

October 21, 2021 - 3:00 p.m.  
Service Delivery & Capital Committee Meeting



Meeting Location: Teleconference  
Phone: 253-215-8782  
Meeting Code: 867 0252 8106

**Virtual Meeting Participation:**

Due to the COVID-19 pandemic, the October 21, 2021, Service Delivery and Capital Committee meeting will be conducted virtually. Per the [Governor Proclamation 20-28](#) pertaining to the Open Public Meetings Act, a physical meeting location will not be provided for this meeting. The public is welcome to observe the meeting by entering the web address <https://us02web.zoom.us/j/86702528106> or by calling 253-215-8782 and entering Meeting ID No. 86702528106.

**CALL TO ORDER**

**APPROVAL OF MINUTES** – April 15, 2021, committee meeting

**ACTION AGENDA**

1. Election of Chair and Vice Chair
2. FS 2021-060, Authority to Implement a New Flat Rate Fare Structure for Commuter Vanpool and Authorize Related Amendments to Pierce Transit Code Section 3.72.130 – Vanpool Services – Defined – Fares: **Refer to the full Board of Commissioners**

Andrew Arnes  
Planning and Community Dev. Administrator

**PRESENTATIONS/DISCUSSION**

1. Proposal to Provide Three Full Zero Fare Days for Fixed Route and Paratransit Customers November 7-9

Lindsey Sehmel  
Principal Planner - Scheduling

**COMMISSIONER COMMENTS**

**EXECUTIVE SESSION**

**ADJOURNMENT**

American Disability Act (ADA) accommodations are available with a 48-hour notice. Please contact the Clerk's office at 253-581-8066 for special accommodations.

**PIERCE TRANSIT  
SERVICE DELIVERY & CAPITAL COMMITTEE MEETING  
VIRTUAL MEETING**

**April 15, 2021**

**MINUTES**

**CALL TO ORDER**

Chair Campbell called the meeting to order at 3:05 p.m.

**ATTENDANCE**

Service Delivery & Capital Committee members present:

Marty Campbell, Pierce County Council, Chair of SDCC  
Kent Keel, City of University Place Councilmember  
*(represents Fircrest and University Place)*  
Kim Roscoe, Mayor of the City of Fife  
*(represents Fife, Milton, Auburn, Pacific, Gig Harbor, Steilacoom and Ruston)*  
Kristina Walker, City of Tacoma Councilmember  
Don Green, CTAG Non-voting Member

**APPROVAL OF MINUTES**

Commissioners Keel and Walker **moved** and seconded to approve the February 18, 2021 meeting minutes as presented.

Motion **carried**, 4-0.

**CEO'S COMMENTS**

**Update on Puget Sound Regional Council (PSRC) Funding**

CEO Dreier updated the committee on the status of the Covid-19 relief funding that is to be distributed by PSRC to transit agencies. She indicated that the current allocation model better serves transit agencies that provide a “commuter service” model, versus a “local service” model, which is Pierce Transit’s model.

Ms. Dreier stated that PSRC is not required to follow the earned share method of allocation and she gave examples how this method has helped many of the other transit agencies, giving them substantially more funds. She noted that she feels the distribution method is unequitable. She noted that some agencies gave up 2.5 percent of their funding to a pool. Pierce Transit is expected to receive \$28.5 million in Covid-19 relief funds.

A short discussion ensued about how to affect change to achieve funding parity.

## **PRESENTATIONS/DISCUSSION**

### **1. Update on Bus Stop Balancing Project**

Chief Operating Officer Mike Griffus presented on the item and announced that Pierce Transit has been working on this project for approximately nine months and the agency has received over 320 comments during the comment period.

Mr. Griffus highlighted the community outreach efforts/social engagement Pierce Transit engaged in to communicate with citizens about the proposed stops identified for removal and to communicate with citizens with mobility challenges. He reported that next steps will include a cost savings analysis and an equity analysis, which will take place over the next month and will involve the Community Transportation Advisory Group (CTAG).

Upon inquiry, Mr. Griffus confirmed that there are approximately 300 stops identified for removal. Staff hopes to make a recommendation to the board in May with a list of stops to be removed.

Discussion ensued about whether the stops identified for removal could be phased out. Staff recommended not utilizing this approach.

CEO Dreier reported that among other elements, Pierce Transit's communication plan involves placing at the stop a sign indicating that this stop is scheduled for removal. For stops that we received input from citizens voicing that they don't want the stop removed, the agency will place a sign at the location indicating that the stop will not be removed. It was also noted that signs have been installed, where appropriate, directing customers to a different stop.

CEO Dreier noted that decision on which month to bring this item for final decision weighs in the balance of whether the Board decides at the special meeting in April that it wants to move forward with a ballot measure in May.

## **COMMITTEE MEMBER COMMENTS**

No comments were provided.

## **EXECUTIVE SESSION**

There was no executive session.

## **ADJOURNMENT**

There being no further business, the meeting was adjourned at 3:54 p.m.

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Deanne Jacobson  
Clerk of the Board

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Marty Campbell, Chair  
Service Delivery & Capital Committee



# Action Agenda



CURRENT FARE STRUCTURE  
PROPOSED FARE STRUCTURE  
PEER AGENCY EXAMPLES  
COST RECOVERY  
PROPOSED MOTION

	5 DAYS A WEEK	4 DAYS	6 DAYS	7 DAYS	9/80					
<b>Rate</b>	<b>Rate Per Rider Based on Number of Monthly Passengers Paying a Monthly Rate</b>									
<b>Daily Rate</b>	5	6	7	8	9	10	11	12	13	14
20	\$17	\$17	\$18	\$18	\$18	\$18	\$18	\$18	\$18	\$18
25	\$18	\$17	\$18	\$18	\$18	\$18	\$18	\$18	\$18	\$18
30	\$19	\$18	\$19	\$19	\$19	\$19	\$19	\$19	\$19	\$19
35	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
40	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
45	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
50	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
55	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
60	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
65	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
70	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
75	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
80	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
85	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
90	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
95	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
100	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
105	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
110	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
115	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
120	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
125	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
130	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
135	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
140	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
145	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
150	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
155	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
160	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
165	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
170	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
175	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
180	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
185	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
190	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
195	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
200	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
205	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
210	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
215	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
220	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
225	\$19	\$19	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20

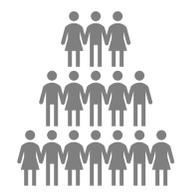
# 420 VANPOOL FARES | 2,000+ FARE OPTIONS



Daily Round-Trip Miles



Weekly Commute Days



Number of Riders



Monthly fare adjustments are not made for longer or shorter months. Incidental Use Package Rate is \$0.50. Incidental Use rate caps at \$7 per Zeebound Tacoma Narrows Bridge crossing.



Monthly accounting changes

Complex fare structure

Riders can't anticipate fare

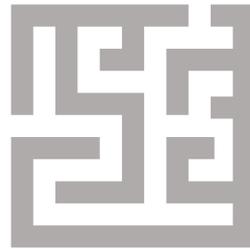
Constant fare adjustments

Minor route adjustments

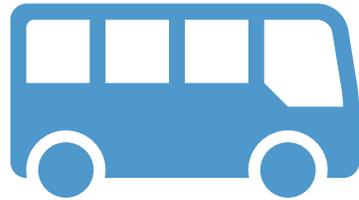
# CHALLENGES

Create subsidy issues

Monthly statement changes



# SIX VANPOOL FARES

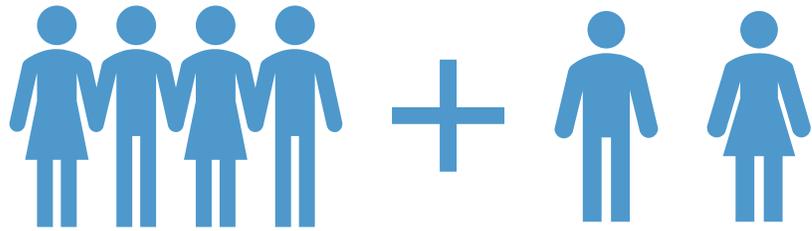


Daily Round-Trip Miles



Daily RTM	Monthly \$ Per Rider
≤ 50	\$100
51 – 75	\$125
76 – 100	\$150
101 – 125	\$175
126 – 150	\$200
151+	\$225

# TWO DAILY FARES



Permanent Daily Rider Option



Daily RTM	Daily \$
≤ 100	\$15
101+	\$20

2020 (PRE-COVID)							TOTAL/AVERAGE
Round Trip Miles	Up to 50	51-75	76-100	101-125	126-150	151+	
<b>Flat Rate Fare</b>	<b>\$100.00</b>	<b>\$125.00</b>	<b>\$150.00</b>	<b>\$175.00</b>	<b>\$200.00</b>	<b>\$225.00</b>	<b>\$162.50</b>
Groups	77	140	65	17	5	1	305
Participants	444	878	388	112	31	6	1859
Ave Group Size	6	7	6	7	6	6	6
<b>2020 Actual Ave fare per rider</b>	<b>\$97.30</b>	<b>\$123.02</b>	<b>\$152.69</b>	<b>\$173.47</b>	<b>\$209.80</b>	<b>\$222.00</b>	<b>\$163.05</b>
Difference	\$2.70	\$1.98	-\$2.69	\$1.53	-\$9.80	\$3.00	-\$0.55
Ave fare per group (FRF)	\$576.62	\$783.93	\$895.38	\$1,152.94	\$1,240.00	\$1,350.00	\$999.81
2020 Actual Ave Fare per group	\$548.49	\$748.49	\$888.08	\$1,108.12	\$1,281.60	\$1,332.00	\$984.46
Difference	\$28.13	\$35.44	\$7.30	\$44.82	-\$41.60	\$18.00	\$15.35
Total fares collected (FRF)	\$44,400.00	\$109,750.00	\$58,200.00	\$19,600.00	\$6,200.00	\$1,350.00	\$239,500.00
2020 Actual fares collected	\$42,234.00	\$104,788.00	\$57,725.00	\$18,838.00	\$6,408.00	\$1,332.00	\$231,325.00
Difference	\$2,166.00	\$4,962.00	\$475.00	\$762.00	-\$208.00	\$18.00	\$8,175.00
Daily fare option	\$15.00	\$15.00	\$15.00	\$20.00	\$20.00	\$20.00	
Average fare Increase	\$15.10	\$13.45	\$14.75	\$17.44	\$12.00	\$3.00	\$12.62
Average fare Decrease	\$9.75	\$14.52	\$15.37	\$18.66	\$13.16		\$14.29
# of increased fares	36	79	24	9	1	1	150
# of decreased fares	34	61	41	8	4	0	148
No change	7	0	0	0	0	0	7
Highest increase	\$42.00	\$46.00	\$37.00	\$43.00	\$12.00	\$3.00	\$46.00
Lowest increase	\$3.00	\$1.00	\$3.00	\$5.00	\$12.00	\$3.00	\$1.00
Highest decrease	\$19.00	\$28.00	\$34.00	\$26.00	\$27.00		\$34.00
Lowest decrease	\$5.00	\$4.00	\$3.00	\$14.00	\$2.00		\$2.00



Round Trip Miles	2021						TOTAL/AVERAGE
	Up to 50	51-75	76 -100	101-125	126-150	151+	
<b>Flat Rate Fare (FRF)</b>	<b>\$100.00</b>	<b>\$125.00</b>	<b>\$150.00</b>	<b>\$175.00</b>	<b>\$200.00</b>	<b>\$225.00</b>	<b>\$162.50</b>
# Groups	31	83	35	14	2	1	166
Total # Participants	132	416	166	67	7	5	793
Ave Group Size	4	5	5	5	4	5	5
<b>2021 Actual Ave fare per rider</b>	<b>\$105.87</b>	<b>\$131.02</b>	<b>\$159.94</b>	<b>\$191.07</b>	<b>\$227.00</b>	<b>\$251.00</b>	<b>\$177.65</b>
Difference	-\$5.87	-\$6.02	-\$9.94	-\$16.07	-\$27.00	-\$26.00	-\$15.15
Ave fare per group (FRF)	\$425.81	\$626.51	\$711.43	\$837.50	\$700.00	\$1,125.00	\$737.71
2021 Actual Ave Fare per group	\$449.39	\$640.29	\$749.49	\$891.86	\$794.50	\$1,255.00	\$796.76
Difference	-\$23.58	-\$13.78	-\$38.06	-\$54.36	-\$94.50	-\$130.00	-\$59.05
Total fares collected (FRF)	\$13,200.00	\$52,000.00	\$24,900.00	\$11,725.00	\$1,400.00	\$1,125.00	\$104,350.00
2021 Actual fares collected	\$13,931.00	\$53,144.00	\$26,232.00	\$12,486.00	\$1,589.00	\$1,255.00	\$108,637.00
Difference	-\$731.00	-\$1,144.00	-\$1,332.00	-\$761.00	-\$189.00	-\$130.00	-\$4,287.00
Daily fare option	\$15.00	\$15.00	\$15.00	\$20.00	\$20.00	\$20.00	
Average fare Increase	\$5.84	\$10.02	\$10.23	\$28.00			\$13.52
Average fare Decrease	\$11.54	\$15.62	\$16.13	\$24.53	\$27.00	\$26.00	\$20.14
# of increased fares	5	33	6	1	0	0	45
# of decreased fares	20	50	29	12	2	1	114
No change	6	0	0	1	0	0	7
Highest increase	\$14.00	\$42.00	\$13.00	\$28.00			\$42.00
Lowest increase	\$3.00	\$1.00	\$6.00	\$28.00			\$1.00
Highest decrease	\$19.00	\$28.00	\$34.00	\$45.00	\$27.00	\$26.00	\$45.00
Lowest decrease	\$5.00	\$5.00	\$7.00	\$14.00	\$27.00	\$26.00	\$5.00





# Pierce Transit

## VANPOOL

Daily RTM	Monthly \$
≤ 50	\$100
51 – 75	\$125
76 – 100	\$150
101 – 125	\$175
126 – 150	\$200
151+	\$225



# Spokane Transit

ZONE (RTM)	Monthly \$
1	\$60
2	\$80
3	\$100



# communitytransit

Daily RTM	Monthly \$
0-20	\$50
21-40	\$75
41-60	\$100
61-80	\$125
81-100	\$150
101+	\$175



# INTERcity TRANSIT

Daily RTM	Monthly \$
0-25	\$25
26-50	\$50
51-75	\$75
76-100	\$100
101-125	\$125
126-150	\$150
151-175	\$175
176-200	\$200



# 2018 Cost Recovery Comparisons

## All Expenses



Community  
Transit



Intercity  
Transit



King County  
Metro



Kitsap Transit

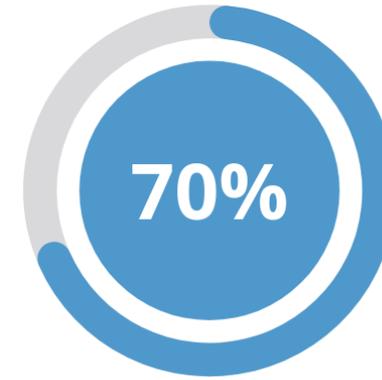


C-Tran



Ben Franklin  
Transit

# Pierce Transit 10 Year Average



All Expenses



Direct Costs + Insurance





Adopt the proposed flat rate fare structure



Allow the CEO to authorize changes within the parameters of the approved fare structure



Review vanpool fares every two years

## PROPOSED CHANGES:

### 3.72.130 - Vanpool Services—Defined—Fares.

#### A. Definitions.

1. "Commuter vanpool" is defined as a ~~the same~~ group of people who travel round trip per day to and from work. ~~Fares~~ The fare structure is are set by the Pierce Transit Board of Commissioners. The Pierce Transit Board of Commissioners delegates authority to the Pierce Transit Chief Executive Officer to modify or adjust certain components of the authorized fare structure to achieve program goals within the following parameters:
  - a. Round-trip mileage sums and fare amounts may be modified or adjusted no more than twice per year.
  - b. A maximum of one fare tier may be added or removed no more than once per year.
  - c. Variables used for determining fares may not be added or removed.
  - d. All modifications or adjustments must be presented to the Pierce Transit Board of Commissioners during the biannual fare review as outlined in Pierce Transit Code 3.72.130.



**TITLE:** Authority to Implement a New Flat Rate Fare Structure for Commuter Vanpool and Authorize Related Amendments to Pierce Transit Code Section 3.72.130 – Vanpool Services – Defined – Fares

**DIVISION:** Planning & Community Development

**SUBMITTED BY:** Andrew Arnes, Community Development Administrator

**RELATED ACTION:** N/A

**ATTACHMENTS:**

**RELATION TO STRATEGIC PLAN:** Customer

Exhibit A, Proposed Code Change

**BUDGET INFORMATION:** N/A

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#### BACKGROUND:

The current commuter vanpool fare structure consists of 420 different fares with over 2,000 fare options ranging from \$38.00 to \$283.00. The existing multivariable fare structure is complex and creates several difficulties for both staff and customers, including:

- Constant need to adjust customer vanpool fares
- Ongoing adjustments to customer vanpool fare statements and internal accounting tools
- Customers are unable to anticipate monthly vanpool fare
- Customers have difficulty fully utilizing some employer subsidies due to constant fare adjustments
- Minor route adjustments often necessitate fare adjustments
- Fare adjustments necessitate changes to monthly accounting reports
- Difficulty explaining fares to potential customers

The commuter vanpool fare structure, and its components, have not been reviewed or considered by the Board since 2013. The current fare structure makes it difficult to conduct an annual fare analysis and/or determine the need for revisions.

Because of the ongoing pandemic, several employers have implemented various remote and hybrid working models. The current commuter vanpool fare structure provides no way to offer a flexible daily vanpooling option that would serve those that are now commuting on a part-time basis.

Pierce Transit staff recommends simplifying the commuter vanpool fare structure by adopting a new single variable, six-tier flat rate fare structure and a single variable, two-tier daily fare as follows:

SINGLE VARIABLE SIX-TIER FLAT RATE COMMUTER VANPOOL FARE

Daily Round Trip Miles (RTM)	Monthly Vanpool Fare Per Rider
≤ 50	\$100
51-75	\$125
76-100	\$150
101-125	\$175
126-150	\$200
151+	\$225

SINGLE VARIABLE TWO-TIER DAILY COMMUTER VANPOOL FARE

Daily Round Trip Miles (RTM)	Daily Rider Vanpool Fare
≤ 100	\$15
101 +	\$20

The new flat rate fare structure would reduce the number of commuter vanpool fares from 420 down to six and provide a permanent flexible daily rider option for those that may not commute enough to become monthly riders. It also eliminates the ongoing difficulties created by the current fare structure.

As part of the new flat rate fare structure, Pierce Transit staff is developing new cost recovery monitoring tools that will allow for greater accuracy and flexibility when reviewing cost allocation and cost recovery percentages. These new tools will be used to conduct an annual fare analysis to be reviewed by the Board in accordance with the current Pierce Transit code.

In addition, staff recommends the proposed code amendment to Pierce Transit Code Section 3.72.130 as presented in Exhibit A to give the Chief Executive Officer authority to make certain fare adjustments within board-approved parameters so that the new fee program is nimble and can be adjusted to meet market conditions. The proposed code amendment requests that the Chief Executive Officer be authorized to change certain components of the fare structure, including round trip mileage sums and flat rate fare amounts, within the parameters of the flat rate fare structure authorized by the Board.

The Pierce Transit Executive Team has recommended to continue the 70% target cost recovery percentage of all operating expenses for commuter vanpool. The proposed flat rate structure meets that directive. If authorized by the Board, it is anticipated that the new flat rate commuter vanpool fare would be implemented in early 2022.

STAFF RECOMMENDATION:

Staff recommends implementing a new flat rate fare structure for commuter vanpool as presented and amending Pierce Transit Code Section 3.72.130 – Vanpool Services – Defined – Fares, as presented in Exhibit A.

ALTERNATIVES:

1. Do not approve the proposed flat rate fare structure for commuter vanpool and retain the existing fare structure. This is not recommended as the current fare structure is complex and creates several difficulties for both staff and customers.
2. Direct staff to modify certain elements of the fare structure and bring said recommendation to the full Board for consideration.

PROPOSED MOTION:

Move to: Refer FS 2021-060 to the November 8, 2021, Board of Commissioners meeting for consideration and approval as presented.

**PROPOSED CHANGES:****3.72.130 - Vanpool Services—Defined—Fares.**

## A. Definitions.

1. "Commuter vanpool" is defined as a ~~the same~~ group of people who travel round trip per day to and from work. ~~Fares. The fare structure is are~~ set by the Pierce Transit Board of Commissioners. The Pierce Transit Board of Commissioners delegates authority to the Pierce Transit Chief Executive Officer to modify or adjust certain components of the authorized fare structure to achieve program goals within the following parameters:

a. Round-trip mileage sums and fare amounts may be modified or adjusted no more than twice per year.

b. A maximum of one fare tier may be added or removed no more than once per year.

c. Variables used for determining fares may not be added or removed.

d. All modifications or adjustments must be presented to the Pierce Transit Board of Commissioners during the biannual fare review as outlined in Pierce Transit Code 3.72.130.

2. "Special use vanpool" is defined as one which serves a finite group of people and which is sponsored by an organization or an agency. Use of this vanpool is usually limited to that organization's or agency's staff and/or clients. Fares are set by the chief executive officer to include a fixed rate and mileage rate that includes an amount estimated for full or partial recovery of the fixed rate, depending upon how fares are collected.

3. "Shared use vanpool" is defined as supplemental use of a given commuter vanpool which is used during non-commute hours primarily by social service agencies. The vanpool is used during commute hours as a commuter vanpool. Fares will be set by the chief executive officer and will be based on a mileage rate.

4. "Community use vanpool" is defined as one that serves and is available to all members of a given community or organization for transportation for employees and clients outside a usual commute. Services are not limited to one round trip per day. Fares will be set by the board of commissioners.

5. "Vanshare" is defined as a service that provides the link connecting commuters from home to established bus, train, or ferry service or from said service to employer. This service will be limited to thirty (30) miles or less round trip per day. The fee is set by the chief executive officer to include a flat rate.

B. Vanpool fares will be based on recovering a majority of the program's direct operating costs.

C. Vanpool fares will be reviewed annually with thirty days' advance written notice of any fare change sent to all current vanpool participants.

(Res. No. 15-030, § 1(Exh. A), 6-8-2015; Res. No. 16-032, § 1(Exh. A), 9-12-2016)



# Presentations

**TO:** Service Delivery and Capital Committee

**FROM:** Lindsey Schmel, Principal Planner, Scheduling

**DATE:** October 18, 2021

**SUBJECT:** Proposal: Zero Fare for first three days of service change November 7th

Due to the inconsistency of scheduled work for fixed route and paratransit services resulting from the national labor shortage that has been especially impactful to the transportation industry and the due to the continued unknown employment challenges that exist to restore operator employment levels to an appropriate level, staff developed a reduced frequency schedule change outside of the normal process of Pierce Transit's service change windows.

In effort to promote Pierce Transit service during these challenging times and to acknowledge and help ease the impacts the service cuts have on our customers, Pierce Transit proposes three (3) full zero fare days applicable to fixed route and paratransit customers starting on Sunday, November 7 through Tuesday, November 9.

The Chief Executive Officer, pursuant to Pierce Transit Code Section 3.72.100, may temporarily waive, discount or increase fare, ticket and pass prices provided the value of the program or promotions and the benefit to the public exceeds the expected loss of revenue. Any loss of revenue shall be no greater than \$300,000, in the aggregate, annually.

The average fare revenue per boarding is currently at \$1. The last six weeks of ridership averaged for Sundays, Mondays and Tuesdays have approximately 48,000 fixed route boardings. Therefore, Pierce Transit estimates the cost of Pierce Transit supporting zero fare on these three days of to be approximately \$48,000 for fixed route. SHUTTLE ridership estimates approximately \$2000 over the three days in the cost of covering cash revenue. Therefore, we estimate that we would be waiving a total cost of approximately \$50,000 in fare revenue over this three-day period.

