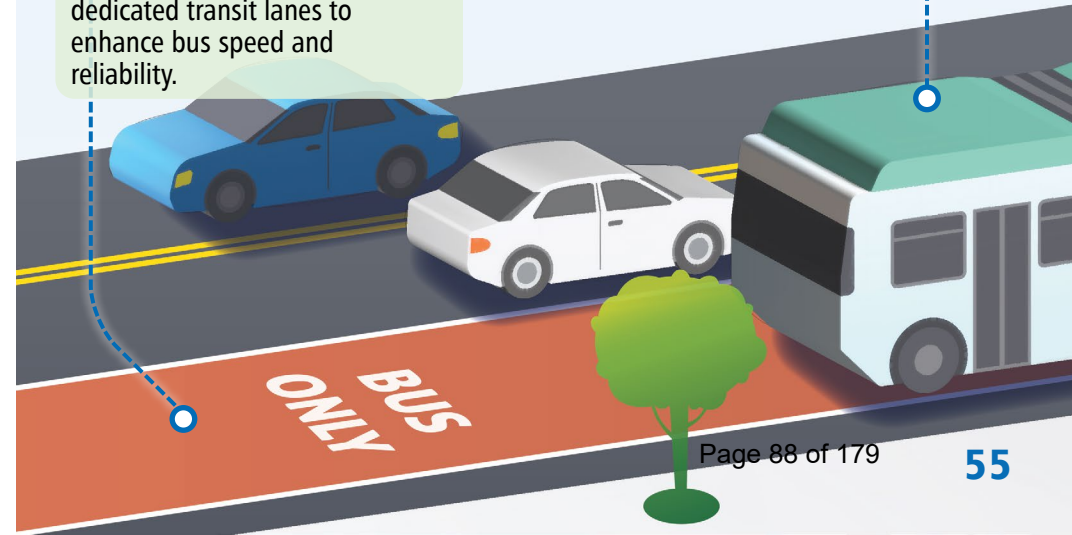
Upgrading to newer vehicles with advanced technologies can improve reliability.

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.



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.

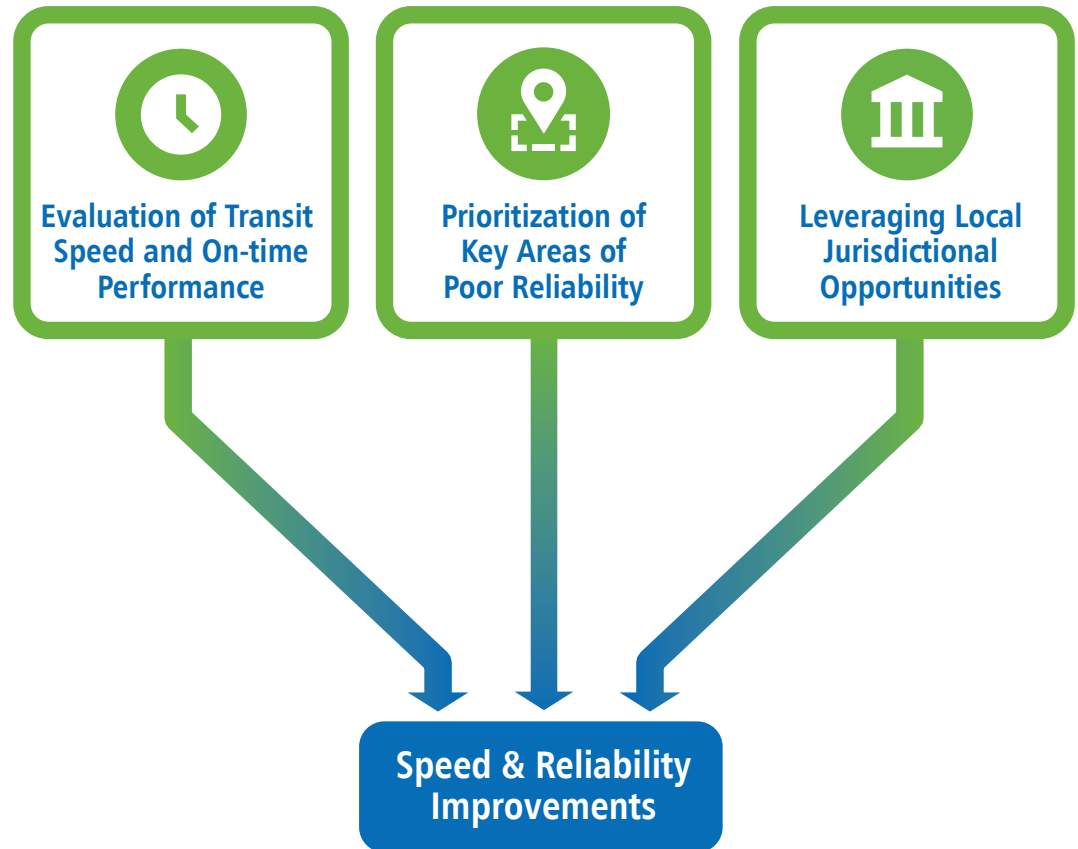
As an estimate, \$3 to 5 million per mile is a reasonable projection to undertake a set of improvements that will result in significant transit speed and reliability upgrades.

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

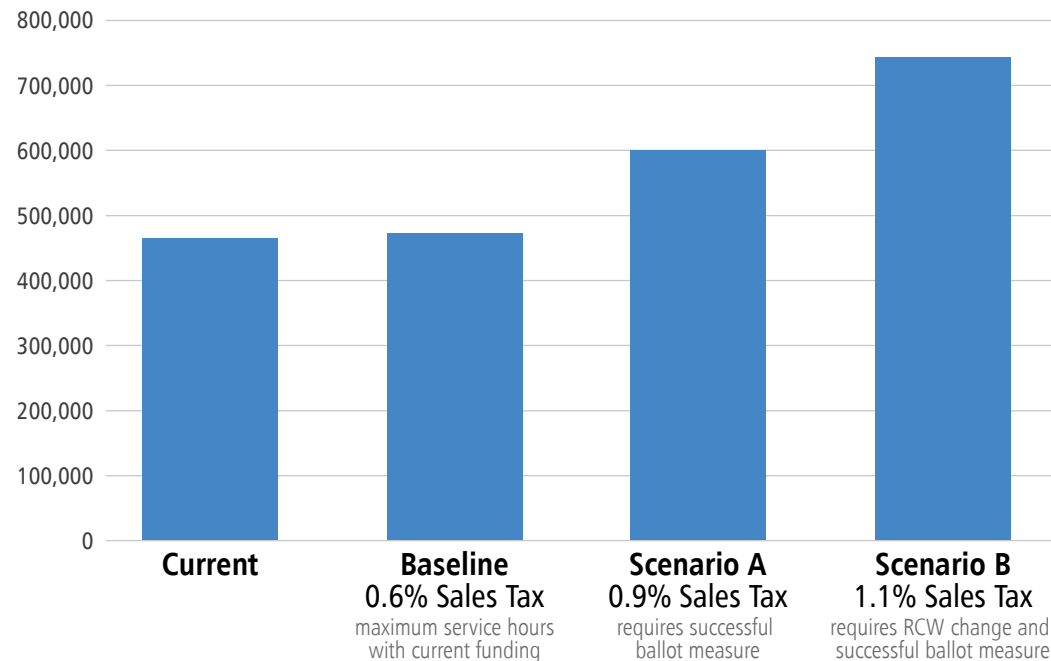
Destination 2045 outlines a vision for expanding services to meet the growing transportation needs of the service area. This chapter identifies the agency's preferred scenario, path to implementation, and other funding strategies that may help close the funding gap.

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

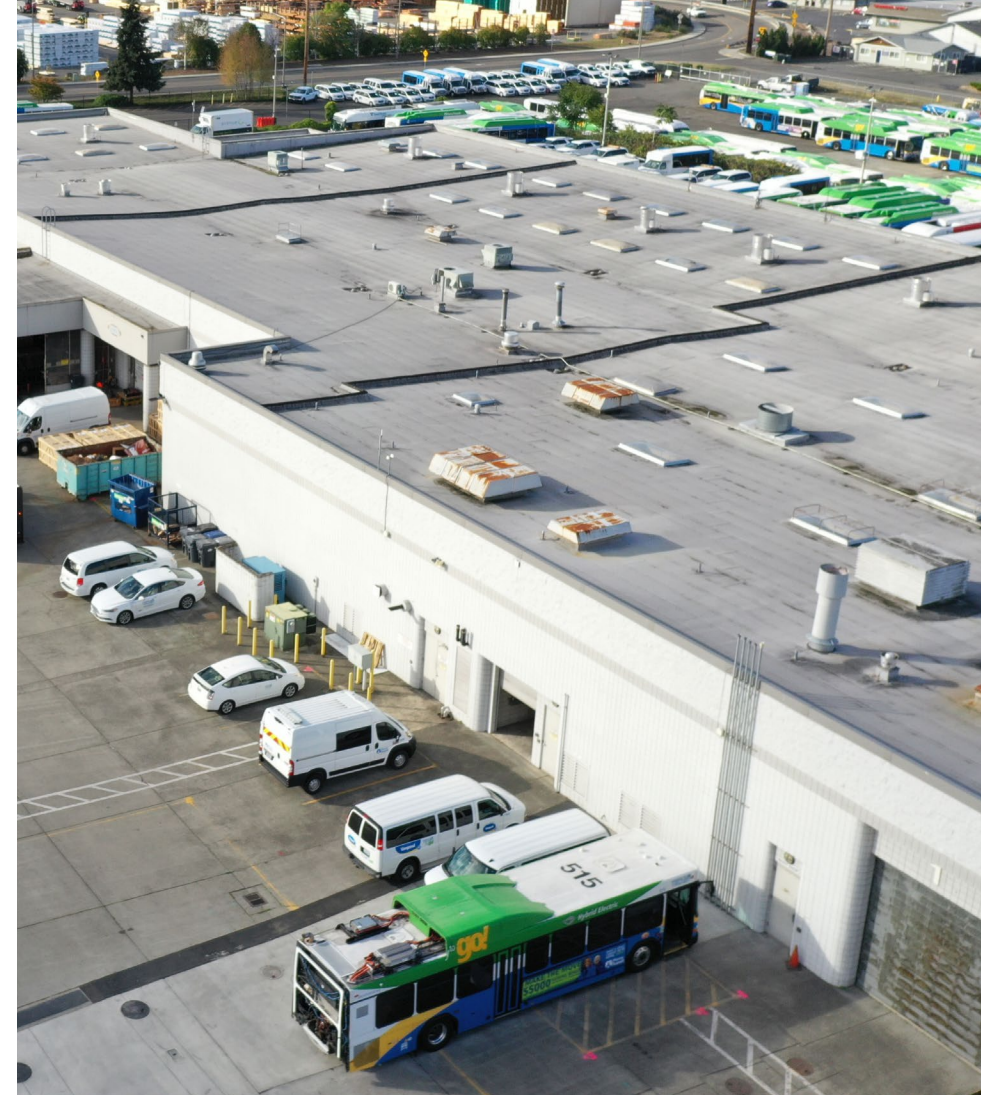
The scenarios do not assume any additional farebox increases. Pierce Transit has not raised fares since November 2010. Although fare increases have been discussed, they require approval from the Board of Commissioners. Even a modest fare adjustment would have a minimal impact on long-term operating expenses.

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.



Service Funding Agreements

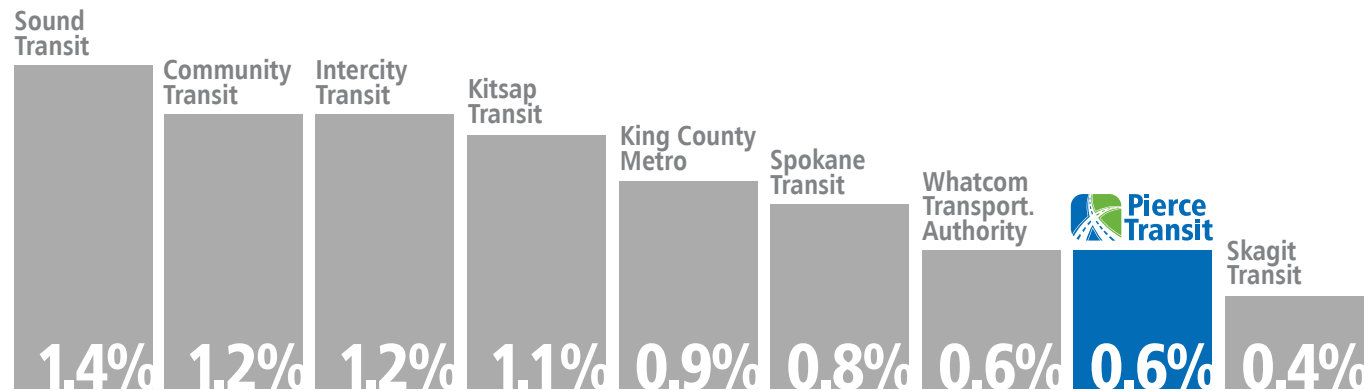
Some cities and communities have expressed interest in more frequent service or longer operating hours than Pierce Transit can provide with current funding sources. In these cases, a city or the County may choose to enter into a Service Funding Agreement with Pierce Transit to help cover the cost of the additional service they'd like to see. While no broad agreements are currently in place, a small-scale example exists today: Route 497, the Lakeland Hills Express, is funded through a partnership between Pierce Transit, King County Metro, and the City of Auburn.

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 Washington¹⁰



King County Metro

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

Pierce Transit

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

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.

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.

¹⁰ 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

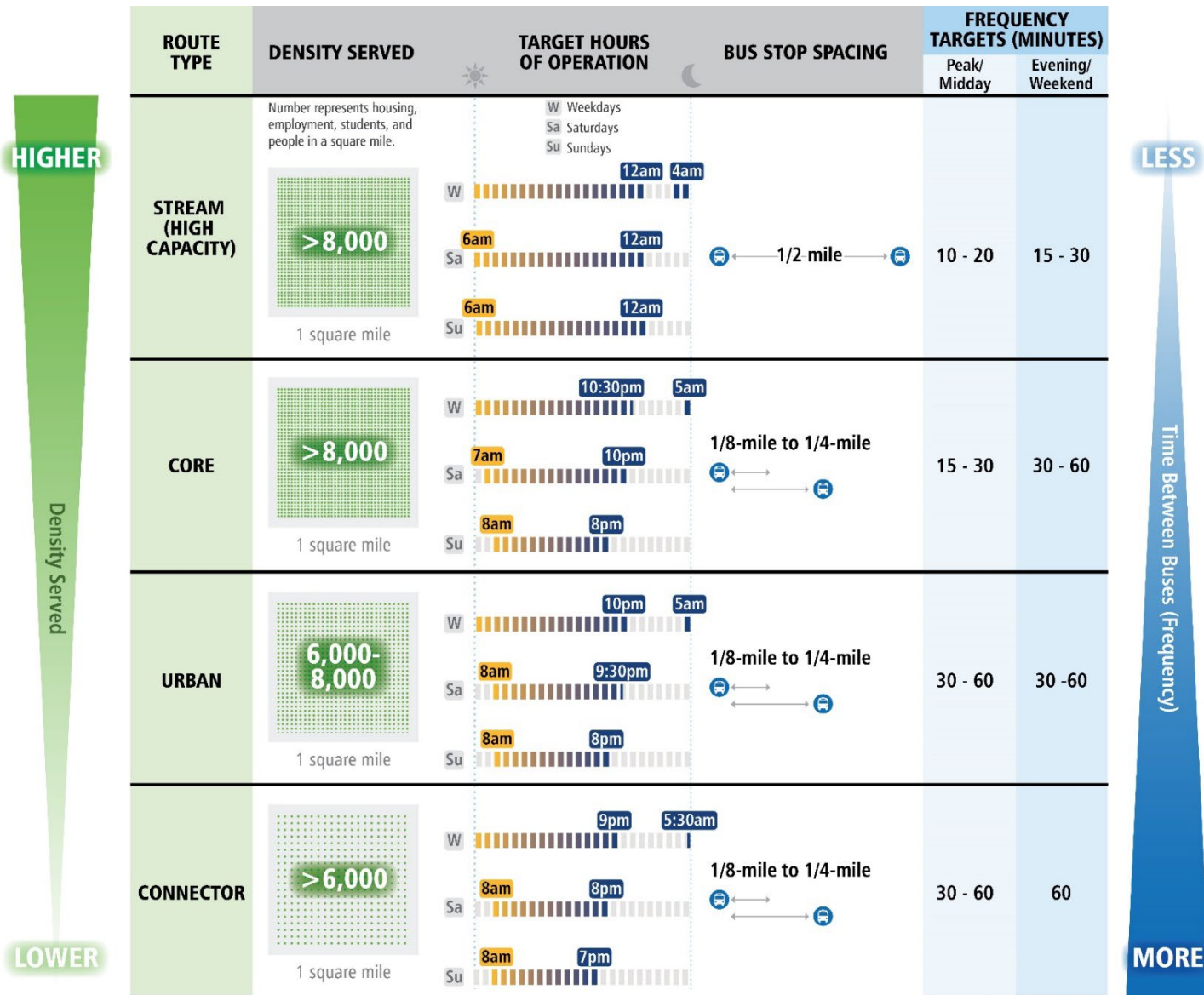
Densities Served: Residential, Employment, and Students < 6,000 per square mile

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

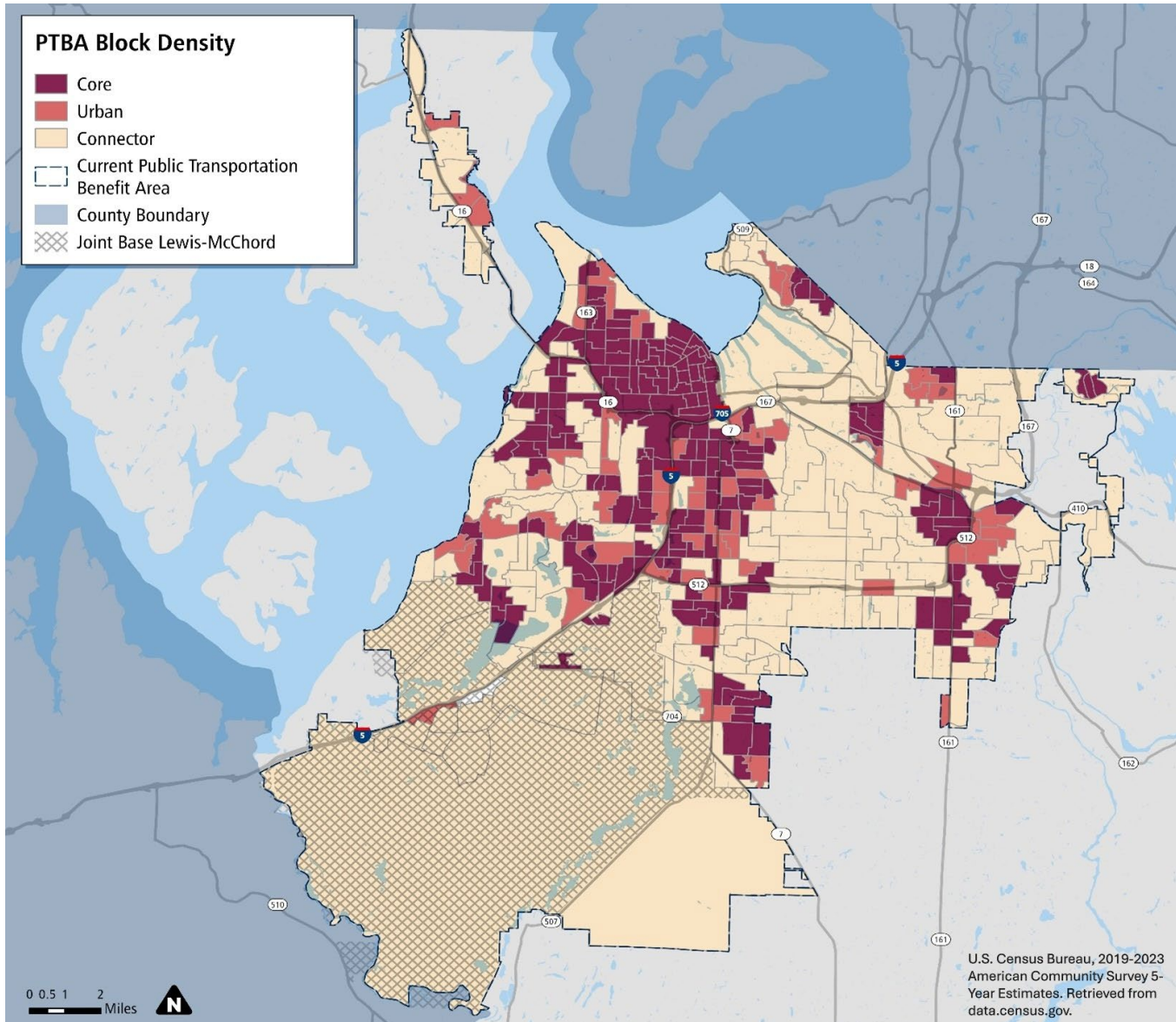


Note: Route spans may be adjusted outside of targets in accordance with demand or Board-adopted service plans.

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?

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

First Draft

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)

City/Town Councils and Planning Commissions Presentations

Second Draft

City/Town/Other	Day/Date – In Person (IP) or Virtual (V)
Tacoma Transportation Commission	Wednesday, June 18 (IP)
Fircrest	Tuesday, June 24 (IP)
Pierce County Transportation Advisory Commission	Thursday, June 26 (IP)
Steilacoom	Tuesday, July 1 (IP)
Puyallup	Tuesday, July 1 (IP)

City/Town/Other	Day/Date – In Person (IP) or Virtual (V)
Fife	Tuesday, July 8 (IP)
Lakewood	Monday, July 21 (IP)
Milton	Monday, July 21 (IP)
Tacoma (Study Session)	Tuesday, July 22 (IP)
Auburn	Monday, July 28 (IP)
Gig Harbor	Monday, July 28 (IP)
Pierce County (Study Session)	Tuesday, July 29 (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 th 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.

Note: The questions and responses above refer to the first iteration of the Long Range Plan. The revised plan streamlines the scenarios into three options: one based on baseline funding and two growth scenarios that reflect what could realistically be achieved with additional sales tax revenue.

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.

Second Draft Comments

A total of 35 comments or letters were received on the second draft of the Long Range Plan. Some comments addressed multiple topics. The breakdown of comments by topic is summarized below.

Topic	Count of Comments
Support Baseline Scenario (No New Funding)	9
Support Scenario B	7
Other	6
Support Scenario A	4
Service Suggestion (Route/Stop)	3
Service Suggestion (Frequency/Span)	2
Outreach Suggestion	1
Sound Transit Service	1
General Service Expansion (Outside Current Service Area)	1

A total of 11 comments expressed support for Scenario A or B, while 9 comments favored the Baseline Scenario and maintaining current funding levels. Comments categorized as “Other” reflected a range of themes, including disappointment with the plan’s fiscal constraints, support for Pierce Transit employees, and suggestions for alternative funding strategies. Several comments also advocated for specific service allocations, such as new routes and extended operating hours.

In addition to public comment, four letters were submitted by community organizations, jurisdictions, and 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. Any expansion of the service area would require voter approval of the associated transit sales tax in the newly added area.

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 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



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>. **Note:** Pierce Transit acknowledges that the targets were updated in 2023 by the Pierce County Council through Ordinance No. 2023-22s (Exhibit A). A comparison of the updated targets with the 2022 version used in Destination 2045 planning showed that changes in growth percentages associated with the Pierce Transit service area were minimal and do not affect the overall service allocations considered in the 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%
Unincorporated Pierce County				
HCT Communities ¹	157,458	39,205	196,663	25%
Urban Unincorporated Areas ²	79,517	32,066	111,583	40%
Rural	169,250	7,944	177,194	5%
Military Lands	24,023	-	24,023	-
Total	921,130	275,668	1,196,798	30%

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

² All urban areas outside the HCT Communities geography.

Pierce County Employment Growth Targets: 2020 - 2044

Jurisdiction	Estimated 2020 Employment ¹	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%
<i>Unincorporated Pierce County</i>				
HCT Communities ¹	31,515	10,445	41,960	33%
Urban Unincorporated Areas ²	25,877	8,850	34,727	34%
Rural	24,153	2,950	27,103	12%
Total	346,255	141,379	487,634	41%

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

² 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%
Unincorporated Pierce County				
HCT Communities ¹	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	-
Total	359,489	107,821	467,310	30%

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

² 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 Edition¹, 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.

¹ 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 ²and 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 hazards³, 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.

² Verify this as page 87 only lists Support vehicles.

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

Continuity of Operations Plan (COOP) – Updated May 2022

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.”⁴

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)].⁵
- 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)].⁶

The Department of Commerce’s *Climate Element Planning Guidance*⁷ 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.

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

⁵ Planning goals under RCW.36.70A.020(3).

⁶ Comprehensive Plans – Mandatory elements under RCW 36.70A.070.

⁷ 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.”

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 evaluates 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 need 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 Remix¹ 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%	\$12-13	-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.

¹ <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.

Span Increase Tables

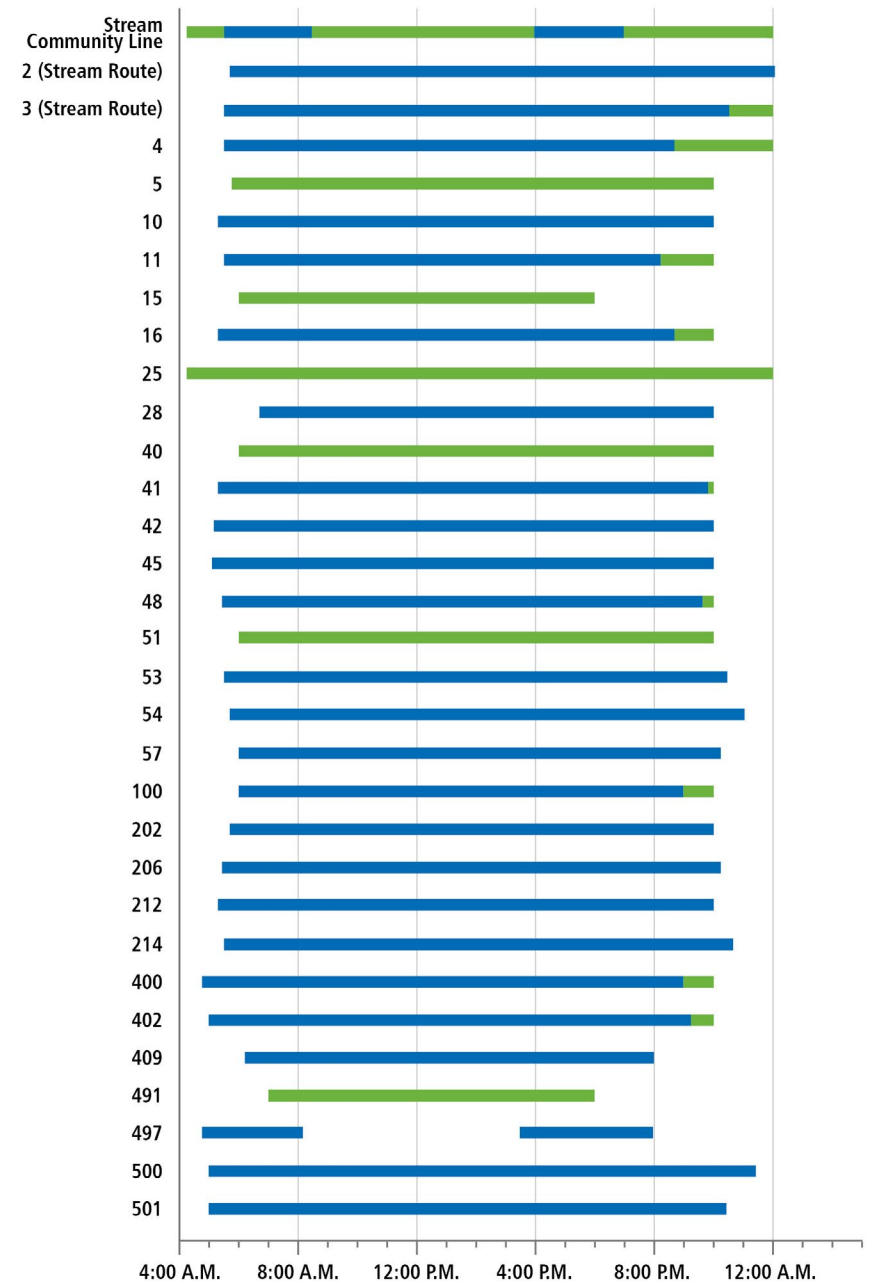
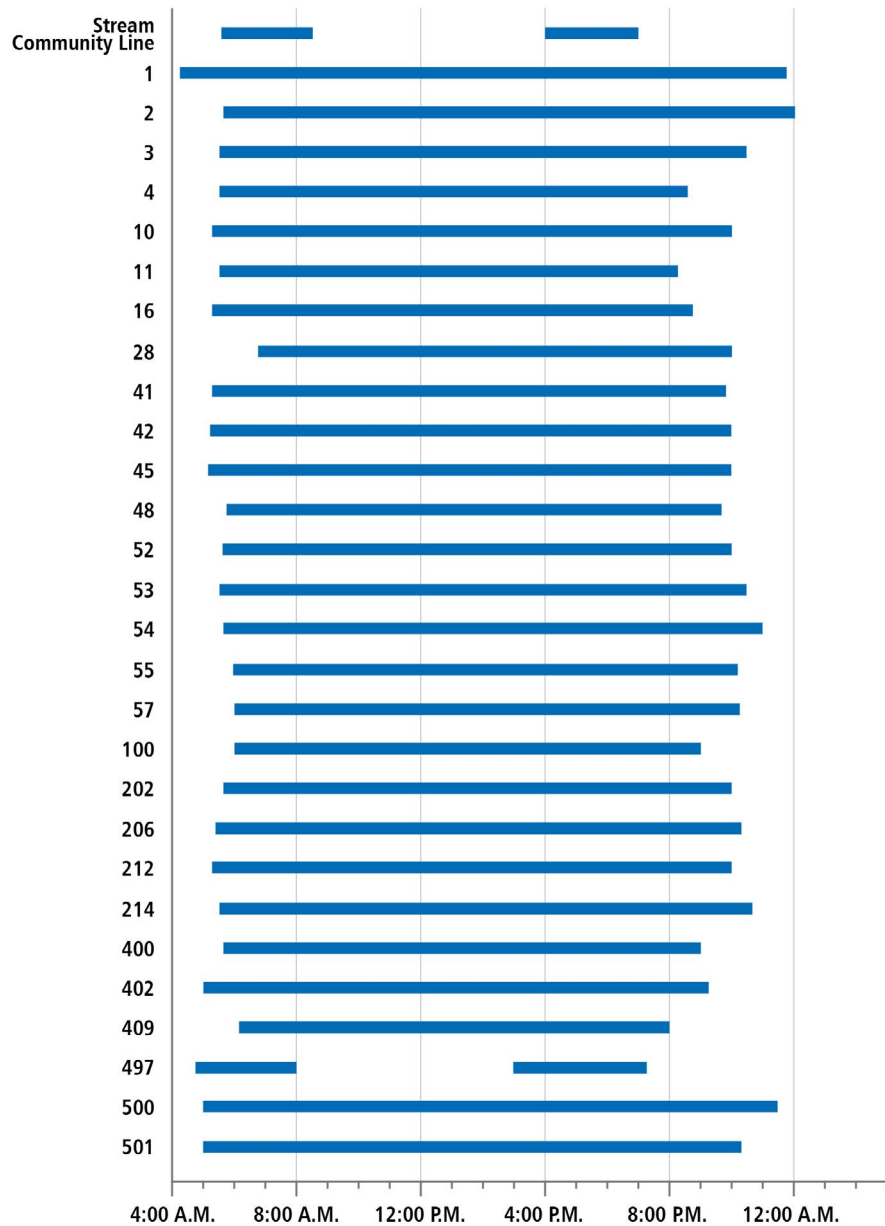
The following graphics illustrate the increase in operating hours for Pierce Transit routes under each scenario. Current service hours are shown in blue, with additional hours represented in green. Each scenario builds upon the service allocations of the previous one.

Pierce Transit | Weekdays

BASELINE

SCENARIO A

SCENARIO B



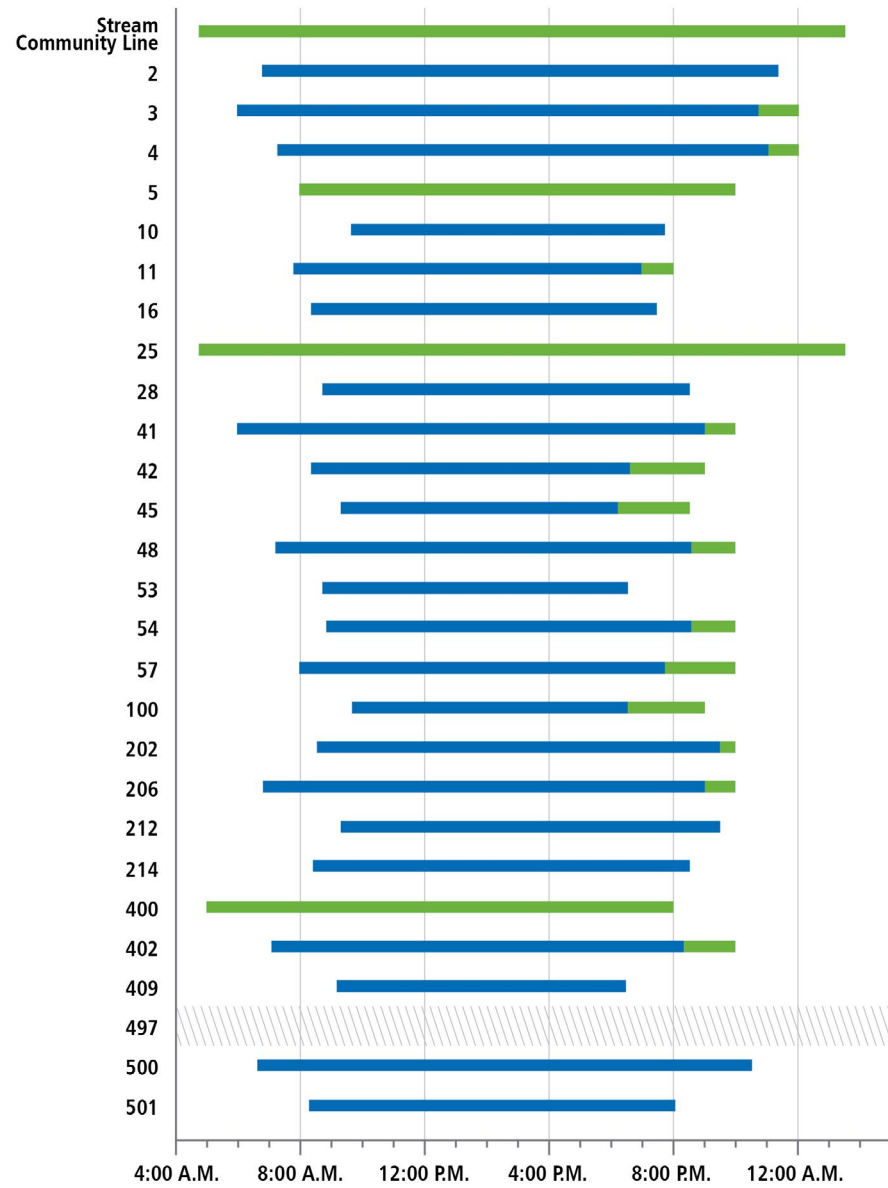
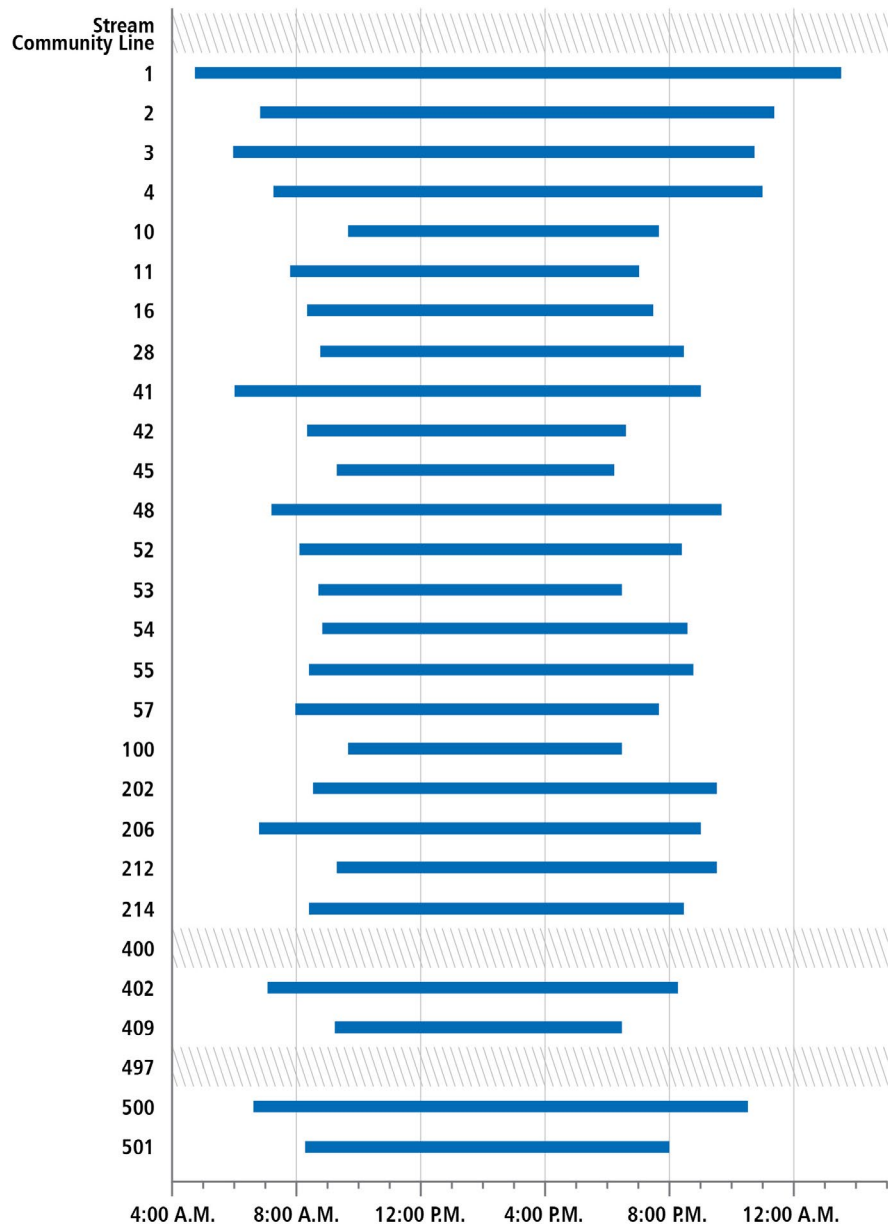
● Current Service ● Increased Service ○ No Service

Pierce Transit | Saturdays

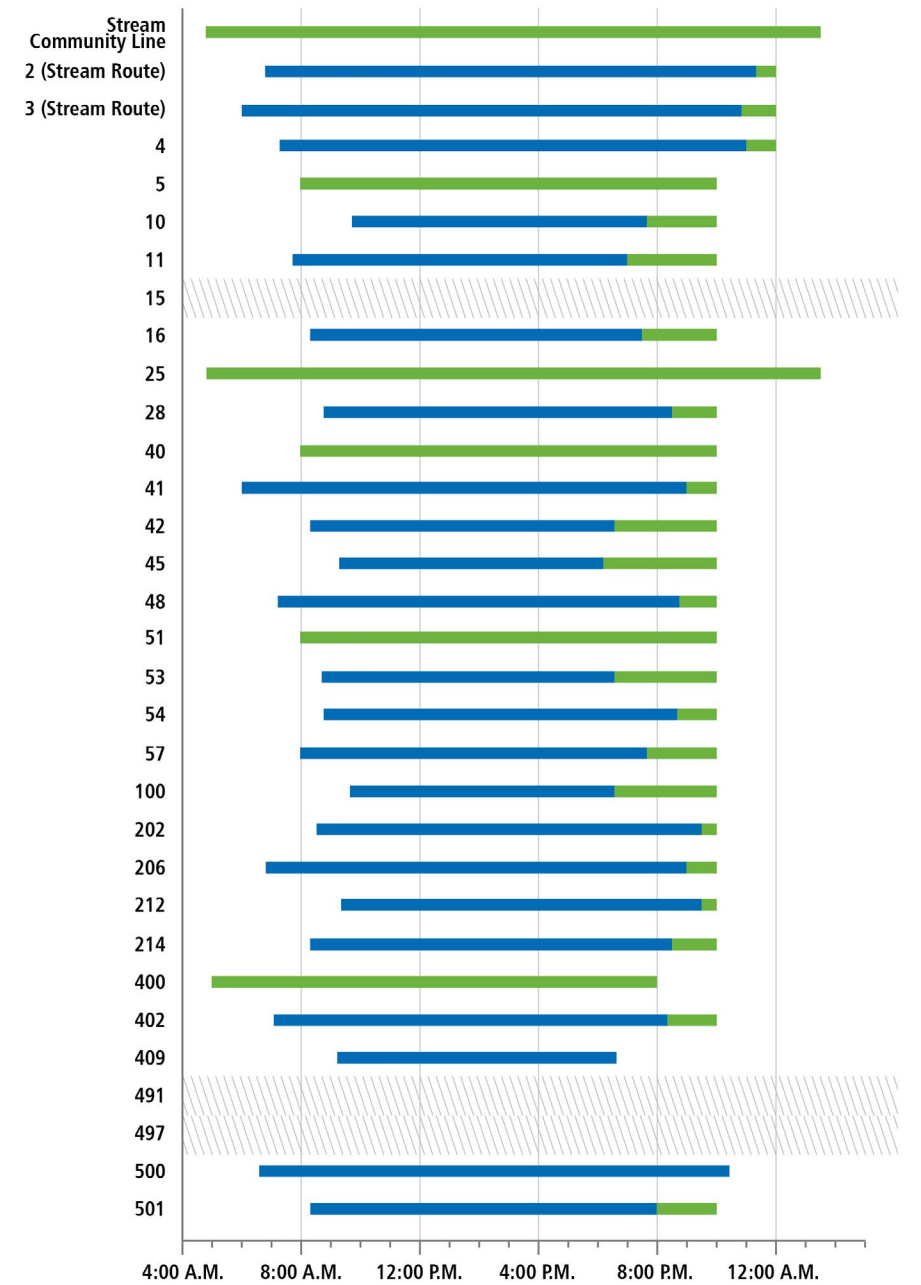
BASELINE

SCENARIO A

SCENARIO B



● Current Service ● Increased Service ○ No Service

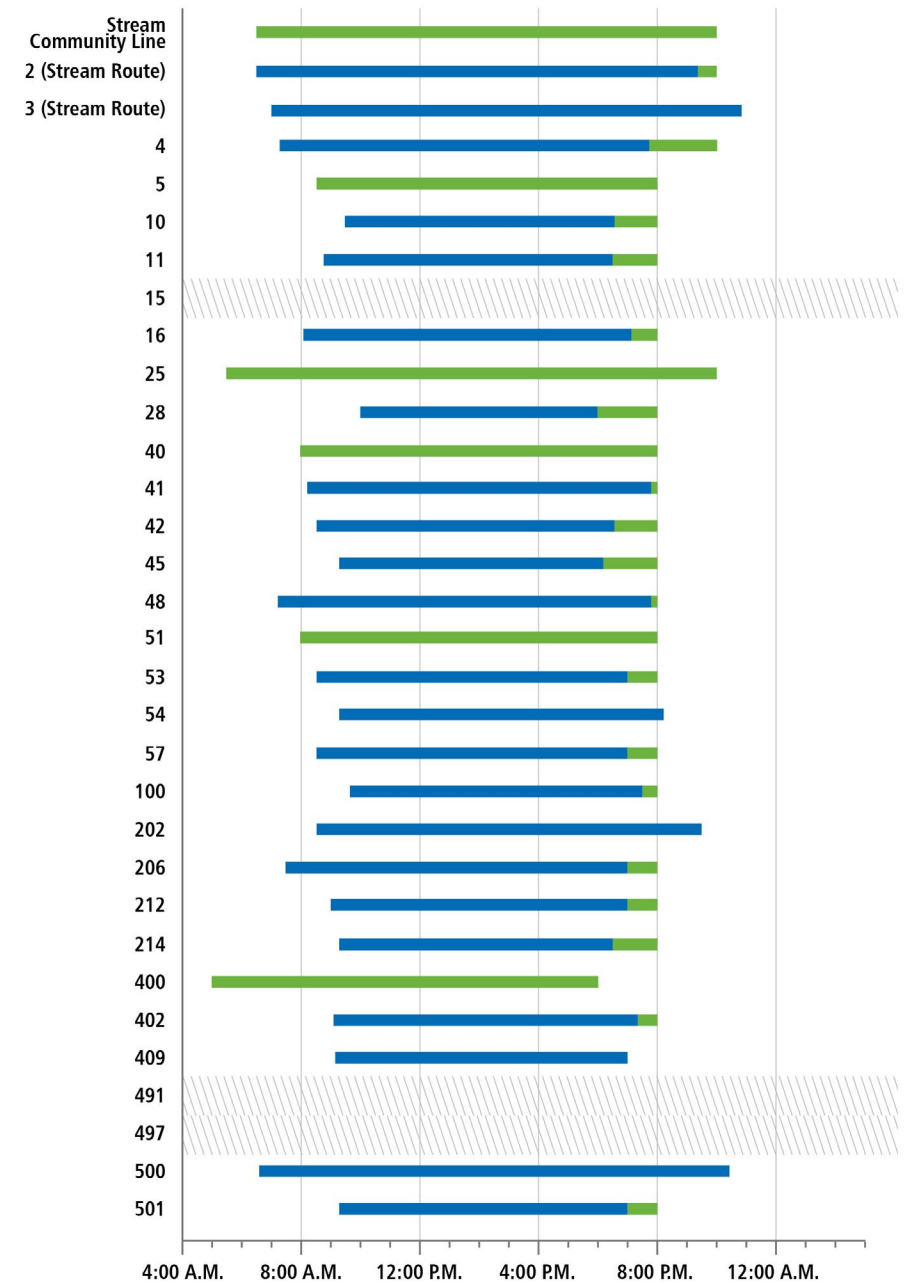
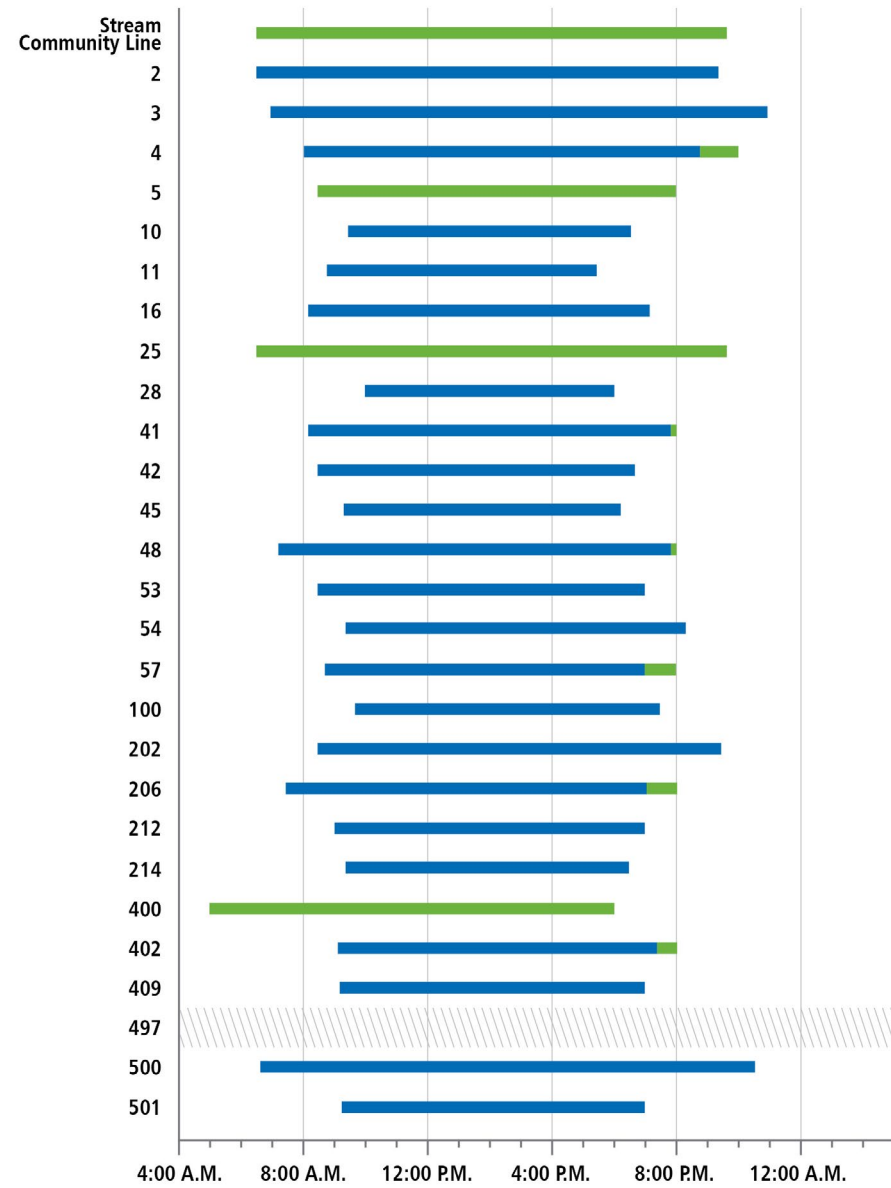
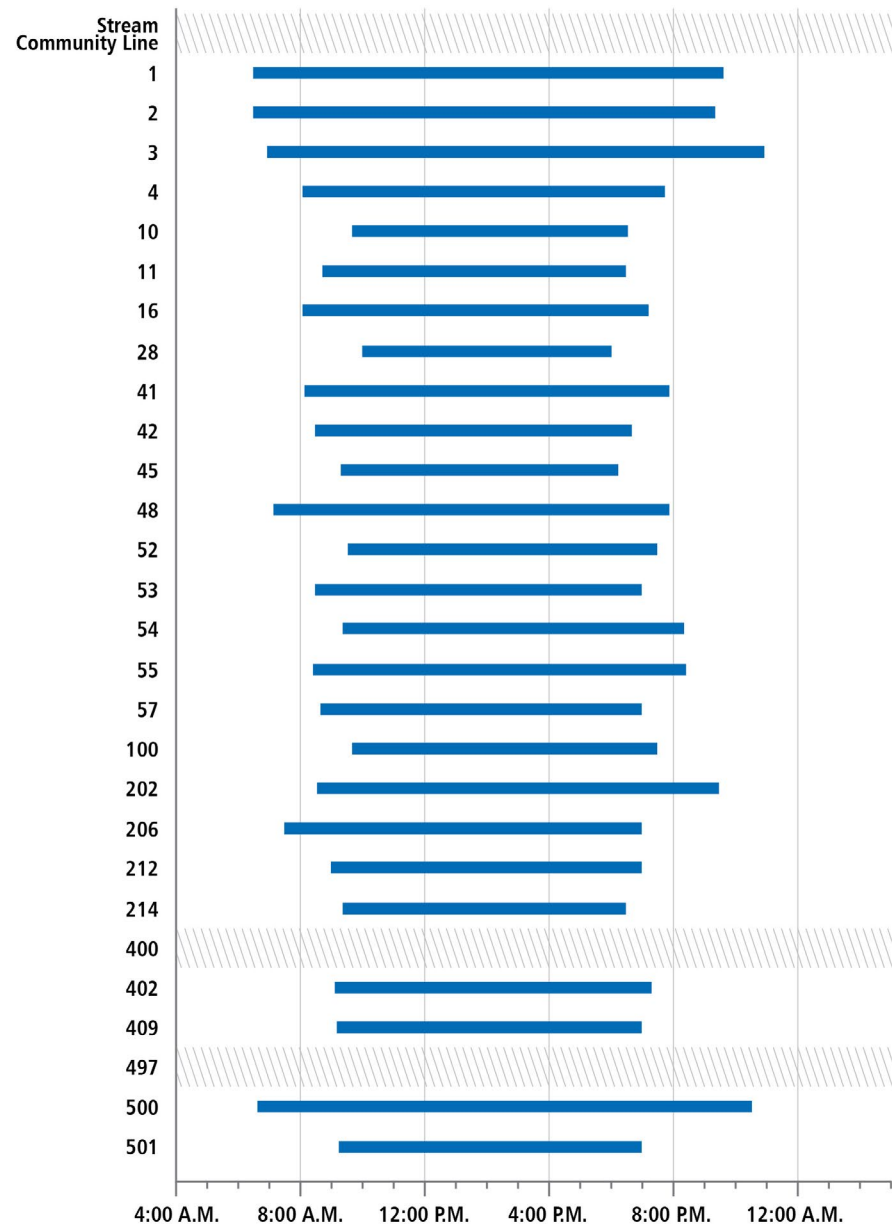


Pierce Transit | Sundays

BASELINE

SCENARIO A

SCENARIO B



● Current Service ● Increased Service ▨ No Service



Pierce Transit

Connecting you with life



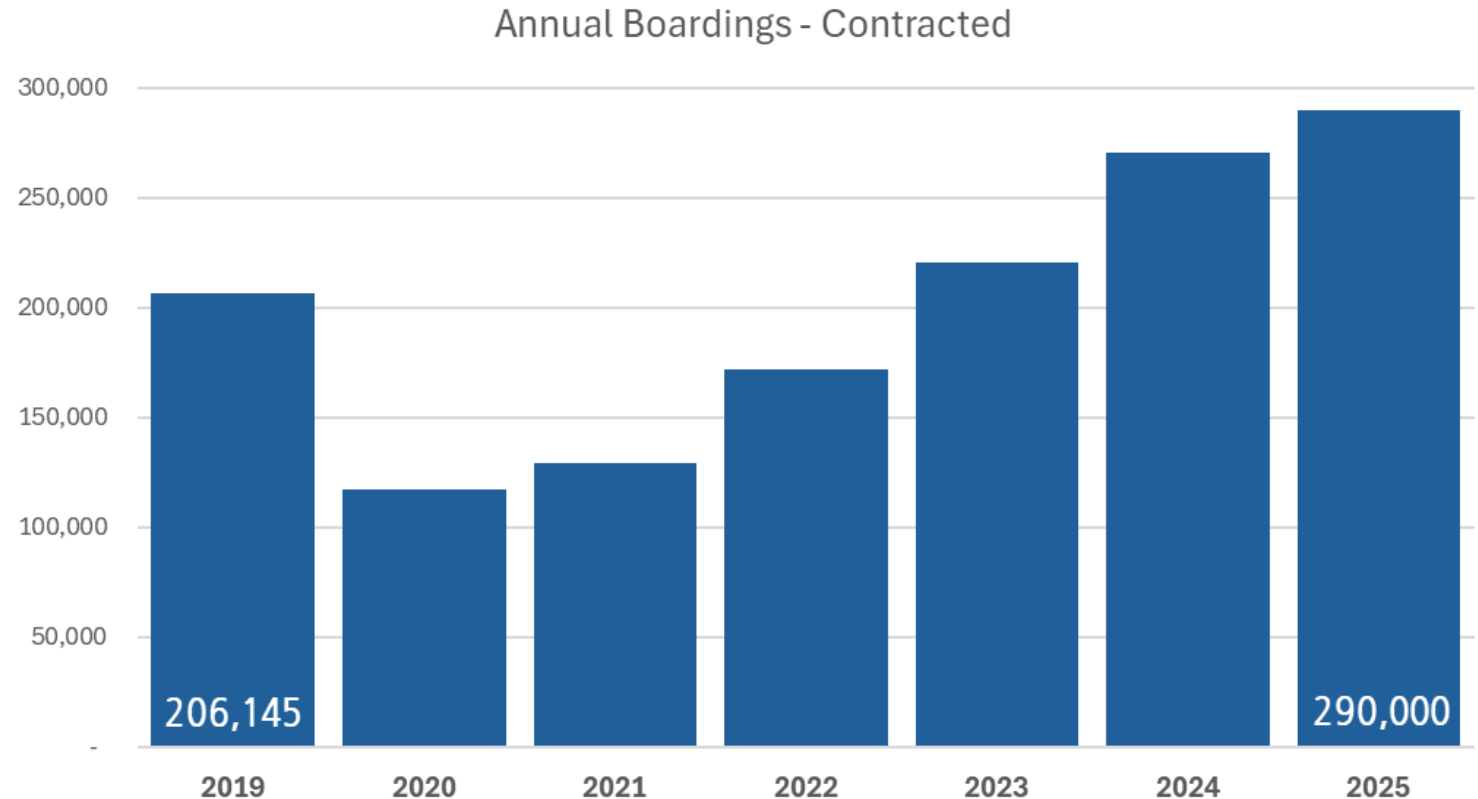
Board Meeting ADA Paratransit Contract Monday August 11th, 2025

Introduction

Contract about 85% of SHUTTLE service

Currently in RFP process for new contract

Asking to increase spending authority



Why an increase is needed

- To allow for extension of current contract through December 31, 2025
- Extension ensures no disruption to SHUTTLE service
- Allows for flexibility in case of transition delays between contracts

Increase overview

- Current spending authority: \$57,244,000
- Proposed new authority: \$59,344,000
- Increase of \$2.1 million to cover:
 - Contract through December 31, 2025
 - Includes standard annual rate increase

Questions?



TITLE: Authority to Increase the Contract Authority with First Transit, Contract No.PT-03-18, to Provide ADA Paratransit Services to Pierce Transit Customers

DIVISION: Service Delivery & Support

SUBMITTED BY: Cherry Thomas, Specialized Transportation Manager

RELATED ACTION:

Resolution 047-2024 Resolution Authorizing the Chief Executive Officer to Increase the Contract Authority Amount with First Transit, Contract No. PT-03-18, to Provide ADA Paratransit Services to Pierce Transit Customers for One Additional Year.

Resolution 18-052 a Resolution Authorizing the Chief Executive Officer to Execute Contract No. PT-03-18 with First Transit, Inc., (SHUTTLE) to provide ADA Paratransit Services.

ATTACHMENTS: N/A

RELATION TO STRATEGIC PLAN: Internal

BUDGET INFORMATION

Is it Budgeted? Yes / No

Project Name or Number: N/A

Operating Budget

Capital Budget

FUNDING SOURCE:		EXPLANATION:
Current Contract Authority	\$ 57,244,000	Staff requests an additional \$2,100,000 to extend the contract through December 2025 to allow time to finalize the current RFP process, which is anticipated to occur in October 2025.
Increase Contract Authority Amount	\$ 2,100,000	
New Contract Authority Amount	\$ 59,344,000	

BACKGROUND:

In accordance with the Federal Transportation Administration Pierce Transit is required to provide ADA Paratransit services to eligible customers. In October 2018 Pierce Transit executed a multi-year contract with First Transit to deliver contracted paratransit SHUTTLE service to qualifying customers. First Transit currently operates about 85 percent of Pierce Transit’s ADA SHUTTLE service.

Pursuant to the terms of the contract, Pierce Transit seeks additional funds to execute an extension through December 2025. First Transit has proven their expertise in the unique and complex nature of ADA Paratransit services and offers high-quality, safe and reliable transportation to Pierce Transit customers.

ALTERNATIVES:

Do not authorize the additional funds. This is not recommended as the Federal Transit Administration requires Public Transportation Benefit Areas to provide paratransit services and additional funds are needed to fund this service.

RECOMMENDATION:

Approve additional funds to allow First Transit to continue providing ADA transportation services to Pierce Transit.

PROPOSED MOTION:

Move to: Authorize the Chief Executive Officer to increase the contract spending authority amount with First Transit by \$2,100,000, Contract No. PT-03-18, to provide ADA Paratransit Services for a new contract spending authority amount of \$59,344,000.

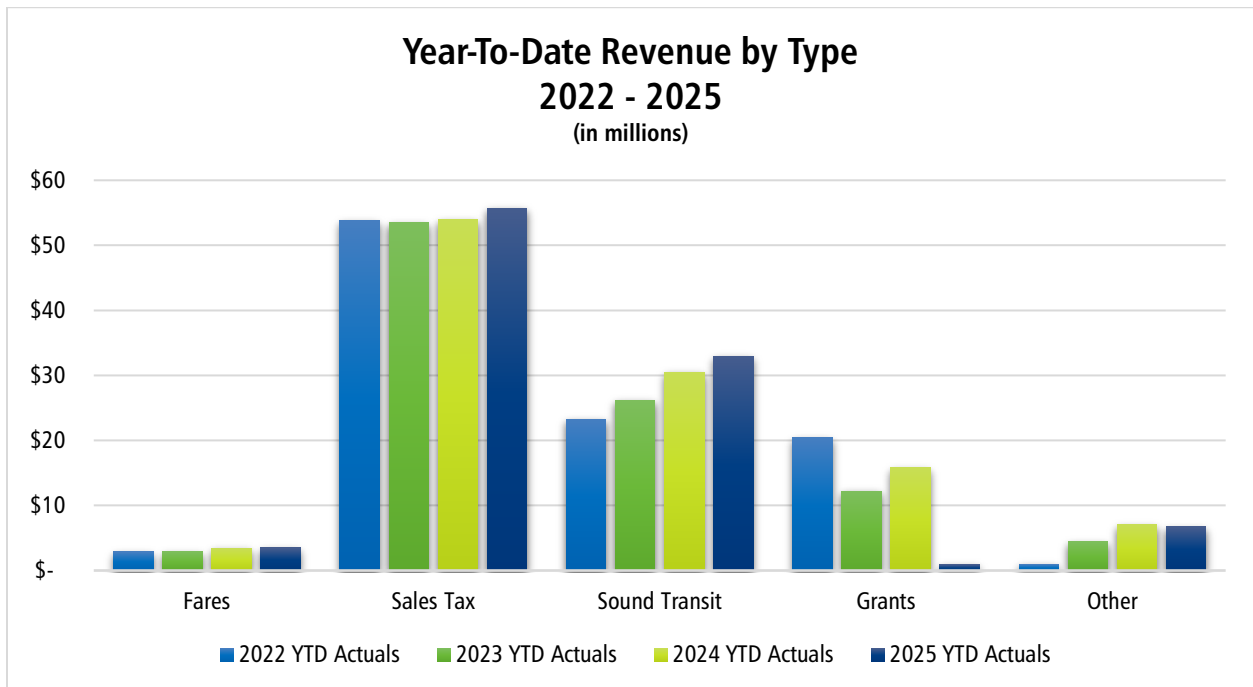
Pierce Transit
Financial Report
01.01.2025 – 06.30.2025



Operating Revenues

As of June 30th, Pierce Transit has received 49.76% of the budgeted revenue. A comparison of operating revenue for three prior years and the 2025 Budget to Actuals are provided in the table below. The 2025 budget numbers are for the full year whereas actuals for each year reflect activity through June 30th.

	2022 YTD Actuals	2023 YTD Actuals	2024 YTD Actuals	2025 Budget	2025 YTD Actuals	% of Budget Received
Fares	\$ 2,874,109	\$ 2,926,774	\$ 3,412,081	\$ 7,030,520	\$ 3,469,456	49.35%
Sales Tax	53,754,544	53,506,904	53,941,568	\$ 113,220,060	55,730,453	49.22%
Sound Transit	23,267,777	26,209,164	30,494,117	\$ 60,919,470	32,913,688	54.03%
Grants	20,384,815	12,181,783	15,783,499	\$ 18,230,380	940,658	5.16%
Other	986,228	4,454,653	7,022,192	\$ 1,071,600	6,698,734	625.12%
Total Operating Revenues	\$ 101,267,473	\$ 99,279,277	\$ 110,653,458	\$ 200,472,030	\$ 99,752,990	49.76%



Highlights from 2nd Quarter:

Except grants, all revenue categories are performing at or better than budget. The other category, which is comprised of earned interest, sale of disposed assets, and miscellaneous revenue, is up the most at 571.89% of the budgeted amount. This is caused by the continued higher interest rates as well as the amount of money currently invested. Grants is expected to be low throughout the first half of the year due to accelerated billings of Pierce Transit's two main operating grants, Transit Support and Special Needs, through October of 2024. Future funding will not be available until July 2025.

Revenue Definitions

Fares – Revenues for actual services provided and include fixed route, SHUTTLE and Vanpool services. The current average fare per boarding is \$0.69. The last adult fare increase was in 2010.

Sales Tax – This revenue source provides most of our operating revenue and is based on taxable sales within the Pierce Transit Public Transportation Benefit Area. Currently, Pierce Transit only collects 0.6% of the 0.9% allowable sales tax rate.

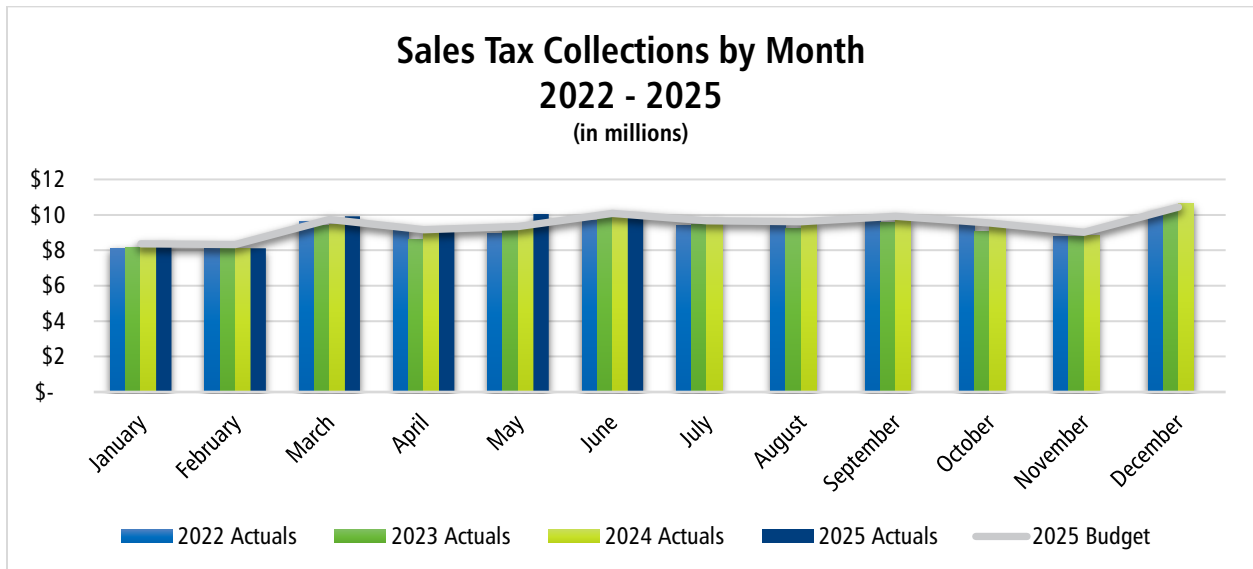
Sound Transit – Are reimbursable expenses for Pierce Transit providing regional transit service from Pierce to King County on behalf of Sound Transit. Reimbursements are based on the costs of services at an hourly rate for service hours required to provide the service.

Grants – Revenues to offset costs of running services. Included in grant revenues are Commute Trip Reduction and Special Needs Operations. These revenues are provided by Pierce County and Washington State.

Other – Other includes interest and advertising revenues that are received with more consistency as well as revenues that cannot be classified in one of the other revenue types.

Sales Tax Collections by Month

	2022 Actuals	2023 Actuals	2024 Actuals	2025 Budget	2025 Actuals	% of Budget Received
January	\$ 8,126,107	\$ 8,177,567	\$ 8,150,248	\$ 8,362,875	\$ 8,429,663	100.80%
February	8,108,303	8,115,984	8,075,504	8,322,154	8,108,175	97.43%
March	9,618,167	9,380,893	9,476,809	9,745,458	9,911,597	101.70%
April	9,280,481	8,587,248	8,990,369	9,165,148	9,162,093	99.97%
May	8,936,817	9,281,166	9,339,210	9,344,809	10,040,229	107.44%
June	9,684,670	9,964,047	9,909,429	10,078,696	10,078,696 *	100.00%
July	9,421,412	9,441,416	9,780,173	9,675,579		
August	9,526,356	9,220,604	9,527,924	9,616,145		
September	9,765,463	9,582,250	9,769,450	9,924,298		
October	9,529,305	9,057,537	9,386,925	9,534,013		
November	8,784,403	8,782,920	8,854,177	9,011,058		
December	10,146,049	10,206,699	10,639,413	10,439,825		
Total Sales Tax	\$ 110,927,532	\$ 109,798,330	\$ 111,899,630	\$ 113,220,060	\$ 55,730,453	49.22%



*There is a two-month delay between when the sales tax is collected and remittance to Pierce Transit. The projection is based on the current year's monthly budgeted amount for this report until the remitted amount is finalized. The above chart and graph include the budget amount for the month of June which will be received by August 31st.

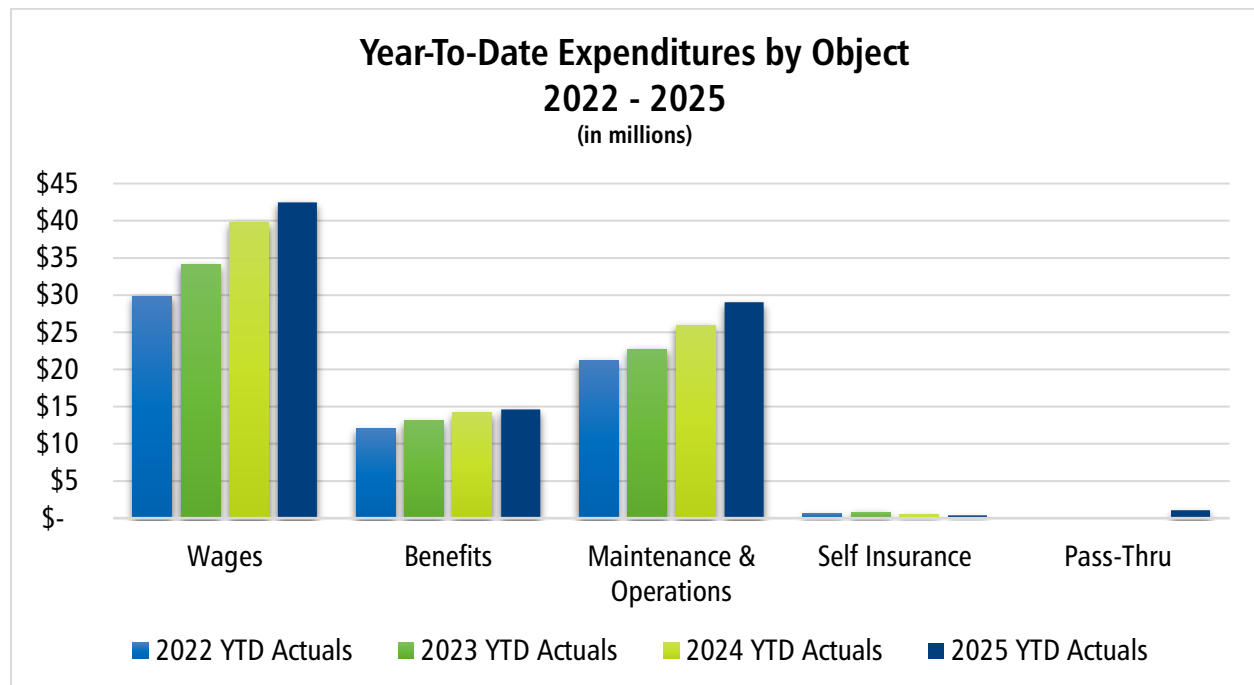
2nd Quarter 2025 collections are up 3.32% or \$1,788,885 over year-to-date 2024 actuals.

2nd Quarter 2025 collections are up 1.29%, or \$711,311 over year-to-date 2025 budget.

Operating Expenditures by Object

As of June 30th, Pierce Transit has expended 43.91% of the budgeted expenditures. A comparison of operating expenditures for three prior years and the 2024 Budget and Actuals are provided in the table below. The 2025 budget numbers are for the full year whereas actuals for each year reflect activity through June 30th. Non-Departmental Pass-Thru funds are payments made to Pierce County as part of the 5307 agreements.

	2022	2023	2024	2025	YTD Actuals	% of Budget Expended
	YTD Actuals	YTD Actuals	YTD Actuals	Budget		
Wages	\$ 29,866,276	\$ 34,073,267	\$ 39,699,196	\$ 94,961,160	\$ 42,464,368	44.72%
Benefits	\$ 12,027,905	\$ 13,086,762	\$ 14,159,498	\$ 32,569,360	14,628,111	44.91%
Total Personnel	\$ 41,894,181	\$ 47,160,029	\$ 53,858,693	\$ 127,530,520	\$ 57,092,479	44.77%
Maintenance & Operations	\$ 21,202,535	\$ 22,743,524	\$ 25,909,086	\$ 69,286,235	\$ 29,817,655	43.04%
Total Operating Expenditures	\$ 63,096,716	\$ 69,903,553	\$ 79,767,779	\$ 196,816,755	\$ 86,910,134	44.16%
Self Insurance	\$ 592,888	\$ 771,447	\$ 510,577	\$ 3,374,080	\$ 466,356	13.82%
Pass-Thru	\$ -	\$ -	\$ -	\$ 1,293,540	\$ 1,092,050	84.42%
Total Expenditures	\$ 63,689,604	\$ 70,675,000	\$ 80,278,356	\$ 201,484,375	\$ 88,468,540	43.91%



Highlights from 2nd Quarter:

Overall operating expenditures are under budget by 6.09% when compared to 50% of the annual budget. All categories are under budgeted expectations. Our largest expense category is personnel costs, currently 64.5% of the overall expenditures. As of June 30th, we have a vacancy rate of 4.17%, which is attributing to the cost savings of wages and benefits.

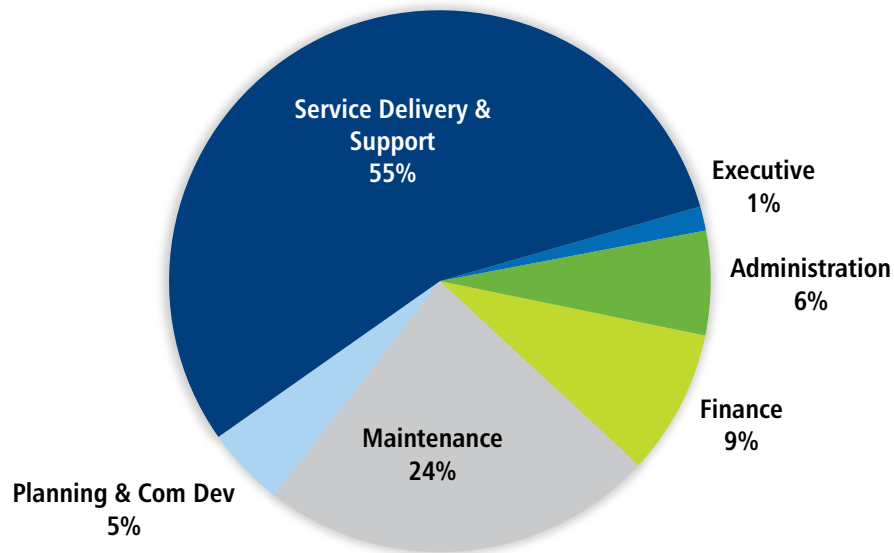
The annual non-departmental pass-thru payment have been made to Piece County as part of the 5307 agreement have been made for 2025. No further payments will be made in 2025.

Operating Expenses by Division

Pierce Transit consists of six divisions: Executive, Administration, Finance, Maintenance, Planning & Community Development, and Service Delivery & Support. All divisions are under one-half of the annual through June.

	2022	2023	2024	2025		% of Budget Expended
	YTD Actuals	YTD Actuals	YTD Actuals	Budget	YTD Actuals	
Executive	822,128	918,527	1,047,699	2,926,980	1,261,344	43.09%
Administration	3,623,447	3,903,233	4,627,546	11,295,670	5,407,112	47.87%
Finance	6,562,720	5,406,689	7,140,758	16,460,780	7,529,838	45.74%
Maintenance	14,958,363	17,605,386	18,957,560	43,885,185	20,482,773	46.67%
Planning & Com Dev	2,976,575	3,422,748	3,862,437	11,300,380	4,155,731	36.78%
Service Delivery & Support	34,153,483	38,646,970	44,131,779	110,947,760	48,073,336	43.33%
Subtotal Operating Expenditures	63,096,716	69,903,553	79,767,779	196,816,755	86,910,134	44.16%

OPERATING EXPENDITURES BY DIVISION 2025

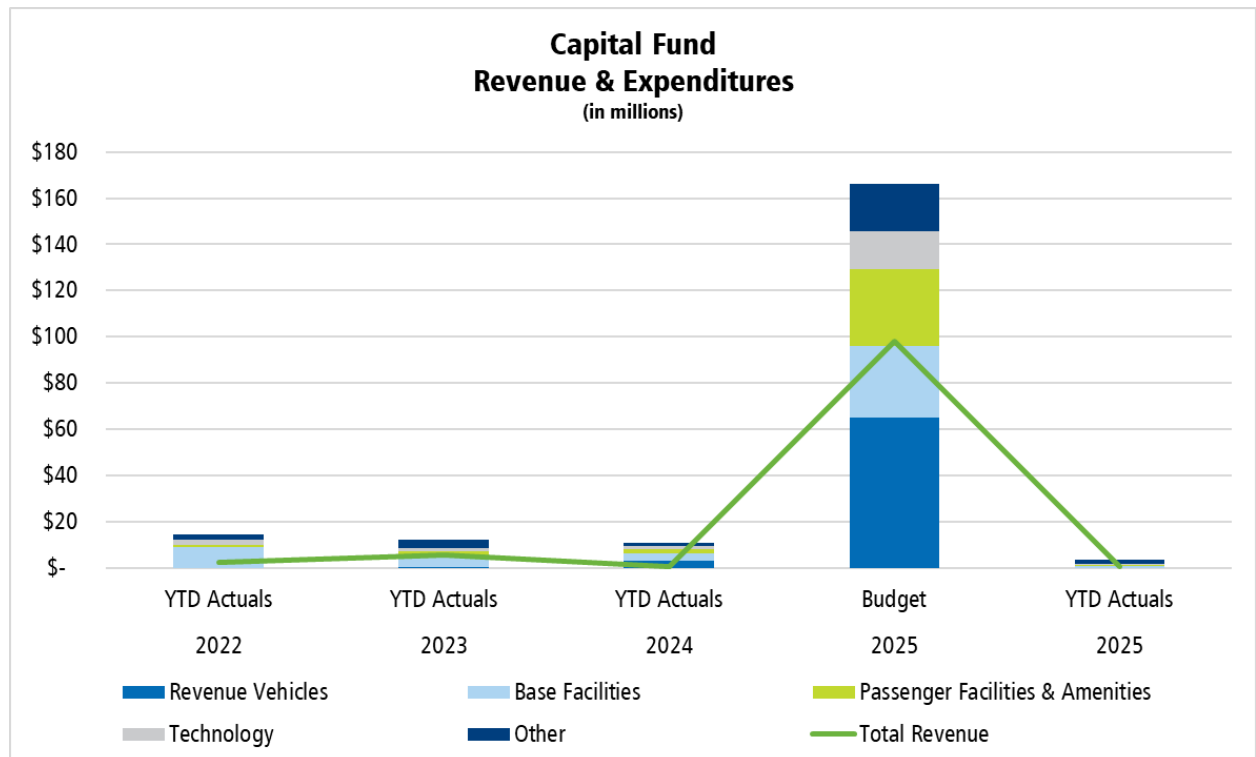


Capital Budget

Capital Fund is designated to provide funding and budgets for projects that meet the guidelines of capital, broadly defined as greater than \$5,000, or aggregate purchases over \$50,000, and useful life of more than one year. Capital projects are budgeted for the full amount in the year that they are added to the capital portfolio. Any unspent budgets are carried forward to the next budget year along with any remaining funding. Funding for projects is received from Federal, State, and other sources and is project specific. Expenditures over revenue are covered using reserves and transfers from the Operating Fund. Classifications of capital expenditures are defined by the National Transit Database (NTD).

	2022 YTD Actuals	2023 YTD Actuals	2024 YTD Actuals	2025 Budget	2025 YTD Actuals
Revenue					
Interest	\$ 107,235	\$ 993,473	\$ 147,660	\$ 356,680	\$ 608,370
Grants	2,079,505	4,385,761	481,082	97,641,090	\$ 90,738
Total Revenue	\$ 2,186,740	\$ 5,379,234	\$ 628,741	\$ 97,997,770	\$ 699,108
Expenditures					
Revenue Vehicles	\$ 10,000	\$ 252,937	\$ 3,158,147	\$ 65,135,860	\$ 65,637
Base Facilities	8,915,122	4,839,621	3,154,338	31,084,400	\$ 863,656
Passenger Facilities & Amenities	1,175,375	2,242,772	1,680,203	33,199,140	\$ 521,145
Technology	1,904,109	1,344,968	1,692,143	16,214,370	\$ 179,246
Other	2,579,500	3,477,253	995,242	20,418,560	\$ 1,855,466
Total Expenditures	\$ 14,584,106	\$ 12,157,550	\$ 10,680,072	\$ 166,052,330	\$ 3,485,149
Net Income (Loss)	\$ (12,397,365)	\$ (6,778,316)	\$ (10,051,331)	\$ (68,054,560)	\$ (2,786,041)

% Covered by Outside Funding	14.26%	36.07%	4.50%	58.80%	2.60%
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Summary

Overall, the revenues outpaced the expenditures and added approximately \$8.5M to our reserves that will be invested until needed for continued operations and future capital investments.

Revenue	
Operating	99,752,990
Capital	699,108
Total	100,452,098
Expenditures	
Operating	88,468,540
Capital	3,485,149
Total	91,953,689
Net Income (Loss)	8,498,409

Reserve Requirements

Operating: A minimum of two months of agency operating expenditures of the current year and is currently \$34.0 million, plus \$1.2 million to protect the agency from self-insurance risks.

Capital: A minimum of 50% of the previous three years average of annual asset depreciation at any point in the Six-Year Financial Plan; 100% in the final year of the Six-Year Financial Plan and is currently \$8.4 million each year and \$16.8 million in the final year.

Budget Revisions & Amendments

Budget revisions are done when the approved budget moves from one account to another. Revisions do not have a financial impact on the agency budget. Budget revisions do require the Board of Commissioners' approval when capital projects are increased by \$50,000 or more cumulatively over the life of the project.

Budget amendments occur when unforeseen expenses are anticipated, and the agency budget is increased. Budget amendments require Board of Commissioner approval. Below is a list of changes made to the budget through the 2nd quarter of 2025 and a table showing the new fund balances caused by the changes.

2025 Budget Summary											
Budget	Revenues & Other Sources						Expenditures & Other Uses			Original Ending Balance	Revised Ending Balance
	Original Beginning Balance	Balance Adjustments	Adjusted Beginning Balance	Original Budget	Amendments	Revised Budget	Original Budget	Amendments	Revised Budget		
Operating	169,169,240	17,712,060	186,881,300	200,828,710	-	200,828,710	207,142,710	16,100	207,158,810	162,855,240	180,551,200
Capital	71,335,350	(6,933,810)	64,401,540	103,116,980	(2,918,000)	100,198,980	166,052,330	(7,151,022)	158,901,308	8,400,000	5,699,212
Total	240,504,590	10,778,250	251,282,840	303,945,690	(2,918,000)	301,027,690	373,195,040	(7,134,922)	366,060,118	171,255,240	186,250,412

Fund	Item Description	Quarter	Beginning Fund Balance	Revenues	Transfers-In	Sources	Expenditures	Transfers-Out	Uses	Ending Fund Balance	Fact Sheet or Resolution #
Operating	Beginning Fund Balance Adjustment	1	17,604,700	-	-	-	-	-	-	17,604,700	NA
	Capital Purchases Moved to Ops	1	-	-	-	-	16,100	-	16,100	(16,100)	NA
			17,604,700	-	-	-	16,100	-	16,100	17,588,600	
Insurance	Beginning Fund Balance Adjustment		107,360	-	-	-	-	-	-	107,360	NA
			107,360	-	-	-	-	-	-	107,360	
Capital	Beginning Fund Balance Adjustment	1	(6,933,810)	-	-	-	-	-	-	(6,933,810)	NA
	Lakewood TC Ind Charging & Support	1	-	(2,668,000)	-	(2,668,000)	(3,335,000)	-	(3,335,000)	667,000	NA
	Capital Purchases Moved to Ops	1	-	-	-	-	(16,100)	-	(16,100)	16,100	NA
	Closeout Project #636	1	-	-	-	-	(109,539)	-	(109,539)	109,539	NA
	Adjust Project #667	1	-	-	-	-	(17,199)	-	(17,199)	17,199	NA
	Closeout Project #579	1	-	-	-	-	(100,702)	-	(100,702)	100,702	NA
	Closeout Project #650	1	-	-	-	-	(250,000)	-	(250,000)	250,000	NA
	Closeout Project #646	2	-	-	-	-	(16,411)	-	(16,411)	16,411	NA
	Closeout Project #623	2	-	-	-	-	(616,339)	-	(616,339)	616,339	NA
	Closeout Project #558	2	-	-	-	-	(280,711)	-	(280,711)	280,711	NA
	Closeout Project #649	2	-	-	-	-	(11,805)	-	(11,805)	11,805	NA
	Closeout Project #639	2	-	-	-	-	(146,768)	-	(146,768)	146,768	NA
	Closeout Project #673	2	-	-	-	-	1,806	-	1,806	(1,806)	NA
	Closeout Project #642	2	-	-	-	-	(130,000)	-	(130,000)	130,000	NA
	Closeout Project #643	2	-	-	-	-	(130,683)	-	(130,683)	130,683	NA
	Closeout Project #665	2	-	-	-	-	(297,460)	-	(297,460)	297,460	NA
	Closeout Project #638	2	-	-	-	-	(896,683)	-	(896,683)	896,683	NA
	Closeout Project #669	2	-	-	-	-	(1,645)	-	(1,645)	1,645	NA
	Closeout Project #668	2	-	-	-	-	(172,500)	-	(172,500)	172,500	NA
	Closeout Project #503	2	-	-	-	-	(310,773)	-	(310,773)	310,773	NA
	Adjust Project #687	2	-	(250,000)	-	(250,000)	(312,510)	-	(312,510)	62,510	NA
			(6,933,810)	(2,918,000)	-	(2,918,000)	(7,151,022)	-	(7,151,022)	(2,700,788)	
Grand Total			10,778,250	(2,918,000)	-	(2,918,000)	(7,134,922)	-	(7,134,922)	14,995,172	

Budget Revision & Amendment Highlights

2025 beginning balances were up \$10,778,250 compared to budget due to underspending the budgeted 2024 year-end estimates agency wide and higher than budgeted revenues, mostly from interest earned on investments. Several projects have closed under budget which has contributed to a higher ending fund balance for 2025.

Projects Closed this Quarter

Project Name & Number	Budget	Actual
Narrows P&R Renewal – 503	\$1,013,060	\$702,287
Shuttle Replacement 19 – 558	\$1,051,607	\$770,896
Shuttle Replacement 22 – 623	\$2,928,534	\$2,312,195
Bus Replacement 23 – 638	\$13,541,180	\$12,644,497
Support Vehicle Replacement 23 – 639	\$697,330	\$550,562
Building 5 Exterior Sealing – 642 (Moved to Operating)	\$130,000	\$0
Building 4 Exterior Painting – 643 (Moved to Operating)	\$273,160	\$0
Vanpool Replacement 23 – 646	\$1,933,230	\$1,916,819
Public Safety Vehicle Exp 23 – 649	\$186,330	\$174,525
RideShare Replacement 24 – 665	\$2,002,300	\$1,704,840
CNG Compressor Transformer – 668 (Canceled)	\$172,500	\$0
TDS HVAC Meta Management – 669 (Moved to Operating)	\$17,300	\$0
Building 1 HD B&P Brake – 673	\$13,740	\$11,934