

2025 - 2030

Transit Development Plan (TDP)

A SHORT
RANGE PLAN

Adopted: July 14, 2025



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

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

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

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

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

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

Translation Service

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

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

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

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

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

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

អាមេរិកាំងទំនងភ្នាក់ងារសេវាបកប្រែភាសាខ្មែរ (កម្ពុជា)
ដោយសេវាតាមរយៈ លេខទូរស័ព្ទ ២៥៣-៥៨១-៨០០០ ។

致电253-581-8000 联系客户服务代表，
将提供中文翻译服务。

State Environmental Policy Act (SEPA): The 2025-2030 Transit Development Plan is categorically exempt from SEPA pursuant to WAC 197-11-800, Procedural Action and Information Collection and Research.

Plan Adoption – Public Participation Process – Distribution

Pierce Transit followed Open Public Meetings Act requirements including protocols for public noticing, public hearing and adoption of the 2025 Transit Development Plan as outlined in RCW 35.58.2795 and Chapter 42.30 RCW. Information on the Pierce Transit Board of Commissioners meetings may be found at PierceTransit.org/board-meetings/. Information on the Pierce Transit Community Transportation Advisory Group meetings may be found at PierceTransit.org/community-transportation-advisory-group/.

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

RESOLUTION NO. 2025-011

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

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

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

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

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

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

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

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

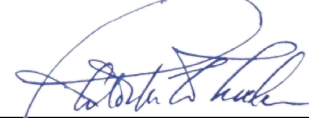
WHEREAS, the 2025-2030 TDP is categorically exempt from the State Environmental Policy Act pursuant to Washington Administrative Code 197-11-800 as Procedural Action and Information Collection and Research.

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

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

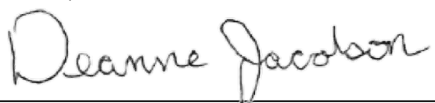
ADOPTED by the Board of Commissioners of Pierce Transit at their regular meeting thereof held on the 14th day of July 2025.

PIERCE TRANSIT



Jason Whalen, Chair
Board of Commissioners

ATTEST/AUTHENTICATED



Deanne Jacobson, CMC
Clerk of the Board

Glossary

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

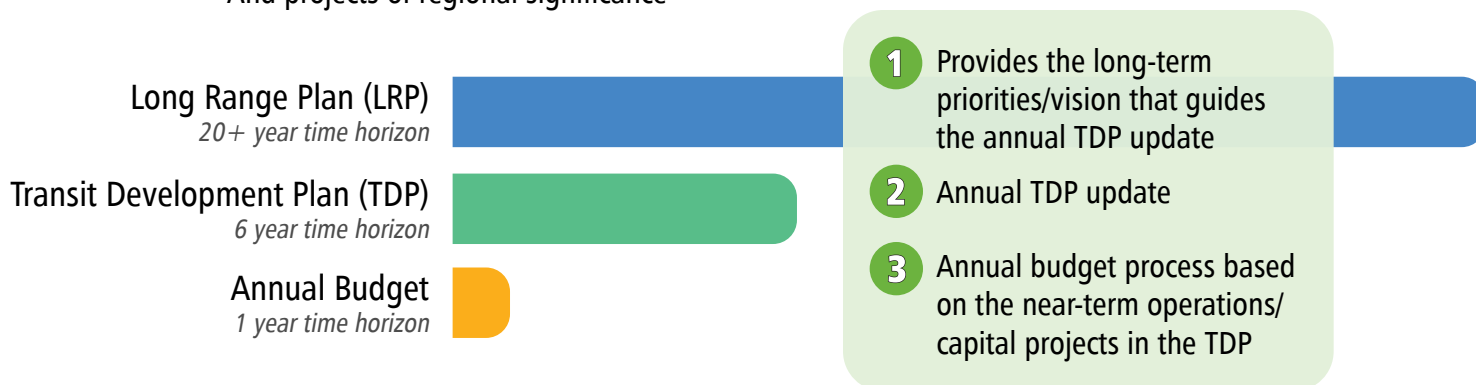
SECTION 01

Background Information



The 2025-2030 Transit Development Plan is a six-year plan required by Washington State (RCW 35.58.2795). The plan is updated annually for submittal to WSDOT and has been prepared in accordance with applicable statutes. The Pierce Transit 2025-2030 TDP looks back at 2024, describes the present state of the agency, and looks forward over a six-year planning period. It draws data and information from other documents, plans, and reports created and published by Pierce Transit. The TDP brings together longer- and shorter-term plans/proposals for a more digestible glance at Pierce Transit operations. Specific topics include:

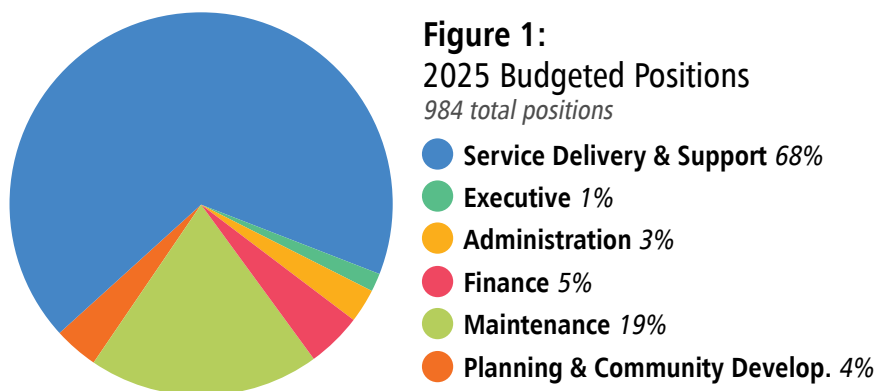
- Major agency accomplishments and activities in 2024
- An overview of the agency’s existing transit system
- Adopted goals and strategies, as well as specific strategies on how the agency will meet state and local long-range priorities
- Performance measures and targets
- Planned capital improvements
- Planned significant service and operating changes
- The adopted multiyear financial plan
- And projects of regional significance



The Agency’s Long Range Plan envisions Pierce Transit’s future for a 20+ year time horizon. Work is currently underway on the agency’s next long-range plan, Destination 2045, which is expected to be adopted in 2025. While the TDP is a mid-range implementation plan for the long-range vision, the agency’s annual budget looks at the short-term time horizon, operationalizing Pierce Transit’s needs over a one-year period. Pierce Transit’s Six-Year Financial Plan and Six-Year Capital Plan are updated during each annual budget process

About Pierce Transit

Pierce Transit is a Public Transportation Benefit Area Corporation incorporated under the authority of RCW Chapter 36.57A. The adopted 2025 budget totals \$367,362,470 which is funded through a combination of sales tax revenues, fares, and grants, as further detailed in the TDP. A total of 984 staff positions (981 full-time-equivalent positions) are budgeted for 2025 and are distributed according to Figure 1.



Pierce Transit provides public transportation services for Pierce County, Washington's second largest county with approximately 941,000 residents. The defined service area, or Public Transportation Benefit Area (PTBA), covers nearly 300 square miles in Pierce County's urban area and contains about 70% of the county population. The service area includes the incorporated cities and towns of Auburn, Edgewood, Fife, Fircrest, Gig Harbor, Lakewood, Milton, Pacific, Puyallup, Ruston, Steilacoom, Tacoma, and University Place. It also includes multiple population centers within unincorporated Pierce County.

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



Kristina Walker
Board Chair,
Commissioner
Tacoma City Council



Jason Whalen
Board Vice Chair,
Commissioner
Mayor of Lakewood



Rosie Ayala
Commissioner
Pierce County Council



Olgy Diaz
Commissioner
Tacoma City Council



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



John Hines
Commissioner
Tacoma City Council



John Hoheusle
Commissioner
Non-voting Labor
Representative



Jim Kastama
Commissioner
Mayor of Puyallup
Represents city of Puyallup



Ryan Mello
Commissioner
Pierce County
Executive



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

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

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

2024-2029 Strategic Plan



Our Vision

Your preferred transportation choice for today and tomorrow.

Our Values

Innovative, Driven, Responsible, Equitable

Our Mission

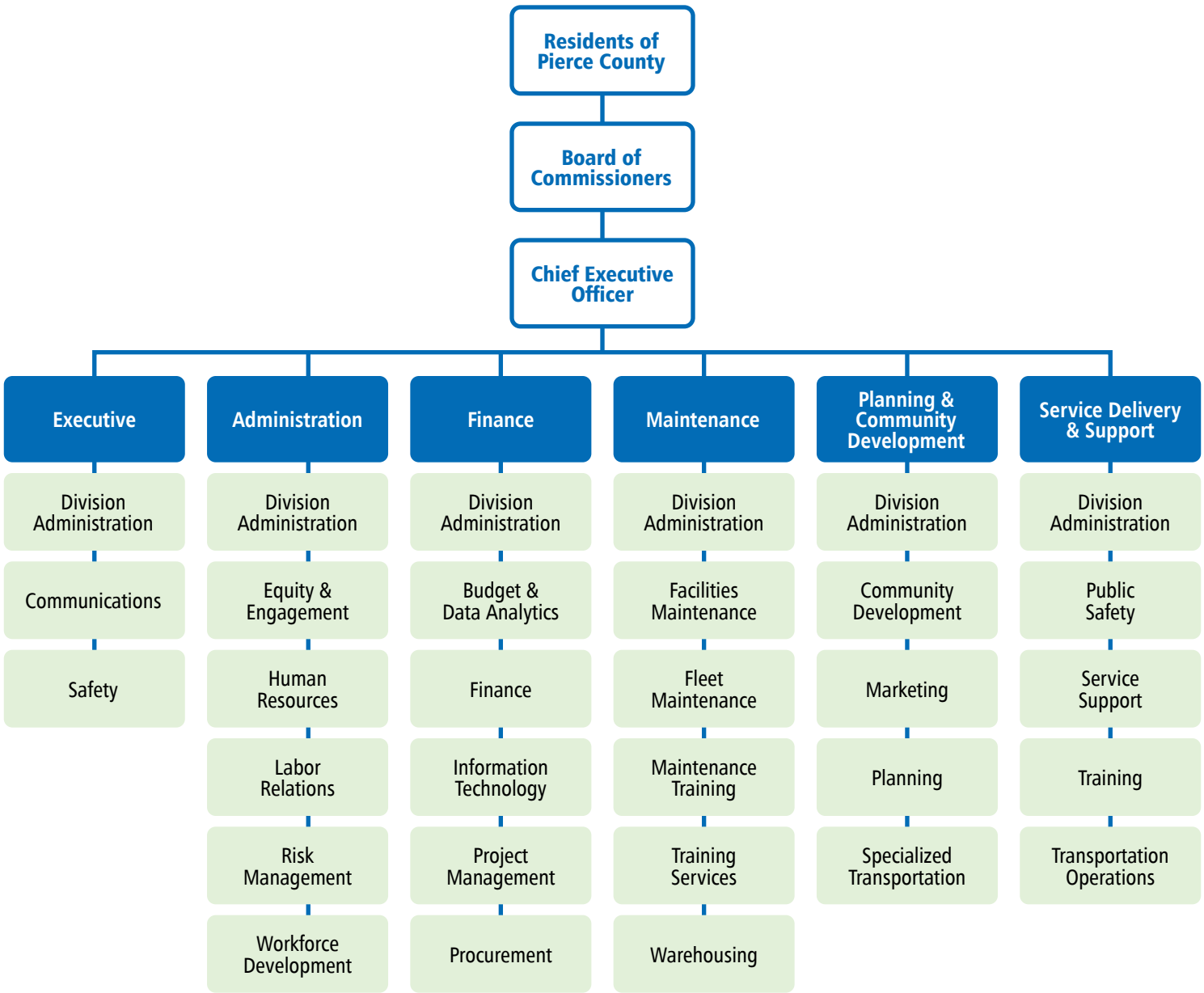
Improve people's quality of life by providing safe, reliable and accessible transportation services that are locally based and regionally connected.

Goals

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

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

Our Organization



SECTION 02

Looking Back: 2024 in Review



Strategic Plan Adoption and Implementation

In February 2024 Board of Commissioners formally adopted the agency's 2024-2029 Strategic Plan. The plan aims to tackle major issues facing Pierce Transit, as well as transit agencies across the United States, including prioritizing the customer experience, increasing safety, retaining and attracting employees, and forging a strong relationship with the community. A key element of the Strategic Plan included a new Customer Experience Action Plan, which lays out concrete steps to improving customer satisfaction with Pierce Transit's system.

Customer Experience Action Plan

Front line staff and agency leaders coordinated throughout the prior year to identify crucial elements of a new Customer Experience Action Plan. The plan describes detailed priorities and actions to improve the customer experience. Priorities include route frequency and service reliability, communication, convenience and accessibility, safety, and cleanliness and comfort. An implementation roadmap contains quarterly steps from 2024-2029 that will support each priority, from increasing the number of instructors in the second quarter of 2025 to facilitating the training of new operators, which supports route frequency and service reliability, to completing the roll out of a new shelter design that's more resistant to vandalism in the first quarter of 2027, addressing bus stop cleanliness and comfort.

Enhancing the Relationship with the Community and Agency Partners

In alignment with the Strategic Plan goal of engaging with community, the agency found a renewed focus on community partnerships. In 2024 Community Development connected with businesses and community organizations more than 630 times. Through these engagements they shared information about our agency and worked to maintain a positive impression of Pierce Transit in our communities. In addition to the outreach noted above, the agency hosted its inaugural Pierce Transit Summit in 2024 with about 75 local business leaders in attendance. In 2025 the Pierce Transit Summit series continues with government partners in February and another targeted community sector in October.

Sustainability

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

Accessible Bus Stops

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

Hardship Assistance Response Team (HART) Program

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

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



Hardship Assistance Response Team



HART's goal is to change how we manage individuals in crisis by keeping our values of being innovative, driven, responsible, and equitable in mind. By assisting people, on or near our transit system, who are in crisis with behavioral health resources, HART is directly aligned for our mission of improving people's quality of life by providing safe, reliable, and accessible transportation services that are locally based and regionally connected. Service is expected to begin May 2025.

Bus Stop Shelter Upgrades

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



Continuing Emergency Preparedness

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

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

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

Transit Service

Bus System Recovery

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

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

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

Flexible Service

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



Capital Projects

Spanaway Transit Center

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

Stream Community Line Service

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



Maintenance and Operations Base Improvements Project (MOBI)

In alignment with the Strategic Plan goal of assuring the sustainability of the agency's finances, infrastructure and the environment, Pierce Transit continues to adapt the MOBI project based on the needs and desires of our customers, funding, and market conditions. In 2024, with the scaled back project scope resulting from financial constraints and the pivot away from the Pacific Avenue /SR-7 BRT towards an enhanced bus service, agency staff began work on a modified MOBI project to upgrade the Lakewood base. MOBI continued with elements of the project such as restriping or reconfiguring of the lot and Building 6 improvements. We continue to operate out of a maintenance facility sized for a smaller fleet and not sized to current industry standards. In 2024 MOBI Planning focused on realigning and identifying base needs for Building 1, requirements needed to extend the life of the Maintenance Shop to accommodate the fleet operating from our base. We also focused on coordinating with our regional transportation partner, Sound Transit, to support their desires to bring additional 60 ft coaches and electric double decker (DD) buses on the Pierce Transit base. Neither of these vehicles currently fit in the existing maintenance building so cannot be incorporated into their fleet of contracted services. Coordination and current activities include planning for:

- **Building 1:** Analysis has been underway identifying requirements to meet best industry practices, improve efficiency and work functions of the building, address state of good repair needs, and meet current code requirements to extend the life of this building. Building 1 project scoping to be complete in 2025. Pierce Transit has an active capital project focusing on this effort.
- **West Base:** New maintenance facility adding capacity to maintain both Pierce Transit and Sound Transit buses. Located in the bus lot immediately to the west of existing Building 1, West Base would accommodate articulated coaches and double decker buses. The facility would add a new 60 ft bus paint booth as well 12 maintenance bays, parts storage, and office space. This facility would be a partnership project requiring funding from both Pierce Transit and Sound Transit.
- **South Base:** A partnership project funded by Sound Transit that is located on Pierce Transit property (behind our Building 5 Training Center) to develop the site with a maintenance facility, fleet parking and potentially electric bus charging for approximately 55 buses. This project would be 100% funded by Sound Transit.

Zero Emission Transition Plan and Gantry Design Project

Pierce Transit has developed a Zero Emission Bus Transition Strategy to further the agency's electrification efforts and to align with the FTA Zero Emission Transition Plan guidelines. The pathway to operating a zero-emission bus (ZEB) fleet includes many elements such as design and construction of charging infrastructure, purchasing of electric buses, and workforce development. In 2024 The agency made significant strides in electrification; examples of developments include:

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

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

Transit Center and Park & Ride Renewal

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

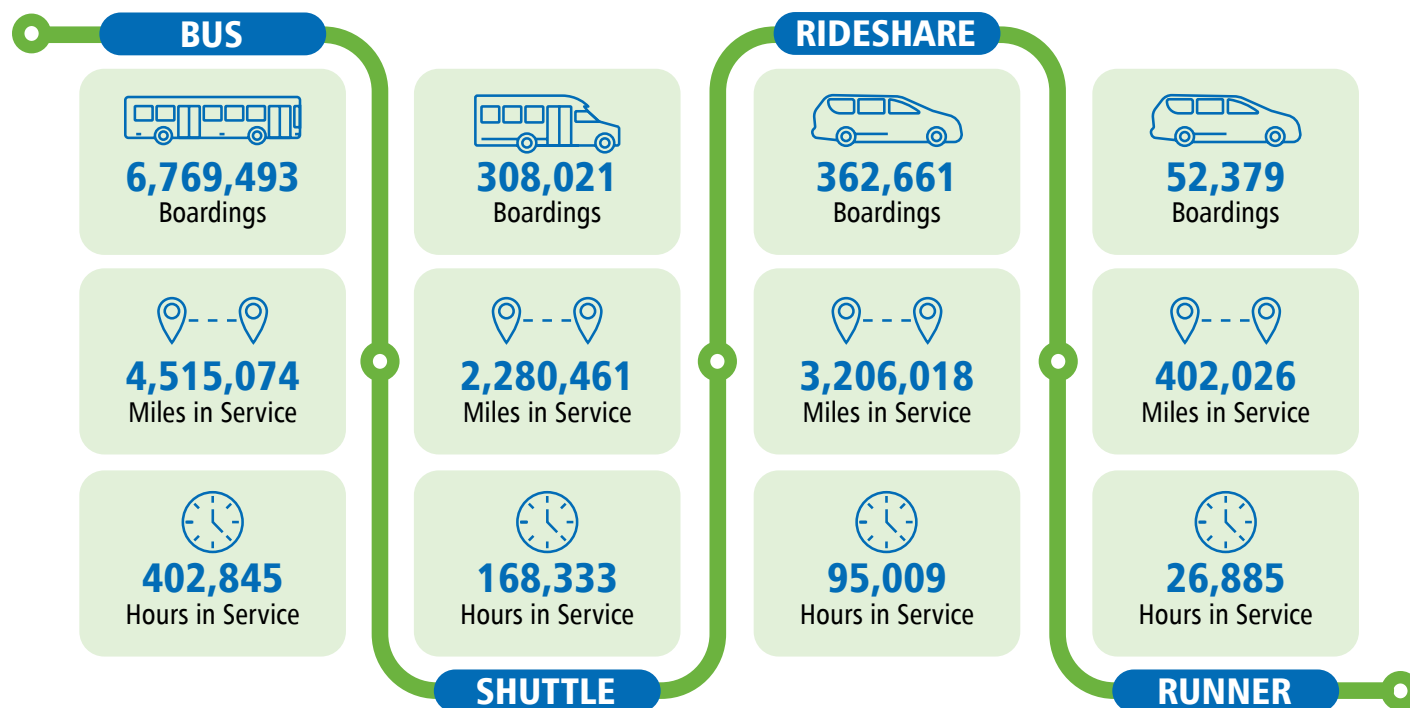
SECTION 03

Description of Service Area, Operations, and Facilities



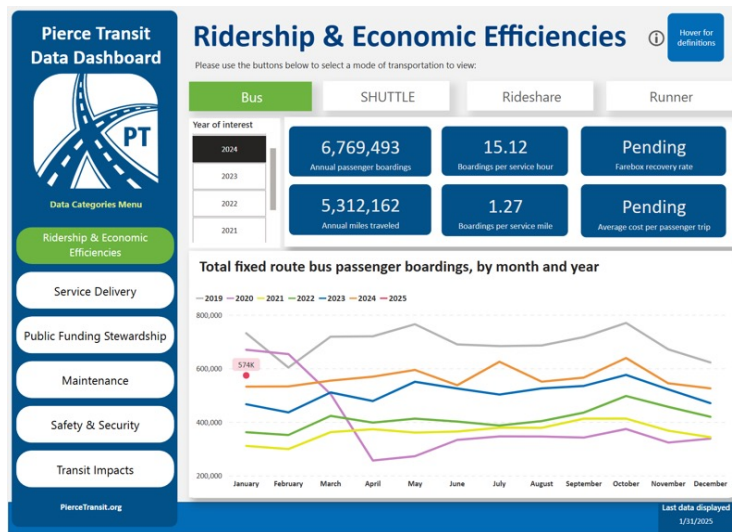
Overview of Service Area and Operations

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



Fixed Route Bus

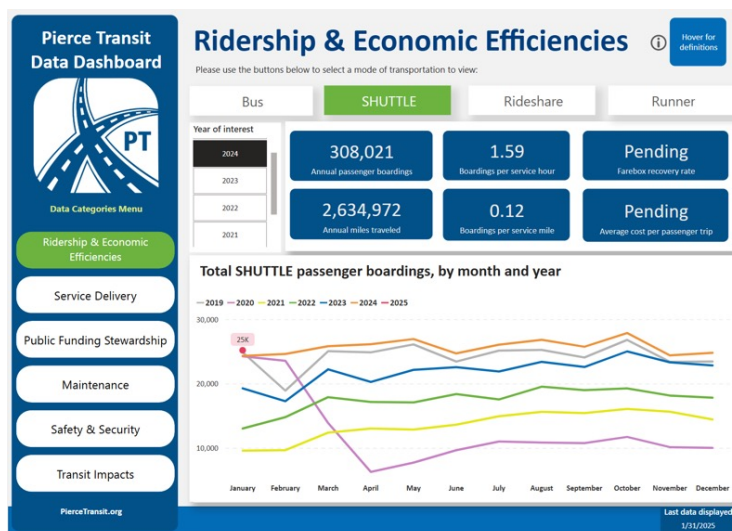
Pierce Transit runs and operates 29 bus routes on set schedules, plus additional regional express bus routes under contract with Sound Transit.



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

SHUTTLE (ADA Paratransit)

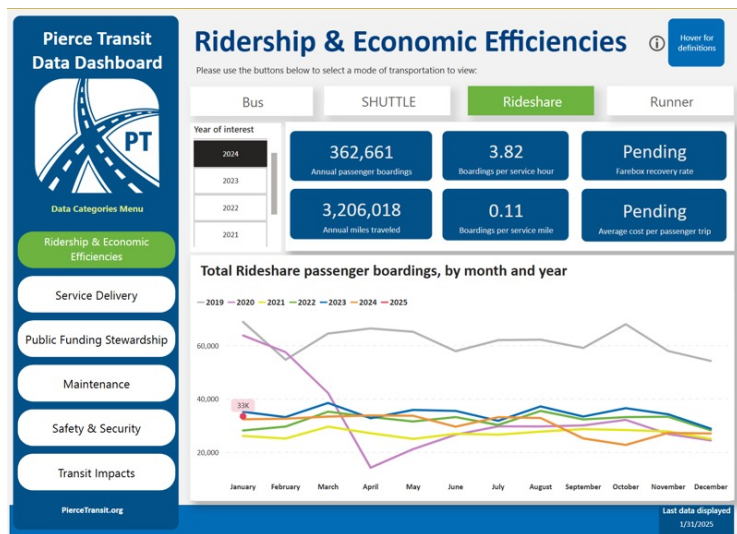
SHUTTLE is a ride-request transportation service providing door-to-door rides for qualifying persons with disabilities anywhere within 3/4-mile of a bus route. A portion of these services are operated under contract.



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

Rideshare

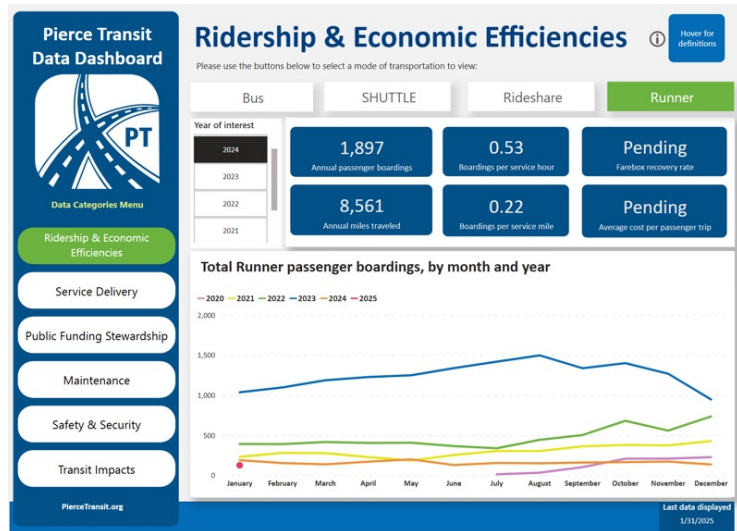
The agency's rideshare program provides vehicles for three or more occupants to share a commute, reducing travel by single-occupancy-vehicles.



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

Runner (On-Demand Microtransit)

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



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

Facilities

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

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

Headquarters



Pierce Transit Main Operating Base

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

Auxillary Operations

Tacoma Dome Station Customer Service Center and Public Safety Office

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

Transit Centers



Tacoma Dome Station

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



Lakewood Transit Center

- **Address:** Lakewood Towne Center Blvd SW, Lakewood
- **Description:** Lakewood's primary transit center with eight loading zones and real-time bus arrival/departure displays



Parkland Transit Center

- **Address:** 303 South 121st Street, Lakewood
- **Description:** Pierce County's secondary transit center with six bus loading zones and a 62-stall Park & Ride lot



72nd Street Transit Center

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



South Hill Mall Transit Center

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



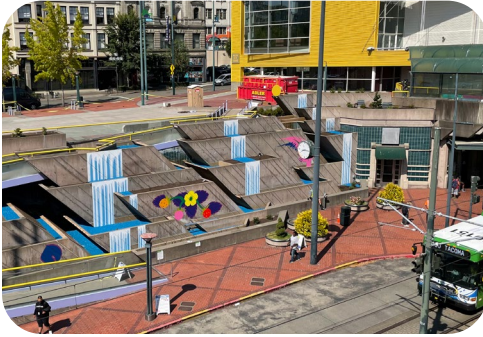
Tacoma Mall Transit Center

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



Tacoma Community College Transit Center

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



Commerce Street Station

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



Spanaway Transit Center *Opening 2025*

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

Park & Ride Lots

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

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

- Narrows / Skyline – 7201 6th Avenue, Tacoma: 195-stall Park & Ride lot owned by City of Tacoma and maintained by Pierce Transit.
- North Purdy (Purdy Crescent) – 14301 Purdy Dr NW, Gig Harbor: 220-stall Park & Ride lot with covered passenger shelter area, owned by WSDOT and maintained by Pierce Transit.
- Kimball Drive – 6808 Kimball Drive, Gig Harbor: 306-stall Park & Ride lot with two passenger shelter areas, owned by Tacoma Public Utilities and maintained by Pierce Transit.
- SR 512 at I-5 – 10617 South Tacoma Way, Lakewood: 493-stall Park & Ride lot with two passenger shelter areas, owned by WSDOT and maintained by Pierce Transit.
- Roy Y - 19110 State Route 7 E, Spanaway, Uninc. Pierce County: Approximately 100-stall Park & Ride lot owned by Department of Defense and maintained by Pierce Transit.

Bus Stops and Other Amenities

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



Equipment + Other Assets

Rolling Stock

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



Fixed Route Bus | Total: 174

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



SHUTTLE (Paratransit) | Total: 100

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



Rideshare | Total: 269

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



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

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



Equipment | Total: 12

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

SECTION 04

State and Agency Goals, Objectives, and Action Strategies



include bicycle lockers.

The State of Washington requires that all transit agencies report how they intend to meet the state’s statutory transportation policy goals in RCW 47.04.280 for the planning period of 2025-2030. These goals and related objectives are also identified in the Washington Transportation Plan 2040 & Beyond.

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

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

State Goals	Pierce Transit Strategies/Objectives
Economic Vitality Promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to ensure a prosperous economy.	Pierce Transit 2024-2029 Strategic Plan <ul style="list-style-type: none">• Develop a High-Capacity Transit Plan for at least three corridors.• Expand career launch opportunities with apprenticeships, local non-profits, and regional education partners.• Increase the number of ORCA Business Accounts by 25%.• Establish a metric to report on employee recruitment that is a result of local partnerships. Pierce Transit Customer Experience Action Plan <ul style="list-style-type: none">• Improve headway schedules on primary routes.
Preservation Maintain, preserve, and extend the life and utility of prior investments in transportation systems and services.	Pierce Transit 2024-2029 Strategic Plan <ul style="list-style-type: none">• 95% or more of the revenue fleet meets the useful life benchmark.• 75% of the agency’s facilities meet the state of good repair standard. Pierce Transit Asset Management Plan Update of 2022 <ul style="list-style-type: none">• Rehabilitate and restore at least 80 percent of capital facilities to a condition rating of 3.5 or above on the TERM scale by the end of calendar year 2025 (which is the end of the second four-year TAM horizon period).

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

State Goals	Pierce Transit Strategies/Objectives
<p>Environment & Health</p> <p>Enhance Washington’s quality of life through transportation investments that promote energy conservation, enhance healthy communities, and protect the environment.</p>	<p>Pierce Transit 2024-2029 Strategic Plan:</p> <ul style="list-style-type: none"> • Develop a Climate Action Plan (fleet, facilities, and operations) • Reduce total greenhouse gas emissions compared to 2017 by 40%. (metric tons of CO2). <p>Pierce Transit Executive Order No. 1 Amended June 24, 2022</p> <ul style="list-style-type: none"> • Commit to 20% electrification of revenue fleet by 2030 pending available financial resources. • Reduce fuel consumption through measures such as minimizing vehicle idling on Pierce Transit properties and encouraging carpooling and use of public transit or other modes when traveling to meetings, events, and job sites. • Work with energy providers to maximize the percentage of renewable energy purchased. Utilize renewable fuels including renewable natural gas and electricity. • Enhance commute trip reduction efforts. • Support workplace and public electric vehicle charging at PT facilities. • Support alternative methods of transportation to connect to transit (bicycles, walking, rideshare).
<p>Stewardship</p> <p>Continuously improve the quality, effectiveness, resilience, and efficiency of the transportation system.</p>	<p>Pierce Transit 2024-2029 Strategic Plan:</p> <ul style="list-style-type: none"> • Improve the prioritization process for major service improvement and infrastructure projects. The process improvement would include expanded project development and evaluation criteria to align with the Strategic Plan. • Assess and improve system security and safety plans with “customer first” focus. • Design and deliver services that are inclusive to all individuals and abilities. • Increase the satisfaction levels in rider surveys for questions on overall satisfaction, personal security on the bus and at the bus stop, and cleanliness of buses and Pierce Transit facilities by 20%. • Achieve 85% on time performance. • Establish and regularly communicate an accountability dashboard for the Strategic Plan. • Empanel a public equity task force. • Complete a Pierce Transit Equity Framework, including metrics.

SECTION 05

Measuring Performance



Key Performance Indicators and Targets

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

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

For more details on our KPIs, refer to Service Hierarchy, System Performance and Standards (Appendix A) of the [Destination 2045 Long Range Plan](#), the [Transit Asset Management Plan Update of 2022](#), and the [2024-2029 Strategic Plan](#).

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

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

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

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

Route Performance Report

Beginning in 2025, Pierce Transit will publish a Route Performance Report that covers the following topics:

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

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

Route Productivity Benchmarks

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

Transit Asset Management Performance Measures and Targets

In 2022, Pierce Transit released an update to its Transit Asset Management Plan. Among other elements, this plan adopted new performance measures and targets for capital facilities, IT equipment, and rolling stock. The measures and targets, shown in Figure 2 - State of Good Repair (SGR) Performance Measures & Targets, will be used to assess the agency's assets over the four-year TAMP horizon and ensure they remain in a State of Good Repair.

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

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

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

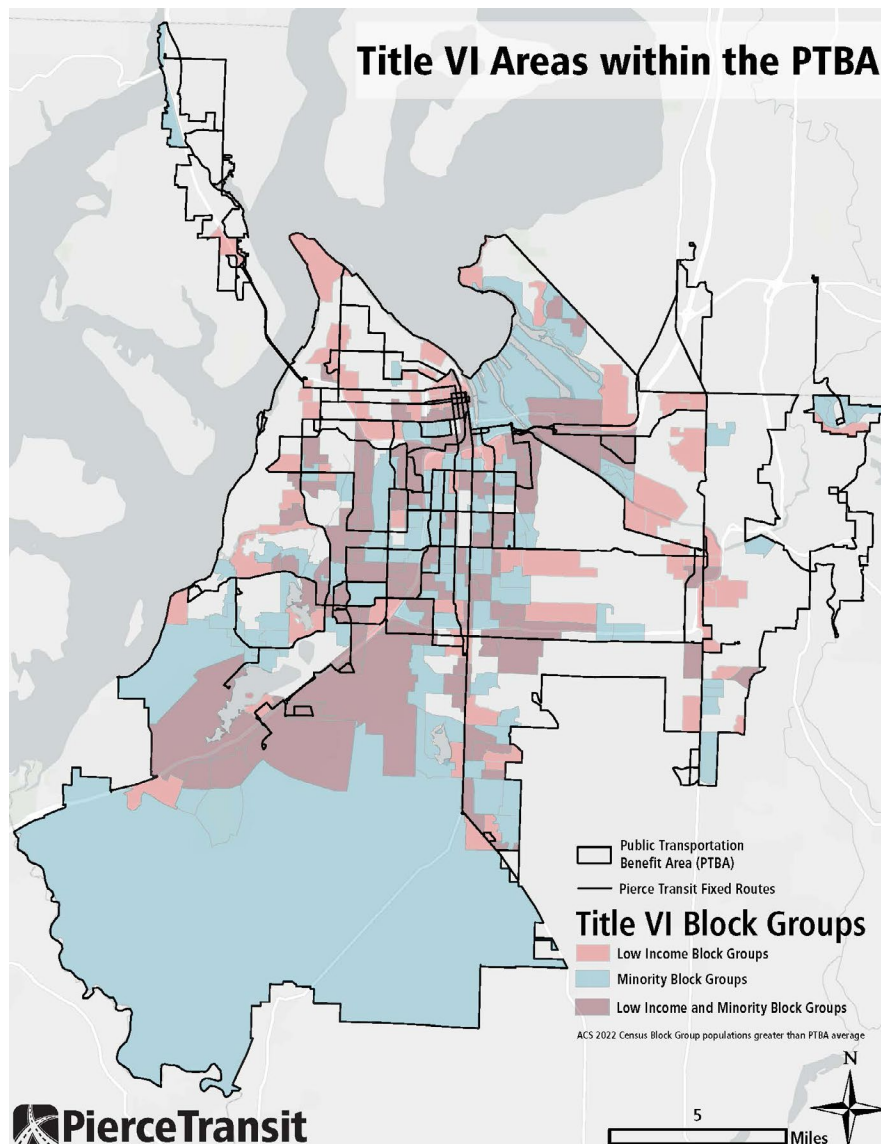
Major Service & Fare Change Analysis

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

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

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

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



Runner Performance Indicators and Targets

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

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

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

SECTION 06

Plan Consistency



Introduction

Comprehensive planning in the four-county King-Snohomish-Pierce-Kitsap region is guided by the Puget Sound Regional Council Metropolitan Planning Organization through [VISION 2050](#) (formerly VISION 2040) and implemented through the Regional Transportation Plan. VISION 2050 provides a framework for how and where the region should grow by 2050—called the “Regional Growth Strategy”—and how the region supports efforts to manage growth.

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

Local comprehensive plans must be consistent with the VISION 2050 plan¹, and in turn, the TDP must be consistent with local comprehensive plans. The TDP subsequently informs future updates to local comprehensive plans (RCW 36.70A.070(6)), the Regional Transportation Plan (RCW 47.80.030), commute trip reduction plans (RCW 70.94.527), and WSDOT’s Summary of Public Transportation (RCW 35.58.2796).

Pierce Transit continually coordinates with the 13 local jurisdictions it serves, along with areas of unincorporated Pierce County, to address transit needs in the service area. With updates to local comprehensive plans in Pierce County underway in 2024, Pierce Transit actively coordinated with jurisdictions to consult on aspects related to increased transit service proposals in areas of high growth and infill development. For example, the agency met with planning staff from the local jurisdictions and the county to discuss proposed development projects, comprehensive plan updates and the Pierce Transit Long Range Plan. Pierce Transit also consults on intermittent planning work, such as the “Home in Tacoma” initiative to promote “missing middle” or additional infill housing, and the Imagine Pac Avenue Project. To ensure jurisdictions are updated on the agency’s plans and are provided ample opportunity for input, Pierce Transit conducts significant outreach during their creation. As an example, the Stream BRT System Expansion Study (completed in 2023), which analyzed four high performing bus route corridors throughout the Pierce Transit service area for potential future Stream BRT or HCT service, included targeted outreach to leaders in jurisdictions to gauge their readiness to partner on large scale capital projects. With work now underway on Pierce Transit’s next Long Range Plan, Destination 2045, the agency is similarly seeking targeted feedback from the 13 local jurisdictions, Pierce County, and other stakeholders, to ensure that any proposed long range high capacity transit projects or new bus routes are in alignment with local or regional transportation plans. To further guarantee Pierce Transit plans are communicated and reflected in other planning efforts, each year staff attend over 150 ongoing external meetings with local and regional partners and stakeholders, including business districts, sub area project groups, associations, advocacy boards, and others. This includes the Pierce County Regional Council, Puget Sound Regional Council MPO, Pierce County Coordinated Transportation Coalition, Regional Fares Committee, ORCA coordination groups, Sound Transit, the Puyallup Tribe of Indians, and WSDOT, along with many other planning and transit related committees and subcommittees.

Current local comprehensive plans (in draft form or adopted under VISION 2050) for jurisdictions within the service area were reviewed, including for Pierce County, Tacoma, Gig Harbor, Lakewood, University Place, Fircrest, Fife, Milton, Edgewood, Pacific, Auburn, Puyallup, Steilacoom, and Ruston. The TDP is consistent with these plans and their goals and policies. A sample of local comprehensive plans, goals, and policies related to Pierce Transit is provided below.

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

VISION 2050 and Regional Transportation Plan

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

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

Relevant Policy Direction

1. Prioritize services and access to opportunity for people of color, people with low incomes, and historically underserved communities to ensure all people can attain the resources and opportunities to improve quality of life and address past inequities.
2. Give funding priority to centers and high-capacity transit areas.

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

Relevant Policy Direction

1. Advance the adoption and implementation of actions that substantially reduce greenhouse gas emissions in support of state, regional, and local emissions reduction goals, including by expanding the use of alternative energy sources, electrifying the transportation system, and reducing vehicle miles traveled by increasing alternatives to driving alone.
2. Advance the resilience of the transportation system by identifying and addressing the impacts of climate change, incorporating redundancies, preparing for disasters and other impacts, and coordinated planning for system recovery.

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

Relevant Policy Direction

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

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

Relevant Policy Direction

1. Maintain, operate, and expand transportation systems to provide safe, efficient, and reliable movement of people, goods, and services.
2. Protect the investment in the existing system and lower overall life-cycle costs through effective maintenance and preservation programs.

3. Focus on investments that produce the greatest net benefits to people and minimize the environmental impacts of transportation.
4. Ensure mobility choices for people with special transportation needs, including persons with disabilities, seniors, youth, and people with low income. Implement transportation programs and projects that provide access to opportunities while preventing or mitigating negative impacts to people of color, people with low incomes, and people with special transportation needs.
5. Emphasize transportation investments that provide and encourage alternatives to single-occupancy vehicle travel and increase travel options, especially to and within centers and along corridors connecting centers. Increase the proportion of trips made by alternative modes by ensuring the availability of reliable and competitive transit options.
6. Support the transition to a cleaner transportation system through investments in zero emission vehicles, low carbon fuels and other clean energy options.
7. Prepare for and respond to changes in transportation technologies and mobility patterns to support communities with a sustainable and efficient transportation system, including through partnerships with the private sector.

Pierce County

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

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

Relevant Policy Direction

1. Coordinate with transit agencies to increase the number of and span of routes as well as frequency, as funding becomes available, especially to underserved areas and designated centers within the unincorporated area.
2. Cooperate with transit agencies in the location of transit centers, park and ride lots, rail stations, bus stops, and support transit services around these areas.
3. Support efforts to develop tourist-related transit service that reduces vehicle trips to local attractions, especially Mount Rainier.
4. Work with transit agencies to improve bus and rail connections to popular bicycle and pedestrian routes and ferry terminals.
5. Encourage transit agencies to add bicycle lockers and other amenities to accommodate multimodal connections at major transit centers or park-and ride lots.
6. Coordinate funding opportunities when planned projects overlap.
7. Work with transit agencies to identify improvements within the County right-of-way to support transit operations and rider access to transit facilities..
8. Support the development of the regional park-and-ride lot system.
9. Encourage the placement of transit shelters that are well lit, clearly visible, well-marked, posted with easy-to-read schedules and route maps, equipped with litter receptacles, and that protect users from inclement weather.
10. Coordinate with the Pierce County Coordinated Transportation Services Coalition to address mobility for people with special transportation needs and to implement the countywide Coordinated Transportation Plan recommendations.
11. Periodically assess the County's land use goals, changing demographics, and travel needs of the urban growth area in determining the potential demand for transit services and the need to re-examine the Pierce Transit's Public Transit Benefit Area boundary for unincorporated areas as allowed by State law.

12. Periodically review the changing demographics of the County to identify the degree to which the needs of minority and low-income communities are served by transit and participate in review of the transit agencies assessment of the benefits, burdens, and relative impacts of transit plans and projects to help determine whether they will be equitably distributed among underserved and non-underserved persons and communities.
13. Support opportunities to serve or increase transit service to high-employment commercial and industrial centers within the Urban Growth Area.
14. Encourage Pierce Transit to explore and implement cost effective transit service to and from existing cities/towns in rural areas.

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

Relevant Policy Direction

1. Integrate transit-supportive design, in coordination with transit agencies, such as facilities for on-demand transit services, well-connected street networks, transit signal priority/preemption, bus bulbs/islands, bus turnouts, and queue jump lanes.
2. Work with transit agencies to address first and last mile barriers to transit use and connections to jobs and housing including locating active transportation facilities to sidewalks that best serve transit routes.
3. Work with partners to develop a range of alternative service options in areas not well served by fixed route transit such as community shuttles, real-time rideshare, community vans, and other innovative options.
4. Coordinate with Pierce Transit and WSDOT to implement speed and reliability treatments along County arterials and state highways to support bus and enhanced bus routes.

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

Relevant Policy Direction

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

Tacoma

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

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

Relevant Policy Direction

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

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

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

Relevant Policy Direction

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

Gig Harbor

(Comprehensive Plan Update, Draft)

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

Relevant Policy Direction

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

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

Relevant Policy Direction

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

Lakewood

(Comprehensive Plan, 9/2024)

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

Relevant Policy Direction

1. Plan, develop, and maintain transportation infrastructure to meet the needs of all users, including drivers, transit riders, bicyclists, and pedestrians of varying ages and abilities..
2. Increase availability and accessibility of alternative transportation modes like walking, biking, carpooling, and public transit, focusing on those without personal vehicles or with mobility needs.

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

Relevant Policy Direction

1. Engage transportation agencies early in development proposal reviews to identify transit-oriented design and amenity opportunities.
2. Advocate for and assist in the integration of regional and HCT systems with local transit services.
3. Partner with transit agencies to support ride matching, vanpooling, micro-transit, paratransit, and other HOV transportation.
4. Work with transit agencies to address requirements from new transit routes and frequencies, especially in residential areas and high-traffic corridors.
5. Work with WSDOT to accommodate HOV lanes on I-5 and SR 512 to meet the needs of the city and regional transit.
6. Pursue joint state and federal transportation grant applications with other jurisdictions on projects with mutual benefits.
7. Investigate the potential for local shuttle, micro-transit, and paratransit services in high-density areas with significant ridership prospects.

University Place

(Comprehensive Plan, 12/2024)

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

Relevant Policy Direction

1. Work with Pierce Transit to support the provision of local transit service on principal, minor, and collector arterials providing feeder service to residential areas and connections to adjacent jurisdictions. Local transit service should be expanded to serve the entire community including underserved neighborhoods and those individuals with special needs.
2. Coordinate with Pierce Transit and the Tacoma and University Place school districts to develop bus stops and shelters with seating to provide greater comfort for riders and encourage higher ridership.
3. Use transit as a way to provide for access, circulation and mobility needs in University Place, especially in the City's Regional Growth Center, additional areas planned for higher intensity mixed-use development, and favorable pedestrian environments.

SECTION 07

Planned Service and Operating Changes



Fixed Route Services

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

	2025	2026	2027	2028	2029	2030
Service Hours	482,000	482,000	482,000	482,000	482,000	482,000
Service Hour Change	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Service Miles	5,673,099	5,673,099	5,673,099	5,673,099	5,673,099	5,673,099
Service Miles Change	1.5%	0.00	0.0%	0.0%	0.0%	0.0%
Ridership (Estimated)	7,288,292	7,383,040	7,479,019	7,576,247	7,674,738	7,774,509
Ridership Change	7.4%	1.3%	1.3%	1.3%	1.3%	1.3%

Service Recovery Plan

In December 2023, Pierce Transit's Board of Commissioners adopted a Bus System Recovery Plan to strategically recover service across the system as staffing becomes available. As of March 2025, Phase 1 of the plan is complete, and Phase 2 is nearing completion with 84% of the 15-minute weekday service on Route 3 already in place. Pierce Transit has also made progress on other priority improvements, such as the additional frequency on Route 1. The remaining phases, which focus on increasing frequency, extending service hours, and restoring additional trips, have not started yet. More details are available on the agency's website at PierceTransit.org/bussystemrecoveryplan.

Updated Route Classifications

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

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

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

SHUTTLE ADA Paratransit

The agency’s SHUTTLE service directly correlates to service areas and service hours of fixed route services by matching operating hours and providing rides, scheduled one to five days in advance, within ¾ mile of any bus route. Route retirements and adjustments associated with the adopted Service Recovery Plan may affect existing and potential SHUTTLE customers. The agency’s Board of Commissioners directed staff to work closely with existing SHUTTLE customers impacted by the route retirements associated with phase one of the plan and transition them to Runner service or identify an alternate solution, such as formally grandfathering them into the program.

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

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

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

Rideshare

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

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

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

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

Runner On-Demand

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

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

SECTION 08

Planned Capital Expenses



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

Pierce Transit’s 2025-2030 Six-Year Capital Plan, as adopted in the 2024 Budget, is shown in Figure 4. The Capital Plan is consistent with the goals and strategies discussed in [Section 4 – State and Agency Goals, Objectives, and Action Strategies](#). A selection of notable capital projects for this time frame is provided below Figure 3 – New and Replacement Rolling Stock.

Rolling Stock

Pierce Transit’s rolling stock and revenue vehicles are replaced on a regular cycle, which meets or exceeds FTA useful life benchmarks. For fixed route buses, routine replacement occurs when the 40-foot vehicles reach their 16-year lifespan or 640,000 miles. Replacement of 25-foot cutaway (body-on-chassis) vehicles takes place at eight years or 150,000 miles. Routine replacement for SHUTTLE vehicles follows a 10-year or 150,000 miles limit; whichever comes first. New and replacement rolling stock delivered in 2025 and planned for 2025-2030 is shown in Figure 3 - New and Replacement Rolling Stock.

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

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

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

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

Sound Transit service, with the intention of proposing a new capital project in the coming year. Future improvements, dependent on funding and coordination with Sound Transit, may include:

- **Building 1:** Continued analysis of needs and recommended updates to improve efficiency and extend the life of the building. Staff anticipates project scoping to be complete in 2025. Pierce Transit has an active capital project focusing on this effort.
- **West Base:** A new Maintenance building designed to maintain both Pierce Transit and Sound Transit buses, including 60-foot articulated coaches and double-decker buses. Plans for the facility include a new 60-foot bus paint booth as well 12 maintenance bays, parts storage, and office space. This facility would be a partnership project requiring funding from both Pierce Transit and Sound Transit.
- **South Base:** The agency is currently coordinating with Sound Transit on plans for potential development of vacant land south of Building 5 (Safety and Training). This project would develop the site with a maintenance facility, fleet parking and could potentially include bus charging to accommodate approximately 55 buses. This project would be 100% funded by Sound Transit on Pierce Transit owned property.

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

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

Spanaway Transit Center - \$24.7M

The new Spanaway Transit Center, which broke ground in 2022, will be located at 20702 Mountain Highway East in the unincorporated community of Spanaway. It will serve as the southern terminus for the current Route 1 and the agency's first enhanced bus service, the Stream Community Line. This will be Pierce Transit's first new transit center since 1998, recognizing the increased need for services to support the significant growth in South Pierce County. The transit center is expected to open in August 2025. It will feature a bus turnaround, a 38-stall Park & Ride lot, a comfort station for bus operators, a passenger drop-off area, and public EV chargers. The next phase of the project, the Park & Ride expansion, will add over 200 parking stalls as well as sidewalk and roadway safety features. This transit center will feature the first public EV chargers at a Pierce Transit Center. We expect to break ground on the second phase in 2027 with an expected opening in 2028.

Bus Shelter Replacement Project - \$3.6M

In October 2023, Pierce Transit's Board of Commissioners approved a project to replace existing bus shelters throughout the service area. The new shelter style will be black with smaller, stronger, and less costly panels of glass which are more resistant to vandalism. The style was also endorsed by the agency's Community Transportation Advisory Group. Solar lighting will be integrated where feasible to increase rider safety and comfort. The first round of replacements took place late in 2024, with approximately 100 of the 500 remaining shelters replaced each year after as funding allows. The agency was recently awarded two federal grants (\$2.5 M and \$945,819) to support the project.

Battery Electric Buses (BEBs), Chargers and Workforce Development - \$4.4M

As part of a FY2022 Low or No Emission project grant the Agency is expanding zero emission infrastructure on the agency's main base. Conductive charging will expand from nine to 12 ChargePoint Chargers to support the battery electric fleet. In addition to the chargers, two 40 ft coaches will be replaced with battery electric vehicles. This effort is supported in part by a \$3.8M Bus and Bus Facilities grant.

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

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

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

Continued Progress Toward Zero Emissions - Pending

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

- **New Inductive BEB Charging Infrastructure at Tacoma Community College Transit Center - \$2,273,440:**
Planned for 2028, this project is on the PSRC 2024 Pierce Countywide Competition recommended funding list (FY 2027-2028) and includes the installation of four Inductive BEB wireless charging pads. This project will proceed pending the continued availability of the funding.
- **Lakewood Transit Center Inductive Charging - \$6,176,800**
Project is to install four inductive BEB wireless charging pads at the Lakewood Transit Center. The application includes adding two more replacement 40-foot BEBs to the fleet, both with the compatible wireless and contactless inductive undercarriage coils for fast charging. Status - WSDOT Green Transportation Capital Grant program did not fund this project due to state funding constraints. Pierce Transit will actively seek grant funding to complete this project.

Approved Capital Project List

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

Approved Capital Project List (continued)

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

Figure 4:
Six-Year
Capital Plan

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

● A portion of the project is funded by grants.

Figure 4:
Six-Year
Capital Plan
continued

#	Project Name	Project #	2025	2026	2027	2028	2029
23	SHUTTLE Replacement 2023	637	3,114,590				
24	Bus Fleet Replacement 2023	638	13,541,180				
25	Support Replacement 2023	639	211,380				
26	Bldg 5 Exterior Sealing	642	130,000				
27	Bldg 4 Exterior Painting	643	273,070				
28	Real Time Sign Refurbishment	645	43,070				
29	Vanpool Replacement	646	1,074,700				
30	Behavioral Health Vehicle	648	39,130				
31	Public Safety Vehicle Expansion (2)	649	124,960				
32	Managed Cyber Security Services	650	250,000				
33	Base BEB Charging Expansion to 12 Buses	653	4,444,500				
34	Enhanced Bus SR7	657	5,613,590				
35	Bldg 1 Paint Booth Controls	658	210,580				
36	Bus Fleet Replacement 2024	659	13,651,990				
37	SHUTTLE Replacement 2024	660	13,898,430				
38	Bldg 1 Wheel Alignment Machine	661	103,000				
39	Bldg 1 Aerosol Can Crusher	663	25,290				
40	Bldg 1 Sand Blast Cabinet	664	39,030				
41	Rideshare Replacement 2024	665	2,002,300				
42	Support Vehicle Replacement 2024	666	896,150				
43	SQL Service DB Monitoring	667	27,310				
44	CNG Compressor Transformers	668	172,500				
45	TDS HVAC Metasys Building Management	669	17,300				
46	ngORCA Phase 2	670	780,360				

● A portion of the project is funded by grants.

Figure 4:
Six-Year
Capital Plan
continued

#	Project Name	Project #	2025	2026	2027	2028	2029
47	Bldg 4 HVAC Retrofit	671	305,900				
48	DriveCam Equipment Replacement 2024	672	9,970				
49	Bldg 1 Heavy Duty Box and Pan Bending Brake	673	13,740				
50	Bldg 1 Three Phase Spot Welder	674	50,000				
51	Finance ERP	675	3,900,000				
52	Bldg 5 Specialized Transportation Work Area Redesign	676	400,400				
53	Bldg 1 Training Room Technology Upgrade	677	22,250				
54	Network Infrastructure Replacement 2024	678	1,646,880				
55	Gantry with Depot Conductive Charging Infrastructure for 30	680	16,963,830				
56	Miscellaneous Capital Equipment	778	200,000				
Subtotal Carryover and Additional			128,913,030	-	-	-	-
57	SHUTTLE Replacement 2025	NEW01	4,120,340				
58	Bus Fleet Replacement 2025	NEW02	8,796,250				
59	Bus Lot Emergency Notification System	NEW03	53,530				
60	Bldg 1 Security Cameras and EWS Stations	NEW04	38,760				
61	Fuel and Wash TV Monitor screens	NEW05	17,000				
62	Fleet Maintenance Purchases	NEW06	637,330				
63	Braille Tactile Signs and Real Time Signage Project	NEW07	3,226,580				
64	Hastus Upgrade 2025	NEW08	824,870				
65	Network Infrastructure Replacement 2025	NEW10	678,040				
66	Bldg 1 Tire Shop Office Renovation	NEW12	44,000				
67	Commerce Tunnel Gate Retrofit	NEW15	120,000				
68	Fuel and Wash Electric Vehicle Chargers	NEW16	429,270				
69	Rideshare Replacement 2025	NEW17	3,424,360				

● A portion of the project is funded by grants.

Figure 4:
Six-Year
Capital Plan
continued

#	Project Name	Project #	2025	2026	2027	2028	2029
70	Marketing Plotter Replacement 2025	NEW18	33,410				
71	VOAM Module Interface	NEW19	227,920				
72	Support Vehicle Replacement 2025	NEW20	1,266,880				
73	72nd and Portland Transit Center Roof Replacement	NEW22	64,930				
74	Lakewood Transit Center Roof Replacement at Comfort Station	NEW23	25,200				
75	Stream Community Line Expansion	NEW33	1,419,530				
76	TCC Battery Electric Bus On-Route Charging	NEW36	3,761,410				
77	Lakewood Transit Center Inductive Chargers and Support	NEW37	6,176,800				
78	Bldg 5 Electric Vehicle Charger Expansion	NEW38	192,890				
79	Stream S. Meridian/SR 161 Transit Signal Prioritization	NEW39	1,560,000				
Subtotal New Requests			37,139,300	-	-	-	-
80	Bldg 1 Body Shop Fresh Air System	OUTYEAR01		31,250			
81	Bldg 1 Vertical Band Saw Replacement	OUTYEAR02		38,500			
82	Bldg 1 Wheel and Tire Balancer Replacement	OUTYEAR03		10,000			
83	Bldg 5 State of Good Repair	OUTYEAR04		1,050,180			
84	Bldg 6 RTU HVAC	OUTYEAR05		115,500			
85	Bldg 6 State of Good Repair	OUTYEAR06		443,340			
86	Kimball Drive Park & Ride State of Good Repair	OUTYEAR07		195,350			
87	Network Infrastructure Replacement 2026	OUTYEAR08		1,000,000			
88	Rideshare Replacement 2026	OUTYEAR09		2,031,140			
89	SHUTTLE Replacement 2026	OUTYEAR10		3,114,110			
90	South Hill Mall Transit Center State of Good Repair	OUTYEAR11		24,690			
91	Support Vehicle Replacement 2026	OUTYEAR12		418,220			
92	TCC Transit Center State of Good Repair	OUTYEAR13		68,100			

● A portion of the project is funded by grants.

Figure 4:
Six-Year
Capital Plan
continued

#	Project Name	Project #	2025	2026	2027	2028	2029
93	TDS State of Good Repair	OUTYEAR14		314,670			
94	TDS Call Center Furniture Replacement	OUTYEAR15		117,590			
95	512 Park and Ride Seal and Stripe Pavement and Asphalt	OUTYEAR16			99,140		
96	Bldg 1 Transmission Jack Replacement	OUTYEAR17			30,000		
97	Bldg 5 Roof Top Unit HVAC	OUTYEAR18			236,250		
98	Bus Fleet Replacement 2027	OUTYEAR19			12,679,430		
99	Commerce Station State of Good Repair	OUTYEAR20			296,100		
100	Network Infrastructure Replacement 2027	OUTYEAR21			1,000,000		
101	Rideshare Replacement 2027	OUTYEAR22			4,288,790		
102	Support Vehicle Replacement 2027	OUTYEAR24			960,840		
103	Bldg 1 Auto Shop Bench Grinder	OUTYEAR25				10,000	
104	Bus Fleet Replacement 2028	OUTYEAR26				13,134,630	
105	Network Infrastructure Replacement 2028	OUTYEAR27				1,000,000	
106	Support Vehicle Replacement 2028	OUTYEAR30				672,640	
107	72nd and Portland Transit Center State of Good Repair	OUTYEAR31					37,390
108	Bldg 1 Bench Grinder A Replacement	OUTYEAR32					8,800
109	Bldg 1 Bench Grinder B Replacement	OUTYEAR33					8,800
110	Bldg 4 Fire Alarm System	OUTYEAR34					138,290
111	Bus Fleet Replacement 2029	OUTYEAR35					6,232,340
112	Network Infrastructure Replacement 2029	OUTYEAR36					1,000,000
113	Parkland Transit Center State of Good Repair	OUTYEAR37					97,210
114	Rideshare Replacement 2029	OUTYEAR38					74,690
115	SHUTTLE Replacement 2029	OUTYEAR39					5,753,020
116	Support Vehicle Replacement 2029	OUTYEAR40					741,000
117	72nd Park and Ride Seal Coat and Striping	OUTYEAR41					

● A portion of the project is funded by grants.

Figure 4:
Six-Year
Capital Plan
continued

#	Project Name	Project #	2025	2026	2027	2028	2029
118	Bldg 1 Brake Dyno Replacement	OUTYEAR42					
119	Bldg 1 Horizontal Ban Saw Replacement	OUTYEAR43					
120	Bldg 1 Parts Washer Replacement	OUTYEAR44					
121	Bus Fleet Replacement 2030	OUTYEAR45					
122	Network Infrastructure Replacement 2030	OUTYEAR46					
123	SHUTTLE Replacement 2030	OUTYEAR47					
124	Support Vehicle Replacement 2030	OUTYEAR48					
Subtotal Outyear Requests			-	8,972,640	19,590,550	14,817,270	14,091,540
Grand Total			166,052,330	8,972,640	19,590,550	14,817,270	14,091,540

SECTION 09

Multiyear Financial Plan

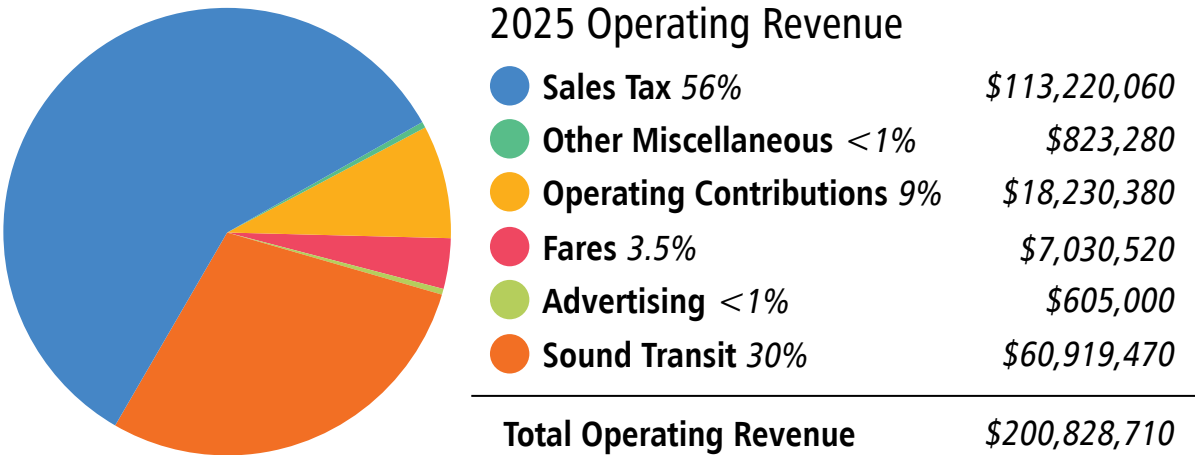


Ridership is trending toward pre-pandemic levels, but economic uncertainty continues to impact Pierce Transit. Controlling the overall cost of services and projects remains a significant concern. The agency anticipates that the challenges posed by inflation, including uncertainties related to future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

The agency’s primary revenue source, sales tax, is closely tied to local economic conditions and retail spending. While sales tax collections are projected to increase above 2023 levels, uncertainty exists around future collections. Therefore, the six-year plan shows a modest 3.65 percent average annual increase, well below the agency’s historical average annual increase of 5.7 percent. With costs continuing to escalate faster than in prior years, employees are focusing their efforts on improving productivity, reducing costs, and obtaining grants for service and projects.

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

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



Future Revenue Sources and Potential Challenges

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

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

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

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

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

Six-Year Financial Plan and Cash Flow Analysis

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

2025-2030 Six-Year Plan Revenues & Expenditures

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

SECTION 10

Projects of Regional Significance



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

Sponsor:	PIERCE TRANSIT	MTP Status:	Candidate
Project ID:	5320	Estimated Cost:	\$171,663,638
Title:	BRT: Pacific Avenue S/SR 7 Corridor from Downtown Tacoma to Spanaway		
Description: New Bus Rapid Transit service on Pacific Avenue S/SR 7 from downtown Tacoma to Spanaway (14.4-mile corridor). This route was identified in the Transit Competitive Index and is a Pierce County Congested Corridor. In 2015, Route 1, which operates in the same corridor, had 1.7 million boardings out of 9.1 million system-wide (i.e., 19 percent of the entire fixed route network's boardings in 2015). Route 1 recorded 27.3 passengers per service hour in 2015; the highest ranking of the trunk routes. Based on existing ridership plus population and employment densities, an initial conversation with the FTA confirmed that the Pacific Avenue/SR 7 corridor is an ideal candidate to evaluate for a BRT system. Therefore, Pierce Transit currently has a High Capacity Transit Feasibility Study underway and assumes that BRT will be the Locally Preferred Alternative (LPA).			
Location / Facility:		From:	To:
Pacific Avenue S/SR 7		Downtown Tacoma	Spanaway
County:	Completion Year:	Prioritization Score:	
Pierce County	2024	62	

Sponsor:	PIERCE TRANSIT	MTP Status:	Candidate
Project ID:	2602	Estimated Cost:	\$18,500,000
Title:	Spanaway Transit Center		
Description: The scope of the project constructs a new transit facility in Spanaway, Washington, at the south end of Pierce Transit's service area boundary. The new facility will include a bus loading and unloading area, a transit user parking lot with room for 250 vehicles, secure bicycle parking for active transportation connections, a comfort station for bus operators, and a passenger drop-off area. Associated work includes constructing an onsite sewer system, extending electric and water service, and installing site landscaping and security lighting, sidewalks, curb ramps, and possibly install electric vehicle (EV) charging infrastructure on-site.			
Location / Facility:		From:	To:
State Route 7 in Spanaway		Mountain Highway E	8th Avenue E
County:	Completion Year:	Prioritization Score:	
Pierce County	2024	41	

Sponsor:	PIERCE TRANSIT	MTP Status:	Candidate
Project ID:	5615	Estimated Cost:	\$10,097,861
Title:	HCT: Route 2 Corridors - Downtown Tacoma to Tacoma Community College to Lakewood		
Description: HCT, BRT, enhanced bus, or limited stop bus service in the 5.1-mile corridor on S. 19th Street from Downtown Tacoma (10th & Commerce Streets) west to Tacoma Community College. Adds HCT to the corridor prior to the Tacoma Link Extension opening in 2039. Would also connect to the Route 1 BRT Downtown Tacoma or become its extension project (Phase 2). HCT, BRT, enhanced bus, or limited stop bus service in the 6.8-mile Bridgeport Way W corridor from Tacoma Community College south to the Lakewood Towne Center Transit Center; both currently served by Route .			
Location / Facility:		From:	To:
Route 2:		Downtown Tacoma	Lakewood Towne Center Transit Center
County:	Completion Year:	Prioritization Score:	
Pierce County	2028	49	

SECTION 11

Public Comment Summary



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

APPENDIX A

Unfunded Needs List



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

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

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

Mission

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

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