



 PIERCE TRANSIT
TRANSIT DEVELOPMENT PLAN: 2016-2021

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Section 1 - Organization

Governance and Structure

Pierce Transit is a Public Transportation Benefit Area Corporation (PTBA) incorporated under authority of Chapter 36.57A of the Revised Code of Washington. In 1979 voters passed a 0.3 percent sales tax to fund public transportation, which also formed the PTBA. Pierce Transit is currently funded through a combination of sales tax revenues, fares and grants, as further detailed in Section 9: Operating Revenues and Expenditures.

Pierce Transit provides public transport services in the urbanized portions of Pierce County, as illustrated in Figure 1-1. This is an area covering 292 square miles that generally conforms to the county’s growth management boundary and contains an estimated 70 percent 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.



BOARD OF COMMISSIONERS

Pierce Transit is governed by a nine-member Board of Commissioners. The Board is currently made up of elected officials representing Pierce County, Tacoma, Lakewood, Puyallup, University Place and the smaller cities and towns in Pierce County. The governance structure allows for a tenth, non-voting union representative, however, this right is currently not being exercised and the position is vacant.



Commissioner Rick Talbert
Pierce County Council
Chair
Term Expires 12/31/16



Commissioner Kent Keel
University Place Council
Vice Chair
Term Expires 12/31/18



Commissioner Don Anderson
Mayor of Lakewood
Term Expires 12/31/18



Commissioner Daryl Eiding
Represents Cities of Edgewood,
Fife, and Milton
Term Expires 4/30/18



Commissioner Ryan Mello
Tacoma City Council
Term Expires 12/31/18



Commissioner Marilyn Strickland
Mayor of Tacoma
Term Expires 12/31/18



Commissioner Pat McCarthy
Pierce County Executive
Term Expires 5/1/16

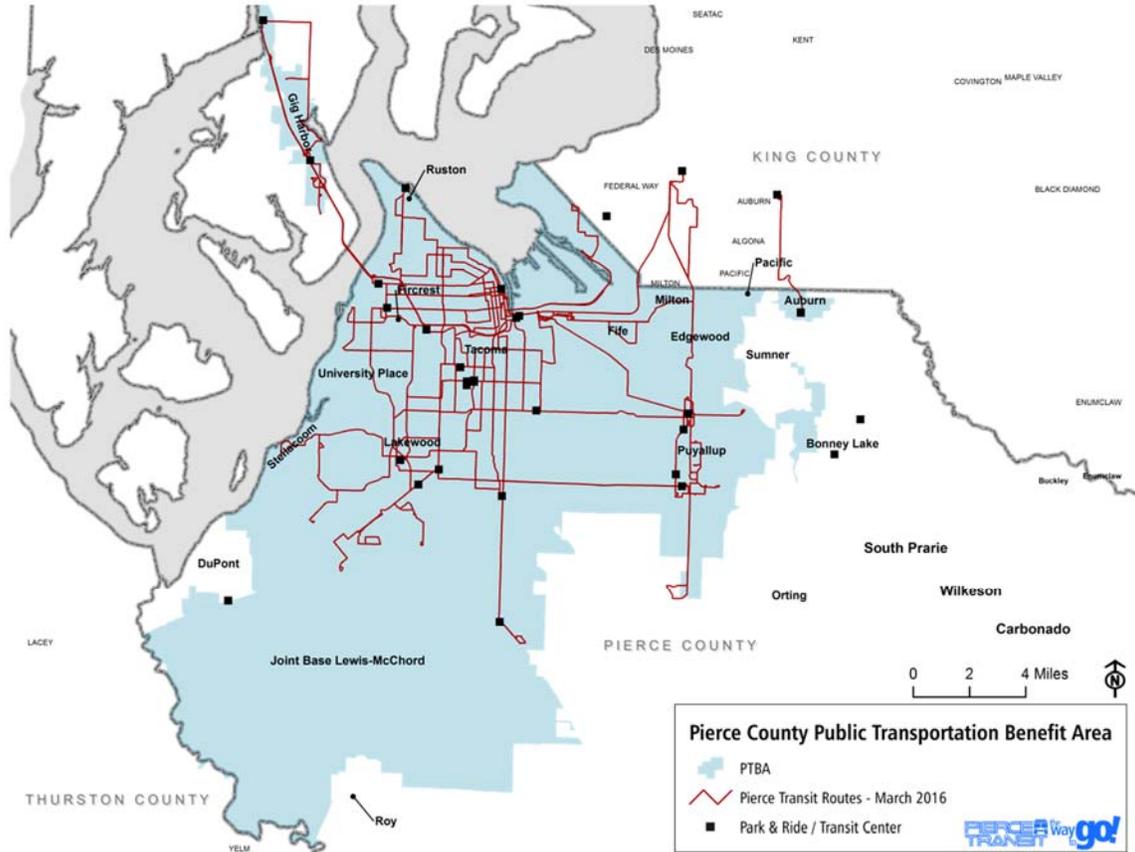


Commissioner Heather Shadko
Puyallup City Council
Term Expires 12/31/18



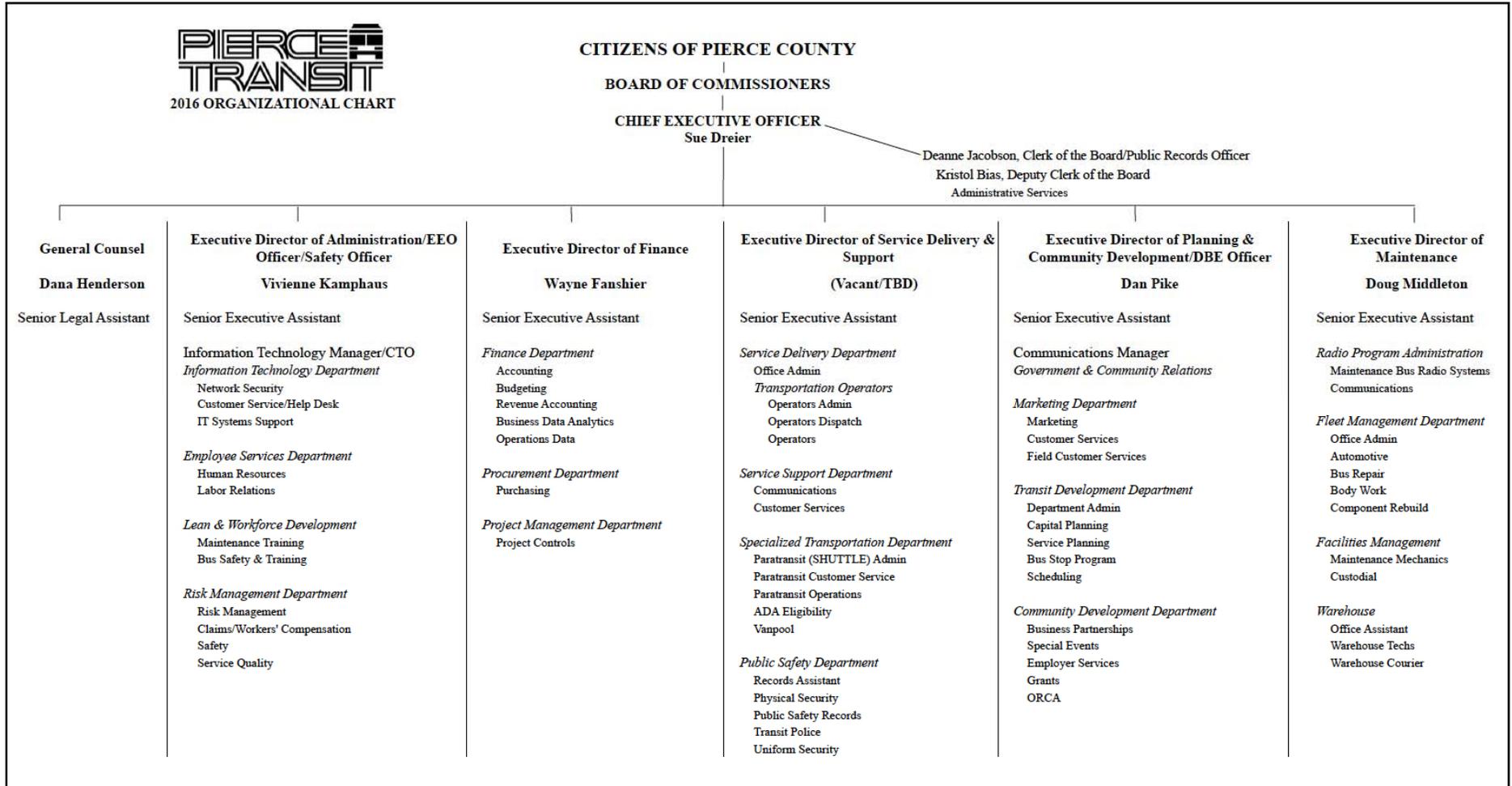
Commissioner Nancy Henderson
Represents Cities of Auburn,
Fircrest, Gig Harbor, Pacific,
Ruston, and Steilacoom
Term Expires 5/1/18

Figure 1-1 Pierce Transit Service Area



The adopted 2016 budget includes 958 positions and 864 full-time equivalent (FTE) employees. The Service Delivery & Support Division represents 684, and the Maintenance Division represents 165, which combined equate to 89 percent of total positions. The remaining 109 positions or 11 percent are in the Office of the Chief Executive Officer (CEO), Finance Division, Administration Division, and new Planning & Community Development Division.

Figure 1-2 2016 Organizational Chart



MISSION

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

VISION

We cultivate a culture of mutual trust and respect with the community and our employees.

ORGANIZATIONAL VALUES

- ***Integrity***...we do what is right, legally, and ethically
- ***Accountability***...we are responsible stewards of public resources
- ***Teamwork***...we all make it happen



Section 2 - Physical Plant

Pierce Transit's headquarters and maintenance facility are located at 3701 96th Street SW, Lakewood, Washington 98499.

Transit Centers and Stations

- 72nd Street Transit Center - The 72nd Street Transit Center is located on the northwest corner of E. 72nd Street and Portland Avenue E in Tacoma. This facility has a 68-stall Park-and-Ride lot and is served by five bus routes.
- Commerce Transfer Facility - Located along Commerce Street between S. 9th and S. 13th Streets in Tacoma's downtown core, Commerce includes nine passenger boarding zones, and a bus turnaround/layover facility that is served by 19 Pierce Transit, three Intercity Transit, and two Sound Transit bus routes.
- Lakewood Towne Center Transit Center - This facility is located in the northern peripheral area of the Lakewood Towne Center. It is served by nine Pierce Transit and one Sound Transit bus routes.
- Parkland Transit Center - The Parkland Transit Center is located on the northwest corner of Pacific Avenue and S. 121st Street in Parkland. Two bus routes make trips through this facility, which includes a 62-stall Park-and-Ride lot.
- South Hill Mall Transit Center - The South Hill Mall Transit Center is located in Puyallup on the northwest corner of 5th Street SE and 112th Street E, on the south end of the South Hill Mall. Four Pierce Transit bus routes make trips through this facility.
- Tacoma Community College Transit Center - Located on the Tacoma Community College campus on the northeast corner of S. 19th and Mildred Streets in Tacoma, this facility is served by eight Pierce Transit and one Sound Transit bus routes. Adjacent to the transit center is a 95-stall Park-and-Ride lot.
- Tacoma Dome Station - This facility is located two blocks north of the Tacoma Dome on Puyallup Avenue between East E Street and East G Street. It is served by seven Pierce Transit, four Sound Transit, and three Intercity bus routes. It consists of a 2,353-space parking garage, of which 40 spaces are reserved for short-term parking for Freighthouse Square, connected to a covered waiting area that serves seven local bus routes and seven regional express bus routes. Other amenities include bicycle lockers and racks, plus a new secure bike storage area or "cage," 24-hour security, and a customer service outlet. In 2016 three additional bus bays with passenger amenities will be constructed on East G Street, on the east side of the station. The Tacoma Dome Station is also Tacoma's hub for Sounder Commuter Rail, Sound Transit Link Light Rail, and Greyhound Bus. In addition, Amtrak will be moving to Freighthouse Square once the new station is completed in 2017.
- Tacoma Mall Transit Center - The Tacoma Mall Transit Center is located across S. 48th Street on the south side of the Tacoma Mall, just east of S. Oakes Street. Eight Pierce Transit, and one Intercity Transit bus routes serve this facility.

Park-and-Ride Lots and Bus Stops

- Park-and-Ride Lots - Pierce Transit's fixed route bus service operates in proximity to 18 of the 23 Park-and-Ride lots in Pierce County, as well as two in King County (Federal Way). Pierce Transit owns five of these lots. The Washington State Department of Transportation (WSDOT), the City of Tacoma, and other public or private entities own the remaining Park-and-Ride lots. A total of 5,801 parking spaces (including the Tacoma Dome Station, transit centers, and carpool-only lots) are available within these Pierce County facilities, plus another 687 parking spaces at the Sounder station in Auburn.
- Bus Stops - There are approximately 2,500 bus stops in Pierce Transit's system. Pierce Transit owns 598 shelters and has more almost 877 benches installed at bus stops throughout the county. Currently, all but six of the stops meet the Americans with Disabilities Act 1990 (ADA) accessibility standards. But note that those six stops were established prior to the passage of the ADA in 1990 and will continue to be upgraded within budgetary and physical limitations.

Other Facilities

- First Transit SHUTTLE Base at 2410 104th Street Court South in Lakewood - This facility is leased by Pierce Transit and is an important part of the agency's service delivery component. This facility serves as the First Transit contract SHUTTLE base of operations. All First Transit SHUTTLE vehicles are stored and maintained at this facility.

Sound Transit facilities served jointly by Pierce Transit

- Sounder (commuter train) Stations at Auburn, Lakewood, Puyallup, Tacoma (Freighthouse Square), and South Tacoma
- Federal Way Transit Center at 31261 23rd Avenue S (with connections to King County Metro)
- South Hill Park-and-Ride at 3300 94th Avenue E in Puyallup

Other facilities served by Pierce Transit

- Sound Transit Link Light Rail connecting the Tacoma Dome Station, a regional hub for local or regional express buses and related commuter services, with downtown Tacoma.

Please see Appendices C through E regarding completed forms for the State's public transportation management system for Pierce Transit's rolling stock, owned equipment, and facilities' inventories.

Section 3 - Service Characteristics

As the public transportation provider for Pierce County, Pierce Transit provides a full range of transportation services. These services include local and regional express bus, Americans with Disabilities Act of 1990 (ADA) paratransit service for persons with disabilities, vanpool, rideshare, and special use van programs. Each has been developed cooperatively through working partnerships with local governments, area employers, schools, community organizations and the system's customers. In addition, Pierce Transit is the service provider for Sound Transit's regional express bus routes that originate in Pierce County plus select routes operating solely within King County.

Table 3-1 2015 Passenger Fare Structure for Local Fixed Route, Trolley, Regional Express, and SHUTTLE Service

Local Adult Cash Fare	\$2.00
Local Adult All-Day Pass	\$5.00
Regional Adult Monthly Pass (ORCA – \$2.00 Puget Pass)	\$72.00
Local Youth & Senior/Disabled Cash Fare	\$1.00
Local Youth & Senior/Disabled All-Day Pass	\$2.50
Regional Youth & Senior/Disabled Monthly Pass (ORCA – \$.75 Puget Pass)	\$36.00
SHUTTLE Cash Fare	\$1.25
SHUTTLE Monthly Pass	\$45.00
Summer Youth Pass (Valid June 1 st thru August 31 st)	\$36.00
Class Pass (Valid for up to 30 people on a one-day round trip on local service)	\$48.00
Gig Harbor Trolley (Operates June 5 th thru September 2 nd) Adult/Youth Fare*	\$0.50
Gig Harbor Trolley Adult/Youth All Day Pass	\$1.00

* Free to seniors and passengers with disabilities

Pierce Transit operates a variety of services, which are categorized according to their operating characteristics.

- Trunk routes are major routes that serve high volume corridors within the Urban Services Area and immediately adjacent suburban neighborhoods. They carry the most passengers, with the highest productivity of any local route. Given their high visibility and importance, trunk routes could feature state-of-the-art customer information, enhanced passenger amenities, and may feature specially branded vehicles that are dedicated to these routes alone.
- Urban routes are significant routes that serve arterial streets within urban areas. They carry large passenger volumes and maintain productivity at or above the system's average. They operate most days of the week, providing somewhat frequent service on weekdays with some night and weekend service.
- Suburban routes are minor routes that serve suburban neighborhoods. Passenger volumes and productivity tend to be low. Still, they provide a vital means for residents of outlying neighborhoods to access more frequent services operating in the region's urban core. They do not, however, provide frequent enough service to attract significant numbers of commute trips that originate in other portions of the urban area. Typically, they operate every 60 minutes or less and may not provide weekend service.

- Community Connector routes are shorter, local area-focused routes which prioritize accessibility over mobility and are therefore less direct. They typically provide feeder service from transit centers or park-and-ride lots to smaller business districts in communities with highly truncated street networks. They can include fixed-route, deviated-route, or other service types in order to accommodate lower density land uses.
- Express routes connect transit centers or park and ride lots with major transit destinations. They allow travel to these distant locations in times that compare to automobiles. They generally operate in the morning and evening peak periods and serve a largely commuter customer base.
- Pierce Transit also operates a number of express routes under contract with Sound Transit. Because Pierce Transit is not responsible for their design or funding, this plan does not address their performance in detail.
- SHUTTLE provides paratransit or demand responsive services for individuals who are eligible for specialized transportation services under the ADA.
- Vanpools provide grouped transportation opportunities to employment sites throughout the Central Puget Sound region.
- Special Needs vans are provided to local communities and organizations that have unique travel needs that cannot be met by utilizing regular Pierce Transit services.

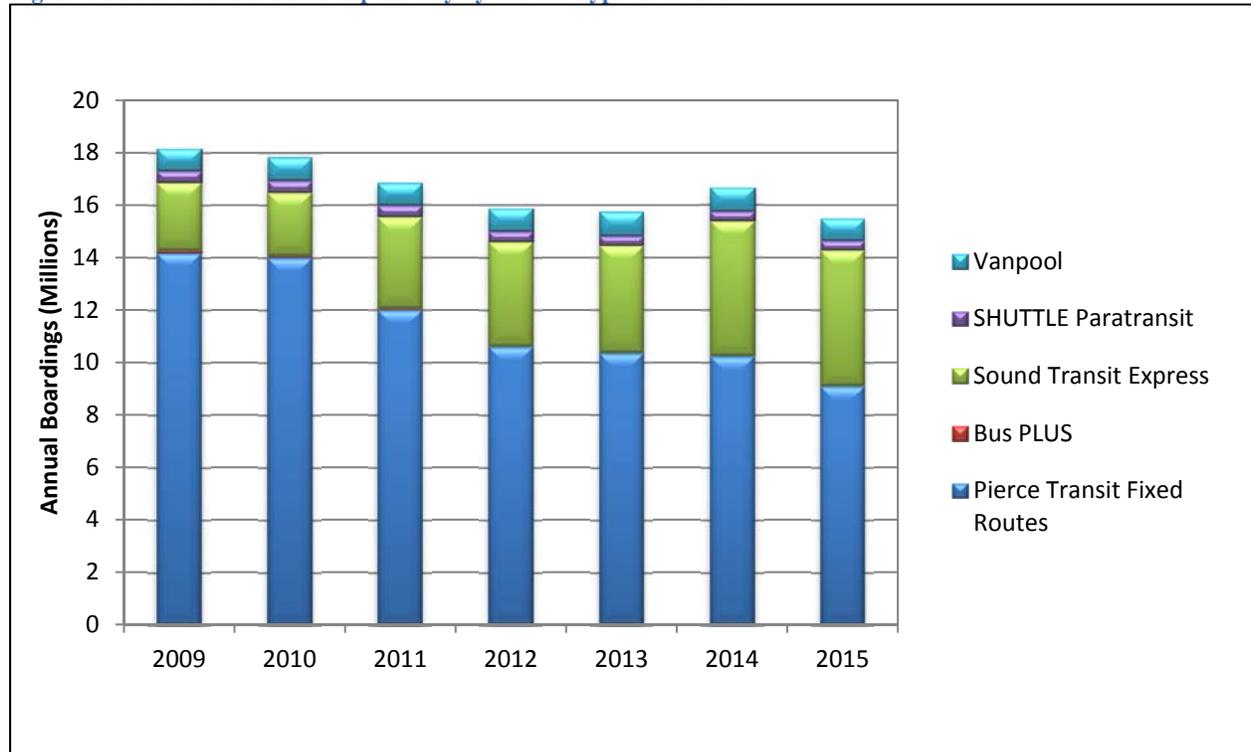
Separate performance standards are established for each service category. While local fixed route services recorded about 61 percent of all riders boarding in 2015, the number of Express patrons has been growing in recent years. Table 3-2 summarizes boarding trends on each Pierce Transit service during the past seven years. Figure 3-1 illustrates this information graphically.

Table 3-2 Pierce Transit Ridership Trends by Mode: 2009-2015 (Millions of Annual Boardings)

	2009	2010	2011	2012	2013	2014	2015
Pierce Transit Fixed Routes	14.18	14.00	12.00	10.60	10.35	10.23	9.10
Bus PLUS ¹	0.081	0.051	0.035	0.00	0.00	0.00	0.00
Sound Transit Express	2.60	2.43	3.50	4.00	4.10	5.15	5.17
SHUTTLE (Paratransit)	0.45	0.46	0.44	0.40	0.37	0.37	0.37
Vanpool	0.85	0.89	0.86	0.88	0.93	0.91	0.85
System Total	18.16	17.83	16.84	15.88	15.75	16.66	15.49

¹ Bus PLUS service was eliminated in October 2011.

Figure 3-1 Pierce Transit Ridership History by Service Type: 2009-2015



Local Fixed Route Service



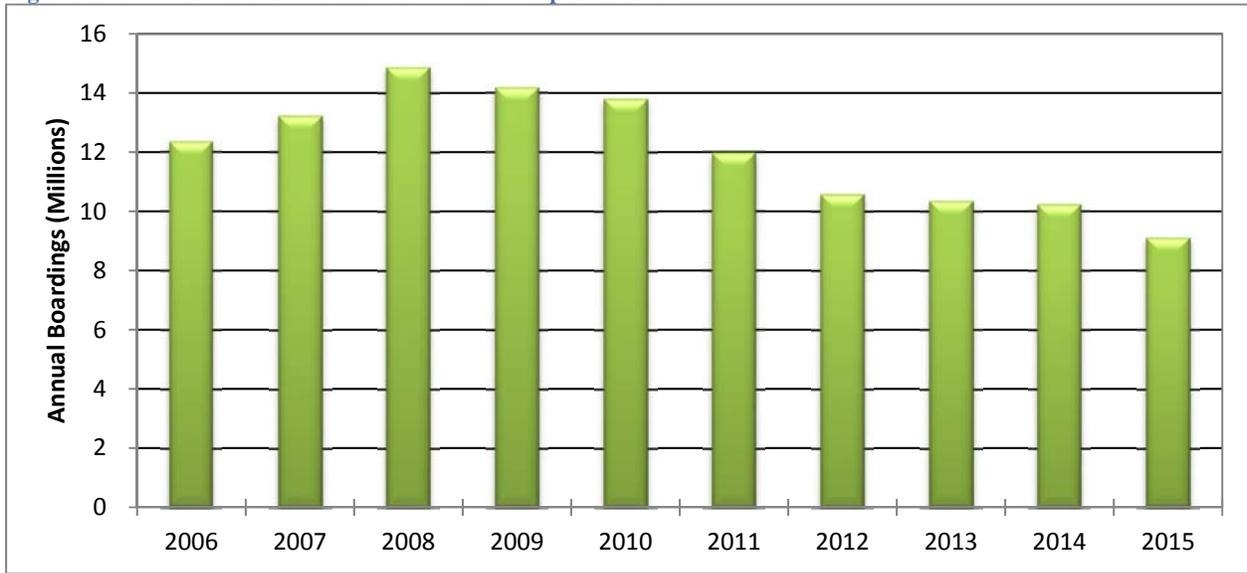
Local fixed routes serve the largest number of customers and consume the largest part of Pierce Transit’s budget. Fixed route services have many advantages, including a predictable and dependable transit system for riders that accommodate a variety of trip purposes. They are also highly dependent on urban form. Fixed routes that operate through compact communities with a well-developed infrastructure of sidewalks, streetlights, and a mix of residential and commercial activities tend to be highly effective and cost-efficient. Often, such services involve less public investment than the infrastructure costs of an expanded road network in the same neighborhood. On the other hand, fixed route services that serve low-density suburbs are generally unproductive and more expensive to operate.

Local fixed route bus service is provided on 36 routes travelling more than five million miles annually throughout Pierce County (a system map is illustrated in Figure 3-2). The farebox recovery ratio for 2015 was 12 percent. All fixed route service is wheelchair accessible. Pierce Transit reported nearly 9.1 million boardings on the local fixed route system during 2015. Figure 3-3 illustrates local fixed route ridership, but does not include ridership on Pierce Transit’s Vanpool, SHUTTLE paratransit, nor on Sound Transit’s regional express services.

Figure 3-2 Pierce Transit Fixed Route Network



Figure 3-3 Pierce Transit Local Fixed Route Ridership: 2006-2015²



Express Service

Fixed route buses also provide express commuter service to locations in Pierce and King Counties.

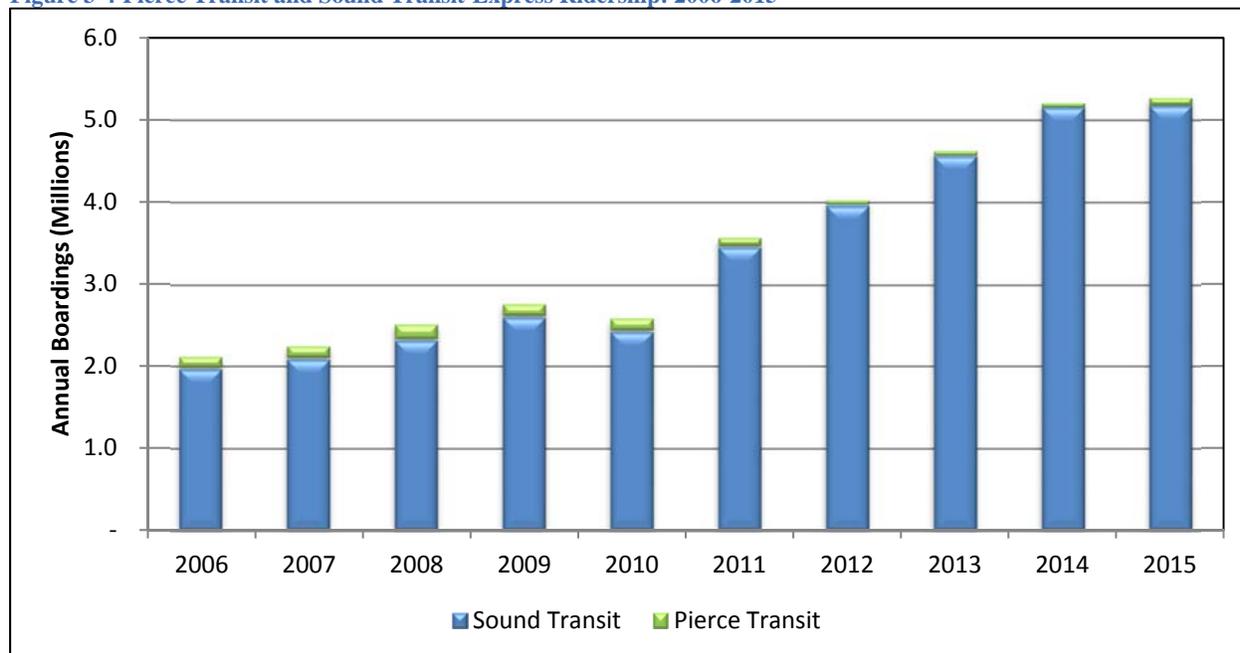


Pierce Transit offers express service to and from the Gig Harbor Peninsula. Pierce Transit express ridership accounted for 97,000 boardings in 2015. Under contract with Sound Transit, Pierce Transit operates express service to and between many King County locations such as Federal Way, the University of Washington, and Sea-Tac International Airport, in addition to the Seattle

express routes. These routes accounted for approximately 5.2 million boardings in 2015. Figure 3-4 summarizes ridership trends on Pierce Transit's network of express buses, including Sound Transit's regional express services.

² The gradual decline in ridership from 2009-2014 is due to the economic recession and the failure of Proposition 1 in February 2011 and again in November 2012. This forced a cumulative 35 percent reduction in annual budgeted service hours (from 661,000 in 2009 to 427,000 in 2014) to address the agency's budget shortfall.

Figure 3-4 Pierce Transit and Sound Transit Express Ridership: 2006-2015



SHUTTLE

Pierce Transit’s SHUTTLE provides transportation for individuals who are unable to access or use fixed route bus services due to a disability. SHUTTLE eligibility standards and service characteristics are designed to meet the complementary paratransit requirements of the Americans with Disabilities Act (ADA) of 1990. Using lift-equipped vans, SHUTTLE provides door-to-door service or in some cases direct access to fixed route service. SHUTTLE provides service that is comparable to fixed route service in a geographic area and hours of service within each area. SHUTTLE is provided directly by Pierce Transit and through contracted services with First Transit. The area served by SHUTTLE is generally defined by the area that is within three-quarters of a mile of a fixed route.

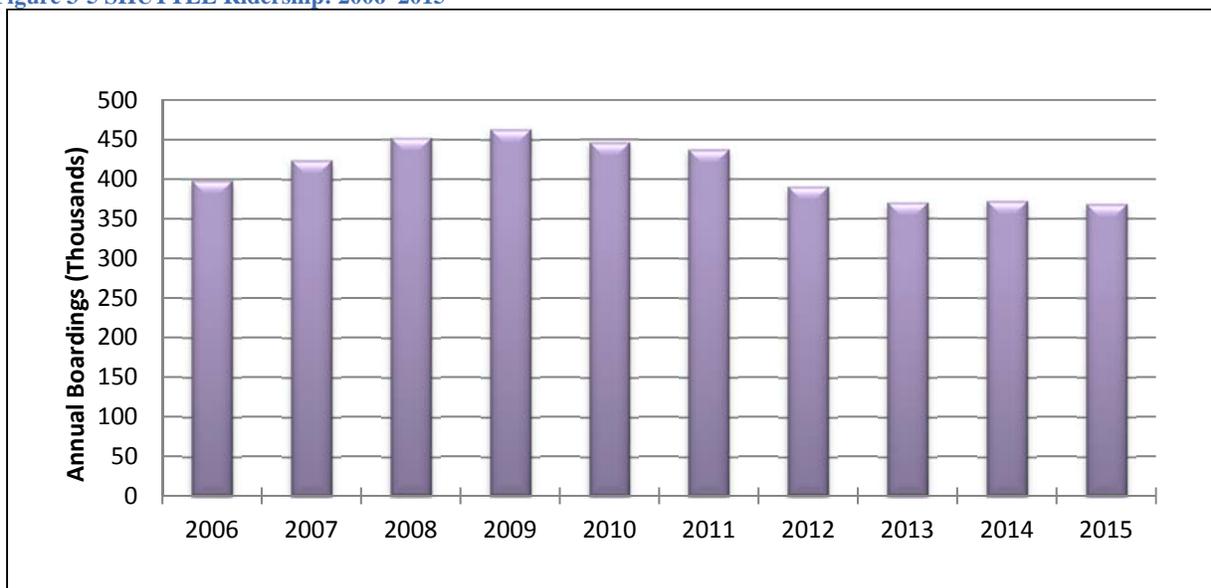


As a transit provider, Pierce Transits’ responsibility under the ADA is to integrate services for people with disabilities to the highest degree possible. Figure 3-5, illustrates SHUTTLE ridership over the last 10 years. In 2015 SHUTTLE provided 368,411 rides, although the farebox recovery ratio was only 1 percent. Implementation of a trip-by-trip review for individuals with conditional eligibility³ has proven to be effective for integrating services and managing demand. An increased

³ The primary objective of the ADA is to create accessibility for individuals with disabilities so they can use the same services in the same settings as the general public. The ADA identifies SHUTTLE (paratransit) service as a “safety net” for individuals who are not capable of using regular accessible public transit. The ADA recognized that there are some individuals who can use the bus system in many circumstances, but some bus travel may be prevented by terrain or distance barriers. Conditional trip-by-trip service is the process of maximizing access and use of the fixed route system by individuals with disabilities, through providing paratransit on an as-needed basis. Approximately 20 percent of all Pierce Transit SHUTTLE riders qualify for this type of service. If a person is conditionally eligible they will use the fixed route bus system unless there are barriers which prevent them from doing so. Implementing conditional eligibility

focus on providing travel-training and community education programs for potential SHUTTLE patrons has also helped. The Adult Day Health Express and Special Use Van programs are focused on creating efficient transportation options for community partners. Providing alternatives and finding new ways to serve individuals with special needs is an area ripe for expansion. During the second half of 2015, SHUTTLE staff focused on improving the customer experience in trip reservation. Customers abandoning reservation calls improved 64 percent from September to December, and the group has a plan in place to continue this performance increase. In 2016, SHUTTLE staff will focus on improving efficiency in the scheduling process by improving the use of current technology, and researching potential software additions.

Figure 3-5 SHUTTLE Ridership: 2006–2015



Coordinated Transportation



Pierce Transit is a founding member of the Pierce County Coordinated Transportation Coalition (PCCTC) and continues to be involved in both local and regional special needs transportation planning. PCCTC seeks to identify unmet transportation needs, create partnerships, and find resources to create services to fill the gaps. Target populations include individuals with disabilities, the elderly, youth between the ages of 12 and 18, low income individuals, and veterans, who are unable to provide their own transportation.

Pierce County Community Connections is the lead agency for the coalition and the department provides a position to manage the Beyond the Borders program, as well as facilitate local coalition activities and planning.

During 2015 PCCTC enlisted the help of The Athena Group (consultants) to reorganize group structure and gather group input to facilitate the local Special Needs Coordinated Transportation Plan update. Some highlights include:

involves assessing locations to see if an individual with limitations is able to independently use the bus to travel to a location, or if the individual would require SHUTTLE service because of terrain barriers such as hills or a lack of curb cuts. The agency assesses these barriers for each location a person with conditional SHUTTLE eligibility travels to.

MISSION: To work together to identify, develop, and coordinate transportation services for people with limited transportation options.

VISION: A coordinated transportation system exists where people with limited transportation options are able to conveniently and seamlessly access transportation services regardless of their physical, cultural, economic, or geographic status.

PCCTC specific goals and associated objectives include:

- **Close Transportation Gaps:** Plans for 2016 include an in-depth travel needs assessment and identification of needed improvements for Sumner, Key Peninsula, and dialysis transportation.
- **Connect the System:** Consolidation of special needs grantee program intake functions.
- **Close the Awareness Gaps:** Review and initiation of community education functions and exploration of building political advocacy for coordination objectives.

Current Programs affiliated with PCCTC include:

United Way of Pierce County: Washington Information Network (WIN) 2-1-1

Two-one-one is a three digit number for the One Call/One Click transportation Resource Center for Pierce, Thurston, and Lewis Counties. South Sound 2-1-1 maintains a centralized database of transportation resources available to the public through phone referrals or online at www.win211.org. By dialing 2-1-1, individuals in need of transportation receive a one-on-one assessment of their transportation needs that takes into consideration all available transportation options in order to connect the individual with the appropriate services. The individual will receive a follow-up call to ensure their transportation needs were met. In the current plan, 2-1-1 will become the point of entry for the various transportation programs funded through the Puget Sound Regional Council's Special Needs Transportation competitive grant program.

Beyond the Borders

This service is for individuals who meet the special needs criteria that wish to travel outside the PTBA. Beyond the Borders (BtB) provides service in rural Pierce County to the South and Eastern portions of the County where there is no public transit. The service also connects riders coming into the PTBA with Pierce Transit fixed route buses or SHUTTLE. There are two deviated connector routes; one route connects Sumner with Puyallup, the other goes from South Hill to Spanaway. These routes can also deviate up to a half mile to pick up customers when needed. BtB also offers demand response service for those who need that level of assistance to travel. Pierce County Community Connections is the lead agency with TransPro handling the scheduling and driving. Pierce Transit provides local funding matched by regional competitive Special Needs Transportation grant awards from the Puget Sound Regional Council (PSRC).



Pierce County
Community Connections

In 2015 the program provided over 14,000 trips and the average BtB demand response trip was 9 miles. Fifty-eight percent of the rides in 2015 came into the PTBA to either a destination or to connect with SHUTTLE or fixed route. In 2016 BtB will be extending their overlap area which will decrease the need for time consuming and expensive BtB to SHUTTLE transfers for some trips.

This will reduce per trip costs and will also make these trips more attractive for passengers that no longer have to make transfers.

Key Peninsula School Bus Connections



The Key Peninsula Community Council, the Peninsula School District and the Puget Sound Educational Service District (PSESD) have partnered to provide the Key Peninsula School Bus Connects (KPSBC) program. The program utilizes off duty school buses to transport all special needs clients on the Peninsula to various stops on the Key Peninsula, as well as connects with both Pierce Transit and Sound Transit at the Purdy Park-and-Ride, enabling riders to continue their travel to other local and regional destinations. In 2015 the program operated three days per week (Tuesday-Thursday). In 2016 the group will seek resources to further expand the days the program is offered.

Mustard Seed Project Community Use Van

A second option for seniors and individuals with disabilities living on the Key Peninsula is the Mustard Seed Project's Community Use Van. Volunteer drivers operate a van, granted from Pierce Transit, travelling to and from local destinations including the Silver Sneakers Fitness program at the Gig Harbor YMCA, Senior Lunch at Key Peninsula Community Services, as well as accommodating local stops along the way. The Community Use Van runs a regular schedule several days each week plus special events throughout the year. The van also provides a feeder service for seniors who would like to use the KP Bus program but are not close enough to a scheduled stop.



Catholic Community Services Volunteer Transportation Services

Catholic Community Services (CCS) Volunteer Transportation program provides door through door service for low income adults, the elderly, and individuals with disabilities. These customers cannot afford to pay for transportation and cannot drive themselves due to physical or mental limitations. The transportation is provided free of charge by screened and trained volunteers who use their own vehicles. The program provides transportation for grocery shopping, medical trips, and other essential errands such as accessing vital services (e.g., banking, social services, etc.). CCS also has two volunteer "Bus Buddies" who travel with the elderly or individuals with disabilities to help them feel more comfortable with fixed route system use.

Travel Ambassador

The Travel Ambassador project lost funding and the Coalition has begun to look at alternatives. Under Pierce County's Mobility Management grant, the County has some funding to address community education. Instead of hosting transportation options workshops, one approach being considered is outreach to existing groups. As the consultants continue to work with the PCCTC on re-defining objectives in 2016, identification of community education activities will be a part of the planning. Pierce Transit will be involved in these community education activities.

Road to Independence

The Puget Sound Educational Services District (PSESD) operates The Road to Independence WorkFirst Van Program. The program provides both a training program and a transportation program. This grant funded program provides free rides to low income and special needs individuals to work and employment-related activities for eligible participants in East Pierce County and South King County. The program also trains low income and volunteer drivers who operate the vans, thereby gaining on-the-road skills prior to being placed in the Class B CDL class with an endorsement. Upon completion of training, they move into employment in the transportation field, quite often as school bus drivers.

MultiCare Adult Day Health Express (ADHE)

The MultiCare Adult Day Health Express (ADHE) program began in 2010 as a demonstration project with the Pierce County Coordinated Transportation Coalition (PCCTC). This program marked the first time Pierce Transit has received any shared funding for Medicaid sponsored service. The program created a new model of service, a simple cost sharing mechanism, and has proven to be economical as well as efficient.

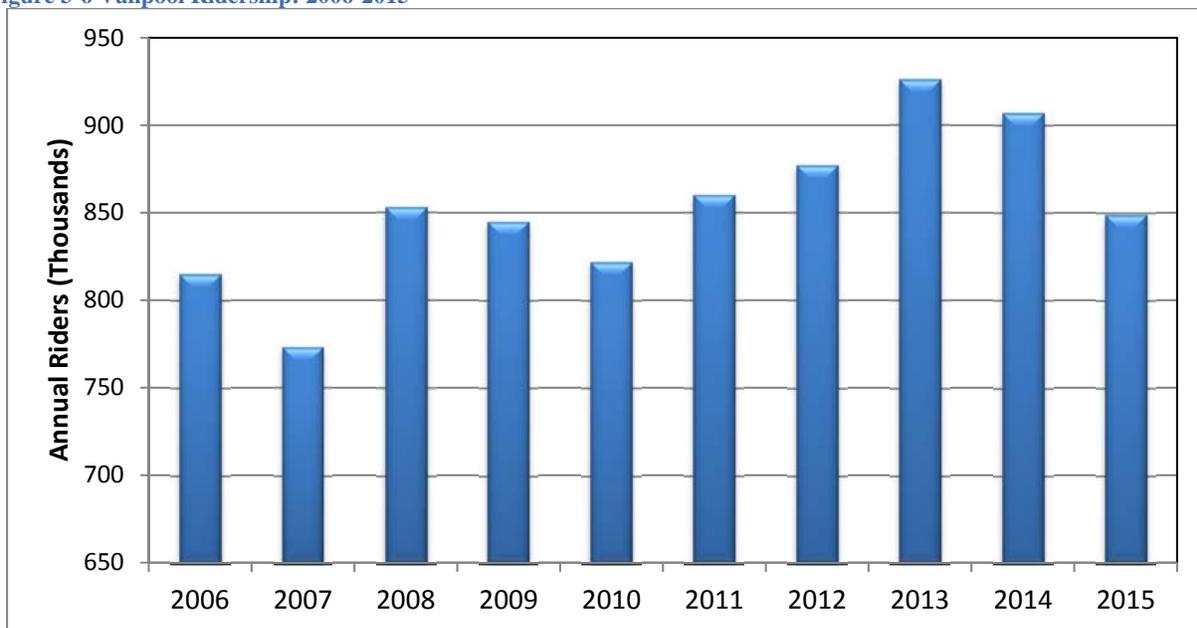
February of 2015 marked the fifth anniversary of the ADHE and the program has surpassed the milestone of 150,000 trips. Trip total for 2015 was 34,560. Partners include MultiCare ADH, who provides \$15 a day per Medicaid participant, Local Motion the transportation provider, and Pierce Transit as the primary funding source and fiscal agent. The structure of the service has allowed Pierce Transit to significantly reduce transportation costs (when compared to SHUTTLE) and the system performance at 3.8 passengers per hour or better is far beyond industry averages for paratransit service. This program is a great example of what can be accomplished through participation in coordinated transportation programming.

Vanpool Services

Since its inception in 1986, the Vanpool program has expanded to an active fleet of 366 vans commuting to and from major employment centers. This successful program complements Pierce Transit's network of local and express services, providing commute alternatives to many destinations that cannot be effectively served by fixed route services. Vanpools are also very cost-effective as participants pay approximately 93 percent of direct operating costs through fares. In 2015 Pierce Transit vanpools provided more than 849,000 rides or 5.4 percent of the agency's total ridership. Figure 3-6 depicts vanpool ridership over the past ten years.



Figure 3-6 Vanpool Ridership: 2006-2015



Special Use Van Program

Pierce Transit’s Special Use Van program provides vehicles to social service organizations so they may provide transportation for their clients. In 2013, Pierce Transit launched the Community Solutions Special Use van program. To qualify for this program, at least 25 percent of the total boardings must include ADA-eligible clients. Pierce Transit provides the accessible vehicle (retired SHUTTLE vehicle) gas, oil, and the maintenance. The participant agency provides the driver and insurance. By 2015 there were three agencies using seven vehicles including one accessible vehicle; CenterForce, the Mustard Seed Project, and Aacres. These three programs combined for a total of 22,448 trips in 2015. Although the program has not been able to grow in 2014-2015, this type of programming is an area of planned expansion for 2016.

Ridematch Services

Pierce Transit collaborates with regional transit partners in enhancing and maintaining the RideshareOnline.com (RSO) ridematching system. The system is a resource for commuting options for individuals interested in using an alternate commute mode. RSO is managed by the Washington State Department of Transportation (WSDOT) and is available in Washington, Idaho, and Oregon. RideshareOnline.com is a free tool for the traveling public to help reduce traffic congestion, improve air quality, and sustain the quality of living in our region.

Employers, commuters, and event-goers use RideshareOnline.com as a gateway to information on travel options and incentive programs for commute and non-commute trips. It also offers tools for employers to implement and manage their commute reduction programs. RideshareOnline.com assists commuters by providing carpool, vanpool and bicycle ridematching and other services.

Employer Services

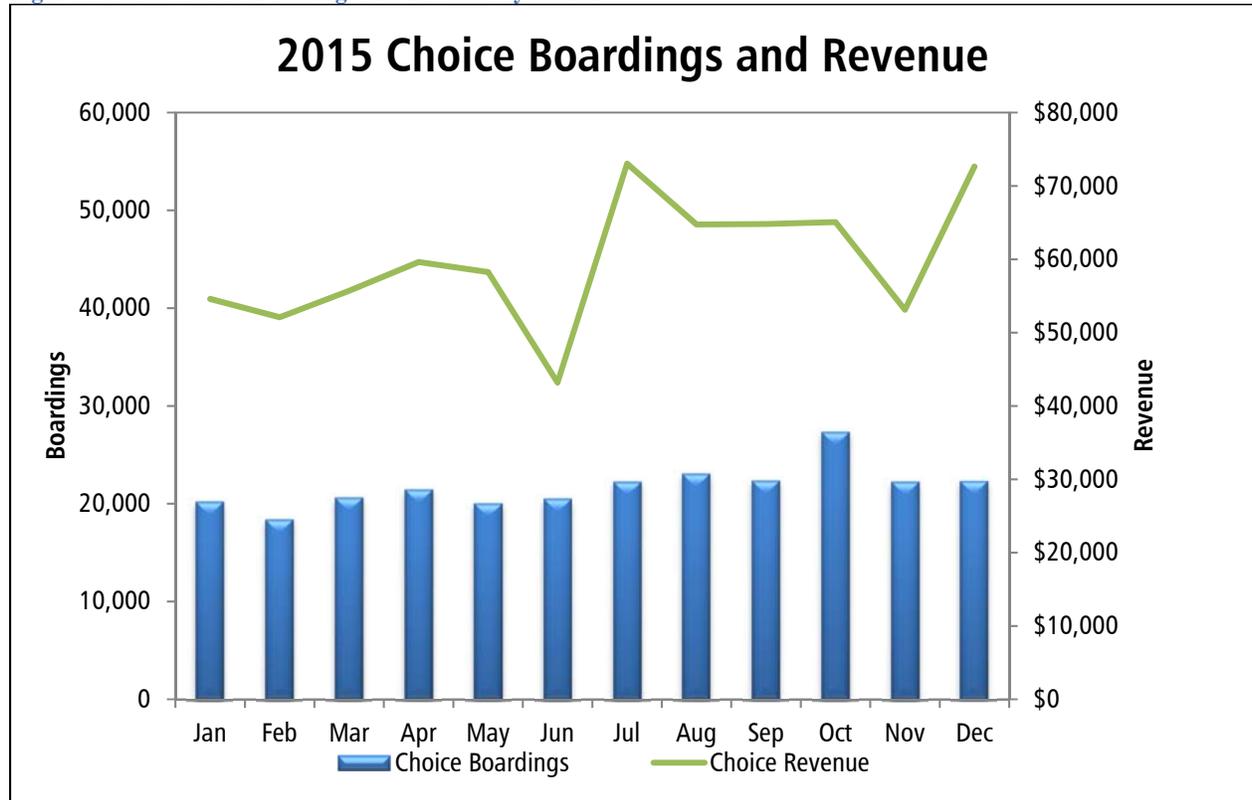
Business powers the economic engine of Pierce County, effectively enabling Pierce Transit to exist. Employer Service's role is to initiate and maintain valuable relationships with the business community. Customized transportation programs are employed as our key strategy for success.

Since 1991, as part of the statewide Commute Trip Reduction Law, now known as the Commute Trip Reduction (CTR) Efficiency Act, major employers in the county (100+ employees) are required to develop trip reduction programs that encourage the use of non-drive alone commute modes. Employer Services engages directly with these employers to create an effective suite of services to meet their needs. These services include providing one-on-one assistance in setting up ORCA Business Accounts to subsidize transit passes, forming carpools and vanpools, educating employees and managers through on-site meetings, and providing incentives to encourage smart commutes. We work with businesses of all sizes. Currently, over 180 employers are partners of Pierce Transit including large worksites and voluntary sites throughout the county. Local active businesses include DaVita, Franciscan Health System, Joint Base Lewis-McChord, MultiCare Health System, Pacific Lutheran University, Port of Tacoma, Propel Insurance, State Farm Insurance, Tacoma School District, University of Puget Sound, and University of Washington – Tacoma.

As part of developing individual worksite transportation programs, Employer Services manages ORCA Business Accounts. ORCA Business Accounts provide entities with the option of purchasing retail products they load themselves (Choice Accounts) or annual regional products pre-loaded (Passport Accounts). Pierce Transit is the administrator (Lead Agency) of 62 Choice and 15 Passport Accounts.

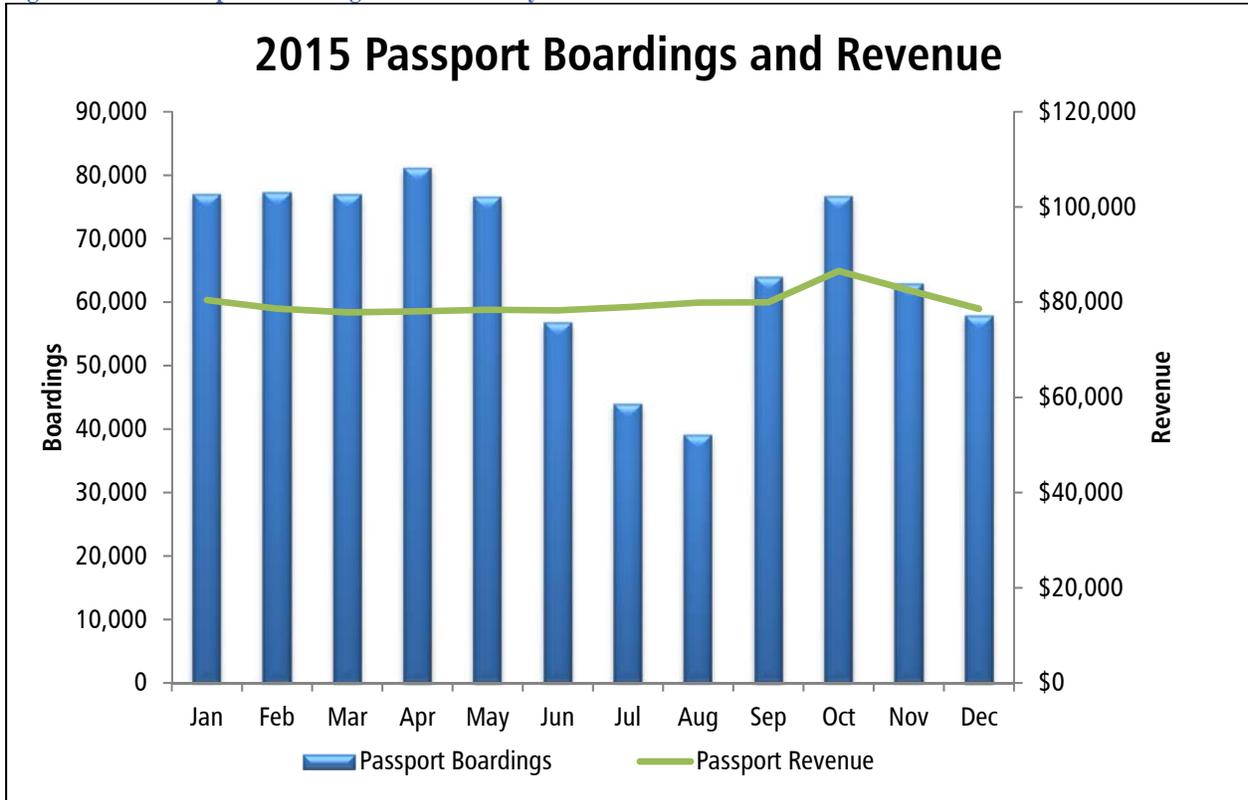
In 2015, Choice accounts generated an average of 21,700 boardings each month for an annual total of over 260,700 boardings. Monthly Choice revenue averaged \$59,700 with \$716,800 in annual revenue for Pierce Transit.

Figure 3-7 2015 Choice Boardings and Revenue by Month



In 2015, Passport accounts generated an average of 65,900 boardings each month for an annual total of 790,300 boardings. Average monthly revenue was \$79,800 for a total of \$958,000 in annual revenue.

Figure 3-8 2015 Passport Boardings and Revenue by Month



In addition to being the Lead Agency for 62 Choice and 15 Passport accounts, Pierce Transit participates in additional regional accounts. These regional accounts began in 2007 and have grown from a mere 20 accounts representing approximately \$228,000 in annual vanpool revenue for Pierce Transit, to 941 accounts representing \$1.39 million in annual transit and vanpool revenue for Pierce Transit. This increase in accounts is due primarily to the fact that all Passport Accounts became fully regional beginning in 2009. Figures 3-9 and 3-10 demonstrate this growth.

Figure 3-9 Regional Accounts: 2008-2015

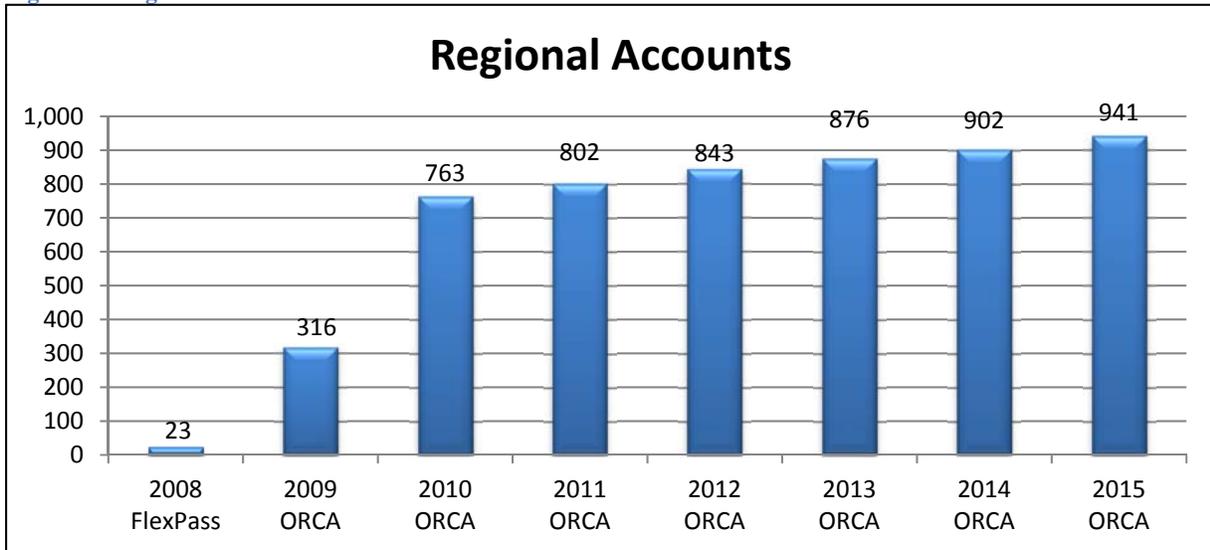


Figure 3-10 Managed Revenue: 2008-2015



*Decrease due to some large ORCA Passport accounts not renewing their annual contracts.

Employer Services functions as the universal partner in Pierce County connecting to all jurisdictions and central business districts. Through our programs and services we strengthen Pierce Transit's reputation as a responsible business partner, while increasing ridership on our services.

Section 4 - Service Connections

Pierce Transit operates a network of six transit centers, where several routes connect with coordinated transfer opportunities. Each facility offers sheltered waiting areas, and most are located near a major community activity center. While not offering timed transfers, the Commerce Transfer Facility in Downtown Tacoma provides a central focus for transit activity and includes layover space that is used by Pierce Transit, Sound Transit, and Intercity Transit vehicles.

Pierce Transit connects with five other public transit providers, two ferry terminals, as well as Amtrak rail and Greyhound bus services:

- **Beyond the Borders** - Through a partnership with the Pierce County Coordinated Transportation Coalition, seniors, persons with disabilities, and low income residents of Pierce County living outside of the Pierce Transit service area are eligible for free transportation services from their home to the closest Pierce Transit bus stop. From these stops they can connect to the Pierce Transit service area.
- **Intercity Transit** – Intercity Transit operates Olympia to Tacoma Express service linking Pierce and Thurston counties. Intercity Transit provides four weekday routes (603, 605, 609, and 612) and one weekend route (620) providing service to Lakewood and Tacoma from Olympia and Lacey in Thurston County.
- **King County Metro** – Pierce Transit Routes 402, 500, and 501 all make connections with King County Metro services at the Federal Way Transit Center. Additional connections with King County Metro Routes 179, 181, 197, and new 903 (as deviated service; must be prearranged) can be made at the Twin Lakes Park-and-Ride in Northeast Tacoma. Connections can also be made at the Auburn Sounder Station via Pierce Transit Route 497.
- **Kitsap Transit** – Kitsap Transit provides the Purdy Connection route with five connections on weekdays from the Port Orchard Ferry to Pierce Transit Routes 100 and 102 at the Purdy Park-and-Ride. Sound Transit’s Express Route 595 also serves the Purdy Park-and-Ride.
- **Sound Transit** – Pierce Transit provides convenient connections to Sound Transit express bus service and Sounder Commuter Rail service at several transit centers, Park-and-Rides, and Sounder stations throughout Pierce County. These include: Auburn Sounder Station, Commerce Street Transfer Area, Kimball Drive Park-and-Ride, Lakewood Sounder Station, Lakewood Transit Center, Narrows/Skyline Park-and-Ride, Purdy Park-and-Ride, Puyallup Sounder Station, South Hill Mall Transit Center, South Hill Park-and-Ride, South Tacoma Sounder Station, SR 512 Park-and-Ride, Tacoma Community College Transit Center, and Tacoma Dome Station.
- **Pierce County Ferries** – Connections to Anderson Island and Ketron Island via the Pierce County Ferry can be made at the Steilacoom Dock via Pierce Transit Route 212.
- **Washington State Ferries** – The Tahlequa connection to Vashon Island can be made at Point Defiance via Pierce Transit Routes 10 and 11.
- **Greyhound** – The Greyhound Bus terminal is located at the Tacoma Dome Station facility and is serviced by seven local Pierce Transit routes: 13, 14, 41, 102, 400, 500, and 501.
- **Amtrak** – Pierce Transit routes 41, 500, and 501 provide regular weekday and some weekend service to the Tacoma Amtrak train station at 1001 Puyallup Avenue. (The new

Tacoma Amtrak Cascades Station, located at Freighthouse Square, is scheduled for opening in fall 2017).

- **Park-and-Ride Lots** - Pierce Transit also operates a network of Park-and-Ride facilities that are located throughout Pierce County. There are currently 5,873 parking spaces provided, a majority at facilities owned and operated by Pierce Transit. On average, 82 percent of the county’s Park-and-Ride lots’ parking stalls are occupied on any given weekday. Table 4-1 identifies those facilities and locations, owned by both Pierce Transit and others.



Table 4-1 Pierce County Park-and-Ride Facilities

Pierce County Park-and-Ride Lots Owned or Leased by Pierce Transit			
Facility	Stalls	Facility	Stalls
72nd Street Transit Center <i>72nd Street E & E. Portland Avenue - Tacoma</i>	68	Roy “Y” <i>SR 7 at SR 507 - Spanaway</i>	100
Kimball Drive Park-and-Ride <i>SR 16 at Kimball Drive – Gig Harbor</i>	306	Tacoma Community College Transit Center <i>S. 19th Street & S. Mildred Street</i>	95
Parkland Transit Center <i>121st Street E & Pacific Avenue S</i>	62	Tacoma Dome Station <i>Puyallup Avenue between E & G Streets</i>	2,337
Pierce County Park-and-Ride Lots Owned by Others			
Facility (Owner)	Stalls	Facility (Owner)	Stalls
Center Street (WSDOT) <i>SR 16 at Center Street - Tacoma</i>	75	South Tacoma Sounder Station (Sound Transit) 5650 S. Washington Street	220
Lakewood Sounder Station (Sound Transit) 11424 Pacific Highway SW	600	State Route 512 (WSDOT) <i>S. Tacoma Way at I-5/SR 512 Interchange - Lakewood</i>	493
Narrows/Skyline (City of Tacoma) <i>6th Avenue & N. Skyline Drive</i>	195	Sumner Sounder Station (Sound Transit) 810 Maple Street	302
North Purdy (WSDOT) <i>144th Street NW at Purdy Drive NW</i>	200	Sunset Park (City of Auburn) 1306 69th Street SE –Lakeland Hills	10
South Purdy (WSDOT) <i>SR 16 at Goodnough Drive NW</i>	20	South Tacoma - West (WSDOT) <i>Tacoma Mall Blvd. at S. 56th Street (Southeast Side)</i>	78
Puyallup Sounder Station (Sound Transit) 131 W. Main Avenue	364	South Tacoma - East I (WSDOT) <i>S. Alaska Street at S. 56th Street (Northwest Side)</i>	33
Puyallup Red Lot (Sound Transit) <i>5th Street SW at 9th Avenue SW</i>	219	South Tacoma – East II (WSDOT) <i>S. Alaska Street at S. 56th Street (Southwest Side)</i>	44
South Hill (Sound Transit) <i>9th Street SW at 31st Avenue SW - Puyallup</i>	354	Note: The acronym “WSDOT” in parentheses indicates a Washington State Department of Transportation-owned facility.	

Section 5 – Notable Activities in 2015

Pierce Transit Selects a New Chief Executive Officer

After a nationwide search, the Pierce Transit Board of Commissioners selected Sue Dreier as the agency's new leader in early 2015 and she began her tenure in May of 2015. Ms. Dreier came to Pierce Transit from Salem-Keizer Transit in Salem, Oregon, where she served as Chief Operating Officer and managed the agency's day-to-day operations, including fixed route service, maintenance, security, customer service, and contracted services. In that role, Ms. Dreier also served on the agency's Executive Team, creating district-wide policies, goals and values, the agency's budget, and both capital and strategic plans.

Prior to working at Salem-Keizer, Ms. Dreier served at Lane Transit District (LTD) in Eugene, Oregon, where she began her career as a transit operator. Dreier held a number of positions at LTD, ending her tenure there as Transit Services Manager. While at LTD, she took a leadership role in crafting and implementing an operational plan for the agency's first Emerald Express (EmX) Bus Rapid Transit route, the Green Line, which opened in 2007 as a pilot project.

Sue Dreier comes to the South Sound from Northern California originally and holds a Bachelor of Arts Degree in Business Administration from Northwest Christian University in Eugene, Oregon. She is also a 2013 graduate of the "Leadership ATPA" professional development program through the American Public Transportation Association. Ms. Dreier believes that transit is about connecting people with their communities and is excited about leading Pierce Transit into a new era of public transportation leadership and community service. In her spare time, she enjoys hiking, gardening, and exploring the beautiful South Sound region with her husband.



ATU Local 758 Collective Bargaining Agreement Reached

The last contract between Pierce Transit and members of the Amalgamated Transit Union (ATU) 758 expired June 30, 2014. After more than 18 months of negotiations and mediation, Pierce Transit and the ATU reached an agreement in late 2015. ATU 758 members ratified the contract on December 17, and the Pierce Transit Board of Commissioners approved the contract at its January 2016 meeting. The Collective Bargaining Agreement runs through June 30, 2017. Reaching a contract agreement took a strong commitment from all parties, a dedication to the mission, the ability to compromise, and innovative thinking. This was one of the agency’s biggest accomplishments during 2015.

2015 Employee Engagement Survey

Pierce Transit is dedicated to increasing and maintaining employee engagement. This is why an annual engagement survey for all employees is conducted every August. Results from that survey are then used to further inform and increase various initiatives and focuses for the coming year. The domains that are currently in the survey are *Employee Engagement, Employee Communication, Leadership Assessment, and Diversity and Inclusion.*

Employee engagement is defined as “the emotional commitment the employee has to the organization and its goals.” This emotional commitment means engaged employees actually care about their work and their organization. They don’t work just for a paycheck, or just for the next promotion, but work on behalf of the organization’s goals and objectives. When employees care—when they are engaged—they use discretionary effort. And Pierce Transit and the community it serves can only benefit from these types of truly engaged employees.



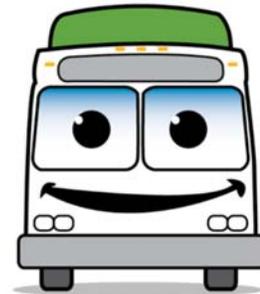
Domain	2015 Engagement Score
Leadership Assessment	57%
Employee Engagement	62%
Diversity and Inclusion	46%
Communication	66%
Agency Priority and Direction	37%

As seen from the 2015 results, the agency had just gotten a new CEO when this survey was administered. Pierce Transit was pleased to report that the *Agency Priority and Direction* score had increased dramatically since the survey was last conducted in 2012 as a result of all-employee meetings held quarterly, plus the new CEO's commitment to her "Message from Sue" that goes out to all employees every Friday. Furthermore, the Executive Team has used these results to inform their work as they roll out new initiatives and internal programs. In the area of *Diversity and Inclusion*, Pierce Transit has revitalized the Diversity and Inclusion program, and is conducting both online (*eLearning*) and personalized workshops on respect and civility for leadership as well as employees.

Lean Six Sigma Program

In 2014 Pierce Transit started a Lean Six Sigma program within the Lean & Workforce Development Department. The core idea is to maximize customer value while minimizing waste. Simply, Lean means creating more value for customers with fewer resources. Our Lean Six Sigma program combined those methods with the problem solving approaches of Six Sigma and certified 24 facilitators in 2015.

A Lean organization understands customer value and focuses its key processes to continuously increase it. The ultimate goal is to provide perfect value to the customer through a perfect value creation process that has zero waste. To accomplish this, Lean thinking changes the focus of management from optimizing separate technologies, assets, and vertical departments to optimizing the flow of products and services through entire value streams that flow horizontally across technologies, assets, and departments to customers.



Eliminating waste along entire value streams, instead of at isolated points, creates processes that need less human effort, less space, less capital, and less time to make products and services at far less costs and with much fewer defects, compared with traditional business systems. Companies are able to respond to changing customer desires with high variety, high quality, low cost, and with very fast throughput times. Also, information management becomes much simpler and more accurate.

VISION

Employees at all levels of the organization are empowered to participate in and actively seek out continuous improvement opportunities.

MISSION

To teach, train, mentor, coach and enable continuous process improvement, specific to the needs of our organization, at all levels, in order to increase efficiency, reduce waste, and add value to our customers and our colleagues.

The Lean Program has been a critical part of the sustainment of the organization's ability to implement and manage change. Lean, as well as Change Management, are tools that have helped Pierce Transit to begin to create a culture of data-driven decision making which also increases employee engagement. These two programs utilize tools that involve both employees and customers in changes that are used to increase the success of improvement projects, such as the Vanpool records management, travel and training reimbursement, and IT Help desk projects.

At Pierce Transit, of the 27 Lean projects that have been completed or are ongoing, the majority have focused on increasing customer satisfaction, improving employee engagement, reducing paperwork, and decreasing process time. Although not all of these projects have a direct cost savings associated with them, industry standard shows that they would save between \$5,000 and \$20,000 per project. About 12 percent of the Lean projects completed were designed as a direct cost savings to Pierce Transit and produced a cost savings or cost avoidance of \$1,126,700 to date. These savings were realized by using the cross-functional team dynamic that Lean is well-known for. The 27 projects currently underway are estimated to save the agency over \$1,000,000 by using the Lean Six Sigma process. Of the projects that are waiting in the queue, the majority focus on increasing sustainability, improving customer satisfaction and increasing accuracy. The remaining 20 percent of the projects have a forecasted cost savings of \$1,800,000.

Bus & Paratransit Roadeo 2015



Pierce Transit had another successful Roadeo in 2015 that generated a lot of interest agency wide. It had one of the largest competitor and volunteer turnouts in Pierce Transit Roadeo history. The Roadeo committee and its volunteers spent many hours designing and building props in order to make the “Game of Transit” medieval theme visually stunning - and it worked. The competitors were excited to showcase both their driving skills and professionalism. Safety was a key component in the 2015 Roadeo as well. Time was taken to ensure that both the participants and audience were able to view the entire competition from a safe and secure area.

The agency’s current Roadeo champion, Brentt Mackie, took home the First Place trophy in the Coach Master’s Division and Gunther Yaconetti placed first in the Paratransit Division. Trophies were also awarded to the Second and Third Place contestants in both vehicle categories. In addition, the event highlighted the driving skills of operators from other agencies that came to compete, such as Intercity Transit and First Transit. Each of those agencies’ winners were also given trophies and certificates for their participation. In all, there were seven Paratransit competitors and 29 Coach Drivers vying for the title of Roadeo Champion.

Champions from our local Pierce Transit Roadeo go on to compete in the Washington State Roadeo in Yakima and can advance to the Regional and even International competitions. This is why it is so important to provide a local venue for our Operators to display their talent in a highly competitive but friendly environment.

Return of Transit Team Appreciation Day

Each year for many years Pierce Transit has celebrated Transit Team Appreciation Day, with the Executive Team serving a meal to employees and thanking them for the hard work they do all year. This event is held nationally to recognize our operators for the vital work they do every day, as well as other “behind the scenes” employees, such as our mechanics. But while most agencies hold their Transit Team Appreciation Day events in the spring, Pierce Transit waits until the fall when the weather is warmer and dryer. In 2015, 800 meals were served by 68 volunteers. The event had been eliminated over six years as a cost-cutting measure (2009-2014), but returned in 2015 on September 2nd.

APTA Ad Wheel Award Winner for Excellence in Print Media

The Ad Wheel Awards recognize the advertising, communications, marketing, or promotions efforts of the American Public Transportation Association’s members. Additionally, the annual awards competition creates a structure to share best practices and to raise the awareness of the value of public transportation marketing professionals within the industry. In 2015, Pierce Transit was nationally recognized in *Category 1 – Print Media* for its innovative and informative *Monthly Financial Report for the Board of Commissioners and General Public*. The pocket-sized full-color report uses infographics and plain language to provide a snapshot of monthly ridership and revenues, plus highlights a local, current event every month that directly affects the agency, as shown in the example below. Pierce Transit is proud of its Marketing Team for receiving this prestigious award from APTA!

FINANCIAL REPORT

December 2015

PIERCE TRANSIT

CURRENT STATUS

Revenues and expenditures are in line with the budget.

FORECAST

2015 sales tax collections are projected to be 3.9% above Budget and 8.3% above 2014 actual collections and continue to support current service levels.

UNCERTAINTIES

Continued economic growth, sale of property, and settlement of the labor contract are uncertain.

Spotlight | Vanpool Online Payment

Pierce Transit is one of the first transit agencies west of the Cascades to offer online vanpool payments. Other transit agencies have looked to PT for input and feedback as they embark on developing their own online payment systems.

Benefits

- time savings for PT and participants
- fast and easy electronic payments
- guaranteed funds for PT
- users can monitor their usage, amounts, and timing of payments

Year	Volume
2013	281
2014	465
2015	1,190

Year	Amount
2013	\$27,500
2014	\$31,000
2015	\$99,800

Sales Tax Collections
through September 2015



The chart shows actual sales tax through September compared to the budgeted and forecasted collections for the remainder of the year. Collections are only shown through September because of the two month lag in payment from the State of Washington Department of Revenue.

Agency Expenditures
through October 2015



October is 83% of the Fiscal Year Operating Fund 74% expended
 Capital Fund 33% expended
 Insurance Fund 75% expended

2015

Sales Tax Revenue

Collections continue to be above 2014 levels and support the 2015 Budget and current Six-Year Plan forecast.

Expenditures

Overall Agency 2015 expenditures are projected to be within budget and in alignment with the Six-Year Financial Plan.

112th Street S and Pacific Avenue S/SR 7 Transit Improvements Project

This project in Parkland included the construction of three new bus stops, a bus pullout, passenger amenities, enhanced pedestrian access, and improved lighting. Its completion allowed Pierce Transit to implement Route 4, our newest trunk route (described on page 33), which combined routes 204 and 410. It streamlined the route by traveling along 112th Street and eliminating the 10-minute delay caused by the diversion to the Parkland Transit Center, thereby providing operational costs savings. The project included two new bus stops with pedestrian access for east and westbound transit passengers on 112th Street, plus one northbound stop with a queue jump on Pacific Avenue/SR 7 for northbound Route 1 service. The \$2.3 million project - including property acquisition, design, and construction - was primarily funded through a \$1.8 million WSDOT Regional Mobility grant.



Pre-construction facing west



Post-construction facing east

Restoration of 12,000 Service Hours

In November 2014, Pierce Transit's Board of Commissioners expressed its desire to find resources to fund additional service hours. A financial plan presented in December provided for the addition of 12,000 service hours. Staff then prepared a recommendation on where to restore those service hours in 2015.

According to a customer satisfaction survey conducted by Northwest Research Group in June 2014, satisfaction with the frequency of bus service and how late the buses run on Sunday was at an all-time low. Staff analysis of where the most impact could be made with available hours was focused on two primary areas; weekend service and targeted weekday frequency of service. These were areas where customer satisfaction was lowest and where hours could alleviate demand and improve ridership.

Focusing half of the 12,000 on weekends provided the greatest impact on addressing customer satisfaction and it required fewer annual hours to address concerns. Using the remaining hours staff focused on targeted weekday frequency on Routes 1, 402, and 500. This allowed for an expansion of rider options by increasing opportunities for transfers between routes and among regional providers. This three percent increase in service is the first major restoration of service hours since the agency slashed over 35 percent in 2011. Pierce Transit's total service hour level increased to 442,000

annually compared to its peak in 2007 of 621,000. The Pierce Transit Board of Commissioners advised Service Planning staff to focus these additional hours where customers have continuously asked for them the most. In the 2014 Customer Survey, riders indicated that increased frequency, more weekend service, and later evening service should continue to be the agency's top three priorities going forward.

New Trunk Route 4: Lakewood to South Hill

In June 2015, Routes 204 and 410 were combined to form the new trunk Route 4, in order to provide better service between Lakewood and South Hill, Puyallup. Prior to this many Route 204 and 410 passengers transferred between those routes at the Parkland Transit Center. Combining these two routes was a natural improvement by creating a one-seat ride between Lakewood and South Hill.

Route 4 travels from the Lakewood Transit Center to the South Hill Mall Transit Center via 112th Street E. On weekdays most trips also serve Pierce College - Puyallup. By avoiding a pull-in to the Parkland Transit Center it saves approximately 10 minutes per trip for many riders. Connections from the Parkland Center are now made by taking Route 1 along Pacific Avenue to connect with the Route 4 at 112th Street E.

New amenities were added at 112th Street and Pacific Avenue for passenger convenience. With the assistance of State funding, four new shelters were added. Additional transit supportive elements such as queue jumps and transit signal priority are also operational at this intersection and serve to help traffic flow for both transit and general purpose throughput.

New Route 425: Puyallup Connector



The Puyallup Connector service operates in the City of Puyallup connecting the South Hill and Downtown communities. This new service was approved as a regular fixed route service effective June 2015. The one-year demonstration service operated from June 2014-June 2015 to test the feasibility of this community connector service. The development of the concept and service recommendations were ongoing from a committed group of stakeholders known as a Community Investment Team (CIT). The Puyallup CIT included representatives from the City of Puyallup, MultiCare/Good Samaritan Hospital, South Hill Mall, Puyallup/Sumner Chamber of Commerce,

Puyallup Main Street Association, Pierce College, Washington State Fair, Senior Housing Assistance Group (SHAG), Puyallup Senior Center, and local Puyallup residents who are bus riders. The route is very popular with local residents, especially seniors living in the community. The SHAG residential facility is located on the route. They developed a program where SHAG pays a portion of the cost of a YMCA pass for their residents so that their seniors can ride the Puyallup Connector to the local YMCA and participate in programs at that facility. Pierce Transit also noted a decrease in SHUTTLE paratransit trips serving the SHAG facility as residents opted to switch to the Puyallup Connector service when it was convenient for their trips.

New Sound Transit Route 580: Lakewood to Puyallup Express

In September 2015, Sound Transit implemented new Express Route 580, providing Lakewood riders with better access to all Sounder trains on the south line. Route 580 runs peak-period service between the Lakewood and Puyallup Stations where riders can transfer to and from the Sounder train. The route also stops at the SR 512 Park-and-Ride, South Hill Park-and-Ride, and the Puyallup Fairgrounds' Red Lot. It replaced former Pierce Transit Route 495 which provided weekday peak service between the Puyallup Sounder Station and South Hill Mall Transit Center, thereby reallocating those Route 495 hours to other local Pierce Transit service.



Community Events

Pierce Transit operated special event service to regionally significant events in 2015 including the Washington State Fair and Taste of Tacoma. The agency adhered to Federal Transit Administration Charter regulations, after notifying registered charter providers we were able to operate these services in partnership with the sponsoring organizations. The sponsoring organizations each provided financial partnership funds to offset the cost of the service and assisted with the marketing and promotion of the service.

In 2015 there were 46,665 boardings on the Washington State Fair service and 4,884 on the Taste of Tacoma. Pierce Transit partnered with the Gig Harbor Downtown Waterfront Alliance to operate a special trolley service for a “Girls Night Out” holiday shopping event in downtown Gig Harbor. In 2016, Pierce Transit is partnering with Tacoma Event Commission’s Freedom Fair on July 4th, JBLM’s Air Show & Warrior Expo, and the Washington State Fair. The agency’s target is to provide service to at least three community events of regional significance every year.

Gig Harbor Trolley

Pierce Transit continues to operate the popular Gig Harbor Trolley, providing convenient service between the historic downtown Gig Harbor waterfront district and the Uptown shopping district. Trolley service continued for a third year in 2015, running daily every 30 minutes during the summer months (June through September). The City of Gig Harbor, the Gig Harbor Chamber of Commerce, Merchants of Uptown, and the Gig Harbor Downtown Waterfront Alliance again provided a financial partnership to reduce the cost to ride the service. The Trolley Partners also continue to closely coordinate on outreach and planning for this annual service. Pierce Transit staff participated in the 2015 Paddlers Cup dragon boat races to bring more exposure to the service. The 2015 service was again favorably received by riders. Ridership rose to 14,083 in 2015 as compared to 11,838 in 2014; the Trolley Partners continue to promote the service using a creative marketing and awareness campaign.

Demonstration Route 63: Northeast Tacoma Express

On September 28, 2015 Pierce Transit started a one-year pilot service testing local community connector service from Northeast (NE) Tacoma to Downtown Tacoma. Ridership has traditionally been very low on NE Tacoma buses. In fact, the agency has not had direct service from this area to downtown Tacoma since 2011. This new service will test an express service to downtown Tacoma and a local service operated by King County Metro (KCM) that provides connections to Pierce Transit's route. Pierce Transit is funding that portion of the KCM route that was extended to operate further into NE Tacoma and to operate as a "feeder" service providing a convenient, timed connection to the Route 63 NE Tacoma Express. The agency worked with a NE Tacoma Community Investment Team to develop the concept and they continue to provide input on the service. The stakeholders on the Community Investment Team included representatives from the NE Tacoma Neighborhood Council, Norpoint Communities, Metro Parks, Port of Tacoma, Puyallup Tribe of Indians, Tacoma City Council, City of Tacoma, and local bus riders. Toward the end of the demonstration period, the Pierce Transit Board of Commissioners will consider the ridership and effectiveness of the routes to determine if these services should be made permanent.

American Public Transit Association Sustainability Pledge

Pierce Transit's Board of Commissioners authorized the CEO to sign the American Public Transit Association (APTA) Sustainability Commitment in December 2015. Pierce Transit has a history of sustainable and socially responsible practices aimed at being a more efficient organization and lessening our impact on the environment. Executive Order No. 1 directed that sustainable business practices and strategies be integrated throughout the organization over time, including planning, designing, constructing, and operating existing and new transit systems and facilities. The 2015-2020 Strategic Plan includes Sustainability as Goal Six further formalizing this commitment. An objective identified within Goal Six included becoming a signatory to the APTA sustainability commitment.



The APTA sustainability commitment aims to give APTA members credit for the efforts they make in becoming more resource efficient. The commitment sets out common sustainability principals, an action plan and a course for progress. The commitment also supports the exchange of good practice and aims to mark the achievements in sustainability the public transportation industry is making overall. Through the commitment, the public transportation industry is demonstrating its significant contribution to, and measurable leadership on, sustainability.

APTA members who sign on commit to putting core internal processes and actions into place which set the basis for continuous improvement on environmental, social and economic sustainability. To date 119 APTA members have signed this commitment. These members are peers whom Pierce Transit can draw upon to gain experience to further develop our sustainability efforts. Signing on to the APTA sustainability commitment means Pierce Transit will aim to demonstrate that we are serious about sustainability and communicating annually the results of the actions we have taken in the following areas:

1. Making sustainability a part of Pierce Transit's strategic objectives.
2. Identifying a sustainability champion within the organization coupled with the proper human and/or financial resources and mandates.

3. Establishing an outreach program (awareness-raising and education) on sustainability for all staff.
4. Undertaking a sustainability inventory of the organization in the following areas:
 - a. Water usage
 - b. Criteria air pollutants
 - c. Greenhouse gas emissions (GHG) and reductions or savings
 - d. Energy use (electricity, fuel)
 - e. Recycling levels/waste
 - f. Operating expense per unlinked passenger trip and vehicle revenue mile
 - g. Unlinked passenger trips per capita in the service area of operation
 - h. Vehicle Miles Traveled (VMT) per capita in the service area of operation

Pierce Transit has formed a “Green Team” to further its efforts related to sustainability. The team will report on their continuing efforts in the coming years.

Community Transportation Advisory Group

On August 13, 2012 the Pierce Transit Board of Commissioners adopted a charter that created the Community Transportation Advisory Group (CTAG). The nine-member (plus one alternate) CTAG was created as an advisory body to the Board of Commissioners. CTAG members provide a forum for interactive discussions with community stakeholder input, creating an environment to exchange information with the public. CTAG members provide input to the Board of Commissioners on local public transportation issues. Recent meetings have covered proposed fare changes, Strategic Plan Update, Long Range Plan, Title VI program, updating CTAG Charter and Operating Procedures, and other issues. CTAG members also participated in agency outreach efforts.

CTAG meets the fourth Thursday of every month. Meetings are open to the public and include a forum for community comment.

Due to the end of terms and departure of several members, new member recruitment was conducted in October 2015. The following individuals were appointed as members of the Community Transportation Advisory Group for 2016:

- Chris Karnes (Chair), Tacoma – Data Analyst
- Bridgett Johnson (Vice Chair), Sumner – Certified Nurse Assistant
- Sandy Paul, Tacoma – Retired City Clerk
- Hongda Sao, Tacoma – Case Manager
- Steve Schenk, DuPont – Retired Military
- Richard Zalucha, Tacoma – Facility Manager
- Cody Bakken, Tacoma – Customer Service and Logistics
- Roland Santos, Tacoma – Retired US Navy
- Denise Edington, Steilacoom – Special Education Teacher
- Tommy Manning (Alternate), Puyallup – Disabilities Advocate

Cameras on Buses



As of May 2015, all of Pierce Transit's fixed route fleet was outfitted with a wireless camera system. The new onboard camera systems are a great example of where the agency has made prudent purchases in technology aimed at protecting employees, customers, and property. While onboard camera systems require a large financial investment, the cost of delivering service without them can be even higher. Many transit systems across the country have been relying on onboard camera-related safety technologies for several years, and report

estimated cost savings in the hundreds of thousands to even millions of dollars. In addition, both operators and customers tend to favor buses with live onboard camera systems. The added protection of surveillance creates a safer and more secure environment, which ranks as a high priority for those who rely on fixed route bus service, according to the 2014 Customer Survey. Cameras on buses are also a critical component of the Agency's Counter-Terrorism strategy, driven by federal regulations and subject to grant funding opportunities. This common-sense investment reduces the risk of terrorist attacks and other security incidents in a densely populated urban area.

All 147 coaches in the fixed-route fleet now include cameras. The 40-foot buses have twelve cameras and the 30-foot buses have ten cameras; both internal and external. These cameras will help the agency pay less in insurance by reducing false or frivolous claims, providing proof for legitimate claims, track hit-and-run vehicles, deter vandalism, reduce staff time pulling hard drives, and assist in investigating complaints. The system also provides a live look-in feature for first responders. The \$2 million project was funded entirely with local dollars.

New Technology

Pierce Transit relies on a variety of advanced technological systems to operate on a daily basis. Core Business Systems such as HR/Payroll, Finance, Regional Fare Integration (e.g., ORCA), Fleet Maintenance, bus and paratransit scheduling, and telecommunication systems allow staff to effectively meet operational requirements. The agency also has a complex Radio/Computer Assisted Dispatch System consisting of 20 radio servers, 24 CAD servers and 16 radio tower sites that it shares with its radio system partner, Pierce County, to provide voice and data communications to staff and vehicles. This 700 MHz Radio System connects Pierce Transit and Pierce County with other regional government and public safety agencies as they join the system as subscribers.

There are over 400 Agency computer users; an Agency Wide-Area-Network consisting of well over 100 servers (many of which are virtual); numerous firewalls, switches and routers; printers; and onboard vehicle and desktop computers. These systems operate 24 hours a day, 7 days a week.

Capital projects that have a significant technical component or require integration with existing technology systems are included in this category. The 2016 Capital Budget includes funds for maintenance and upgrade of several critical systems, as well as replacement of infrastructure that has reached the end of its useful life. Some of these projects include the financial management system replacement, radio site fixed video, and the next generation of ORCA, the regional fare system.

Budget Office Recognized Again by Government Finance Officers Association

For the second year in a row, the agency's annual *Comprehensive Annual Financial Report* (known as the CAFR) received the Certificate of Achievement from the Government Finance Officers Association of the United States and Canada (GFOA). The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management. The 2014 CAFR was judged by an impartial panel to meet the high standards of the program, including demonstrating a constructive "spirit of full disclosure" to clearly communicate its financial story and motivate potential users and user groups to read the CAFR. The GFOA is a non-profit professional association serving approximately 17,500 government professionals with offices in Chicago and Washington D.C.

Marketing & Promotions

Pierce Transit will continue marketing programs directed primarily toward residents near targeted Pierce Transit routes, and commuters in major employer centers. These marketing efforts will include:

- Conducting periodic ridership promotions to households near established fixed routes, targeted through ridership statistics, improved routes, and/or potential for growth;
- Promoting Pierce Transit's demonstration services, and those services that have been operationalized, through multi-media campaigns;
- Promoting ridership on Pierce Transit's special event services;
- Promoting ridership in existing Vanpool vans, and in new Vanpool groups through a multi-media campaign.
- Striving to retain current Vanpool customers by continuing to offer convenient online services such as vanpool fare payments, defensive driver training, and bookkeeper training;
- Developing materials for Pierce Transit's Employer Services group, who reach out to employers and employees at major worksites, promoting services and ORCA programs to this market group;
- Increasing overall public awareness of local transit, Vanpool, and Rideshare services, and connections to regional transit using outreach, advertising, and other methods;
- Creating attractive, branded graphic designs and layouts for Pierce Transit's passenger sub-fleets;
- Continuing to enhance the content on our public website, which includes features such as real-time arrival information, interactive maps showing all bus stops, adjustable type size for easy reading, foreign language translations, video capabilities, and SHUTTLE eligibility information in translatable formats;
- Increasing awareness of Pierce Transit's translation services, which include Google Translate on our public website, and third-party translation services available through our Customer Services staff;
- Working closely with our *Downtown On the Go* partners, who market Pierce Transit services to downtown Tacoma employers, employees and residents;

- Providing timely financial and ridership information to the public, which increases the Agency’s transparency and strengthens public trust;
- Sharing Pierce Transit’s success stories through our communication channels to riders and the general public;
- Striving to retain current customers by providing timely, accurate, effective route and schedule information through various digital and traditional print media;
- Providing excellent service and training to our ORCA retail distribution partners, who in turn serve Pierce Transit’s passengers;
- Working with other Puget Sound transit agencies to submit a joint application for a WSDOT Transit Coordination Grant to further regional marketing efforts, and
- Providing input on the agency’s periodic market research projects, which assess trends in public perception about transit services, and evaluate the effectiveness of service plans, route promotions, and marketing techniques.

Notable State & Federal Funding Accomplishments in 2015

LEAP List Includes \$15 Million for Pacific Avenue/SR 7 Rapid Transit Corridor

Last summer, as part of the sixteen-year and \$16.2 billion “Connecting Washington” transportation investment package signed by Governor Jay Inslee, the Washington State Legislative Evaluation & Accountability Program (LEAP) Committee awarded \$15 million to Pierce Transit as seed monies for a higher capacity and rapid transit service in the current Route 1 corridor from Downtown Tacoma to Parkland and Spanaway. This discretionary funding can go to highway, ferry, rail, and local road projects under the “improvement” or “preservation” categories. The \$16 billion Statewide Transportation Package will be paid for through a 7-cent per gallon motor vehicle fuel tax increase that took effect on August 1, 2015, plus a 4.9-cent increase scheduled for July 2016. Pierce County Interstate and State Highway projects in the package include \$1.9 billion for the SR 167 Completion (aka the Puget Sound Gateway project), \$494.4 million for I-5 improvements near Joint Base Lewis-McChord (from Mounts Road to Thorne Lane), the SR 18 Eastbound Off-Ramp to SR 167 at \$15 million, and the SR 16: Narrows Bridges to SR 3 Congestion Study at \$3 million.

The FAST Act

On December 4, President Barack Obama signed into law the *Fixing America’s Surface Transportation* (FAST) Act, authorizing all USDOT funding programs for five fiscal years (2016-2020), totaling \$305 billion. After living through years of the uncertainty caused by continuing resolutions under both SAFETEA-LU and MAP-21, the FAST Act provides stable and robust funding to state and local transit providers. More predictable formula funding will enable FTA recipients to better manage their long-term capital assets and begin to address the backlog of State of Good Repair needs currently estimated at \$86 billion nationally. Under the Act, total public transportation authorizations grow by 17.8 percent over the life of the multi-year funding bill. For example, FTA funding increased from \$10.8 billion in FY 15 under MAP-21 to \$11.7 billion in FY 16 under the FAST Act. These investment levels exceed projected inflation by a total of \$700 million over the next five years (FY 2016-2021). The FAST Act not only reintroduces a new discretionary Bus & Bus Facilities Program under Section 5339(b) at \$268 million in FY 16, but includes a \$55 million set-aside for Low or No Emissions vehicles.

On the highway side, but of interest to Pierce Transit since transit agencies qualify for it too, is the FHWA's Congestion Mitigation & Air Quality (CMAQ) program. This long standing funding program focuses on reducing highway traffic congestion and improving air quality with a focus on states and areas that do not meet current air quality standards. By comparison, \$2.26 billion was available nationally under MAP-21 in FY 15, but the program's authorization increases to \$2.38 billion in FY 16 under the FAST Act. The central Puget Sound transit agencies all rely on CMAQ funds to help purchase expansion or replacement rolling stock.

Title VI Policies and Activities

The Federal Transit Administration (FTA) issued a Title VI Requirements and Guidelines for Federal Transit Administration Recipients Circular 4702.1B on October 1, 2012. These FTA guidelines define the procedures related to Title VI of the Civil Rights Act of 1964, which states, "No person in the United States shall, on the ground of race, color or national origin, be excluded from participation in, denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance."

The FTA circular states that all major service changes and all fare changes are subject to a Title VI equity analysis. Such an equity analysis examines the impact to minority and low-income populations of a major service change or system-wide fare change proposed by Pierce Transit.

Pierce Transit has three policies which guide the Title VI Equity Analyses: 1) Major Service Change Policy; 2) Disparate Impact Policy; and 3) Disproportionate Burden Policy. (Policies and Equity Analyses are available under "Public Documents;" "Title VI" on Pierce Transit's website at www.piercetransit.org/documents/)

Staff conducted one service equity analysis and one fare equity analysis in 2015. The Route 425 Service Equity Analysis examined the addition of a new Puyallup Connector Service and determined that there were no disparate impacts to minority populations or disproportionate burdens to low income populations as a result of the new service. The 2015 Title VI Fare Equity Analysis on the increase in senior/disabled/youth fares by \$0.25 did not result in findings of disparate impact to minority riders nor disproportionate burden to low income riders. In addition to these equity analyses, Pierce Transit submitted its 2015 Title VI Program to the Federal Transit Administration, which documents, every three years, specific Title VI requirements of transit agencies and included the agency's Limited English Proficiency Implementation Plan and Public Participation Plan.

Bus Stop Program

Bus stops are often Pierce Transit's first and principal contact point with its passengers. The spacing, location, and design of bus stops significantly influence transit system performance and, more importantly, customer satisfaction.

The Bus Stop Program has several key functions:

- Prioritizing the design and development of bus stops through coordination with other departments in Pierce Transit, local jurisdictions, and other key stakeholders
- Reviewing Land Use Actions through comments to local jurisdictions and developers to ensure that bus stops are appropriately designed to both jurisdictional and Pierce Transit standards (In 2015, 195 land use actions were submitted by municipalities both within and

outside of the PTBA, resulting in 31 recommendations for transit facilities improvements totaling \$93,775)

- Evaluating all bus stop issues from operators, bus riders and the general public
- Managing the Adopt-A-Stop program (due to staff shortages it was decided that we would not accept any new adoptee in 2015); and
- Maintaining and updating the Bus Stop Database

The Bus Stop program is responsible for:

- 2,512 stops of which 32 are maintained under the Adopt a Stop program
- 877 benches (either publicly or privately owned, and at transit centers)
- 598 shelters (either publicly or privately owned, and at transit centers) including 79 advertising shelters
- 1248 trash cans
- 358 blinky lights, which alerts the bus operator that a passenger is waiting at a bus stop
- 82 bike lockers at 13 locations; and
- 41 bike racks at 36 locations.



In addition to the Bus Stop Program’s standard functions, there was one noteworthy change in 2015. New photo-voltaic (PV) or “solar” lights were purchased in 2014, but ultimately did not suit our needs, and will be returned to the vendor. A product called “The Bus Stopper” is being investigated as a possible replacement for the PV lights, as well as the aging “blinky” lights that are currently in the system. The Bus Stopper is a mechanical device, as opposed to solar-powered/battery operated. It’s a fraction of the cost of our previous devices and can be installed in minutes.

Furthermore, the Bus Stop Program is an active partner in the Hillside Development Council. The Council’s primary areas of emphasis are public safety and working to provide a more vibrant area to work, live and invest.

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Section 6 - Proposed Action Strategies: 2016 - 2021

The Washington State Department of Transportation (WSDOT) requires that transit agencies report their progress towards accomplishing the state’s six statutory transportation policy goals in RCW 47.04.280. These goals and related objectives are identified in the *Washington Transportation Plan 2035* (WTP 2035) updated in January 2015. In this section Pierce Transit reports its success at achieving the state’s objectives for 2015, and strategies for continuing to achieve the state’s objectives for 2016 through 2021.

1. ECONOMIC VITALITY:

To promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to ensure a prosperous economy.

2015	2016-2021
Continued Effort	Continuing Effort

2015

- Pierce Transit continued to operate local fixed route services that provide transportation to work sites, educational opportunities, regional connection points, manufacturing and industrial centers, major businesses, and shopping centers.
- Pierce Transit maintained existing and sought new business partnership opportunities with major employers to encourage the use of high occupancy and express modes of transportation to work sites.
- Pierce Transit implemented the demonstration project Route 63 Northeast Tacoma Express, in order to test the market for additional transportation options for Downtown Tacoma commuters. This route was created under a partnership with King County Metro Transit.
- Pierce Transit continued to successfully operate a summer trolley service in the Gig Harbor area, designed to support economic development during the city’s peak tourist season (June through September).
- Pierce Transit continued to work with main street associations and regional event organizers to provide express and/or authorized charter services to events such as the Washington State Fair in Puyallup, Girls Night Out in Gig Harbor, and Taste of Tacoma which promote community development and economic opportunities for merchants.
- While Pierce Transit Vanpool boardings were stable, the interest in public transportation and ride sharing options to major employment centers continued to grow.

2016-2021

- Pierce Transit will work with service area jurisdictions and stakeholders to design innovative transportation options that contribute to the economic vitality of individual communities. One example is a route in development for service from downtown Tacoma via Ruston Way to the new Point Ruston mixed use development; terminating in Point Defiance.
- Pierce Transit will utilize future employment and population projections, plus regional modeling tools developed by the Puget Sound Regional Council (PSRC), in order to design local and express services that contribute to the economic vitality of the region.

2. PRESERVATION:

To maintain, preserve, and extend the life and utility of prior investments in transportation systems and services.

2015	2016-2021
Continued Effort	Continuing Effort

2015

- Pierce Transit purchased 10 new CNG-powered replacement buses; and
- Fifty-four new replacement Vanpool vehicles.
- Even though the initial grant application was not a success, the agency tried to electrify some of its fixed route bus fleet through the FTA's new Low or no Emission (LoNo) Vehicle Deployment Program. The main purpose of the LoNo Program is to deploy the cleanest and most energy efficient U.S.-made transit buses that have been largely proven in testing and demonstrations but are not yet widely deployed in transit fleets.
- Pierce Transit continued to routinely maintain or upgrade its equipment and facilities to the highest level possible.
- Pierce Transit restored and reutilized spare vehicles for its demonstration routes to test in new and emerging markets.
- Pierce Transit extended the lives of some retired SHUTTLE paratransit vehicles by providing them to community charitable organizations under the new Care-a-Van program.
- Pierce Transit fixed route motorbus services were adjusted based on factors such as schedule adherence, regional connections, and demand.

2016-2021

- Pierce Transit will continue to modify and redeploy resources (i.e., service hours) from unproductive routes and route segments to areas where latent demand is the greatest.
- Pierce Transit recognizes that all communities within the PTBA desire transit services. Therefore, it will continue designing demonstration projects that test the most effective means to connect underserved communities.
- Pierce Transit will continue to offer a safe and reliable public transportation system that the people value, while matching operational funding available to the agency with levels of service that are sustainable.
- SHUTTLE paratransit services will continue to meet the requirements of the Americans with Disabilities Act of 1990 (ADA) and conform to new FTA policy mandates, such as reasonable modification, as well as those listed under the USDOT's *Fixing America's Surface Transportation Act* (FAST Act) multi-year transportation authorization of 2015.
- Pierce Transit will continuously replace older vehicles (rolling stock) in conformity with its adopted fleet replacement standards.
- Information Technology maintains a six-year replacement plan for infrastructure as it reaches the end of its useful life. This includes items such as desktop computers, servers, printers/plotters, network infrastructure equipment (e.g., firewalls, switches and routers), and Core Business System upgrades.
- Pierce Transit will move forward with flexible, phased improvements to the Main Base, South Base, and West Base (headquarters) sites as funding becomes available. As such, a 2040 Base Master Plan Update is underway and will be completed in early 2017. The

plan will ensure that any capital investment in the base serves the agency well into the future by accounting for capacity issues as the various fleets and diverse vehicle types are planned to grow over time.

- Pierce Transit will continue to address deferred maintenance and aging facilities. There will be a focus in 2016 on customer-facing transit facilities with projects to renovate multiple transit centers, park and ride facilities, and bus stop amenities.
- In 2016 deferred maintenance to address ongoing vandalism of bus stop shelters will include replacement of missing or vandalized glass in shelters. There will also be an update to the policies on the response to repeated vandalism at specific locations, in order to attempt to reduce frequency and severity.
- Over the next two years, five high profile transit facilities will be renovated using CPTED (Crime Prevention through Environmental Design) principles and strategies, along with Xeriscaping and other energy efficient practices. The facilities are Tacoma Dome Station, Tacoma Community College, Tacoma Mall, 72nd Street, and SR 512 at I-5.

3. SAFETY

To provide for and improve the safety and security of transportation customers and the transportation system.

2015	2016-2021
Continued Effort	Continuing Effort

2015

- Pierce Transit completed the installation of a digital camera security system on 140 buses as part of an agency-wide security focus. This project will increase both passenger and operator security while reducing potentially fraudulent insurance claims against the agency.
- Pierce Transit Police monitors all service on a daily basis to ensure the safety and security of its passengers and operators.
- Pierce Transit Police participates in local and regional efforts to increase and improve both safety and security components on its routes, at transit centers and park and ride lots, as well as bust stop and shelter locations throughout the Pierce Transit service area.
- Pierce Transit Police coordinates with local law enforcement agencies, terrorism response units, regional transit police agencies and emergency management services while maintaining open communication between the agency’s internal Public Safety Division and external public safety agencies.
- Pierce Transit Police began the transition from a hybrid law enforcement model with a mixture of off-duty contracted law enforcement officers and contracted full-time law enforcement officers.
- The Safety Office began meeting quarterly with neighboring transit agencies safety staff to discuss best practices and lessons learned. Participants include the Safety and Risk practitioners from Pierce Transit, Sound Transit, King County Metro, and Community Transit.

2016-2021

- Pierce Transit Public Safety will continue to maintain its fleet of three to agency standards and replace those vehicles when necessary to assure continued safety in operations.
- Pierce Transit completed the installation of a digital camera security system on buses as part of an agency-wide security focus. The project was designed to increase the overall safety and security of both passengers and operators. The agency will also begin monitoring the effects of the digital cameras on reducing claims against Pierce Transit.
- Pierce Transit Public Safety will continue to coordinate in-house uniform and physical security resources, contracted police services, and local or regional preparedness teams.
- Pierce Transit Police will complete the transition from a hybrid law enforcement model with a mixture of off-duty contracted law enforcement officers and contracted full-time law enforcement officers to a full-time law enforcement agency.
- The agency is moving forward with a new *Accident Prevention Plan* and a revised *System Safety Program Plan*. Their purpose is to put all safety practices and policies into one document while improving access to essential safety-related information for all employees.

4. MOBILITY

To improve the predictable movement of goods and people throughout Washington state.

2015	2016-2021
Continued Effort	Continuing Effort

2015

- Pierce Transit is an active participant in the Pierce County Coordinated Transportation Coalition (PCCTC) as well as the PSRC Regional Special Needs Transportation planning committee tasked with increasing mobility options for this segment of the population.
- Pierce Transit worked with WSDOT and City of Tacoma to optimize transit signal prioritization along major corridors and at intersections where Pierce Transit vehicles routinely encounter delays because of traffic congestion.
- Pierce Transit has representation on the Interstate Highway 5/Joint Base Lewis-McChord Corridor Feasibility Study project, with seats on both the Executive and Technical Advisory Committees. The purpose of the study is to prepare Interchange Justification Reports (IJR) for four designated I-5 interchanges in the JBLM area. IJRs are required to be completed to justify new or revised ramps accessing limited access freeways such as I-5. The purpose of these access revisions would be to open up opportunities for potential solutions to chronic congestion on I-5 in the vicinity of JBLM in southern Pierce County. In 2015 the Washington State Legislature approved funding for the corridor project which includes additional lanes on I-5, rebuilding three interchanges, building a new local connector road between Gravelly Lake Drive and Thorne Lane, and a bicycle/pedestrian path along the I-5 corridor.
- Pierce Transit participates in the Puyallup Watershed Initiative’s Active Transportation Community of Interest and Lakewood’s Active Transportation Coalition to promote walking, bicycling, and other modes of transportation that connect people to transit within their communities.

- Pierce Transit cooperatively participates in Commute Trip Reduction (CTR) efforts with major employers in Pierce County.
- Pierce Transit staff regularly reviews land use and design proposals to comment on public transportation access, integration, and proposed improvements.
- Pierce Transit provides regional connections with four other public transportation providers (Sound Transit, King County Metro Transit, Kitsap Transit, Intercity Transit), as well as interstate bus (Greyhound), passenger rail (Amtrak), and both Pierce County and Washington State Ferry services.
- Pierce Transit is an active participant in *Pierce Trips*, an ongoing partnership between local governments, transit, employers, and schools in Pierce County to promote transportation by carpooling, vanpooling, riding the bus or train, walking, bicycling, working a compressed week, and teleworking or telecommuting.
- Pierce Transit is a founding partner and continues its active participation in *Downtown: On the Go!* (DOTG), a multimodal transportation advocacy group offering services, resources, and programs specific to Downtown Tacoma commuters, businesses, and residents. Pierce Transit's Marketing Manager serves as a DOTG Board member, and Marketing contributes in-kind services to the organization.

2016-2021

- Pierce Transit will continue exploring partnerships and testing innovative services designed to transport people to jobs, along with providing access to their daily needs.
- Pierce Transit remains committed to supporting alternative special needs transportation services, such as the MultiCare Adult Day Health Express program, Pierce County's Beyond the Borders Connector rural transportation program, and special use vanpools.
- Pierce Transit will continue to participate in a growing number of cooperative projects involving local communities, Pierce County, King County Metro Transit, Sound Transit, and WSDOT. This includes neighborhood development and planning efforts that support transit, regional fare coordination, integrated route scheduling, Sounder commuter rail feeder services, Tacoma Link light rail transit expansion, express bus service coordination, and high occupancy vehicle access projects, such as peak hour Business Access & Transit (BAT) lanes.
- Pierce Transit will continue to work with local jurisdictions to implement transit-supportive improvements to the built environment wherever practicable.
- Pierce Transit will continue to participate in Sound Transit's Long Range Plan update, including the project selection and services integration processes as a precursor to the ST3 ballot initiative in November 2016.
- Pierce Transit was asked to join the Technical Advisory Committee as King County Metro updates their long range plan, *Metro Connects*, for completion and adoption in late 2016.
- A comprehensive fixed route analysis will be initiated in 2016 in conjunction with a substantial increase in service hours in 2016 and 2017. With the help of a consultant, Pierce Transit will closely scrutinize the performance of existing routes in conjunction with current demographic and travel data and develop recommendations for system improvements. The improvements will focus mainly on service span and frequency, but could also include altered routing and changes in coverage.

5. ENVIRONMENT

To enhance Washington’s quality of life through transportation investments that promote energy conservation, enhance healthy communities, and protect the environment.

2015	2016-2021
Continued Effort	Continuing Effort

2015

- Pierce Transit staff continued to participate in regional and local planning efforts to develop and improve viable alternatives to single occupant vehicle (SOV) travel.
- The majority of Pierce Transit’s fixed route motorbus fleet is powered by compressed natural gas (CNG) which reduces nitrogen oxide and carbon monoxide emissions by 90 percent compared to their diesel-powered counterparts. Smog-producing hydrocarbon emissions are 80 percent lower, and CNG buses significantly reduce carbon monoxide (CO) and nitrogen oxide (NOx) emissions, while virtually eliminating particulate emissions, when compared to conventional diesel-powered vehicles.
- Pierce Transit has begun to diversify its fleet by supplanting some CNG-powered buses with hybrid (diesel-electric) vehicles.
- Even though the initial grant application was not a success, the agency tried to electrify some of its fixed route bus fleet through the FTA’s new *Low or no Emission (LoNo) Vehicle Deployment Program*. The main purpose of the LoNo Program is to deploy the cleanest and most energy efficient U.S.-made transit buses that have been largely proven in testing and demonstrations but are not yet widely deployed in transit fleets.
- Pierce Transit participates in comprehensive recycling programs for office paper, cardboard material, printer ink cartridges, as well as helping to maintain water quality standards through the recycling of antifreeze and engine oil.

2016-2021

- Since CNG is a proven alternative fuel that significantly improves local air quality and reduces greenhouse gasses, Pierce Transit will continue to utilize low-emission CNG as the primary fuel for the fixed route bus fleet.
- Pierce Transit will continue to participate in recycling programs that help reduce energy consumption and the need for additional landfill, while improving both air and water quality.
- Pierce Transit will explore low impact development or “green” practices in construction projects that improve efficiencies and reduce energy usage as part of its overall sustainability efforts.

6. STEWARDSHIP

To continuously improve the quality, effectiveness, and efficiency of the transportation system.

2015	2016-2021
Continued Effort	Continuing Effort

2015

- Pierce Transit actively participated in a number of local and regional planning efforts by having both a primary and alternate representative on various committees and decision making bodies.
- The agency continued operational and planning coordination with the region's other public transportation providers, especially King County Metro Transit, Sound Transit, and Intercity Transit.
- Drafted the agency's first long range plan, *Destination 2040*, while engaging various stakeholders and planning partners in the process.
- Continued membership in the Regional Access and Mobility Partnership (RAMP), which combines public and private sector initiatives to develop an effective, efficient, and sustainable transportation system in Pierce County, in order to support a healthy regional economy.
- Continued participation in the current ORCA program plus Next Generation ORCA development team in an effort to further streamline and integrate the region's fare structure.
- Participated in Pierce County's Transportation Coordinating Committee (TCC) and Regional Council (PCRC).
- Ongoing coordination with the Puget Sound Regional Council Metropolitan Planning Organization (PSRC MPO) and South County Area Transportation Board (SCATBd).
- Collaborated extensively with WSDOT on providing historic travel times and passenger loads for many key segments in its Corridor Capacity Report.

2016-2021

- Staff will continue to work with local jurisdictions and participate in community based efforts to implement transit-supportive improvements in the built environment.
- Planning staff will finalize *Destination 2040*, the long range plan, and prepare it for the Board of Commissioners' adoption in early 2016.
- Continued participation in the City of Tacoma and Sound Transit's Tacoma Link Extension project as a member of the Technical Advisory Committee.
- Pierce Transit will continue its strong partnerships with other transit agencies, municipalities, and the PSRC MPO to address transportation demand issues, both locally and throughout the region, to promote active transportation and transit usage as viable alternatives to the automobile, as well as to one day achieve seamless connections between modes.
- Pierce Transit will join the steering committee to collaborate with WSDOT on the scoping of the State Route 167 Gateway project, providing input on highway design and access considerations for transit vehicles.
- Pierce Transit will participate in regional collaboration via a transit service sketch planning tool called Remix. The PSRC MPO received a grant from WSDOT to license Remix for 15 months, with the goal of improving efficiency, workflows, and system integration across the region.
- Pierce Transit will continue to collaborate with WSDOT on providing historic travel times and passenger loads for many key segments in its Corridor Capacity Report update.

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Section 7 - Capital Improvement Program: 2016 - 2021

The Six-Year Capital Plan supports the Proposed Action Strategies described in Section 6. Priorities addressed in the following sections include minor expansion and routine replacement of vehicles, capital facilities maintenance, and infrastructure replacement.

Revenue Vehicles

Pierce Transit currently operates an active fleet of 147 buses, 366 vanpool vans, and 97 SHUTTLE (paratransit) vehicles. Revenue vehicles are replaced on a regular cycle. The replacement schedule meets or exceeds Federal Transit Administration (FTA) requirements that a vehicle not be removed from service prior to the completion of its useful life. Pierce Transit has a fixed route fleet with an average age of 10.1 years. The agency continues to extend the useful life of its vehicles wherever possible.

Fixed Route Buses: Pierce Transit operates a fleet of 147 buses (excluding Sound Transit vehicles). At present, the fleet consists of 25-foot, 30-foot, and 40-foot buses. The 25-foot and 30-foot buses are deployed on routes appropriate to their size and maneuverability. Routine replacement occurs when the 40-foot vehicles reach their 16-year lifespan or 640,000 miles, per agency policy. Replacement of 30-foot vehicles is done as 10 years or 350,000 miles. No expansion of the fleet is planned at this time beyond the vehicles expected in 2016.

Table 7-1 Planned Bus Orders

	2016	2017	2018	2019	2020	2021
Replacement Buses	9	25	25	25	25	25
Expansion Buses	7	0	0	0	0	0

Delivery is expected to be in the year after funds are encumbered.

SHUTTLE Vehicles: Pierce Transit's SHUTTLE program provides Americans with Disabilities Act (ADA) paratransit service to individuals who are not able to utilize Pierce Transit's regular fixed route services. Using lift equipped body-on-chassis vehicles, SHUTTLE provides an on-demand, door-to-door service that is comparable to fixed route service in a geographic area and hours of service within each area. The current fleet consists of 97 vehicles. Routine replacement occurs on the basis of seven years or 150,000 miles; whichever comes first, per agency policy. No expansion of the fleet is planned at this time.

Table 7-2 Planned SHUTTLE Vehicle Purchases

	2016	2017	2018	2019	2020	2021
Replacement Vehicles	0	0	0	38	22	43
Expansion Vehicles	0	0	0	0	0	0

Delivery is expected to be in the year after funds are encumbered.

Vanpool Vans: The Vanpool program complements Pierce Transit's network of local and express services, providing commute alternatives to many destinations that cannot be effectively served by fixed route services. A vanpool is a group of 5 to 15 people sharing a ride in a 7-, 12-, or 15-passenger van. The Agency also administers a special use van program which provides vehicles to local communities and organizations as a way of meeting their specialized transportation needs. The

current fleet consists of 366 vans. Routine replacement occurs on the basis of seven years or 150,000 miles; whichever comes first, per agency policy.

Table 7-3 Planned Vanpool Vehicle Purchases

	2016	2017	2018	2019	2020	2021
Replacement Vans	60	48	55	55	55	55
Expansion Vans	0	0	0	0	0	0

Delivery is expected to be in same year as funds are encumbered.

Passenger Facilities

Funds are budgeted for necessary repairs and refurbishments at five key locations, including Tacoma Dome Station, SR 512 Park-and-Ride, 72nd Street Transit Center, Tacoma Mall Transit Center, and Tacoma Community College Transit Center and Park-and-Ride.

The projects include improving the overall deteriorated and run-down appearance, fixing trip hazards, repairing cracked and failing asphalt surfaces, improving lane markings, and ADA access improvements. It also includes replacing light fixtures with new modern LED fixtures for better visibility at night, replacing signage that is outdated or missing, re-striping and numbering of parking stalls, repairing damaged curbing, roadway and parking surfaces, renewing landscaping, repairing damaged shelters, replacing and adding customer seating, re-painting painted surfaces, and other needs as identified.

Base Facilities

The agency headquarters facility is located at 3701 96th Street SW in Lakewood, Washington 98499. The main site, identified internally as North Base or Main Base, is a 20-acre site completed in 1987 that houses most of the agency’s maintenance, operations, and administrative functions. It includes a 42,000 square-foot administrative building that houses the majority of Pierce Transit’s office functions and the operations dispatch function. The maintenance buildings on the west and north end of the site provide bus and automotive maintenance space, office space, and a fuel and wash facility.

South Base is an 11.5-acre site located across the street from the Main Base. Approximately five acres of the 11.5-acre site are developed. Constructed in 2005, it currently functions as an employee and fleet parking area and includes a 26,500 square-foot Training/Administration building. The southern undeveloped portion of the site contains a pond which currently receives storm water from the developed portion of the site. This portion of the site may become developable when a storm water treatment and infiltration facility is constructed.

Pierce Transit also leases two properties and owns additional property located directly west of the Main Base. This is referred to as West Base and is currently used for storage. It provides potential expansion capabilities for future agency growth.

The agency will move forward with flexible, phased improvements to the Main Base, South Base, and West Base sites as funding becomes available. As such, a 2040 Base Master Plan Update is underway and will be complete in early 2017. The plan will ensure that any capital investment in the base serves the agency well into the future by accounting for capacity issues as the various fleets and diverse vehicle types are planned to grow over time. Funds are budgeted for necessary repairs and

refurbishments to base facilities and systems, replacement of the emergency warning system, and the acquisition of additional property for the future expansion.

Technology

Pierce Transit relies on a variety of advanced technological systems to operate on a daily basis. Core Business Systems such as Human Resources/Payroll, Finance, Regional Fare Integration (ORCA), Fleet Maintenance, bus and paratransit scheduling, and telecommunication systems allow staff to effectively meet operational requirements. The agency also has a complex Radio/Computer Assisted Dispatch System consisting of 20 radio servers, 24 CAD servers and 16 radio tower sites that it shares with its radio system partner, Pierce County, to provide voice and data communications to staff and vehicles. This 700 MHz Radio System connects Pierce Transit and Pierce County with other regional government and Public Safety Agencies as they join the system as subscribers.

There are over 350 Agency computer users; an Agency Wide-Area-Network consisting of 153 servers (70 of which are virtual); numerous firewalls, switches and routers; printers; and onboard vehicle and desktop computers. These systems operate 24 hours a day, 7 days a week.

Capital projects that have a significant technical component or require integration with existing technology systems are included in this category.

The 2016 Capital Budget includes funds for maintenance and upgrade of several critical systems, as well as replacement of infrastructure that has reached the end of its useful life. Some of these projects include the financial management system replacement, radio site fixed video, and the next generation of ORCA, the regional fare system.

Routine Technology Infrastructure Replacement

Information Technology maintains a six-year replacement plan for replacing technology infrastructure as it reaches the end of its useful life. This includes items such as desktop computers, servers, printers/plotters, network infrastructure equipment (e.g., firewalls, switches, and routers), and Core Business System upgrades.

Other Projects

Other capital projects include replacement of non-revenue support vehicles (e.g., trucks, forklifts, automobiles), and maintenance and administrative equipment.

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Section 8 - Operating Revenues and Expenditures: 2016 - 2021

Pierce Transit's financial plan plays a role in determining the outlook for transit services over the six-year plan period. It is based on the agency's adopted financial policies, which mandate that Pierce Transit maintain reserves for operating contingencies, capital replacement, and insurance. Overall, the financial plan provides a realistic estimate of the agency's future capital and service capabilities.

Operating Revenues

Income that supports Pierce Transit's day-to-day services and capital improvements primarily comes from sales taxes, reimbursements from Sound Transit, fares, and grants. Annual operating revenues are expected to grow from \$134.9 million in 2015 to \$178.5 million in 2021. The graphics below illustrate the various revenue sources Pierce Transit utilized during 2015 and for the 2016–2021 Six-Year Financial Plan.

Table 8-1
Pierce Transit Operating Income
Revenue Sources – 2015 Year-End Estimate
(Millions \$)

Sales Tax	\$ 70.5
Sound Transit	38.5
Fares	12.8
Other Revenues	6.5
Operating Assistance/Special Needs Proj	1.5
Preventive Maintenance	5.1
	<u>\$ 134.9</u>

Throughout the next six years, Pierce Transit's largest source of operating revenue will remain the 0.6% sales tax. Annual proceeds are expected to increase from \$70.5 million in 2015 to \$97.8 million in 2021, a 39 percent increase.

Fare revenues are projected to provide about \$103 million in revenue over the next six years. Fare increases are planned in 2018 and 2020. Sound Transit reimburses Pierce Transit for the actual costs of operating regional express services. These reimbursements will total \$278 million over six years.

While primarily utilized to fund current operating expenses, operating revenues also finance a number of non-operating expenses including capital projects, and funding an insurance reserve account. The size of these transfers varies from year to year based upon capital and insurance expenditure levels. During 2016, a total of \$9.3 million was transferred from the Operating Fund to the Capital and Insurance funds.

Operating Expenditures

Table 8-2 summarizes estimated expenditures by type for 2015. This information is graphically presented in Figure 8-2. Total operating expenses, excluding capital transfers and insurance, for 2015 were \$117.4 million. Wages and benefits accounted for almost 70 percent of this total. While operating expenses and fuel costs (CNG) remain fairly constant from year to year, transfers to other

funds, especially to the capital fund, have historically varied substantially depending upon the number and size of capital projects being undertaken each year.

Table 8-2

Pierce Transit Operating Expenditures

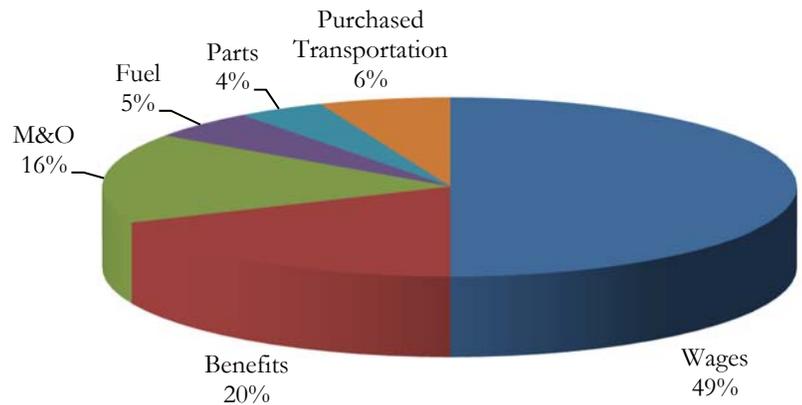
2015 Year-End Estimate (Millions \$)

Wages	\$ 57.3
Benefits	23.2
Maintenance & Operating (M&O)	18.5
Fuel	6.2
Parts	4.7
Purchased Transportation	7.5
	<u>\$117.4</u>

Figure 8-2

Pierce Transit Operating Expenditures

2015 Year-End Estimate



Six-year expenditures for 2016 through 2021 are \$899.1 million to support operating expenses, \$121.4 million for capital investments, \$18.3 million for self-insurance costs, and \$4.7 million for non-operating costs.

This financial plan assumes that costs per unit of service provided may be higher than inflation because costs associated with contributions to the Public Employees Retirement System (PERS) will increase faster than inflation. Overall, operating costs are expected to increase from \$131.7 million in 2016 to \$168.7 million in 2021.

Pierce Transit recognizes that its heavy reliance on sales tax revenues makes it more susceptible to economic fluctuations than most government agencies. A reserve policy is maintained to assist with the changes. The reserve policy is equal to two months' of operating expenses and is reviewed annually. The policy sets the appropriate level of operating reserves to be equal to two months' operating expenses. This amounts to about \$21.8 million in 2016 and will increase in rough proportion to the increase in operating expenses.

Capital Fund

Over the six-year life of this plan, the capital projects included are estimated to cost about \$121.4 million. Projected 2016 funding includes projects that were funded in prior years with activity continuing into the 2016 budget year.

A capital reserve has been established in order to meet capital expenditure requirements programmed in Pierce Transit's Six-Year Financial Plan. This reserve helps provide a long-range approach to financial management and assure funds are available for planned capital acquisition. The minimum amount of the Capital Reserve is set at a level equal to 10 percent of the six-year average annual capital expenditures and 50 percent of the average annual grant funding programmed in the Six-Year Financial Plan. This reserve has been set at this level to enable Pierce Transit to respond to urgent unanticipated capital expenditure requirements, as well as to protect Pierce Transit from the uncertainty of federal and state grant funding.

The plan assumes that federal funding assistance will continue at a stable level throughout the six-year plan. During the next six years, Pierce Transit expects to receive about \$33.7 million in federal formula funds plus \$17.0 million in federal flexible funding.

Six-Year Financial Forecast

Table 8-3 summarizes total revenues and expenditures that are projected throughout the next six years. Appendix A includes a financial forecast for each Pierce Transit fund.

Table 8-3
Six-Year Financial Forecast
(Millions \$)

	2016	2017	2018	2019	2020	2021	Summary
<u>Operating Fund</u>							
Beginning Balance	91.9	90.6	74.1	72.3	57.3	43.0	
Revenues	139.7	144.6	152.8	161.0	170.1	178.5	946.7
Expenses (Including Debt Repayment)	131.7	137.1	146.8	153.7	161.2	168.7	899.1
Transfers to Capital Fund	5.8	21.2	4.8	19.2	20.0	17.3	88.3
Transfers to other funds	3.5	2.9	3.0	3.1	3.2	3.3	19.0
Ending Balance	90.6	74.1	72.3	57.3	43.0	32.2	
<u>Capital Project Spending</u>	19.0	25.7	12.2	21.9	22.7	20.0	121.4
<u>Capital Reserve Balance</u>	6.5	6.5	6.5	6.5	6.5	6.5	

Areas of Concern

Financial assumptions remain highly sensitive to changing economic conditions occurring locally and on the state and national levels. Pierce Transit recognizes that its heavy reliance on sales tax revenues makes it more susceptible to economic fluctuations than most government agencies. These conditions will continue to be carefully reviewed during future Transit Development Plan updates.

Economic Condition and Outlook

The U.S. economic outlook is healthy for 2016 with gross domestic product (GDP) expected to grow by 2.2 percent in 2016. The biggest shift in 2016 is the impact U.S. shale oil production has had on the economy. Crude oil prices dropped by about 70 percent from January 2014 thru January 2016. As such, reduced oil prices have lowered the cost of transportation, food and raw materials, raising profit margins and giving consumers more disposable income to spend. Further contributing to the national economic recovery is declining unemployment, support from Federal Reserve policy, and a robust manufacturing sector.

Local economic conditions and retail spending play major roles in the generation of sales tax revenue collected within the Public Transportation Benefit Area (PTBA) which is Pierce Transit's primary operating revenue source. Sales tax contributed 54 percent of total operating revenues in 2015 (75 percent excluding Sound Transit regional transit service revenue) and is expected to generate \$74.1 million in sales tax revenue in 2016.

Pierce Transit's sales tax collections improved during 2015, with actual year-end collections up 8.2 percent over 2014. Sales tax growth has continued through the most recent March 2016 sales tax collections, with collections up 7.2 percent over 2015 actual collections for the same period. Changes in Gross Domestic Product (GDP), consumer disposable income and increased employment are some of the main drivers of the growth in sales tax. The Washington State unemployment rate is expected to drop slightly from 6.8 percent in 2015 to 6.0 percent in 2016. These factors are expected to contribute to a modest growth in Pierce Transit's sales tax revenue.

There are signs that the 2016 Puget Sound economy will continue its slow improvement. The Port of Tacoma is expected to be a major driver of the Pierce County economy with continued growth in container volumes. The proximity to King County, with its solid growth led in part by Amazon.com and Boeing, will remain an important source of employment for Pierce County residents in 2016.

With slow but steady economic growth over the last several years, consumption is fully returning to pre-recession levels. In 2016, Pierce County's economy is expected to grow slightly by about 1.8 percent. Home sales are rebounding and factory sector and automobile sales activity remains solid. Personal income growth is also expected to grow modestly in 2016, with personal income returning to pre-recession levels. Falling gasoline prices are also expected to add to a robust Puget Sound economy in 2016.

Appendices

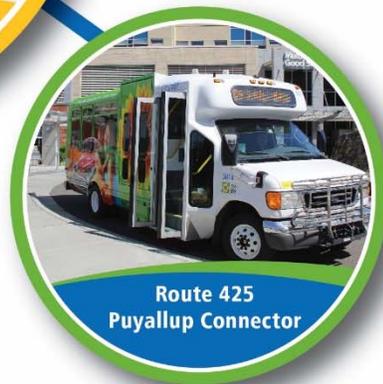
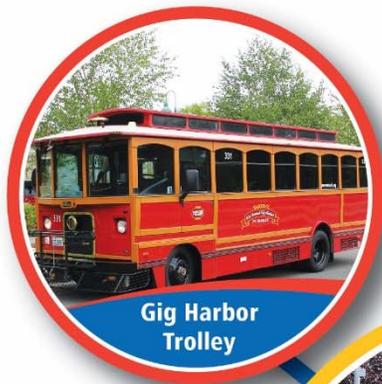
Appendix A – Six-Year Financial Plan: 2016 - 2021

Appendix B – Operating Data 2015

Appendix C – Unfunded and Unprogrammed Projects

Appendix D – Inventories: Rolling Stock

Appendix E – Inventories: Equipment and Facilities



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PIERCE TRANSIT
2016-2021 Six-Year Financial Plan
Operating Revenues & Expenditures

(Millions)	2015 YE Est	2016 Budget	2017	2018	2019	2020	2021
REVENUES -							
BEGINNING WORKING CASH	\$98.347580	\$91.851513	\$90.622534	\$74.054075	\$72.255654	\$57.277953	\$43.016243
OPERATING INCOME							
FARES AND PASSES							
Local Fares	9.219039	10.814265	11.039334	12.765882	12.893540	14.293758	14.405385
Express Fares (Excludes ST)	0.049916	0.060700	0.059430	0.066343	0.067007	0.074122	0.074863
Shuttle	0.361854	0.352809	0.363393	0.413695	0.426106	0.480688	0.495108
Vanpool	3.182400	3.300000	3.610000	4.085000	4.085000	4.560000	4.560000
Subtotal- Fares and Passes	12.813209	14.527774	15.072158	17.330919	17.471652	19.408568	19.535357
SALES TAX	70.510078	74.106092	77.996662	82.286478	87.017951	92.239028	97.773369
OPER. ASSIST. CTR/VANPOOL	0.131219	0.196219	0.100990	0.100990	0.100990	0.100990	0.100990
SPECIAL NEEDS PROGRAM FUNDS	1.343107	1.554019	1.227010	0.932412	0.932412	0.932412	0.932412
INTEREST	0.105000	0.120000	0.000000	0.000000	0.000000	0.000000	0.000000
ADVERTISING							
Contract Advertising - Pierce Transit Revenue	0.895000	0.763000	0.750000	0.750000	0.750000	0.750000	0.750000
SOUND TRANSIT							
ST Express Reimb.	37.503538	37.604645	41.135820	43.366754	47.186990	49.717435	52.415594
ST TDS Reimb.	0.777643	0.846355	0.846355	0.871746	0.897898	0.924835	0.952580
Special Service	0.200000	0.200000	0.200000	0.206000	0.212180	0.218545	0.225102
Other ST Reimb.	0.025000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
MISCELLANEOUS							
Operating Grant - Other (Homeland Sec/Reg Mot)	0.344610	1.873087	1.476239	1.160352	0.580176	0.000000	0.000000
Operating Grant (5307)/Pierce County	0.650216	0.975322	0.975322	0.975322	0.975322	0.975322	0.975322
Preventive Maint. (5307) / ADA	5.082836	4.627700	4.627700	4.627700	4.627700	4.627700	4.627700
Other Miscellaneous	4.512945	2.318295	0.200000	0.200000	0.200000	0.200000	0.200000
TOTAL OPERATING INCOME	134.894401	139.712508	144.608256	152.808672	160.953270	170.094834	178.488426
TOTAL REVENUES & WORKING CASH	\$233.241981	\$231.564021	\$235.230790	\$226.862747	\$233.208924	\$227.372786	\$221.504668

PIERCE TRANSIT
2016-2021 Six-Year Financial Plan
Operating Revenues & Expenditures

(Millions)	2015 YE Est	2016 Budget	2017	2018	2019	2020	2021
EXPENDITURES -							
Ongoing Operations							
Wages	\$57.296985	\$61.064863	\$64.155465	\$69.014907	\$71.946867	\$75.154079	\$78.195731
Benefits	23.155087	27.384694	30.688055	34.224308	37.012358	40.133404	43.373619
M & O	18.322932	23.356591	22.486292	23.198672	23.894632	24.614048	25.349815
Fuel	6.199817	6.624344	6.684162	6.907946	7.057333	7.216733	7.369685
Parts	4.725554	4.080298	4.083203	4.270222	4.398329	4.534680	4.666187
Purchased Trans.	7.493395	8.202451	8.026029	8.202902	8.385195	8.573077	8.766718
Bridge Tolls	0.158060	0.181867	0.183992	0.189076	0.194302	0.199673	0.205194
TOTAL EXPENDITURES: w/out Debt Payment and Depreciation	117.351830	130.895108	136.307198	146.008033	152.889016	160.425693	167.926950
Non-Operating Costs							
Payments to Pierce Co for 5307 Agreement	0.520173	0.780258	0.780258	0.780258	0.780258	0.780258	0.780258
Subtotal	0.520173	0.780258	0.780258	0.780258	0.780258	0.780258	0.780258
EXPENDITURES (w/ Debt & Reimbursements)	117.872003	131.675366	137.087456	146.788291	153.669274	161.205951	168.707208
CURRENT REVENUES LESS CURRENT EXPENDITURES							
	17.022398	8.037142	7.520800	6.020381	7.283997	8.888882	9.781217
TRANSFERS -							
Capital Reserve	20.888435	5.815560	21.174359	4.816455	19.169281	19.965402	17.318741
Insurance	2.630030	3.450561	2.914900	3.002347	3.092417	3.185190	3.280746
Subtotal Transfers	23.518465	9.266121	24.089259	7.818802	22.261698	23.150592	20.599487
TOTAL EXPENDITURES AND TRANSFERS	141.390468	140.941487	161.176715	154.607093	175.930972	184.356543	189.306695
ENDING WORKING CASH	91.851513	90.622534	74.054075	72.255654	57.277953	43.016243	32.197974
REQUIRED CASH	19.558638	21.815851	22.717866	24.334672	25.481503	26.737616	27.987825
TOTAL EXPENDITURES & WORKING CASH	\$233.241981	\$231.564021	\$235.230790	\$226.862747	\$233.208924	\$227.372786	\$221.504668
MARGIN / (DEFICIT)	\$72.292875	\$68.806683	\$51.336208	\$47.920982	\$31.796450	\$16.278627	\$4.210149

PIERCE TRANSIT

2016-2021 Six-Year Financial Plan

Ending Balances

(Millions)	2015 YE Est	2016 Budget	2017	2018	2019	2020	2021
OPERATING FUND							
Operating Fund Beginning Balance	98.347580	91.851513	90.622534	74.054075	72.255654	57.277953	43.016243
Revenue							
Operating Income	134.894401	139.712508	144.608256	152.808672	160.953270	170.094834	178.488426
Subtotal - Operating Revenue	134.894401	139.712508	144.608256	152.808672	160.953270	170.094834	178.488426
Expenditures							
Operating Expenditures	117.872003	131.675366	137.087456	146.788291	153.669274	161.205951	168.707208
Transfers	23.518465	9.266121	24.089259	7.818802	22.261698	23.150592	20.599487
Subtotal - Operating Expenditures	141.390468	140.941487	161.176715	154.607093	175.930972	184.356543	189.306695
Operating Fund Ending Balance	\$91.851513	\$90.622534	\$74.054075	\$72.255654	\$57.277953	\$43.016243	\$32.197974
Required Margin	19.558638	21.815851	22.717866	24.334672	25.481503	26.737616	27.987825
Margin / (Deficit)	72.292875	68.806683	51.336208	47.920982	31.796450	16.278627	4.210149
CAPITAL FUND							
Beginning Reserves	\$0.000000	\$0.000000	\$0.000000	\$0.000000	\$0.000000	\$0.000000	\$0.000000
Revenue							
5307 Funding							
5307 Earned Share	5.082836	4.627700	4.627700	4.627700	4.627700	4.627700	4.627700
5307 Competitive Funds	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Less Preventive Maintenance	-5.082836	-4.627700	-4.627700	-4.627700	-4.627700	-4.627700	-4.627700
5307 Funds Available for Capital Projects	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Pierce County 5307							
5307 Revenues from Pierce Co Agreement	0.650216	0.975322	0.975322	0.975322	0.975322	0.975322	0.975322
Pierce Co. 5307	-0.650216	-0.975322	-0.975322	-0.975322	-0.975322	-0.975322	-0.975322
Pierce County 5307 Available for Capital	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Flexible Funds & Earmarks							
Federal Flex Funds - Regional	0.000000	0.000000	0.000000	0.000000	2.720000	2.720000	2.640000
Federal Flex Funds - Countywide	0.258775	0.000000	4.500000	4.500000	0.000000	0.000000	0.000000
Earmarks - 5309	0.405601	1.775530	0.000000	0.000000	0.000000	0.000000	0.000000
Sound Transit							
Sound Transit Base Expansion	0.000000	0.000000	0.000000	2.053800	0.000000	0.000000	0.000000
Sound Transit - Other Capital	0.000000	0.510795	0.000000	0.000000	0.000000	0.000000	0.000000
Other Funding							
State Funding	0.790477	0.000000	0.000000	0.855000	0.000000	0.000000	0.000000
Interest	0.025000	0.025000	0.000000	0.000000	0.000000	0.000000	0.000000
Other Capital Revenues	0.651939	0.414965	0.000000	0.000000	0.000000	0.000000	0.000000
Contributions from Other Funds							
Transfer from Operating Fund	20.888435	5.815560	21.174359	4.816455	19.169281	19.965402	17.318741
Total Capital Revenues & Reserves	23.020227	8.541850	25.674359	12.225255	21.889281	22.685402	19.958741

PIERCE TRANSIT
2016-2021 Six-Year Financial Plan
Ending Balances

(Millions)	2015 YE Est	2016 Budget	2017	2018	2019	2020	2021
Expenditures							
Revenue Vehicles	9.801351	8.751571	19.281980	6.195788	16.745424	15.405699	15.197540
Passenger Facilities & Amenities	1.537173	3.318090	1.015839	0.000000	0.000000	0.700000	3.300000
Base Facilities	0.493775	3.757539	0.460000	3.984500	0.000000	0.000000	0.327800
Technology	12.620470	2.372565	3.639245	0.635450	1.021000	2.746474	0.771936
Other	1.372414	0.785513	1.277295	1.409517	4.122857	3.833229	0.361465
Total Capital Expenditures (Inflated)	25.825183	18.985278	25.674359	12.225255	21.889281	22.685402	19.958741
USE OF CAPITAL RESERVE	-2.804956	-10.443428	0.000000	0.000000	0.000000	0.000000	0.000000
CAPITAL RESERVE							
Revenue							
Beginning Reserves	\$19.740699	\$16.935743	\$6.492315	\$6.492315	\$6.492315	\$6.492315	\$6.492315
Total Capital Revenues	23.020227	8.541850	25.674359	12.225255	21.889281	22.685402	19.958741
TOTAL CAPITAL RESERVE REVENUES & BEGINNING RESERVE	42.760926	25.477593	32.166674	18.717570	28.381596	29.177717	26.451056
Expenditures							
Capital Expenditures	25.825183	18.985278	25.674359	12.225255	21.889281	22.685402	19.958741
CAPITAL RESERVE - Req'd \$6.492315	\$16.935743	\$6.492315	\$6.492315	\$6.492315	\$6.492315	\$6.492315	\$6.492315
INSURANCE FUND							
Revenue							
Beginning Balance	\$0.429949	\$0.374439	\$1.000000	\$1.000000	\$1.000000	\$1.000000	\$1.000000
Interest on Insurance Fund	0.005500	0.005000	0.000000	0.000000	0.000000	0.000000	0.000000
Transfer	2.630030	3.450561	2.914900	3.002347	3.092417	3.185190	3.280746
Expenditures							
Payments from Insurance Fund	2.691040	2.830000	2.914900	3.002347	3.092417	3.185190	3.280746
Insurance Fund Ending Balance	\$0.374439	\$1.000000	\$1.000000	\$1.000000	\$1.000000	\$1.000000	\$1.000000
TOTAL ENDING BALANCES	\$109.161695	\$98.114849	\$81.546390	\$79.747969	\$64.770268	\$50.508558	\$39.690289

Annual Ridership Report
January – December 2015

Annual Average Ridership

Route Performance Summary

Pierce Transit Local Routes		Boardings		Percent	Pass/ Svc Hour	Avg. Weekday Boardings	
		Current Year	Previous Year	Change		Current Year	Previous Year
1	6th Avenue/Pacific Avenue	1,723,491	1,939,205	-11.1%	27.3	5,547	6,180
2	S. 19 th Street/Bridgeport Way	756,021	856,407	-11.7%	24.7	2,469	2,800
3	Downtown Tacoma-Lakewood	552,988	664,000	-16.7%	23.4	1,804	2,181
4	Lakewood-South Hill	251,943	0		20.8	751	0
10	Pearl Street	169,609	190,562	-11.0%	25.6	580	647
11	Point Defiance	104,412	115,236	-9.4%	16.9	352	388
13	N. 30th Street	40,330	43,846	-8.0%	13.9	150	164
14	Proctor District	50,998	54,989	-7.3%	12.0	195	210
16	Downtown Tacoma-TCC Transit Center	144,418	165,428	-12.7%	22.0	475	544
28	S. 12th Street	168,312	180,484	-6.7%	24.7	586	625
41	Portland Avenue	266,756	297,932	-10.5%	24.6	895	992
42	McKinley Avenue	115,760	134,175	-13.7%	20.6	375	436
45	Yakima Avenue	122,476	130,741	-6.3%	18.8	434	478
48	Sheridan-S. M Street	291,790	330,397	-11.7%	21.4	974	1,104
51	Union Avenue	160,767	168,053	-4.3%	17.4	527	552
52	TCC Transit Center- Tacoma Mall	250,063	288,280	-13.3%	27.8	853	984
53	University Place	292,417	322,985	-9.5%	19.5	986	1,088
54	38th Street	167,091	200,786	-16.8%	22.8	580	692
55	Tacoma Mall-Parkland	257,420	298,700	-13.8%	27.7	843	980

Appendix B - Operating Data | 2015

56	56th Street	84,221	103,145	-18.3%	19.4	263	325
57	Downtown Tacoma-Tacoma Mall	351,467	370,835	-5.2%	24.8	1,208	1,290
62	Browns/Dash Point (1/1 thru 9/26)	4,295	6,987	-38.5%	3.2	17	27
100	Gig Harbor	108,686	119,590	-9.1%	11.9	370	402
101	Gig Harbor Trolley	14,083	11,838	19.0%	7.3	133	116
202	72nd Street	345,764	406,963	-15.0%	27.0	1,172	1,393
204	Lakewood-Parkland (1/1 thru 6/6)	129,021	347,938	-62.9%	32.3	441	1,168
206	Pacific Highway/Tillicum/Madigan	227,209	283,112	-19.7%	19.1	756	942
212	Steilacoom	212,352	245,761	-13.6%	20.2	743	867
214	Washington Blvd.	196,790	233,014	-15.5%	16.1	681	818
300	S. Tacoma Way	231,858	267,642	-13.4%	20.5	788	914
400	Puyallup-Downtown Tacoma	169,384	188,792	-10.3%	14.8	665	741
402	Meridian	277,057	289,993	-4.5%	13.6	908	942
409	Puyallup-72 nd Street Transit Center	56,108	67,104	-16.4%	11.4	182	219
410	112th Street (1/1 thru 6/6)	78,483	210,517	-62.7%	20.3	263	696
425	Puyallup Connector	30,014	15,508	93.5%	3.2	96	47
495	Puyallup Sounder-So. Hill Mall (1/1 thru 6/6)	52,513	66,993	-21.6%	42.0	206	263
497	Lakeland Hills	53,593	50,731	5.6%	14.1	210	199
500	Federal Way	355,084	362,822	-2.1%	22.2	1,088	1,097
501	Milton-Federal Way	143,289	136,715	4.8%	12.0	498	508
503	Fife-Puyallup Connector DEMO	577	5,817	-90.1%	1.1	3	23
504	Milton-Edgewood DEMO	296	2,560	-88.4%	1.2	1	8
Total Pierce Local		9,009,209	10,176,584	-11.5%	21.1	30,068	34,050

Pierce Transit Express Routes:		Boardings		Percent	Pass/ Svc Hour	Avg. Weekday Boardings	
		Current Year	Previous Year	Change		Current Year	Previous Year
63	NE Tacoma Express (9/27 thru 12/31)	1,343	0		3.0	6	0
102	Gig Harbor-Tacoma Express	41,819	47,218	-11.4%	10.1	164	185
475	University Place - Olympia DEMO	0	662	-100.0%		0	5
485	Olympia - Puyallup DEMO	0	4,186	-100.0%		0	29
Total Pierce Transit Express		43,162	52,066	-17.1%	9.4	170	219
Total All PIERCE TRANSIT SCHEDULED		9,052,371	10,228,650	-11.5%	21.0	30,238	34,269
PT Added Service (Events)		367	435	-15.6%			
PT Added Service (Charter)		51,599	45,067	14.5%			
Total PIERCE TRANSIT ACTUAL (NTD)		9,104,337	10,274,152	-11.4%	21.0		

Sound Transit Express Routes		Boardings		Percent	Pass/ Svc Hour	Avg. Weekday Boardings	
		Current Year	Previous Year	Change		Current Year	Previous Year
560	West Seattle-Bellevue-SeaTac Airport	557,406	570,608	-2.3%	14.4	1,839	1,883
566	Auburn & Kent-Overlake Transit Center	421,642	420,752	0.2%	14.0	1,654	1,649
567	Kent-Overlake Transit Center	149,318	137,507	8.6%	14.4	585	539
574	Lakewood -Federal Way-SeaTac Airport	791,421	793,040	-0.2%	18.3	2,402	2,397

Appendix B - Operating Data | 2015

577	Federal Way-Seattle	472,732	468,828	0.8%	24.0	1,631	1,623
578	Puyallup-Federal Way-Seattle	586,487	582,150	0.7%	19.1	1,812	1,816
580	Puyallup-Lakewood	29,885	0		21.5	138	0
586	Tacoma-University District	142,624	154,813	-7.9%	13.7	560	607
590	Tacoma-Seattle	731,746	792,724	-7.7%	15.9	2,870	3,108
592	Olympia/DuPont-Seattle	234,874	232,023	1.2%	11.8	921	910
592X	Olympia-DuPont	25,463	24,431	4.2%	10.2	100	96
594	Lakewood-Tacoma-Seattle	775,059	722,387	7.3%	16.7	2,113	1,912
595	Gig Harbor-Seattle	94,603	100,150	-5.5%	13.0	371	393
596	Sumner-Bonney Lake	117,291	108,037	8.6%	34.8	460	424
Extra Service - ST		15,434	13,395	15.2%	6.8	0	0
Special 400		17,296	20,359	-15.0%	28.7	0	0
Other Special		0	30	-100.0%		0	0
Bus Bridge		8,126	9,500	-14.5%	9.2	0	0
Total Sound Transit		5,171,408	5,150,733	0.4%	16.5	17,455	17,356

**Annual Ridership Report
January – December 2015**

Route Service Summary

Pierce Transit Local Routes		Total Boardings	Service Miles	Revenue Miles VRM	Service Hours	Revenue Hours VRH	Cost
1	6th Avenue/Pacific Avenue	1,723,491	744,908	625,337	63,157	57,924	\$9,380,028
2	S. 19 th Street/Bridgeport Way	756,021	330,090	299,649	30,634	27,590	\$4,549,687
3	Downtown Tacoma-Lakewood	552,988	254,724	216,790	23,587	20,772	\$3,503,102
4	Lakewood-South Hill	251,943	140,496	132,179	12,112	11,746	\$1,798,901
10	Pearl Street	169,609	86,443	72,909	6,621	6,021	\$983,371
11	Point Defiance	104,412	76,423	62,300	6,184	5,490	\$918,470
13	N. 30th Street	40,330	35,841	32,821	2,896	2,740	\$430,079
14	Proctor District	50,998	45,189	37,601	4,256	3,937	\$632,096
16	Downtown Tacoma-TCC Transit Center	144,418	73,784	68,287	6,563	6,106	\$974,781
28	S. 12th Street	168,312	74,247	60,963	6,819	6,159	\$1,012,822
41	Portland Avenue	266,756	122,026	99,676	10,829	9,346	\$1,608,380
42	McKinley Avenue	115,760	58,627	48,071	5,626	4,707	\$835,524
45	Yakima Avenue	122,476	73,899	64,602	6,519	5,641	\$968,201
48	Sheridan-S. M Street	291,790	163,281	146,960	13,611	12,492	\$2,021,553
51	Union Avenue	160,767	113,866	106,016	9,257	8,928	\$1,374,817
52	TCC Transit Center- Tacoma Mall	250,063	91,087	80,216	9,005	8,315	\$1,337,462
53	University Place	292,417	162,338	148,406	14,964	13,483	\$2,222,520
54	38th Street	167,091	85,115	70,973	7,339	6,510	\$1,089,919
55	Tacoma Mall-Parkland	257,420	119,093	114,807	9,278	8,983	\$1,378,030

Appendix B - Operating Data | 2015

		Total Boardings	Service Miles	Revenue Miles VRM	Service Hours	Revenue Hours VRH	Cost
Pierce Transit Express Routes							
63	Northeast Tacoma	1,343	10,156	4,137	454	235	\$67,500
102	Gig Harbor-Tacoma	41,819	102,350	50,163	4,133	2,505	\$613,784
Total Pierce Transit Express		43,162	112,506	54,300	4,587	2,740	\$681,284
Total ALL PT SCHEDULED		9,052,371	5,220,545	4,386,358	431,121	387,163	\$64,030,041
PT Missed Service			2,577	2,089	206	183	
PT Added Service (Atypical)		367	115	233	8	30	
PT ADDED Service (Charter)		51,599	29,031	26,706	1,832	1,725	
Total PT ACTUAL (NTD)		9,104,337	5,247,114	4,411,208	432,755	388,735	
		Total Boardings	Total Miles	Revenue Miles	Total Hours	Revenue Hours	Cost
ST Routes			Scheduled	Scheduled	Scheduled	Scheduled	
560	West Seattle-Bellevue-SeaTac Airport	557,406	798,261	578,880	38,824	33,137	\$4,402,728
566	Auburn & Kent-Overlake Transit Center	421,642	748,161	389,179	30,098	19,976	\$3,413,792
567	Kent-Overlake Transit Center	149,318	306,346	93,330	10,349	4,300	\$1,184,109
574	Lakewood -Federal Way-SeaTac Airport	791,421	958,218	855,943	43,216	38,078	\$5,209,739

Appendix B - Operating Data | 2015

577	Federal Way-Seattle	472,732	570,839	290,021	19,706	10,823	\$2,229,602
578	Puyallup-Federal Way-Seattle	586,487	786,279	738,799	30,661	28,188	\$3,696,226
580	Puyallup-Lakewood	29,885	27,424	16,789	1,388	979	\$167,325
586	Tacoma-University District	142,624	332,599	160,160	10,392	4,939	\$1,252,758
590	Tacoma-Seattle	731,746	1,125,628	741,640	46,011	31,477	\$5,546,596
592	Olympia/DuPont-Seattle	234,874	589,128	407,598	19,985	13,568	\$2,409,240
592X	Olympia-DuPont	25,463	89,990	50,363	2,504	1,862	\$301,869
594	Lakewood-Tacoma-Seattle	775,059	1,162,520	1,087,047	46,516	44,086	\$5,607,514
595	Gig Harbor-Seattle	94,603	216,652	134,161	7,301	4,672	\$880,160
596	Sumner-Bonney Lake	117,291	66,821	21,357	3,372	1,773	\$381,333
Extra Service - ST		15,434	25,462	14,293	2,285	260	\$254,755
Special 400		17,296	3,741	724	603	241	\$67,029
Other Special		0	0	0	0	0	\$0
Bus Bridge		8,126	25,026	5,487	885	129	\$98,929
Total Sound Transit		5,171,408	7,833,094	5,585,771	314,098	238,488	\$37,103,704
Grand Total Pierce Transit and Sound Transit		14,223,779	13,053,639	9,972,129	745,219	625,652	\$101,133,745

CAPITAL PROJECTS			
Project	Description	Cost	Benefits
Bus Fleet Replacement (2018-2022)	The agency’s bus fleet has a useful life of 16 years or 640,000 miles; whichever comes first. This is Pierce Transit’s adopted replacement policy. However, the FTA’s useful life requirement is only 12 years or 500,000 miles, so keeping buses for 16 years (i.e., an additional four years) increases the costs of maintenance in terms of engine and transmission overhaul requirements. Cost estimate per 40’ CNG powered coach: \$550,000	\$74,000,000	Regularly replacing buses at the end of their useful life cycle will help avoid parts and maintenance costs as those options can become limited as the vehicle ages beyond repair. It also helps improve the public’s perception of the agency as old and outdated rolling stock is regularly replaced, especially with the agency extending the service life of its vehicles beyond the FTA standard by four years. This proposal is to continue replacing buses at 16-year intervals by ordering in the 15 th year and taking delivery in the 16 th .
SHUTTLE (Paratransit) Vehicle Replacement (2018-2022)	The agency’s SHUTTLE vehicle fleet has a useful life of seven years or 150,000 miles; whichever comes first. This is Pierce Transit’s adopted replacement policy. Cost estimate per vehicle: \$85,000	\$10,500,000	Regularly replacing SHUTTLE vehicles at the end of their useful life cycle will help avoid parts and maintenance costs as those options can become limited as the vehicle ages beyond repair. It also helps reduce road failures while improving customer service as older paratransit vehicles are regularly replaced.
Vanpool Vehicle Replacement (2018-2022)	The agency’s Vanpool vehicle fleet has a useful life of seven years or 120,000 miles; whichever comes first. This is Pierce Transit’s adopted replacement policy. Cost estimate per vehicle: \$28,000	\$9,800,000	Regularly replacing Vanpool vehicles at the end of their useful life cycle will help reduce maintenance and operating costs as those options can become limited as the vehicle ages beyond repair. In addition, the agency is limited by the number of passenger vans that auto repair and bodywork shops can handle at any given time. It also helps promote Commute Trip Reduction efforts and improve the customer experience overall as old and outdated rolling stock is regularly replaced.
Support/Non-Revenue Vehicle Replacement (2018-2022)	The agency is still utilizing 14 non-revenue support vehicles that range from 10 to 29 years old and are now operating well beyond the end of their useful lives. The vehicles to be purchased include pick-up trucks and cargo vans.	\$2,350,000	Because alternative fuel vehicles would be purchased, the new fleet would be more energy efficient and more reliable. In addition, new vehicles now include enhanced safety features such as LED or HID headlamps, GPS, and collision-avoidance warning systems (e.g., lasers, radar, cameras).

CAPITAL PROJECTS

Project	Description	Cost	Benefits
Pacific Avenue/Mountain Highway (SR 7) at 8th Avenue East: New Park-and-Ride Lot and Bus Turnaround Facility with Passenger Shelters and Boarding Zones, Operator Comfort Station, and Added Security	Constructs a new 350-stall Park-and-Ride lot with a bus staging and turnaround facility. Operational efficiencies are expected to improve as the current on-street turnaround used to end the route would be eliminated. The project would include additional security features and passenger boarding zones, as well as an operator comfort station and restroom facilities for passengers.	\$7,500,000	The site would provide additional parking capacity for new riders while serving as a catalyst to a higher capacity, limited stop service along Pacific Avenue north to Tacoma Dome Station and Downtown Tacoma (a regional growth center), or as a marketing location for select special event services. Since automobile-oriented growth in southern Pierce County is expected to continue, a multimodal facility of this type would provide a viable option to reduce the number of single occupant vehicles traveling up and down the Pacific Avenue/SR 7 corridor from Tacoma to Spanaway. Project listed in PSRC's Transportation 2040 at \$11.9M, so could potentially qualify for funding once the location is determined and cost estimates are finalized.
South Hill Park-and-Ride Lot: South Meridian Corridor/SR 161 at 176 th Street E (PMO 214)	Constructs a new 350-stall Park-and-Ride lot at the southeastern boundary of Route 402, including passenger shelters, boarding zones, an operator comfort station, and added security where none exists today.	\$7,300,000	This area in southeastern Pierce County is considered an emerging transit ridership market with high growth expected in both residential and commercial sectors that could immediately benefit from new Park-and-Ride capacity. The new facility would also be designed to accommodate Sound Transit HCT or Regional Express service in the future. By providing improved drop off or "Kiss-and-Ride" facilities at this location, Pierce Transit can set the foundation for even more frequent and direct service from the southeastern end of the county into Downtown Tacoma, a designated Regional Growth Center. Project listed in <i>Transportation 2040</i> at \$7.6M, so could potentially qualify for PSRC funding once the location is determined and cost estimates are finalized.
Network Infrastructure Replacement (2018-2022)	Network hardware requires recurring life cycle replacements to prevent failure. Parts and warranties are no longer available at the components' end of useful life. Most components run on a 4-5 year replacement cycle.	\$3,700,000	Network components and servers are necessary for employees to effectively accomplish their jobs using the agency network and our core business systems. This is normal life cycle replacement of infrastructure equipment as outlined in the IT Strategic Plan and in the IT Infrastructure 10-year replacement plan.

CAPITAL PROJECTS

Project	Description	Cost	Benefits
Physical Protection System Integration – Phase 1	Over the past 10 years, Pierce Transit has continued to dedicate time and resources protecting the agency’s staff, facilities, and assets by implementing Physical Protection Systems (PPS) such as fixed CCTV, Limited Access, Emergency Warning System (EWS), Intrusion Detection Systems (IDS), cameras on buses, and a new Master Key Control system. While each system plays a vital role, it also requires its own, separate software and user interface to monitor and operate, making it difficult for a single group such as security staff to actively monitor multiple systems and effectively respond to an incident. In fact, relying on multiple groups to monitor and operate these systems during an emergency would be nearly impossible to effectively coordinate.	\$750,000	By having a single location and Graphical User Interface (GUI) to monitor and operate each security system, the user could manipulate multiple systems more effectively and with ease. In the past, this lack of a single user interface has proven to be a weak point in our security systems while causing a delayed response to incidents. For example, if all systems were fully integrated and security had access to just one user interface, they could immediately identify the source of an alarm, capture the area on camera, and lock down card readers in order to secure and fully protect other areas in the facility. Fortunately, Pierce Transit recently chose a platform that is highly capable of this type of system integration.
Business Intelligence System	Currently, the only way to analyze data and information from multiple core business systems is to extract it from each system and manually combine it before conducting the analysis. But this process is time consuming and usually requires IT assistance, leading to delays in business decisions that could greatly benefit our customers and even save the agency money.	\$1,500,000	A Business Intelligence (BI) System gathers data from all core business systems and makes it available to end users for ad hoc or recurring reports, dashboards, and queries. It can also provide timely information for management decisions. A BI system would take the load off of core business system processors so that slowdowns no longer occur when data are being mined, as is the case today. And in most cases, no IT support is necessary.
Computer Aided Dispatch/Automatic Vehicle Locator (CAD/AVL) Upgrade (2020)	Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL) is an integrated system of hardware and software which shares communication, position, and scheduling information between dispatchers, field supervisors and drivers. The utility of a CAD/AVL include: <ul style="list-style-type: none"> -Quick resolution of service disruptions -Mechanism for operator inquiries -Ability to monitor on-time performance in real time -Expedited emergency response -Reliable, high quality data for analytics 	\$800,000	The plan is to release an RFI to determine the need to replace the current CAD/AVL system with a system that better meets the agency’s operational requirements, prior to upgrading the current system in 2020.

CAPITAL PROJECTS			
Project	Description	Cost	Benefits
SHUTTLE (Paratransit) - Scheduling System Software Request for Information (RFI)	The agency is looking for a system that could perhaps better meet its needs regarding eligibility, scheduling and dispatching paratransit or demand response service.	\$965,000	To be determined, based on the product information received from qualified software vendors.
Collision/Crash Avoidance System (Installing New Blind Spot Technology on Buses)	Would install a new safety-related collision avoidance system on all 140 Pierce Transit fixed route buses using external cameras and sensors to identify objects, pedestrians, and cyclists that may not be visible to the operator while still in the transit vehicle's direct path or turning radius.	\$842,400	By warning the operator in advance that a collision is imminent, this blind spot technology would be invaluable if it were to prevent a potentially very serious or even fatal accident. The additional benefits are numerous, but especially the avoidance of exorbitant damage to property, bodily injury, and related lawsuits against the agency.
Tacoma Dome District Transit Oriented Development (TOD)	Construct transit oriented development at the Air Spares property in the vicinity of the Tacoma Dome Station.	Not Yet Determined	This project would provide a development that encourages pedestrians, bicycles, and transit use, while meeting anticipated future demands in the Tacoma Dome District. Pierce Transit partnered with the City of Tacoma to release a "Request for Interest" (RFI) to search for developers interested in building mixed income and mixed use transit oriented development on Pierce Transit's FTA-funded property. Pierce Transit entered into an Exclusive Negotiation Agreement in 2015 with a developer. The current timeline would have construction complete in 2018.
Base Master Plan - Phase 1 Implementation	This project is essentially a placeholder for the recommendations that come out of the Base Master Plan Update project (currently underway), expected to be completed by first quarter of 2017.	\$5,300,000 (Funds Phase 1 only)	Pierce Transit will move forward with flexible, phased improvements to the Main Base, South Base, and West Base sites in Lakewood as funding becomes available. Phase 1 could include the expansion of Building 1. This would allow Pierce Transit the flexibility to work on a diverse and growing fleet of vehicles to accommodate the ongoing restoration of service hours, including 60-foot articulated and/or double decker buses.
West Base Property Development	This proposal provides a placeholder for preliminary engineering and final design for implementation of a new automotive maintenance and operations base located directly west of Pierce Transit's existing base in Lakewood, Washington. The project is planned to include an Administration and Operations building, fuel and wash capabilities, plus additional employee and fleet parking.	\$1,250,000	Future expansion of our operations and maintenance base would allow Pierce Transit to grow our service while ensuring comfort and reliability for our customers by providing clean and well-maintained vehicles. The Base Master Plan Update (mentioned above and currently underway) should result in further definition of this project.

CAPITAL PROJECTS

Project	Description	Cost	Benefits
<p>Puyallup Avenue Intermodal Improvements (per City of Tacoma South Downtown Subarea Plan)</p> <ul style="list-style-type: none"> Phase 1 Options Analysis/Traffic Study Phase 2 Implementation 	<p>Addition of transit supportive elements and access improvements to Portland Avenue, Puyallup Avenue, and I-5 (Current Traffic Conditions Analysis and Transit Treatment Operational Analysis) - Phase 1 (Options Analysis/Traffic Study) & Phase 2 (Implementation of transit supportive elements to improve bus access and circulation in the Tacoma Dome Station area)</p>	<p>Phase 1 - \$250,000 Phase 2 - \$6,550,000</p>	<p>The City of Tacoma is moving forward with the Puyallup Avenue Multimodal Improvement Project. The focus of the City’s project is pedestrian and bicycle improvements. The corridor is the gateway to the multimodal Tacoma Dome Station. Transit supportive components such as possible “transit only” lane, business access and transit (BAT) lanes, queue jumps or other elements are necessary to ensure transit’s reliability and speed are maintained. These types of features make transit service more convenient and competitive to car travel.</p>
<p>Agency-wide Sustainability Evaluation & Environmental Management System Implementation</p>	<p>In order to adopt sustainability measures and take action to reduce its carbon footprint, Pierce Transit needs an agency-wide assessment of current environmental practices at all levels; from operations to administration. Many transit agencies nationwide have implemented an Environmental Management System by following best practices and setting conservation goals, per FTA and APTA sustainability guidelines, but first an objective evaluation is needed before sustainability measures are established. All facilities should be considered, but significant potential sites include:</p> <ul style="list-style-type: none"> Pierce Transit’s Operations & Maintenance Base Tacoma Dome Station Commerce Transit Center 	<p>Not Yet Determined (Study Only)</p>	<p>Converting its fixed route bus fleet to Compressed Natural Gas (CNG) in the 1990s was a giant step towards region-wide environmental stewardship, but the agency could now do even more. Adopting transit-specific best management practices would not only save financial resources (an internal benefit), but preserve and protect natural resources (an external benefit) by increasing its efforts to combat climate change in a county and metropolitan region that is expected to rapidly grow in the future. Examples include reducing water, electricity, and motor fuels usage, enforcing a “no idling” policy, increasing recycling efforts, and xeriscaping all properties. After adoption and implementation, this project will continue to improve the efficiency and resource utilization of aging capital facilities by replacing out-of-date technologies with newer and more efficient components or systems. This project addresses climate action strategies and implements Pierce Transit’s Executive Order #1 addressing a commitment to utilize green technologies and meet resource conservation goals.</p>

CAPITAL PROJECTS

Project	Description	Cost	Benefits
Park-and-Ride and Transit Center Renewals	<p>Park-and-Ride lots to be refurbished and renovated: Kimball Drive (Gig Harbor); South Hill (Puyallup); Narrows (Tacoma); North Purdy/Purdy Crescent</p> <p>Transit Centers to be refurbished and renovated: Lakewood Towne Center; South Hill Mall (Puyallup)</p>	\$10,300,000	Pierce Transit’s short-term focus is restoring service hours and “refreshing” the system, in order to attract new customers. Part of this marketing campaign involves reinvesting capital reserves toward renewing existing properties by making the necessary repairs, improving security, replacing landscaping, and upgrading lighting. Examples include replacing broken glass panels with vandal-proof glass, fixing roofs, resurfacing bus zones and parking lots, and updating the agency’s contact information at all 2,500 bus stops.
Transit Signal Priority (TSP) Update of Technology and Equipment	Evaluate and implement an upgrade to TSP using the latest available GPS technology that communicates with the existing AVL and APC equipment to actively initiate TSP calls on routes to improve schedule adherence and throughput on transit corridors.	\$1,200,000	Pierce Transit currently has TSP operational throughout Downtown Tacoma, in University Place, Lakewood, and along SR 7 through coordination with WSDOT. Pierce Transit’s system, however, relies heavily on operator interaction and focuses on speed through corridors rather than targeted schedule adherence. New technology allows for GPS-based priority that eliminates the need for operator interaction and works in conjunction with the existing AVL and APC systems. It provides for the most efficient priority calls on those runs that would see the most benefit.
Route 1 Bus Zone Enhancements	Route 1 is experiencing overcrowding and delays to service due to heavy trip loads. This project will complete bus zone enhancements along the Route 1 corridor to accommodate the future use of higher capacity articulated buses. (Note that these enhancements would not be needed and the proposed project cancelled if double-decker buses were purchased instead of articulated buses as part of introducing new higher capacity and limited stop complementary service in the Route 1 corridor.)	\$161,000	Currently during peak hour commute times, Route 1 buses are overcrowded and passengers cannot board in some locations. Utilizing articulated buses for Route 1 service would increase seating capacity from 42 passengers per 40-foot bus to 60 passengers per 60-foot articulated coach increasing the availability of seats per trip. The current configuration of some of the bus zones along the corridor, however, cannot accommodate articulated buses with accessible boarding areas. This project will design and construct enhancements at bus zones to allow for the use of articulated buses in the Route 1 corridor.

CAPITAL PROJECTS

Project	Description	Cost	Benefits
<p>High Capacity Transit (HCT) or Limited Stop Service including Branding/Marketing and Shelter/Transit Center Enhancements</p>	<p>Two corridors are being considered for testing a new High Capacity Transit (HCT) and limited stop service:</p> <ul style="list-style-type: none"> • Route 1: Along Pacific Avenue/SR 7 from Tacoma Community College through downtown to Spanaway Plus • Route 2: Along S. 19th Street and Bridgeport Way from downtown Tacoma to the Lakewood Towne Center –or- • Route 402: Along Pacific Highway and S. Meridian/SR 161 from Federal Way to South Hill <p>Enhancements include a unique branding and marketing of the HCT service, easily identifiable buses (e.g., articulated or double-decker vehicles), upgraded shelters with real-time bus arrival information, ticket vending machines, and/or ORCA readers, and SMART solar-powered litter bins that alert maintenance crews via email or text message when they need emptying.</p>	<p>\$140M - \$280M (For Pacific Avenue/SR 7 corridor project only. Actual costs to be determined by HCT feasibility study beginning in fall 2016)</p>	<p>HCT or limited stop enhanced fixed route service has the potential to provide customers with travel times that compete with or even exceed single occupant vehicles. As such, they have the potential to maximize ridership while also increasing the average speed of individual vehicles that are in route service. The SR 7/Pacific Avenue corridor still has the highest fixed route ridership currently and would realize the greatest immediate benefit to adding HCT. In order to build ridership for an eventual BRT route, limited stop/express overlays should be developed and analyzed as an interim measure, as well as to test the viability of an enhanced, rapid, and high capacity fixed route service.</p>
<p>Electric Vehicle Infrastructure</p>	<p>Develop policies and an implementation plan for acquisition of electric support or other fleet vehicles, public charging stations, and employee charging stations. This project would use consultant services and would require coordination with the state, PSRC, electric vehicle and related infrastructure manufacturers, etc. RCW 43.19.648 requires all local government subdivisions of the state to have 100% of their fuel usage for publicly owned vehicles from electricity or biofuel by June 1, 2018. The RCW was amended to exempt transit agencies using compressed natural gas. Rulemaking was drafted by the State in 2015.</p>	<p>Not Yet Determined</p>	<p>Planning for electric vehicles and their necessary infrastructure is expected to result in potential cost savings in fuel associated with use of electric vehicles for fleet and/or support vehicles. Charging stations at workplaces and public destinations may also increase the market acceptance of personal electric vehicles, and supports the greater public goals of reduced emissions and increased energy security.</p>

SERVICE AND SUPPORT NEEDS

Project	Description	Benefits
System wide service frequency and span improvements	Frequency of trips and span of service each day would be improved on all routes. In an effort to benefit the most riders possible, service increases would be targeted to the most efficient routes in the system.	Service enhancements would eliminate overcrowding on existing services and provide more schedule reliability. More frequency and dependable bus service, and providing services earlier in the morning and later in the evenings will provide access to jobs while providing economic benefits to the community.
Pierce County Coordinated Transportation Project	Expand the Beyond the Borders project to provide lifeline transportation services to people living outside Pierce Transit’s service area to throughout the entire South Pierce County area.	For Pierce County residents who live outside the boundary for Pierce Transit’s Public Transportation Benefit Area (PTBA). This project would expand the boundaries of the Beyond the Borders service area and accommodate more travel needs for qualified passengers.
Route 5 – East Tacoma/72 nd Street E	Begin a new trunk route that combines routes 41 and 202, offering 15-minute headways between Downtown Tacoma and Lakewood via Portland Avenue and 72 nd Street E.	This route would provide valuable transportation links that are not fully served today.
East Tacoma – Parkland Local Route Service	Extend Route 42 from its current terminus at the 72 nd Street E & Portland Avenue Transit Center to the Parkland Transit Center.	This route extension would provide a direct link between East Tacoma and Parkland.
Shaw Road Local Fixed Route Service	Begin a new fixed route linking 176 th Street E and Meridian Avenue E (SR 161) with Downtown Puyallup via Shaw Road.	This route would provide fixed route service to Sunrise area residents, as well as established neighborhoods along portions of Shaw Road that are not currently served by Pierce Transit.
Hipkins Road – Steilacoom Boulevard to Veterans Hospital	Begin a new fixed route linking the Veterans Hospital with the Transit Center via Hipkins Road.	No service currently operates in the vicinity of Hipkins Road in Lakewood. This would also eliminate a significant deviation on Route 214 (Washington).

SERVICE AND SUPPORT NEEDS

Project	Description	Benefits
S. 84 th Street – S. Tacoma Way to McKinley Avenue E	Begin a new fixed route operating along S. 84 th Street, linking Lakewood with the 72 nd Street E & Portland Avenue Transit Center	Pierce Transit has been extending its network of east-west routes to serve major arterial streets south of Downtown Tacoma. 84 th Street is the next logical new service corridor.
S. 96 th Street – Steele Street S to McKinley Avenue E Local Route Service	Begin a new fixed route operating along 96 th Street, linking Lakewood with the 72 nd Street E & Portland Avenue Transit Center.	Pierce Transit has been extending its network of east-west routes to serve major arterial streets south of Downtown Tacoma. Like S. 84 th Street, 96 th Street is a logical new service corridor.
Tacoma Mall Boulevard - Local Route Service	Begin a new route that operates along Tacoma Mall Boulevard.	This would provide service along a major retail corridor, as well as serving Bates Technical College.
Local Express Limited Stop Services	Begin new limited stop, frequent express type services on key corridors with high transit ridership. These express routes would offer 15-minute headways that provide a faster connection, due to their limited stop nature. These routes would be an overlay on top of the existing local fixed route service.	Express limited stop services have the benefit of offering passengers frequent trips with fewer stops, thereby reaching their ultimate destination sooner than a local fixed-route trip. These services have the potential to build ridership that could ultimately be a precursor or starting point to introduce future BRT corridors. Potential corridors include Pacific Avenue (Route 1), Bridgeport Way (Route 2), Parkland-Tacoma Mall (Route 55), TCC-Tacoma Mall (Route 52), 112th Street (Route 4), and Meridian Avenue (Route 402).
Innovative service solutions tailored to community needs	Communities have asked for a more tailored service that would be specifically designed for their community's needs.	Pierce Transit may work with communities on tailored services to meet their public transportation needs. These could be a circulator type service, a hybrid, or another unique custom solution using new modes or technologies.
Customized Bus Program	The Customized Bus program would operate on a case-by-case basis as partnerships are identified. The routes would operate on a limited stop basis; provide premium amenities to encourage use such as high back seats, Wi-Fi, tinted windows and special branding of the bus itself. The size of the bus would vary depending on demand.	The program will operate at a Board approved direct operating cost recovery rate. Businesses, non-profit organizations, public agencies, and other possible partnerships would identify their transportation needs and work with Pierce Transit to partner in providing a level of service for their unmet needs.

SERVICE AND SUPPORT NEEDS

Project	Description	Benefits
Tacoma Seasonal Community Connector	Seasonal service in coordination with community partners connecting major destinations in Downtown Tacoma potentially including hotels, museums, Foss waterfront, Point Ruston and Point Defiance areas.	Seasonal summer service connecting major destinations in Tacoma introducing transit to potential new riders and visitors to the community. The service would support economic development while Pierce Transit would seek partnership funds to sustain this type of potential service.
Service along Ruston Way	Begin a new route linking Downtown Tacoma with Point Defiance via Ruston Way, serving residences and retail at the new Point Ruston development.	This would provide transit service along Tacoma’s waterfront, offering the potential to reduce auto congestion in this busy corridor.
More Frequent Night Service On Route 1	Provide fifteen-minute weeknight headways until 9:00 pm.	Because many patrons transfer from regional express service onto Route 1 in the evening, commute demands on this route extend beyond the traditional weekday rush hours. This would provide services that directly address those demands.
Route 41 – Portland Avenue Extension	Extend Route 41 southward from its existing terminus at 72nd Street/Portland Transit Center to the Parkland Transit Center.	This would create a direct connection between 72nd Street/Portland Transit Center and Parkland Transit Center via continuing service along Portland and Golden Given Avenues.

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
167	64888C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
168	64871C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
169	64872C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
170	64879C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
171	64873C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
172	A9781C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
173	64887C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
174	64881C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
175	64882C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
176	64886C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
177	64874C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
178	64875C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
179	64876C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
180	64885C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
181	64883C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
182	64877C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
183	64878C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
184	64884C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
185	72922C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
186	72931C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
187	72932C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	



BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
188	72923C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
189	72919C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
190	72918C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
191	72917C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
192	72920C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
193	72921C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
194	72924C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
195	72925C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
196	72926C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
197	72927C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
198	72928C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
199	72933C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
200	A9780C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
201	72935C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
202	72938C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
203	72936C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
204	72937C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
205	75349C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
206	75350C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
207	75351C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
208	75352C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
209	75353C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
210	75354C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
211	75368C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
212	75355C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
213	75369C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
214	75370C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
215	76887C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
216	76888C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
217	A9784C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
218	76890C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
219	76891C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
220	76892C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
221	76893C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
222	76894C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
223	76895C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
224	76896C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
225	77840C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
226	76897C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
227	76898C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
228	77841C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
229	77851C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
230	80845C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
231	80846C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
232	80847C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
233	80848C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
234	80849C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
235	80886C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
236	80887C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
237	80888C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
238	80889C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
239	80890C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
240	88329C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
241	86100C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
242	88320C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
243	88321C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
244	A9783C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
245	88323C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
246	88324C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
247	88325C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
248	88326C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
249	88327C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
250	88328C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
251	A8162C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
252	A8163C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
253	A8164C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
254	A8165C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
255	A8166C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
256	A8167C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
257	A8183C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
258	A8184C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
259	A8185C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
260	A8186C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
311	69986C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft	
312	69985C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft	
313	69984C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft	
314	69983C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft	
315	69982C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft	
316	69981C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft	
317	A9782C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft	
320	75339C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
321	75340C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
322	75341C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
323	75342C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
324	75343C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
325	75344C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
326	75345C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
327	75346C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
328	75347C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
329	75348C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
501	94729C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
502	94730C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
503	94791C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
504	94792C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
505	94793C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
506	94794C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
507	94795C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
508	94796C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
509	94797C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
510	A4671C	Diesel	Cummins ISB 280 HP HE	2013	Gillig	G30D102N4	40-ft	
511	A4672C	Diesel	Cummins ISB 280 HP HE	2013	Gillig	G30D102N4	40-ft	
512	A4672C	Diesel	Cummins ISB 280 HP HE	2013	Gillig	G30D102N4	40-ft	
513	A4674C	Diesel	Cummins ISB 280 HP HE	2013	Gillig	G30D102N4	40-ft	
514	A4675C	Diesel	Cummins ISB 280 HP HE	2013	Gillig	G30D102N4	40-ft	
515	A4676C	Diesel	Cummins ISB 280 HP HE	2013	Gillig	G30D102N4	40-ft	



BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
516	A7298C	Diesel	Cummins ISB 280 HP HE	2014	Gillig	G30D102N4	40-ft	
517	A7297C	Diesel	Cummins ISB 280 HP HE	2014	Gillig	G30D102N4	40-ft	
518	A7296C	Diesel	Cummins ISB 280 HP HE	2014	Gillig	G30D102N4	40-ft	
519	A7295C	Diesel	Cummins ISB 280 HP HE	2014	Gillig	G30D102N4	40-ft	
520	A7492C	Diesel	Cummins ISB 280 HP HE	2014	Gillig	G30D102N4	40-ft	
521	A7493C	Diesel	Cummins ISB 280 HP HE	2014	Gillig	G30D102N4	40-ft	
5810	RS07106	Unleaded	10 cylinder	2007	Ford	E450	25-ft	
5814	RS07109	Unleaded	10 cylinder	2007	Ford	E450	25-ft	
5815	RS07110	Unleaded	10 cylinder	2007	Ford	E450	25-ft	
5816	RS07111	Unleaded	10 cylinder	2007	Ford	E450	25-ft	
5817	RS07112	Unleaded	10 cylinder	2007	Ford	E450	25-ft	
5818	RS07113	Unleaded	10 cylinder	2007	Ford	E450	25-ft	
5819	RS07114	Unleaded	10 cylinder	2007	Ford	E450	25-ft	
8018	94533C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently used in ST service
8020	94535C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently used in ST service
8021	94536C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently used in ST service
8023	99614C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently used in ST service
8024	99615C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently used in ST service
8025	99616C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently used in ST service
8028	99617C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently used in ST service
8029	99618C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently used in ST service

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
8031	A9779C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently used in ST service
8032	99619C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently used in ST service
8033	99620C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently used in ST service
8034	99621C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently used in ST service
8035	52084C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	
8043	99622C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	
8044	99623C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	
8055	99624C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft	
8056	99625C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft	
8057	99626C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft	
8059	A9778C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft	
8063	53204C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft	

TROLLEYS

Vehicle#	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
330	71790C	D	Cummins	2000	Chance	AH-28 Streetcar	28-feet	
331	71792C	D	Cummins	2000	Chance	AH-28 Streetcar	28-feet	
332	71789C	D	Cummins	2000	Chance	AH-28 Streetcar	28-feet	

SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
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SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5059	RS05405	Unleaded	10 cylinder	2005	Ford	E450	First Transit	
5061	RS05622	Unleaded	10 cylinder	2005	Ford	E450	First Transit	
5062	RS05623	Unleaded	10 cylinder	2005	Ford	E450	First Transit	
5063	RS05624	Unleaded	10 cylinder	2005	Ford	E450	First Transit	
5069	RS05630	Unleaded	10 cylinder	2005	Ford	E450	Decommissioned	
5076	RS08013	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5077	RS08014	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5079	RS06621	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5080	RS06622	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5081	RS06623	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5082	RS06624	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5083	RS06625	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5084	RS06626	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5085	RS06627	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5086	RS07172	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5087	RS07160	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5088	RS07185	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5089	RS07184	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5090	RS07171	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5091	RS07183	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5092	RS07182	Unleaded	10 cylinder	2007	Ford	E450	First Transit	

SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5093	RS07170	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5094	RS07169	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5095	RS07161	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5096	RS08592	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5097	RS07181	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5098	RS07167	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5099	RS07180	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5100	RS07179	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5101	RS09666	Unleaded	10 cylinder	2012	Ford	E450	PT	
5102	RS09667	Unleaded	10 cylinder	2012	Ford	E450	PT	
5103	RS09668	Unleaded	10 cylinder	2012	Ford	E450	PT	
5104	RS09658	Unleaded	10 cylinder	2012	Ford	E450	PT	
5105	RS09659	Unleaded	10 cylinder	2012	Ford	E450	PT	
5106	RS09660	Unleaded	10 cylinder	2012	Ford	E450	PT	
5107	RS09730	Unleaded	10 cylinder	2012	Ford	E450	PT	
5108	RS09669	Unleaded	10 cylinder	2012	Ford	E450	PT	
5109	RS09670	Unleaded	10 cylinder	2012	Ford	E450	PT	
5110	RS09731	Unleaded	10 cylinder	2012	Ford	E450	PT	
5111	RS09661	Unleaded	10 cylinder	2012	Ford	E450	PT	
5112	RS09732	Unleaded	10 cylinder	2012	Ford	E450	PT	
5113	RS09733	Unleaded	10 cylinder	2012	Ford	E450	PT	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5114	RS09734	Unleaded	10 cylinder	2012	Ford	E450	PT	
5115	RS09735	Unleaded	10 cylinder	2012	Ford	E450	PT	
5116	RS09662	Unleaded	10 cylinder	2012	Ford	E450	PT	
5117	RS09663	Unleaded	10 cylinder	2012	Ford	E450	PT	
5118	RS09664	Unleaded	10 cylinder	2012	Ford	E450	PT	
5119	RS09736	Unleaded	10 cylinder	2012	Ford	E450	PT	
5120	RS09737	Unleaded	10 cylinder	2012	Ford	E450	PT	
5121	RS09738	Unleaded	10 cylinder	2012	Ford	E450	PT	
5122	RS09665	Unleaded	10 cylinder	2012	Ford	E450	PT	
5123	RS09671	Unleaded	10 cylinder	2012	Ford	E450	PT	
5124	RS09739	Unleaded	10 cylinder	2012	Ford	E450	PT	
5125	RS09740	Unleaded	10 cylinder	2012	Ford	E450	PT	
5126	RS09741	Unleaded	10 cylinder	2012	Ford	E450	PT	
5127	RS09742	Unleaded	10 cylinder	2012	Ford	E450	PT	
5128	RS09914	Unleaded	10 cylinder	2012	Ford	E450	PT	
5129	RS09913	Unleaded	10 cylinder	2012	Ford	E450	PT	
5130	RS09912	Unleaded	10 cylinder	2012	Ford	E450	PT	
5131	RS09911	Unleaded	10 cylinder	2012	Ford	E450	PT	
5132	RS09910	Unleaded	10 cylinder	2012	Ford	E450	PT	
5133	RS09920	Unleaded	10 cylinder	2012	Ford	E450	PT	
5134	RS09919	Unleaded	10 cylinder	2012	Ford	E450	First Transit	



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5135	RS09918	Unleaded	10 cylinder	2012	Ford	E450	First Transit	
5136	RS09917	Unleaded	10 cylinder	2012	Ford	E450	First Transit	
5137	RS09916	Unleaded	10 cylinder	2012	Ford	E450	First Transit	
5138	RS09915	Unleaded	10 cylinder	2012	Ford	E450	First Transit	
5139	RS11007	CNG	10 cylinder	2014	Ford	E450	Pierce Transit	
5140	RS11008	CNG	10 cylinder	2014	Ford	E450	Pierce Transit	
5141	RS11009	CNG	10 cylinder	2014	Ford	E450	Pierce Transit	
5142	RS11010	CNG	10 cylinder	2014	Ford	E450	Pierce Transit	
5143	RS11011	CNG	10 cylinder	2014	Ford	E450	Pierce Transit	
5144	RS11015	CNG	10 Cylinder	2014	Ford	E450	Pierce Transit	
5145	RS11012	CNG	10 Cylinder	2014	Ford	E450	Pierce Transit	
5146	RS11016	CNG	10 Cylinder	2014	Ford	E450	Pierce Transit	
5147	RS11013	CNG	10 Cylinder	2014	Ford	E450	Pierce Transit	
5148	RS11014	CNG	10 Cylinder	2014	Ford	E450	Pierce Transit	
5149	RS10835	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5150	RS10834	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5151	RS10805	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5152	RS10806	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5153	RS10817	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5154	RS10807	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5155	RS10808	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5156	RS10809	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5157	RS10810	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5158	RS10811	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5159	RS10812	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5160	RS10813	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5161	RS10831	CNG	10 Cylinder	2014	Ford	E450	First Transit	
5162	RS10832	CNG	10 Cylinder	2014	Ford	E450	First Transit	
5163	RS10833	CNG	10 Cylinder	2014	Ford	E450	First Transit	
5164	RS10814	CNG	10 Cylinder	2014	Ford	E450	First Transit	
5165	RS10836	Unleaded	10-Cylinder	2014	Ford	E450	First Transit	
5166	RS10837	Unleaded	10-Cylinder	2014	Ford	E450	First Transit	
5167	RS10815	Unleaded	10-Cylinder	2014	Ford	E450	First Transit	
5168	RS10838	Unleaded	10-Cylinder	2014	Ford	E450	First Transit	
5169	RS10839	Unleaded	10-Cylinder	2014	Ford	E450	First Transit	
5170	RS10816	Unleaded	10-Cylinder	2014	Ford	E450	First Transit	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
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VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
5069	RS05630	Unleaded	10 cylinder	2005	Ford	E450	
5087	RS07160	Unleaded	10 cylinder	2007	Ford	E450	
5800	RS05746	Unleaded	10 cylinder	2005	Ford	E450	
7000	RS04933	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7002	RS04945	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7006	RS05035	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7007	RS04944	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7010	RS04942	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7011	RS04941	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7012	RS04943	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7016	RS05353	Unleaded	8 cylinder	2005	Ford	E350XL	
7017	RS05352	Unleaded	8 cylinder	2005	Ford	E350XL	
7018	RS05351	Unleaded	8 cylinder	2005	Ford	E350XL	
7019	RS05350	Unleaded	8 cylinder	2005	Ford	E350XL	
7022	RS05347	Unleaded	8 cylinder	2005	Ford	E350XL	
7026	RS05343	Unleaded	8 cylinder	2005	Ford	E350XL	
7030	RS05380	Unleaded	8 cylinder	2005	Ford	E350XL	
7033	RS05377	Unleaded	8 cylinder	2005	Ford	E350XL	
7035	RS07028	Unleaded	8 cylinder	2005	Ford	E350XL	
7036	RS05374	Unleaded	8 cylinder	2005	Ford	E350XL	
7037	RS07131	Unleaded	8 cylinder	2005	Ford	E350XL	



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7042	RS05368	Unleaded	8 cylinder	2005	Ford	E350XL	
7045	RS05414	Unleaded	8 cylinder	2005	Ford	E350XL	
7048	RS05417	Unleaded	8 cylinder	2005	Ford	E350XL	
7049	RS05418	Unleaded	8 cylinder	2005	Ford	E350XL	
7050	RS05419	Unleaded	8 cylinder	2005	Ford	E350XL	
7051	RS05420	Unleaded	8 cylinder	2005	Ford	E350XL	
7052	RS05421	Unleaded	8 cylinder	2005	Ford	E350XL	
7055	RS05424	Unleaded	8 cylinder	2005	Ford	E350XL	
7059	RS05429	Unleaded	8 cylinder	2005	Ford	E350XL	
7060	RS05428	Unleaded	8 cylinder	2005	Ford	E350XL	
7061	RS05453	Unleaded	8 cylinder	2005	Ford	E350XL	
7064	RS05656	Unleaded	8 cylinder	2005	Ford	E350XL	
7068	RS05652	Unleaded	8 cylinder	2005	Chevrolet	3500	
7071	RS05721	Unleaded	8 cylinder	2005	Chevrolet	3500	
7072	RS05722	Unleaded	8 cylinder	2005	Chevrolet	3500	
7073	RS05723	Unleaded	8 cylinder	2005	Chevrolet	3500	
7076	RS05735	Unleaded	8 cylinder	2005	Chevrolet	3500	
7077	RS05736	Unleaded	8 cylinder	2006	Ford	E350	
7078	RS05737	Unleaded	8 cylinder	2006	Ford	E350	
7079	RS05738	Unleaded	8 cylinder	2006	Ford	E350	
7080	RS05739	Unleaded	8 cylinder	2006	Ford	E350	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7081	RS05740	Unleaded	8 cylinder	2006	Ford	E350	
7083	RS05742	Unleaded	8 cylinder	2006	Ford	E350	
7085	RS05744	Unleaded	8 cylinder	2006	Ford	E350	
7086	RS05725	Unleaded	8 cylinder	2006	Ford	E350	
7087	RS05726	Unleaded	8 cylinder	2006	Ford	E350	
7088	RS05727	Unleaded	8 cylinder	2006	Ford	E350	
7090	RS05729	Unleaded	8 cylinder	2006	Ford	E350	
7091	RS05730	Unleaded	8 cylinder	2006	Ford	E350	
7092	RS05731	Unleaded	8 cylinder	2006	Ford	E350	
7093	RS05732	Unleaded	8 cylinder	2006	Ford	E350	
7094	RS05733	Unleaded	8 cylinder	2006	Ford	E350	
7095	RS05734	Unleaded	8 cylinder	2006	Ford	E350	
7096	RS05782	Unleaded	8 cylinder	2006	Ford	E350	
7099	RS05749	Unleaded	8 cylinder	2006	Ford	E350	
7100	RS05750	Unleaded	8 cylinder	2006	Ford	E350	
7102	RS05752	Unleaded	8 cylinder	2006	Ford	E350	
7103	RS05753	Unleaded	8 cylinder	2006	Ford	E350	
7104	RS05754	Unleaded	8 cylinder	2006	Ford	E350	
7106	RS05756	Unleaded	8 cylinder	2006	Ford	E350	
7109	RS05759	Unleaded	8 cylinder	2006	Ford	E350	
7110	RS05760	Unleaded	8 cylinder	2006	Ford	E350	



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7111	RS05761	Unleaded	8 cylinder	2006	Ford	E350	
7112	RS05762	Unleaded	8 cylinder	2006	Ford	E350	
7113	RS05763	Unleaded	8 cylinder	2006	Ford	E350	
7114	RS05764	Unleaded	8 cylinder	2006	Ford	E350	
7115	RS05765	Unleaded	8 cylinder	2006	Ford	E350	
7117	RS05767	Unleaded	8 cylinder	2006	Ford	E350	
7118	RS06143	Unleaded	8 cylinder	2006	Ford	E350	
7119	RS06020	Unleaded	8 cylinder	2006	Ford	E350	
7120	RS06021	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7122	RS06023	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7125	RS06026	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7127	RS06028	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7128	RS06029	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7129	RS06030	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7130	RS06031	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7132	RS06033	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7134	RS06141	Unleaded	8 cylinder	2006	Ford	E350	
7135	RS06140	Unleaded	8 cylinder	2006	Ford	E350	
7136	RS06139	Unleaded	8 cylinder	2006	Ford	E350	
7137	RS06138	Unleaded	8 cylinder	2006	Ford	E350	
7138	RS06137	Unleaded	8 cylinder	2006	Ford	E350	



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7139	RS06136	Unleaded	8 cylinder	2006	Ford	E350	
7142	RS06133	Unleaded	8 cylinder	2006	Ford	E350	
7143	RS06132	Unleaded	8 cylinder	2006	Ford	E350	
7144	RS06131	Unleaded	8 cylinder	2006	Ford	E350	
7146	RS06129	Unleaded	8 cylinder	2006	Ford	E350	
7147	RS06128	Unleaded	8 cylinder	2006	Ford	E350	
7148	RS06358	Unleaded	8 cylinder	2006	Ford	E350	
7149	RS06512	Unleaded	8 cylinder	2006	Ford	E350	
7150	RS06357	Unleaded	8 cylinder	2006	Ford	E350	
7151	RS06356	Unleaded	8 cylinder	2006	Ford	E350	
7153	RS06354	Unleaded	8 cylinder	2006	Ford	E350	
7156	RS06351	Unleaded	8 cylinder	2006	Ford	E350	
7157	RS06350	Unleaded	8 cylinder	2006	Ford	E350	
7158	RS06349	Unleaded	8 cylinder	2006	Ford	E350	
7162	RS06870	Unleaded	8 cylinder	2006	Ford	E350	
7163	RS06882	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7164	RS06891	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7165	RS06892	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7168	RS06872	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7169	RS06894	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7170	RS06873	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7171	RS06874	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7172	RS06895	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7173	RS06875	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7174	RS06896	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7175	RS06876	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7178	RS06897	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7180	RS06879	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7181	RS06916	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7183	RS06899	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7184	RS06918	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7186	RS06919	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7187	RS06900	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7188	RS06901	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7190	RS06902	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7191	RS06903	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7192	RS06929	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7193	RS06930	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7194	RS06931	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7195	RS06932	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7197	RS06934	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7198	RS06935	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7199	RS06936	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7200	RS06937	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7201	RS06938	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7203	RS06940	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7204	RS06920	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7205	RS06904	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7206	RS06905	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7207	RS06906	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7208	RS06907	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7209	RS06908	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7210	RS06909	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7211	RS06910	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7212	RS06911	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7213	RSO6912	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7214	RS06921	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7215	RS06913	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7216	RS06914	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7217	RS06922	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7218	RS07139	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7219	RS07138	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7220	RS07137	Unleaded	8 cylinder	2008	Chevrolet	EX/SV	



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7221	RS07136	Unleaded	8 cylinder	2008	Chevrolet	EX/SV	
7222	RS07135	Unleaded	8 cylinder	2008	Chevrolet	EX/SV	
7223	RS07134	Unleaded	8 cylinder	2008	Chevrolet	EX/SV	Surplused 5/9/16
7224	RS07133	Unleaded	8 cylinder	2008	Chevrolet	EX/SV	
7225	RS07132	Unleaded	8 cylinder	2008	Chevrolet	EX/SV	
7226	RS07027	Unleaded	8 cylinder	2008	Chevrolet	EX/SV	
7227	RS07232	Unleaded	8 cylinder	2008	Chevrolet	EX/SV	
7228	RS07233	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	
7229	RS07234	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	
7230	RS07235	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	
7231	RS07236	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	
7232	RS07237	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	
7233	RS07238	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	
7234	RS07239	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	
7235	RS07322	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	
7236	RS07367	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	
7237	RS07368	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	
7238	RS07369	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7239	RS07370	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7240	RS07371	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7241	RS07372	Unleaded	8 cylinder	2008	Ford	E3Wagon	



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7242	RS07395	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7243	RS07373	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7244	RS07374	Unleaded	8 cylinder	2008	Ford	Wagon	
7245	RS07375	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7246	RS07394	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7247	RS07376	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7248	RS07377	Unleaded	8 cylinder	2008	Ford	Wagon	
7249	RS07540	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7250	RS07541	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7251	RS07542	Unleaded	8 cylinder	2008	Ford	Express Van	
7252	RS07543	Unleaded	8 cylinder	2008	Ford	Express Van	
7253	RS07544	Unleaded	8 cylinder	2008	Ford	Express Van	
7254	RS07545	Unleaded	8 cylinder	2008	Ford	Express Van	
7255	RS07546	Unleaded	8 cylinder	2008	Ford	Express Van	
7256	RS08275	Unleaded	8 cylinder	2008	Ford	Express Van	
7257	RS08240	Unleaded	8 cylinder	2008	Ford	Express Van	
7258	RS08222	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7259	RS08274	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7260	RS08241	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7261	RS08273	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7262	RS08252	Unleaded	8 cylinder	2010	Chevrolet	Express Van	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7263	RS08276	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7264	RS08253	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7265	RS08223	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7266	RS08197	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7267	RS08224	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7268	RS08198	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7269	RS08254	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7270	RS08255	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7271	RS08199	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7272	RS08242	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7273	RS08243	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7274	RS08225	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7275	RS08277	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7276	RS08200	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7277	RS08201	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7278	RS08249	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7279	RS08202	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7280	RS08244	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7281	RS08272	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7282	RS08226	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7283	RS08227	Unleaded	8 cylinder	2010	Chevrolet	Express Van	



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7284	RS08203	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7285	RS08204	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7286	RS08205	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7287	RS08245	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7288	RS08271	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7289	RS08270	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7290	RS08269	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7291	RS08206	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7292	RS08268	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7293	RS08207	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7294	RS08267	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7295	RS08208	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7296	RS08209	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7297	RS08538	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7298	RS08211	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7299	RS08266	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7300	RS08257	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7301	RS08218	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7302	RS08219	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7303	RS08212	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7304	RS08213	Unleaded	8 cylinder	2010	Chevrolet	Express Van	



VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7305	RS08258	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7306	RS08259	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7307	RS08265	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7308	RS08260	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7309	RS08214	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7310	RS08215	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7311	RS08246	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7312	RS08220	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7313	RS08264	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7314	RS08216	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7315	RS08247	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7316	RS08221	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7317	RS08248	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7318	RS08263	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7319	RS08261	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7320	RS09431	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7321	RS09432	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7322	RS09433	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7323	RS09434	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7324	RS09435	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7325	RS09436	Unleaded	8 cylinder	2012	Chevrolet	Express Van	



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7326	RS09437	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7327	RS09438	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7328	RS09439	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7329	RS09440	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7330	RS09441	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7331	RS09442	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7332	RS09443	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7333	RS09444	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7334	RS09445	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7335	RS09498	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7336	RS09447	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7337	RS09448	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7338	RS09449	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7339	RS09450	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7340	RS10418	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7341	RS10416	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7342	RS10417	Unleaded	8 cylinder	2013	Ford	E350XL	
7343	RS10419	Unleaded	8 cylinder	2013	Ford	E350XL	
7344	RS10420	Unleaded	8 cylinder	2013	Ford	E350XL	
7345	RS10421	Unleaded	8 cylinder	2013	Ford	E350XL	
7346	RS10422	Unleaded	8 cylinder	2013	Ford	E350XL	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7347	RS10423	Unleaded	8 cylinder	2013	Ford	E350XL	
7348	RS10424	Unleaded	8 cylinder	2013	Ford	E350XL	
7349	RS10425	Unleaded	8 cylinder	2013	Ford	E350XL	
7350	RS10426	Unleaded	8 cylinder	2013	Ford	E350XL	
7351	RS10427	Unleaded	8 cylinder	2013	Ford	E350XL	
7352	RS10428	Unleaded	8 cylinder	2013	Ford	E350XL	
7353	RS10429	Unleaded	8 cylinder	2013	Ford	E350XL	
7354	RS10430	Unleaded	8 cylinder	2013	Ford	E350XL	
7355	RS10431	Unleaded	8 cylinder	2013	Ford	E350XL	
7356	RS10432	Unleaded	8 cylinder	2013	Ford	E350XL	
7357	RS10433	Unleaded	8 cylinder	2013	Ford	E350XL	
7358	RS10434	Unleaded	8 cylinder	2013	Ford	E350XL	
7359	RS10460	Unleaded	8 cylinder	2013	Ford	E350XL	
7360	RS10461	Unleaded	8 cylinder	2013	Ford	E350XL	
7361	RS10462	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7362	RS10463	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7363	RS10464	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7364	RS10465	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7365	RS10575	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7366	RS10576	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7367	RS10577	Unleaded	8 cylinder	2014	Ford	E-350 Super Duty	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7368	RS10578	Unleaded	8 cylinder	2014	Ford	E-350 Super Duty	
7369	RS10579	Unleaded	8 cylinder	2014	Ford	E-350 Super Duty	
7370	RS10580	Unleaded	8 cylinder	2014	Ford	E-350 Super Duty	
7371	RS10550	Unleaded	8 cylinder	2014	Ford	E-350 Super Duty	
7372	RS10552	Unleaded	8 cylinder	2014	Ford	E-350 Super Duty	
7373	RS10551	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7374	RS10553	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7375	RS10554	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7376	RS10555	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7377	RS10556	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7378	RS10557	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7379	RS10558	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7380	RS10559	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7381	RS10560	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7382	RS10561	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7383	RS10562	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7384	RS10540	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7385	RS10541	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7386	RS10549	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7387	RS10542	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7388	RS10543	Unleaded	8 cylinder	2014	Chevrolet	Express Van	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7389	RS10544	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7390	RS10545	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7391	RS10546	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7392	RS10547	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7393	RS10548	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7394	RS11123	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7395	RS11124	Unleaded	V-6	2015	Dodge	Grand Caravan	
7396	RS11125	Unleaded	V-6	2015	Dodge	Grand Caravan	
7397	RS11126	Unleaded	V-6	2015	Dodge	Grand Caravan	
7398	RS11127	Unleaded	V-6	2015	Dodge	Grand Caravan	
7399	RS11128	Unleaded	V-6	2015	Dodge	Grand Caravan	
7400	RS11132	Unleaded	V-6	2015	Dodge	Grand Caravan	
7401	RS11129	Unleaded	V-6	2015	Dodge	Grand Caravan	
7402	RS11130	Unleaded	V-6	2015	Dodge	Grand Caravan	
7403	RS11131	Unleaded	V-6	2015	Dodge	Grand Caravan	
7404	RS11420	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7405	RS11421	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7406	RS11422	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7407	RS11423	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7408	RS11413	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7409	RS11414	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7410	RS11415	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7411	RS11416	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7412	RS11417	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7413	RS11418	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7414	RS11515	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7415	RS11516	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7416	RS11517	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7417	RS11518	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7418	RS11519	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7419	RS11520	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7420	RS11521	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7421	RS11522	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7422	RS11523	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7423	RS11524	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7424	RS11419	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7425	RS11492	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7426	RS11493	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7427	RS11494	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7428	RS11495	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7429	RS11496	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7430	RS11497	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7431	RS11498	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7432	RS11499	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7433	RS11500	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7434	RS11501	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7435	RS11502	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7436	RS11503	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7437	RS11504	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7438	RS11505	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7439	RS11506	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7440	RS11507	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7441	RS11508	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7442	RS11509	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7443	RS11510	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7444	RS11511	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7445	RS11512	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7446	RS11513	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7447	RS11514	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7448	RS11593	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7449	RS11594	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7450	RS11595	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7451	RS11596	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7452	RS11597	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7453	RS11598	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7454	RS11614	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7455	RS11599	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7456	RS11600	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7457	RS11677	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7458	RS11601	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7459	RS11602	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7460	RS11603	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7461	RS11604	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7462	RS11605	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7463	RS11606	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7464	RS11607	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7465	RS11608	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7466	RS11609	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7467	RS11610	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7468	RS11591	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7469	RS11592	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7470	RS11611	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7471	RS11612	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7472	RS11613	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	



ADMIN & SUPERVISOR

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
59	47578C	Unleaded	6 cylinder	1998	Ford	Taurus Sedan LX	Admin/Relief
60	47576C	Unleaded	6 cylinder	1998	Ford	Taurus Sedan LX	Admin/Relief
2250	71150C	Unleaded		2005	Dodge	Grand Caravan	Admin Vehicle
2251	71918C	Unleaded		2005	Ford	Taurus Wagon	Admin Vehicle
2252	71917C	Unleaded		2005	Ford	Taurus Wagon	Admin Vehicle
2253	71948C	Unleaded (hybrid)		2005	Toyota	Prius	Dispatch/Relief
2254	71949C	Unleaded (hybrid)		2005	Toyota	Prius	Admin Vehicle
2255	71191C	Unleaded		2004	Chevrolet	Silverado 1500	Marketing
2256	77867C	Hybrid	1.5 L	2006	Toyota	Prius	Service Support
2257	77868C	Hybrid	1.5 L	2006	Toyota	Prius	Admin Vehicle
2258	80892C	Unleaded	8 cylinder	2007	Chevrolet	Express	Service Supervisor Vehicle
2259	80993C	Unleaded	8 cylinder	2007	Chevrolet	Van EX	Ops S & T
2260	85137C	Unleaded	6 cylinder	2007	Dodge	Caravan	Planning
2451	94828C	Unleaded	4 cylinders	2010	Ford	Escape Hybrid	Public Safety
2452	94827C	Unleaded	4 cylinder	2010	Ford	Escape Hybrid	Public Safety
2453	94829C	Unleaded	4 cylinder	2010	Ford	Escape Hybrid	Public Safety
2501	74089C	Unleaded	6 cylinder	2005	Dodge	Grand Caravan	Safety - Accident Investigation
2506	76859C	Unleaded	8 cylinder	2006	Ford	E350	Supervisor

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2507	76860C	Unleaded	8 cylinder	2006	Ford	E350	Supervisor (Shuttle)
2508	76861C	Unleaded	8 cylinder	2006	Ford	E350	Supervisor (Shuttle)
2515	89147C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Supervisor - Surplused 9/8/14
2518	80810C	Unleaded	6 cylinder	2007	Dodge	Caravan	Supervisor
2519	80811C	Unleaded	6 cylinder	2007	Dodge	Caravan	Supervisor - Surplused 9/8/14
2522	89148C	Unleaded (hybrid)	4 cylinder	2009	Ford	103 Escape Hybrid	Supervisor
2523	89149C	Unleaded (hybrid)	4 cylinder	2009	Ford	103 Escape Hybrid	Supervisor
2524	89180C	Unleaded (hybrid)	4 cylinder	2009	Ford	103 Escape Hybrid	Supervisor
2525	89182C	Unleaded (hybrid)	4 cylinder	2009	Ford	103 Escape Hybrid	Supervisor
2526	89181C	Unleaded (hybrid)	4 cylinder	2009	Ford	103 Escape Hybrid	Supervisor
2527	A7236C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2528	A4779C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2529	A4778C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2530	A4777C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2531	A7291C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2532	A4776C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2533	A4775C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2534	A7292C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2535	A4774C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2536	A4773C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2537	A7237C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2538	A7238C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2539	A7239C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2816	80829C	Unleaded	8 cylinder	2007	Dodge	Grand Caravan	Relief Vehicle - Surplused 9/8/14
2817	80830C	Unleaded	8 cylinder	2007	Dodge	Grand Caravan	Relief Vehicle - Surplused 9/8/14
2820	A7240C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2821	A7241C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2822	A7242C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2823	A7245C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2824	A7243C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2825	A7244C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2826	A7246C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2827	A7247C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2828	A7248C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2829	A7249C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2830	A7275C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2831	A7276C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2832	A7277C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2833	A7278C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2834	A7279C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2835	A7280C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2836	A7281C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle



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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2837	A7282C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2838	A7283C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2839	A7284C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2840	A7285C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2841	A7286C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2842	A7287C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2843	A7288C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2844	A7289C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2845	A7290C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
4125	94059C	Unleaded	6 cylinder	2003	Chevrolet	Astro	Construction/Previously VP van
4131	94798C	Unleaded	6 cylinder	2003	Chevrolet	Astro	Relief Vehicle
4649	61766C	Unleaded	CNG	2001	Dodge	Ram 2500	Service Impact
4652	65065C	Unleaded	32.2	2003	Dodge	Caravan	Surplused 4/25/13
4653	65066C	Unleaded	32.2	2003	Dodge	Grand Caravan	Marketing
4659	69571C	Unleaded	8 cylinder	2003	Ford	Club Wagon E350	Marketing
5050	RS11154	Unleaded	10 cylinder	2005	Ford	E450	I.T.
7004	B1620C	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	Safety and Service Quality

MAINTENANCE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
80	N/A	Diesel		2007	Hyster	Forklift	
81	N/A	CNG		1986	Tug	Tug	
82	N/A	CNG		1988	Yale	Forklift	
83	N/A	Unleaded		1988	Prime Mover	Electric Forklift	
86	N/A	N/A		1992	Lift-A-Lot	Electric	Scissor Lift
660	69568C	Unleaded	CC25903	2003	Chevrolet	S-10	Facilities' Lead Truck
661	69561C	Unleaded	CC25903	2003	Chevrolet	C2500	Surplused 4/25/13
662	69562C	Unleaded	CC25903	2003	Chevrolet	C2500	Facilities pick up
663	69563C	Unleaded	CC25903	2003	Chevrolet	C2500	Facilities pick up
665	A9785C	Diesel		1995	GMC	Topkick	Boom Truck
682	48615C	Unleaded	51.2	1998	Chevrolet	P30	Utility van
683	48614C	Unleaded	51.2	1998	Chevrolet	P30	Utility van
684	53539C	Unleaded		1999	Chevrolet	P30	Utility van
2000	71903C	Unleaded		2004	Ford	F-450 XL	Shop Truck
2001	71923C	Unleaded		2004	Ford	F-450 XL	Facilities flatbed
2002	71919C	Unleaded		2004	Chevrolet	C1500 Ext Cab Pickup	Facilities pick up
2003	71922C	Unleaded		2004	Chevrolet	C1500 Ext Cab Pickup	Facilities pick up
2005	71920C	Unleaded		2004	Chevrolet	C1500 Ext Cab Pickup	Facilities pick up
2006	74083C	Unleaded	44.8	2005	Chevrolet	C1500 Silverado	Facilities pick up
2007	75387C	Unleaded	8 cylinder	2005	Chevrolet	P31442	Utility van
2008	75386C	Unleaded	8 cylinder	2005	Chevrolet	P31442	Utility van

MAINTENANCE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2009	74100C	Unleaded	44.8	2005	Chevrolet	Express	Warehouse
2010	79482C	Unleaded	8 cylinder	2007	Chevrolet	C1500 Ext Cab Pickup	Facilities pick up
2011	80840C	Unleaded	8 cylinder	2007	Ford	Econoline Van	Facilities
2012	80836C	Unleaded	8 cylinder	2007	Chevrolet	Silverado 1500	Facilities pick up
2013	85114C	Unleaded	10 cylinder	2008	Ford	F350	Facilities flatbed truck/pressure washer
2014	85111C	Unleaded	10 cylinder	2008	Ford	F450	Facilities flatbed truck
2015	85112C	Unleaded	10 cylinder	2008	Ford	F350	Facilities flatbed truck/pressure washer
2016	B2128C	Unleaded	6 cylinder	2016	Dodge	Promaster	Warehouse
2020	85113C	Unleaded	8 cylinders	2008	Ford	E350 Econoline	Facilities
2021	85116C	Unleaded	10 cylinder	2008	Ford	F350	Facilities flatbed truck/pressure washer
2022	85115C	Unleaded	8 cylinder	2008	Ford	F150PU Supercab	Facilities pick up
2023	94718C	Unleaded		2011	Ford	F3D	ST Service Truck
2024	A2904C	Unleaded	6 cylinder	2012	Chevrolet	Silverado w/ Serv Body	ST Service Truck
2025	A5274C	Diesel		2014	Isuzu	Broom Badger	Sweeper
2450	85118C	Unleaded	8 cylinder	2008	Ford	Expedition XLT	Radio Shop
2504	74092C	Unleaded	6 cylinder	2005	Dodge	Grand Caravan	Radio Shop
4590	85117C	Unleaded	8 cylinder	2007	Ford	E3Wagon	Spill Response Vehicle
4658	69572C	Unleaded	8 cylinder	2003	Ford	E350	Warehouse
7001	RS04934	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	Fleet Lot Vehicle
7009	RS04938	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	Fleet Lot Vehicle

RESERVE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
305	69990C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
306	69977C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
307	69978C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
308	69989C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
309	69988C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
310	69987C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
318	69980C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
319	69979C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
8066	53316C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	Active Reserve
8068	99628C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	Active Reserve
8069	53319C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	Active Reserve
5811	RS07107	Unleaded	10 cylinder	2007	Ford	E450	Active Reserve
5812	RS07123	Unleaded	10 cylinder	2007	Ford	E450	Active Reserve



**Public Transportation Management System
Fixed Assets & Owned Equipment Inventory**

Agency/Organization: Pierce Transit

Reporting Date: July 22, 2016

Inventory Reporting Code and Description	Age (years)	Remaining Useful Life (years)	Replacement Cost	Upgrade or Update Cost¹	Comments
15660 - Chassis Dynamometer	10	5	\$135,215		
15807 - Regional Trip Planning System	7	7	\$599,029	\$79,470	Last updated in 2012.
17018 - Financial Management System	6	1	\$1,750,241	—————>	Included in annual support contract.
17057 - Adept SHUTTLE Software	2	8	\$968,834	\$175,000	Could move from the current client-based version to a web-based version.
19087- Fleetwatch Fluids Management System	5	5	\$146,235	—————>	Included in annual support contract.
19093 - HASTUS Scheduling System Upgrade	2	8	\$653,083	\$501,609	Upgrade to new version in 2017.
22005 – Motorola Mobile Communications System*	2	8	\$35,439,722	\$2,713,096	

*Now part of the Pierce County Combined Communications Network

¹ Where applicable and if cost estimate to upgrade or update is known.

**VFA.facility Database
Owned Building Assets**

Agency/Organization: Pierce Transit

Reporting Date: July 25, 2016

VFA Asset Number(s)	Facility Name	Facility Condition Index ² (Avg.)	Age (Years)	Requirements Index ³ (Avg.)	Replacement Value ⁴	Comments
63	Pierce Transit - Maintenance - Building 1	.14	30	.19	\$12,741,723	Building assets only
66	Pierce Transit – Facilities - Building 2	.14	30	.24	\$1,237,332	Building assets only
65	Pierce Transit – Fuel House - Building 3	.15	30	.22	\$958,705	Building assets only
64	Pierce Transit - Administration - Building 4	.08	30	.26	\$6,961,118	Building assets only
67	Pierce Transit - Training - Building 5	.03	10	.11	\$5,613,731	Building assets only
–	Pierce Transit Headquarters Buildings 1-5	.53	–	.55	\$14,473,591	Combined infrastructure RV for all five buildings

² FCI is an industry standard index that objectively measures the relative condition of a facility by considering the costs of deferred maintenance and repairs as well as the value of a facility. Generally speaking, $\leq .05$ is considered excellent, $\leq .15$ is considered good, and $\leq .30$ is considered fair.

³ RI is an internal measure of the total long term needs of a facility determined by using the costs from all Requirements, regardless of category and recommended action date, and dividing it by the current replacement value. For Pierce Transit, $\leq .10$ is considered excellent, $.11-.20$ is considered good, $.21-.29$ is considered fair, and $\geq .30$ is considered poor.

⁴ Of building assets plus all infrastructure.

VFA.facility Database
Transit Centers & Park-and-Ride Facilities

Facility Name	Facility Condition Index (Avg.)	Age (Years)	Requirements Index (Avg.)	Replacement Value	Comments
72nd Street Transit Center	.05	21	.16	\$2,462,249	
Commerce Street Transit Center	.47	24	.71	\$11,787,655	
Kimball Drive Park-and-Ride	.11	19	.32	\$2,486,039	Owned by TPU
Lakewood Towne Center Transit Center	.02	24	.17	\$1,294,039	
Narrows Park-and-Ride	.50	30	.55	\$714,855	
North Purdy Park-and-Ride	.42	25	.45	\$1,226,865	
Parkland Transit Center	.04	32	.15	\$2,399,310	
Point Defiance Intermodal Facility	.17	24	.49	\$325,315	Owned by Metro Parks
South Hill Mall Transit Center	.03	18	.09	\$1,380,187	
SR 512 at I-5 Park-and-Ride	.33	28	.46	\$2,529,797	Owned by WSDOT
Tacoma Community College Transit Center	.09	32	.26	\$2,044,881	Owned by TCC
Tacoma Dome Station (East & West)	.15	19/16	.28	\$53,694,195	Contains the sole Bus Shop
Tacoma Mall Transit Center	.06	31	.26	\$1,645,537	Owned by the Tacoma Mall