



# Pierce Transit

## TRANSIT DEVELOPMENT PLAN: 2019-2024



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# Section 1 - Organization

## Governance and Structure

Founded in 1979, Pierce Transit is a Public Transportation Benefit Area Corporation (PTBA) incorporated under authority of Chapter 36.57A of the Revised Code of Washington. Forty years ago, 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 (at 0.6 percent of the full 0.9 percent that could be authorized by the electorate), 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, nonvoting union representative, however this right is currently not being exercised and the position is vacant.*



**Commissioner Nancy Henderson, Chair**  
Town of Steilacoom  
Representing Auburn, Fircrest, Gig Harbor, Pacific, Ruston and Steilacoom



**Commissioner Daryl Eiding, Vice Chair**  
Mayor of Edgewood  
Representing Fife, Milton and Edgewood



**Commissioner Don Anderson**  
Mayor of Lakewood



**Commissioner Marty Campbell**  
Pierce County Council



**Commissioner Bruce Dammeier**  
Pierce County Executive



**Commissioner Robin Farris**  
Puyallup City Council



**Commissioner Kent Keel**  
Mayor of University Place



**Commissioner Ryan Mello**  
Tacoma City Council



**Commissioner Victoria Woodards**  
Mayor of Tacoma

The adopted 2019 budget includes 985 positions and 964.75 full-time equivalent (FTE) employees. Directly operated service includes the Service Delivery & Support and Maintenance Divisions, which represents 877 FTEs or 89 percent of total positions. The remaining 108 positions or 11 percent are in the Office of the CEO, Administration, Finance, and Planning & Community Development Divisions.

**Figure 1.1 Pierce Transit Service Area**

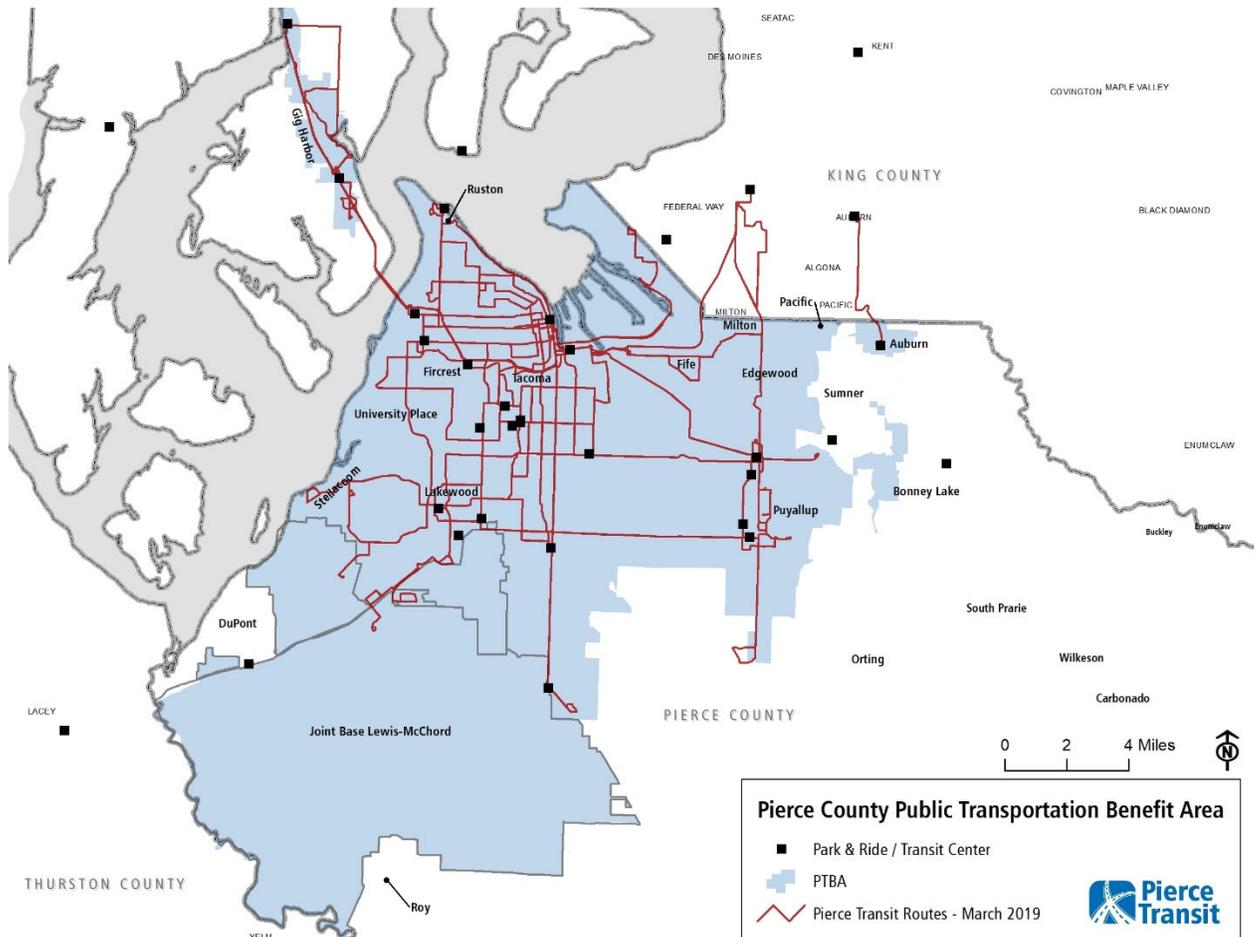
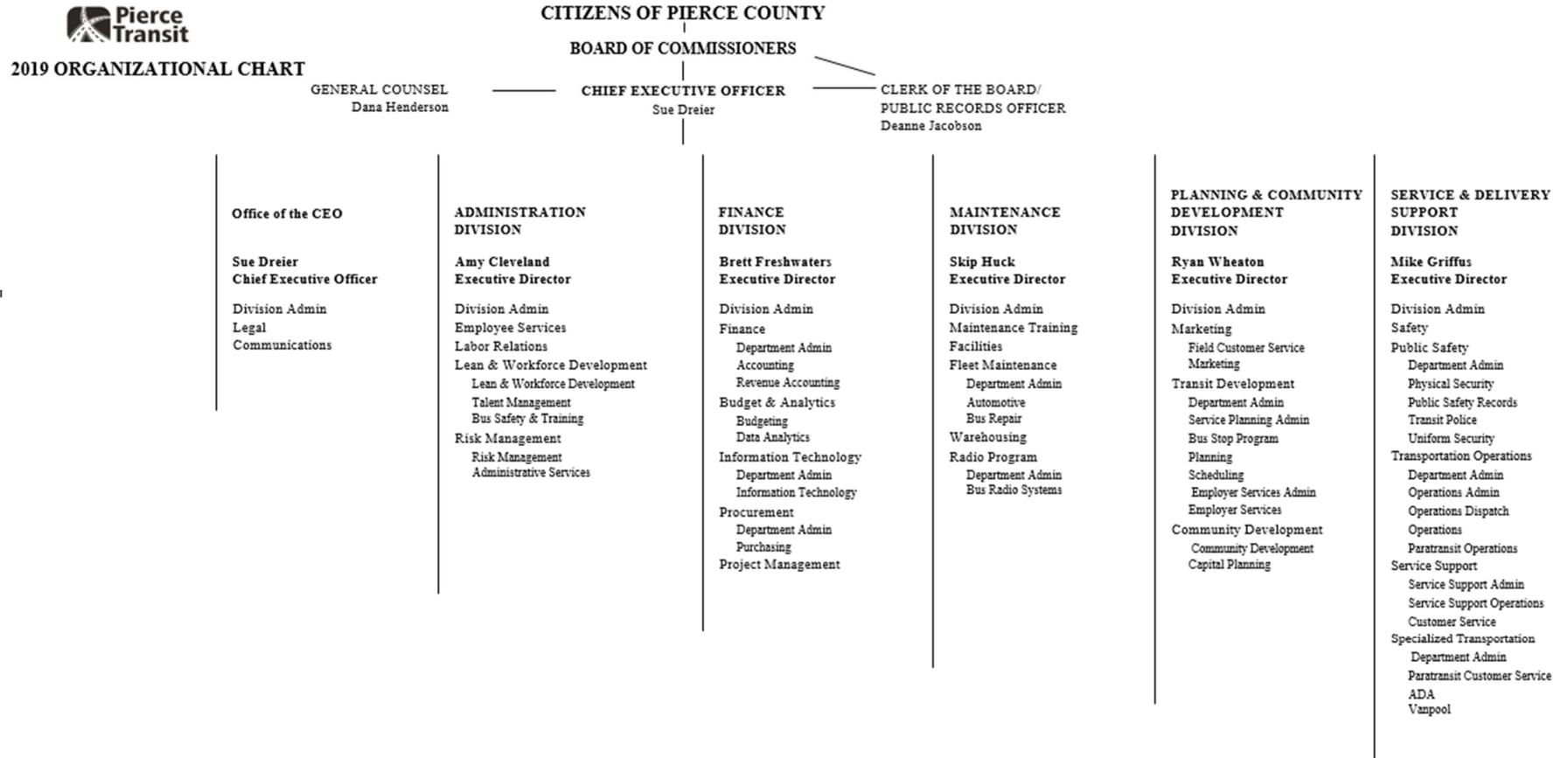


Figure 1.2 2019 Organizational Chart



## 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

*Your preferred transportation choice for today and tomorrow.*

## ORGANIZATIONAL VALUES

- **Innovative**...dedicated to providing our customers with leading edge services that enhance their transportation experience.
- **Driven**...continuously improving our capabilities, work habits, processes, and attitudes by listening to our employees and customers.
- **Responsible**...invested in managing the safety, quality, and reliability, of our services.



## Section 2 – Physical Plant

Pierce Transit’s headquarters and maintenance facility are located at 3701 96<sup>th</sup> Street SW, Lakewood, Washington 98499 (in Pierce County).

### 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 four bus routes.
- Commerce Transfer Facility - Located along Commerce Street between S. 9<sup>th</sup> and S. 13<sup>th</sup> Streets in Tacoma’s downtown core, Commerce includes seven passenger boarding zones, and a bus turnaround/layover facility that is served by 17 Pierce Transit and two Sound Transit bus routes.
- Lakewood Transit Center - This facility is located in the northern peripheral area of the Lakewood Towne Center. It is served by eight 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. Three 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, 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 six Pierce Transit, four Sound Transit, and one Intercity Transit bus routes. It consists of a 2,337-space parking garage, of which 40 spaces are reserved for short-term parking, connected to a covered waiting area for local and regional express bus routes. Other amenities include bicycle lockers and racks, plus a secure parking area for bicycles or “SPA,” 24-hour security, and a customer service outlet. In 2018, the specially marked pick-up location for Uber and Lyft customers was moved from its original location on East G Street to the taxi zone on Puyallup Avenue, in front of the Greyhound Bus station. The Tacoma Dome Station is also Tacoma’s hub for Sounder Commuter Rail, Sound Transit



Link Light Rail, Greyhound Bus, and BOLT Bus. In addition, once the final National Transportation Safety Board report is issued, WSDOT and others involved with the passenger rail service will determine next steps and a timeline for returning the Amtrak Cascades and Coast Starlight service to the new Point Defiance Bypass route via Freighthouse Square.<sup>1</sup>

- 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. Seven Pierce Transit and one Intercity Transit bus routes serve this facility. (Note that Intercity Transit Route 620, originating at the Olympia Transit Center, only operates on weekends.)

### **Park-and-Ride Lots and Bus Stops**

- Park-and-Ride Lots - Pierce Transit's fixed route bus service operates in proximity to 21 of the 23 Park-and-Ride lots in Pierce County, as well as three in King County (i.e., two in Federal Way and one in Auburn). 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 6,719 parking spaces (including the Tacoma Dome Station, transit centers, and carpool-only lots) are available within these 22 Pierce County facilities, plus another 636 parking spaces at the Sounder station in Auburn.
- Bus Stops - There are approximately 2,208 bus stops in Pierce Transit's system. Pierce Transit owns 561 shelters and has 1,113 benches installed at bus stops and transit centers 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.

### **Bus Stop Program**

Bus stops are often Pierce Transit's first and principal contact point with its fixed route 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
- Evaluating all bus stop issues from operators, bus riders and the general public

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<sup>1</sup> Source: [https://www.wsdot.wa.gov/Projects/Rail/PNWRC\\_PtDefiance/default.htm](https://www.wsdot.wa.gov/Projects/Rail/PNWRC_PtDefiance/default.htm)

- Managing the Adopt-A-Stop program (due to significant decline in volunteer participation and staff impacts, the program was suspended in late 2015. Pierce Transit is not currently accepting new applications, but is still maintaining existing relationships); and
- Maintaining and updating the Bus Stop Database

The Bus Stop program is responsible for:

- 2,208 stops of which 28 are maintained under the Adopt a Stop program;
- 1,113 benches (either publicly or privately owned, and at transit centers);
- 561 shelters including 74 advertising shelters (including transit centers);
- 998 trash cans (including transit centers);
- 230 blinky lights, which alerts the bus operator that a passenger is waiting at a bus stop;
- 70 bike lockers at 13 locations, including the new Bicycle SPA at Tacoma Dome Station; and
- 39 bike racks at 36 locations.



In 2019, Pierce Transit will be replacing all bus stops signage as part of an agency-wide rebranding effort. The new signs will be a departure from the black lettering and numbering on yellow “blade” design to a standardized white rectangle, including the new Pierce Transit logo (as explained further in Section 5).

### Other Facilities

- In January 2018, Pierce Transit purchased the remaining two previously leased parcels (i.e., formerly owned by Pierce County). One is used as a Radio & Service Supervisors Building (Building 7) at 9515 39th Avenue Court SW in Lakewood. The property includes a large warehouse at the north end (Building 8, formerly known as “Screaming Eagle”) which has been owned by Pierce Transit since 2011.
- At the end of 2017, Pierce Transit closed escrow on a commercial property to the immediate west of the Lakewood base. The new Building 6 is located north of the intersection of 40th Avenue SW and 100th Street SW at 9622 40th Avenue Southwest in Lakewood. The facility was constructed in 1978 and contains an 11,200 square foot warehouse/industrial building on a 0.77-acre site. The building is one story and contains 4,000 square feet of office space in front and 7,200 square feet of production or warehouse space in back. The building will become the new home for the Vanpool program in 2019.
- First Transit’s SHUTTLE Base is located 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, a commuter train with service to downtown Seattle, has stations in Lakewood, South Tacoma, Tacoma (Freighthouse Square/Tacoma Dome Station), Puyallup, and Auburn;
- The Federal Way Transit Center at 31261 23<sup>rd</sup> Avenue S, which offers connections to King County Metro; and
- The South Hill Park-and-Ride at 3300 94<sup>th</sup> Avenue E in Puyallup.

### Other facilities served by Pierce Transit

- Sound Transit's Tacoma Link Light Rail connects the Tacoma Dome Station, an intermodal hub for local and regional express buses and related commuter services, with downtown Tacoma. Construction began in 2018 for the Hilltop Tacoma Link Extension, including six new stations linking downtown Tacoma through the Stadium District to the Hilltop District and medical facilities by 2022.
- 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 2018 Passenger Fare Structure for Local Fixed Route, Regional Express, Trolley, 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 – \$1.00 Puget Pass)	\$36.00
SHUTTLE Cash Fare	\$1.75
SHUTTLE Monthly Pass	\$63.00
Summer Youth Pass (Valid June 1 <sup>st</sup> thru August 31 <sup>st</sup> )	\$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 2 <sup>nd</sup> thru September 5 <sup>th</sup> ) 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 the 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 the 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 the minor routes that serve suburban neighborhoods. Although passenger volumes and productivity tend to be low on these routes, they still 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, suburban routes operate every 60 minutes or less and may not provide weekend service.
- Community Connector routes are the 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 such as those traveling continuously from Tacoma to Seattle. 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 American with Disabilities Act (ADA) of 1990.
- Vanpools provide grouped transportation opportunities to employment sites throughout the Central Puget Sound region as part of the agency's Commute Trip Reduction program.
- 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.

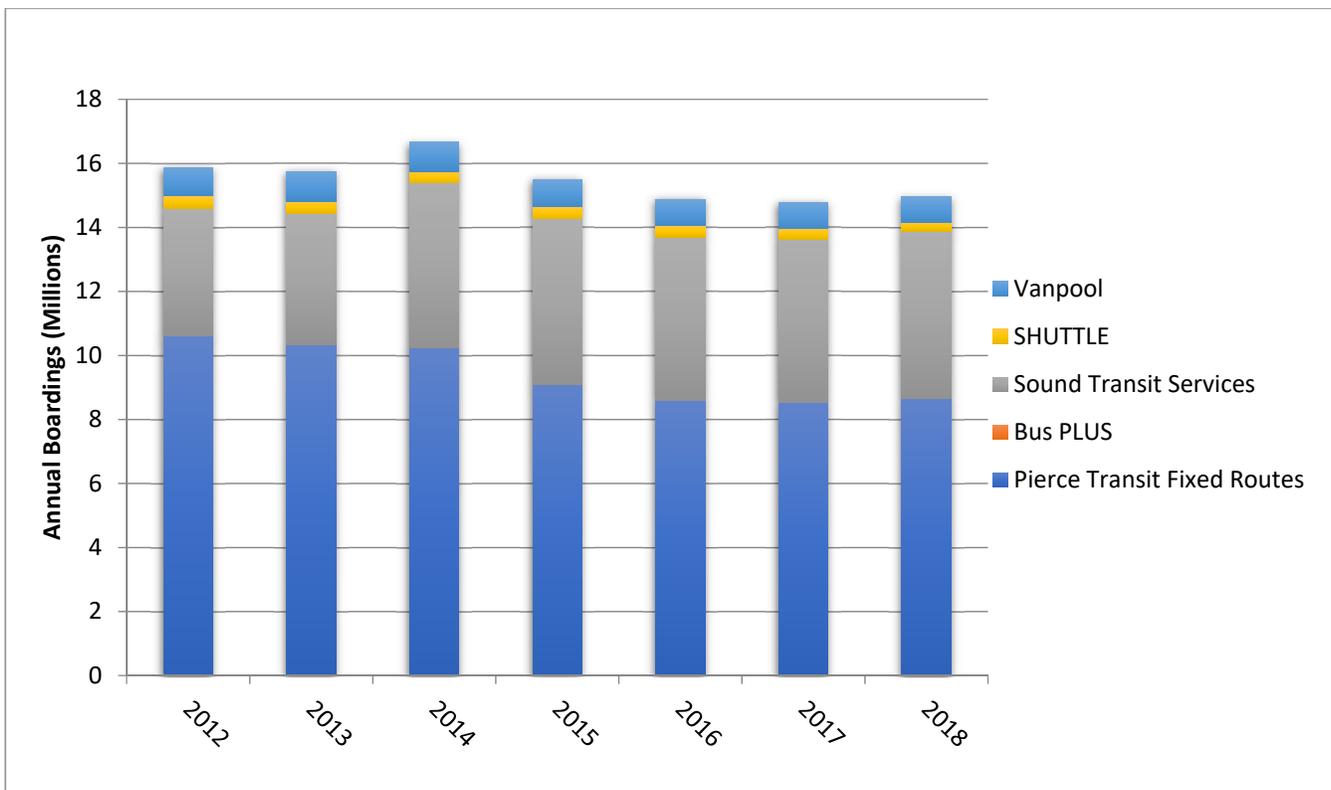
Separate performance standards are established for each service category. While local fixed route services recorded about 58 percent of all riders boarding in 2018, the number of Express patrons has been steadily growing in recent years. In fact, 2018 showed a modest but promising 1.2 percent growth

rate in fixed route ridership over the previous year. Table 3-2 summarizes boarding trends for 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: 2012-2018 (Millions of Annual Boardings)**

	2012	2013	2014	2015	2016	2017	2018
Pierce Transit Fixed Routes	10.60	10.35	10.23	9.10	8.60	8.54	8.65
Sound Transit Express Services	4.00	4.10	5.15	5.17	5.10	5.10	5.22
SHUTTLE Service	0.40	0.37	0.37	0.37	0.35	0.32	0.30
Vanpool Service	0.88	0.93	0.91	0.85	0.83	0.81	0.78
<b>System Totals</b>	<b>15.88</b>	<b>15.75</b>	<b>16.66</b>	<b>15.49</b>	<b>14.88</b>	<b>14.77</b>	<b>14.95</b>

**Figure 3-1 Pierce Transit Ridership History by Service Type: 2012-2018**



### 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, such as continuous sidewalks and connected blocks that provide safe and direct pedestrian, bicycle, or wheelchair access to bus stops. 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 to operate. 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.

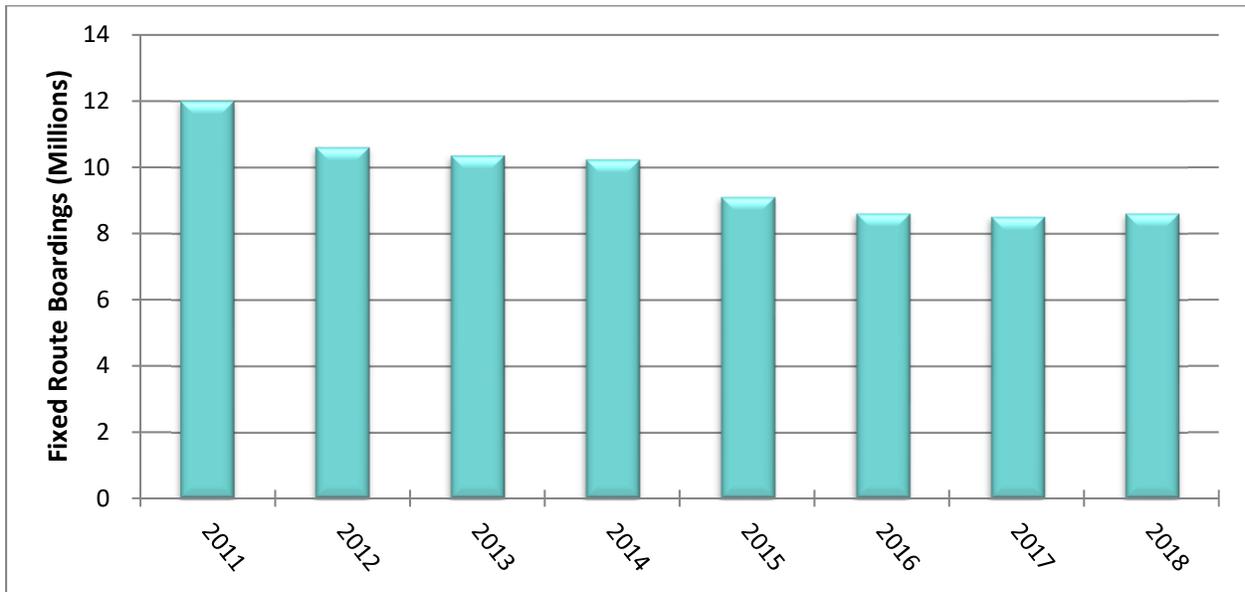


Local fixed route bus service is provided on 32 routes travelling 5.8 million miles annually throughout Pierce County (a current system map is provided as Figure 3-2 on the following page). The farebox recovery ratio for 2018 was 12.5 percent. All fixed route service is wheelchair accessible. Pierce Transit reported nearly 8.7 million boardings on the local fixed route system during 2018. Figure 3-3 illustrates local fixed route ridership over the past eight years, but does not include ridership on Pierce Transit’s Vanpool, and SHUTTLE paratransit services, nor on Sound Transit’s regional express routes serving Pierce County.

Figure 3-2 Current Pierce Transit Fixed Route Network as of service change effective September 2018



Figure 3-3 Pierce Transit Local Fixed Route Ridership: 2011-2018<sup>2</sup>



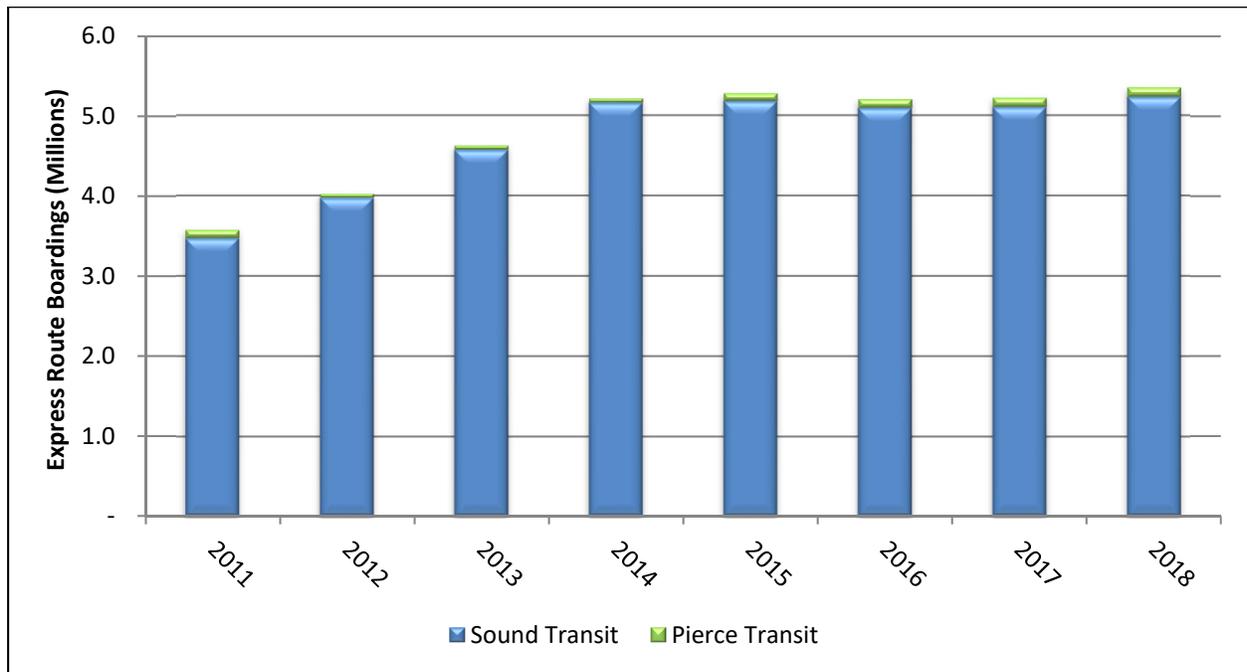
### Express Service

Fixed route buses also provide express commuter service to key destinations in Pierce and King Counties. Pierce Transit offers express service to and from the Gig Harbor Peninsula. Pierce Transit express ridership accounted for more than 119,000 boardings in 2018. Under contract with Sound Transit, Pierce Transit operates limited stop express service to and between many King County locations such as Downtown Seattle, Federal Way, the University of Washington campus, and Sea-Tac International Airport. These routes accounted for approximately 5.2 million boardings in 2018. Figure 3-4 summarizes ridership trends on Pierce Transit’s network of three express bus routes (63, 102, 497) over the past eight years, including Sound Transit’s 14 regional express routes serving Pierce County.



<sup>2</sup> Pierce Transit experienced a gradual decline in ridership from 2009-2016 due to the economic recession, the failure of Proposition 1 in February 2011 and again in November 2012, as well as record low gas prices during that eight-year period. In addition, the new PTBA delineation that took effect in May 2012, which removed Bonney Lake, Buckley, DuPont, Orting, Sumner, and portions of Unincorporated Pierce County, was also responsible. 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. Some service hours were restored in 2015, 2016, and 2017 with approximately 500,000 service hours budgeted for both 2019 and 2020.

Figure 3-4 Sound Transit and Pierce Transit Express Ridership: 2011-2018



### SHUTTLE (Paratransit)

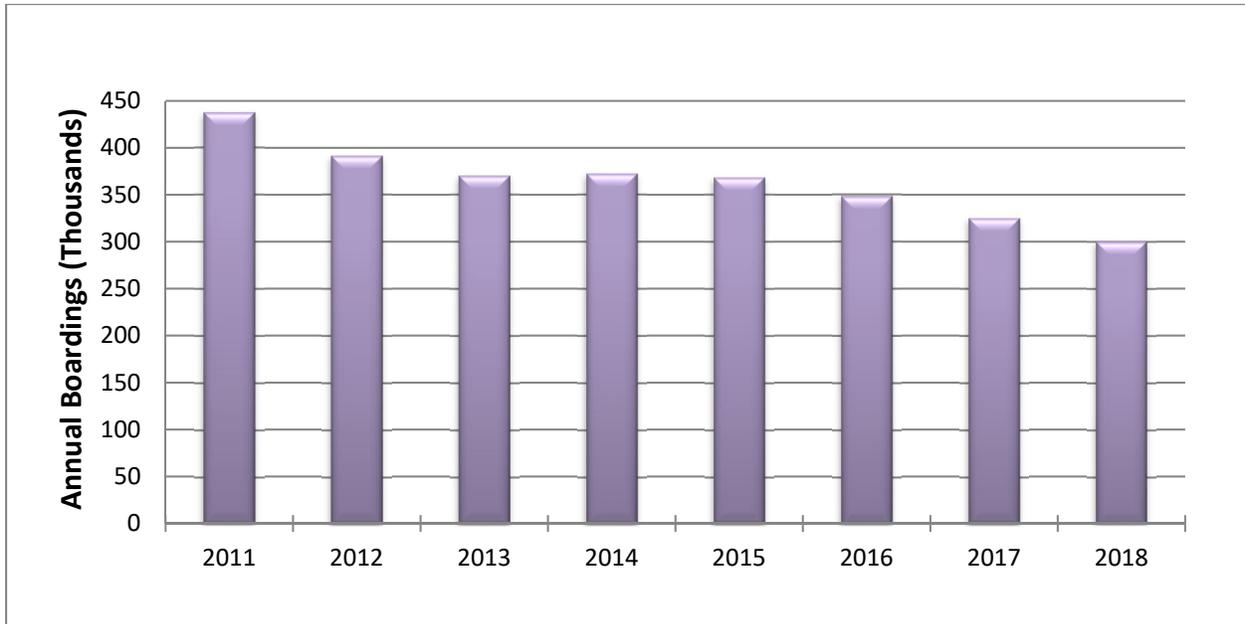
Pierce Transit’s SHUTTLE provides transportation for individuals who are unable to access or use fixed route bus services due to a disability. SHUTTLE eligibility standards and service characteristics are designed to meet the complementary paratransit requirements of the Americans with Disabilities Act (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 Transit’s 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 eight years. In 2018 SHUTTLE provided 300,043 rides. The 2018 farebox recovery ratio was 2.6 percent. Implementation of a trip-by-trip review for individuals with conditional eligibility<sup>3</sup>, travel

<sup>3</sup> 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 17 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 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 where a person with conditional SHUTTLE eligibility may travel.

training, and community education continue to be effective for integrating services and managing demand. 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. In fall 2019, SHUTTLE staff will be implementing Interactive Voice Response (IVR) for paratransit customers regarding next day trip reminders, real-time (day of) notifications on vehicle arrivals and ready times, plus reporting passenger “No shows.”

**Figure 3-5 SHUTTLE Ridership: 2011–2018**



## 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 that 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 Human Services 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. Highlights of the local Coordinated Human Services Transportation Plan include:

**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 work groups and progress include:

- **Close Transportation Gaps:** In 2018 the Coalition targeted Dialysis transportation challenges faced by riders and transportation providers due to the increasing demand for trips to Dialysis centers. Dialysis center staff came to the table, dialysis clients were interviewed, and obstacles are being addressed by members. This work will continue into 2019.
- **Connect the System:** After completing a successful pilot, 211 has continued to function as the intake point of entry for many individuals who register to use the Coordinated Transportation services. Two-one-one is also monitoring enrollees to find out if they are using the services they sign up for.

In eastern Pierce County, Beyond the Borders expanded their service area to increase overlap into the PTBA. This allows SHUTTLE-eligible customers to travel entirely on that system without transferring to SHUTTLE, for destinations within the overlap area. Over 800 trips were provided under the new overlap program in 2018, double the number from the previous year. This addition to the program reduces SHUTTLE trips and decreases transportation costs.

- **Close the Awareness Gaps:** In 2018 a brochure was created to promote Pierce Transit and the programs of the PCCTC. The coalition has worked to get the information out into the community and more than 5,000 PCCTC brochures were distributed, with a second printing of 5,000 to be distributed in 2019. This piece is distributed at community information fairs and other outreach events. The group also created a promotional video.

Current Programs affiliated with PCCTC include:

### Beyond the Borders



This service is for individuals who meet the special needs criteria who wish to travel outside the PTBA in rural East and South Pierce County. The service connects riders coming into the PTBA with Pierce Transit fixed route buses or SHUTTLE. For customers with SHUTTLE eligibility, the service overlaps to locations up to seven miles inside the PTBA. There are two deviated connector routes; one route connects Sumner with Bonney Lake, the other goes from South Hill to Spanaway.

These routes can also deviate up to a mile to pick up customers when needed. Beyond the Borders (BtB) also offers demand response service for those who live further from the connectors. Pierce County Human Services is the lead agency with local service provider ATS/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) and the Washington State Department of Transportation (WSDOT)

In 2018 the program provided 14,826 trips. Sixty-three percent of these rides came into the PTBA to either a destination or to connect with SHUTTLE or fixed route. In 2018 BtB provided more than 800 trips in the new overlap area, eliminating the need to transfer to SHUTTLE. This reduces overall trip costs when compared to providing SHUTTLE. This also makes these trips more attractive to passengers who no longer have to transfer to get to their destinations.

### 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 uses off-duty school buses to transport all special needs clients on the peninsula to various stops on the Key Peninsula, as well as connecting 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. The program operates three days per week. The program currently has 16 volunteer drivers.

### 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 and provides referrals by phone, email or online at [www.win211.org](http://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. 2-1-1 is able to provide the direct transportation intake/registration for transportation programs funded through the Puget Sound Regional Council's Special Needs Transportation competitive grant program.



The Puget Sound Educational Services District (PSESD) operates The Road to Independence WorkFirst Van Program. The grant funded program provides both pre-vocational training and special needs transportation. This program provides free rides for low income and special needs individuals to work and other

employment-related activities. The program serves participants in East Pierce County and South King County and will help these individuals' access destinations within the PTBA.

This program provides both training and on-the-road experience for drivers while helping customers who need a ride. The program trains low income individuals and volunteer drivers who provide trips as part of their training to obtain their Class B CDL class endorsement. Upon completion of training, they move into employment in the transportation field, quite often as school bus drivers. In 2018 the Road to Independence created the option of internship for drivers. The addition of the internship program has allowed the Road to Independence to bring in more people who are interested in earning their Class B CDL who previously would have faced financial or other barriers in getting this training.

In 2018, the Road to Independence WorkFirst Van Program was able to help more individuals in Pierce County get to their destinations thanks to a van awarded from Pierce Transit's **Care-A-Van** program. The granting of this newer van has helped the program provide more rides to support employment for their clientele. One example is an individual who received transportation assistance from home in Enumclaw to employment in Bonney Lake. Both areas that have very limited transportation options. The program has also been able to continue to support several long-standing customers as well as expand their client base to help more individuals in the community achieve their goal of independence.

Going forward, the Road to Independence plans to grow their service by continuing to support existing customers and expanding their customer base through increased community outreach. The program also seeks to recruit more volunteers and interns to train as Class B CDL drivers.



Two transportation options for qualified seniors and individuals with disabilities living on the Key Peninsula are the Mustard Seed Project's Community Use Van and the Key Peninsula Senior Ride Program. The Community Use Van program currently has four volunteer drivers who operate a retired van granted from Pierce Transit. The van travels to and from local destinations, including

the Senior Lunch at Key Peninsula Community Services, as well as accommodating local stops along the way for errands or quick medical appointments and pharmacy visits. The Community Use Van runs a regular schedule three days each week plus special events throughout the year. Currently the

van includes a shopper service that takes passengers to destinations in Port Orchard and Gig Harbor twice a month. It has wheelchair access. The Senior Ride Program is sponsored by Catholic Community Services and allows qualified drivers to take registered seniors and adults with disabilities to essential doctor appointments, food shopping, and on other essential errands. The drivers take passengers in their own cars and are reimbursed for their mileage. The program currently has 16 active drivers who make sure seniors get to their appointments.

### **Catholic Community Services Volunteer Transportation Services**



Catholic Community Services (CCS) Volunteer Transportation program provides door-to-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 transit system use.

### **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. MultiCare continues to contribute \$15 a day per Medicaid participant, and Pierce Transit remains the primary funding source and fiscal agent. The structure of the service has allowed Pierce Transit to significantly reduce transportation costs and maximize productivity when compared to SHUTTLE.

In 2016 MultiCare went through an RFP process and a new provider was selected; *Around the Sound/Transpro*. This agency has extensive experience providing transportation services for individuals with special needs throughout the Puget Sound area. The ADHE provided a total of 36,762 trips in 2018. This program is a great example of what can be accomplished through participation in coordinated transportation programming.

### **Community Vans Donation Program**



Pierce Transit launched the Care-a-Van program in 2016. Care-a-van places retired commuter vans with non-profit organizations so they may provide transportation for their clients. These organizations must apply and be considered through a competitive process and agree to report the number of trips they provide for their clients for a year to offset the value of the vehicle. The organizations provide the maintenance, insurance, and operate the vehicles.

By the end of 2018, ten agencies were awarded Care-a-van vehicles: NW Spay and Neuter, Joy of Life, Tacoma Boxing Club, Pioneer Human Services, Tacoma Urban League, Road to Independence, Homeward Bound/Freezing Nights, St Leo Food Connection, Major Taylor Project and Girls Scouts of Western Washington. In 2018, these newly awarded vans, along with Care-A-Vans already in service, provided more than 12,280 passenger trips. An expansion of 12 more Care-a-van vehicles is the target for 2019.

### Vanpool Services

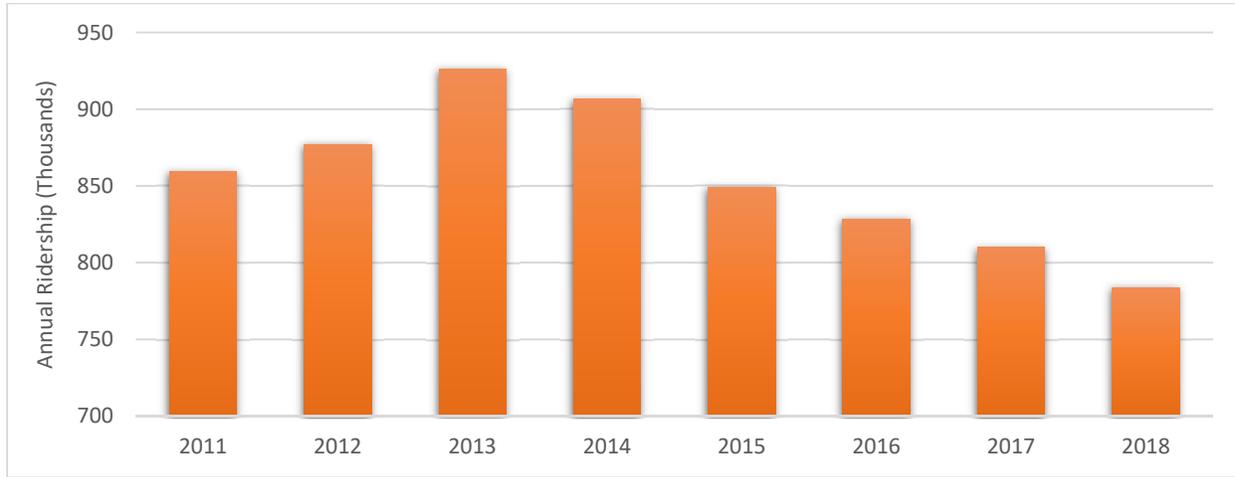
Since its inception in 1986, the Vanpool program has expanded to an active fleet of 354 vans commuting to and from major employment centers under the County's *Pierce Trips* Commute Trip Reduction program. This successful program complements Pierce Transit's network of local and express services, providing commute alternatives to many destinations that cannot be effectively served by fixed route services. Vanpools are also very cost-effective as participants pay approximately 69 percent of direct operating costs through fares. In 2018 Pierce Transit vanpools provided more than 783,000 rides or 5.5 percent of the agency's total ridership. The 2017 farebox recovery ratio was 66 percent.

Vanpool ridership traditionally trends up or down in direct relation to fuel costs. Therefore, when fuel prices are up, ridership and demand for ridesharing opportunities increase in tandem. Fuel costs dropped dramatically in April 2015, to approximately \$2.60 per gallon of gasoline. The cost per gallon remained under \$3.00 for three years. During mid-2018, costs inched up to slightly above \$3.00 per gallon. Today, fuel prices are still low enough (averaging \$3.30 per gallon in the region) that many commuters still choose to ride alone to and from work. In addition, commuters typically choose vanpooling to save money, as it drastically cuts their commute costs. In 2019 unemployment in the nation remains at an all-time low. Polling data show that most consumers have a generally positive outlook on the economy and optimistic consumers are typically not tightening their budgets. For that reason, Pierce Transit's Vanpool program is ramping up its efforts to consistently find new potential riders while retaining the ones who regularly depend on ridesharing as part of their daily lives.



Figure 3-6 depicts vanpool ridership over the past eight years.

**Figure 3-6 Vanpool Ridership: 2011-2018**



### **Ridematch Services**

Pierce Transit collaborates with regional transit plus Washington, Oregon, and Idaho 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 eventgoers 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 continues to power 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.

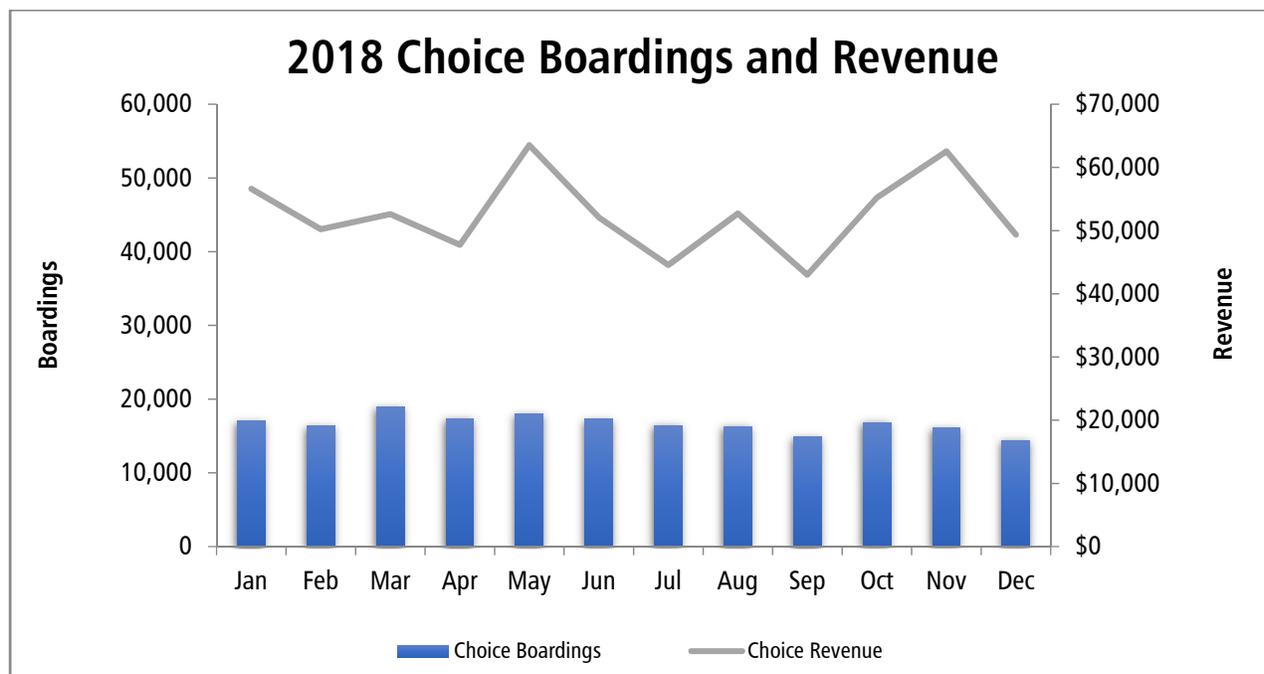
Since 1991, as part of the statewide Commute Trip Reduction Law, now known as the Commute Trip Reduction (CTR) Efficiency Act, major employers in the county (100+ employees) are required to develop trip reduction programs that encourage the use of non-drive alone commute modes. Employer Services engages 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, more than 180 employers are partners of Pierce Transit including large worksites and voluntary sites throughout the county. Local active businesses include Clover Park Technical College, DaVita, CHI Franciscan, Joint Base Lewis-McChord, MultiCare

Health System, Pacific Lutheran University, Port of Tacoma, Pierce College, Propel Insurance, State Farm Insurance, Tacoma Community College, 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 64 Choice and 23 Passport accounts.

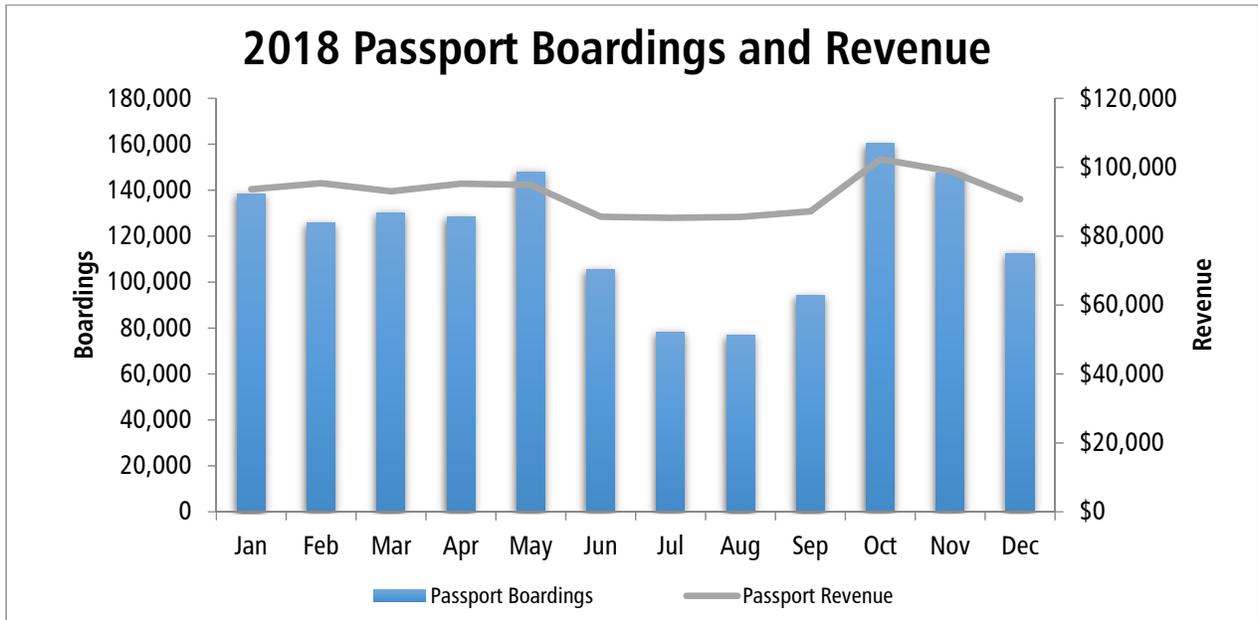
In 2018 Choice Accounts generated an average of 16,674 boardings each month for an annual total of 200,093 boardings. Monthly Choice revenue averaged \$52,517 with \$630,202 in annual revenue for Pierce Transit, as depicted in Figure 3-7 below.

**Figure 3-7 2018 Choice Boardings and Revenue by Month**



In 2018 Passport accounts generated an average of 120,486 boardings each month for an annual total of 1,445,836 boardings. Average monthly revenue was \$92,306 for a total of \$1,107,667 in annual revenue, as depicted in Figure 3-8 below.

Figure 3-8 2018 Passport Boardings and Revenue by Month



In addition to being the lead agency for 64 Choice and 23 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 1027 accounts representing nearly \$1.6 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 (i.e., converted to ORCA) beginning in 2009. Figures 3-9 and 3-10 demonstrate this growth.

Figure 3-9 Regional Accounts: 2011-2018

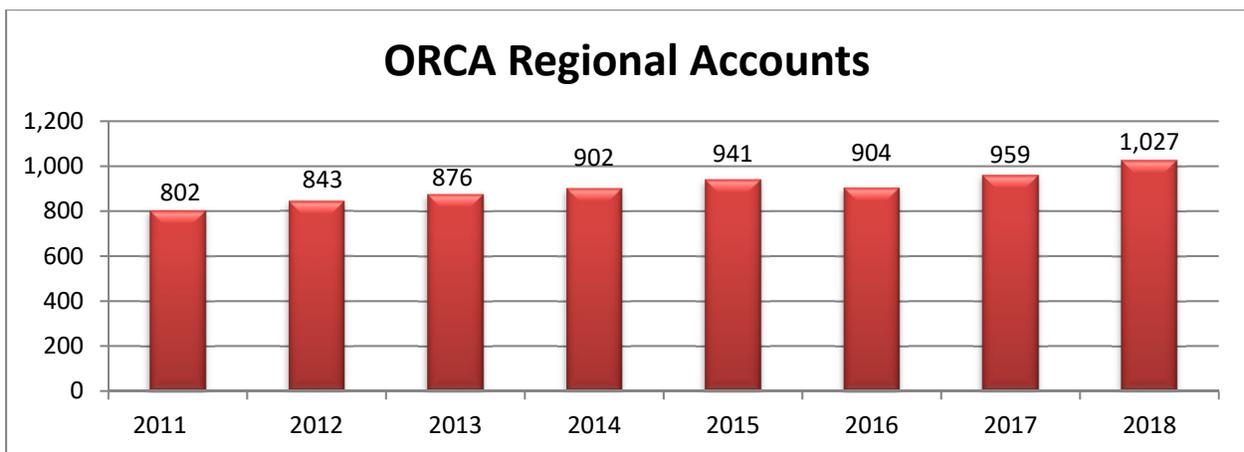
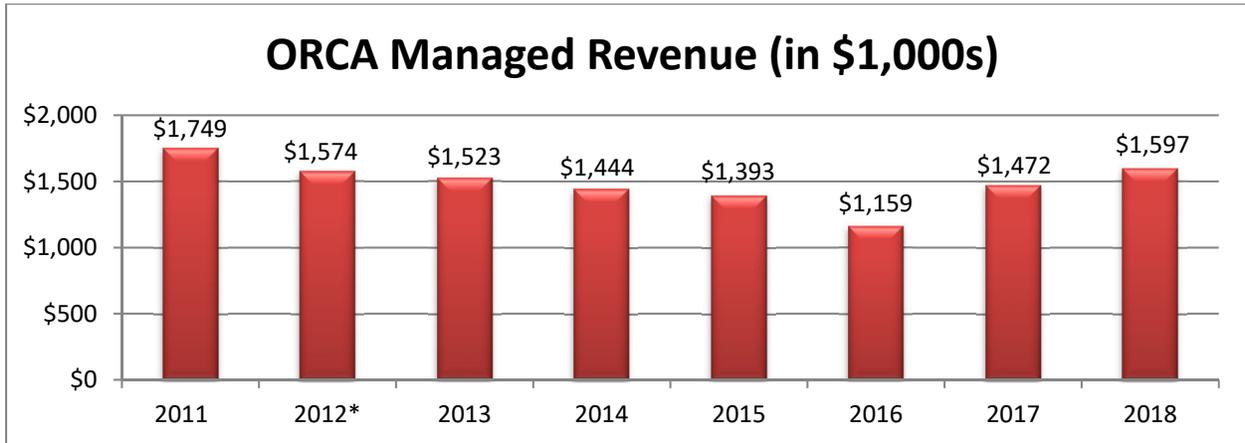


Figure 3-10 Managed Revenue: 2011-2018



\*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.

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## Section 4 – Service Connections

Pierce Transit owns and operates six transit centers, where several routes connect with coordinated transfer points. Each facility offers sheltered waiting areas, and most are located near a major community activity center. While not offering timed transfers, the Commerce Street Transfer Facility in downtown Tacoma (between S. 9<sup>th</sup> and S. 11<sup>th</sup> Streets) 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 four 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 the Pierce Transit service area are eligible for free transportation services from their home to the closest Pierce Transit fixed route 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 one weekday routes (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 (i.e., Routes 179, 181, 182, 183, 187, 193, 197, and the RapidRide “A” Line). Additional connections with DART Routes (as deviated service; either must be prearranged) 901 to Mirror Lake and 903 to Northeast Tacoma (albeit subsidized by Pierce Transit). Connections to King County Metro can also be made at the Auburn Sounder Station via Pierce Transit Route 497.

In September 2016, Pierce Transit operationalized Route 63 following a one-year pilot project to reintroduce express service between Northeast Tacoma and downtown Tacoma. This is the first time since 2011 Pierce Transit has been able to offer direct service between northeast Tacoma and downtown. The route offers northeast Tacoma residents a quick and easy way to get downtown and back, plus improved connections with the Federal Way Transit Center.

The Northeast Tacoma Express provides peak-time morning trips from northeast Tacoma into downtown, and afternoon/early evening peak-time trips from downtown back to northeast Tacoma. To further assist riders, Pierce Transit partnered with King County Metro, which extended its Route 903 to connect with Pierce Transit’s Route 63. Route 903 picks up passengers in neighborhoods around northeast Tacoma and at the Federal Way Transit Center.

- **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: 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 using Pierce Transit Route 212.
- **Washington State Ferries** – The Tahlequa ferry connection to Vashon Island can be made at Point Defiance using 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, 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.
- **Park-and-Ride Lots** - Pierce Transit also operates a network of Park-and-Ride facilities that are located throughout Pierce County. There are currently 5,235 parking spaces available, a majority at facilities owned or operated by Pierce Transit, Sound Transit, or WSDOT. On average, 82 percent of the county’s Park-and-Ride lots’ parking stalls were occupied on any given weekday in 2018. Table 4-1 identifies those facilities and locations, owned by both Pierce Transit and others.



**Table 4-1 Pierce County Park-and-Ride Facilities with Numbers of Parking Stalls**

Pierce County Park-and-Ride Lots Owned or Leased by Pierce Transit			
Facility	Stalls	Facility	Stalls
<b>72nd Street Transit Center</b> <i>72nd Street E &amp; E. Portland Avenue - Tacoma</i>	68	<b>Roy “Y”</b> <i>SR 7 at SR 507 - Spanaway</i>	100
<b>Kimball Drive Park-and-Ride</b> <i>State Route 16 at Kimball Drive – Gig Harbor</i>	306	<b>Tacoma Community College Transit Center</b> <i>S. 19th Street &amp; S. Mildred Street</i>	95
<b>Parkland Transit Center</b> <i>121st Street E &amp; Pacific Avenue S</i>	62	<b>Tacoma Dome Station</b> <i>Puyallup Avenue between E &amp; G Streets</i>	2,337

Note: Table 4.1 continues on the following page.

Pierce County Park-and-Ride Lots Owned by Others			
Facility (Owner)	Stalls	Facility (Owner)	Stalls
<b>Center Street (WSDOT)</b> <i>State Route 16 at Center Street - Tacoma</i>	75	<b>South Tacoma Sounder Station (Sound Transit)</b> 5650 S. Washington Street	220
<b>Lakewood Sounder Station (Sound Transit)</b> 11424 Pacific Highway SW	541	<b>State Route 512 (WSDOT)</b> <i>S. Tacoma Way at I-5/ State Route 512 Interchange - Lakewood</i>	493
<b>Narrows/Skyline (City of Tacoma)</b> <i>6th Avenue &amp; N. Skyline Drive</i>	195	<b>Sumner Sounder Station (Sound Transit)</b> 810 Maple Street	302
<b>North Purdy (WSDOT)</b> <i>144th Street NW at Purdy Drive NW</i>	200	<b>Sunset Park (City of Auburn)</b> <i>1306 69th Street SE –Lakeland Hills</i>	10
<b>South Purdy (WSDOT)</b> <i>State Route 16 at Goodnough Drive NW</i>	20	<b>South Tacoma - West (WSDOT)</b> <i>Tacoma Mall Blvd. at S. 56th Street (Southeast Side)</i>	78
<b>Puyallup Sounder Station (Sound Transit)</b> 131 W. Main Avenue	364	<b>South Tacoma - East I (WSDOT)</b> <i>S. Alaska Street at S. 56th Street (Northwest Side)</i>	33
<b>Puyallup Red Lot (Sound Transit)</b> <i>5th Street SW at 9th Avenue SW</i>	219	<b>South Tacoma – East II (WSDOT)</b> <i>S. Alaska Street at S. 56th Street (Southwest Side)</i>	44
<b>South Hill (Sound Transit)</b> <i>9th Street SW at 31st Avenue SW - Puyallup</i>	354	<b>University Place Town Center</b> <i>3610 Drexler Avenue W</i>	100

Note: The acronym WSDOT in parentheses indicates a Washington State Department of Transportation-owned facility.

### Limited Access Connections – Lyft Pilot Program



In May 2018, Pierce Transit launched a first and last mile connection project in partnership with Lyft, Sound Transit, and Pierce College Puyallup. Funded by the FTA’s Mobility on Demand Sandbox grant, the purpose of this project and its funding is to determine if Transportation Networking Companies and transit can work together to improve availability of shared-use mobility options. Pierce Transit’s goal is to provide free first and last mile connections to transit hubs and bus stops in remote areas and at times of limited service. Four discrete project zones were established to assist those living an extended distance from local routes, in areas of medium population density, to mitigate congestion levels at Park-and-Ride lots adjacent to transit centers and to supplement limited hours of fixed route service. To date, the project has provided 4,064 trips in six designated zones and will continue through December 31, 2019.

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## Section 5 – Notable Activities in 2018

### **March Service Change Adds 25 New Trips**

As of the March 11, 2018 service change, Pierce Transit added 25 more trips across a variety of routes, as well as adjusted schedules on many routes to more closely match travel times and ensure on-time arrivals. The agency has restored 71,000 hours of transit service since 2015 – a 16 percent boost. In March 2017, the agency implemented a more efficient routing system with more direct routes and faster service between locations, as well as more frequent service and service later into the evenings on weekdays. In September 2017 Pierce Transit enhanced weekend service, and in March 2018 added more trips and adjusted schedules to enhance on-time performance.

### **“Stay Connected” Alert System Launched Through GovDelivery**

In May 2018, Pierce Transit launched a new program that allows customers to receive a text message when their route is running late or on detour. By year’s end, the system had more than 15,000 subscribers. Customers may sign up by visiting [PierceTransit.org/StayConnected](http://PierceTransit.org/StayConnected), entering their cell phone number and selecting the routes for which they would like notifications. The agency then sends text messages to customers when their selected routes are running outside their regular schedule, such as a delay due to heavier-than-usual traffic. In addition to receiving route-specific alerts, customers and other community members can sign up to receive the following information by email:

- Pierce Transit CEO’s “Moving Forward” quarterly e-newsletter;
- News about Pierce Transit’s planned Bus Rapid Transit project along Pacific Avenue/State Route 7 between downtown Tacoma and Spanaway;
- General news and announcements;
- Vanpool information and promotions; and
- Pierce Trips information, including a newsletter, news and announcements and campaigns.

The agency plans to grow topics offered through the StayConnected tool and advises the public to check back regularly to view new or updated information offerings.

### **Student Bus Pass Pilot Program Adds Tacoma Community College**

In order to continue incentivizing ridership, Tacoma Community College (TCC) came on board the pilot Student Bus Pass program in January 2018. The program covered 5,099 students last year. TCC joined Clover Park Technical College, which has been part of the pilot since April 2017 and covered 4,390 students in 2018. The combined number of college students covered during the pilot program in 2018 was 9,489.

## **Pierce Transit Transfers Surplus Property to City of Gig Harbor for Food Bank**

In May 2018, Pierce Transit transferred two parcels of land along the west side of SR-16 to the City of Gig Harbor for a new FISH Food Bank and Community Services facility. The transit agency purchased three adjoining parcels in this area in 2006 to build a Park & Ride that would connect with the existing Kimball Drive Park & Ride via a pedestrian bridge over SR-16. After the project was canceled in 2009 during the economic downturn, the agency was left with three surplus properties with no identifiable transit use.

In 2011, the Federal Transit Administration (FTA) approved Pierce Transit's request to dispose of these properties, and one of the properties sold in 2012. While there were offers on the two remaining parcels, located at 3607 and 3611 Hunt St. NW and totaling 1.01 acres, there were challenges with them, including the fact that they were located too far from city sewer services to affordably connect. A recent appraisal identified the highest and best use of these parcels as demolition of existing structures located on the sites and redevelopment of them for low-intensity use.

Early in 2017, Pierce Transit approached the FTA about transferring the two remaining parcels to the City of Gig Harbor. The City is planning to partner with a local community service agency to propose a project for the site. The Gig Harbor Peninsula FISH Food Bank and Community Services organization needs an adequate facility to meet the growing need for their services in the Gig Harbor area. The City of Gig Harbor and the FISH Food Bank have identified these two parcels as an ideal location for an approximately 6,200-square-foot facility that would include a shopping area, a warehouse and other needed facilities. At the proposed location, the FISH Food Bank would be able to sustain and grow their operations, as well as provide space for social service organizations, lessening the logistical and transportation burden on clients.

## **Tacoma Community College Transit Center/Park-and-Ride Repairs & Renewals Project**

Another facility getting a refresh in 2018 was at TCC, located at S.19th and Mildred Streets in Tacoma. The facility was closed from August 6 through October 8. When it reopened, passengers and students discovered:

- Upgraded LED lighting for enhanced visibility and safety;
- Shelter renovations, including new roofs, new paint and enhanced lighting;
- New seats, with additional seating added for customer comfort;
- Updated curb ramps and sidewalks;
- Newly numbered parking stalls, making it easier for people to find their cars at the end of the day; and
- New, brightly painted parking stall striping, which will help people better see stall outlines and avoid two-spot parking.

The project was completed within the estimated two-month time frame and on budget at about \$1.5 million.



### **WA State Route 512 Park-and-Ride and Transit Center Resurfacing and Upgrades Project**

After 30 years of operation, the Washington State Route 512 Park-and-Ride, located at 10617 S. Tacoma Way in Lakewood, closed June 11, 2018, for four months for much needed and long overdue repairs and improvements. The Park & Ride reopened October 1, 2018, with transit riders finding:

- Upgrades to LED lighting for enhanced visibility and safety;
- Additional lighting poles for more lighting throughout the facility;
- Shelter renovations, including new roofs, new paint, brighter lights and new glass;
- New, bolted-down benches for improved seating, plus a doubling of seats available;
- Updated curb ramps and accessible parking;
- Newly numbered parking stalls, making it easier for people to find their cars at the end of the day;
- New, brightly painted parking stall striping, which will help people better see stall outlines and avoid two-spot parking;
- Curbing and concrete repair, including a complete replacement of the transit center surface from asphalt to concrete to better accommodate the weight of buses; and
- New greenery in the transit center in a formerly unused driveway off S. Tacoma Way.

The work was estimated to be complete in four months; the October 1 reopening date was about 1-1/2 weeks earlier than projected. The project also came in under budget, with final engineering and construction costs at \$2.25 million, about \$250,000 under the project's \$2.5 million budget.

### **Lytx DriveCam System Implementation**

In July 2018, the agency purchased and installed 453 DriveCam event recorders in all revenue vehicles, including Sound Transit coaches operated by Pierce Transit, as well as non-revenue/service, support and administration vehicles. The DriveCam program observations and video clips are intended to reduce risky or unsafe driving behaviors by identifying ways to avoid potential accidents. The system was funded in part by a grant from the Washington State Transit Insurance Pool (WSTIP).

The system automatically activates when there is an event such as hard braking, excessive speed, a collision and G-force, or from turning the steering wheel too quickly. The device records the eight seconds prior to and four seconds after the event. The video recordings are then sent directly to Lynx in San Diego, California, where their observation specialists decide if an event should be shared with Pierce Transit for insurance purposes, counseling, or recognition. In 2018, the agency's new Safety and Service Quality Administrator coached 826 events.

The DriveCam video telematics system is also being used as a training and driving skills improvement tool. In addition, use of the system allows Pierce Transit to identify and recognize those employees who exhibit safe and professional defensive driving skills as part of their day-to-day duties while on the road. It is widely known that professional transit operators avoid many more collisions than they are directly responsible for. But they were rarely recognized for demonstrating exemplary driving skills, until now. As such, in 2018 43 "Distinguished Driving Award" recognition certificates were given to operators for demonstrating exceptional skill, sound judgement, and a commitment to driving safely.

### **Pierce Transit Unveils New South Sound-centric Wrapped Bus**



Every few years Pierce Transit wraps one of the buses in its fleet with a South Sound-specific theme. That vehicle is often used in parades, at local events and in other celebrations around the community, and in regular service. Past bus wraps have included a military-themed bus and one featuring the Daffodil Festival.

In October 2018, Pierce Transit revealed the new bus wrap that people will see at local events and on routes around the South Sound

for the next several years. The theme of the newly wrapped bus is "South Sound Proud," and encourages people to "Live Like the Mountain is Out."

The South Sound Proud campaign is fueled by South Sound Together, a group of more than two dozen local businesses and institutions that are working together to spread the good news about South Sound through advertising and by sharing stories about what makes this community a great place to live and do business. Pierce Transit CEO Sue Dreier is a member of the South Sound Together Board.

The new South Sound Proud bus is not assigned to a specific route; rather, it travels on various fixed routes throughout the Pierce Transit service area. It will also participate in numerous community events in the years ahead.

### **Proterra Electric Buses Introduced to Fleet**

In October 2018, Pierce Transit introduced the South Sound community to the area’s first all-electric buses. The three new Proterra Catalyst E2 vehicles were obtained with a \$2.55 million “Low or No Emission Vehicle Program” grant from the Federal Transit Administration (FTA)

Pierce Transit has long been a national leader in providing environmentally friendly public transportation. In the 1980s, the agency was one of the first in the nation to begin running most of its fleet on clean, compressed natural gas (CNG). The agency has a few remaining diesel vehicles, and the new electric buses have replaced three of them.

The goals of purchasing electric buses include diversifying the fleet in the event of a service disruption related to another bus type and retaining the agency’s commitment to sustainability. Pierce Transit has already applied for funding for three additional electric buses and plans to replace the remaining diesel-powered buses from 1999 as they are surplus or sold.

Funding for the three buses rolling last year were obtained with letters of support from U.S. Senators Patty Murray and Maria Cantwell, U.S. Congressional Representatives Derek Kilmer, Denny Heck, Adam Smith and Dave Reichert, Washington Governor Jay Inslee, plus many local groups and organizations.



### **Pacific Avenue/SR 7 High Capacity Transit Feasibility Study Becomes Bus Rapid Transit Project Reality**

While many noteworthy accomplishments are mentioned in this Transit Development Plan, undoubtedly the biggest milestone of 2018 was moving the proposed High Capacity Transit Feasibility Study for Pacific Avenue/State Route 7 into a reality as the agency’s inaugural 14.4-mile Bus Rapid Transit corridor project. On July 9, 2018, Community Development Administrator Kim McGilvery took the Technical Advisory Committee’s recommendation before the Board of Commissioners,

asking for their adoption of the mode (Bus Rapid Transit), alignment, and project termini (both detailed below).

The route for the project is shown in Figure 5-1 on page 34. The alignment is in a generally north/south orientation between Spanaway to the south and the Commerce Street Transit Center in downtown Tacoma to the north. A majority of the route is along Pacific Avenue/SR 7, which is a state highway south of 38th Avenue. At the south end of downtown Tacoma, the BRT service will deviate to serve the Tacoma Dome Station, which is a major transit center with connections to other bus service and Sounder train service to Seattle. In the future, the Tacoma Dome Station will also include connections to Tacoma Dome Link light rail, as it is extended south from Angle Lake to Kent/Des Moines, Federal Way, and Fife. In downtown Tacoma, the BRT service will primarily operate on Market Street, terminating at the Commerce Street Transit Center, which provides connections to most of Pierce Transit's bus routes.



## System Features

The Pacific Avenue/State Route 7 project is a full-featured BRT service that will include the following elements:

- Enhanced stations with raised platforms for near-level boarding, shelters, lighting, and other passenger amenities
- Off-board fare collection to allow for all-door boarding
- Real-time passenger information at all stations
- Transit Signal Prioritization
- Exclusive transit lanes and Business Access Transit (BAT) lanes located at key congested traffic area
- Articulated buses with door ramps, rear-facing wheelchair bays, and on-board bicycle storage
- Unique branding

## Small Starts CIG Submittal and Next Steps

In September 2018, Pierce Transit successfully submitted an application to the Federal Transit Administration's (FTA) discretionary Capital Investment Grant's (CIG) Program seeking a fiscal year (FY) 2020 Small Starts funding recommendation for the Pacific Avenue/State Route 7 BRT Project. The application included a project justification, detailing benefits such as mobility improvements, congestion relief, economic development, and cost effectiveness, as well as documentation of the local

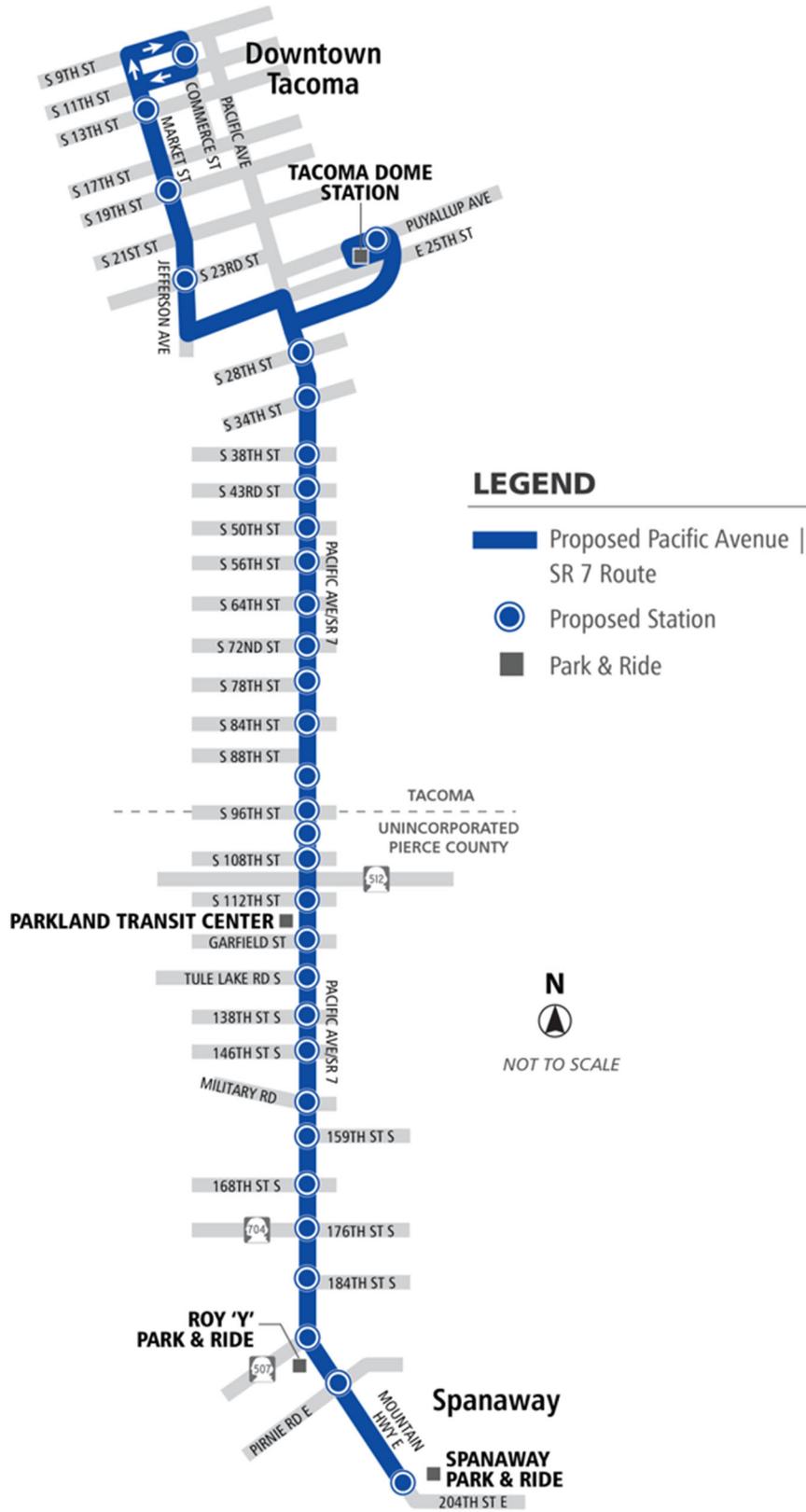
financial commitment for funding. The FTA evaluated the application and, as part of the FY 2020 Annual Report on Funding Recommendations, recommended the project for funding. The project may now enter Project Development, which includes environmental analysis as well as preliminary and final design efforts. At the 60 percent design level, the project may seek a Small Starts Funding Grant, which is the formal process to allocate the federal funds for the project.

### **Public Involvement and Outreach Highlights**

Keeping the community continuously informed as the feasibility study progressed to a Bus Rapid Transit corridor project in 2018 has been at the forefront of the agency's efforts. Examples included:

- Two large informational postcards mailed throughout the corridor (46,813 were sent to local residents or business owners)
- 21 local press stories resulting from five Pierce Transit news releases
- 24 open house events
- 48 social media posts, plus social media advertising totaling 50,406 impressions
- 60 shelters along Pacific Avenue/SR 7 featuring full-panel BRT advertisements
- 100 days of digital website advertising in English and Spanish, resulting in 2.2 million impressions
- 82 public facing discussions, such as presenting at community group meetings, business district meetings, neighborhood meetings, and City of Tacoma or Pierce County study sessions

Figure 5-1 Pacific Avenue/SR 7 Bus Rapid Transit Corridor



## Transit Asset Management Plan

In October 2018, Pierce Transit finalized its first Transit Asset Management (TAM) Plan after a two-year effort that began in September 2016. According to the Federal Transit Administration, “Public transportation provides millions of Americans with daily access to jobs, schools, grocery stores, and hospitals. However, in 2015, the USDOT found that an estimated 40 percent of buses and 23 percent of rail transit assets were listed in marginal or poor condition, with a backlog of \$90 billion in deferred maintenance and replacement. (See the U.S. DOT 2015 Conditions & Performance Report.) The transit backlog continues to grow, which impacts safety and affects the ability of transit systems to serve their customers. Every agency must develop a TAM if it owns, operates, or manages capital assets used to provide public transportation and receives federal financial assistance under 49 U.S.C. Chapter 53 as a recipient or subrecipient. Each transit provider must designate an Accountable Executive (49 CFR 625.5) to ensure appropriate resources for implementing the agency's TAM plan and the Transit Agency Safety Plan.

Each TAM should:

- Outline how people, processes, and tools come together to address asset management policy and goals;
- Provide accountability and visibility for furthering understanding of leveraging asset management practices; and
- Support planning, budgeting, and communications to internal and external stakeholders.”

The process formally began when, in 2017, Pierce Transit hired an outside consulting firm to conduct a complete, building-by-building conditions assessment of all facilities (i.e., both at headquarters and customer-facing). That information and their findings were the basis of the TAM as it was developed the following year. The agency then used the FTA’s Transit Economic Requirements Model (TERM) Lite software program to create various funding scenarios, to find the costs to achieve a State of Good Repair (SGR) on all facilities, equipment, systems, and rolling stock (i.e., vehicles) assets.

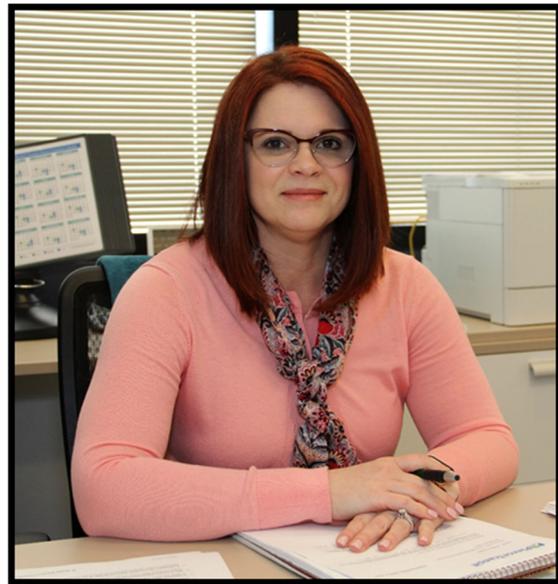
- If funding were unconstrained, meaning “money is no object,” the immediate need is for a \$89.53 million investment which would eliminate the SGR backlog of assets needing replacement, renewal, repair, or maintenance, according to the software program’s output. An additional \$14.27 million is projected for 2028.
- Based on a fiscal constraint by only maintaining current spending (i.e., not allocating additional funding to SGR projects), the immediate need is a \$69.69 investment plus \$13.84 in 2028.
- A third scenario was created whereby Pierce Transit is allowed 10 years to eliminate the SGR backlog entirely while maintaining current spending (as in Scenario 2). This scenario is also known as “Improve and Maintain by a Target Year.” It shows a current need of \$38.99 plus \$19.34 in 2028.

Under the two fiscally constrained scenarios (the second and third) above, the data show at least \$19 million is recommended to commit to achieving a SGR within ten years under both existing and expansion asset categories. Based on the 193 assets in the TERM Lite database, the 2018 or current SGR was determined to be: Vehicles: \$38.51 million + Facilities: \$13.55 million + Systems: \$1.20 million = **\$53.26 million**

## New Executive Directors Named

With the departure of two members from the original team of Executive Directors, CEO Sue Dreier welcomed two new Executive Directors in 2018.

Ryan Wheaton was named Executive Director of Planning and Community Development. Mr. Wheaton returned to Pierce Transit after serving for two years as the City Manager of Shelton, Washington. Prior to that, his initial position at Pierce Transit was as Manager of the Business Development Office, then over to Manager of Operations. He holds an MBA from Pacific Lutheran University, a Master of Arts in Education from the University of Northern Colorado's Lowry (Denver) campus, and a Bachelor of Arts in Political Science from Colorado State University in Fort Collins. Mr. Wheaton enjoys participating in endurance events but notes that he and his wife of 17 years spend the majority of their "spare" time raising their three young sons.



Amy Cleveland was named Executive Director of Administration in 2018. Ms. Cleveland brings more than twenty years' experience in human resources in public and non-profit sectors. Prior to joining Pierce Transit, she served as Director of Human Resources for Behavioral Health Resources; as well as Senior Personnel Analyst, Chief Civil Service Examiner, and Public Records Officer the for City of Olympia, Washington; and Chief Civil Service Examiner for Thurston County.

Ms. Cleveland earned a Bachelor of Arts in Psychology from Saint Martin's University in Lacey and has completed several post-graduate courses in public administration and labor relations studies. Her outside interests include cooking, travelling, volunteering with community organizations, and spending time with her family.

Pierce Transit was thrilled to find both highly qualified candidates for these Executive Director positions “right in our own back yard” as the saying goes. As expected, both Ms. Cleveland and Mr. Wheaton have made an immediate impact as their respective divisions have been restructured to better meet the needs of the agency’s business in 2019 and beyond.

### **2018 Employee Engagement Survey**

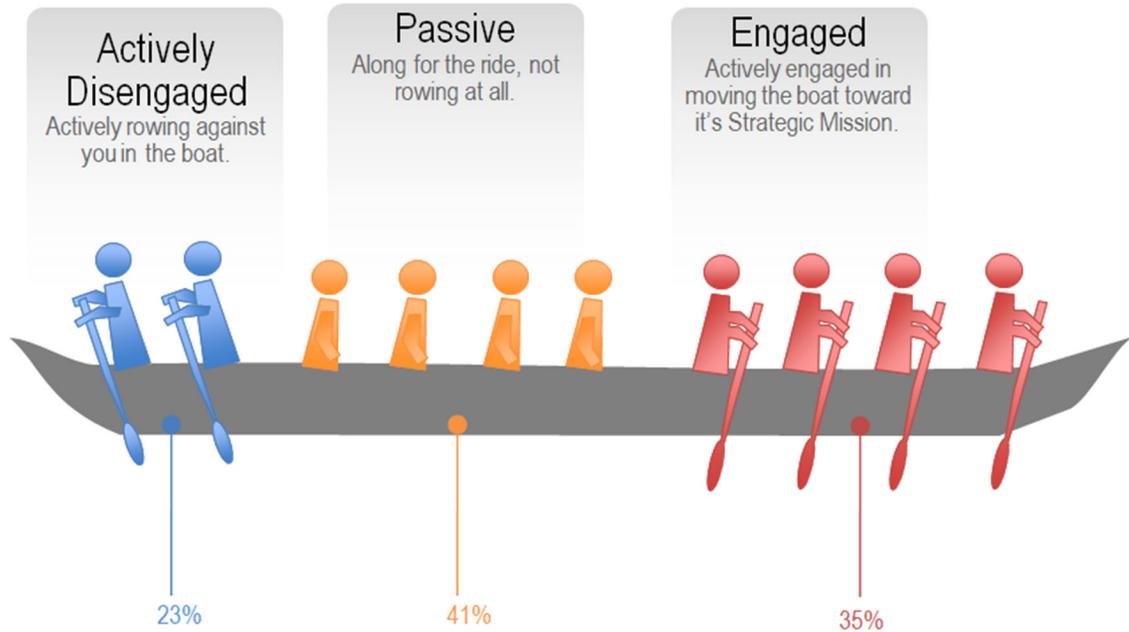
In the 2017-2021 Strategic Plan, Pierce Transit set a goal of improving employee engagement. Engaged employees are those who care about their work and their organization. They do not work just for a paycheck, or just for a possible promotion, but rather are committed to the organization’s core goals and objectives. When employees care - when they are engaged - they give their best efforts which results in greater results for the agency, our programs, and the public.

The agency conducts an all-employee engagement survey each year to provide insight into the many contributors to employee engagement. In 2018, Pierce Transit conducted the survey using a new approach: a focus on Culture. Results of the survey were made immediately available to the Executive Directors, Department Managers, Assistant Managers, and Supervisors and then were shared with staff by leadership.

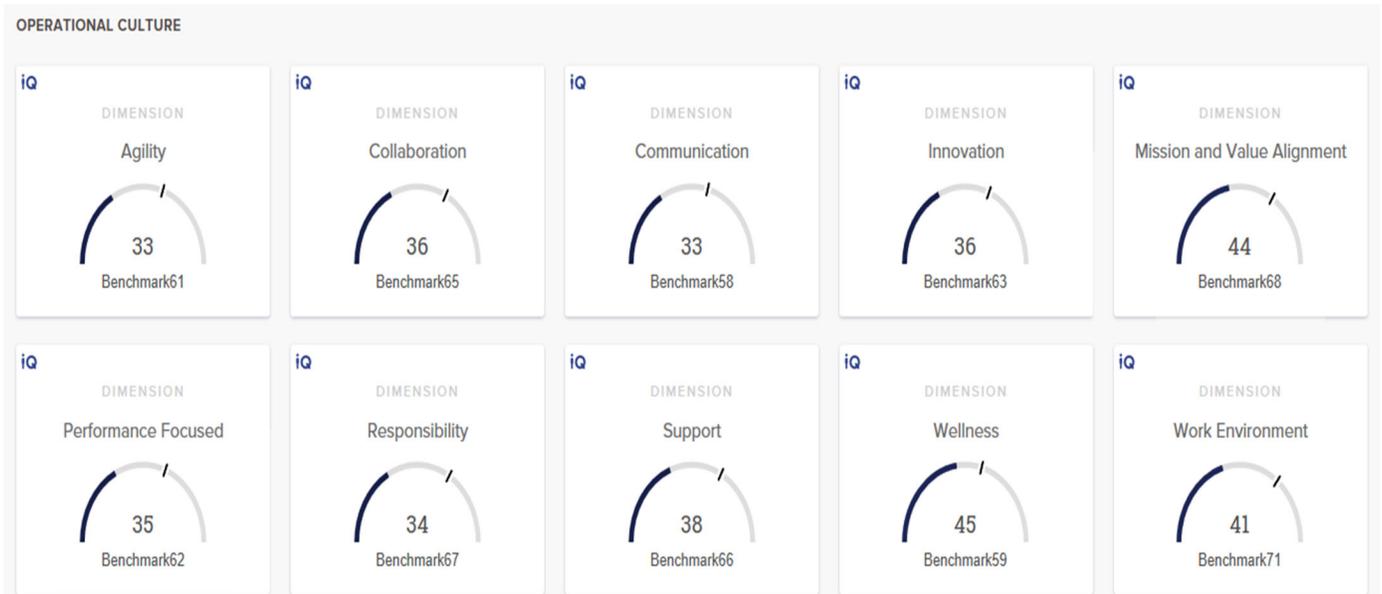
The twelve culture qualities which were measured included: Agility, Collaboration, Communication, Innovation, Mission and Value Alignment, Performance Focused, Responsibility, Support, Wellness, Work Environment, Diversity, and Safety, in addition to an Employee Net Promoter Score (ENPS) that represents employee engagement. Most of these culture qualities which were measured have benchmarks from similar-sized organizations. The benchmarks allow Pierce Transit to compare our results externally, as well as internally, to see where there may be opportunities for growth.

The survey results identified an increased score in all twelve culture qualities with a slight decrease in the ENPS. The results continue to provide insight into the needs and interests of the staff as well as offering recommendations suggested by those staff. Each Executive Director has identified targeted focus areas for their teams and have identified initiatives to not only improve scores but also address employee interests and comments. Targeted surveys will be conducted periodically throughout 2019 to seek out and acquire ongoing feedback and measures on our employee engagement.

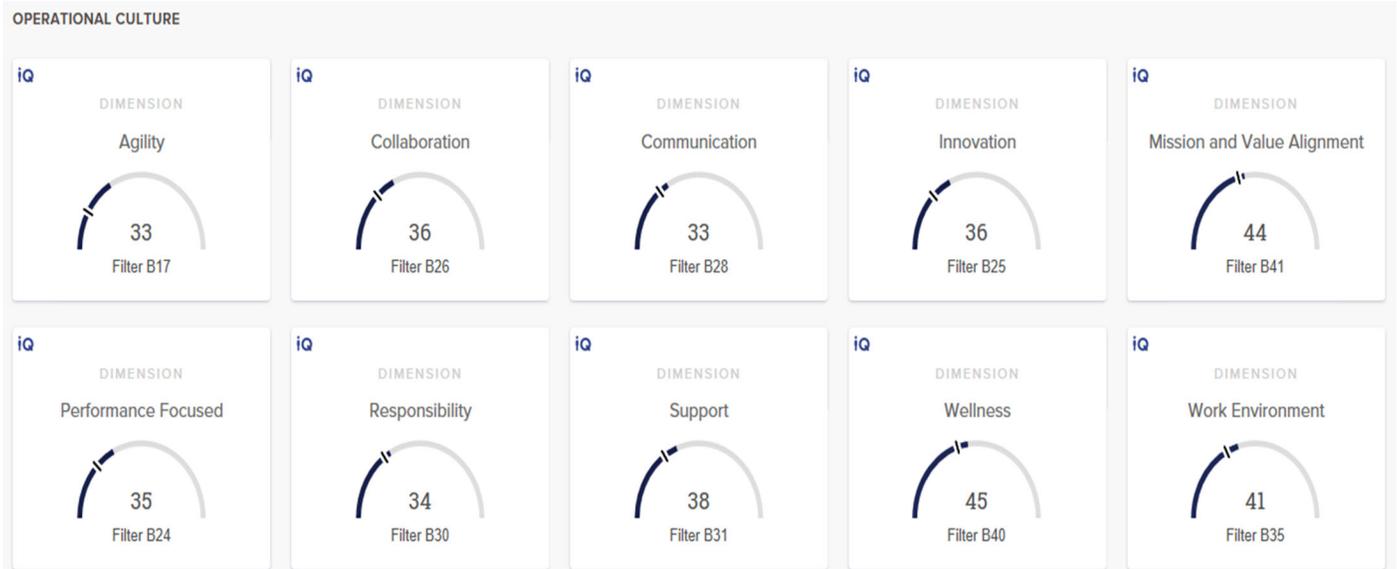
## ENPS Results



## Culture Qualities Results Pierce Transit versus Benchmarks



## Pierce Transit 2018 versus 2017



Each of these graphs represent the scores that Pierce Transit received in each quality measured in the 2018 Employee Engagement Survey. Scores can range from 0 to 100. Also shown here are the benchmarks for each of these qualities; benchmarks are for similar sized agencies of over 500 employees.

### Lean Program

Pierce Transit's launched its Lean program four years ago and housed it in the Lean and Workforce Development (LWD) Department. The intent of the program is to create a culture where staff at all levels of the organization are supported in their efforts to make improvements which benefit the agency, the employees, and the public. The program provides training, mentorship, coaching, and facilitation to enable a mindset of continuous improvement. The focus of many of the program initiatives is to maximize customer value while minimizing waste. Simply stated, Lean means *creating more value for customers and staff with fewer resources using the knowledge and experience of those who do the work*. Because of this, continuous improvement plays a vital role in many of the objectives identified in Pierce Transit's 2017-2021 Strategic Plan.

A Lean organization understands customer value and focuses its key processes to continuously increase that value. The ultimate goal is to provide perfect value to the customer through identification and elimination of waste in the process. 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 lower costs and with much fewer defects, compared with traditional business systems.

In 2018, Pierce Transit completed nine Lean projects, began six more, and performed ten "Just Do It" (JDI) process improvements.

## Achievements

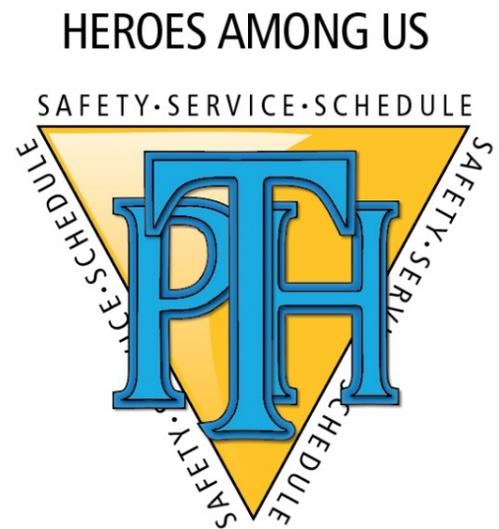
- Time savings of more than three work weeks annually for one FTE
- Cost savings of \$293,000 annually for Specialized Transportation
- Process satisfaction increase of more than 1 point (5-point scale) for offboarding
- Creation of five standardized processes resulting in consistency of outcomes
- Decrease in the number of buses on “the bank” waiting for parts
- Decrease in variation of mileage and hours driven within sub-fleets
- Increase in communication tools for multiple divisions
- Greater role clarity in asset management functions
- Improvement in onboarding of both revenue and non-revenue vehicles
- Decrease in manual processes and paper forms in several areas

## Training

This year, Pierce Transit staff received more than 200 hours of in-house instruction as: 1) Basic Lean concepts; 2) Leadership’s roles in a Lean culture; and 3) Training in Green Belt facilitation. Additionally, four staff members received their Lean Six Sigma Greenbelt certification, while four others are expected to be certified in early 2019. This brings the total of certified facilitators to 31 staff members within the agency.

### 2018 Bus & Paratransit Roadeo

The 2018 Pierce Transit Roadeo proved to be another successful event yet again. With a turnout of more than 60 participants in seven categories, it showcased the driving talent of a diverse group of Pierce Transit and guest agency employees. Judges included both current and former (retired) Pierce Transit employees and special guests from all over Pierce County. Attendance at the May 20 event exceeded 250 and each guest had the opportunity to indulge themselves with a delicious lunch provided by Arnold’s Happy Days Diner. Afterwards, the awards ceremony provided a first look at the fixed route and demand-response operators who would be moving on and representing the agency at the next State and International Roadeo competitions that summer and fall. Once again, the agency put forward its most skilled operators in an attempt to bring home State and national honors. The annual Roadeos at the agency’s headquarters in Lakewood provide a chance to celebrate and encourage each other during this fun and entertaining outdoor event.



2018 Pierce Transit Roadeo

Lakewood, WA

Winners of the 2018 Roadeo driving competitions were:

- Bus Master: John Waight;                      Bus Maverick: Stephanie Jureidine
- Van Master: Bonnie Mitchell;                Van Maverick: Nate Ware
- Best Pre-trip: James McCulloch



## Community Outreach Events

### South Sound Sustainability Expo 2018

Hosted by the City of Tacoma's Office of Environmental Policy and Sustainability, this annual early Spring event had 108 mostly local vendors. It attracted 2,000 South Sound residents who joined hundreds of local organizations and businesses to learn what they could do to be part of creating a more sustainable world. Vendor displays, workshops and interactive exhibits covered clean energy, green building, food and agriculture, sustainable products, transportation options, habitat protection and restoration. Pierce Transit had two displays: an information booth highlighting the agency's sustainable practices and a *Proterra* electric bus, one of three that joined the fixed route fleet this year, that participants could board.

## **Tenth Annual Bike Swap at University of Puget Sound**

Pierce Transit participated in The Bike Swap again in 2018. This Saturday event, hosted by the City of Tacoma and held at the end of April at the University of Puget Sound (UPS) campus, was well-attended by the community. Each year it kicks off Tacoma's Bike Month (May) and features bicycles and parts to sell and trade, on-site bike maintenance, as well as helmet fittings, bicycling education and safety instruction and giveaways. Event attendees can also find bicycle accessories and other resources such as bicycle maps, riding groups, information about bicycle-related classes and events, safety information, and more. The rich variety of information and resources available to attendees is a result of the number and variety of vendors and community partners that are present during the event. In addition, the Bike Swap features fun and festive elements that make it a desirable event to attend including food trucks, and fabric screen printing.

## **Special Services & Programs**

### **PiercePay Mobile App**

On September 1, 2017, Pierce Transit launched a one-year pilot program which offered a new way to pay for rides on Pierce Transit buses using a smart phone or tablet. The new option, called *PiercePay<sup>SM</sup>*, is available through the Hopthru app, which is free and easy to set up. This feature gives riders the option to purchase Pierce Transit All Day Passes and One Ride Tickets anytime, anywhere, without using paper passes. These products are valid on regular Pierce Transit fixed routes plus special event services. In 2018 near the end of the pilot program the agency evaluated riders' interest and use and determined this mobile ticketing app was successful. The original PiercePay products are still available, and in December 2018 a new product was added: the 30-day Pass. This pass is a "rolling" period pass. Once activated the passenger can use it for unlimited Pierce Transit rides for 30 consecutive days, even if that timeframe begins in one month and continues into the next.

### **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 sixth year in 2018, 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. This year, the route was changed to include stops adjacent to new retail and residential areas in the northern part of Gig Harbor and to

make better connections with Route 100. To build awareness for the service, and Pierce Transit in general, the trolley was again featured at the Gig Harbor Maritime Festival in June with the vehicle being used in the festival parade and staff hosting a booth at the event. The 2018 service was again favorably received by riders. Ridership fell about 2 percent to 15,948 as compared to 16,291 in 2017, but there were two fewer service days in 2018. The Trolley Partners continue to promote the service using a creative marketing and awareness campaign.



### Downtown-to-Defiance Trolley Pilot Project

In partnership with MetroParks, the City of Tacoma, Point Ruston, South Sound Together, and the Port of Tacoma, Pierce Transit extended a pilot of the Downtown to Defiance trolley service during the summer of 2018. This waterfront trolley ran Fridays through Sundays and connected downtown Tacoma along the Ruston waterfront to Point Defiance Park via Ruston Way. In 2018, Old Town and Tacoma Dome Station were also part of the routing. The service aimed to provide locals and visitors access to the parks and attractions along the Ruston waterfront while encouraging patronage of restaurants, shopping, and popular recreation points along the way. Riders and merchants were surveyed during the summer to find out if the trolley provided satisfactory service and a boost to the local economy, respectively. Results indicated that Saturday was the most popular day to ride with an average of 137 boardings that day. The trolley had a total of 5,466 boardings over the summer service span down from 5,679 in 2017. However, passengers per hour were 3.95 in 2018 as compared to 3.86 in 2017. Based upon low ridership and no continued financial support from partners, the Board decided to end the pilot project and not offer the service again in 2019.

### Good to Give



Pierce Transit's Corporate Social Responsibility team, Good to Give, generated \$40,329 in volunteered activity and donations in 2018. Key partners included the United Way of Pierce County, The South Sound Heart & Stoke Walk and the Northwest Furniture Bank. Employees came together on their personal time to generate goodwill throughout the

Pierce County region, while boosting comradery and employee relations through charitable giving to worthy local causes.

## Transit to Trails

The Transit to Trails summer series was an educational pilot aimed at breaking down barriers for potential new and choice riders on the Pierce Transit system. Participants learned how to plan, pay, and ride around the Pierce Transit bus network. The pilot ran from June to September in 2018. It consisted of four guided outings (at one per month): Chinese Reconciliation Park on the Downtown to Defiance Trolley, Puyallup Farmers Market on the Puyallup Connector and Route 409, Gig Harbor waterfront tour with Harbor WildWatch on Route 100 and the Gig Harbor Trolley, and to Swan Creek Park from Stewart Heights Park on Route 41. Participants learned that they can easily reach most popular recreational destinations by bus, especially those offering limited public parking.



## 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, Bus Rapid Transit, Community College Student Pass Program, System Redesign Outcomes, E-bikes and E-scooters in Tacoma, 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.

The following individuals were appointed as members of the Community Transportation Advisory Group for 2018:

- Cody Bakken (Chair), Tacoma
- Sandy Paul (Vice Chair), Northeast Tacoma
- Aaron Dumas, Tacoma
- Blake Geyen, Tacoma
- Hongda Sao, Tacoma
- Don Green, Steilacoom
- Denise Edington, Steilacoom
- Bill Elder, Lakewood
- Tommy Manning, Puyallup

## Marketing & Promotions

Pierce Transit continued marketing programs directed toward residents near targeted Pierce Transit routes, students, and commuters in major employer centers. These marketing efforts included:

- 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 innovative pilot projects which leverage technology to make public transportation easier to use, or more available to residents with limited or no fixed route service in their neighborhoods.
- Promoting ridership in existing Vanpool vehicles, and in new Vanpool groups through multi-media campaigns.
- 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 college students, and employers and employees at major worksites, promoting services and ORCA programs to this target market.
- Increasing overall public awareness of local transit, Vanpool, and Rideshare services, and connections to regional transit using advertising, social media, outreach, and other methods.
- Raising awareness and encouraging the public to provide input on proposed programs and major capital projects, such as the agency’s first Bus Rapid Transit service.
- Creating attractive, branded graphic designs and layouts for Pierce Transit’s passenger sub-fleets, utilizing our updated logos and graphic elements introduced in 2018 (example below).



- 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, instructional videos, online comment forms, 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 promote Pierce Transit services to downtown Tacoma employers, employees, students and residents.
- Providing timely financial and ridership information to the public, which increases the agency's transparency and strengthens public trust.
- Sharing general Pierce Transit updates with the public through quarterly e-newsletters, in conjunction with the Communications Manager.
- Sharing Pierce Transit's success stories through our digital and traditional 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 channels 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 implement promotional campaigns funded by our joint WSDOT Transit Coordination Grant.
- Providing input on the agency's periodic market research projects, which generally assess trends in public perception about transit services, and evaluate the effectiveness of service plans, route promotions, and marketing techniques.
- Assisting other Pierce Transit workers with their communication projects, by creating professional, user-friendly materials to be used for public involvement and awareness efforts.

### **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 system-wide 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/](http://www.piercetransit.org/documents/)).

Pierce Transit conducted one Title VI Equity Analysis in 2018 – a Fare Equity Analysis on a new Pierce Transit-specific adult monthly pass.

The lower-priced Pierce Transit-specific adult pass was recommended due to rider demographics, specifically, household income. Data from the 2017 customer satisfaction survey show that 60 percent of our riders live in households with annual household incomes of \$25,000 or less. A lower-priced Pierce Transit-specific adult pass would help make the purchase of a monthly pass within the reach of more of our riders. Currently, the regional adult pass costs \$72 per month. This pass allows unlimited rides for a calendar month on Pierce Transit local service and provides a transfer value toward more expensive rides on regional partner systems (e.g. Sound Transit and King County Metro). Most Pierce Transit riders do not transfer to regional systems. The Pierce Transit-specific Adult Monthly and 30-Day Rolling Period Pass implemented a price of \$62.00 which is \$10.00 under the regional pass price. This pass has a trip value of \$2.00, which covers the adult fare on Pierce Transit buses.

An added feature is that this pass is also available on the mobile app PiercePay. Through PiercePay, this pass is a 30-day rolling period pass, not tied to a calendar month. This means that the first day a rider uses the pass, the rider then gets 30 consecutive days of use. This is different than ORCA passes which are only valid from the first day of each month until the last day of the month and which cannot be purchased after the 15th day of any given month. The 30-day rolling period pass on PiercePay will give riders more flexibility.

The Title VI analysis of the new PT-specific adult monthly pass examined whether minority and low-income populations would experience adverse effects disproportionate to the adverse effects felt by the population of the entire service area. The analysis found that there were no disparate impacts to minority populations nor disproportionate burdens to low-income populations.

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## Section 6 – Proposed Action Strategies: 2019 - 2024

The Washington State Department of Transportation (WSDOT) requires that all 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 2018, and strategies for continuing to achieve the state’s objectives from 2019 through 2024.

### Goal 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.*

2018	2019-2024
Continued Effort	Continuing Effort

#### 2018

- 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, activity centers, 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 continued operating Route 63 Northeast Tacoma Express, in order to provide 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).
- For the second year in a row, the agency offered another summer trolley service operating along Ruston Way from Downtown Tacoma to Point Defiance Park (July through September).
- Pierce Transit continued to work with main street associations and regional event organizers to provide express or authorized charter services to events such as the Washington State Fair in Puyallup, Taste of Tacoma, and Fourth of July Freedom Fair & Air Show, all of which promote community development and economic opportunities for local merchants.

- While Pierce Transit Vanpool boardings were stagnant, the interest in public transportation and ride sharing options to major employment centers throughout the region continued to grow.

**2019-2024**

- Pierce Transit will continue to work with service area jurisdictions and stakeholders to design innovative transportation options that contribute to the economic vitality of individual communities.
- Pierce Transit will use future employment and population projections, plus regional modeling tools developed by the Puget Sound Regional Council (PSRC), or the Remix visualization and analysis platform, in order to design local and express services that contribute to the economic vitality of the region through new or additional public transportation options.

**Goal 2: PRESERVATION**

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



2018	2019-2024
Continued Effort	Continuing Effort

**2018**

- Pierce Transit took possession of 23 new CNG-powered replacement buses; and
- Three new Proterra all-electric replacement buses; and
- Twenty-nine new replacement Vanpool vehicles; and
- Thirteen new replacement non-revenue (Service & Support) vehicles.
- Pierce Transit continued to routinely maintain or upgrade its equipment and facilities to the highest level possible.
- Pierce Transit restored and used 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 (as noted in Section 5).
- Pierce Transit fixed route motorbus services were completely redesigned and the changes implemented in 2017 and 2018, based on factors such as schedule adherence, regional connections, and demand.
- In October 2018, the agency completed its first comprehensive Transit Asset Management Plan (TAMP). According to the FTA, well-developed asset management systems have been shown to lower long-term maintenance costs. Additionally, the TAMP will have important non-quantifiable benefits, such as improved transparency and accountability. Implementing a transit asset management system will require transit providers to collect and use asset condition data, set targets, and develop strategies to prioritize investments to meet their goals.
- In the past year, five high profile transit facilities were renovated using CPTED (Crime Prevention Through Environmental Design) principles and strategies, along with Xeriscaping and other energy efficient practices. The facilities were Tacoma Dome Station, Tacoma Community College Transit Center, Tacoma Mall Transit Center, 72nd Street Transit Center, and State Route 512 Park-and-Ride at I-5.
- In the past year, five high profile transit facilities were renovated using CPTED (Crime Prevention through Environmental Design) principles and strategies, along with Xeriscaping and other energy efficient practices. The facilities were Tacoma Dome Station, Tacoma Community College Transit Center, Tacoma Mall Transit Center, 72nd Street Transit Center, and State Route 512 Park-and-Ride at I-5.

## 2019-2024

- 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 Pierce County PTBA desire transit services. Therefore, it will continue designing demonstration projects that test the most effective means to connect underserved communities to fixed routes or regional transit hubs.
- 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 from year to year.
- 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, along with favoring the most fuel efficient or lowest emissions, “clean” propulsion systems available.
- 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). Funding for the improvements has been phased in the 6-year capital budget, with partnership in the funding from Sound Transit and additional funding being sought through grants. The plan’s implementation will ensure that any capital investment in the base serves the agency well into the future by accounting for capacity issues as the various revenue service fleets and diverse vehicle types are planned to grow over time. A private sector firm (Huitt Zollars) was hired in 2018 as the Maintenance and Operations Base Improvements design consultant. Their scope of work will ensure that any capital investments in the base serve the agency well into the future by accounting for capacity issues as the various revenue service fleets and diverse vehicle types are planned to grow over time.
- Pierce Transit will continue to address deferred maintenance and aging facilities. There will continue to be a focus in 2019 and 2020 on the remaining customer-facing transit facilities with projects to refurbish or renovate multiple transit centers, park and ride facilities, and bus stop amenities.
- In 2019 deferred maintenance to address ongoing vandalism of bus stop shelters will include replacement of missing or vandalized glass in shelters. Under the update to the policies on the response to repeated vandalism at specific locations (i.e., three property crimes within a 12-month period), shelters with glass panels will be replaced with perforated metal panels.

**Goal 3: SAFETY**

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

2018	2019-2024
Continued Effort	Continuing Effort

**2018**

- Pierce Transit installed *Lytix DriveCam* event recorders in all 453 revenue and non-revenue (Service and Support) vehicles.

- The agency Transit continued monitoring the digital camera security systems 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.
- The Transit Police force 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 safety and security components on its routes, at transit centers and Park-and-Ride lots, as well as bus stop and shelter locations throughout the Pierce Transit service area.
- The Safety Office began conducting quarterly Safety Meetings approximately two years ago. The mandatory meetings are offered each quarter to all employees and encompass accident, safety and security trends agency wide. The focus typically is on how accidents and injuries can be avoided.
- 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 finalized 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 continued 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.
- Pierce Transit Police have the only hazardous device certified canine, who is also explosive detection trained, in Pierce County and the South Sound region.
- The agency continued distributing its *Weekly Safety Chat* bulletin on a specific topic to all employees via email on Fridays, including tips for creating a safe, personal and home environment.



## 2019-2024

- 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.
- As part of an agency-wide security focus, Pierce Transit will continue monitoring the efficacy of the on-board digital cameras on reducing insurance claims against it.
- Pierce Transit Public Safety will continue to coordinate in-house uniform and physical security resources, contracted police services, and local or regional preparedness teams.
- 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.
- Minor adjustments to staffing levels will continuously be made to improve service delivery to both internal and external customers.

## Goal 4: MOBILITY

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

2018	2019-2024
Continued Effort	Continuing Effort

## 2018

- 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 persons with disabilities.
- Pierce Transit continued working 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, including a project to update the system cabinetry and infrastructure originally installed in 1999 from active to passive via GPS technologies.
- 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. IJR 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. On May 23, 2017, the U.S. Department of Transportation

Federal Highway Administration issued a *Finding of No Significant Impact* (FONSI) for the Interstate Highway 5/JBLM Congestion Relief Project.

- 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.



#### 2019-2024

- 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, the Tacoma Link light rail expansion through the Stadium and Hilltop districts, Tacoma Down Link Extension (TDLE), express bus service coordination, and

high occupancy vehicle access projects, such as the proposed Hard Shoulder Running project along Interstate Highway 5 in Pierce County.

- Pierce Transit will continue to work with local jurisdictions to implement transit-supportive access improvements to the built environment wherever practicable.
- A comprehensive fixed route analysis was initiated in 2016 in conjunction with a substantial increase in service hours in 2016 and 2017. With the help of a consultant, Pierce Transit closely scrutinized the performance of existing routes in conjunction with current demographic and travel data and developed recommendations for system improvements. The improvements will focus mainly on service span and frequency, including additional weekend service, but could also include altered routing and changes in coverage. In fact, initial ridership is trending upwards as a result of this analysis and its implementation.
- The Next Generation ORCA will replace the existing legacy ORCA regional smart card fare collection system, which is at the end of its life. The *next gen ORCA* system will be a flexible and secure system offering customers convenient public transportation payment options. The *next gen ORCA* system will be account-based (e.g., built on a central back office designed and implemented by the Systems Integrator that manages transit accounts, calculates fare payments based on established business rules, and processes all transactions). The new program will benefit customers by making it easier to purchase fares, by providing immediate (real-time) availability of purchased products and added value, and by making ORCA as available through as many channels as possible, such as an expanded retail network and new vending machines. The new system will begin deployment by the third quarter of 2021.

**Goal 5: ENVIRONMENT**

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

2018	2019-2024
Continued Effort	Continuing Effort

**2018**

- 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, as well as all-electric vehicles.
- The agency won a \$2.55 million grant 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. The three inaugural *Proterra* all-electric propulsion vehicles were put in revenue service in 2018 as part of an agency wide effort to covert 20 percent of the fixed route fleet to zero emissions vehicles.
- 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.

**2019-2024**

- 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. The agency is also ordering new Near Zero Emission natural gas engines in twenty-three 2018 model year replacement vehicles; the cleanest internal combustion technology available today for buses and trucks.
- 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.

**Goal 6: STEWARDSHIP**

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

2018	2019-2024
Continued Effort	Continuing Effort

**2018**

- 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.
- 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 Pierce County 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.
- Pierce Transit continued its participation on the steering committee to collaborate with WSDOT on the scoping and alternatives analysis of the State Route 167 Completion – Puget Sound Gateway project, providing input on highway design and access considerations for transit vehicles.

#### **2019-2024**

- Staff will continue to work with local jurisdictions and participate in community-based efforts to implement transit-supportive improvements in the built environment.
- Continue participation in the City of Tacoma and Sound Transit’s Tacoma Link Extension project as a member of the Technical Advisory Committee.
- Also continue to participate in Sound Transit’s Tacoma Dome Link Extension project at an advisory level.
- 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 transit modes. Planning staff are active members of the Transportation Operators’ Committee (TOC), Regional Project Evaluation Committee (RPEC), and Regional Staff Committee.
- Pierce Transit will continue to participate in regional collaboration via a transit service sketch planning tool called Remix.

- 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: 2019-2024

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 153 buses, 352 vanpool vehicles, and 100 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 years. The agency continues to extend the useful life of its vehicles wherever possible.

**Fixed Route Buses:** Pierce Transit operates a fleet of 153 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 25-foot cutaway (body-on-chassis) vehicles is done at eight years or 150,000 miles. No expansion of the fleet is planned in 2019.

**Table 7-1 Planned Fixed Route Bus Orders**

	2019	2020	2021	2022	2023	2024
Replacement Buses	25	25	20	16	9	0
Expansion Buses	0	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 100 vehicles. Routine replacement occurs on the basis of ten 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**

	2019	2020	2021	2022	2023	2024
Replacement Vehicles	10	0	0	0	32	0
Expansion Vehicles	0	0	0	0	0	0

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

**Vanpool Vehicles:** 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 352 vans. Routine replacement occurs on the basis of eight years or 120,000 miles; whichever comes first, per agency policy.

**Table 7-3 Planned Vanpool Vehicle Purchases**

	2019	2020	2021	2022	2023	2024
Replacement Vans	55	22	20	34	52	37
Expansion Vans	0	0	0	0	0	0

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

### **Base Facilities**

The agency headquarters facility is located at 3701 96th Street SW in Lakewood, Washington 98499. The 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 portion of the site is planned for a future parking expansion. A portion of that parking expansion is in the design phase and planned for construction in late 2019.

Pierce Transit also owns additional property located directly west of the Main Base. This is referred to as West Base and is currently used as the headquarters for the Service Support team, storage and radio equipment repair and installation. It provides potential expansion capabilities for future agency growth.

A 2040 Base Master Plan Update was completed in 2017. The agency is moving forward with flexible, phased improvements to the Main Base, South Base, and West Base sites. Funding for the improvements has been phased in the 6-year capital budget, with partnership in the funding from Sound Transit and additional funding being sought through grants. Schematic design is complete for the plan implementation and design is moving forward on the initial phases to provide for additional needed capacity in bus maintenance, parking, fueling, and washing. Funds are also budgeted for necessary repairs and refurbishments to base facilities and systems.

## **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 2019 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 replacements of the Vanpool Information System, Finance System, and our CAD/AVL System. We'll continue to move forward on the next generation version of ORCA, the regional fare system, in 2021-2022.

### **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.

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## Section 8 – Operating Revenues & Expenditures: 2019-2024

Pierce Transit’s financial plan provides an estimate of the agency’s future capital and service capabilities over the six-year plan period. It is based on financial assumptions and the adopted financial policies, which mandate that Pierce Transit maintain reserves for operating contingencies, capital replacement, and insurance.

Financial assumptions remain highly sensitive to changing economic conditions occurring locally and on the state and national levels. Pierce Transit recognizes that its 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.

### Operating Revenues

Income that supports Pierce Transit’s day-to-day services and capital improvements primarily comes from sales taxes, reimbursements from Sound Transit for services provided, fares, and grants. Annual operating revenues are expected to grow from \$162.7 million in 2019 to \$208.3 million in 2024. The following table illustrates the various revenue sources Pierce Transit utilized during 2018 and for the 2019–2024 Six-Year Financial Plan.

Table 8-1  
**Pierce Transit Operating Income**  
Revenue Sources – 2018 Year-End Estimate (Millions)

Sales Tax	\$	82.1
Sound Transit		43.0
Fares		12.5
Other Revenues		4.1
Operating Assistance/Special Needs Program		1.7
	\$	143.4

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 \$87.7 million in 2018 to \$122.1 million in 2024. Sales tax projections are based on economic conditions and analysis of activity in the jurisdictions in the Public Transportation Benefit Area (PTBA).

Sound Transit reimburses Pierce Transit for the actual costs of operating regional express services. These reimbursements are estimated to total \$358.8 million over six years. Fare revenues are projected to provide about \$80.5 million in revenue over the next six years based on ridership and average fare per boarding estimates.

While primarily utilized to fund current operating expenses, operating revenues also help fund capital projects and an insurance reserve account through transfers. The size of these transfers varies from year to year based upon capital and insurance expenditure levels. During 2018, a total of \$17.6 million was transferred from Operating to Capital and Insurance.

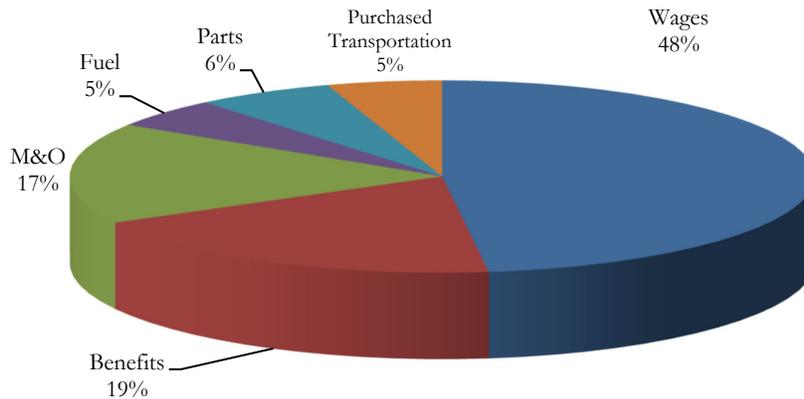
## Operating Expenditures

Table 8-2 summarizes estimated expenditures by type for 2018. This information is graphically presented in Figure 8-2. Total operating expenses, excluding capital transfers and insurance, for 2018 were \$137.6 million. Overall, operating costs are expected to increase from \$149.2 million in 2019 to \$187.2 million in 2024. Wages and benefits account for approximately 70 percent of this total.

Table 8-2  
**Pierce Transit Operating Expenditures**  
2018 Year-End Estimate

Wages	\$66.3
Benefits	26.0
Maintenance & Operating (M&O)	24.1
Fuel	6.5
Parts	7.7
Purchased Transportation	7.0
	<b>\$137.6</b>

Figure 8-2  
**Pierce Transit Operating Expenditures**  
2018 Year-End Estimate (Millions \$)



## Six-Year Financial Forecast

The 2019–2024 Six-Year Financial Plan is sustainable for operations. Reserves will be utilized over the next six years to provide capital infrastructure to support the service plans and to meet the required reserve at the end of the six-year period. Table 8-3 summarizes total revenues and expenditures that are projected throughout the next six years. Appendix A includes the financial forecast.

Table 8-3  
**Six-Year Financial Forecast: 2019-2024**  
(Millions \$)

	2019	2020	2021	2022	2023	2024	Summary
<b>Operating Fund</b>							
Beginning Balance	49.5	24.9	26.3	27.6	28.6	29.8	
Revenues	162.7	171.6	180.1	188.9	198.4	208.3	1,109.9
Expenses (Including Debt Repayment)	149.9	158.4	166.5	172.2	179.8	187.9	1,014.9
Transfers to Capital Fund	34.6	8.6	9.0	12.4	13.8	15.4	93.8
Transfers to other funds	2.9	3.1	3.2	3.3	3.4	3.5	19.5
Ending Balance	24.8	26.4	27.7	28.6	30.0	31.3	
<b>Capital Project Spending</b>	151.7	54.4	151.6	20.1	20.8	10.3	408.9
<b>Capital Reserve Balance</b>	9.0	9.0	9.0	9.0	9.0	18.0	



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## Appendices

Appendix A:	Six-Year Financial Plan: 2019-2024
Appendix B:	Operating Data 2018
Appendix C:	Unprogrammed and Unfunded Projects
Appendix D:	Vehicles (Rolling Stock) Inventories
Appendix E:	Asset Inventories - Equipment and Facilities

**PIERCE TRANSIT**  
**2019-2024 Six-Year Financial Plan**  
**Revenues & Expenditures**

**Appendix A**

(Millions)	2018 YE Est	2019 Budget	2020	2021	2022	2023	2024
<b>OPERATING</b>							
<b>Revenue</b>							
<b>Operating Income</b>							
Passenger Fares (Fare Revenue)	\$12.170647	\$12.209000	\$13.449266	\$13.557303	\$13.666616	\$13.777227	\$13.889153
Advertising (contract)	0.310000	0.320000	0.320000	0.320000	0.320000	0.320000	0.320000
Sound Transit Reimbursement (ST)							
ST Express	47.185802	51.334645	54.007848	56.957704	59.967831	63.259043	66.620753
ST Tacoma Dome Station	0.783459	1.059478	1.080668	1.102281	1.124327	1.146813	1.169749
<b>Operating Income</b>	<b>60.449908</b>	<b>64.923123</b>	<b>68.857782</b>	<b>71.937287</b>	<b>75.078774</b>	<b>78.503083</b>	<b>81.999655</b>
<b>Non-Operating Income</b>							
Sales Tax	87.714010	93.415421	98.553269	103.973699	109.692252	115.725326	122.090219
Interest	0.680000	0.650000	0.653250	0.656516	0.659799	0.663098	0.666413
Other Miscellaneous	1.088940	1.029000	1.029000	1.029000	1.029000	1.029000	1.029000
<b>Non-Operating Income</b>	<b>89.482950</b>	<b>95.094421</b>	<b>100.235519</b>	<b>105.659215</b>	<b>111.381051</b>	<b>117.417424</b>	<b>123.785632</b>
<b>Operating Contributions</b>							
CTR/Vanpool Assistance	0.230219	0.319219	0.066219	0.066219	0.066219	0.066219	0.066219
Special Needs Transportation Grant	1.900000	1.900000	1.900000	1.900000	1.900000	1.900000	1.900000
Operating Grants - Other	2.719098	0.500000	0.500000	0.500000	0.500000	0.500000	0.500000
<b>Operating Contributions</b>	<b>4.849317</b>	<b>2.719219</b>	<b>2.466219</b>	<b>2.466219</b>	<b>2.466219</b>	<b>2.466219</b>	<b>2.466219</b>
<b>Total Operating Revenue</b>	<b>\$154.782175</b>	<b>\$162.736763</b>	<b>\$171.559520</b>	<b>\$180.062721</b>	<b>\$188.926043</b>	<b>\$198.386726</b>	<b>\$208.251507</b>
<b>Expenditures</b>							
<b>Operating Expenditures</b>							
Wages	\$66.306971	\$71.742401	\$75.229675	\$78.661181	\$82.408389	\$86.335647	\$90.624785
Benefits	26.008003	27.921141	32.105761	34.385219	36.682935	39.368468	42.096165
M & O	23.909483	26.685190	27.211085	29.154659	28.339856	28.908825	29.492094
Fuel	6.467169	7.087126	7.173438	7.277213	7.389018	7.503060	7.625701
Parts	7.712693	7.803764	7.929899	8.080278	8.241883	8.406721	8.583578
Purchased Trans.	7.045210	7.894583	7.989971	8.162918	8.341163	8.524870	8.714207
Bridge Tolls	0.184260	0.016880	0.017218	0.017562	0.017913	0.018271	0.018637
<b>Total Operating Expenditures (w/out Debt, Depreciation, and NonDepartmental)</b>	<b>137.633789</b>	<b>149.151085</b>	<b>157.657047</b>	<b>165.739030</b>	<b>171.421159</b>	<b>179.065863</b>	<b>187.155167</b>
<b>Non-Operating Expenditures</b>							
Payments to Pierce Co for 5307 Agreement	0.879816	0.780000	0.780000	0.780000	0.780000	0.780000	0.780000
<b>Non-Operating Expenditures</b>	<b>0.879816</b>	<b>0.780000</b>	<b>0.780000</b>	<b>0.780000</b>	<b>0.780000</b>	<b>0.780000</b>	<b>0.780000</b>
<b>Total Operating Expenditures</b>	<b>\$138.513605</b>	<b>\$149.931085</b>	<b>\$158.437047</b>	<b>\$166.519030</b>	<b>\$172.201159</b>	<b>\$179.845863</b>	<b>\$187.935167</b>

**PIERCE TRANSIT**  
**2019-2024 Six-Year Financial Plan**  
**Revenues & Expenditures**

(Millions)	2018 YE Est	2019 Budget	2020	2021	2022	2023	2024
Total Operating Revenue Less Total Operating Expenditures	\$16.268570	\$12.805678	\$13.122473	\$13.543692	\$16.724885	\$18.540863	\$20.316340
<b>Transfers</b>							
Capital Reserve	\$15.128995	\$34.559654	\$8.561642	\$8.958930	\$12.442665	\$13.831192	\$15.429202
Insurance	2.433505	2.852308	3.143170	3.237765	3.335198	3.435554	3.538921
<b>Transfers</b>	<b>17.562500</b>	<b>37.411962</b>	<b>11.704812</b>	<b>12.196695</b>	<b>15.777863</b>	<b>17.266746</b>	<b>18.968123</b>
<b>Total Expenditures and Transfers</b>	<b>\$156.076105</b>	<b>\$187.343047</b>	<b>\$170.141859</b>	<b>\$178.715725</b>	<b>\$187.979022</b>	<b>\$197.112609</b>	<b>\$206.903289</b>

Change in Reserves	-\$1.293930	-\$24.606284	\$1.417661	\$1.346997	\$0.947022	\$1.274117	\$1.348217
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**CAPITAL**

<b>Revenue</b>							
Federal	\$3.339746	\$25.426618	\$4.640821	\$71.803400	\$4.627700	\$4.627700	\$0.000000
State	0.922693	9.000000	32.045000	14.500000	0.000000	0.000000	0.000000
Other	0.526795	38.932764	3.345851	56.253970	2.936190	3.979909	2.145997
Transfer from Operating Fund	15.128995	34.559654	8.561642	8.958930	12.442665	13.831192	15.429202
Interest	0.950000	0.800000	0.073474	0.045000	0.045000	0.045000	0.053245
<b>Total Capital Revenues</b>	<b>\$20.868229</b>	<b>\$108.719036</b>	<b>\$48.666788</b>	<b>\$151.561300</b>	<b>\$20.051555</b>	<b>\$22.483801</b>	<b>\$17.628444</b>

<b>Expenditures</b>							
Revenue Vehicles	\$5.272937	\$54.531492	\$10.496488	\$20.577053	\$16.933562	\$9.710324	\$2.463159
Base Facilities	2.255681	25.864128	0.217500	39.055189	0.130000	8.651976	4.665210
Passenger Facilities & Amenities	11.159767	7.858869	2.750000	0.000000	0.000000	0.000000	0.000000
Technology	3.972802	26.979251	1.819550	2.071650	2.840200	2.152150	1.747895
Other	2.028984	36.500668	39.078068	89.857408	0.147793	0.320347	1.401184
<b>Total Capital Expenditures</b>	<b>\$24.690171</b>	<b>\$151.734408</b>	<b>\$54.361606</b>	<b>\$151.561300</b>	<b>\$20.051555</b>	<b>\$20.834797</b>	<b>\$10.277448</b>

<b>Use of Reserve</b>	<b>-3.821942</b>	<b>-43.015372</b>	<b>-5.694818</b>	<b>0.000000</b>	<b>0.000000</b>	<b>1.649004</b>	<b>7.350996</b>
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**INSURANCE**

<b>Revenue</b>							
Interest	\$0.073000	\$0.070000	\$0.010000	\$0.010000	\$0.010000	\$0.010000	\$0.010000
Transfer	2.433505	2.852308	3.143170	3.237765	3.335198	3.435554	3.538921
<b>Total Insurance Revenue &amp; Transfer</b>	<b>\$2.506505</b>	<b>\$2.922308</b>	<b>\$3.153170</b>	<b>\$3.247765</b>	<b>\$3.345198</b>	<b>\$3.445554</b>	<b>\$3.548921</b>

<b>Expenditures</b>							
Insurance Expenditures	\$2.927339	\$3.061330	\$3.153170	\$3.247765	\$3.345198	\$3.445554	\$3.548921
<b>Use of Reserve</b>	<b>-\$0.420834</b>	<b>-\$0.139022</b>	<b>\$0.000000</b>	<b>\$0.000000</b>	<b>\$0.000000</b>	<b>\$0.000000</b>	<b>\$0.000000</b>

**PIERCE TRANSIT**  
**2019-2024 Six-Year Financial Plan**  
**Ending Balances**

(Millions)	2018 YE Est	2019 Budget	2020	2021	2022	2023	2024
<b>OPERATING</b>							
Beginning Balance	\$50.758728	\$49.464798	\$24.858514	\$26.276175	\$27.623172	\$28.570193	\$29.844311
Revenue	154.782175	162.7367630	171.559520	180.062721	188.926043	198.386726	208.251507
Total	\$205.540903	\$212.201561	\$196.418034	\$206.338896	\$216.549215	\$226.956920	\$238.095817
Expenditures	\$138.513605	\$149.931085	\$158.437047	\$166.519030	\$172.201159	\$179.845863	\$187.935167
Transfers from Operating	17.562500	37.411962	11.704812	12.196695	15.777863	17.266746	18.968123
Total	\$156.076105	\$187.343047	\$170.141859	\$178.715725	\$187.979022	\$197.112609	\$206.903289
<b>Operating Ending Balance</b>	<b>\$49.464798</b>	<b>\$24.858514</b>	<b>\$26.276175</b>	<b>\$27.623172</b>	<b>\$28.570193</b>	<b>\$29.844311</b>	<b>\$31.192528</b>
<b>Required Margin</b>	22.938965	24.858514	26.276174	27.623172	28.570193	29.844311	31.192528
<b>Margin / (Deficit)</b>	26.525833	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
<b>CAPITAL</b>							
Beginning Balance	\$61.532132	\$57.710190	\$14.694818	\$9.000000	\$9.000000	\$9.000000	\$10.649004
Revenues	20.868229	108.719036	48.666788	151.561300	20.051555	22.483801	17.628444
Total	\$82.400361	\$166.429226	\$63.361606	\$160.561300	\$29.051555	\$31.483801	\$28.277448
Expenditures	\$24.690171	\$151.734408	\$54.361606	\$151.561300	\$20.051555	\$20.834797	\$10.277448
<b>Capital Ending Balance</b>	<b>\$57.710190</b>	<b>\$14.694818</b>	<b>\$9.000000</b>	<b>\$9.000000</b>	<b>\$9.000000</b>	<b>\$10.649004</b>	<b>\$18.000000</b>
<b>Required Margin &lt;\$9 M; 2024 \$18 M</b>	18.000000	9.000000	9.000000	9.000000	9.000000	9.000000	<b>18.000000</b>
<b>Margin / (Deficit)</b>	39.710190	5.694818	0.000000	0.000000	0.000000	1.649004	0.000000
<b>INSURANCE</b>							
Beginning Balance	\$2.559856	\$2.139022	\$2.000000	\$2.000000	\$2.000000	\$2.000000	\$2.000000
Interest	0.073000	0.070000	0.010000	0.010000	0.010000	0.010000	0.010000
Transfer	2.433505	2.852308	3.143170	3.237765	3.335198	3.435554	3.538921
Total	\$5.066361	\$5.061330	\$5.153170	\$5.247765	\$5.345198	\$5.445554	\$5.548921
Expenditures	\$2.927339	\$3.061330	\$3.153170	\$3.247765	\$3.345198	\$3.445554	\$3.548921
<b>Insurance Ending Balance</b>	<b>\$2.139022</b>	<b>\$2.000000</b>	<b>\$2.000000</b>	<b>\$2.000000</b>	<b>\$2.000000</b>	<b>\$2.000000</b>	<b>\$2.000000</b>
<b>Required Margin</b>	2.000000	2.000000	2.000000	2.000000	2.000000	2.000000	2.000000
<b>Margin / (Deficit)</b>	0.139022	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
<b>Total Ending Balances</b>	<b>\$109.314010</b>	<b>\$41.553332</b>	<b>\$37.276175</b>	<b>\$38.623171</b>	<b>\$39.570193</b>	<b>\$42.493315</b>	<b>\$51.192528</b>
<b>ALL FUNDS</b>							
<b>Required Margin</b>	\$42.938965	\$35.858514	\$37.276174	\$38.623172	\$39.570193	\$40.844311	\$51.192528
<b>Margin / (Deficit)</b>	\$66.375045	\$5.694818	\$0.000000	\$0.000000	\$0.000000	\$1.649004	\$0.000000

Annual Ridership Report  
January – December 2018

Annual Ridership

Route Performance Summary

Pierce Transit Local Routes		Total Annual Boardings			Passengers per Service Hour	Average Weekday Boardings	
		Current Year	Previous Year	Change		Current Year	Previous Year
1	6th Avenue/Pacific Avenue	1,656,699	1,650,891	0.3%	23.6	5,290	5,303
2	S. 19 <sup>th</sup> Street/Bridgeport Way	739,468	755,544	-2.1%	21.3	2,425	2,465
3	Lakewood - Tacoma	517,255	490,831	5.4%	18.3	1,641	1,572
4	Lakewood - South Hill	400,402	387,182	3.4%	16.7	1,335	1,304
10	Pearl Street	173,938	169,050	2.9%	19.3	602	580
11	Point Defiance	162,763	138,164	17.8%	12.8	564	479
13	N. 30th Street	33,592	33,798	-0.6%	9.4	132	131
15	Downtown to Defiance Trolley	5,466	5,679	-3.8%	3.9	112	115
16	North End: Downtown Tacoma - TCC	211,281	175,940	20.1%	19.4	707	596
28	S. 12th Street	167,293	164,759	1.5%	20.1	588	581
41	S. 56 <sup>th</sup> Street - Salishan	329,405	293,724	12.1%	22.8	1,108	986
42	McKinley Avenue	166,640	161,637	3.1%	13.3	567	544
45	Yakima: Downtown Tacoma - Parkland	183,324	157,319	16.5%	14.0	655	561
48	Sheridan-M Street	364,455	328,740	10.9%	22.8	1,232	1,120
52	Fircrest: TCC - Tacoma Mall	210,754	225,712	-6.6%	24.9	717	768
53	University Place	250,497	232,881	7.6%	15.3	858	797
54	S. 38th Street – Portland Avenue	234,306	216,950	8.0%	23.5	798	743
55	Tacoma Mall - Parkland	221,661	229,335	-3.3%	21.3	717	750
57	Union - S. 19 <sup>th</sup> Street - Hilltop	305,532	322,313	-5.2%	19.7	1,049	1,107
100	Gig Harbor	102,960	101,273	1.7%	12.4	355	339

## Appendix B - Operating Data | 2018

Pierce Transit Local Routes		Current Year	Previous Year	Change	Passengers per Service Hour	Current Year	Previous Year
101	Gig Harbor Trolley	15,378	16,788	-8.4%	8.1	172	163
202	S. 72nd Street	319,121	324,846	-1.8%	25.3	1,053	1,080
206	Pacific Highway/Tillicum/Madigan	288,819	277,729	4.0%	16.7	950	925
212	Steilacoom	187,025	188,245	-0.6%	16.5	644	654
214	Washington	162,795	168,445	-3.4%	12.6	571	589
400	Puyallup - Downtown Tacoma	139,307	136,666	1.9%	11.2	546	538
402	Meridian	329,437	312,588	5.4%	11.3	1,091	1,047
409	Puyallup – S. 72 <sup>nd</sup> Street	45,511	49,321	-7.7%	8.9	147	161
425	Puyallup Community Connector	21,571	24,764	-12.9%	2.7	74	84
500	Federal Way	397,616	385,832	3.1%	16.2	1,207	1,183
501	Milton - Federal Way	133,034	134,945	-1.4%	10.4	437	445
<b>Total Pierce Local</b>		<b>8,478,262</b>	<b>8,349,550</b>	<b>1.5%</b>	<b>17.7</b>	<b>28,134</b>	<b>28,902</b>

Pierce Transit Express Routes:		Total Annual Boardings			Passengers per Service Hour	Average Weekday Boardings	
		Current Year	Previous Year	Change		Current Year	Previous Year
63	Northeast Tacoma Express	8,529	7,669	11.2%	4.5	33	30
102	Gig Harbor - Tacoma Express	30,542	32,353	-5.6%	6.9	120	127
497	Lakeland Hills Express	80,275	76,981	4.3%	17.9	315	303
<b>Total Pierce Express</b>		<b>119,345</b>	<b>117,002</b>	<b>2.0%</b>	<b>11.1</b>	<b>468</b>	<b>460</b>

<b>Total All Pierce Transit SCHEDULED</b>		<b>8,597,607</b>	<b>8,466,553</b>	<b>1.5%</b>	<b>17.6</b>	<b>28,602</b>	<b>29,362</b>
<b>Total Pierce Transit ACTUAL (As reported in NTD)</b>		<b>8,654,590</b>	<b>8,544,554</b>	<b>1.3%</b>	<b>17.6</b>		

Sound Transit Routes		Total Annual Boardings			Passengers per Service Hour	Avg. Weekday Boardings	
		Current Year	Previous Year	Change		Current Year	Previous Year
560	Bellevue – Sea-Tac Airport – West Seattle	545,862	519,992	5.0%	14.2	1,790	1,723
566	Auburn & Kent - Overlake	350,801	355,782	-1.4%	11.3	1,374	1,399
567	Kent - Bellevue/Overlake	169,002	158,455	11.4%	12.9	662	623
574	Lakewood – Sea-Tac Airport	736,839	735,955	-3.1%	17.0	2,250	2,235
577	Federal Way - Seattle	529,940	498,657	6.3%	23.5	1,865	1,760
578	Puyallup – Federal Way - Seattle	628,912	590,546	6.5%	18.3	1,974	1,846
580	Puyallup - Lakewood	198,152	157,820	25.6%	26.5	776	622
586	Tacoma - University District	117,569	116,249	1.1%	10.6	460	458
590	Tacoma - Seattle	712,737	724,644	-1.6%	14.0	2,794	2,851
592	DuPont - Seattle	205,043	228,048	-10.1%	9.5	804	897
594	Lakewood/Tacoma - Seattle	771,962	765,411	0.9%	16.0	2,129	2,127
595	Gig Harbor - Seattle	81,925	89,496	-8.5%	10.2	321	352
596	Bonney Lake - Sumner	149,512	125,247	19.4%	35.4	586	493
Extra Service/Route 594		17,494	16,512	5.9%	7.4	N/A	N/A
Special Event/Other		2,198	24	9,058.3%	6.6	N/A	N/A
Bus Bridge		4,637	2,404	92.9%	14.7	N/A	N/A
<b>Total Sound Transit</b>		<b>5,222,585</b>	<b>5,095,968</b>	<b>2.5%</b>	<b>15.5</b>	<b>17,785</b>	<b>17,472</b>

Pierce Transit Local Routes		Total Boardings	Service Miles	Revenue Miles	Service Hours	Revenue Hours	Service Cost
1	6th Avenue/Pacific Avenue	1,655,699	786,352	703,580	70,286	65,516	\$10,758,674
2	S. 19th Street/Bridgeport Way	739,468	357,305	330,096	34,759	31,534	\$5,320,191
3	Lakewood - Tacoma	517,255	280,213	239,744	28,260	25,269	\$4,324,762
4	Lakewood - South Hill	400,402	284,293	268,259	23,912	23,227	\$3,660,206
10	Pearl Street	173,938	107,134	99,415	9,007	8,517	\$1,378,515
11	Point Defiance	162,763	152,759	128,872	12,724	11,803	\$1,947,587
13	N. 30th Street	33,592	43,217	38,480	3,574	3,357	\$547,088
15	Downtown to Defiance Trolley	5,466	16,880	15,080	1,384	1,308	\$212,679
16	North End: Downtown Tacoma - TCC	211,281	123,913	116,940	10,891	10,368	\$1,666,444
28	S. 12th Street	167,293	86,271	76,940	8,311	7,844	\$1,272,119
41	S. 56th Street - Salishan	329,405	181,483	169,617	14,447	13,720	\$2,210,997
42	McKinley Avenue	166,640	128,890	110,104	12,553	10,717	\$1,921,209
45	Yakima: Downtown Tacoma - Parkland	183,324	142,469	128,997	13,061	11,448	\$1,998,986
48	Sheridan-M Street	364,455	202,389	190,551	16,011	15,361	\$2,450,755
52	Fircrest: TCC - Tacoma Mall	210,754	93,721	85,095	9,387	8,811	\$1,436,910
53	University Place	250,497	188,150	172,481	16,358	15,388	\$2,504,534
54	S. 38th Street – Portland Avenue	234,306	109,893	101,276	9,987	9,512	\$1,527,844
55	Tacoma Mall - Parkland	221,661	127,993	121,869	10,426	10,030	\$1,595,170
57	Union - S. 19th Street - Hilltop	305,532	144,208	120,863	15,492	13,609	\$2,371,368
100	Gig Harbor	102,960	178,484	141,646	9,116	7,904	\$1,395,355
101	Gig Harbor Trolley	15,378	28,693	22,393	1,891	1,682	\$290,756
202	S. 72nd Street	319,121	130,591	124,327	12,612	12,240	\$1,929,825
206	Pacific Highway/Tillicum/Madigan	288,819	203,228	188,879	17,340	16,560	\$2,653,913
212	Steilacoom	187,025	102,912	93,887	11,367	10,679	\$1,740,098
<b>Pierce Transit Local Routes</b>		<b>Total Boardings</b>	<b>Service Miles</b>	<b>Revenue Miles</b>	<b>Service Hours</b>	<b>Revenue Hours</b>	<b>Service Cost</b>

## Appendix B - Operating Data | 2018

214	Washington	162,795	157,190	151,797	12,910	12,512	\$1,976,039
400	Puyallup - Downtown Tacoma	139,307	183,439	143,416	12,478	10,452	\$1,910,031
402	Meridian	329,437	367,819	296,331	29,131	26,020	\$4,458,803
409	Puyallup – S. 72nd Street	45,511	77,652	68,137	5,107	4,666	\$781,485
425	Puyallup Community Connector	21,571	91,958	72,476	8,093	7,430	\$1,238,820
500	Federal Way	397,616	261,896	200,443	24,506	20,732	\$3,751,132
501	Milton - Federal Way	133,044	194,191	168,841	12,744	10,985	\$1,950,012
<b>Total Local</b>		<b>8,478,262</b>	<b>5,535,584</b>	<b>4,890,834</b>	<b>478,125</b>	<b>439,198</b>	<b>\$73,182,306</b>

Pierce Transit Express Routes:		Total Boardings	Service Miles	Revenue Miles	Service Hours	Revenue Hours	Service Cost
63	Northeast Tacoma	8,529	38,653	15,746	1,880	1,001	\$287,925
102	Gig Harbor-Tacoma	30,542	102,209	50,166	4,424	2,813	\$677,283
497	Lakeland Hills	80,275	93,518	24,418	4,478	2,216	\$684,704
<b>Total Pierce Transit Express</b>		<b>119,345</b>	<b>234,380</b>	<b>90,330</b>	<b>10,783</b>	<b>6,029</b>	<b>\$1,649,912</b>

<b>Total ALL PIERCE TRANSIT SCHEDULED</b>		<b>8,597,607</b>	<b>5,679,964</b>	<b>4,981,164</b>	<b>488,908</b>	<b>445,227</b>	<b>\$74,832,218</b>
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<b>PIERCE TRANSIT Missed Service</b>			<b>5,944</b>	<b>4,994</b>	<b>507</b>	<b>458</b>	
<b>PIERCE TRANSIT Atypical Service</b>		<b>56,983</b>	<b>28,976</b>	<b>26,203</b>	<b>2,322</b>	<b>1,660</b>	
<b>Total PIERCE TRANSIT ACTUAL (As reported in NTD) *</b>		<b>8,654,590</b>	<b>5,792,497</b>	<b>5,002,373</b>	<b>490,723</b>	<b>446,429</b>	<b>\$74,832,218</b>

\* Data reported in NTD include atypical event service and exclude data for service missed due to interruptions.

<b>Total</b>	<b>Total</b>	<b>Revenue</b>	<b>Total</b>	<b>Revenue</b>	
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Sound Transit Routes		Boardings	Miles	Miles	Hours	Hours	Service Cost
60	Bellevue – Sea-Tac Airport – West Seattle	545,862	766,732	566,398	38,462	32,771	\$4,981,624
566	Auburn & Kent - Overlake	350,801	743,965	373,231	31,052	20,604	\$4,020,192
567	Kent - Bellevue/Overlake	169,002	381,421	116,255	13,076	5,477	\$1,692,935
574	Lakewood – Sea-Tac Airport	736,839	949,597	851,508	43,382	38,420	\$6,032,020
577	Federal Way - Seattle	529,940	656,078	319,271	22,591	12,253	\$2,925,246
578	Puyallup – Federal Way - Seattle	628,912	869,324	773,524	34,457	30,637	\$4,789,387
580	Puyallup - Lakewood	198,152	136,873	81,652	7,478	5,246	\$1,039,757
586	Tacoma - University District	117,569	346,648	151,390	11,073	5,725	\$1,538,831
590	Tacoma - Seattle	712,737	1,163,574	733,933	50,820	35,471	\$7,062,050
592	DuPont - Seattle	205,043	577,136	398,514	21,483	14,285	\$2,984,392
594	Lakewood/Tacoma - Seattle	771,962	1,157,066	1,090,807	48,360	45,383	\$6,721,965
595	Gig Harbor - Seattle	81,925	215,700	133,739	7,995	5,237	\$1,111,569
596	Bonney Lake - Sumner	149,512	86,527	25,528	4,220	2,114	\$546,374
	Extra Service/Route 594	17,494	24,442	19,882	2,360	365	\$245,149
	Special Service/Other	2,198	5,595	4,634	333	244	\$29,433
	Bus Bridge	4,637	8,123	3,082	314	104	\$22,830
<b>Total Sound Transit *</b>		<b>5,222,585</b>	<b>8,088,800</b>	<b>5,643,345</b>	<b>337,457</b>	<b>254,335</b>	<b>\$45,743,755</b>

\* Excluding data for service delays and interruptions.

## Appendix C – Unprogrammed/Unfunded Projects | 2019

### CAPITAL PROJECTS

Project	Description	Cost	Benefits
Fixed Route Bus Fleet Replacement (2020-2025)	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 14 years or 500,000 miles, so keeping buses for 16 years (i.e., an additional two years) increases the costs of maintenance in terms of engine and transmission overhaul requirements. Current cost estimate per 40-foot CNG powered coach: \$635,500. (May include all-electric powered coaches instead at \$986,500 each.)	\$42,220,000	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 <sup>th</sup> year and taking delivery in the 16 <sup>th</sup> . Motorbuses have a 20-month lead time once they are ordered.
SHUTTLE (Paratransit) Vehicle Replacement (2020-2025)	The agency's SHUTTLE vehicle fleet has a useful life of ten years or 150,000 miles; whichever comes first. This is Pierce Transit's adopted replacement policy. Current cost estimate per vehicle: \$64,125.	\$8,182,000	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 (2020-2025)	The agency's Vanpool vehicle fleet has a useful life of eight years or 120,000 miles; whichever comes first. This is Pierce Transit's adopted replacement policy. Current cost estimate per vehicle: \$25,000 (7-passenger); \$34,000 (12-passenger); \$34,000 (15-passenger).	\$9,521,000	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 (2020-2025)	The agency is still utilizing many non-revenue support vehicles that range from 10 to 20 years old and are now operating well beyond the end of their useful lives. The 64 vehicles to be replaced include automobiles, pick-up trucks, and cargo vans. Current cost estimates per vehicle range from \$27,000 to \$82,000.	\$2,221,000	Because alternative fuel and hybrid-electric vehicles would be purchased, the new non-revenue fleet would be more energy efficient and more reliable. In addition, new passenger vehicles now include enhanced safety features such as LED or HID headlamps, GPS, and collision-avoidance warning systems (e.g., passive braking, rear-facing cameras).
Fixed Route Bus Fleet Expansion (2020-2025)	Cost estimate per 40-foot CNG powered coach: \$635,500.	To be determined	Additional coaches would be required if the agency were to increase service hours beyond the 500,130 budgeted in 2019 and 2020.

## Appendix C – Unprogrammed/Unfunded Projects | 2019

### CAPITAL PROJECTS

Project	Description	Cost	Benefits
Articulated 3- Door or 5-Door Vehicles for New Pacific Avenue/SR 7 Bus Rapid Transit Service (2023)	Cost estimate per 60-foot coach (fuel source or propulsion system to be determined): \$900,000 - \$1,100,000.	\$17,000,000	If Bus Rapid Transit becomes the Locally Preferred Alternative for the 14.4-mile corridor, assumes 17 new vehicles would be required initially, in order to begin revenue service in 2023.
Spanaway Transit Center at Pacific Avenue/Mountain Highway (SR 7) and 8th Avenue East: New Park-and-Ride Lot and Bus Turnaround Facility	Constructs a new 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 restrooms.	\$10,000,000	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). Even if the Pacific Avenue/SR 7 BRT “No Build” option is ultimately selected, the agency still sees this as an “independent utility” project in a part of unincorporated Pierce County that is being rezoned for higher density and transit-supportive infill development under their <i>Centers and Corridors</i> planning efforts.
South Hill Park-and-Ride Lot: South Meridian Corridor/SR 161 at 176 <sup>th</sup> Street E	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.

## Appendix C – Unprogrammed/Unfunded Projects | 2019

### CAPITAL PROJECTS

Project	Description	Cost	Benefits
Maintenance and Operations Base Improvements (2019-2029)	<p>This project allows for the agency to continue to implement the recommendations of the Base Master Plan update that was concluded in 2017. Preliminary Engineering through Final Design is moving forward for Phase I. Schematic design is complete for the overall phased improvements, which include:</p> <ul style="list-style-type: none"> <li>• Adding bus parking and maintenance capacity;</li> <li>• Constructing a new Fuel and Wash Facility;</li> <li>• Constructing charging system and battery storage for Electric Bus Fleet;</li> <li>• Building remodels to provide for efficient operations and maintenance</li> </ul>	\$51,000,000	Pierce Transit will move forward with flexible, phased improvements to its Operations and Maintenance Base sites in Lakewood as funding becomes available. The agency’s base is currently operating beyond its intended capacity. The improvements will address capacity issues as well as allowing Pierce Transit the flexibility to work on a diverse and growing fleet of vehicles. The 6-year capital plan provides for \$86M in funding which includes some Sound Transit partner funding; additional funding will be sought through grants to address the potential total needed of \$137M.
<p>Puyallup Avenue Transit/Complete Streets Improvements (per City of Tacoma South Downtown Subarea Plan)</p> <ul style="list-style-type: none"> <li>• Phase 1 Options Analysis/Traffic Study</li> <li>• Phase 2 Implementation</li> </ul>	<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) &amp; Phase 2 (Implementation of transit supportive elements to improve bus access and circulation in the Tacoma Dome Station area)</p>	Total project cost is \$25,088,600 with Pierce Transit’s contribution to be determined	<p>The City of Tacoma is moving forward with the Puyallup Avenue Multimodal Improvement Project – Alternative 4. The corridor is the gateway to the multimodal Tacoma Dome Station. Specific improvements include improved accessibility and mobility through the installation of new and wide sidewalks, new curb ramps, bulbouts, the installation of accessible pedestrian signals, new crosswalk striping, improved street lighting, dedicated bicycle facilities (bike lanes or separated bike path), a new traffic signal and the upgrading and interconnection of existing signals, emergency preemption technology, lane reductions and/or conversions to an eastbound HOV/transit lane, an improved driving surface, an upgraded railroad crossing, and improved vehicular and pedestrian accessibility to the Tacoma Dome Transit Station.</p>

## Appendix C – Unprogrammed/Unfunded Projects | 2019

### CAPITAL PROJECTS

Project	Description	Cost	Benefits
Agency-wide Sustainability Evaluation & Environmental Management System Implementation	<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"> <li>• Pierce Transit’s Operations &amp; Maintenance Base</li> <li>• Commerce Street Transfer Area</li> </ul>	Not Yet Determined (Study Only)	<p>Converting its fixed route bus fleet to Compressed Natural Gas (CNG) in the 1990s was a giant step towards region-wide environmental stewardship. The agency is now moving towards fleet electrification. Adopting transit-specific best management practices saves financial resources (an internal benefit) and preserves and protects natural resources (an external benefit) by increasing its efforts to combat climate change in a county and metropolitan region that is rapidly growing. Efforts are currently underway to reduce water, electricity, and motor fuels usage, uphold a “no idling” policy, increasing recycling efforts, and xeriscaping select properties. 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 the recently reissued Pierce Transit’s Executive Order #1 addressing a commitment to utilize green technologies and meet resource conservation goals.</p>
Park-and-Ride and Transit Center Renewals	<p>Park-and-Ride lots to be refurbished and renovated: Kimball Drive (Gig Harbor); North Purdy (Gig Harbor)</p> <p>Transit Center to be refurbished and renovated: South Hill Mall (Puyallup)</p>	<p>Kimball Drive: \$1,634,000</p> <p>North Purdy: \$1,770,000</p> <p>South Hill Mall: \$822,000</p> <p>Total: \$4,226,000</p>	<p>Pierce Transit’s continued focus is “refreshing” the system in order to maintain current customers while attracting new ones. Part of this marketing campaign involves reinvesting capital reserves toward renewing existing properties by making the necessary repairs, improving security, replacing landscaping, repairing curbing and planter beds, and upgrading lighting. Examples include replacing broken glass panels with vandal-proof glass or perforated metal panels, fixing shelters and waiting areas, plus resurfacing all bus zones and parking lots.</p>

## Appendix C – Unprogrammed/Unfunded Projects | 2019

### CAPITAL PROJECTS

Project	Description	Cost	Benefits
Completion of Transit Signal Priority (TSP) Technology and Equipment Upgrade.	Complete the upgrade of remaining TSP intersection equipment and Pierce Transit buses that were not upgraded via the Pacific Avenue/SR 7 BRT project funding. The BRT project will fund the upgrade of TSP equipment for the Pacific Avenue/SR 7 corridor and the entire 40-foot bus fleet. This new project would upgrade the TSP technology at intersections that currently have TSP and are not on Pacific Avenue/SR 7. It would also upgrade any remaining fixed route revenue vehicles with TSP equipment that are not included in the BRT project funding.	\$2,800,000	Pierce Transit currently has TSP operational throughout Downtown Tacoma, in University Place and 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 TSP technology that is going to be installed on Pacific Avenue/SR 7 as part of the BRT project allows for GPS-based priority that eliminates the need for operator interaction. With the entire 40-foot bus fleet upgraded under the BRT project, this new project would complete the field installation in the other areas of the PTBA where TSP is operational, which would allow Pierce Transit's entire bus fleet to benefit from this technology.
Safety and Operational Improvements to Mid-Block Crosswalk on 96th Street in front of Pierce Transit Building 5.	This project would study and analyze the safety and operational aspects of the mid-block crosswalk in front of Building 5 on 96th Street. The study's goals would be to develop recommendations for improvements and provide a plan for the design and construction of the improvement candidates as well as the identification of potential funding sources that might be available to complete the improvements.	Unknown (Would depend on final recommendation.)	A study on the improvements to safety and operations would help develop recommendations that Pierce Transit and partner agencies such as City of Lakewood could act upon. Although not exhaustive, a list of potential benefits includes: the reduction of potential vehicle-pedestrian conflicts, reduction in vehicle speed, greater vehicle yielding compliance, reduced traffic queues, reduction in bus delay, and overall improvements to pedestrian safety and vehicle operations.

# Appendix C – Unprogrammed/Unfunded Projects | 2019

## CAPITAL PROJECTS

Project	Description	Cost	Benefits
Pacific Avenue/SR 7 Corridor Bus Rapid Transit	<p>Pierce Transit, in cooperation with the Central Puget Sound Regional Transit Authority (dba Sound Transit) the Federal Transit Administration (FTA), the City of Tacoma, and Pierce County, proposes to design, build, and operate a corridor-based Bus Rapid Transit system in a 14.4-mile north-south corridor connecting the City of Tacoma’s central business district (CBD) to Parkland (vicinity of SR 512) and continuing south to Spanaway (both census-designated places) in Pierce County, Washington. The project is identified in both the PSRC’s Regional Transportation Plan and Pierce Transit’s <i>Destination 2040</i> Long Range Plan.</p>	<p>\$60,000,000 (Unfunded/ Unprogrammed share only)</p>	<p>The project is designed to:</p> <ul style="list-style-type: none"> <li>• Improve fixed route transit service to better accommodate the already existing high transit ridership on Route 1;</li> <li>• Increase transit ridership by providing a fast, frequent, and reliable alternative to single-occupant automobile travel in a PSRC -recognized congested corridor;</li> <li>• Relieve congestion and improve air quality in Pierce County as more SOV trips shift to transit;</li> <li>• Serve regional, high capacity, and multi-agency transit via Tacoma Dome Station (e.g., Sound Transit Tacoma Link streetcar/regional express bus/Sounder commuter rail, Amtrak passenger rail, Greyhound [interstate] bus, Intercity Transit bus); and</li> <li>• Support local and regional goals of stimulating urban infill projects through compact land use, upzoning, and transit-oriented development.</li> </ul>
High Capacity Transit (HCT) and Limited Stop Service including Branding/Marketing and Shelter or Transit Center Enhancements	<p>Three additional corridors are being considered for implementing a new High Capacity Transit (HCT) and limited stop service:</p> <ul style="list-style-type: none"> <li>• Route 3: Along Pacific Avenue and S. Tacoma Way from downtown Tacoma to the Lakewood Towne Center—or</li> <li>• Route 2: Along S. 19<sup>th</sup> Street and Bridgeport Way from downtown Tacoma to the Lakewood Towne Center—or</li> <li>• Route 402: Along Pacific Highway and S. Meridian/SR 161 from Federal Way to South Hill</li> </ul> <p>Enhancements include a unique branding and marketing of the HCT service, easily identifiable buses (e.g., 60-foot articulated vehicles), elevated stations with level boarding platforms, real-time bus arrival information, ticket vending machines and ORCA readers, and SMART solar-powered litter bins that alert maintenance crews via email or text message when they need emptying.</p>	<p>\$5.0M to \$10.0M per Mile</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. In order to build ridership for an additional BRT route, limited stop/express overlays could 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. Assumes corridor-wide TSP infrastructure is already in place as well.</p>

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### CAPITAL PROJECTS

Project	Description	Cost	Benefits
Business Intelligence Front End	The agency currently has a Data Warehouse that stores data from all Agency Core Business Systems. These data are used by Data Analytics personnel to provide KPI's, dashboard, reports and other data to staff throughout the agency for decision making purposes. Currently only trained staff members have the skill set necessary to extract this data in a meaningful format.	\$300,000-\$500,000	A Business Intelligence Front End for the Data Warehouse would provide the ability for any agency staff member to easily request Core System/Cross-System data in their desired format (e.g., report, dashboard, graph, etc.). This system would provide the necessary data access based upon the requestor's security level and allow them to make decisions based upon real-time or archival data stored in the Data Warehouse.
Electric Vehicle (EV) Infrastructure Implementation	<p>This project would seek to provide EV charging infrastructure in each of the following categories:</p> <p><b>Public &amp; Headquarters Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Lakewood headquarters employee parking: Five additional EV charging stations with future growth up to 12</li> <li>• Lakewood headquarters visitor parking: One station</li> <li>• Tacoma Dome Station: Five stations in East Garage, 5 station in West garage</li> <li>• Kimball Drive Park-and-Ride: Four stations</li> </ul> <p><b>Revenue Vehicles</b></p> <ul style="list-style-type: none"> <li>• Pierce Transit has a target of making 20 percent of its fixed route fleet electric powered by 2030</li> <li>• An additional 27 62.5-kW bus charging stations for fixed route vehicle would be constructed</li> <li>• SHUTTLE (Paratransit): 20 percent of total fleet</li> <li>• Vanpool: Two stations</li> </ul> <p><b>Non-revenue vehicles</b></p> <ul style="list-style-type: none"> <li>• 20 percent of total service and support vehicles</li> </ul>	\$3,600,000	<ul style="list-style-type: none"> <li>• EVs have significant advantage over internal combustion engines (ICEs) with regard to criteria air pollutant emissions (CO, NOx, SOx, PM<sub>2.5,10</sub>), greenhouse gas emissions (CO<sub>2</sub>, CH<sub>4</sub>, NOx), vibration, and noise. This directly impacts human health and the environment.</li> <li>• EVs are rapidly becoming more popular among consumers. There is growing demand for public charging. In addition, there is increased public interest in riding on electric buses and vanpools.</li> <li>• Infrastructure that supports EVs can deliver significant life-cycle cost savings over ICEs.</li> </ul> <p>Pierce Transit "Electric Vehicles Charging Equipment &amp; Infrastructure" was recently identified in the PSRC's <i>Transportation 2040</i> plan as a programmatic element in the fiscally constrained section of the Long Range Plan.</p>

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### CAPITAL PROJECTS

Project	Description	Cost	Benefits
Commerce Street Placemaking	The agency partnered with the City of Tacoma and Tacoma Arts Live to create a Placemaking Plan for the heart of Tacoma’s Theater District downtown. Each of the partners already owns significant cultural assets that can contribute to economic development and revitalization of this district. Pierce Transit’s asset, the Commerce Street transit hub and turnaround tunnel facility, needs significant mid-life maintenance while maintaining its viability for transit operations and increasing vibrancy of the district.	Pierce Transit’s share is to be determined	The plan identified creative placemaking strategies to enhance this district and strengthen access and usability of the publicly owned spaces in this district. This proposed project provides for implementation of the plan by leveraging the investment that would be required simply to maintain Pierce Transit’s bus layover and turnaround facility as well as the on-street transfer areas for passengers, while attracting additional public and private investments as part of an areawide redevelopment effort into a desirable mixed use activity center and high density residential neighborhood.
Tacoma Dome Station – Dynamic Parking Guidance & Management System	Advanced, real-time lighting system that identifies available or occupied parking spaces, as well as the number of available spaces per floor of the two parking garages.	\$1,589,000	The Tacoma Dome Station is at parking capacity, routinely filling by 7:00 am on weekdays. However, technology exists to show patrons whether a parking space is occupied or available from a distance. With this technology customers can park faster by seeing open parking stalls with less stress and in a safer manner, instead of driving throughout the garages in the hopes of finding an open space. Depending on the technology selected, these systems can also tell a user exactly how many open spaces are left on each level of the garages and identify which stalls are open with red or green LED lights above each parking space.
Autonomous Vehicles Testing - Pilot Project	Pierce Transit and the Metropolitan Park District of Tacoma (Metro Parks) have been discussing a possible partnership to test autonomous vehicle technology at Point Defiance Park for over a year. Both agencies recognize that there are geographic locations in our service area that do not warrant a 40-ft. bus operating fixed route service but that have a need for unique, customer service solutions. Both agencies seek to test another technology such as electric, autonomous vehicles which could provide a transit solution in some environments. Any such pilot would also include partnering with a research institution such as the University of Washington to assist with data analysis and study reporting.	\$1,200,000	Point Defiance Park provides a closed environment that could test whether autonomous vehicles would be a solution in other parts of the Pierce Transit service area. Staff have engaged with Washington State Department of Transportation (WSDOT) planners who are exploring autonomous vehicle tests as well as industry partners such as EasyMile, May Mobility, Navya, and Local Motors, who are offering turnkey autonomous vehicle tests. This proposal seeks review of a potential project. Staff would seek grant funds of \$1,000,000 with a local match of \$200,000 (contingency) to operate the pilot. As FTA discretionary grant sources, such as a potential Mobility on Demand Sandbox 2.0 or new technology pilot grant source become available, they could be tapped for this pilot.

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SERVICE AND SUPPORT NEEDS		
Project	Description	Benefits
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 throughout the entire South Pierce County area.	For Pierce County special needs individuals who live outside the boundary of Pierce Transit’s Public Transportation Benefit Area. This project would expand the boundaries of Beyond the Borders and create greater efficiencies for travelers coming into the Pierce Transit service area.
ADA-Dialysis Dedicated Scheduling Practices & Community Partnering	Pierce Transit wishes to study alternative booking, scheduling and operating practices for the vulnerable population of ESRD paratransit customers traveling to/from dialysis centers. By reaching outside the traditional transit agency practice areas to include School Operators, parcel delivery planning and unscheduled medical transportation providers, PT believes it can conduct a groundbreaking study that brings much needed relief to this group.	More than half a million Americans live with end-stage renal disease (ESRD). The majority of these patients travel to a dialysis center multiple times a week for treatment. ESRD paratransit riders face an extremely low elasticity; and elasticities this low can be a contributing factor for the dangers faced by this vulnerable population.
Trunk Routes 2, 3, and 4 Increased Frequency	Increase frequency of Trunk Route 2, 3, and 4 to 15 minutes on weekdays.	Increasing frequency to 15 minutes meets Pierce Transit service standards for Trunk Routes. It helps with schedule adherence, increases ridership, and builds up the route for further infrastructure and service upgrades.
Route 5 – East Tacoma/72nd Street	Begin a new trunk route that combines routes 52 and 55, offering 15-minute headways between Tacoma Community College and Parkland.	This route would replace two well utilized urban routes with a trunk route offering greater frequency between TCC and Parkland.
Route 500 increased frequency	Increase frequency on Route 500 to 15 minutes in the peak	Expands service to a productive corridor and enhances service connections to the planned Federal Way Tacoma Dome Link Extension stations.
East Tacoma – Parkland Local Route Service	Extend Route 42 from its current terminus at the 72 <sup>nd</sup> Street and 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 176th & Meridian 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.
More Frequent Night Service on Route 1	Provide 15-minute weeknight headways until 9:00 p.m.	Because many patrons transfer from regional express service onto Route 1 in the evening, commute demands on this route extend beyond the traditional rush hours. This would provide services that address those demands.
Route 58 Proposal	Provide a new service linking Proctor to Tacoma Mall	This new service would provide a link from the Tacoma’s North End to the Tacoma Mall Transit Center to replace service lost with the elimination of the Route 51.

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SERVICE AND SUPPORT NEEDS		
Project	Description	Benefits
Route 100 Improvements	Increase frequencies to 30 minutes and extend the span of service to 10:00 pm.	
Route 103 Proposal	New community connector service in West Gig Harbor	Service connecting to Olympic Village from Borgen Boulevard.
Route 240 Proposal	Service linking Lakewood to Orting	New community connector service from Lakewood Transit Center to Orting via Frederickson assuming either contracted service or Orting opting back into the PTBA. A more cost-effective option could be to extend the route 402 turn-around to Frederickson.
Route 403 Proposal	Service linking South Hill to Bonney Lake	New community connector service from South Hill to Bonney Lake assuming either contracted service or Bonney Lake opting back into the PTBA.
Route 404 Proposal	South Hill to Frederickson	New service linking the South Hill area of Frederickson to the growing manufacturing and industrial area of Frederickson. This is vision combined with truncated, high frequency 402 route which would service South Hill to Federal Way.
Route 491 Proposal	Puyallup Sounder Station to Pierce College	New service operating from Puyallup Sounder Station to South Hill via Pierce College – contingent upon areas outside service area opting back in to PTBA.
Route 498 Proposal	Fife to Auburn	A hybrid of the current Routes 497 and 501, it would connect the future Tacoma Dome Link Light Rail expansion in Fife and existing Sounder Station in Auburn.
Route 499 Proposal	Fife to Frederickson	Would connect the future Tacoma Dome Link Light Rail expansion in Fife to the Frederickson Manufacturing and Industrial Center (MIC) via Canyon Road.

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SERVICE AND SUPPORT NEEDS		
Project	Description	Benefits
Local Hub-to-hub or Limited Stop Express Limited Stop Services	<p>Begin new limited stop, frequent express type services on key corridors with high transit ridership. These express routes would offer 15-minute headways that would offer a faster connection due to their limited stop nature.</p> <p>Some local express routes will operate between pulse points, with only one (possibly none) stops between the two pulse points. Many of the local express routes will operate on converted deadheads to maximize the use of operating hours for public good.</p> <p>These routes would be an overlay on top of the existing local fixed route service.</p>	<p>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.</p> <p>Some of these routes were previously utilized as deadheads and opening them up for use by the public results in a maximization of service offered.</p> <p>These services have the potential to build ridership and could ultimately be a precursor or starting point to introduce future BRT corridors. Potential corridors include Pacific Ave./SR 7(Route 1), Bridgeport Way (Route 2), Tacoma to Lakewood (Route 3), 112th Street (Route 4), TCC-Tacoma Mall (Route 52), Parkland-Tacoma Mall (Route 55), and Meridian (Route 402).</p>
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 will continue to work with communities on tailored services to meet their 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 of Commissioners 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.
First Mile-Last Mile Connections (Pierce Transit operated or through a Transportation Network Company/Mobility Services Provider)	On demand first and last mile service utilizing app-based technology connecting riders to fixed route bus services. Generally located in zones with limited or no scheduled local transit service, this service takes into consideration wheelchair accessible boardings and ensures access to those who do not have smart phones or are unbanked.	First Mile-Last Mile Connections provide a lower cost, easy-to-use mode to connect riders to public transportation services. The benefit can be easy to start, and easy to access wheelchair accessible service in an area where traditional fixed route services are not cost effective.

**BUSES**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
186	72931C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
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	
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	
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	
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	

**BUSES**

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

**BUSES**

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

**BUSES**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
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	
261	B2145C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
262	B2146C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
263	B2147C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
264	B2148C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
265	B2149C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
266	B2150C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
267	B2151C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
268	B2152C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
269	B2153C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
270	B2154C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
271	B6842C	CNG	Cummins 280 HP ISL G	2017	Gillig	G27D102N5	40-ft	
272	B6848C	CNG	Cummins 280 HP ISL G	2017	Gillig	G27D102N6	40-ft	
273	B6843C	CNG	Cummins 280 HP ISL G	2017	Gillig	G27D102N7	40-ft	
274	B6844C	CNG	Cummins 280 HP ISL G	2017	Gillig	G27D102N8	40-ft	
275	B6845C	CNG	Cummins 280 HP ISL G	2017	Gillig	G27D102N9	40-ft	
276	B6846C	CNG	Cummins 280 HP ISL G	2017	Gillig	G27D102N10	40-ft	

**BUSES**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
277	B6847C	CNG	Cummins 280 HP ISL G	2017	Gillig	G27D102N11	40-ft	
305	69990C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft	
310	69987C	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	
316	69981C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft	
317	A9782C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft	
324	75343C	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	
328	75347C	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	

**BUSES**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
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	
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	
522	C4311C	Electric	UQM	2018	Proterra	Catalyst E2	40-ft	
523	C4312C	Electric	UQM	2018	Proterra	Catalyst E2	40-ft	
524	C4313C	Electric	UQM	2018	Proterra	Catalyst E2	40-ft	
5820	RS12081	Unleaded	10 cylinder	2016	Ford	E450	25-ft	
5821	RS12082	Unleaded	10 cylinder	2016	Ford	E450	25-ft	
5822	RS12083	Unleaded	10 cylinder	2016	Ford	E450	25-ft	
5823	RS12084	Unleaded	10 cylinder	2016	Ford	E450	25-ft	
5824	RS12085	Unleaded	10 cylinder	2016	Ford	E450	25-ft	
8020	94535C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft	
8021	94536C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	
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	

**BUSES**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
8055	99624C	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	
8068	99628C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft	
8069	53319C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft	
10101	C5025C	CNG	Cummins 280 HP ISL G	2018	Gillig	G27D102N4	40-ft	
10102	C5026C	CNG	Cummins 280 HP ISL G	2018	Gillig	G27D102N4	40-ft	
10103	C5027C	CNG	Cummins 280 HP ISL G	2018	Gillig	G27D102N4	40-ft	
10104	C5028C	CNG	Cummins 280 HP ISL G	2018	Gillig	G27D102N4	40-ft	
10105	C5029C	CNG	Cummins 280 HP ISL G	2018	Gillig	G27D102N4	40-ft	
10106	C5030C	CNG	Cummins 280 HP ISL G	2018	Gillig	G27D102N4	40-ft	
10107	C5031C	CNG	Cummins 280 HP ISL G	2018	Gillig	G27D102N4	40-ft	
10108	C5032C	CNG	Cummins 280 HP ISL G	2018	Gillig	G27D102N4	40-ft	
10109	C5033C	CNG	Cummins 280 HP ISL G	2018	Gillig	G27D102N4	40-ft	
10110	C5034C	CNG	Cummins 280 HP ISL G	2018	Gillig	G27D102N4	40-ft	
10111	C5035C	CNG	Cummins 280 HP ISL G	2018	Gillig	G27D102N4	40-ft	
10112	C5036C	CNG	Cummins 280 HP ISL G	2018	Gillig	G27D102N4	40-ft	
10113	C5037C	CNG	Cummins 280 HP ISL G	2018	Gillig	G27D102N4	40-ft	
10114	C5038C	CNG	Cummins 280 HP ISL G	2018	Gillig	G27D102N4	40-ft	
10115	C5039C	CNG	Cummins 280 HP ISL G	2018	Gillig	G27D102N4	40-ft	
10116	C5040C	CNG	Cummins 280 HP ISL G	2018	Gillig	G27D102N4	40-ft	
10117	C5041C	CNG	Cummins 280 HP ISL G	2018	Gillig	G27D102N4	40-ft	

**BUSES**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
10118	C5042C	CNG	Cummins 280 HP ISL G	2018	Gillig	G27D102N4	40-ft	
10119	C5043C	CNG	Cummins 280 HP ISL G	2018	Gillig	G27D102N4	40-ft	
10120	C5044C	CNG	Cummins 280 HP ISL G	2018	Gillig	G27D102N4	40-ft	
10121	C5045C	CNG	Cummins 280 HP ISL G	2018	Gillig	G27D102N4	40-ft	
10122	C7311C	CNG	Cummins 280 HP ISL G	2018	Gillig	G27D102N4	40-ft	
10123	C7310C	CNG	Cummins 280 HP ISL G	2018	Gillig	G27D102N4	40-ft	
10124	C7402C	CNG	Cummins 280 HP ISL G	2019	Gillig	G27D102N4	40-ft	
10125	C7403C	CNG	Cummins 280 HP ISL G	2019	Gillig	G27D102N4	40-ft	
10126	C7404C	CNG	Cummins 280 HP ISL G	2019	Gillig	G27D102N4	40-ft	
10127	C7405C	CNG	Cummins 280 HP ISL G	2019	Gillig	G27D102N4	40-ft	
10128	C7406C	CNG	Cummins 280 HP ISL G	2019	Gillig	G27D102N4	40-ft	
10129	C7407C	CNG	Cummins 280 HP ISL G	2019	Gillig	G27D102N4	40-ft	
10130	C7408C	CNG	Cummins 280 HP ISL G	2019	Gillig	G27D102N4	40-ft	
10131	TBD	CNG	Cummins 280 HP ISL G	2019	Gillig	G27D102N4	40-ft	
10132	TBD	CNG	Cummins 280 HP ISL G	2019	Gillig	G27D102N4	40-ft	
10133	TBD	CNG	Cummins 280 HP ISL G	2019	Gillig	G27D102N4	40-ft	
10134	TBD	CNG	Cummins 280 HP ISL G	2019	Gillig	G27D102N4	40-ft	
10135	TBD	CNG	Cummins 280 HP ISL G	2019	Gillig	G27D102N4	40-ft	
10136	TBD	CNG	Cummins 280 HP ISL G	2019	Gillig	G27D102N4	40-ft	
10137	TBD	CNG	Cummins 280 HP ISL G	2019	Gillig	G27D102N4	40-ft	
10138	TBD	CNG	Cummins 280 HP ISL G	2019	Gillig	G27D102N4	40-ft	
10139	TBD	CNG	Cummins 280 HP ISL G	2019	Gillig	G27D102N4	40-ft	

**BUSES**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
10140	TBD	CNG	Cummins 280 HP ISL G	2019	Gillig	G27D102N4	40-ft	
10141	TBD	CNG	Cummins 280 HP ISL G	2019	Gillig	G27D102N4	40-ft	
10142	TBD	CNG	Cummins 280 HP ISL G	2019	Gillig	G27D102N4	40-ft	
10143	TBD	CNG	Cummins 280 HP ISL G	2019	Gillig	G27D102N4	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
5101	RS09666	Unleaded	10 cylinder	2012	Ford	E450	PT	
5102	RS09667	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	

**SHUTTLE**

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

**SHUTTLE**

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

**SHUTTLE**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5154	RS10807	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5155	RS10808	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
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	
5171	RS11987	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5172	RS11826	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5173	RS11827	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5174	RS11828	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5175	RS11829	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	

**SHUTTLE**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5176	RS11830	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5177	RS11831	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5178	RS11832	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5179	RS11935	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5180	RS11820	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5181	RS11997	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5182	RS11819	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5183	RS11991	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5184	RS11821	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5185	RS11822	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5186	RS11823	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5187	RS11824	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5188	RS11992	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5189	RS11993	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5190	RS11825	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5191	RS11936	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5192	RS11937	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5193	RS11994	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5194	RS11938	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5195	RS11995	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5196	RS11939	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5197	RS11940	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	

**SHUTTLE**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5198	RS11941	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5199	RS11996	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5200	RS11990	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	

**VANPOOL**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
5800	RS05746	Unleaded	10 cylinder	2005	FORD	E450	
5811	RS05746	Unleaded	10 cylinder	2005	FORD	E450	
7118	RS06143	Unleaded	8 cylinder	2006	FORD	E350	
7220	RS07137	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	
7234	RS07239	Unleaded	8 cylinder	2008	FORD	ECONO XL S/D WAGON	
7235	RS07322	Unleaded	8 cylinder	2008	FORD	ECONO XL S/D WAGON	
7253	RS07544	Unleaded	8 cylinder	2008	FORD	EXPRESS VAN	
7257	RS08240	Unleaded	8 cylinder	2008	FORD	EXPRESS VAN	
7259	RS08274	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7260	RS08241	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	

**VANPOOL**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7261	RS08273	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7262	RS08252	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
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	
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	
7284	RS08203	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	

**VANPOOL**

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

**VANPOOL**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
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	
7315	RS08247	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7316	RS08221	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	
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	

**VANPOOL**

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

**VANPOOL**

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

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7377	RS10556	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7378	RS10557	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	
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	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
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	
7408	RS11413	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7409	RS11414	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
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	

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

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

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
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	
7473	RS11833	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7474	RS11834	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7475	RS11835	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7476	RS11836	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7477	RS11837	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7478	RS11838	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7479	RS11839	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7480	RS11840	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7481	RS11841	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7482	RS11842	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7483	RS11843	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7484	RS11844	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7485	RS11845	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7486	RS11846	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7487	RS11847	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7488	RS11848	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7489	RS11942	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7490	RS11943	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7491	RS11944	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7492	RS11945	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7493	RS11946	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7494	RS11984	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7495	RS11985	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7496	RS12010	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7497	RS11807	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7498	RS11801	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7499	RS11802	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7500	RS11803	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7501	RS11804	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7502	RS11805	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7503	RS11806	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7504	RS11808	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7505	RS11809	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7507	RS11811	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7508	RS11812	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7509	RS11813	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7510	RS11849	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7511	RS11850	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	

**VANPOOL**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7512	RS11851	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7513	RS11852	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7514	RS11853	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7515	RS11854	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7516	RS11855	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7517	RS11856	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7518	RS11857	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7519	RS11858	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7520	RS11859	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7521	RS11860	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7522	RS11861	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7523	RS11947	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7524	RS11948	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7525	RS11949	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7526	RS11950	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7527	RS11951	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7528	RS11952	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7529	RS11953	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7530	RS11954	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7531	RS11986	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7532	RS12072	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7533	RS12547	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	

**VANPOOL**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7534	RS12548	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7535	RS12549	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7536	RS12550	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7537	RS12551	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7538	RS12552	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7539	RS12553	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7540	RS12554	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7541	RS12555	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7542	RS12556	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7543	RS12557	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7544	RS12558	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7545	RS12559	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7546	RS12578	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7547	RS12575	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7548	RS12576	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7549	RS12577	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7550	RS12579	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7551	RS12580	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7552	RS12581	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7553	RS12582	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7554	RS12583	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7555	RS12584	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	

**VANPOOL**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7556	RS12585	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7557	RS12586	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7558	RS12594	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7559	RS12599	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7560	RS12595	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7561	RS12597	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7562	RS12596	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7563	RS12598	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7564	RS12600	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7565	RS12601	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7566	RS12602	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7567	RS12619	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7568	RS12620	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7569	RS12621	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7570	RS12622	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7571	RS12627	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7572	RS12628	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7573	RS12626	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7574	RS12629	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7575	RS12587	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7576	RS12588	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7577	RS12589	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	

**VANPOOL**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7578	RS12590	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7579	RS12603	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7580	RS12604	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7581	RS12605	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7582	RS12606	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7583	RS12623	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7584	RS12624	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7585	RS12625	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7586	RS12630	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7587	RS13321	Unleaded	V-6	2018	CHEVROLET	EXPRESS 3500	
7588	RS13238	Unleaded	V-6	2018	CHEVROLET	EXPRESS 3500	
7589	RS13239	Unleaded	V-6	2018	CHEVROLET	EXPRESS 3500	
7590	RS13240	Unleaded	V-6	2018	CHEVROLET	EXPRESS 3500	
7591	RS13241	Unleaded	V-6	2018	CHEVROLET	EXPRESS 3500	
7592	RS13242	Unleaded	V-6	2018	CHEVROLET	EXPRESS 3500	
7593	RS13243	Unleaded	V-6	2018	CHEVROLET	EXPRESS 3500	
7594	RS13314	Unleaded	V-6	2018	CHEVROLET	EXPRESS 3500	
7595	RS13315	Unleaded	V-6	2018	CHEVROLET	EXPRESS 3500	
7596	RS13316	Unleaded	V-6	2018	CHEVROLET	EXPRESS 3500	
7597	RS13317	Unleaded	V-6	2018	CHEVROLET	EXPRESS 3500	
7598	RS13318	Unleaded	V-6	2018	CHEVROLET	EXPRESS 3500	
7599	RS13319	Unleaded	V-6	2018	CHEVROLET	EXPRESS 3500	

**VANPOOL**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7600	RS13320	Unleaded	V-6	2018	CHEVROLET	EXPRESS 3500	
7601	RS13339	Unleaded	V-6	2018	CHEVROLET	EXPRESS 3500	
7602	RS13340	Unleaded	V-6	2018	CHEVROLET	EXPRESS 3500	
7603	RS13341	Unleaded	V-6	2018	CHEVROLET	EXPRESS 3500	
7604	RS13410	Unleaded	V-6	2018	CHEVROLET	EXPRESS 3500	
7605	RS13411	Unleaded	V-6	2018	CHEVROLET	EXPRESS 3500	
7606	RS13436	Unleaded	V-6	2018	CHEVROLET	EXPRESS 3500	
7607	RS13455	Unleaded	V-6	2018	CHEVROLET	EXPRESS 3500	
7608	RS13267	Unleaded	V-6	2018	DODGE	CARAVAN	
7609	RS13268	Unleaded	V-6	2018	DODGE	CARAVAN	
7610	RS13270	Unleaded	V-6	2018	DODGE	CARAVAN	
7611	RS13269	Unleaded	V-6	2018	DODGE	CARAVAN	
7612	RS13271	Unleaded	V-6	2018	DODGE	CARAVAN	
7613	RS13272	Unleaded	V-6	2018	DODGE	CARAVAN	
7614	RS13273	Unleaded	V-6	2018	DODGE	CARAVAN	
7615	RS13274	Unleaded	V-6	2018	DODGE	CARAVAN	
7616	RS13471	Unleaded	V-6	2019	CHRYSLER	PACIFICA	ELECTRIC-HYBRID
7617	RS13472	Unleaded	V-6	2019	CHRYSLER	PACIFICA	ELECTRIC-HYBRID
7618	RS13473	Unleaded	V-6	2019	CHRYSLER	PACIFICA	ELECTRIC-HYBRID
7619	RS13474	Unleaded	V-6	2019	CHRYSLER	PACIFICA	ELECTRIC-HYBRID
7620	RS13475	Unleaded	V-6	2019	CHRYSLER	PACIFICA	ELECTRIC-HYBRID
7621	RS13476	Unleaded	V-6	2019	CHRYSLER	PACIFICA	ELECTRIC-HYBRID

**VANPOOL**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7622	RS13477	Unleaded	V-6	2019	CHRYSLER	PACIFICA	ELECTRIC-HYBRID
7623	RS13478	Unleaded	V-6	2019	CHRYSLER	PACIFICA	ELECTRIC-HYBRID
7625	RS13461	Unleaded	V-6	2019	DODGE	CARAVAN	
7626	RS13462	Unleaded	V-6	2019	DODGE	CARAVAN	
7627	RS13463	Unleaded	V-6	2019	DODGE	CARAVAN	
7628	RS13464	Unleaded	V-6	2019	DODGE	CARAVAN	
7629	RS13465	Unleaded	V-6	2019	DODGE	CARAVAN	
7630	RS13466	Unleaded	V-6	2019	DODGE	CARAVAN	
7631	RS13467	Unleaded	V-6	2019	DODGE	CARAVAN	
7632	RS13468	Unleaded	V-6	2019	DODGE	CARAVAN	
7633	RS13469	Unleaded	V-6	2019	DODGE	CARAVAN	
7634	RS13470	Unleaded	V-6	2019	DODGE	CARAVAN	

**ADMIN & SUPERVISOR**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2042	B7794C	Unleaded	6 cylinder	2017	Dodge	Promaster	Marketing
2048	C5023C	Unleaded	6 cylinder	2018	Dodge	Promaster	Marketing
2049	C4336C	Unleaded	6 cylinder	2018	Dodge	Caravan	Risk Management
2050	C4337C	Unleaded	6 cylinder	2018	Dodge	Caravan	Ops S & T
2051	C4338C	Unleaded	6 cylinder	2018	Dodge	Caravan	Safety
2053	C4340C	Unleaded	6 cylinder	2018	Dodge	Caravan	Construction
2054	C4341C	Unleaded	6 cylinder	2018	Dodge	Caravan	Risk

**ADMIN & SUPERVISOR**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2055	C4342C	Unleaded	6 cylinder	2018	Dodge	Caravan	Dispatch
2056	C3780C	Unleaded	6 cylinder	2017	Chevrolet	Express 3500	Special Events
2254	71949C	Unleaded (hybrid)	1.5 L	2005	Toyota	Prius	ADA-Travel Training
2256	77867C	Hybrid	1.5 L	2006	Toyota	Prius	Admin Vehicle
2257	77868C	Hybrid	1.5 L	2006	Toyota	Prius	Admin Vehicle
2260	85137C	Unleaded	6 cylinder	2007	Dodge	Caravan	Planning
2262	C1030C	Unleaded	I-4 Hybrid	2017	Ford	Energi Hybrid	Admin Vehicle
2263	C1093C	Unleaded	I-4 Hybrid	2017	Ford	Energi Hybrid	Admin Vehicle
2264	C4343C	Unleaded	6 cylinder	2018	Dodge	Caravan	Admin Vehicle
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
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

**ADMIN & SUPERVISOR**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
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
2538	A7238C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2539	A7239C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2540	B7777C	Unleaded	6 cylinder	2015	Mobility Vent	MV1	SHUTTLE Supervisor
2541	B7776C	Unleaded	6 cylinder	2015	Mobility Vent	MV1	SHUTTLE Supervisor
2542	B7793C	Unleaded	6 cylinder	2017	Dodge	Grand Caravan	Supervisor
2543	B7795C	Unleaded	6 cylinder	2017	Dodge	Grand Caravan	Supervisor
2544	B7796C	Unleaded	6 cylinder	2017	Dodge	Grand Caravan	Supervisor
2545	B7797C	Unleaded	6 cylinder	2017	Dodge	Grand Caravan	Supervisor
2546	B7798C	Unleaded	6 cylinder	2017	Dodge	Grand Caravan	Supervisor
2547	C4348C	Unleaded	8 cylinder	2018	Ford	F150	Service Impacts
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

**ADMIN & SUPERVISOR**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
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
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
7216	C1642C	Unleaded	8 cylinder	2017	Chevrolet	Express 3500	I.T./Former VP van Surplused 4/10/17
7335	RS09498	Unleaded	8 cylinder	2012	Chevrolet	Express 3500	Community Outreach

**MAINTENANCE**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
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
2017	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
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
2026	B2221C	Unleaded	6 cylinder	2016	Dodge	Promaster	Facilities Van
2027	B2244C	Unleaded	6 cylinder	2016	Dodge	Promaster	Facilities Van
2028	B2245C	Unleaded	6 cylinder	2016	Dodge	Promaster	Facilities Van
2029	B2248C	Unleaded	6 cylinder	2016	Dodge	Promaster	Facilities Van
2030	B2222C	Unleaded	6 cylinder	2016	Dodge	Promaster	Facilities Van
2031	B2191C	Unleaded	8 cylinder	2016	Ford	F150	Facilities Pick up
2032	B2194C	Unleaded	8 cylinder	2016	Ford	F150	Facilities Pick up
2033	B2192C	Unleaded	8 cylinder	2016	Ford	F150	Facilities Pick up
2035	B2190C	Unleaded	8 cylinder	2016	Ford	F150	Facilities Pick up

**MAINTENANCE**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2036	B2188C	Unleaded	8 cylinder	2016	Ford	F150	Facilities Pick up
2037	B2189C	Unleaded	8 cylinder	2016	Ford	F150	Facilities Pick up
2038	B2195C	Unleaded	8 cylinder	2016	Ford	F150	Facilities Pick up
2039	B2195C	Unleaded	10 cylinder	2017	Ford	F450XL	Fleet Shop Truck
2040	B7719C	Unleaded	8 cylinder	2017	Ford	F150	Facilities Pick up
2041	B7750C	Unleaded	6 cylinder	2017	Dodge	Promaster	Facilities Van
2043	B7794C	Unleaded	10 cylinder	2017	Ford	F450XL	Facilities Switch-N-Go
2044	C7331C	Unleaded	8 cylinder	2019	Ford	F150	Facilities Truck
2045	C7332C	Unleaded	10 cylinder	2019	Ford	F450	Facilities Bucket Truck
2046	C4344C	Unleaded	6 cylinder	2018	Ford	F150	Facilities
2047	C5022C	Unleaded	6 cylinder	2018	Dodge	Promaster	Facilities
2052	C4339C	Unleaded	6 cylinder	2018	Dodge	Caravan	Radio
2253	71948C	Unleaded (hybrid)	1.5 L	2005	Toyota	Prius	Fleet Admin
2450	85118C	Unleaded	8 cylinder	2008	Ford	Expedition XLT	Radio Shop
2504	74092C	Unleaded	6 cylinder	2005	Dodge	Grand Caravan	Radio Shop
2816	80829C	Unleaded	8 cylinder	2007	Dodge	Grand Caravan	Fleet Maintenance - Surplused 9/8/14
4590	85117C	Unleaded	8 cylinder	2007	Ford	E3Wagon	Spill Response Vehicle
7001	B1623C	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	Fleet Lot Vehicle
7004	B1620C	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	Fleet Lot Vehicle

**RESERVE**

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
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
311	69986C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
312	69985C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
315	69982C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
318	69980C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve, Painted Trolley
319	69979C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve, Painted Trolley
320	75339C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	Active Reserve
321	75340C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	Active Reserve
322	75341C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	Active Reserve
323	75342C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	Active Reserve
325	75344C	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
329	75348C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft
5825	RS12086	Unleaded	10 cylinder	2016	Ford	E450	Active Reserve
5826	RS12087	Unleaded	10 cylinder	2016	Ford	E450	Active Reserve
5827	RS12088	Unleaded	10 cylinder	2016	Ford	E450	Active Reserve
5828	RS12089	Unleaded	10 cylinder	2016	Ford	E450	Active Reserve
8063	53204C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	Active Reserve

# Appendix E – Asset Inventories: Equipment and Facilities

Note: The information and data in this appendix were compiled and submitted to the Washington State Department of Transportation (WSDOT) on February 28, 2019, as part of the annual *Transit Asset Management Plan Certification* requirement.

## Public Transportation Management System Owned Equipment Inventory

**Agency:** Pierce Transit - Lakewood, WA

Support vehicle and equipment with an acquisition value greater than \$50,000

*Refer to instructions for equipment code*

No.	Code	Equipment Description	Condition (points)	Age (years)	Remaining Useful Life (years)	Replacement Cost (\$)	Comments <i>(If more than two lines, attach a separate comment page)</i>
1	9	#80/2007 Hyster Forklift	3.5	11	9	\$47,644.00	Facilities Maintenance
2	9	#82/1988 Yale Forklift	1.0	30	-10	\$32,784.00	Facilities Maintenance
3	5	#661/2003 C2500 Chevrolet Pick-up	1.0	15	-5	\$28,511.00	Maintenance-Radio
4	5	#665/1995 GMC Topkick Boom Truck	1.5	23	-3	\$55,605.00	Facilities Maintenance
5	5	#2010/2007 Chevrolet C1500 Ext Cab Pick-up	1.5	11	-1	\$43,799.00	Facilities Maintenance
6	5	#2011/2007 Ford Econoline Van	1.5	11	-1	\$25,916.00	Facilities Maintenance
7	5	#2012/2007 Chevrolet C1500 Ext Cab Pick-up	2.0	11	1	\$43,799.00	Facilities Maintenance
8	5	#2013/2008 Ford F350 Flatbed w/pressure washer	3.0	10	5	\$38,410.00	Facilities Maintenance
9	5	#2014/2008 Ford F450 Flatbed truck	3.0	10	5	\$49,384.00	Facilities Maintenance
10	5	#2015/2008 Ford F350 Flatbed truck w/pressure washer	3.0	10	4	\$38,410.00	Facilities Maintenance
11	5	#2016/2016 Dodge Promaster	4.5	2	8	\$34,128.68	Warehouse
12	5	#2017/2016 Dodge Promaster	4.5	2	8	\$35,538.95	Warehouse
13	5	#2018/2016 Eagle Tow Tractor	5.0	2	18	\$94,874.53	Fleet Maintenance
14	9	#2019/2016 Toyota Forklift	5.0	2	18	\$30,131.15	Warehouse
15	5	#2020/2008 Ford F350 Econoline Van	3.0	10	4	\$25,996.00	Facilities Maintenance
16	5	#2021/2008 Ford F350 Flatbed truck w/pressure washer	3.0	10	5	\$38,410.00	Fleet-Auto Shop Truck
17	5	#2023/2010 Ford F350 truck w/service body	4.0	7	8	\$49,094.00	Fleet Maintenance

## Appendix E – Asset Inventories: Equipment and Facilities

No.	Code	Equipment Description	Condition (points)	Age (years)	Remaining Useful Life (years)	Replacement Cost (\$)	Comments (If more than two lines, attach a separate comment page)
18	5	#2024/2012 Chevrolet Silverado truck w/service body	4.0	6	9	\$56,566.00	Fleet Maintenance
19	5	#2025/2014 Isuzu Broom Badger Sweeper	4.0	4	5	\$184,878.00	Facilities Maintenance
20	5	#2026/2016 Dodge Promaster	4.5	2	8	\$43,992.00	Facilities Maintenance
21	5	#2027/2016 Dodge Promaster	4.5	2	8	\$43,992.00	Facilities Maintenance
22	5	#2028/2016 Dodge Promaster	5.0	2	13	\$43,992.00	Facilities Maintenance
23	5	#2029/2016 Dodge Promaster	4.5	2	8	\$43,992.00	Facilities Maintenance
24	5	#2030/2016 Dodge Promaster	5.0	2	13	\$43,992.00	Facilities Maintenance
25	5	#2031/2016 Ford F150	4.5	2	8	\$32,087.00	Facilities Maintenance
26	5	#2032/2016 Ford F150	4.5	2	8	\$32,087.00	Facilities Maintenance
27	5	#2033/2016 Ford F150	4.5	2	8	\$32,087.00	Facilities Maintenance
28	5	#2035/2016 Ford F150	4.5	2	8	\$32,087.00	Facilities Maintenance
29	5	#2036/2016 Ford F150	4.5	2	8	\$32,087.00	Facilities Maintenance
30	5	#2037/2016 Ford F150	4.5	2	8	\$32,087.00	Facilities Maintenance
31	5	#2038/2016 Ford F150	4.5	2	8	\$32,087.00	Facilities Maintenance
32	5	#2039/2017 Ford F450XL	5.0	1	14	\$29,754.93	Fleet Maintenance
33	5	#2040/2017 Ford F150	5.0	1	9	\$24,551.78	Facilities Maintenance
34	5	#2041/2017 Dodge Promaster	5.0	1	9	\$39,003.50	Facilities Maintenance
35	5	#2042/2017 Dodge Promaster	5.0	1	9	\$26,793.50	Marketing
36	5	#2043/2017 Ford F450	5.0	1	14	\$64,936.82	Facilities Maintenance
37	5	#2046/2018 Ford F150	5.0	0	10	\$28,273.97	Facilities Maintenance
38	5	#2047/2018 Ford Promaster	5.0	0	10	\$25,993.30	Facilities Maintenance
39	5	#2048/2018 Dodge Promaster	5.0	0	10	\$25,993.30	Marketing
40	5	#2049/2018 Dodge Grand Caravan	5.0	0	10	\$26,045.50	Risk
41	5	#2050/2018 Dodge Grand Caravan	5.0	0	10	\$26,045.50	Bus Safety
42	5	#2051/2018 Dodge Grand Caravan	5.0	0	10	\$26,045.50	Safety
43	5	#2052/2018 Dodge Grand Caravan	5.0	0	10	\$26,045.50	Maintenance-Radio
44	5	#2053/2018 Dodge Grand Caravan	5.0	0	10	\$26,045.50	Planning

## Appendix E – Asset Inventories: Equipment and Facilities

No.	Code	Equipment Description	Condition (points)	Age (years)	Remaining Useful Life (years)	Replacement Cost (\$)	Comments (If more than two lines, attach a separate comment page)
45	5	#2054/2018 Dodge Grand Caravan	5.0	0	10	\$26,045.50	Dispatch
46	5	#2055/2018 Dodge Grand Caravan	5.0	0	10	\$26,045.50	Relief/Dispatch
47	5	#2056/2017 Chevrolet Express 3500	5.0	1	9	\$36,848.26	Special Events
48	5	#2250/2005 Dodge Grand Caravan	1.5	13	-3	\$22,388.00	Admin Services
49	5	#2251/2005 Ford Taurus Wagon	1.5	13	-3	\$20,167.20	Risk
50	5	#2253/2005 Toyota Prius	2.5	13	4	\$32,707.00	Maintenance Admin
51	5	#2254/2005 Toyota Prius	1.5	13	-3	\$32,707.00	ADA - Travel Training
52	5	#2256/2006 Toyota Prius	2.0	12	1	\$22,328.00	Admin Services
53	5	#2257/2006 Toyota Prius	2.0	12	1	\$22,328.00	Admin Services
54	5	#2258/2007 Chevrolet Express Van	1.5	11	-1	\$32,198.00	Supervisor
55	5	#2259/2007 Chevrolet Express Van	1.5	11	-1	\$32,198.00	Bus Safety And Training
56	5	#2260/2007 Dodge Grand Caravan	2.0	11	1	\$23,058.00	Planning
57	5	#2262/2017 Ford Fusion Energi	5.0	1	9	\$33,065.25	Admin Services
58	5	#2263/2017 Ford Fusion Energi	5.0	1	9	\$33,065.25	Admin Services
59	5	#2264/2018 Dodge Grand Caravan	5.0	0	10	\$26,093.00	Admin Services
60	5	#2450/2008 Ford Expedition XLT	3.0	10	6	\$46,165.00	Maintenance - Radio
61	5	#2451/2010 Ford Escape (hybrid)	2.5	8	2	\$23,058.00	Public Safety
62	5	#2452/2010 Ford Escape (hybrid)	2.5	8	2	\$23,058.00	Public Safety
63	5	#2453/2010 Ford Escape (hybrid)	2.5	8	2	\$23,058.00	Public Safety
64	5	#2501/2005 Dodge Grand Caravan	1.5	13	-3	\$23,058.00	Safety - Accident Investigation
65	5	#2504/2005 Dodge Grand Caravan	1.5	13	-3	\$23,058.00	Maintenance - Radio
66	5	#2522/2009 Ford Escape (hybrid)	2.5	9	1	\$23,058.00	Supervisor
67	5	#2523/2009 Ford Escape (hybrid)	2.5	9	1	\$23,058.00	Supervisor
68	5	#2524/2009 Ford Escape (hybrid)	2.5	9	1	\$23,058.00	Supervisor
69	5	#2525/2009 Ford Escape (hybrid)	2.5	9	1	\$23,058.00	Supervisor
70	5	#2526/2009 Ford Escape (hybrid)	2.0	9	1	\$23,058.00	Supervisor
71	5	#2527/2014 Dodge Grand Caravan 29E	4.0	4	5	\$23,058.00	Supervisor

## Appendix E – Asset Inventories: Equipment and Facilities

No.	Code	Equipment Description	Condition (points)	Age (years)	Remaining Useful Life (years)	Replacement Cost (\$)	Comments (If more than two lines, attach a separate comment page)
72	5	#2528/2014 Dodge Grand Caravan 29E	4.0	4	5	\$23,058.00	Supervisor
73	5	#2529/2014 Dodge Grand Caravan 29E	4.0	4	5	\$23,058.00	Supervisor
74	5	#2530/2014 Dodge Grand Caravan 29E	4.0	4	5	\$23,058.00	Supervisor
75	5	#2531/2014 Dodge Grand Caravan 29E	4.0	4	5	\$23,058.00	Supervisor
76	5	#2532/2014 Dodge Grand Caravan 29E	4.0	4	5	\$23,058.00	Supervisor
77	5	#2533/2014 Dodge Grand Caravan 29E	4.0	4	5	\$23,058.00	Supervisor
78	5	#2534/2014 Dodge Grand Caravan 29E	4.0	4	5	\$23,058.00	Supervisor
79	5	#2535/2014 Dodge Grand Caravan 29E	4.0	4	5	\$23,058.00	Supervisor
80	5	#2536/2014 Dodge Grand Caravan 29E	4.0	4	5	\$23,058.00	Supervisor
81	5	#2537/2014 Dodge Grand Caravan 29E	4.0	4	5	\$23,058.00	Supervisor
82	5	#2538/2014 Dodge Grand Caravan 29E	4.0	4	5	\$23,058.00	Supervisor
83	5	#2539/2014 Dodge Grand Caravan 29E	4.0	4	5	\$23,058.00	Supervisor
84	5	#2540/2015 MV1	4.5	3	7	\$50,662.25	Shuttle Supervisor
85	5	#2541/2015 MV1	4.5	3	7	\$50,662.25	Shuttle Supervisor
86	5	#2542/2017 Dodge Grand Caravan	5.0	1	9	\$27,451.69	Supervisor
87	5	#2543/2017 Dodge Grand Caravan	5.0	1	9	\$27,451.69	Supervisor
88	5	#2544/2017 Dodge Grand Caravan	5.0	1	9	\$27,451.69	Supervisor
89	5	#2545/2017 Dodge Grand Caravan	5.0	1	9	\$27,451.69	Supervisor
90	5	#2546/2017 Dodge Grand Caravan	5.0	1	9	\$27,451.69	Supervisor
91	5	#2547/2018 Ford F150	5.0	0	10	\$29,593.20	Service Impact
92	5	#2816/2007 Dodge Grand Caravan	2.5	11	3	\$20,723.39	Maintenance Admin
93	5	#2817/2007 Dodge Grand Caravan	1.5	11	-1	\$20,806.83	Fleet Maintenance
94	5	#2820/2014 Dodge Grand Caravan	4.0	4	6	\$22,388.00	Relief
95	5	#2821/2014 Dodge Grand Caravan	4.0	4	6	\$22,388.00	Relief
96	5	#2822/2014 Dodge Grand Caravan	4.0	4	6	\$22,388.00	Relief
97	5	#2823/2014 Dodge Grand Caravan	4.0	4	6	\$22,388.00	Relief
98	5	#2824/2014 Dodge Grand Caravan	4.0	4	6	\$22,388.00	Relief

## Appendix E – Asset Inventories: Equipment and Facilities

No.	Code	Equipment Description	Condition (points)	Age (years)	Remaining Useful Life (years)	Replacement Cost (\$)	Comments (If more than two lines, attach a separate comment page)
99	5	#2825/2014 Dodge Grand Caravan	4.0	4	-4	\$22,388.00	Relief
100	5	#2826/2014 Dodge Grand Caravan	4.0	4	5	\$22,388.00	Relief
101	5	#2827/2014 Dodge Grand Caravan	4.0	4	5	\$22,388.00	Relief
102	5	#2828/2014 Dodge Grand Caravan	4.0	4	5	\$22,388.00	Relief
103	5	#2829/2014 Dodge Grand Caravan	4.0	4	5	\$22,388.00	Relief
104	5	#2830/2014 Dodge Grand Caravan	4.0	4	5	\$22,388.00	Relief
105	5	#2831/2014 Dodge Grand Caravan	4.0	4	5	\$22,388.00	Relief
106	5	#2832/2014 Dodge Grand Caravan	4.0	4	5	\$22,388.00	Relief
107	5	#2833/2014 Dodge Grand Caravan	4.0	4	5	\$22,388.00	Relief
108	5	#2834/2014 Dodge Grand Caravan	4.0	4	5	\$22,388.00	Relief
109	5	#2835/2014 Dodge Grand Caravan	4.0	4	5	\$22,388.00	Relief
110	5	#2836/2014 Dodge Grand Caravan	4.0	4	5	\$22,388.00	Relief
111	5	#2837/2014 Dodge Grand Caravan	4.0	4	5	\$22,388.00	Relief
112	5	#2838/2014 Dodge Grand Caravan	4.0	4	5	\$22,388.00	Relief
113	5	#2839/2014 Dodge Grand Caravan	4.0	4	5	\$22,388.00	Relief
114	5	#2840/2014 Dodge Grand Caravan	4.0	4	5	\$22,388.00	Relief
115	5	#2841/2014 Dodge Grand Caravan	4.0	4	5	\$22,388.00	Relief
116	5	#2842/2014 Dodge Grand Caravan	4.0	4	5	\$22,388.00	Relief
117	5	#2843/2014 Dodge Grand Caravan	4.0	4	5	\$22,388.00	Relief
118	5	#2844/2014 Dodge Grand Caravan	4.0	4	5	\$22,388.00	Relief
119	5	#2845/2014 Dodge Grand Caravan	4.0	4	5	\$22,388.00	Relief
120	5	#4125/2003 Chevrolet Astro Van	1.0	15	-5	\$22,388.00	Transit Development Admin
121	5	#4131/2003 Chevrolet Astro Van	1.0	15	-5	\$22,388.00	Risk
122	5	#4590/2007 Ford E3	2.5	17	2	\$22,388.00	Fleet Maintenance-Spill Response
123	5	#4653/2003 Dodge Grand Caravan	1.0	15	-5	\$29,507.00	Marketing
124	5	#7001/2005 Dodge Grand Caravan	2.5	13	2	\$24,872.10	Fleet Maintenance
125	5	#7004/2005 Dodge Grand Caravan	2.5	13	2	\$24,872.10	Fleet Maintenance

## Appendix E – Asset Inventories: Equipment and Facilities

No.	Code	Equipment Description	Condition (points)	Age (years)	Remaining Useful Life (years)	Replacement Cost (\$)	Comments <i>(If more than two lines, attach a separate comment page)</i>
126	5	#7009/2005 Dodge Grand Caravan	2.5	13	2	<b>\$24,872.10</b>	Fleet Maintenance
127	5	#7050/2005 Ford E350XL	1.5	11	-1	<b>\$20,417.66</b>	Information Technology
128	5	7335/2012 Chevrolet Express 3500	3.5	6	4	<b>\$27,200.80</b>	Planning-Outreach

# Appendix E – Asset Inventories: Equipment and Facilities

## Public Transportation Management System Owned Facility Inventory

**Agency:** Pierce Transit - Lakewood, WA

I hereby certify that all information reported in the inventories reflects true, accurate and complete information for the agency/organization listed and that project equipment purchased through a state or federal grant agreement is still being used in accordance with the terms and conditions of the grant agreement.

*Dawn T. Atkinson* PRINCIPAL PLANNER  
Signature and Title  
2/11/2019  
Date

Refer to instructions for facility code

No.	Facility Code	Facility Name	Condition (Points)	Age (Year)	Remaining Useful Life	Current Cost or Insured Value (\$)*	Replacement Value (\$)**	Comments (If more than two lines, attach a separate comment page)
1	10	Administration - Building 4	3.4	1987	35	\$9,637,869	\$7,351,820	
2	21/23	Facilities - Building 2 (includes Bus Wash)	3.4	1987	35	\$1,225,164	\$1,306,733	In current Base Master Plan preliminary design, Building 2 would be demolished and replaced
3	21/23	Fuel House - Building 3	3.5	1987	35	\$1,418,470	\$1,019,696	In current Base Master Plan preliminary design, Building 3 would be demolished and replaced
4	23	Training Center - Building 5	3.6	2005	50	\$4,436,443	\$5,965,149	
5	11	Maintenance - Building 1	3.4	1987	35	\$15,164,546	\$13,572,589	
6	21	Compressed Natural Gas (CNG) Station	4.6	2005	N/A	\$4,000,000	\$3,987,961	Not a structure but an array of refueling equipment.
7	(All)	Headquarters Buildings' Infrastructure (Combined; 1-6 only)	3.2	1987	N/A	>>>>	\$15,341,322	>>> as calculated by VFA.facility
8	23	Vanpool Program - Building 6	3.7	1978	20	\$754,047	Not available as these three facilities are not listed in the VFA.facility database	Newly acquired facility, first occupied in January 2019.
9	23	Radio & Service Supervisors - Building 7	3.0	1977	10	\$971,920		In current Base Master Plan preliminary design, Building 7 would be demolished and replaced
10	22	Screaming Eagle Warehouse - Building 8	3.0	1977	10	\$943,298		In current Base Master Plan preliminary design, Building 8 would be demolished and replaced

## Appendix E – Asset Inventories: Equipment and Facilities

No.	Facility Code	Facility Name	Condition (Points)	Age (Year)	Remaining Useful Life	Current Cost or Insured Value (\$)*	Replacement Value (\$)**	Comments <i>(If more than two lines, attach a separate comment page)</i>
11	6	72nd Street & Portland Avenue Transit Center	4.4	1995	20		\$3,120,305	Refurbishing and renewal project in progress, scheduled for completion February 2019.
12	6	Commerce Street Transit Center	3.1	1993	35		\$18,241,243	Scheduled for refurbishing and renewal project August 2019 thru February 2020.
13	9	Kimball Drive Park-and-Ride	3.8	1997	20	Not owned by Pierce Transit	\$3,027,219	
14	6	Lakewood Towne Center Transit Center	3.4	1992	30		\$1,749,679	Refurbishing and renewal project in progress, scheduled for completion May 2019.
15	9	Narrows/Skyline Park-and-Ride (No structure on site)	3.3	1986	25	Not owned by Pierce Transit	\$748,723	Refurbishing and renewal project scheduled for summer with completion in November 2019.
16	9	North Purdy Park-and-Ride	3.3	1991	25	Not owned by Pierce Transit	\$1,274,709	While not currently budgeted, the agency's goal is to refurbish and renew this facility in 2020.
17	6	Parkland Transit Center	3.4	1984	35		\$2,986,422	
18	17	Point Defiance Bus Layover Facility	3.5	1992	20	Not owned by Pierce Transit	\$522,756	
19	6	South Hill Mall Transit Center	3.4	1998	35		\$2,043,604	While not currently budgeted, the agency's goal is to refurbish and renew this facility in 2020.
20	9	WA State Route 512 Park-and-Ride	4.0	1988	35	Not owned by Pierce Transit	\$2,975,269	Refurbishing and renewal project completed October 2018.
21	6	Tacoma Community College Transit Center	4.4	1984	35	Not owned by Pierce Transit	\$2,437,256	Refurbishing and renewal project completed October 2018.
22	17	Tacoma Dome Station (East & West Garages)	4.2	1997	35		\$112,318,676	Refurbishing and renewal project in progress, scheduled for completion March 2019.

## Appendix E – Asset Inventories: Equipment and Facilities

No.	Facility Code	Facility Name	Condition (Points)	Age (Year)	Remaining Useful Life	Current Cost or Insured Value (\$)*	Replacement Value (\$)**	Comments <i>(If more than two lines, attach a separate comment page)</i>
23	6	Tacoma Mall Transit Center	4.4	1985	35	Not owned by Pierce Transit	\$2,062,918	Refurbishing and renewal project completed September 2018.
*Current costs source: Fixed Asset Inventory Report (updated 12/14/2018) cells shaded in olive green; Insured values of building assets and personal property source: Washington State Transit Insurance Pool underwritten by Alliant Insurance Services, Inc.								
**Replacement values of buildings and infrastructure (where applicable) as shown in Accruent's VFA.facility database - reports run February 2019.								
Numbers 1 thru 10 are for the agency's headquarters at 3701 and 3720 96th Street SW, Lakewood, WA 98499. Rows 8 thru 20 are for passenger use transit facilities, including centers, stations, and Park-and-Ride lots.								