

**Virtual Meeting Participation Information:**

Dial: 1-253-215-8782 Meeting ID No. 82148732268

Webinar link: <https://us02web.zoom.us/j/82148732268>

**Physical Meeting Location:**

Pierce Transit Training Center

3720 96<sup>th</sup> Street SW

Lakewood, WA 98499

**Call to Order**

**Roll Call**

**Flag Salute**

**Special Business**

- |   |   |
|---|---|
| 1. FS 2023-052, A Resolution of the Board of Commissioners of Pierce Transit Appointing CTAG Members to Community Transportation Advisory Group | Rachel Holzhaeuser<br>Community Development Administrator |
| 2. Community Transportation Advisory Group (CTAG) Q3 Update   | Tony Hester<br>CTAG Co-Chair                              |

**Presentations**

- |  |   |
|--|---|
| 1. Honoring Cara Mejia for Operator of the Month for November 2023 | Tina Thomas<br>Assistant Transportation Manager |
|--|---|

**Public Comment**

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

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

**Consent Agenda**

1. Approval of Vouchers: November 1-30, 2023
2. Approval of Minutes: November 13, 2023, Special Study Session and Regular Board Meeting
3. FS 2023-053, Authorize the Chief Executive Officer to Increase Contract No. 1587 with Trapeze, Inc., in the Amount of \$52,000.00 to Continue Providing Maintenance and Support to the Enterprise Asset Management System, ATIS Trip Planner System, and Vanpool RidePro Application System, for a New Contract Spending Authority of \$512,030.00 through December 31, 2024

4. FS 2023-054, Authorize the Chief Executive Officer to Enter into and Execute Two Sole Source Five-Year Agreements with S&A Systems, Inc., (Contract No. 1855) for Maintenance and Support of Pierce Transit's Fleetwatch Fueling System in the Amount of \$320,605
5. FS 2023-058, A Resolution of the Board of Commissioners of Pierce Transit Authorizing Extension of the Current Non-Exclusive Franchise Between the City of Tacoma and Pierce Transit for Transit-Related Infrastructure Within City Rights-of-Way, Effective January 1, 2024, and Ending January 1, 2029, in Accordance with City of Tacoma Ordinance No. 28921

### **Action Agenda**

1. FS 2023-055, A Resolution of the Board of Commissioners of Pierce Transit Adopting the 2024 Annual Budget Chris Schuler  
Chief Financial Officer
2. FS 2023-056, A Resolution of the Board of Commissioners of Pierce Transit Accepting the Title VI Service Equity Analysis for the Bus System Recovery Plan and Authorizing Implementation of the Bus System Recovery Plan, Including Stream Pacific Avenue/SR-7 Enhanced Bus Service Tina Lee  
Planning Manager
3. FS 2023-057, Authority to Execute a Contract with Via Mobility, LLC, (Contract No. 1430) to Provide New ADA Paratransit Scheduling and Dispatching Software Grantley Martelly  
Chief Operating Officer

### **Staff Updates**

1. CEO's Report Mike Griffus  
Chief Executive Officer

### **Informational Items**

1. Chair Report Chair Walker
2. Sound Transit Update Chair Walker
3. Puget Sound Regional Council Transportation Policy Board Update Commissioner Mello
4. Commissioners' Comments
  - Honoring Commissioner Daryl Eidinger for His Service on the Pierce Transit Board

### **Executive Session – None Scheduled**

### **Adjourn to Closed Session**

Labor Negotiations, pursuant to RCW 42.30.140(b)

**Handouts:** None

Pierce Transit does not discriminate on the basis of disability in any of its programs, activities, or services. To request this information in an alternative format or to request a reasonable accommodation, please contact the Clerk's Office at 253.581.8066, before 4:00 p.m., no later than the Thursday preceding the Board meeting.

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TITLE: Appoint Members to the Community Transportation Advisory Group (CTAG)      DIVISION: Planning & Community Development

ATTACHMENTS:

Proposed Resolution  
Exhibit A, Candidate Applications

SUBMITTED BY: Rachel Holzhaeuser, Community Development Administrator

RELATION TO STRATEGIC PLAN: N/A

BUDGET INFORMATION: N/A

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BACKGROUND:

The purpose of the CTAG is to offer an opportunity for community stakeholders to provide feedback and suggest improvements and recommendations on plans, policies, and services offered by Pierce Transit. CTAG is an integral part of the Agency's overall public involvement efforts and an important conduit for obtaining public input, communicating to the public and encouraging public support for transit. Pierce Transit's Community Transportation Advisory Group (CTAG) is comprised of no less than nine (9) and no more than twelve (12) community members.

By the end of 2023, two members' terms will have ended, and one member will have resigned due to capacity constraints in their schedule. With these changes, there will be three vacancies on the CTAG starting January 2024. It is the preference of CTAG to recruit more than the minimum number of members to ensure the minimum is maintained if unexpected departures occur throughout the year.

As provided by the CTAG Charter, the Agency recruits and selects new CTAG members through a competitive application process. The Agency has conducted a public application and recruitment process to fill CTAG vacancies with members that represent the broad diversity of the Pierce Transit service area. Advertisements were shared via our Communications Department's channels, shared through the Tacoma-Pierce County Chamber of Commerce, Gig Harbor Chamber of Commerce, and Puyallup Sumner Chamber of Commerce, and were posted via Pierce Transit's website, Facebook and Twitter accounts, and the agency's community newsletter.

The CTAG Liaison selected applicants for interviews based upon how prior work experience, education or volunteer activities contributed to the improvement of public transit, how they felt public transit benefits people who do not regularly ride the bus, leadership experience and what community networks or groups would be served by their presence on CTAG. Then, a selection committee comprised of CTAG member Deirdre Maxwell and Pierce Transit staff members Rachel Holzhaeuser (CTAG Liaison) and Tammy Apthorp (Community Development Coordinator) participated in the interviews, ranking candidates according to type and size of constituent group represented, leadership experience, community connections and communication opportunities, and ability to bring unique perspective to CTAG.

Following the completion of interviews, Sean Walker, Sherry Wilber, and Andrew McMillian are recommended by the selection committee to fill upcoming CTAG vacancies. Their terms will begin January 25, 2024, bringing the total member of CTAG members to the maximum of 12.

Current CTAG Members Linda Moran, Chair, and Deirdre Maxwell are requesting reappointment for their second term to begin on January 25, 2024 and end January 28, 2027.

STAFF RECOMMENDATION:

Appoint Sean Walker, Sherry Wilber, and Andrew McMillian each to a CTAG term beginning January 25, 2024 and ending January 28, 2027. Reappoint CTAG members Linda Moran and Deirdre Maxwell to their second terms beginning January 25, 2024, and ending January 28, 2027.

ALTERNATIVES:

Decline to appoint any or all the proposed candidates for appointment to the CTAG and direct staff to continue the recruitment process to allow additional applicants to materialize.

PROPOSED MOTION:

Move to: Approve Resolution No. 2023-012, appointing Sean Walker, Sherry Wilber, and Andrew McMillian each to a CTAG term beginning January 25, 2024, and ending January 28, 2027, and reappointing CTAG members Linda Moran and Deirdre Maxwell to their second terms beginning January 25, 2024, and ending January 28, 2027.

RESOLUTION NO. 2023-012

1 A RESOLUTION of the Board of Commissioners of Pierce Transit to Appoint CTAG Members to Community  
2 Transportation Advisory Group  
3

4 WHEREAS, the Board adopted the Charter and created the Community Transportation Advisory Group  
5 (CTAG) on August 13, 2012; and

6 WHEREAS, the purpose of the CTAG was to offer an opportunity for community stakeholders to  
7 provide feedback and suggest improvements and recommendations on plans, policies, and services offered  
8 by Pierce Transit; and

9 WHEREAS, the CTAG is an integral part of the Agency's overall public involvement efforts and an  
10 important conduit for obtaining public input, communicating to the public and encouraging public support for  
11 transit; and

12 WHEREAS, three vacancies exist in the CTAG; and

13 WHEREAS, the Agency has conducted a public application and recruitment process to fill CTAG  
14 vacancies and bring on additional members that represent the broad diversity of the Pierce Transit service area;  
15 and

16 WHEREAS, the Agency has screened applications and interviewed prospective applicants for CTAG and  
17 recommended Sean Walker, Sherry Wilber, and Andrew McMillian for regular appointment to the CTAG for a  
18 term beginning January 25, 2024, and ending January 28, 2027; and

19 WHEREAS, the Agency recommends Linda Moran and Deirdre Maxwell to reappointment for their  
20 second CTAG terms beginning January 25, 2024, and ending January 28, 2027.

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

22 Section 1. The Board of Commissioners hereby appoints Sean Walker, Sherry Wilber, and Andrew  
23 McMillian for regular appointment to the CTAG for a term beginning January 25, 2024, and ending  
24 January 28, 2027.

25 Section 2. The Board of Commissioners hereby reappoints Linda Moran and Deirdre Maxwell to  
26 their second CTAG terms beginning January 25, 2024, and ending January 28, 2027.  
27  
28

1 ADOPTED by the Board of Commissioners of Pierce Transit at their regular meeting thereof held on  
2 the 11th day of December 2023.

3 PIERCE TRANSIT

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Kristina Walker, Chair  
7 Board of Commissioners  
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10 ATTEST/AUTHENTICATED

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12 

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Deanne Jacobson, CMC  
13 Clerk of the Board  
14



The Pierce Transit CTAG consists of at least nine volunteer representatives who reflect the demographic diversity of the Pierce Transit service area. CTAG members are informed stakeholders providing feedback on Pierce Transit's proposed plans, policies and services, who act as communication links between Pierce Transit and their various networks. CTAG meets on the fourth Thursday of each month (the third Thursday in November and December) at 5:30pm either virtually via Zoom or at Pierce Transit's Training Center in Lakewood. Meetings generally last 90-120 minutes; members must arrange their own transportation to and from the meeting should they choose to attend in person.

**Responsibilities:**

- Attend and actively participate in monthly meetings
- Act as an informed stakeholder group from which Pierce Transit proactively solicits advice
- Offer suggestions and recommendations to Pierce Transit for achieving its strategic goals
- Expand Pierce Transit's awareness of the public's perceptions of its activities, and speak on behalf of constituents when commenting on Pierce Transit's plans, policies and services
- Inform and educate the public about Pierce Transit's operations

**Applicants must:**

- Be at least 16 years old
- Reside, be employed, volunteer or be a full-time student within the Pierce Transit service area
- Have at least one year of paid or volunteer service with a school-based, community-based or volunteer board/coalition,
- Provide feedback on staff presentations,
- Contribute ideas and content to group discussions, and communicate effectively with a diverse group of community members with different points of view

All applicants must be available and present for at least 9 out of 12 meetings per year.

**Applicants may not:**

- Have had prior exclusion from Pierce Transit services or facilities
- Have a record of disruptive behavior at Pierce Transit public meetings
- Be former employees not eligible for rehire

**Additional Desired Qualifications:**

- Applicants who frequently use public transit (more than 3 times per week), or who have working knowledge of public transportation services, are preferred
- Residents of the Pierce Transit service areas of Fife, Milton, Edgewood, Fircrest, Lakewood, Steilacoom, Gig Harbor, Puyallup, Pacific, and unincorporated Pierce County
- Applicants who have leadership experience in the private sector, work experience at a large employer, or experience as a business owner
- Applicants actively engaged in their community through professional networks or civic organizations

**COMMUNITY TRANSPORTATION ADVISORY GROUP APPLICATION**

**Name:** Andrew McMillian

**Contact Phone:** [REDACTED]

**Email:** [REDACTED]

**Address** [REDACTED]  
Tacoma, 98418

**Do you live, work, volunteer, or attend school in the Pierce Transit service area?**

Yes

**School (if student):**

ReLife School

**In what languages are you fluent?**

English

**Indicate the areas of interest or group perspectives you bring to CTAG (check all that apply):**

Downtown On The Go

Sound Transit

Rural/unincorporated communities

**PT Services Frequented**

Sound Transit

Pierce Transit

ORCA card

**Can you regularly attend monthly CTAG meetings (either virtually or in person) on the fourth Thursday of each month from 5:30 pm to 7:30 pm?**

Yes

**1. Describe the top three public transportation issues of concern and importance to you.**

1. Very little service to eastside Pierce County. There is only one way in and out of Puyallup by local bus on the weekend, and it's Route 409. There is also no service to Orting, Sumner, or Bonney Lake.

2. Routes 3 and 4 have hourly service on Sundays. For the 3 and 4 being 2 of the 4 "Super Routes", they should also share the 30 minute service windows that the 1 and the 2 share on Sunday.

3. Service to the tideflats and Northeast Tacoma. The tideflats used to get tons of service. In my opinion, we can't rely on Runner to serve the Port of Tacoma and surrounding area. As for NE Tacoma, we can't 100% rely on the 63. Metro's 182 and 903 don't serve much of NE Tacoma, and I feel if there was another route that went around the NE Tacoma area, or maybe atleast making the 63 All Day, that would improve service greatly.

**2. List the communities and groups you belong to and explain how your membership on CTAG would improve communication with and add value to these groups.**

I'm a transit enthusiast. I ride and document public transit systems across the Pacific Northwest. I live in Tacoma and use Pierce Transit on a daily basis to get around, and explore. I have a lot of knowledge in the public transit industry, and I'm hoping to work for Pierce Transit in the future.

**3. Please explain how your background or experience qualifies you for membership on the CTAG. You may upload a brief bio or resume below.**

I know a lot about public transit, and especially Pierce Transit. I ride them every day, I've done every single route that they operate, I've befriended multiple employees, and I feel I could share my knowledge in a helpful manner.

**Applicant's Signature**

Andrew McMillan

**Date:**

Wednesday, August 30, 2023



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- Be former employees not eligible for rehire

**Additional Desired Qualifications:**

- Applicants who frequently use public transit (more than 3 times per week), or who have working knowledge of public transportation services, are preferred
- Residents of the Pierce Transit service areas of Fife, Milton, Edgewood, Fircrest, Lakewood, Steilacoom, Gig Harbor, Puyallup, Pacific, and unincorporated Pierce County
- Applicants who have leadership experience in the private sector, work experience at a large employer, or experience as a business owner
- Applicants actively engaged in their community through professional networks or civic organizations

**COMMUNITY TRANSPORTATION ADVISORY GROUP APPLICATION**

**Name:** Sean

**Contact Phone:** Walker

**Email:** [REDACTED]

**Address** [REDACTED] Tacoma, WA, USA  
Tacoma, 98402

**Do you live, work, volunteer, or attend school in the Pierce Transit service area?**

Yes

**Occupation (former if retired):**

Logistics/Transportation

**Employer (if applicable):**

Innovative Logistics

**In what languages are you fluent?**

English/Slovene

**Indicate the areas of interest or group perspectives you bring to CTAG (check all that apply):**

Human/social services

Minority populations

**PT Services Frequented**

Pierce Transit

ORCA card

**Can you regularly attend monthly CTAG meetings (either virtually or in person) on the fourth Thursday of each month from 5:30 pm to 7:30 pm?**

Yes

**1. Describe the top three public transportation issues of concern and importance to you.**

Providing service to low/no income, youth and communities that have "transportation deserts"

Equitable and reliable access to outlets showing when a bus is late, early or on time.

Working on timing with bus/transit services to match up with other buses/services and or the Sounder.

**2. List the communities and groups you belong to and explain how your membership on CTAG would improve communication with and add value to these groups.**

Current Board President of AHAT (AIDS Housing of Tacoma) - Providing housing and services for homeless men and women living with HIV/AIDS.

Board Member of The National LGBTQ Victory Fund - Providing services, funding, training and support to viable LGBTQIA + persons wishing to run for elected office from the local to the national level.

Board Member - TeamWrk - Tacoma, WA

Rainbow Center - Former Board member - LGBTQ Center

Being on CTAG would allow me the opportunity to share my experiences with public transit, listening to the pro's and cons of our current transportation services through the eyes of the LGBTQ community including myself, our low income clients living with HIV/AIDS and what we can do to strengthen the services that are strong and help provide suggestions and input on the services that are not strong.

**3. Please explain how your background or experience qualifies you for membership on the CTAG. You may upload a brief bio or resume below.**

I've been very fortunate to have lived and travel all over the world. Spending time in hyper friendly transportation countries such as Denmark, Japan, Slovenia and Croatia where I relied on public transportation but on the flip side - also growing up in a small, low income town without public transportation and seeing how important and vital reliable and consistent transportation is to many. Our transportation growing up was hitch hiking. I moved here from Portland, OR and have lived in Tacoma/Pierce County for 10 years. I have and continue to use public transportation often and can offer an important perspective on what I see and experience.

**Applicant's Signature**

A handwritten signature in black ink, appearing to read "Sean Walker". The signature is written in a cursive style with a horizontal line extending to the right.

**Date:**

Thursday, August 31, 2023



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- Applicants who have leadership experience in the private sector, work experience at a large employer, or experience as a business owner
- Applicants actively engaged in their community through professional networks or civic organizations

**COMMUNITY TRANSPORTATION ADVISORY GROUP APPLICATION**

**Name:** Sherry Wilber

**Contact Phone:** [REDACTED]

**Email:** [REDACTED]

**Address** [REDACTED] Tacoma, WA 98405

**Do you live, work, volunteer, or attend school in the Pierce Transit service area?**

Yes

**Occupation (former if retired):**

Resource Center Specialist at MultiCare Regional Cancer Center

**Employer (if applicable):**

I specialize in transportation resources for our patient population

**In what languages are you fluent?**

English

**Indicate the areas of interest or group perspectives you bring to CTAG (check all that apply):**

Seniors/elders

Persons with disabilities

Healthcare community

Human/social services

Rural/unincorporated communities

Minority populations

**PT Services Frequented**

SHUTTLE paratransit

Pierce Transit

ORCA card

**Can you regularly attend monthly CTAG meetings (either virtually or in person) on the fourth Thursday of each month from 5:30 pm to 7:30 pm?**

Yes

**1. Describe the top three public transportation issues of concern and importance to you.**

Top three public transportation issues are accessibility, schedules and location.

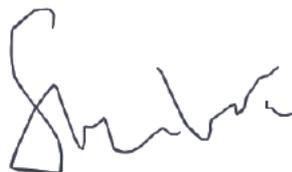
**2. List the communities and groups you belong to and explain how your membership on CTAG would improve communication with and add value to these groups.**

Currently I live in Lakewood and work in Tacoma at [REDACTED] My role at [REDACTED] is Resource Center Specialist where I specialize in transportation. Transportation is a major need for our patients due to our patient population and the amount of appointments that patients and caregivers attend. I feel that I could give thoughtful input for a large and diverse population.

**3. Please explain how your background or experience qualifies you for membership on the CTAG. You may upload a brief bio or resume below.**

I feel my background qualifies me for membership because I have a pretty extensive knowledge base of transportation needs and challenges. I talk with patients on a regular basis who need transportation support from community resources. An additional perspective, I personally used the public transportation system so can understand it from personally using it as well.

**Applicant's Signature**



**Date:**

Thursday, August 31, 2023



**Pierce  
Transit**

**Operator of the Month  
November 2023**

524

Pierce Transit

WASHINGTON  
C4313C

# Cara Mejia

November 2023

- Operator since 1987
- Excellent Customer Service
- Million Miler Recipient

*Meet one of Pierce Transit's finest drivers.*

**TRANSIT OPERATOR OF THE MONTH**

Cara



*November 2023*

*"I enjoy the daily interaction with my customers, it gives me joy being able to help them and provide an essential service."*



**PIERCE TRANSIT**  
**Board Payments Over \$50,000**  
**Payments From: Nov 1, 2023 to Nov 30, 2023**  
**Cash and Investment Balance: \$231,450,158.82**

Payment Numbers CK 00381995 through CK 00382243  
 Wire Numbers EFT 00015260 through EFT 00015538  
 No Advance Travel Checks  
 Total \$8,336,509.44

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

<b>Operating Fund</b>				
	<b>Check</b>	<b>Vendor</b>	<b>Item/Service</b>	<b>Amount</b>
CHK	00382047	WA ST DEPT OF LABOR & INDUSTRI	SELF INS RPT Q323	61,194.75
CHK	00382070	PIERCE COUNTY	POLICING SVCS 09/23	52,890.63
CHK	00382084	UNIVERSAL PROTECTION SERVICE L	SEC FIRST TRANSIT 09/29-10/26/23	148,912.54
CHK	00382086	ATU LOCAL 758 CORP	EE DED PP23 2023	52,872.80
CHK	00382126	PIERCE COUNTY	STAFF CHIEF/INVEST 01/23	392,750.00
CHK	00382138	US BANK NA	FUEL VP 10/02-11/01/23	83,775.01
CHK	00382213	PIERCE COUNTY	BEYOND THE BORDERS Q323	89,348.79
EFT	00015268	CUMMINS INC	MISC INVENTORY BUS PARTS	147,643.31
EFT	00015284	PETROCARD INC	DIESEL USAGE	85,688.19
EFT	00015306	EMPOWER	DEF COMP PP22 2023	55,533.00
EFT	00015307	ICMA RETIREMENT	DEF COMP LOAN PP22 2023	164,434.65
EFT	00015358	US BANK CORPORATE PAYMENT SYST	MISC BUSN EXPENSES	49,858.78
EFT	00015407	UNITED ENERGY TRADING LLC	CNG SUPPLY 10/23	115,764.60
EFT	00015413	AWC EMPLOYEE BENEFIT TRUST	ER BGLI 11.23	1,258,862.93
EFT	00015414	EMPOWER	DEF COMP PP23 2023	56,213.05
EFT	00015415	ICMA RETIREMENT	DEF COMP LOAN PP23 2023	168,045.10
EFT	00015433	FIRST TRANSIT INC	ADA PARATRANSIT SVCS 10/23	886,994.41
EFT	00015442	MEDSTAR CABULANCE INC	RUSTON RUNNER 10/16-10/31/23	51,653.62
EFT	00015451	PETROCARD INC	DIESEL USAGE	81,377.38
EFT	00015454	SOUND TRANSIT	FARES COLLECTED 10/23	55,388.49
EFT	00015513	PETROCARD INC	DIESEL USAGE	84,152.41
EFT	00015522	SOUND TRANSIT SMART CARD CENTR	2023-3Q-046CM INV 50776 08/23	73,277.59
EFT	00015537	ASSOCIATED PETROLEUM	DIESEL USAGE	53,852.67
<b>Payments for Fund 1 Total</b>				<b>\$ 4,270,484.70</b>
<b>Self Insurance Fund</b>				
	<b>Check</b>	<b>Vendor</b>	<b>Item/Service</b>	<b>Amount</b>
<b>Payments for Fund 4 Total</b>				<b>\$ -</b>
<b>Capital Fund</b>				
	<b>Check</b>	<b>Vendor</b>	<b>Item/Service</b>	<b>Amount</b>
CHK	00382032	SECURITY SOLUTIONS NORTHWEST I	FIELD ENG SEC ENH 07/23	167,056.39
CHK	00382131	SEQUOYAH ELECTRIC LLC	CONSTR AMP COMM 10/23	75,369.20
CHK	00382167	PEASE CONSTRUCTION INC.	DEMO 1 EAST TDS ELEV 09/23	433,277.36
EFT	00015381	HUITT-ZOLLARS INC	DESIGN SVC MOBI BLDG 1 09/23	63,449.96
EFT	00015427	CLEVER DEVICES LTD	RET CLEV DEV PI00015499 1065	245,450.67
EFT	00015436	GRAINGER	BAILEIGH IRON WORKINER SW-95	57,836.85
EFT	00015474	ABSHER CONSTRUCTION COMPANY	ADDITION BMP F/W BLDG 6 10/23	526,448.21
EFT	00015485	CDW GOVERNMENT INC	SUSCR COMMVAULT 10/23-10/28	98,649.60
EFT	00015490	DELL MARKETING LP	4 POWEREDGE R750	237,120.43
<b>Payments for Fund 9 Total</b>				<b>1,904,658.67</b>
<b>Total Payments in Excess of \$50,000.00</b>				<b>\$ 6,175,143.37</b>

Dec 1, 2023 7:31:13 AM

Page 1 of 2

**Pierce Transit**  
**Payment Certification for Nov 30, 2023**  
**Payments Nov 1, 2023 to Nov 30, 2023**

Payment Numbers CK 00381995 through CK 00382243  
 Wire Numbers EFT 00015260 through EFT 00015538  
 No Advance Travel Checks

Bank ID	Check Numbe	Check Date	Amount	Vendor Name	Status
01	CHK	00381995	11/02/2023	333.33 AMPLIFIED WIRELESS SOLUTIONS I	
01	CHK	00381996	11/02/2023	2,739.10 ATU LOCAL 758 CORP	
01	CHK	00381997	11/02/2023	14,526.00 CABBROS CLEANING SERVICE LLC	
01	CHK	00381998	11/02/2023	313.38 CHAPTER 13 TRUSTEE	
01	CHK	00381999	11/02/2023	26,090.77 CITY OF PUYALLUP	
01	CHK	00382000	11/02/2023	380.00 CITY OF TACOMA	
01	CHK	00382001	11/02/2023	3,096.03 COLONIAL SUPPLEMENTAL LIFE	
01	CHK	00382002	11/02/2023	250.87 COMCAST HOLDINGS CORPORATION	
01	CHK	00382003	11/02/2023	148.34 COMMITTEE ON POLITICAL EDUCATI	
01	CHK	00382004	11/02/2023	307.14 CONSERVE	
01	CHK	00382005	11/02/2023	981.67 CONSOLIDATED ELECTRICAL DISTRI	
01	CHK	00382006	11/02/2023	4,677.19 CWA INC	
01	CHK	00382007	11/02/2023	1,802.06 DM RECYCLING CO INC	
01	CHK	00382008	11/02/2023	5.09 FEDERAL EXPRESS CORPORATION	
01	CHK	00382009	11/02/2023	1,151.07 FRUITLAND MUTUAL WATER COMPANY	
01	CHK	00382010	11/02/2023	257.26 GENES TOWING CORP	
01	CHK	00382011	11/02/2023	8,278.04 HAROLD LEMAY ENTERPRISES	
01	CHK	00382012	11/02/2023	1,672.44 HILTI INC	
01	CHK	00382013	11/02/2023	1,091.50 IAM & AW	
01	CHK	00382014	11/02/2023	220.00 INTERNAL REVENUE SERVICE	
01	CHK	00382015	11/02/2023	11,666.66 KARRAS CONSULTING	
01	CHK	00382016	11/02/2023	977.62 KITE REALTY GROUP LP	
01	CHK	00382017	11/02/2023	387.00 LEMAY MOBILE SHREDDING	
01	CHK	00382018	11/02/2023	1,803.00 MATERIALS TESTING & CONSULTING	
01	CHK	00382019	11/02/2023	293.08 MICHAEL G MALAIER	
01	CHK	00382020	11/02/2023	419.50 NH DEPT OF H&HS	
01	CHK	00382021	11/02/2023	1,744.60 NORTHWEST IAM BENEFIT TRUST	
01	CHK	00382022	11/02/2023	48.26 O'REILLY AUTO ENTERPRISES LLC	
01	CHK	00382023	11/02/2023	595.00 OCCUPATIONAL HEALTH CENTERS OF	
01	CHK	00382024	11/02/2023	949.71 AMERIDIAN INDUSTRIES LLC	
01	CHK	00382025	11/02/2023	1,254.75 PERFORMANCE RADIATOR LLC	
01	CHK	00382026	11/02/2023	49,825.54 PIERCE COUNTY	
01	CHK	00382027	11/02/2023	147.24 PIERCE COUNTY RECYCLING LLC	
01	CHK	00382028	11/02/2023	400.00 LEPS-PSS PLLC	
01	CHK	00382029	11/02/2023	3,917.63 PUGET SOUND ENERGY	
01	CHK	00382030	11/02/2023	1,428.23 PURCELL TIRE & RUBBER COMPANY	
01	CHK	00382031	11/02/2023	192.00 SCHINDLER ELEVATOR CORPORATION	
<b>01</b>	<b>CHK</b>	<b>00382032</b>	<b>11/02/2023</b>	<b>167,056.39 SECURITY SOLUTIONS NORTHWEST I</b>	
01	CHK	00382033	11/02/2023	3,750.00 SIMON AND COMPANY INC	
01	CHK	00382034	11/02/2023	500.00 SOURCE PANEL	
01	CHK	00382035	11/02/2023	532.68 SM STEMPEER ARCHITECTS PLLC	
01	CHK	00382036	11/02/2023	837.50 STRIPE RITE INC	
01	CHK	00382037	11/02/2023	5,124.47 TACOMA MALL PARTNERSHIP	
01	CHK	00382038	11/02/2023	75.00 TACOMA PIERCE COUNTY CHAMBER O	
01	CHK	00382039	11/02/2023	250.00 TEXAS CHILD SUPPORT SDU	
01	CHK	00382040	11/02/2023	10,000.00 THOMPSON CONSULTING GROUP INC	
01	CHK	00382041	11/02/2023	330.80 TRANSWORLD SYSTEMS INC	
01	CHK	00382042	11/02/2023	1,316.62 ULINE INC	
01	CHK	00382043	11/02/2023	2,233.60 UNITED SITE SERVICES OF NEVADA	
01	CHK	00382044	11/02/2023	1,173.83 UNITED WAY OF PIERCE COUNTY	
01	CHK	00382045	11/02/2023	80.02 VERIZON WIRELESS	
01	CHK	00382046	11/02/2023	1,520.27 VERIZON WIRELESS	
<b>01</b>	<b>CHK</b>	<b>00382047</b>	<b>11/02/2023</b>	<b>64,518.52 WA ST DEPT OF LABOR &amp; INDUSTRI</b>	
01	CHK	00382048	11/02/2023	37.50 WA ST DEPT OF SOCIAL & HEALTH	
01	CHK	00382049	11/02/2023	28,290.39 WA ST EMPLOYMENT SECURITY DEPT	
01	CHK	00382050	11/02/2023	1,285.60 WALTER E NELSON CO	
01	CHK	00382051	11/08/2023	29.28 AT&T	
01	CHK	00382052	11/08/2023	72.48 QWEST CORPORATION	
01	CHK	00382053	11/08/2023	6,293.88 CITY OF TACOMA	
01	CHK	00382054	11/08/2023	277.89 CITY OF TACOMA	
01	CHK	00382055	11/08/2023	158.91 COMCAST HOLDINGS CORPORATION	
01	CHK	00382056	11/08/2023	158.91 COMCAST HOLDINGS CORPORATION	
01	CHK	00382057	11/08/2023	158.91 COMCAST HOLDINGS CORPORATION	
01	CHK	00382058	11/08/2023	163.87 COMCAST HOLDINGS CORPORATION	
01	CHK	00382059	11/08/2023	50.00 FORMFOX INC.	
01	CHK	00382060	11/08/2023	125.80 HAROLD LEMAY ENTERPRISES	
01	CHK	00382061	11/08/2023	1,282.78 HOME DEPOT USA INC	
01	CHK	00382062	11/08/2023	1,123.02 LEGEND DATA SYSTEMS INC	
01	CHK	00382063	11/08/2023	683.28 LEMAY MOBILE SHREDDING	
01	CHK	00382064	11/08/2023	1,301.98 LOOMIS ARMORED US LLC	

01	CHK	00382065	11/08/2023	1,388.42	SYNCHRONY BANK
01	CHK	00382066	11/08/2023	9,984.94	METRO GLASS CO INC
01	CHK	00382067	11/08/2023	581.00	OCCUPATIONAL HEALTH CENTERS OF
01	CHK	00382068	11/08/2023	2,859.10	AMERIDIAN INDUSTRIES LLC
01	CHK	00382069	11/08/2023	435.77	PENINSULA LIGHT COMPANY
<b>01</b>	<b>CHK</b>	<b>00382070</b>	<b>11/08/2023</b>	<b>52,890.63</b>	<b>PIERCE COUNTY</b>
01	CHK	00382071	11/08/2023	5,017.50	PIERCE COUNTY
01	CHK	00382072	11/08/2023	495.00	PREMIER MEDIA GROUP
01	CHK	00382073	11/08/2023	213.78	PUGET SOUND ENERGY
01	CHK	00382074	11/08/2023	2,566.02	PURCELL TIRE & RUBBER COMPANY
01	CHK	00382075	11/08/2023	508.39	OD SNIDER & SON INC
01	CHK	00382076	11/08/2023	420.00	T-MOBILE
01	CHK	00382077	11/08/2023	19,047.00	TALENTCLICK WORKFORCE SOLUTION
01	CHK	00382078	11/08/2023	131.25	TARA DUNFORD CPA
01	CHK	00382079	11/08/2023	556.25	UNITED SITE SERVICES OF NEVADA
01	CHK	00382080	11/08/2023	457.00	WA ST DEPT OF LABOR & INDUSTRI
01	CHK	00382081	11/08/2023	108.40	WA ST DEPT OF LABOR & INDUSTRI
01	CHK	00382082	11/08/2023	472.92	WURTH USA INC
01	CHK	00382083	11/16/2023	1,006.31	AAA FIRE PROTECTION INC
<b>01</b>	<b>CHK</b>	<b>00382084</b>	<b>11/16/2023</b>	<b>148,912.54</b>	<b>UNIVERSAL PROTECTION SERVICE L</b>
01	CHK	00382085	11/16/2023	111.47	AT&T
<b>01</b>	<b>CHK</b>	<b>00382086</b>	<b>11/16/2023</b>	<b>52,872.80</b>	<b>ATU LOCAL 758 CORP</b>
01	CHK	00382087	11/16/2023	124.48	AUTOZONE STORES LLC
01	CHK	00382088	11/16/2023	1,544.70	MIDWAY MUFFLER AND RADIATOR IN
01	CHK	00382089	11/16/2023	105.75	BUILDERS EXCHANGE OF WASHINGTO
01	CHK	00382090	11/16/2023	106.63	BUNCE RENTALS INC
01	CHK	00382091	11/16/2023	87.37	QWEST CORPORATION
01	CHK	00382092	11/16/2023	918.20	QWEST CORPORATION
01	CHK	00382093	11/16/2023	8,983.63	QWEST CORPORATION
01	CHK	00382094	11/16/2023	313.38	CHAPTER 13 TRUSTEE
01	CHK	00382095	11/16/2023	16,204.40	CITY OF TACOMA
01	CHK	00382096	11/16/2023	204.59	COMCAST HOLDINGS CORPORATION
01	CHK	00382097	11/16/2023	158.87	COMCAST HOLDINGS CORPORATION
01	CHK	00382098	11/16/2023	158.87	COMCAST HOLDINGS CORPORATION
01	CHK	00382099	11/16/2023	309.97	CONSERVE
01	CHK	00382100	11/16/2023	8,408.84	CONVERGINT TECHNOLOGIES LLC
01	CHK	00382101	11/16/2023	19,000.00	CUSTOM TRAINING GROUP INC
01	CHK	00382102	11/16/2023	192.50	DAILY JOURNAL OF COMMERCE INC
01	CHK	00382103	11/16/2023	114.13	DISH NETWORK LLC
01	CHK	00382104	11/16/2023	26.35	FEDERAL EXPRESS CORPORATION
01	CHK	00382105	11/16/2023	980.50	FIRST RESPONDER OUTFITTERS INC
01	CHK	00382106	11/16/2023	2,380.09	GENES TOWING CORP
01	CHK	00382107	11/16/2023	582.66	GILCHRIST CHEVROLET BUICK GMC
01	CHK	00382108	11/16/2023	79.00	GOVERNMENT FINANCE OFFICERS AS
01	CHK	00382109	11/16/2023	154.13	HARBOR FREIGHT TOOLS USA INC
01	CHK	00382110	11/16/2023	220.00	INTERNAL REVENUE SERVICE
01	CHK	00382111	11/16/2023	20.06	LANGUAGE LINE SERVICES
01	CHK	00382112	11/16/2023	1,074.96	LEVEL 3 FINANCING INC
01	CHK	00382113	11/16/2023	5,157.36	LEVEL 3 FINANCING INC
01	CHK	00382114	11/16/2023	4,535.27	LEVEL 3 FINANCING INC
01	CHK	00382115	11/16/2023	39.00	M2 PROJECT LLC
01	CHK	00382116	11/16/2023	7,496.42	METRO GLASS CO INC
01	CHK	00382117	11/16/2023	293.08	MICHAEL G MALAIER
01	CHK	00382118	11/16/2023	419.50	NH DEPT OF H&HS
01	CHK	00382119	11/16/2023	64.14	O'REILLY AUTO ENTERPRISES LLC
01	CHK	00382120	11/16/2023	238.00	OCCUPATIONAL HEALTH CENTERS OF
01	CHK	00382121	11/16/2023	145.94	ODP BUSINESS SOLUTIONS LLC
01	CHK	00382122	11/16/2023	40.23	WASHINGTON STATE SCHOOL FOR TH
01	CHK	00382123	11/16/2023	526.73	AMERIDIAN INDUSTRIES LLC
01	CHK	00382124	11/16/2023	253.82	PENINSULA LIGHT COMPANY
01	CHK	00382125	11/16/2023	303.07	PERFORMANCE RADIATOR LLC
<b>01</b>	<b>CHK</b>	<b>00382126</b>	<b>11/16/2023</b>	<b>392,750.00</b>	<b>PIERCE COUNTY</b>
01	CHK	00382127	11/16/2023	4.39	PTBA PETTY CASH
01	CHK	00382128	11/16/2023	92.29	REX V PEGG FABRICS INC
01	CHK	00382129	11/16/2023	616.56	SCHINDLER ELEVATOR CORPORATION
01	CHK	00382130	11/16/2023	2,647.76	SECURITY SOLUTIONS NORTHWEST I
<b>01</b>	<b>CHK</b>	<b>00382131</b>	<b>11/16/2023</b>	<b>75,369.20</b>	<b>SEQUOYAH ELECTRIC LLC</b>
01	CHK	00382132	11/16/2023	7,500.00	SPV ASSOCIATES INC
01	CHK	00382133	11/16/2023	86.70	SOUND PUBLISHING
01	CHK	00382134	11/16/2023	375.55	TRANSWORLD SYSTEMS INC
01	CHK	00382135	11/16/2023	13,882.50	TRIBOLOGIK CORPORATION
01	CHK	00382136	11/16/2023	3,741.98	TRUVIEW BSI LLC
01	CHK	00382137	11/16/2023	1,183.83	UNITED WAY OF PIERCE COUNTY
<b>01</b>	<b>CHK</b>	<b>00382138</b>	<b>11/16/2023</b>	<b>83,775.01</b>	<b>US BANK NA</b>
01	CHK	00382139	11/16/2023	29.90	WA ST DEPT OF LABOR & INDUSTRI
01	CHK	00382140	11/16/2023	37.50	WA ST DEPT OF SOCIAL & HEALTH
01	CHK	00382141	11/16/2023	156.28	J.L. WOODWARD CO INC
01	CHK	00382142	11/21/2023	728.86	AAA FIRE PROTECTION INC
01	CHK	00382143	11/21/2023	821.21	ALIGNMENT ON WHEELS INC
01	CHK	00382144	11/21/2023	1,651.50	AUTOZONE INC
01	CHK	00382145	11/21/2023	333.33	AMPLIFIED WIRELESS SOLUTIONS I

01	CHK	00382146	11/21/2023	12.12	AUTOZONE STORES LLC	
01	CHK	00382147	11/21/2023	26,968.97	CITY OF FEDERAL WAY	
01	CHK	00382148	11/21/2023	44,688.13	CITY OF LAKEWOOD	
01	CHK	00382149	11/21/2023	1,139.94	CITY OF PUYALLUP	
01	CHK	00382150	11/21/2023	30.75	CITY OF TACOMA	
01	CHK	00382151	11/21/2023	121.52	COMMUNITY TRANSIT	
01	CHK	00382152	11/21/2023	4,682.61	GENES TOWING CORP	
01	CHK	00382153	11/21/2023	204.59	GILCHRIST CHEVROLET BUICK GMC	
01	CHK	00382154	11/21/2023	140.89	HARBOR FREIGHT TOOLS USA INC	
01	CHK	00382155	11/21/2023	841.00	KAISER FOUNDATION HEALTH PLAN	
01	CHK	00382156	11/21/2023	977.62	KITE REALTY GROUP LP	
01	CHK	00382157	11/21/2023	499.56	LAKESWOOD WATER DISTRICT	
01	CHK	00382158	11/21/2023	285.00	MT VIEW LOCATING SERVICES LLC	
01	CHK	00382159	11/21/2023	357.00	OCCUPATIONAL HEALTH CENTERS OF	
01	CHK	00382160	11/21/2023	55.70	ODP BUSINESS SOLUTIONS LLC	
01	CHK	00382161	11/21/2023	50.00	OFFICE OF THE SECRETARY OF STA	VOIDED
01	CHK	00382162	11/21/2023	50.00	OFFICE OF THE SECRETARY OF STA	VOIDED
01	CHK	00382163	11/21/2023	36.28	WASHINGTON STATE SCHOOL FOR TH	
01	CHK	00382164	11/21/2023	157.39	BEN-KO-MATIC CO	
01	CHK	00382165	11/21/2023	188.04	AMERIDIAN INDUSTRIES LLC	
01	CHK	00382166	11/21/2023	381.96	PARKLAND LIGHT & WATER CO	
<b>01</b>	<b>CHK</b>	<b>00382167</b>	<b>11/21/2023</b>	<b>433,277.36</b>	<b>PEASE CONSTRUCTION INC.</b>	
01	CHK	00382168	11/21/2023	39,275.00	PIERCE COUNTY	
01	CHK	00382169	11/21/2023	800.00	LEPS-PSS PLLC	
01	CHK	00382170	11/21/2023	2,024.12	PUGET SOUND COLLECTIONS INC	
01	CHK	00382171	11/21/2023	182.30	PUGET SOUND ENERGY	
01	CHK	00382172	11/21/2023	2,364.06	PURCELL TIRE & RUBBER COMPANY	
01	CHK	00382173	11/21/2023	1,575.00	QUEBEC INC	
01	CHK	00382174	11/21/2023	422.78	SMITH FIRE SYSTEMS INC	
01	CHK	00382175	11/21/2023	3,440.33	SNAP-ON INDUSTRIAL ICSC	
01	CHK	00382176	11/21/2023	4,047.95	STANTEC CONSULTING SERVICES IN	
01	CHK	00382177	11/21/2023	5,124.47	TACOMA MALL PARTNERSHIP	
01	CHK	00382178	11/21/2023	98.61	TACOMA RUBBER STAMP & MARKING	
01	CHK	00382179	11/21/2023	195.49	ULINE INC	
01	CHK	00382180	11/21/2023	221.15	WALTER E NELSON CO	
01	CHK	00382181	11/21/2023	817.92	WURTH USA INC	
01	CHK	00382182	11/30/2023	3,045.60	ATU LOCAL 758 CORP	
01	CHK	00382183	11/30/2023	14,526.00	CABBROS CLEANING SERVICE LLC	
01	CHK	00382184	11/30/2023	313.38	CHAPTER 13 TRUSTEE	
01	CHK	00382185	11/30/2023	573.50	CITY OF TACOMA	
01	CHK	00382186	11/30/2023	444.60	CITY OF TACOMA	
01	CHK	00382187	11/30/2023	1,926.00	COASTAL COMMERCE GROUP LLC	
01	CHK	00382188	11/30/2023	2,998.38	COLONIAL SUPPLEMENTAL LIFE	
01	CHK	00382189	11/30/2023	250.87	COMCAST HOLDINGS CORPORATION	
01	CHK	00382190	11/30/2023	158.91	COMCAST HOLDINGS CORPORATION	
01	CHK	00382191	11/30/2023	8,594.75	COMCAST HOLDINGS CORPORATION	
01	CHK	00382192	11/30/2023	637.34	COMMITTEE ON POLITICAL EDUCATI	
01	CHK	00382193	11/30/2023	429.45	CONSERVE	
01	CHK	00382194	11/30/2023	4,206.10	CONVERGINT TECHNOLOGIES LLC	
01	CHK	00382195	11/30/2023	1,077.03	COPIERS NORTHWEST INC	
01	CHK	00382196	11/30/2023	69.04	FEDERAL EXPRESS CORPORATION	
01	CHK	00382197	11/30/2023	793.36	GENES TOWING CORP	
01	CHK	00382198	11/30/2023	780.83	GILCHRIST CHEVROLET BUICK GMC	
01	CHK	00382199	11/30/2023	392.62	HAUGEN GRAPHICS	
01	CHK	00382200	11/30/2023	1,188.50	IAM & AW	
01	CHK	00382201	11/30/2023	220.00	INTERNAL REVENUE SERVICE	
01	CHK	00382202	11/30/2023	4,157.86	KING COUNTY REAL ESTATE SERVIC	
01	CHK	00382203	11/30/2023	87.94	LAWRENCE MITCHELL	
01	CHK	00382204	11/30/2023	827.25	MATERIALS TESTING & CONSULTING	
01	CHK	00382205	11/30/2023	2,650.50	METRO GLASS CO INC	
01	CHK	00382206	11/30/2023	293.08	MICHAEL G MALAIER	
01	CHK	00382207	11/30/2023	127.00	MULTICARE HEALTH SYSTEM	
01	CHK	00382208	11/30/2023	419.50	NH DEPT OF H&HS	
01	CHK	00382209	11/30/2023	125.51	NORTHWEST HANDLING SYSTEMS	
01	CHK	00382210	11/30/2023	1,744.60	NORTHWEST IAM BENEFIT TRUST	
01	CHK	00382211	11/30/2023	463.29	AMERIDIAN INDUSTRIES LLC	
01	CHK	00382212	11/30/2023	437.08	PENINSULA LIGHT COMPANY	
<b>01</b>	<b>CHK</b>	<b>00382213</b>	<b>11/30/2023</b>	<b>89,348.79</b>	<b>PIERCE COUNTY</b>	
01	CHK	00382214	11/30/2023	8,440.50	PUGET SOUND ENERGY	
01	CHK	00382215	11/30/2023	445.68	PURCELL TIRE & RUBBER COMPANY	
01	CHK	00382216	11/30/2023	4,019.78	REFRIGERATION SUPPLIES DISTRIB	
01	CHK	00382217	11/30/2023	211.22	REX V PEGG FABRICS INC	
01	CHK	00382218	11/30/2023	35.22	ROBERT HUNTLEY	
01	CHK	00382219	11/30/2023	1,842.45	SNAP-ON INDUSTRIAL ICSC	
01	CHK	00382220	11/30/2023	457.47	OD SNIDER & SON INC	
01	CHK	00382221	11/30/2023	3,033.25	STREICH BROTHERS INC	
01	CHK	00382222	11/30/2023	255.17	SOUND PUBLISHING	
01	CHK	00382223	11/30/2023	428.14	TRANSWORLD SYSTEMS INC	
01	CHK	00382224	11/30/2023	109.46	ULINE INC	
01	CHK	00382225	11/30/2023	1,183.83	UNITED WAY OF PIERCE COUNTY	
01	CHK	00382226	11/30/2023	453.34	US DEPARTMENT OF THE TREASURY	

01	CHK	00382227	11/30/2023	80.02	VERIZON WIRELESS
01	CHK	00382228	11/30/2023	330.04	VERIZON WIRELESS
01	CHK	00382229	11/30/2023	874.25	VERIZON WIRELESS
01	CHK	00382230	11/30/2023	844.25	VERIZON WIRELESS
01	CHK	00382231	11/30/2023	694.25	VERIZON WIRELESS
01	CHK	00382232	11/30/2023	634.25	VERIZON WIRELESS
01	CHK	00382233	11/30/2023	559.25	VERIZON WIRELESS
01	CHK	00382234	11/30/2023	559.25	VERIZON WIRELESS
01	CHK	00382235	11/30/2023	1,188.01	VERIZON WIRELESS
01	CHK	00382236	11/30/2023	987.65	VERIZON WIRELESS
01	CHK	00382237	11/30/2023	408.55	VERIZON WIRELESS
01	CHK	00382238	11/30/2023	1,487.40	VERIZON WIRELESS
01	CHK	00382239	11/30/2023	634.25	VERIZON WIRELESS
01	CHK	00382240	11/30/2023	1,979.51	VERIZON WIRELESS
01	CHK	00382241	11/30/2023	650.18	VERIZON WIRELESS
01	CHK	00382242	11/30/2023	38.80	WA ST DEPT OF LABOR & INDUSTRI
01	CHK	00382243	11/30/2023	37.50	WA ST DEPT OF SOCIAL & HEALTH
01	EFT	00015260	11/02/2023	16,052.76	ABSHER CONSTRUCTION COMPANY
01	EFT	00015261	11/02/2023	8,537.40	ALL STARZ STAFFING AND CONSULT
01	EFT	00015262	11/02/2023	4,939.50	AMAZON CAPITAL SERVICES INC
01	EFT	00015263	11/02/2023	1,931.41	AM BRANAM TOOLS INC
01	EFT	00015264	11/02/2023	14,821.75	ATWORK! COMMERCIAL ENTERPRISES
01	EFT	00015265	11/02/2023	6,513.52	CONTINENTAL BATTERY COMPANY
01	EFT	00015266	11/02/2023	99.79	BRIAN GATES
01	EFT	00015267	11/02/2023	17,793.25	CINTAS CORPORATION NO 2
<b>01</b>	<b>EFT</b>	<b>00015268</b>	<b>11/02/2023</b>	<b>147,643.31</b>	<b>CUMMINS INC</b>
01	EFT	00015269	11/02/2023	1,895.10	CUSTOM EDGE INC
01	EFT	00015270	11/02/2023	126.62	FINISHMASTER INC
01	EFT	00015271	11/02/2023	42,075.00	GILLIG LLC
01	EFT	00015272	11/02/2023	6,500.00	GORDON THOMAS HONEYWELL
01	EFT	00015273	11/02/2023	319.95	GRAINGER
01	EFT	00015274	11/02/2023	1,478.42	MARK HOLMES
01	EFT	00015275	11/02/2023	1,320.00	JAJ ENTERPRISES LLC
01	EFT	00015276	11/02/2023	1,923.00	KAMAN FLUID POWER LLC
01	EFT	00015277	11/02/2023	310.35	LAKEVIEW LIGHT & POWER CO
01	EFT	00015278	11/02/2023	2,153.55	LARSEN SIGN COMPANY
01	EFT	00015279	11/02/2023	976.07	LUMINATOR TECHNOLOGY GROUP GLO
01	EFT	00015280	11/02/2023	11,008.68	MALLORY SAFETY & SUPPLY LLC
01	EFT	00015281	11/02/2023	920.58	MCGUIRE BEARING CO
01	EFT	00015282	11/02/2023	1,712.98	MOHAWK MFG & SUPPLY
01	EFT	00015283	11/02/2023	3,342.38	MUNCIE RECLAMATION & SUPPLY CO
<b>01</b>	<b>EFT</b>	<b>00015284</b>	<b>11/02/2023</b>	<b>85,688.19</b>	<b>PETROCARD INC</b>
01	EFT	00015285	11/02/2023	1,110.63	PRINT NW
01	EFT	00015286	11/02/2023	47,979.00	PUGET SOUND REGIONAL COUNCIL
01	EFT	00015287	11/02/2023	612.71	QUALITY PRESS
01	EFT	00015288	11/02/2023	893.72	ROBBLEE'S TOTAL SECURITY INC
01	EFT	00015289	11/02/2023	360.63	SCHETKY NORTHWEST SALES INC
01	EFT	00015290	11/02/2023	259.62	SEATTLE AUTOMOTIVE DISTRIBUTIN
01	EFT	00015291	11/02/2023	18.49	SOUND TRANSIT SMART CARD CENTR
01	EFT	00015292	11/02/2023	1,461.01	STANDARD PARTS CORP
01	EFT	00015293	11/02/2023	617.04	STAPLES INC
01	EFT	00015294	11/02/2023	95.71	STERICYCLE INC
01	EFT	00015295	11/02/2023	9,588.05	UNIVERSAL AUTO GROUP 1
01	EFT	00015296	11/02/2023	2,034.72	TACOMA SCREW PRODUCTS INC
01	EFT	00015297	11/02/2023	20,544.58	THE AFTERMARKET PARTS CO LLC
01	EFT	00015298	11/02/2023	1,500.82	THE WW WILLIAMS COMPANY LLC
01	EFT	00015299	11/02/2023	2,645.01	TINY'S TIRE
01	EFT	00015300	11/02/2023	148.89	WARD RODGERS
01	EFT	00015301	11/02/2023	13,923.76	DOBBS HEAVY DUTY HOLDINGS LLC
01	EFT	00015302	11/02/2023	115.84	WOFSCO INC
01	EFT	00015303	11/02/2023	35,219.73	ASSOCIATED PETROLEUM
01	EFT	00015304	11/02/2023	375.00	WASHINGTON STATE TRANSIT ASSOC
01	EFT	00015305	11/06/2023	5,709.63	AWC EMPLOYEE BENEFIT TRUST
<b>01</b>	<b>EFT</b>	<b>00015306</b>	<b>11/06/2023</b>	<b>55,533.00</b>	<b>EMPOWER</b>
<b>01</b>	<b>EFT</b>	<b>00015307</b>	<b>11/06/2023</b>	<b>164,434.65</b>	<b>ICMA RETIREMENT</b>
01	EFT	00015308	11/06/2023	15,235.69	NAVIA BENEFIT SOLUTIONS
01	EFT	00015309	11/06/2023	14,143.59	TACOMA EMPLOYEES RETIREMENT SY
01	EFT	00015310	11/06/2023	5,430.61	WA ST CHILD SUPPORT REGISTRY
01	EFT	00015311	11/08/2023	228.83	AARON LENK
01	EFT	00015312	11/08/2023	148.69	ADAM DAVIS
01	EFT	00015313	11/08/2023	7,678.37	ADVANCED TRAFFIC PRODUCTS INC
01	EFT	00015314	11/08/2023	9,279.38	AMAZON CAPITAL SERVICES INC
01	EFT	00015315	11/08/2023	472.09	AMY CLEVELAND
01	EFT	00015316	11/08/2023	14,721.20	ATWORK! COMMERCIAL ENTERPRISES
01	EFT	00015317	11/08/2023	255.61	BRAUN CORPORATION
01	EFT	00015318	11/08/2023	8,680.83	CINTAS CORPORATION NO 2
01	EFT	00015319	11/08/2023	493.45	COMMERCIAL BRAKE & CLUTCH
01	EFT	00015320	11/08/2023	27,445.03	CUMMINS INC
01	EFT	00015321	11/08/2023	250.00	CYBERSOURCE CORPORATION
01	EFT	00015322	11/08/2023	210.28	FERGUSON ENTERPRISES LLC #3007
01	EFT	00015323	11/08/2023	596.79	FINISHMASTER INC

01	EFT	00015324	11/08/2023	27,462.53	GILLIG LLC
01	EFT	00015325	11/08/2023	914.90	GRAINGER
01	EFT	00015326	11/08/2023	1,029.72	GRANTLEY MARTELLY
01	EFT	00015327	11/08/2023	20.00	JAMES SCOTT
01	EFT	00015328	11/08/2023	2,605.71	KAMAN FLUID POWER LLC
01	EFT	00015329	11/08/2023	297.65	KENDRA BROKMAN
01	EFT	00015330	11/08/2023	81.47	MALLORY SAFETY & SUPPLY LLC
01	EFT	00015331	11/08/2023	286.87	MARAH HARRIS
01	EFT	00015332	11/08/2023	203.44	MCGUIRE BEARING CO
01	EFT	00015333	11/08/2023	1,853.27	MOHAWK MFG & SUPPLY
01	EFT	00015334	11/08/2023	208.19	MUNCIE RECLAMATION & SUPPLY CO
01	EFT	00015335	11/08/2023	22,073.42	NELSON NYGAARD CONSULTING ASSO
01	EFT	00015336	11/08/2023	532.71	NEOPART TRANSIT LLC
01	EFT	00015337	11/08/2023	20.92	PACIFIC WELDING SUPPLY INC
01	EFT	00015338	11/08/2023	42,774.11	PETROCARD INC
01	EFT	00015339	11/08/2023	114.15	QUADIANT FINANCE USA INC
01	EFT	00015340	11/08/2023	852.00	ROMAINE ELECTRIC CORP
01	EFT	00015341	11/08/2023	165.00	SHUMAN LLC
01	EFT	00015342	11/08/2023	23.94	SCOTT G GAINES
01	EFT	00015343	11/08/2023	1,083.21	SEATTLE AUTOMOTIVE DISTRIBUTIN
01	EFT	00015344	11/08/2023	814.74	SOUND TRANSIT SMART CARD CENTR
01	EFT	00015345	11/08/2023	3,407.36	STAPLES INC
01	EFT	00015346	11/08/2023	70.39	STERICYCLE INC
01	EFT	00015347	11/08/2023	344.38	STEVEN JEFFRIES
01	EFT	00015348	11/08/2023	2,567.08	TACOMA SCREW PRODUCTS INC
01	EFT	00015349	11/08/2023	100.00	TERI L BARTLE
01	EFT	00015350	11/08/2023	26,891.73	THE AFTERMARKET PARTS CO LLC
01	EFT	00015351	11/08/2023	49,369.47	THE WW WILLIAMS COMPANY LLC
01	EFT	00015352	11/08/2023	224.05	USAME DAHIR
01	EFT	00015353	11/08/2023	1,509.21	WAXIE SANITARY SUPPLY
01	EFT	00015354	11/08/2023	1,833.17	WESMAR COMPANY INC
01	EFT	00015355	11/08/2023	19,987.79	DOBBS HEAVY DUTY HOLDINGS LLC
01	EFT	00015356	11/08/2023	17,461.36	ASSOCIATED PETROLEUM
01	EFT	00015357	11/08/2023	11,311.88	ZONAR SYSTEMS INC
<b>01</b>	<b>EFT</b>	<b>00015358</b>	<b>11/13/2023</b>	<b>51,487.62</b>	<b>US BANK CORPORATE PAYMENT SYST</b>
01	EFT	00015359	11/16/2023	24,510.00	AMERICAN CUSTODIAN INC
01	EFT	00015360	11/16/2023	297.72	AIRGAS INC
01	EFT	00015361	11/16/2023	4,406.40	ALL STARZ STAFFING AND CONSULT
01	EFT	00015362	11/16/2023	9,080.22	AMAZON CAPITAL SERVICES INC
01	EFT	00015363	11/16/2023	266.26	ANDREW ARNES
01	EFT	00015364	11/16/2023	114.77	ANDREW WHEELER
01	EFT	00015365	11/16/2023	1,677.48	CONTINENTAL BATTERY COMPANY
01	EFT	00015366	11/16/2023	1,585.44	BLUEBEAM INC
01	EFT	00015367	11/16/2023	22,296.98	BRIDGESTONE AMERICA
01	EFT	00015368	11/16/2023	7,139.50	CENTRAL PUGET SOUND REGIONAL T
01	EFT	00015369	11/16/2023	9,001.18	CINTAS CORPORATION NO 2
01	EFT	00015370	11/16/2023	21,036.00	CLEVER DEVICES LTD
01	EFT	00015371	11/16/2023	2,804.10	COGENT COMMUNICATIONS INC
01	EFT	00015372	11/16/2023	286.32	COMMERCIAL BRAKE & CLUTCH
01	EFT	00015373	11/16/2023	735.00	CONFLICT MANAGEMENT STRATEGIES
01	EFT	00015374	11/16/2023	29,089.85	CUMMINS INC
01	EFT	00015375	11/16/2023	1,205.00	EASTER SEALS WASHINGTON
01	EFT	00015376	11/16/2023	1,354.61	ERIK JASZEWSKI
01	EFT	00015377	11/16/2023	9,928.64	FIRST TRANSIT INC
01	EFT	00015378	11/16/2023	10,107.18	FORMAGRID INC
01	EFT	00015379	11/16/2023	19,360.70	GILLIG LLC
01	EFT	00015380	11/16/2023	1,883.45	GRAINGER
<b>01</b>	<b>EFT</b>	<b>00015381</b>	<b>11/16/2023</b>	<b>63,449.96</b>	<b>HUITT-ZOLLARS INC</b>
01	EFT	00015382	11/16/2023	1,780.00	JAJ ENTERPRISES LLC
01	EFT	00015383	11/16/2023	2,374.68	K & L GATES
01	EFT	00015384	11/16/2023	706.69	KAMAN FLUID POWER LLC
01	EFT	00015385	11/16/2023	193.00	KAREN THESING
01	EFT	00015386	11/16/2023	128.82	LARSEN SIGN COMPANY
01	EFT	00015387	11/16/2023	1,236.19	MALLORY SAFETY & SUPPLY LLC
01	EFT	00015388	11/16/2023	720.67	MOHAWK MFG & SUPPLY
01	EFT	00015389	11/16/2023	1,036.70	MOTOROLA SOLUTIONS INC
01	EFT	00015390	11/16/2023	254.42	NEOPART TRANSIT LLC
01	EFT	00015391	11/16/2023	2,620.38	NORTHWEST PUMP & EQUIPMENT CO
01	EFT	00015392	11/16/2023	2,972.50	PACIFICA LAW GROUP LLP
01	EFT	00015393	11/16/2023	7,648.87	PEAK INDUSTRIAL INC
01	EFT	00015394	11/16/2023	649.68	SHUMAN LLC
01	EFT	00015395	11/16/2023	212.51	RUSSELL LOWE
01	EFT	00015396	11/16/2023	475.69	SAMBA HOLDINGS INC
01	EFT	00015397	11/16/2023	700.00	SARBJIT VIRDEE
01	EFT	00015398	11/16/2023	264.66	SEATTLE AUTOMOTIVE DISTRIBUTIN
01	EFT	00015399	11/16/2023	1,162.48	SOUND TRANSIT SMART CARD CENTR
01	EFT	00015400	11/16/2023	425.38	SOUTH TACOMA GLASS
01	EFT	00015401	11/16/2023	65.45	STANDARD PARTS CORP
01	EFT	00015402	11/16/2023	633.23	STAPLES INC
01	EFT	00015403	11/16/2023	2,147.30	TACOMA SCREW PRODUCTS INC
01	EFT	00015404	11/16/2023	8,880.86	THE AFTERMARKET PARTS CO LLC

01	EFT	00015405	11/16/2023	395.37	TINA LEE
01	EFT	00015406	11/16/2023	263.20	TITUS-WILL FORD SALES INC
<b>01</b>	<b>EFT</b>	<b>00015407</b>	<b>11/16/2023</b>	<b>115,764.60</b>	<b>UNITED ENERGY TRADING LLC</b>
01	EFT	00015408	11/16/2023	974.14	VEHICLE MAINTENANCE PROGRAM IN
01	EFT	00015409	11/16/2023	7,457.91	DOBBS HEAVY DUTY HOLDINGS LLC
01	EFT	00015410	11/16/2023	957.96	WOFSCO INC
01	EFT	00015411	11/16/2023	337.45	ASSOCIATED PETROLEUM
01	EFT	00015412	11/16/2023	1,574.30	ZAYO GROUP HOLDINGS INC
<b>01</b>	<b>EFT</b>	<b>00015413</b>	<b>11/17/2023</b>	<b>1,258,862.93</b>	<b>AWC EMPLOYEE BENEFIT TRUST</b>
<b>01</b>	<b>EFT</b>	<b>00015414</b>	<b>11/17/2023</b>	<b>56,213.05</b>	<b>EMPOWER</b>
<b>01</b>	<b>EFT</b>	<b>00015415</b>	<b>11/17/2023</b>	<b>168,045.10</b>	<b>ICMA RETIREMENT</b>
01	EFT	00015416	11/17/2023	16,942.26	NAVIA BENEFIT SOLUTIONS
01	EFT	00015417	11/17/2023	14,106.42	TACOMA EMPLOYEES RETIREMENT SY
01	EFT	00015418	11/17/2023	5,412.11	WA ST CHILD SUPPORT REGISTRY
01	EFT	00015419	11/21/2023	6,058.80	ALL STARZ STAFFING AND CONSULT
01	EFT	00015420	11/21/2023	977.47	ALPINE PRODUCTS INC
01	EFT	00015421	11/21/2023	4,322.20	AMAZON CAPITAL SERVICES INC
01	EFT	00015422	11/21/2023	6,397.79	ANGI ENERGY SYSTEMS
01	EFT	00015423	11/21/2023	257.56	BRAUN CORPORATION
01	EFT	00015424	11/21/2023	407.84	BRAVO ENVIRONMENTAL NW INC
01	EFT	00015425	11/21/2023	1,492.58	PRECARE INC
01	EFT	00015426	11/21/2023	630.93	CINTAS CORPORATION NO 2
<b>01</b>	<b>EFT</b>	<b>00015427</b>	<b>11/21/2023</b>	<b>245,450.67</b>	<b>CLEVER DEVICES LTD</b>
01	EFT	00015428	11/21/2023	852.82	COMMERCIAL BRAKE & CLUTCH
01	EFT	00015429	11/21/2023	17,815.94	CUMMINS INC
01	EFT	00015430	11/21/2023	75.00	ERIK JASZEWSKI
01	EFT	00015431	11/21/2023	1,415.00	FENCE SPECIALISTS INC
01	EFT	00015432	11/21/2023	2,855.28	FINISHMASTER INC
<b>01</b>	<b>EFT</b>	<b>00015433</b>	<b>11/21/2023</b>	<b>886,994.41</b>	<b>FIRST TRANSIT INC</b>
01	EFT	00015434	11/21/2023	22,941.68	GALLS LLC
01	EFT	00015435	11/21/2023	32,449.58	GILLIG LLC
<b>01</b>	<b>EFT</b>	<b>00015436</b>	<b>11/21/2023</b>	<b>58,568.39</b>	<b>GRAINGER</b>
01	EFT	00015437	11/21/2023	37.45	GROENEVELD LUBRICATION SOLUTIO
01	EFT	00015438	11/21/2023	1,204.00	JAJ ENTERPRISES LLC
01	EFT	00015439	11/21/2023	176.37	CANAM MINERALS
01	EFT	00015440	11/21/2023	41,375.54	LAKEVIEW LIGHT & POWER CO
01	EFT	00015441	11/21/2023	676.29	MALLORY SAFETY & SUPPLY LLC
<b>01</b>	<b>EFT</b>	<b>00015442</b>	<b>11/21/2023</b>	<b>51,653.62</b>	<b>MEDSTAR CABULANCE INC</b>
01	EFT	00015443	11/21/2023	302.80	MICHAEL GRIFFUS
01	EFT	00015444	11/21/2023	1,242.67	MOHAWK MFG & SUPPLY
01	EFT	00015445	11/21/2023	132.99	MONNETT SMITH
01	EFT	00015446	11/21/2023	121.58	MOOD MEDIA NORTH AMERICA HOLDI
01	EFT	00015447	11/21/2023	5,413.88	MUNCIE RECLAMATION & SUPPLY CO
01	EFT	00015448	11/21/2023	737.95	NEOPART TRANSIT LLC
01	EFT	00015449	11/21/2023	1,190.16	NORMED INC
01	EFT	00015450	11/21/2023	100.68	OUTFITTER SATELLITE INC
<b>01</b>	<b>EFT</b>	<b>00015451</b>	<b>11/21/2023</b>	<b>81,377.38</b>	<b>PETROCARD INC</b>
01	EFT	00015452	11/21/2023	362.54	ROMAINE ELECTRIC CORP
01	EFT	00015453	11/21/2023	261.41	SEATTLE AUTOMOTIVE DISTRIBUTIN
<b>01</b>	<b>EFT</b>	<b>00015454</b>	<b>11/21/2023</b>	<b>55,388.49</b>	<b>SOUND TRANSIT</b>
01	EFT	00015455	11/21/2023	4,525.66	SOUND TRANSIT SMART CARD CENTR
01	EFT	00015456	11/21/2023	86.93	SPORTWORKS GLOBAL LLC
01	EFT	00015457	11/21/2023	3,003.82	STANDARD PARTS CORP
01	EFT	00015458	11/21/2023	2,371.83	STAPLES INC
01	EFT	00015459	11/21/2023	690.46	STELLAR INDUSTRIAL SUPPLY INC
01	EFT	00015460	11/21/2023	5,458.15	TACOMA COMMUNITY COLLEGE
01	EFT	00015461	11/21/2023	4,473.30	UNIVERSAL AUTO GROUP 1
01	EFT	00015462	11/21/2023	782.21	TACOMA SCREW PRODUCTS INC
01	EFT	00015463	11/21/2023	27,128.53	THE WW WILLIAMS COMPANY LLC
01	EFT	00015464	11/21/2023	302.26	TITUS-WILL FORD SALES INC
01	EFT	00015465	11/21/2023	400.75	TITUS-WILL IMPORT SALES INC
01	EFT	00015466	11/21/2023	16,035.92	THE AFTERMARKET PARTS CO LLC
01	EFT	00015467	11/21/2023	1,760.74	WAXIE SANITARY SUPPLY
01	EFT	00015468	11/21/2023	14,199.36	DOBBS HEAVY DUTY HOLDINGS LLC
01	EFT	00015469	11/21/2023	214.20	WOFSCO INC
01	EFT	00015470	11/21/2023	25,776.22	ASSOCIATED PETROLEUM
01	EFT	00015471	11/21/2023	304.20	ZAYO GROUP HOLDINGS INC
01	EFT	00015472	11/22/2023	8,612.94	WA ST DEPT OF REVENUE
01	EFT	00015473	11/30/2023	19,063.25	22ND CENTURY TECHNOLOGIES INC
<b>01</b>	<b>EFT</b>	<b>00015474</b>	<b>11/30/2023</b>	<b>526,448.21</b>	<b>ABSHER CONSTRUCTION COMPANY</b>
01	EFT	00015475	11/30/2023	4,131.00	ALL STARZ STAFFING AND CONSULT
01	EFT	00015476	11/30/2023	6,158.48	AMAZON CAPITAL SERVICES INC
01	EFT	00015477	11/30/2023	207.23	AM BRANAM TOOLS INC
01	EFT	00015478	11/30/2023	8.11	ALASKA RUBBER GROUP, INC
01	EFT	00015479	11/30/2023	11,024.30	ATWORK! COMMERCIAL ENTERPRISES
01	EFT	00015480	11/30/2023	3,473.88	CONTINENTAL BATTERY COMPANY
01	EFT	00015481	11/30/2023	603.82	BRAUN CORPORATION
01	EFT	00015482	11/30/2023	103.44	BRENT RIFFEL
01	EFT	00015483	11/30/2023	50.00	BRIAN GATES
01	EFT	00015484	11/30/2023	42,557.66	BRIDGESTONE AMERICA
<b>01</b>	<b>EFT</b>	<b>00015485</b>	<b>11/30/2023</b>	<b>108,426.48</b>	<b>CDW GOVERNMENT INC</b>

01	EFT	00015486	11/30/2023	11,837.36	CHEVRON PRODUCTS CO
01	EFT	00015487	11/30/2023	2,396.16	CINTAS CORPORATION NO 2
01	EFT	00015488	11/30/2023	1,300.00	COACHING SYSTEMS LLC
01	EFT	00015489	11/30/2023	23,629.44	CUMMINS INC
<b>01</b>	<b>EFT</b>	<b>00015490</b>	<b>11/30/2023</b>	<b>237,120.43</b>	<b>DELL MARKETING LP</b>
01	EFT	00015491	11/30/2023	165.00	DENNIS BEHM
01	EFT	00015492	11/30/2023	3,344.77	DIAMOND PARKING SERVICES LLC
01	EFT	00015493	11/30/2023	429.17	TRUCKPRO HOLDING CORPORATION
01	EFT	00015494	11/30/2023	617.38	FINISHMASTER INC
01	EFT	00015495	11/30/2023	1,493.36	FIVE9 INC
01	EFT	00015496	11/30/2023	608.39	GORDON TRUCK CENTERS INC
01	EFT	00015497	11/30/2023	14,519.56	GALLS LLC
01	EFT	00015498	11/30/2023	22,322.72	GILLIG LLC
01	EFT	00015499	11/30/2023	841.10	GRAINGER
01	EFT	00015500	11/30/2023	397.05	HOGAN MANUFACTURING INC
01	EFT	00015501	11/30/2023	19,365.65	RONALD E JENSEN & JAMES W JENS
01	EFT	00015502	11/30/2023	358.54	KAMAN FLUID POWER LLC
01	EFT	00015503	11/30/2023	478.90	LAKEVIEW LIGHT & POWER CO
01	EFT	00015504	11/30/2023	26.93	LARSCO INC
01	EFT	00015505	11/30/2023	31,973.04	LASTPASS US LP
01	EFT	00015506	11/30/2023	1,002.70	LYNN STEHR
01	EFT	00015507	11/30/2023	214.71	MALLORY SAFETY & SUPPLY LLC
01	EFT	00015508	11/30/2023	377.53	MCLOUGHLIN & EARDLEY GROUP INC
01	EFT	00015509	11/30/2023	13,348.45	MEDSTAR CABULANCE INC
01	EFT	00015510	11/30/2023	360.06	MOHAWK MFG & SUPPLY
01	EFT	00015511	11/30/2023	27,104.19	MUNCIE RECLAMATION & SUPPLY CO
01	EFT	00015512	11/30/2023	40.00	NAJEA WYNN
<b>01</b>	<b>EFT</b>	<b>00015513</b>	<b>11/30/2023</b>	<b>84,152.41</b>	<b>PETROCARD INC</b>
01	EFT	00015514	11/30/2023	120.51	REXEL USA INC
01	EFT	00015515	11/30/2023	618.10	PRINT NW
01	EFT	00015516	11/30/2023	1,886.62	QUALITY PRESS
01	EFT	00015517	11/30/2023	619.33	ROMAINE ELECTRIC CORP
01	EFT	00015518	11/30/2023	3,625.95	DANIEL A SHARRON
01	EFT	00015519	11/30/2023	840.95	SCHETKY NORTHWEST SALES INC
01	EFT	00015520	11/30/2023	12.00	SCOTT CHENOWETH
01	EFT	00015521	11/30/2023	384.06	SEATTLE AUTOMOTIVE DISTRIBUTIN
<b>01</b>	<b>EFT</b>	<b>00015522</b>	<b>11/30/2023</b>	<b>88,348.17</b>	<b>SOUND TRANSIT SMART CARD CENTR</b>
01	EFT	00015523	11/30/2023	1,631.85	STANDARD PARTS CORP
01	EFT	00015524	11/30/2023	3,212.83	STAPLES INC
01	EFT	00015525	11/30/2023	70.39	STERICYCLE INC
01	EFT	00015526	11/30/2023	5,497.92	SUMMIT LAW GROUP PLLC
01	EFT	00015527	11/30/2023	3,920.64	UNIVERSAL AUTO GROUP 1
01	EFT	00015528	11/30/2023	809.10	TACOMA SCREW PRODUCTS INC
01	EFT	00015529	11/30/2023	5,493.97	THE WW WILLIAMS COMPANY LLC
01	EFT	00015530	11/30/2023	856.57	TITUS-WILL FORD SALES INC
01	EFT	00015531	11/30/2023	11,394.10	THE AFTERMARKET PARTS CO LLC
01	EFT	00015532	11/30/2023	739.13	WA ST TRANSIT INSURANCE POOL
01	EFT	00015533	11/30/2023	1,509.21	WAXIE SANITARY SUPPLY
01	EFT	00015534	11/30/2023	24,810.47	WEST PIERCE FIRE & RESCUE
01	EFT	00015535	11/30/2023	23,521.53	DOBBS HEAVY DUTY HOLDINGS LLC
01	EFT	00015536	11/30/2023	82.75	WOFSCO INC
<b>01</b>	<b>EFT</b>	<b>00015537</b>	<b>11/30/2023</b>	<b>53,852.67</b>	<b>ASSOCIATED PETROLEUM</b>
01	EFT	00015538	11/30/2023	89.21	WORLDPAK INC

**Total Payments**

**\$8,336,509.44**

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

**November 13, 2023**

**CALL TO ORDER**

Chair Walker called the special meeting to order at 3:03 p.m.

**ROLL CALL**

Commissioners present:

Marty Campbell, Pierce County Councilmember  
Olgy Diaz, City of Tacoma Councilmember  
Daryl Eidinger, City of Edgewood Mayor (representing Puyallup and Edgewood)  
Doug Fagundes, City of Fife Councilmember  
*(representing Fife/Milton/Pacific/Auburn/Gig Harbor Ruston/Steilacoom)*  
John Hoheusle, President of ATU 758, Represents IAM and ATU  
Ryan Mello, Pierce County Councilmember  
John Hines, City of Tacoma Councilmember  
Kristina Walker, Chair, City of Tacoma Deputy Mayor  
Jason Whalen, Vice Chair, City of Lakewood Mayor

Commissioners excused:

Shannon Reynolds, City of University Councilmember *(representing University Place and Fircrest)*

Staff present:

Mike Griffus, Chief Executive Officer  
Deanne Jacobson, Clerk of the Board  
Brittany Carbullido, Assistant to the CEO/Deputy Clerk of the Board

**OPENING REMARKS AND HOUSEKEEPING ITEMS**

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

**PRESENTATION/DISCUSSION**

Chief Financial Officer Chris Schuler kicked off the proposed 2024 Budget presentation and opened the floor to the department directors and the Chief Executive Officer, who gave an overview of the strategic initiatives planned for their departments in 2024. *(Commissioners Diaz and Campbell arrived at approximately 3:10 p.m.)*

Mr. Schuler provided a full overview of the 2024 Budget with the Board reviewing/receiving the following information:

- Detailed the service hours budgeted for all modes of service. He noted that the Agency anticipates that fixed route ridership will increase by four percent.
- Overview of the infrastructure, vehicle inventory, technology needs, base and passenger facility needs, and other amenities needed to support the transit system, which included Sound Transit infrastructure.
- Reviewed revenue projections and the various revenue sources the agency receives money from.
- Reviewed the categories where revenue is spent. He advised 15 new positions are proposed in the 2024 budget. He reviewed the positions that are being requested and detailed how they will support the agency's strategic initiatives. (*Commissioner Hines joined the meeting at approximately 3:20 p.m.*)
- Reviewed the major capital projects costing over \$5 million, detailing the estimated costs of these projects and the improvements that will be done.
- Reviewed milestones completed that were accounted for in the 2023 capital projects.
- Reviewed the 2024-2029 assumptions, noting a conservative estimate of 2.48 percent sales tax increase for 2024, percentage of increases for wage adjustments, and benefits, and service hour assumptions for Pierce Transit and Sound Transit services.
- Reviewed the six-year forecast for years 2024-2029, reviewing revenue over expenditures and advising that the budget is balanced and sustainable through 2029.
- Detailed the Reserve Policy requirements, and reviewed the balances for the Operating Reserves, Insurances Reserves, and Capital Reserves.
- Recapped the process for adopting the 2024 Budget this year and advised that the budget will be ready for formal adoption in December.

A question-and-answer period ensued.

## **PUBLIC HEARING**

Chair Walker provided instructions on how to participate in the public hearing. The public hearing was opened at 3:51 p.m. The following individuals spoke:

Clerk Jacobson noted that no written public comments were received.

- Olga Inglebritson, Dean of Tacoma Community College (TCC), Gig Harbor, expressed her support for Runner service in Gig Harbor, and noting that she appreciates that her agency has been included in the conversation. She advised that Runner service would support students getting to the Gig Harbor campus. She thanked Pierce Transit staff for connecting with their community members about service.
- Miriam Battson, President and CEO of the Gig Harbor Chamber of Commerce, noted that the Gig Harbor Chamber is supportive of Runner service. She noted that this service would help businesses and employees who are not close to the Route 100. On behalf of the Chamber of Commerce, she noted support for TCC students to get from Kimball Park and Ride to the Gig Harbor TCC campus and for community members to have transit access to St. Anthony's Hospital.

The public hearing was closed at 4:54 p.m.

**ADJOURNMENT**

There being no further business before the Board, Commissioners Eiding and Whalen **moved** and seconded to adjourn the meeting at 3:55 p.m.

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Deanne Jacobson  
Clerk of the Board

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Kristina Walker, Chair  
Board of Commissioners

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

**November 13, 2023**

**CALL TO ORDER**

Chair Walker called the regular board meeting to order at 4:01 p.m.

**ROLL CALL**

Commissioners present:

Marty Campbell, Pierce County Councilmember  
Olgy Diaz, City of Tacoma Councilmember  
Daryl Eidinger, Mayor of the City of Edgewood (*representing Edgewood and Puyallup*)  
Doug Fagundes, City of Fife Councilmember,  
(*representing Fife/Milton/Pacific/Auburn/Gig Harbor Ruston/Steilacoom*)  
John Hines, City of Tacoma Councilmember  
John Hoheusle, President of ATU 758, Represents IAM and ATU  
Ryan Mello, Pierce County Councilmember  
Shannon Reynolds, City of Fircrest Councilmember (*representing Fircrest and University Place*)  
Kristina Walker, Chair, Deputy Mayor of City of Tacoma  
Jason Whalen, Vice Chair, City of Lakewood Mayor

Staff present:

Mike Griffus, Chief Executive Officer  
Deanne Jacobson, Clerk of the Board  
Brittany Carbullido, Deputy Clerk of the Board  
Abraham Weill, Counsel from KL Gates

**LAND ACKNOWLEDGMENT AND FLAG SALUTE**

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

**OPENING REMARKS AND HOUSEKEEPING ITEMS**

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

**SPECIAL BUSINESS**

**1. Welcoming new Commissioner Doug Fagundes to the Pierce Transit Board**

On behalf of the Board, Chair Walker welcomed Commissioner Doug Fagundes to the Pierce Transit Board, who will represent the cities and towns of Fife, Milton, Pacific, Auburn, Gig Harbor, Steilacoom, and Ruston.

Commissioner Fagundes expressed his appreciation for serving on the Board.

## **2. Electing a Vice Chair to Serve the Remainder of the 2023/2024 Term**

Chair Walker advised that due to Vice Chair Roscoe's departure from the Pierce Transit Board, the Board will need to elect a new chair pursuant to Pierce Transit Code Section 2.04.020.

Chair Walker opened the floor to receive nominations.

Commissioner Hines nominated Commissioner Whalen to serve as the vice chair. No other nominations were offered.

Commissioners Eidinger and Hines **moved** and seconded to close nominations.

The motion **carried**, 9-0. There being no other nominations, Commissioner Whalen was unanimously elected to serve as the vice-chair through June 2024.

## **3. Appointments to the Service Delivery and Capital Committee and Executive Finance Committee**

Chair Walker advised that due to the recent changes to the Board membership, she would like to remove Commissioner Hines from the Executive Finance Committee and appoint him to the Service Delivery and Capital Committee.

## **PRESENTATIONS**

### **1. Honoring Tracy Adams for Operator of the Month for October 2023**

Transportation Assistant Manager Ron Mackenzie honored Tracy Adams for Operator of the Month for October 2023, highlighting that Mr. Adams has enjoyed 16 years of accident-free driving, has great rapport with his passengers and a positive attitude. Mr. Mackenzie also shared a complimentary comment a rider submitted about Mr. Adams.

On behalf of the Board, Chair Walker congratulated Mr. Adams for his accomplishments and thanked him for his service.

## **PUBLIC COMMENT**

Chair Walker provided participation instructions to the public and opened public comment.

Clerk Jacobson reported that no written comments were submitted.

Esther Day, works with businesses along the Pacific Avenue corridor, expressed concern about the impacts the Bus Rapid Transit project will have to businesses along the corridor, and encouraged Pierce Transit to keep the bus service as it currently is now. She discussed how the project could negatively impact businesses.

Chair Walker encouraged Ms. Day to contact Pierce Transit staff so that they can follow up with her about the impacts to businesses.

No other comments were provided, and public comment was closed.

## **PUBLIC HEARING**

### **Title VI Equity Analysis for the Bus System Recovery and Restoration Proposal, Including the Pacific Avenue/SR-7 Enhanced Bus Service**

Planning Manager Tina Lee introduced the item and reported that there are two presentations scheduled for this matter before the Board today. She advised that staff would return in December to ask for formal action on the items.

Consultant Thomas Whittman from Nelson Nygaard provided a PowerPoint presentation, reviewing the type of data that was analyzed to create the proposal. He also discussed the outreach efforts the agency participated in to obtain feedback from riders, reporting that over 750 comments were received from the public, and that the data received showed prevailing support for weekend service, longer span of service (later running times), and 15-minute service on certain routes.

Mr. Whittman advised that the proposal focuses on restoring service to pre-pandemic levels and advised that the proposal includes the Enhanced Bus service. Mr. Whittman identified the routes that may change and advised that portions of these routes could be served by Runner service.

The Draft Recommendations included the following:

- New Pacific Avenue / State Route 7 Enhanced Bus service
- Routes 13, 63, 409, and 425 will change travel patterns, and portions of, or all the routes, will be replaced by Runner service
- Routes 1, 2, and 3 would move to 15-minute frequency
- The highest ridership routes and routes serving those with the highest needs will operate earlier and later, with minimum targets of:
  - Weekday service: 6 a.m. – 10 p.m.
  - Saturday service: 7 a.m. – 10 p.m.
  - Sunday service: 8 a.m. – 8 p.m.

Mr. Whittman advised that the service restoration proposal involves six phases, with the first phase beginning in March 2024. He reviewed the six phases along with estimated revenue hours and estimated number of operators that will be needed to implement each phase. It was noted that the success of the plan is dependent on the level of operators in the workforce.

Ms. Lee and Mr. Whittman responded to general questions relating to how the agency will monitor the progress of the service restoration plan.

Planning Manager Tina Lee provided a PowerPoint presentation for the Title VI Analysis relating to the proposed Service Restoration proposal and advised that the service proposal does constitute a major service change, which triggers the need to conduct a Title VI analysis

per Pierce Transit's policies. Ms. Lee advise that the Title VI analysis found that there was no disparate impact at the route level and at a package level. The proposal gives more access to service and is an improvement for low income/minority populations.

Chair Walker provided instructions on how to participate in the public hearing and opened the public hearing at 4:42 p.m. The following individual(s) provided comment:

- Esther Day requested that her comments relating to the Bus Rapid Transit project along the Pacific Avenue corridor that she provided earlier in the meeting be considered again under today's public hearing. She also expressed that it was difficult to hear the individuals present in the Board room today.

[At the request of Ms. Day, the comments provided by Ms. Day under public comment earlier in this meeting are hereby incorporated into the public hearing testimony.]

There being no other individuals requesting to speak, Chair Walker closed the public hearing at 4:44 p.m.

### **CONSENT AGENDA**

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

Commissioners Whalen and Mello **moved** and seconded to approve the consent agenda as presented.

Motion **carried**, 9-0.

1. Approval of Vouchers, October 1-31, 2023  
Operating Fund #10  
Self-Insurance Fund #40  
Capital Fund #90  
Payment Nos. 381808 through 381994  
Wire Nos. 15002 through 15259  
No Advance Travel Checks  
Total \$8,019,049.47
2. Approval of Minutes: September 21, 2023, Board Retreat Meeting and October 9, 2023, Regular Board Meeting.
3. FS 2023-046, Approved Resolution No. 2023-011 adopting the 2024 Federal and State Legislative Priorities in substantially the same form as presented in Exhibits A and B.
4. FS 2023-047, Authorized the Chief Executive Officer to increase the contract amount with Summit Law Group (Contract No. PT-07-16) by \$600,000 to provide Labor Negotiations & Labor/Contract Relations Services, for a new contract

amount of \$1,350,000.

5. FS 2023-048, Authorized the Chief Executive Officer to increase Contract 1019 with All StarZ Staffing and Consulting, Inc., in the amount of \$200,000 to continue providing temporary staffing services primarily for bus cleaning custodians and other agency temporary staffing positions on an as needed basis, for a new contract spending authority amount of \$800,000.
6. FS 2023-049, Authorized the Chief Executive Officer to execute Contract No. 1698 with Puget Paving to provide restoration and pedestrian improvements for the Narrows Park and Ride in the amount of \$409,925 plus a contingency of \$41,000 for an authorized contract amount of \$450,925.
7. FS 2023-050, Authorized the Chief Executive Officer to execute an amendment to Sole Source Contract No. 1336 with Swiftly for real-time bus location services in the amount of \$220,000.00 for a new total contract spending authority of \$994,586.53.
8. FS 2023-051, Authorized the Chief Executive Officer to execute the new Memorandum of Agreement between Pierce County and Pierce Transit Supporting Beyond the Borders Special Needs Transportation, in the amount of \$580,000, through December 31, 2026.

**ACTION AGENDA – No items**

**STAFF UPDATES**

**1. CEO’S Report**

CEO Griffus reported on the following items:

- A class of 25 operator trainees recently graduated, and last week, a class got underway with 18 operator trainees.
- To thank our customers for riding Pierce Transit and to support local shopping, Pierce Transit will provide free service on all modes of service the day after Thanksgiving, November 24.
- The Board will be meeting on November 30<sup>th</sup> from 3 p.m. - 5 p.m. to wrap up the final details of the strategic plan.
- Reported on Pierce Transit’s data collected on operator exposure to vaping/cigarettes, drug use, and unknown substances from September 2022 – August 2023. He advised that the agency has had five workers’ compensation claims relating to drug exposure in the last five years.

CEO Griffus reported that like most transit agencies across the nation, Pierce Transit is experiencing this issue, but probably not at the same level as King County

is experiencing. He advised that the agency closely monitors this and continues to take steps to keep our operators and customers safe.

## **2. Update on the Installment of new Bus Shelters**

Sr. Project Manager Monica Adams presented on the item and reviewed the post contract award refinements, which included, among other things, solar lighting. She advised that the lead time for shelter construction is about seven to eight months out. She reviewed the elements of the equity elements, advising that the shelters would be installed utilizing the index. She also reviewed the costs and steps associated with shelter installations should traffic control services be required, noting that additional costs for these services would reduce the number of new shelters originally estimated to be installed.

It was noted that it would take about six years to replace all the shelters in the system, and additional grant monies would be needed to do further replacements.

## **INFORMATIONAL BOARD ITEMS**

### **1. Chair's Report**

Chair Walker reported on the following:

- The November 16, 2023, Executive Finance Committee meeting has been cancelled.
- Noted that distributed in today's agenda packet for informational purposes is the Q3 Public Safety Report, and the Q3 Financial Update.

### **2. Sound Transit Update**

Chair Walker reported on the following:

- Sound Transit is currently going through its annual budget process and is taking a deep dive into its fare policy.
- Half of the 2024 service plan was approved. Sound Transit hopes to continue to serve some of the Express service that it already provides.

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

Commissioner Mello reported that the last TPB meeting was a very important meeting for Pierce Transit, noting that the Board authorized the 2025-2026 funding recommendations for public comment. Work was done so that projects were awarded in a more equitable way. This would be the first time the new funding model is being applied, which Pierce Transit should be a beneficiary of this change.

The TPB received a robust status report on a "equity pilot" for the federal highway funds, which PSRC is responsible for awarding.

The TPB is also preparing for the 2024 project selection process. The agency will release a funding competition for federal dollars in 2024, noting there is close to \$500 million in federal funding. Safety in transportation systems will be prioritized, including climate and equity. The TPB will make a final recommendation to the Executive Board for final vote in early 2024.

#### **4. Commissioners' Comments - None**

#### **EXECUTIVE SESSION**

There was no executive session held.

#### **ADJOURNMENT**

Commissioners Eidinger and Fagundes **moved** and seconded to adjourn the meeting at 5:00 p.m.

Motion **carried**, 9-0.

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Deanne Jacobson  
Clerk of the Board

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Kristina Walker, Chair  
Board of Commissioners

TITLE: Authority to Increase the Contract Authority Amount with Trapeze, Inc., Contract No.1587, to Provide Maintenance and Support to the Enterprise Asset Management System, ATIS Trip Planner System, and Vanpool RidePro Application

DIVISION: Finance

SUBMITTED BY: Brent Campbell, IT Assistant Manager

RELATED ACTION:

FS 2023-104 Authority to Execute a Two-Year Agreement with Trapeze, Inc., Contract No. 1587 and Support the Enterprise Asset Management System, ATIS Trip Planner System, and Vanpool RidePro Application System.

ATTACHMENTS: N/A

RELATION TO STRATEGIC PLAN: Internal

**BUDGET INFORMATION**

Is it Budgeted?  Yes /  No

Project Name or Number:

Operating Budget

Capital Budget

FUNDING SOURCE:		EXPLANATION:
Current Contract Authority	\$ 460,030.00	Funds for the support agreement are budgeted in the 2024 operating budget.
Increase Contract Authority Amount	\$ \$52,000.00	
New Contract Authority Amount	\$ \$512,030.00	

BACKGROUND:

This request is to increase the contract spending authority amount by an additional \$52,000.00, for a new contract authority amount of \$512,030.00 to cover Maintenance and Support to the Enterprise Asset Management System. The reason that this increase happened is that the contract is a year-to-year contract and due to inflation Trapeze increased their prices. Pierce Transit has no control over the price increase. The new contract will cover the Trapeze maintenance from Jan 1, 2024, until December 31, 2024.

This contract is being placed on the consent agenda for approval as Pierce Transit has been a partner of Trapeze, Inc., since 2013. Pierce Transit utilizes Trapeze systems for the Maintenance Department’s Enterprise Asset Management (EAM) system, the ATIS Trip Planner, and to match vanpool applicants to open vanpools through the Ridepro application. These programs are critical to the successful operations of Pierce Transit to maintain its fleet, to conduct trip planning, and to manage participants in the Vanpool program.

As the sole proprietary vendor for these systems, Trapeze possesses unique expertise and knowledge that cannot be easily replicated by other companies. Pierce Transit wishes to continue to use these maintenance and support services for operational usage. This system is used by many of the leading Transit agencies around the country.

ALTERNATIVES:

Do not authorize the contract increase, which would result in the contract running out of funds. This is a sole-source agreement. Pierce Transit could elect to conduct a procurement to seek alternative vendors to provide similar service; however, this would cause a significant interruption to the operations of the agency and would prove to be very costly to change the programs that are supported by Trapeze, which are also fully operationalized and working well.

RECOMMENDATION:

Authorize the contract increase to continue providing Maintenance and Support to the Enterprise Asset Management System, ATIS Trip Planner System, and the Vanpool RidePro Application System.

PROPOSED MOTION:

Move to: Authorize the Chief Executive Officer to increase contract No. 1587 with Trapeze, Inc., in the amount of \$52,000.00 to continue providing maintenance and support to the Enterprise Asset Management System, ATIS Trip Planner System, and Vanpool RidePro Application System, for a new contract spending authority of \$512,030.00 through December 31, 2024.

TITLE: Authority to Execute two Five-Year, Sole Source Maintenance and Support Agreement with S&A Systems, Inc., (Contract No. 1855) for Maintenance and Support for the Fleetwatch Fueling System

DIVISION: Finance

SUBMITTED BY: Brent Campbell, IT Assistant Manager

RELATED ACTION: N/A

ATTACHMENTS: N/A

RELATION TO STRATEGIC PLAN: Internal

**BUDGET INFORMATION**

Is it Budgeted?  Yes /  No

Project Name or Number: S&A Systems five-year support contract for software and hardware

Operating Budget

Capital Budget

FUNDING SOURCE:		EXPLANATION:
Local Amount	\$ 320,605	Explanation: Funds for both support agreements are budgeted in the 2023 and future operating budgets. Total cost for both five-year agreements is \$320,605 (including tax).
Grant/Other Amounts	\$	
Total Expenditure	\$ 320,605	

**BACKGROUND:**

Two related contracts are being presented on the consent agenda for approval, as they support the proprietary Fleetwatch Fuel monitoring system, critical to Pierce Transit's operations. The first contract, valued at \$235,918, is for maintaining the Fleetwatch hardware components integrated into the fuel island pumps. The second contract, valued at \$84,687, covers the software maintenance of the system. Together, these contracts amount to a total of \$320,605. Both contracts will begin January 1, 2024, and will end December 31, 2028.

This Fleetwatch system enables the agency to monitor fuel usage per vehicle and prevent unauthorized fuel dispensing. Pierce Transit has relied on this proprietary hardware and software for over twenty years. Fleetwatch is deeply ingrained in our operations and is essential for Pierce Transit.

The anticipated first year costs of these contracts supporting the new fuel island are included in the 2024 budget.

ALTERNATIVES:

Enter into a single-year maintenance agreement. However, this is likely to incur additional expenses for Pierce Transit due to the lack of savings that come with a multi-year agreement.

Choose to not renew the contracts and instruct staff to seek bids from new providers. This approach is not advised because the Fleetwatch system is deeply integrated into current operations. Switching providers would significantly disrupt current operations and incur substantial costs.

RECOMMENDATION:

Move to: Authorize the Chief Executive Officer to enter into and execute two sole source five-year agreements with S&A Systems, Inc., (Contract No. 1855) for maintenance and support of Pierce Transit's Fleetwatch Fueling System in the amount of \$320,605.

**TITLE:** A Resolution of the Board of Commissioners of Pierce Transit Authorizing Extension of the Current Non-Exclusive Franchise Between the City of Tacoma and Pierce Transit for Transit-Related Infrastructure Within City Rights-of-Way, Effective January 1, 2024, and Ending January 1, 2029, in Accordance with City of Tacoma Ordinance No. 28921

**DIVISION:** Planning & Community Development

**SUBMITTED BY:** Kim McGilvery, Community Development Manager

**RELATED ACTION:**

Preceding Acceptance of City of Tacoma Ordinance 26829 Non-Exclusive Franchise agreement dated July 17, 2001.

Resolution No. 2016-012, Accept a Right-of Use Agreement and Non-Exclusive Franchise Agreement with the City of Tacoma, retroactive January 1, 2014, to January 1, 2019.

Resolution No. 2018-042, Accept a Right-of Use Agreement and Non-Exclusive Franchise Agreement with the City of Tacoma, retroactive January 1, 2019, to January 1, 2024.

**ATTACHMENTS:**

Proposed Resolution  
Exhibit A, City of Tacoma Ordinance 28921  
Exhibit B, Original Franchise - Ordinance No. 28535

**RELATION TO STRATEGIC PLAN:** Financial

**BUDGET INFORMATION:** N/A

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**BACKGROUND:**

Staff is seeking authority to execute an amendment to the renewal period of the current non-exclusive Right of Use Agreement and Non-Exclusive Franchise between the City of Tacoma and Pierce Transit, extending the renewal term an additional five years and amending the current expiration from January 1, 2024, to January 1, 2029, for transit related infrastructure within City of Tacoma rights-of-way. Since there have been no changes to the agreement terms this item is being placed on the consent agenda for consideration.

The provisions of the agreement allow for the City of Tacoma to retain a percentage of advertising revenue that Pierce Transit earns in advertising shelters in the City of Tacoma and deposits it into a fund intended for right of way improvements with an emphasis on Americans with Disabilities Act improvements adjacent to bus stops and shelters within the City of Tacoma.

Monies generated from this agreement are variable and fluctuate on a quarterly basis based on revenue generated from advertising. The City of Tacoma reports that it has not spent any franchise monies since 2018. With concurrence with Pierce Transit, the City of Tacoma has let the Pierce Transit franchise account build up to fund a joint partnership project. As of the beginning of this year (2023) there was approximately \$188,000 in franchise money in the City's Pierce Transit franchise account.

The City of Tacoma in turn is expected to design, oversee, and construct such right of way improvements, which is more efficient than if Pierce Transit were to undertake construction. The agreement to emphasize use of the revenues for ADA improvements around bus facilities benefits Pierce Transit customers in Tacoma in that it is expected to improve the paths of travel around bus stops and is expected to result in more people being able to use fixed route service as opposed to paratransit.

The original agreement to this amendment was executed in July 2016, Resolution No. 2016-012, and was retroactive to January 1, 2014. The initial term was for five years, which ended on January 1, 2019. The agreement included an option to extend for an additional five years, which both parties exercised, Resolution No. 2018-042, with an expiration date of January 1, 2024. The agreement allows for both parties to renew it subject to the approval of each party's governing board.

The franchise renewal, Ordinance No. 28291, went before the Tacoma City Council on November 28, 2023. The final reading is scheduled to go before the Tacoma City Council on December 5, 2023.

**STAFF RECOMMENDATION:**

Staff recommends renewal of the Non-Exclusive Right-of-Use Agreement and non-exclusive Franchise between the City of Tacoma and Pierce Transit for an additional five-year period, from January 1, 2024, to January 1, 2029, for transit-related infrastructure within City of Tacoma rights-of-way.

**ALTERNATIVES:**

Do not authorize the renewal of the Right of Use and Franchise Agreement via Ordinance No. 28921. Failure to execute the franchise renewal agreement would jeopardize the progress that Pierce Transit has made with the City of Tacoma with regard to permitting and installation of new or improved bus stops and shelters. This could limit the number of new and improved bus stops within the City of Tacoma. Failure to adopt would also bring an end to the advertising shelter program within the City of Tacoma, eliminating a revenue stream that is intended to be utilized for ADA improvements around bus facilities.

**PROPOSED MOTION:**

Approve Resolution No. 2023-013, authorizing the Chief Executive Officer to extend the current Non-Exclusive Franchise Between the City of Tacoma and Pierce Transit for transit-related infrastructure within city rights-of-way, effective January 1, 2024, and ending January 1, 2029, in accordance with City of Tacoma Ordinance No. 28921.

**RESOLUTION NO. 2023-013**

1 A RESOLUTION of the Board of Commissioners of Pierce Transit Authorizing to the Chief Executive Officer to  
2 extend the current Right of Use Agreement and Non-Exclusive Franchise Between the City of Tacoma and  
3 Pierce Transit for Transit-Related Infrastructure Within City Rights of Way, Effective January 1, 2024, and  
4 Ending January 1, 2029, in Accordance with City of Tacoma Ordinance No. 28291  
5  
6

7 WHEREAS, Pierce Transit and the City of Tacoma entered into a Non-Exclusive Franchise agreement on  
8 July 17, 2001; and

9 WHEREAS, Pierce Transit and the City of Tacoma entered into, executed and accepted a new Right-of-  
10 Use Agreement and Non-Exclusive Franchise Agreement with the City of Tacoma in accordance with City of  
11 Tacoma Ordinance No. 28536 and Pierce Transit Resolution No. 16-012, Relating to the Construction,  
12 Installation, Operation and Maintenance of Bus Stops, Bus Shelters, Bus Amenities and advertising shelters  
13 within the City of Tacoma; and

14 WHEREAS, the Board of Commissioners adopted Resolution No. 2018-042 on November 15, 2018,  
15 authorizing the renewal of the Right of Use Agreement and Non-Exclusive Franchise Agreement with the City  
16 of Tacoma, retroactive January 1, 2019, to January 1, 2024, to Construct, Install, Operate, Own, Control,  
17 Repair, and Maintain Bus Stops, Shelters, Amenities, and Advertising Shelters Within the Public Right of Way  
18 Areas; and

19 WHEREAS, as a condition of permitting Pierce Transit the continued right of use of the public right of  
20 way for advertising shelters, the City of Tacoma and Pierce Transit have agreed to deposit a percentage of the  
21 advertising revenue from advertising shelters within the City of Tacoma into a City of Tacoma- administered  
22 fund designated for right of way improvements with an emphasis on Americans with Disabilities Act (ADA)  
23 improvements adjacent to bus stops and shelters with the City of Tacoma; and

24 WHEREAS, Pierce Transit and the City of Tacoma are currently operating under a Franchise Agreement  
25 which provides for the same level of contribution of payment of advertising revenues to the City, and such  
26 funds are to be used for ADA improvements adjacent to bus stops and shelters; and

27 WHEREAS, the agreement allows for a five-year extension and both parties wish to extend the  
28 franchise agreement with the same terms and conditions for a five-year period from January 1, 2024 to  
29 January 1, 2029; and

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





## ORDINANCE NO. 28921

1 AN ORDINANCE amending the renewal period of the current non-exclusive Right  
 2 of Use Agreement and non-exclusive Franchise between the City of Tacoma  
 3 and Pierce Transit, extending the renewal term an additional five-years and  
 4 amending the current expiration from January 1, 2024, to January 1, 2029,  
 5 for transit-related infrastructure within City rights-of-way.

6 WHEREAS the Pierce County Public Transportation Benefit Area Corporation  
 7 (“Pierce Transit”) was established under RCW 36.57A and is vested with the powers  
 8 necessary to construct and operate a public transportation system benefitting Pierce  
 9 County residents, and

10 WHEREAS, pursuant to Ordinance No. 28365, passed July 12, 2016, the  
 11 City entered into a non-exclusive Right-of-Use Agreement and non-exclusive  
 12 Franchise with Pierce Transit, retroactive to January 1, 2014, to construct, install,  
 13 operate, own, control, repair, and maintain bus stops, shelters, amenities, and  
 14 advertising shelters within the public right-of-way areas, and

15 WHEREAS the initial term of the agreement was for a five-year period, which  
 16 expired on January 1, 2019, and

17 WHEREAS the agreement included an option to renew for an additional  
 18 five-year period, expiring January 1, 2024, which Pierce Transit requested to  
 19 exercise, and which the City Council approved per Ordinance No. 28535 on  
 20 November 20, 2018, and

21 WHEREAS during this additional five-year renewal extension, staff from  
 22 the City and Pierce Transit will work toward an amendment to the agreement,  
 23 with the intent to establish an extended term and to consider any other  
 24 adjustments to current language that either party feels are necessary, and

25 WHEREAS, all remaining terms and provisions shall remain unchanged;

26 Now, Therefore,



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BE IT ORDAINED BY THE CITY OF TACOMA:

Section 1. That the extension of the renewal term of the non-exclusive Right-of-Use Agreement and non-exclusive Franchise between the City of Tacoma and Pierce Transit for an additional five-year period, from January 1, 2024, to January 1, 2029, for transit-related infrastructure within City rights-of-way, said document to be substantially in the form of the proposed amendment on file in the office of the City Clerk, is hereby approved.

Section 2. That the City Clerk, in consultation with the City Attorney, is authorized to make necessary corrections to this ordinance, including, but not limited to, the correction of scrivener's/clerical errors, references, ordinance numbering, section/subsection numbers, and any references thereto.

Passed \_\_\_\_\_

\_\_\_\_\_  
Mayor

Attest:

\_\_\_\_\_  
City Clerk

Approved as to form:

\_\_\_\_\_  
Deputy City Attorney



## ORDINANCE NO. 28535

1 AN ORDINANCE relating to City real property and right-of-way; approving the  
 2 renewal and extension of the Right of Use Agreement and Non-Exclusive  
 3 Franchise between the City of Tacoma and Pierce Transit for a five-year  
 4 period, from January 1, 2019, to January 1, 2024, for transit-related  
 5 infrastructure within City rights-of-way.

6 WHEREAS the Pierce County Public Transportation Benefit Area  
 7 Corporation (“Pierce Transit”) was established under RCW 36.57A and is vested  
 8 with the powers necessary to construct and operate a public transportation  
 9 system benefitting Pierce County residents, and

10 WHEREAS, pursuant to Ordinance No. 28365, passed July 12, 2016, the  
 11 City entered into a Non-Exclusive Franchise and Right-Of-Use Agreement with  
 12 Pierce Transit, retroactive to January 1, 2014, to construct, install, operate, own,  
 13 control, repair, and maintain bus stops, shelters, amenities, and advertising  
 14 shelters within the public right-of-way areas, and

15 WHEREAS the initial term of the agreement was for a five-year period,  
 16 which will expire on January 1, 2019, and

17 WHEREAS the agreement includes an option to renew for an additional  
 18 five-year period, which Pierce Transit has requested to exercise, and

19 WHEREAS during the five-year renewal period, staff from the City and  
 20 Pierce Transit will work toward an amendment to the agreement, with the intent  
 21 to establish an extended term and to consider any other adjustments to current  
 22 language that either party feels are necessary; Now, Therefore,  
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BE IT ORDAINED BY THE CITY OF TACOMA:

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That the renewal and extension of the Right of Use Agreement and Non-Exclusive Franchise between the City of Tacoma and Pierce Transit for a five-year period, from January 1, 2019, to January 1, 2024, for transit-related infrastructure within City rights-of-way, is hereby approved.

Passed \_\_\_\_\_

\_\_\_\_\_  
Mayor

Attest:

\_\_\_\_\_  
City Clerk

Approved as to form:

\_\_\_\_\_  
Deputy City Attorney

# 2024 Budget Highlights

## Budget Breakdown

ONGOING OPERATIONS  
**\$194M**

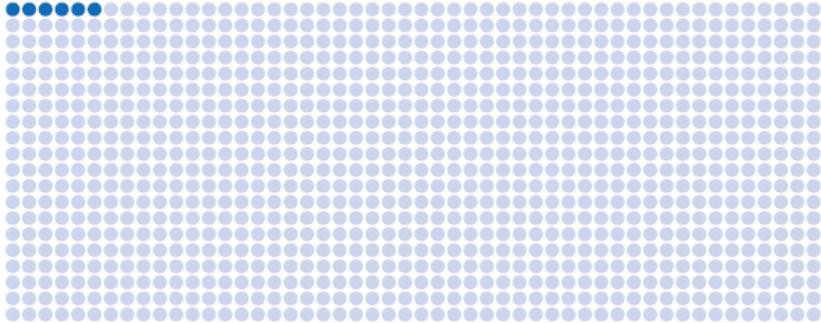
+

CAPITAL IMPROVEMENTS  
**\$118M**

=

TOTAL BUDGET  
**\$312M**

**Sales Tax** is Pierce Transit's #1 Revenue Source. We collect 6¢ for every \$10 spent within our benefit area. Sales tax projects to be \$113M in 2024.



**15**  
new positions  
compared to 2023



## Projected Service for 2024

  
**Fixed Route\***

7,629,792  
Ridership  
746,300  
Service Hours  
11,057,684  
Service Miles

  
**SHUTTLE**

316,187  
Ridership  
215,030  
Service Hours  
2,921,545  
Service Miles

  
**Rideshare**

419,503  
Ridership  
104,767  
Service Hours  
4,030,634  
Service Miles

  
**Runner**

24,386  
Ridership  
25,853  
Service Hours  
314,774  
Service Miles

\*Local and Regional

# Budget Comparison

## Operating Revenues

	<u>2022 Actuals</u>	<u>2023 Year-End Estimate</u>	<u>2024 Budget</u>	<u>% Change 23YE v 24B</u>
<b>Operating Income</b>				
Fares	6,133,859	5,923,520	6,327,840	6.8%
Advertising (Other)	504,028	350,000	350,000	0.0%
Regional Transit Service	49,157,108	50,989,220	60,117,730	17.9%
<b>Non-Operating Income</b>				
Sales Tax	110,927,532	110,292,250	113,027,500	2.5%
Other Miscellaneous	4,154,032	5,455,700	1,054,240	-80.6%
Operating Contributions	2,065,063	10,449,360	16,047,540	53.6%
One-Time COVID Relief	39,528,416	7,161,320		-100.0%
<b>Total</b>	<b>\$212,470,038</b>	<b>\$190,621,370</b>	<b>\$196,924,850</b>	<b>3.3%</b>



# Budget Comparison

## Operating Expenditures

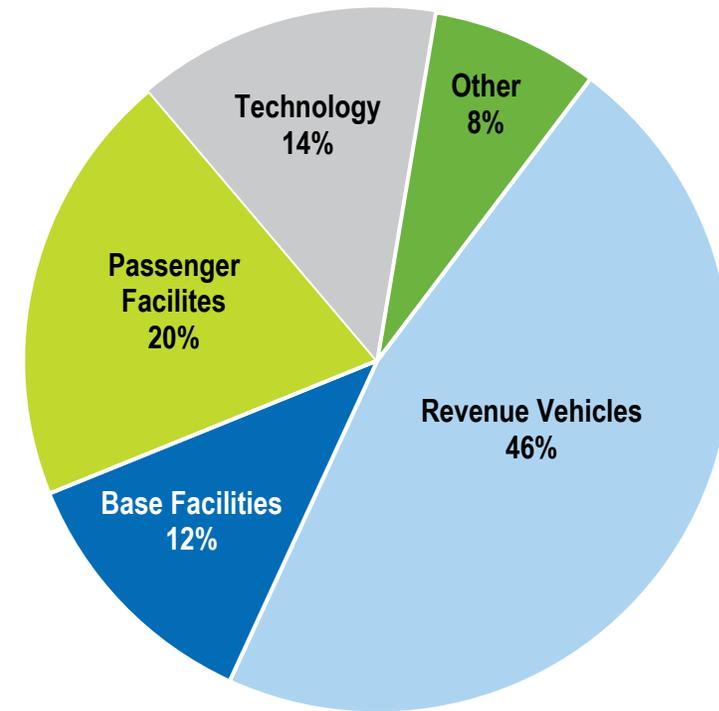
	<u>2022 Actuals</u>	<u>2023 Year-End Estimate</u>	<u>2024 Budget</u>	<u>% Change 23YE v 24B</u>
<b>Operating</b>				
Wages	\$ 69,548,568	\$ 78,532,880	\$ 94,062,330	19.8%
Benefits	24,384,691	28,360,910	33,253,860	17.3%
Maintenance & Operations	46,058,673	52,915,980	64,609,560	22.1%
<b>Subtotal</b>	<b>\$ 139,991,932</b>	<b>\$ 159,809,770</b>	<b>\$ 191,925,760</b>	<b>20.1%</b>
Non-Operating	4,463,382	1,327,580	1,326,210	-0.1%
<b>Total</b>	<b>\$ 144,455,314</b>	<b>\$ 161,137,350</b>	<b>\$ 193,251,970</b>	<b>19.9%</b>



# 2024 Capital Budget

- 73 Projects
- \$118M Total Capital Budget
- \$64M carryover from previous years; \$54M new allocation or projects
- \$54M or 46% covered by grant funding

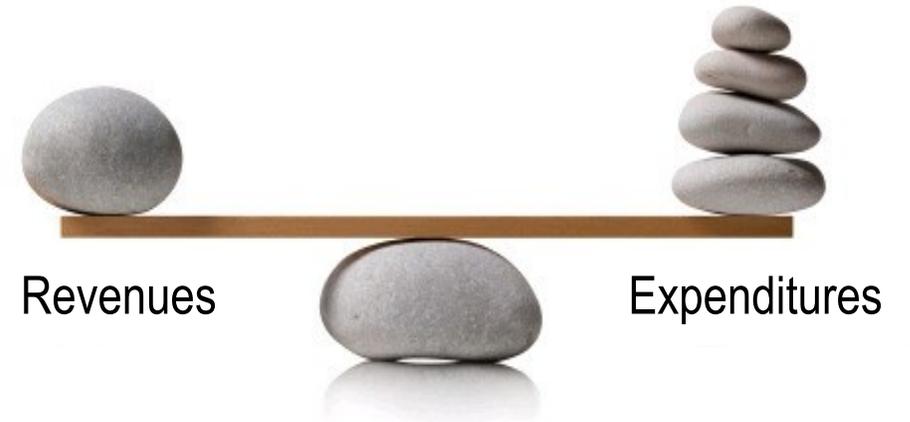
Capital Project Budget by Category



# 2024 Budget Summary

## Appropriations

	November	Change	December
Operating	\$ 187,536,950	\$2,384,780	\$189,921,730
Insurance	3,330,240		3,330,240
Capital	120,671,540	-\$2,384,780	118,286,760
<b>Total Appropriations</b>	<b>\$ 311,538,730</b>	<b>\$0</b>	<b>\$311,538,730</b>



TITLE: A Resolution of the Board of Commissioners of Pierce Transit Adopting the Annual Budget for Fiscal Year 2024

DIVISION: Finance

SUBMITTED BY: Chris Schuler, Executive Director of Finance & IT (CFO)

RELATED ACTION: N/A

ATTACHMENTS: Proposed Resolution  
2024 Non-Represented Salary Table  
Proposed 2024 Budget

RELATION TO STRATEGIC PLAN: Financial

	2024 Budget Appropriations	
	Uses	Sources
Operating Budget		
Operating	\$ 188,595,520	\$ 66,795,570
Non-Operating	1,326,210	114,056,740
Operating Contributions	-	16,047,540
Operating Transfers	9,379,140	-
Use of Reserves	-	2,401,020
	<u>\$ 199,300,870</u>	<u>\$ 199,300,870</u>
Capital Budget		
Operating	\$ 118,286,760	\$ 53,675,130
Operating Transfers	-	6,073,900
Use of Reserves	-	58,537,730
	<u>\$ 118,286,760</u>	<u>\$ 118,286,760</u>
Insurance Budget		
Operating	\$ 3,330,240	\$ 25,000
Operating Transfers	-	3,305,240
Use of Reserves	-	-
	<u>\$ 3,330,240</u>	<u>\$ 3,330,240</u>
Total Appropriations	\$ 320,917,870	\$ 320,917,870
Less Operating Transfers	(9,379,140)	(9,379,140)
Net Budget	<u>\$ 311,538,730</u>	<u>\$ 311,538,730</u>

**BACKGROUND:**

The Board received a preliminary overview of the 2024 Budget at their October 9, 2023, regular meeting. The Community Transportation Advisory Group (CTAG) received a preliminary overview of the 2024 Budget at its October 26, 2023, meeting. The Board conducted a formal review of the proposed budget and conducted a public hearing at the November 13, 2023, special study session meeting. The 2024 Budget is ready for adoption.

The budget is balanced, sustainable, and meets Board-adopted reserve requirements. The Agency's budget is \$311,538,730. The three components that make up this amount are the Operating (61%), Capital (38%), and Self-Insurance (1%).

The budget includes Pierce Transit fixed route service hours totaling 475,000. SHUTTLE hours are budgeted at 215,030. Runner service hours are budgeted at 25,853. RideShare service hours are budgeted at 104,767. Pierce Transit anticipates providing 271,300 service hours for Sound Transit Regional Transit Service.

To provide the projected level of service, the 2024 Budget includes 1,002 positions and 999 full-time equivalent employees (FTEs), including fifteen (15) new positions. The budget has a wage adjustment placeholder, including eligible step and general wage adjustments for represented employees. Actual wage adjustments will follow the terms of the collective bargaining agreements. Eligible step and general wage adjustments will be applied in January for non-represented employees.

Capital projects for 2024 are budgeted at \$118,286,760. Approved but unspent projects are carried over to the following budget year. The 2024 budget contains \$62,404,920 of prior year budgeted funds (carryover). Included are funds for vehicles, facilities, technology, and equipment.

The insurance budget of \$3,330,240 includes workers' compensation costs of \$3,130,240 and unemployment costs of \$200,000.

To align with Generally Accepted Accounting Principles (GAAP), we have reclassified \$2,384,780 of capital expenditures to the operating budget. The changes have not impacted the total budget presented at the November 13, 2023, Board of Commissioners' Study Session and Public Hearing.

**STAFF RECOMMENDATION:**

Authorize adoption of the annual budget for fiscal year 2024 as presented at the November 13, 2023, Board of Commissioners' Study Session and Public Hearing with the reclassified expenditures.

**ALTERNATIVES:**

Modify the budget. The Board may at any time throughout the budget year make modifications to the budget.

**PROPOSED MOTION:**

Move to: Approve Resolution No. 2023-014, adopting the Annual Budget for Fiscal Year 2024 with attendant wage adjustments and approval of 1,002 positions as presented therein.



	Expenditures	Resources
Appropriation before use of Fund Balance	\$ 320,917,870	\$ 259,979,120
Use of Reserves	<u>-</u>	<u>60,938,750</u>
Total Appropriations	\$ 320,917,870	\$ 320,917,870
Less Operating Transfers	<u>(9,379,140)</u>	<u>(9,379,140)</u>
Net Budget	<u>\$ 311,538,730</u>	<u>\$ 311,538,730</u>

Section 3. The Chief Executive Officer is hereby authorized to staff up to 1,002 positions.

Section 4. The Board affirms continuing the Classification and Compensation Program for Non-Represented positions with an annual step increase adjustment.

Section 5. A General Wage Adjustment of 6% is hereby authorized for non-represented employees.

ADOPTED by the Board of Commissioners of Pierce Transit at their regular meeting thereof held on the 11<sup>th</sup> day of December 2023.

PIERCE TRANSIT

---

Kristina Walker, Chair  
Board of Commissioners

ATTEST/AUTHENTICATED

---

Deanne Jacobson, CMC  
Clerk of the Board

# 2024 Non-Represented Salary Table

Pay Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Hourly							
95-H	17.21	17.90	18.61	19.36	20.13	20.94	21.77
102-H	27.98	29.10	30.26	31.47	32.73	34.04	35.40
103-H	30.23	31.43	32.69	34.00	35.36	36.77	38.24
104-H	32.64	33.94	35.30	36.71	38.18	39.71	41.30
105-H	35.26	36.67	38.14	39.66	41.25	42.90	44.62
107-H	41.10	42.74	44.45	46.23	48.08	50.00	52.00
109-H	42.77	44.48	46.26	48.11	50.03	52.03	54.11
Salary							
105	73,331.69	76,264.96	79,315.55	82,488.18	85,787.70	89,219.21	92,787.98
106	79,198.21	82,366.14	85,660.78	89,087.21	92,650.70	96,356.73	100,211.00
107	82,366.15	85,660.79	89,087.23	92,650.72	96,356.74	100,211.01	104,219.45
108	85,534.08	88,955.44	92,513.66	96,214.21	100,062.77	104,065.28	108,227.90
109	88,955.44	92,513.66	96,214.21	100,062.77	104,065.28	108,227.90	112,557.01
110	96,071.88	99,914.75	103,911.34	108,067.80	112,390.51	116,886.13	121,561.57
111	99,766.95	103,757.63	107,907.94	112,224.25	116,713.22	121,381.75	126,237.02
112	103,757.62	107,907.93	112,224.24	116,713.21	121,381.74	126,237.01	131,286.49
113	112,058.24	116,540.56	121,202.19	126,050.27	131,092.29	136,335.98	141,789.42
114	121,022.89	125,863.80	130,898.35	136,134.29	141,579.66	147,242.85	153,132.56
115	125,677.62	130,704.72	135,932.91	141,370.23	147,025.04	152,906.04	159,022.28
116	130,511.38	135,731.84	141,161.11	146,807.55	152,679.86	158,787.05	165,138.53
117	135,731.84	141,161.11	146,807.55	152,679.86	158,787.05	165,138.53	171,744.07
118	141,161.09	146,807.54	152,679.84	158,787.03	165,138.51	171,744.05	178,613.82
119	146,590.38	152,453.99	158,552.15	164,894.24	171,490.01	178,349.61	185,483.59
120	152,960.74	159,079.17	165,442.33	172,060.03	178,942.43	186,100.12	193,544.13
122	170,983.01	177,822.33	184,935.23	192,332.63	200,025.94	208,026.98	216,348.06
123	177,822.33	184,935.23	192,332.64	200,025.94	208,026.98	216,348.06	225,001.98
124	192,048.12	199,730.05	207,719.25	216,028.02	224,669.14	233,655.90	243,002.14

# 2024 Preliminary Budget



## 2024 Preliminary Budget

Fiscal Year January 1 through December 31, 2024

Mike Griffus, Chief Executive Officer

Prepared by

The Finance Division

Christopher Schuler, Executive Director of Finance/CFO

Lisa McVay, Budget Supervisor

Julie Stutzke, Budget Coordinator

3701 96<sup>th</sup> Street SW

Lakewood, WA 98496-0070

253.581.8000

For more information about Pierce Transit visit [www.PierceTransit.org](http://www.PierceTransit.org)

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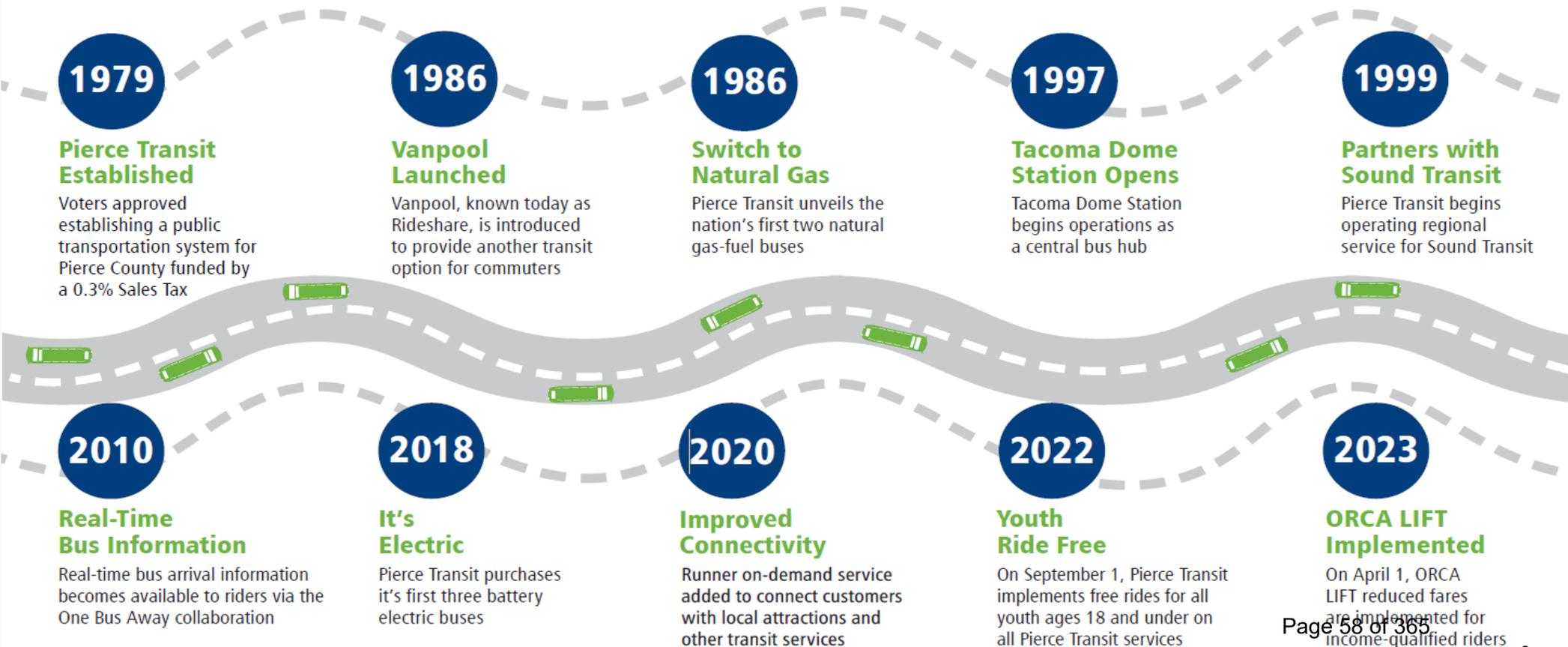
# Introduction

# History of Pierce Transit

Pierce Transit was established by a vote of the people on November 6, 1979, to expand the public transportation system from Tacoma city limits to greater Pierce County. Over the years, we have adapted our service as opportunities have risen to meet the needs of our community. Currently, Pierce Transit serves approximately 292 square miles and 70 percent of the population, north to Federal Way, east to Puyallup, south to Spanaway and west to Gig Harbor.

Pierce Transit offers four transportation modes: bus transportation that follows one of 32 routes on a schedule; SHUTTLE paratransit, which provides transportation for those with a qualifying disability within  $\frac{3}{4}$  of a mile of our bus routes; Rideshare service, which allows groups of three or more whose journey has a common beginning and ending location and begins or ends within Pierce County to commute together to reduce traffic; and RUNNER service, which allows patrons to use a mobile app or call for on-demand trips within specific microtransit zones in the agency's service area.

For more information on Pierce Transit, visit the agency's public dashboard at [PierceTransit.org/PT-Key-Performance-Indicators](https://PierceTransit.org/PT-Key-Performance-Indicators).



# Board of Commissioners

Pierce Transit is a separate municipal corporation, not part of the City of Tacoma or Pierce County. Pierce Transit is governed by a nine-member Board. The Board is comprised of elected officials representing Pierce County, Tacoma, Lakewood, Puyallup, University Place and the smaller cities and towns in Pierce County. The governance structure allows for a tenth, non-voting union representative.



**Commissioner  
Kristina Walker, Chair**  
Deputy Mayor of Tacoma  
Tacoma



**Commissioner  
Doug Fagundes**  
Fife City Council  
Fife, Milton, Pacific,  
Auburn, Ruston,  
Steilacoom, and Gig  
Harbor



**Commissioner  
Marty Campbell**  
Pierce County Council  
Pierce County



**Commissioner  
Olgy Diaz**  
Tacoma City Council  
Tacoma



**Commissioner  
Daryl Eiding**  
Mayor of Edgewood  
Puyallup & Edgewood



**Commissioner  
John Hines**  
Tacoma City Council  
Tacoma



**Commissioner  
Ryan Mello**  
Pierce County Council  
Pierce County



**Commissioner  
Shannon Reynolds**  
Fircrest City Council  
Fircrest & University Place

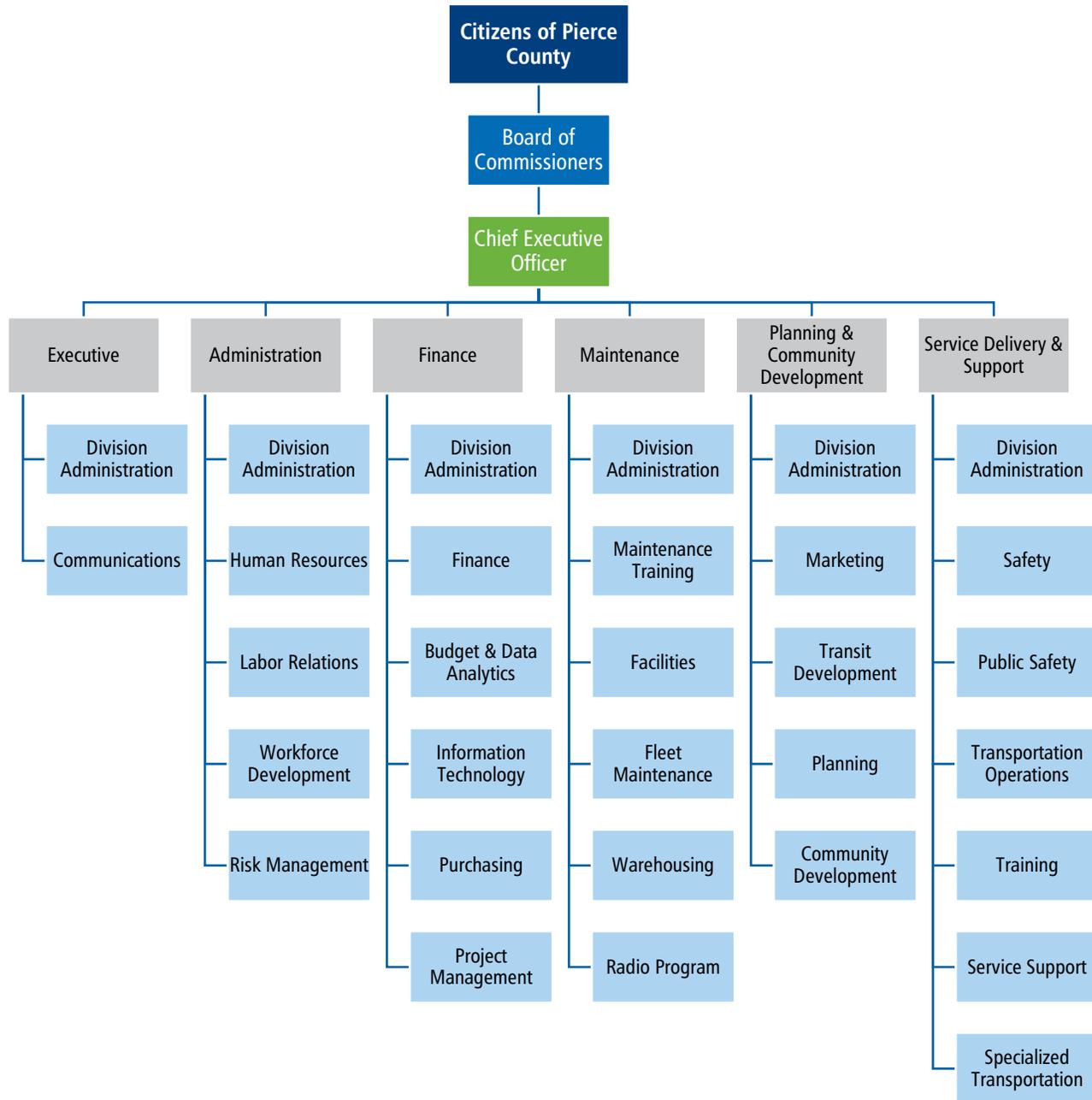


**Commissioner  
Jason Whalen**  
Mayor of Lakewood  
Lakewood



**John Hoheusle**  
Non-Voting Union  
Representative

# Organization



# Budget Message

**December 11, 2023**

**TO: Pierce Transit Board of Commissioners, Community Members and Employees**

**FROM: Mike Griffus, Chief Executive Officer**

I am pleased to present Pierce Transit's 2024 budget, which underscores our dedication to providing reliable and accessible transportation services to our community. As we navigate the dynamic landscape of public transportation, this budget serves as both a financial roadmap and a testament to our commitment to meeting our community's mobility needs.

This budget supports our promise to put our customers first, ensuring that the needs and expectations of our riders and communities remain at the forefront of our operations. It will guide us in deepening our connections within our community, fostering partnerships, and engaging with stakeholders to ensure our services are responsive and reflective of the voices of our communities. Other priorities include creating an inclusive, supportive, and growth-oriented work environment where our dedicated staff can thrive and contribute to our mission. Finally, this budget helps ensure we remain responsible stewards of public resources, assuring the sustainability of our agency's finances, infrastructure, and environmental impact.

## **Economic Condition and Outlook**

With the submission of the 2024 budget, it is essential to recognize the evolving landscape in which we operate. While ridership is trending toward pre-pandemic levels, the lingering effects of the post-COVID economic disruption continue to impact Pierce Transit on multiple fronts. Controlling the overall cost of services and projects remains a paramount concern. We must acknowledge the challenges posed by inflation, including uncertainties related to future fuel and vehicle prices, which will impact the cost of service delivery over the next few years.

Moreover, supply chain disruptions and prolonged delivery times are still adding complexity to our capital projects. Pierce Transit's annual budget planning process considers these challenges as we assess our services, staffing, and financial resources, alongside various economic forecasts, to develop a comprehensive financial outlook.

Our primary revenue source, sales tax, is closely tied to local economic conditions and retail spending. While we observed a significant rebound in consumer spending through 2022, economic uncertainties, including the possibility of a recession, necessitate ongoing monitoring and potential adjustments to the 2024 budget.

Recruitment challenges persist, particularly for operators and maintenance roles, despite the region's growing working-age population. Returning to previous service levels depends on increased workforce availability and funding that aligns with escalating service costs.

By supporting our priorities and financial sustainability, this budget underscores the collective vision of a thriving and interconnected region.

## Budget Summary

Given that there is still some uncertainty around the economy in 2024, our team's goal was to build a draft 2024 budget that allows us to increase our local service to 95 percent of pre-pandemic levels if conditions, including staffing levels, progress as anticipated. The budget before you supports this goal. The 2024 budgeted expenditures for all funds are approximately \$312 million, balanced by expected revenues and reserves. Sales tax is expected to generate \$113 million in revenue, making up 84 percent of total budgeted operating revenues in 2024, excluding the revenue from our contract to provide Sound Transit regional service. While sales tax collections are projected to increase above 2023 levels, uncertainty exists around future collections. Therefore, the six-year plan shows a modest 3.65 percent average annual increase, well below our historical average annual increase of 5.7 percent. While costs continue to escalate faster than in prior years, employees will focus their efforts on improving productivity, reducing costs, and obtaining grants for service and projects. Operating expenditures are increasing by 17.9 percent over projected 2023 levels, due primarily to filling vacant positions with an eye toward restoring service to 95 percent of pre-COVID levels. The budget includes 999 full-time equivalents (FTE) or 1,002 positions. Pierce Transit fixed-route service hours for 2024 are planned to be maintained at 475,000. By way of comparison, we were budgeting for 500,000 service hours pre-COVID.

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

Our goal with this budget and throughout the six-year plan framework is to continue building on our solid foundation to provide an improved public transportation system that meets the needs of our communities. I believe this budget fully meets our agency's mission: Pierce Transit improves people's quality of life by providing, safe, reliable, and accessible transportation services that are locally based and regionally connected.

Some efforts reflected in the 2024 budget include:

- **Support of Enhanced Bus Service on Pacific Avenue/State Route 7:** Our commitment to providing a higher level of bus service on Pacific Avenue/State Route 7 reflects our dedication to improving transportation accessibility along this vital corridor. This initiative includes increased frequency, improved bus stops, and better connectivity to key destinations, ensuring that our riders can enjoy a more efficient and convenient commute.
- **Continued planning for future high-capacity transit service in Pierce County:** We continue to plan for the future implementation of high-capacity transit options such as Enhanced Bus or Bus Rapid Transit (BRT) in Pierce County. Both offer a faster, more reliable transit option, and we're committed to implementing and expanding this service to benefit residents and businesses in our community.

- **Support planning and improvements for the Building 1 maintenance facility:** With the pivot to Enhanced Bus service, replacing the existing maintenance facility is no longer necessary. Investments can now be planned for our current facility to ensure transit vehicles remain safe, reliable, and efficient. We will continue to invest in infrastructure improvements to support our operations and maintain the high standards of service our riders expect.
- **Further support of increased Operator recruitment and retention:** To provide reliable and consistent service, we recognize the importance of attracting and retaining skilled operators. We will continue our efforts to recruit and support operators to meet the growing demands of our transit system, ensuring that our riders can depend on us for their transportation needs.
- **Wayfinding improvement at Tacoma Dome Station:** We are committed to enhancing the rider experience by improving wayfinding at the Tacoma Dome Station. Clear signage and information systems will make it easier for transit passengers to navigate the station, find their bus or train, and make seamless connections to their destinations.
- **Additional electric charging infrastructure to service more electric support vehicles:** As part of our commitment to sustainability and reducing our carbon footprint, we will seek funding to increase our electric charging infrastructure. This investment would support our growing fleet of electric vehicles, ensuring they remain operational and contribute to a cleaner environment.
- **Support for a modern Enterprise Resource Planning (ERP) system:** We recognize the importance of efficient business operations and data-driven decision-making. Investing in a modern ERP system will streamline our internal processes, improve data visibility and financial transparency, and empower us to make more informed choices to benefit our riders and the community.
- **Improved cyber security and IT infrastructure resilience:** In an increasingly digital world, safeguarding our IT infrastructure and data is paramount. We will prioritize investments in cybersecurity to protect sensitive information, ensure system resilience, and provide a secure environment for both our operations and our riders.

These are on top of current priorities, including:

- **Transit center security:** Ensuring the safety and security of our riders and facilities remains a top priority. We will continue to invest in measures and technology to enhance transit center security, creating a safe and welcoming environment for all passengers.
- **Enhanced employee safety initiatives:** Our employees are the backbone of our organization, and their safety is paramount. We will build on our existing safety initiatives to provide a work environment that prioritizes the well-being of our staff, ensuring they can perform their roles effectively and safely.

- **Diversity, equity, and inclusion:** We are committed to fostering a diverse, equitable, and inclusive workplace and service environment. Our efforts in this regard will continue, promoting diversity at all levels of our organization and ensuring equitable access to our services for all members of our community.
- **Employee development:** Investing in the growth and development of our employees is essential for maintaining high-quality service. We will continue to provide opportunities for skill enhancement and career advancement, ensuring our workforce remains skilled and motivated.
- **Focus on innovative ways to provide service and increase ridership:** Innovation is key to the future of public transportation. We will remain dedicated to exploring and implementing innovative approaches to providing transit services, which will help attract more riders and meet the changing needs of our community.

These initiatives reflect our ongoing commitment to delivering safe, reliable, and accessible transportation services while addressing the evolving needs of our community and ensuring the well-being of our riders and employees.

I would like to thank the Pierce Transit Finance and Budget professionals for their thoughtful preparation of the agency's 2024 Budget. The budget provides a plan that allows Pierce Transit to serve its communities not only in 2024 but well into the future.

I also thank the members of the Pierce Transit Board of Commissioners for their continued commitment to public transportation in our communities.

Together, we will building a stronger and more connected public transportation system that continues to serve our communities effectively.



*Mike Griffus*  
Mike Griffus, Chief Executive Officer

# 2024 Budget Highlights

## Budget Breakdown

ONGOING OPERATIONS  
**\$191M**

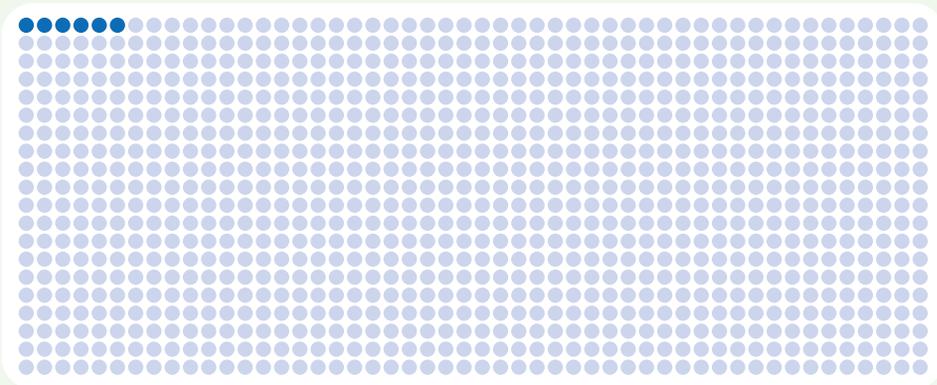
+

CAPITAL IMPROVEMENTS  
**\$121M**

=

TOTAL BUDGET  
**\$312M**

**Sales Tax is Pierce Transit's #1 Revenue Source.** We collect 6¢ for every \$10 spent within our benefit area. Sales tax projects to be \$113M in 2024.



**15**  
new  
positions  
compared  
to 2023



## Projected Service for 2024



### Fixed Route\*

7,629,792  
Ridership

746,300  
Service Hours

11,057,684  
Service Miles



### SHUTTLE

316,187  
Ridership

215,030  
Service Hours

2,921,545  
Service Miles

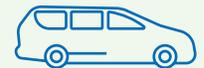


### Rideshare

419,503  
Ridership

104,767  
Service Hours

4,030,634  
Service Miles



### Runner

24,386  
Ridership

25,853  
Service Hours

314,774  
Service Miles

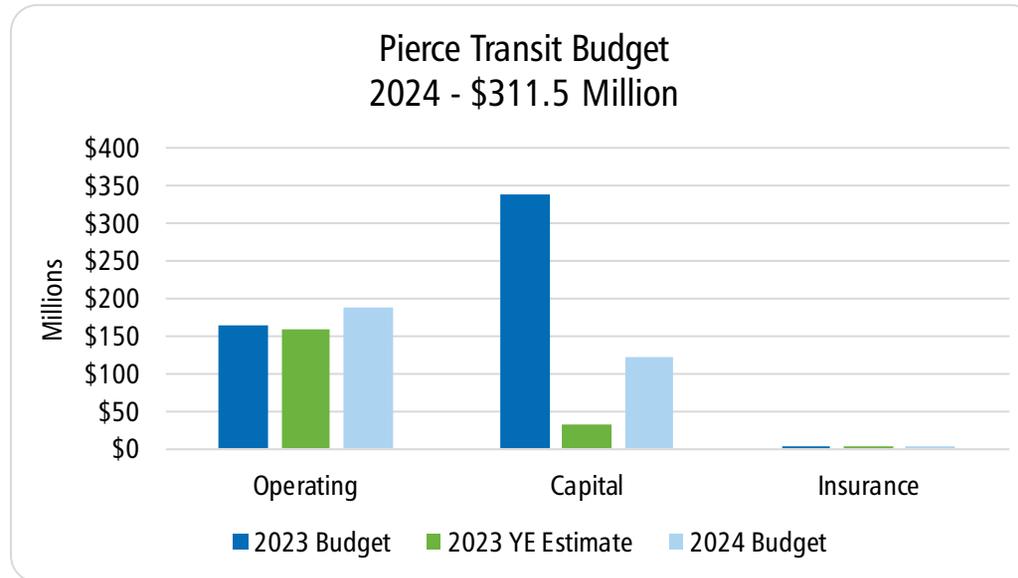
\*Local and Regional



# Annual Budget

# Agency-Wide Budget

The 2024 agency-wide expenditure budget totals \$311,538,720. Pierce Transit is a single enterprise fund that uses the same accrual method of accounting as a private enterprise. The fund structure in the budget is the same as the audited financial statements. The budget is distributed across three major categories: Operating, Capital, and Insurance. These are treated as separate components for budgeting purposes. The Board of Commissioners has the legal authority to appropriate all funds.

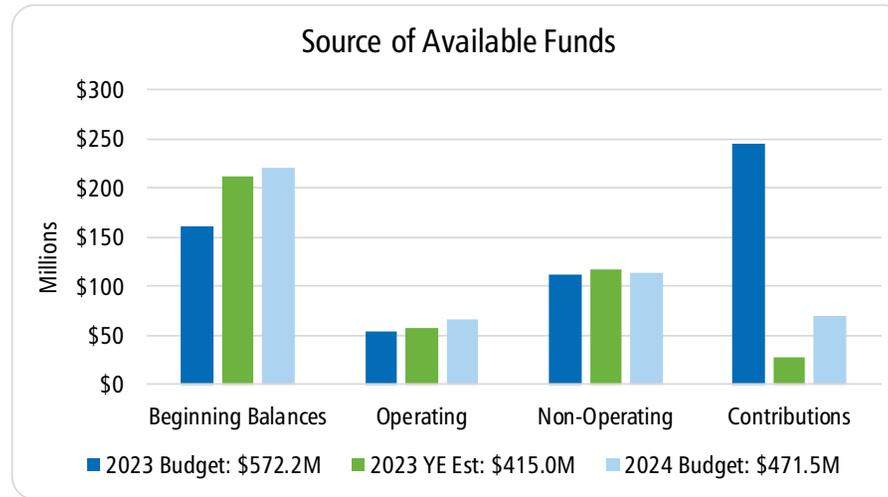


The operating budget finances the day-to-day operations, provides transfers to support capital and insurance needs, and is the primary budget of the Agency. The operating budget revenue includes fares, advertising, reimbursement from Sound Transit for regional service, sales tax, interest, operating contributions, and other miscellaneous revenues. Expenditure categories include wages, benefits, maintenance and operating costs, non-operating expenditures, and transfers to the capital and insurance budgets.

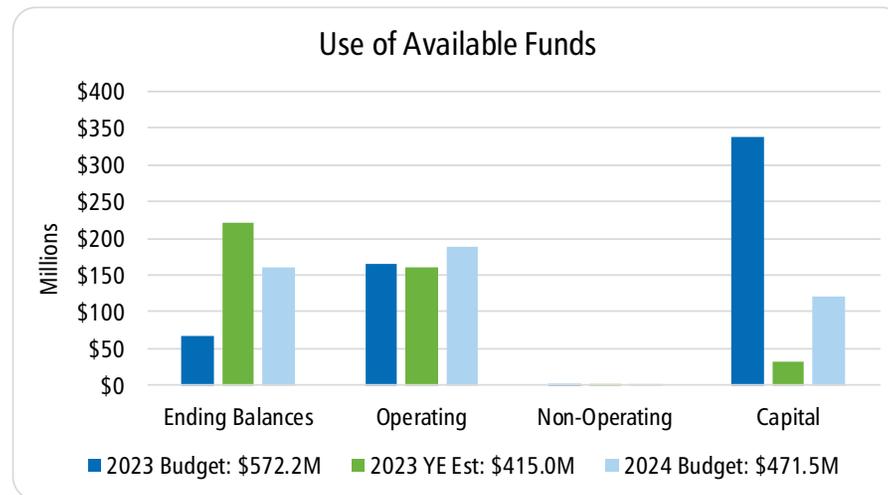
The capital budget revenues include federal and state grants, Sound Transit funding, interest earnings, and transfers from the operating budget. Capital budget expenditures include replacement vehicles, facility additions and improvements, and equipment.

The self-insurance budget includes revenues for interest earnings and transfers from the operating budget. Insurance expenditures include costs associated with workers' compensation benefits and unemployment insurance.

The agency's source of available funds includes beginning balances and revenue which is divided into three categories: Operating includes fares, reimbursements for service, and advertising; non-Operating includes sales tax, interest, and other; and Contributions includes grants and assistance to provide specific programs or projects from Federal, State, and other agencies.

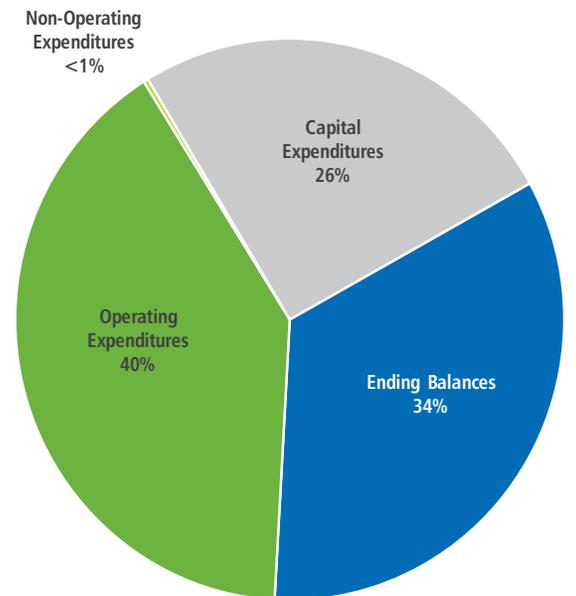
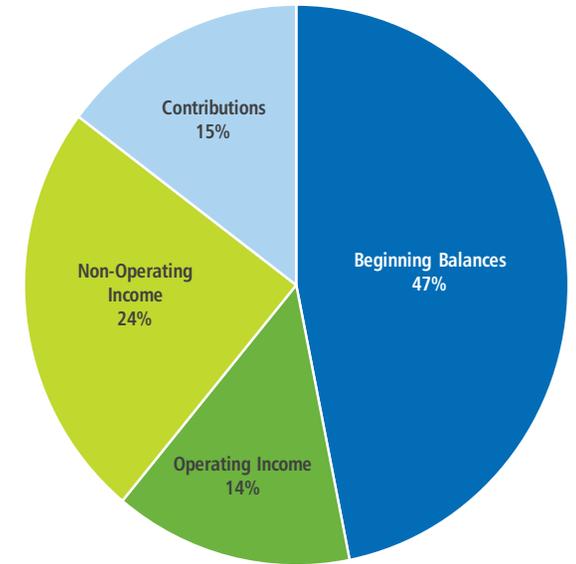


Use of available funds includes ending balances and expenditures: Operating which includes personnel and maintenance and operations; non-operating which includes payments to Pierce County Ferries 5307 agreement; and Capital expenditures including carryover funds for capital projects from the prior year.



**2024 BUDGET  
OVERALL SUMMARY**

	2022 ACTUALS	2023 AMENDED BUDGET	2023 YEAR-END ESTIMATE	2024 BUDGET	% CHANGE 2023 YEAR-END ESTIMATE VS. 2024 BUDGET
<b>REVENUES</b>					
<b>OPERATING INCOME</b>					
Passenger Fares	6,133,859	5,446,210	5,923,520	6,327,840	6.8%
Advertising	504,028	350,000	350,000	350,000	0.0%
Regional Transit Service (Sound Transit)	49,157,108	47,986,720	50,989,220	60,117,730	17.9%
<b>NON-OPERATING INCOME</b>					
Sales Tax	110,927,532	110,557,130	110,292,250	113,027,500	2.5%
Other	4,678,487	1,598,270	6,955,700	1,229,240	-82.3%
<b>CONTRIBUTIONS</b>					
Operating	41,593,479	10,670,670	17,610,680	14,047,540	-20.2%
Capital	11,105,464	234,631,590	10,810,600	55,500,130	413.4%
TIFIA Loan Proceeds	-	-	-	-	
<b>TOTAL REVENUES</b>	<b>224,099,958</b>	<b>411,240,590</b>	<b>202,931,970</b>	<b>250,599,980</b>	<b>23.5%</b>
<b>BEGINNING BALANCES</b>					
Operating	115,845,220	106,343,360	123,877,560	153,232,880	23.7%
Insurance	475,452	(884,390)	1,071,300	1,200,000	12.0%
Capital	61,887,828	55,464,480	87,148,760	66,537,730	-23.7%
<b>TOTAL BEGINNING BALANCES</b>	<b>178,208,500</b>	<b>160,923,450</b>	<b>212,097,620</b>	<b>220,970,610</b>	<b>4.2%</b>
<b>TOTAL REVENUE &amp; BEGINNING BALANCES</b>	<b>402,308,458</b>	<b>572,164,040</b>	<b>415,029,590</b>	<b>471,570,590</b>	<b>13.6%</b>
<b>EXPENDITURES</b>					
<b>OPERATING EXPENDITURES</b>					
Personnel	93,933,259	112,639,380	106,893,790	127,316,200	19.1%
Maintenance & Operations	44,530,581	49,820,850	51,061,000	58,894,540	15.3%
Insurance	1,528,092	3,775,710	1,854,980	3,330,240	79.5%
Express Service Route 1				-	
<b>NON-OPERATING EXPENDITURES</b>					
Grants Exchange Funds	4,463,382	1,150,000	1,327,580	1,326,210	-0.1%
<b>CAPITAL EXPENDITURES</b>					
Capital Projects	45,755,528	337,469,480	32,921,630	120,671,540	266.5%
<b>TOTAL EXPENDITURES</b>	<b>190,210,842</b>	<b>504,855,420</b>	<b>194,058,980</b>	<b>311,538,730</b>	<b>60.5%</b>
<b>ENDING BALANCES</b>					
Operating	123,877,557	57,758,620	153,232,880	150,831,860	-1.6%
Insurance	1,071,301	1,200,000	1,200,000	1,200,000	0.0%
Capital	87,148,758	8,350,000	66,537,730	8,000,000	-88.0%
<b>TOTAL ENDING BALANCES</b>	<b>212,097,616</b>	<b>67,308,620</b>	<b>220,970,610</b>	<b>160,031,860</b>	<b>-27.6%</b>
<b>TOTAL EXPENDITURES &amp; ENDING BALANCES</b>	<b>402,308,458</b>	<b>572,164,040</b>	<b>415,029,590</b>	<b>471,570,590</b>	<b>13.6%</b>



# Operating Budget

The 2024 operating revenues of \$194,899,850 support the operating expenditures of \$186,210,730, non-operating expenditures of \$1,326,210 and transfers of \$9,763,920. Transfers support the self-insurance and capital programs and fluctuate from year to year depending on capital and self-insurance needs. The net change in reserves is a decrease of \$2,401,010. Reserves beyond the required amount will be utilized over the next six years to fund capital projects. The operating budget revenue for 2024 is increasing by 2.3% and operating expenditures are increasing 17.9% from the 2023 Year-End Estimate.

	<u>2023 YE Estimate</u>	<u>2024 Budget</u>	Year-End Estimate to Budget	
			<u>\$ Change</u>	<u>% Change</u>
Operating Revenues	190,571,370	194,899,850	4,328,480	2.3%
Operating Expenditures	(157,954,790)	(186,210,740)	(28,255,950)	17.9%
	32,616,580	8,689,110	(23,927,470)	-73.4%
Non-Operating Expenditures	(1,327,580)	(1,326,210)	1,370	-0.1%
Transfers-Out	(1,933,680)	(9,763,920)	(7,830,240)	404.9%
Net Change - Reserves	29,355,320	(2,401,020)	(31,756,340)	-108.2%

## Operating Revenues

Operating Revenues include both Operating Income, Non-Operating Income, and Contributions to pay for ongoing transportation operations. The type of revenue and percent change from 2023 Year-End Estimate are included in the table below.

	<u>2023 YE Estimate</u>	<u>2024 Budget</u>	Year-End Estimate to Budget	
			<u>\$ Change</u>	<u>% Change</u>
Operating Income				
Fares	5,923,520	6,327,840	404,320	6.8%
Advertising	350,000	350,000	-	0.0%
Regional Transit Service	50,989,220	60,117,730	9,128,510	17.9%
Non-Operating Income				
Sales Tax	110,292,250	113,027,500	2,735,250	2.5%
Miscellaneous	5,405,700	1,029,240	(4,376,460)	-81.0%
Operating Contributions	17,610,680	14,047,540	(3,563,140)	-20.2%
	190,571,370	194,899,850	4,328,480	2.3%

**Fares** – Revenues are estimated based on ridership and average fare per boarding projections. The average fare per boarding is expected to be \$0.80 per fixed route boarding. Average fare per boarding varies due to factors such as number of boardings and the percentage of boardings by fare type and category. There is no projected fare increase included in the 2024 Budget. The last adult fare increase was November 2010. The current Adult Fare for Local PT Service (one-ride) is \$2.00 or a Local PT Service All Day Pass is \$5.00. The current Discounted Fare for Local PT Service (one-ride) is \$1.00 or a Local PT Service All Day Pass is \$2.50. As of September 1, 2022, no fares will be collected for riders aged 18 and under on local Pierce Transit services. ORCALift became available on Pierce Transit for those that qualify effective April 1, 2023.

**Advertising** – The advertising budget reflects the minimum contractual agreement rate which may be exceeded based on demand and the number of buses in service available for ads.

**Sound Transit** – Regional Transit Service budgeted revenue totals \$60,117,730 in 2024 a 17.9% increase from 2023 Year-End Estimate. Pierce Transit is under contract with Sound Transit to provide regional express transit services. Sound Transit reimburses Pierce Transit for the cost of operating its service. For 2024, Sound Transit service hours are remaining at 271,300. In addition to Express Service reimbursement, Sound Transit reimburses for their share of costs associated with security, liability insurance, and special services for operating Tacoma Dome Station. Beginning in 2023, Pierce Transit will provide reimbursable ADA services to assist Sound Transit with FTA requirements for their Hilltop light rail extension.

**Sales Tax** – Sales tax projections are based on economic conditions and analysis of activity in the jurisdictions in the Public Transportation Benefit Area (PTBA). Consumer spending plays a major role in the generation of sales tax revenue which is Pierce Transit’s primary operating revenue source. Sales tax represents 83.5% of the operating budget revenue excluding Sound Transit. In 2024, sales tax is expected to total \$113,027,500, a 2.5% increase over the 2023 Year-End Estimate and in line with current growth trends.

**Miscellaneous** – Includes revenues such as earned interest, gains on disposed assets, Lakeland Hill transportation services, and parking fees.

**Operating Contributions** – Operating Contributions are funds from partnering agencies. They include Federal Transportation Administration (FTA) for ADA Services and Low-No; Washington State Department of Transportation (WSDOT) for Special Needs, Transit Support, Electric Vehicle expansion, and Runner programs; and Pierce County for Behavioral Health funding. Final one-time federal contributions such as CARES, CRRSAA and ARPA were received in 2023 and accounts for the 20.2% decrease in contributions between 2023 YE Estimates and 2024 Budget.

### **Operating Expenditures**

Operating Expenditures are funds paid for providing and administering transportation services including wages, benefits, and Maintenance & Operations (M&O). Non-Operating Expenditures are funds for Pierce County Agreement grant exchange funds.

Operating expenses are projected to total 186,210,730 a 17.9% increase from the 2023 Year-End Estimate. The large increase is due to vacant positions not filled in 2023 that we expect to fill in 2024 and wage increases that are expected during the bargain unit negotiations. The changes from the 2023 Year-End Estimate to the 2024 Budget are as follows:

	<u>2023 YE Estimate</u>	<u>2024 Budget</u>	<u>Year-End Estimate to Budget</u>	
			<u>\$ Change</u>	<u>% Change</u>
Wages	78,532,880	94,062,320	15,529,440	19.8%
Benefits	28,360,910	33,253,880	4,892,970	17.3%
M&O	51,061,000	58,894,540	7,833,540	15.3%
Total Operations	157,954,790	186,210,740	28,255,950	17.9%
Non-Operating	1,327,580	1,326,210	(1,370)	-0.1%
Total Expenditures	159,282,370	187,536,950	28,254,580	17.7%

Wages – The 2024 Budget includes 1,002 positions and 999 full-time equivalents (FTEs). The 19.8% increase in wages includes general wage adjustments and eligible step increases. The increase in wages also includes projected wages and salaries for filling vacant positions from the prior year in addition to the 15 new positions.

Represented employees are 83% of the total Agency workforce. Both master agreements with the Amalgamated Transit Union (ATU) and International Association of Machinists (IAM) are expiring December 31<sup>st</sup> and are currently in negotiations. A placeholder has been assumed in the budget; however, the actual amounts will be set in the final master agreements.

Benefits – The increase in benefits of 17.3% or \$4,892,950 is a result of a five percent projected medical premium increases, percentage-based benefits that increase with wages, and filling prior year vacancies and new positions with the most expensive benefit package.

Maintenance and Operations – The 2024 Maintenance and Operations (M&O) Budget is \$58,894,540. The expenditures support service, maintenance of equipment, and technology system needs. This is an increase of \$7,833,540 or 15.3% higher than the 2023 Year-End Estimate. The increases in expenses are impacted by the planned number of service hours and miles operated as well as inflation on key items such as fuel, electricity, and insurance.

Non-Operating Expenditures – 2024 Non-Operating Expenditures are for payment of \$1,326,210 for Pierce County Agreement grant exchange funds. Pierce County Ferries receives 80% of their portion of FTA funding. The remainder is held by Pierce Transit as an administrative fee.

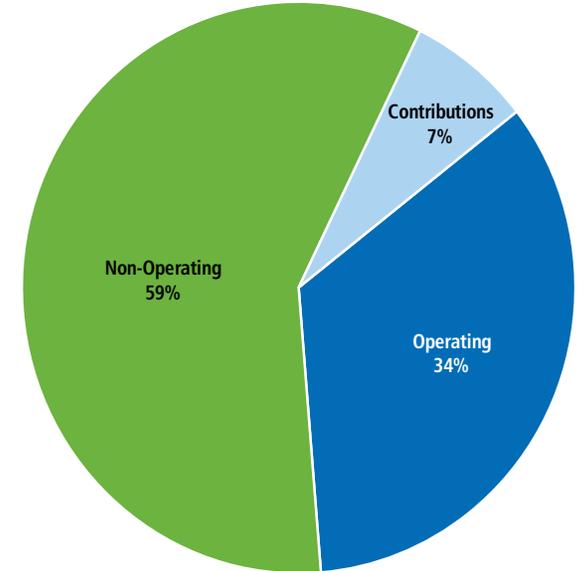
### **Operating Reserve Balance**

Pierce Transit defines the operating reserve balance as reserves maintained to provide enough working capital to finance cash flow requirements, meet unanticipated downturns in revenue, and provide funds for emergency expenditures. This balance must be maintained at a level of reserves that meets or exceeds the Agency’s required reserve policy of two months of operating expenses.

The 2024 budget includes operating and non-operating revenues of \$194.9 million which funds operating and non-operating expenses of \$187.5 million for 1,091,950 hours of service and contributes to the capital and insurance programs. In addition, the budget fully funds and maintains all reserve balances at levels required by the Board adopted reserve policy.

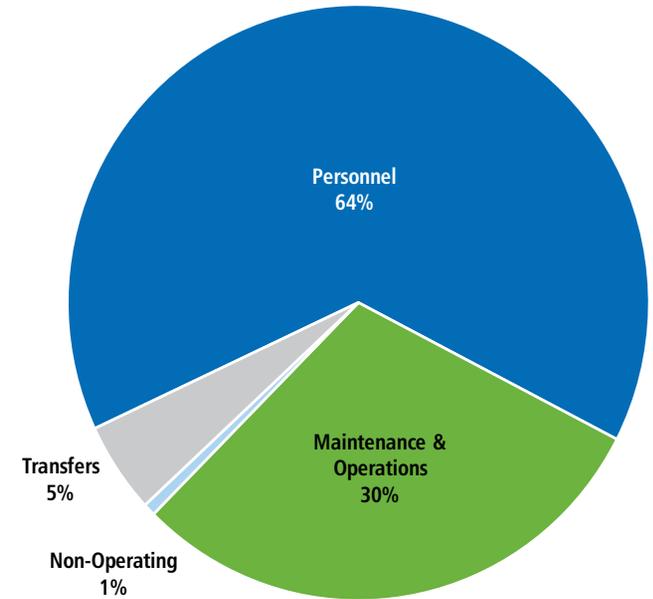
**2024 BUDGET  
OPERATING SUMMARY - REVENUES**

	2022 ACTUALS	2023 AMENDED BUDGET	2023 YEAR-END ESTIMATE	2024 BUDGET	% CHANGE 2023 YEAR-END ESTIMATE VS. 2024 BUDGET
<b>OPERATING REVENUES</b>					
<b>OPERATING INCOME</b>					
Passenger Fares	6,133,859	5,446,210	5,923,520	6,327,840	6.8%
Advertising	504,028	350,000	350,000	350,000	0.0%
Regional Transit Service (Sound Transit)					
Express Reimbursement	48,287,957	47,008,150	50,099,220	58,595,370	17.0%
Tacoma Dome Station Reimbursement	869,151	934,840	890,000	1,022,360	14.9%
ADA Travel Trainer Reimbursement	-	43,730	-	500,000	0.0%
<b>TOTAL OPERATING INCOME</b>	<b>55,794,995</b>	<b>53,782,930</b>	<b>57,262,740</b>	<b>66,795,570</b>	<b>16.6%</b>
<b>NON-OPERATING INCOME</b>					
Sales Tax	110,927,532	110,557,130	110,292,250	113,027,500	2.5%
Interest Income	2,531,399	250,000	4,500,000	250,000	-94.4%
Other	1,622,633	1,023,270	905,700	779,240	-14.0%
<b>TOTAL NON-OPERATING INCOME</b>	<b>115,081,564</b>	<b>111,830,400</b>	<b>115,697,950</b>	<b>114,056,740</b>	<b>-1.4%</b>
<b>OPERATING CONTRIBUTIONS</b>					
Federal	39,528,416	729,920	7,859,620	855,900	-89.1%
State	2,058,990	9,940,750	9,626,060	12,886,340	33.9%
Other	6,073	125,000	125,000	305,300	144.2%
<b>TOTAL OPERATING CONTRIBUTIONS</b>	<b>41,593,479</b>	<b>10,795,670</b>	<b>17,610,680</b>	<b>14,047,540</b>	<b>-20.2%</b>
<b>TOTAL REVENUES</b>	<b>212,470,038</b>	<b>176,409,000</b>	<b>190,571,370</b>	<b>194,899,850</b>	<b>2.3%</b>
<b>BEGINNING BALANCE</b>	<b>115,845,220</b>	<b>106,343,360</b>	<b>123,877,560</b>	<b>153,232,880</b>	<b>23.7%</b>
<b>TOTAL REVENUES &amp; BEGINNING BALANCE</b>	<b>328,315,259</b>	<b>282,752,360</b>	<b>314,448,930</b>	<b>348,132,730</b>	<b>10.7%</b>



**2024 BUDGET  
OPERATING SUMMARY - EXPENDITURES**

	2022 ACTUALS	2023 AMENDED BUDGET	2023 YEAR-END ESTIMATE	2024 BUDGET	% CHANGE 2023 YEAR-END ESTIMATE VS. 2024 BUDGET
<b>OPERATING EXPENDITURES</b>					
<b>PERSONNEL</b>					
Wages	69,548,564	81,402,050	78,532,880	94,062,320	19.8%
Benefits	24,384,688	31,237,330	28,360,910	33,253,880	17.3%
<b>TOTAL PERSONNEL</b>	<b>93,933,252</b>	<b>112,639,380</b>	<b>106,893,790</b>	<b>127,316,200</b>	<b>19.1%</b>
<b>MAINTENANCE &amp; OPERATIONS</b>					
Supplies	15,585,910	19,361,180	19,867,820	21,453,030	8.0%
Services	8,422,023	8,951,980	8,764,380	11,728,020	33.8%
Insurance	3,999,384	4,602,530	3,911,230	5,933,470	51.7%
Utilities	1,852,714	1,687,100	1,665,480	1,971,500	18.4%
Repairs	287,392	676,250	728,370	645,750	-11.3%
Rentals	698,828	556,840	562,910	624,980	11.0%
Other	12,921,620	13,148,280	14,696,020	15,615,300	6.3%
Contract Services	751,197	836,690	864,790	922,490	6.7%
Other Improvements	11,520	-	-	-	0.0%
<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>	<b>44,530,588</b>	<b>49,820,850</b>	<b>51,061,000</b>	<b>58,894,540</b>	<b>15.3%</b>
<b>TOTAL OPERATING EXPENDITURES</b>	<b>138,463,840</b>	<b>162,460,230</b>	<b>157,954,790</b>	<b>186,210,740</b>	<b>17.9%</b>
<b>NON-OPERATION EXPENDITURES</b>					
Grant Exchange Funds	4,463,382	1,150,000	1,327,580	1,326,210	-0.1%
<b>TOTAL NON-OPERATING EXPENDITURES</b>	<b>4,463,382</b>	<b>1,150,000</b>	<b>1,327,580</b>	<b>1,326,210</b>	<b>-0.1%</b>
<b>TOTAL EXPENDITURES</b>	<b>142,927,222</b>	<b>163,610,230</b>	<b>159,282,370</b>	<b>187,536,950</b>	<b>17.7%</b>
<b>TRANSFERS</b>					
To Insurance Fund	2,098,101	5,835,100	1,933,680	3,305,240	70.9%
To Capital Fund	59,412,378	55,548,410	-	6,458,680	0.0%
<b>TOTAL TRANSFERS</b>	<b>61,510,479</b>	<b>61,383,510</b>	<b>1,933,680</b>	<b>9,763,920</b>	<b>404.9%</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>204,437,701</b>	<b>224,993,740</b>	<b>161,216,050</b>	<b>197,300,870</b>	<b>22.4%</b>
<b>ENDING BALANCES</b>	<b>123,877,557</b>	<b>57,758,620</b>	<b>153,232,880</b>	<b>150,831,860</b>	<b>-1.6%</b>
<b>TOTAL EXPENDITURES &amp; ENDING BALANCES</b>	<b>328,315,259</b>	<b>282,752,360</b>	<b>314,448,930</b>	<b>348,132,730</b>	<b>10.7%</b>



# Personnel

The 2024 Budget includes 1,002 positions or 999 full-time equivalents (FTE). This is an increase of 15 positions from the 2023 Budget. The new positions are:

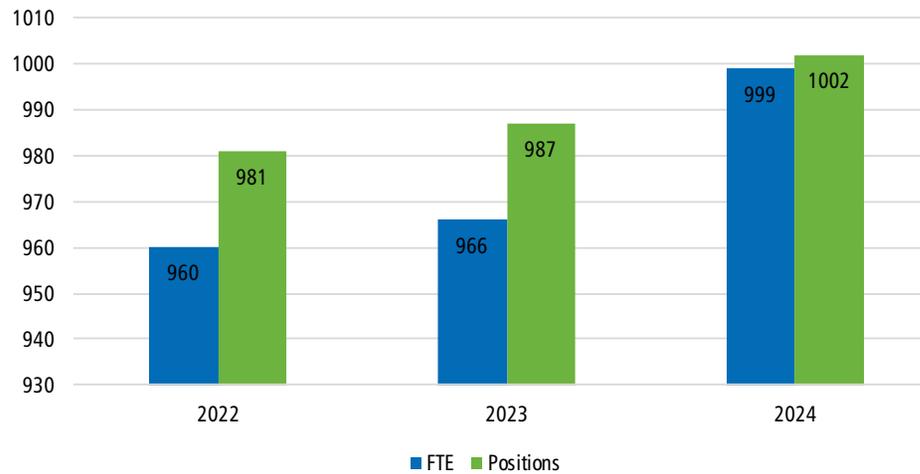
## 15 New Positions

- |                      |                                 |                                     |
|----------------------|---------------------------------|-------------------------------------|
| 2 Division Assistant | 1 IT Assistant Manager          | 1 Transit System Maintenance Worker |
| 1 Facilities Lead    | 3 Microtransit Driver           | 3 Transit Operator                  |
| 3 Instructor         | 1 Strategic Initiatives Manager |                                     |

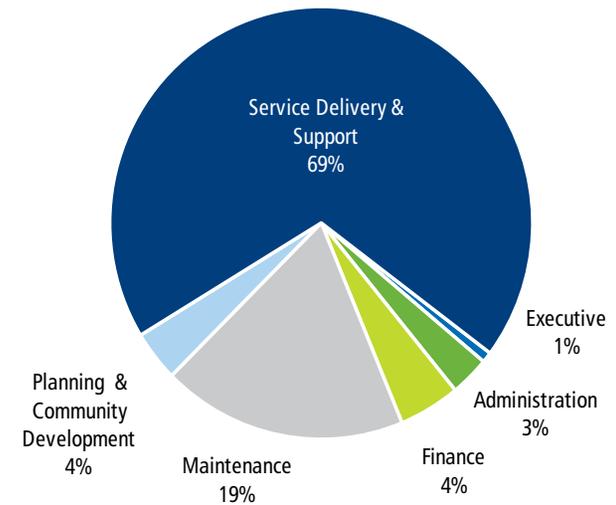
Directly operated service includes Service Delivery & Support and Maintenance divisions. These divisions represent 879 or 88% of the total positions. The remaining 123 positions or 12% are in Executive, Administration, Finance and Planning & Community Development divisions.

Most of the staff at Pierce Transit is equal to 1.0 FTE. An FTE is defined as having a work schedule of 2,080 hours annually. In the 2024 Budget, seven positions that are considered less than 1.0 FTE. The substantial increase in FTEs in 2023 compared to 2024, is attributed to reclassifying 71 Relief Transit Operators, a 0.75 FTE, to a Transit Operator, a 1.0 FTE, increasing the FTE count by 18.

Budgeted FTEs & Positions



2024 Budgeted Positions - 1,002



# Capital Budget

The Capital budget represents the revenues and expenditures associated with capital development and acquisition. It includes funds for replacement vehicles, capital planning for the efficient use of base and passenger facilities, technology, and equipment. Distinguished from operating items due to their greater than \$5,000 value and longer than one year projected useful life. Capital expenses and grant reimbursements are budgeted by project. Pierce Transit budgets the total project cost the year the Agency anticipates entering into a contract for service or acquisition.

Capital projects for 2024 are budgeted at \$120,671,540. Approved but unspent projects are carried over from the prior year to the following budget year. The 2024 Budget contains \$64,404,920 of prior year budgeted funds (carryover) and \$56,266,580 in new projects or project increases. Expenditures are supported by \$55,500,130 in grant revenue primarily from the Federal Transit Administration, Sound Transit, State, and other capital assistance. Operating costs or anticipated savings associated with significant non-routine capital expenditures such as personnel, maintenance, and utility costs have been included in the operating budget.

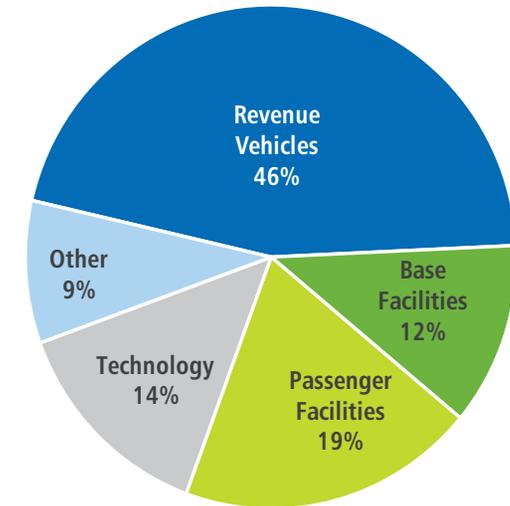
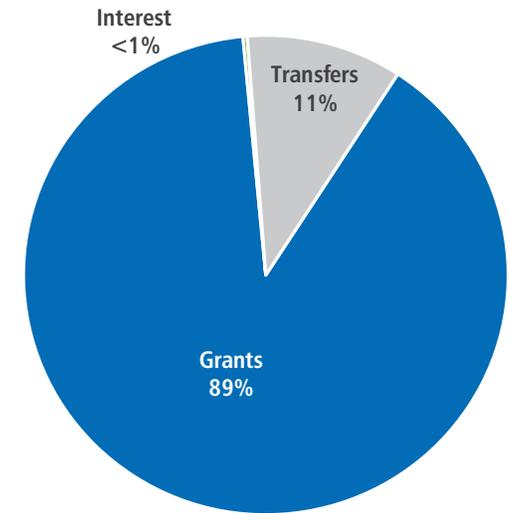
The 2024 Capital Budget is comprised of the following categories:

- Revenue Vehicles, 46% of the Capital budget, provide customers a comfortable and reliable mode of transportation
- Base Facilities, 12% of the Capital budget, support efficient operations of the Agency
- Passenger Facilities & Amenities, 19% of the Capital budget, serve as the front door to the transit system
- Technology, 14% of the Capital budget, provide infrastructure and software to improve information and services for staff and the public
- Other, 9% of the Capital budget, maintain equipment and provide improved transportation services

	2024 Capital Budget Expenditures		
	<u>Carryover</u>	<u>New</u>	<u>Total</u>
<b>Revenue Vehicles</b> (Bus, SHUTTLE, Rideshare Replacements)	25,536,960	29,552,720	55,089,690
<b>Base Facilities</b> (MOBI, Bldg 4 & 5 Improvements)	13,439,680	751,800	14,191,500
<b>Passenger Facilities</b> (Transit Centers, Park & Rides, TDS)	7,866,450	15,784,560	23,651,020
<b>Technology</b> (ngORCA, CAD/AVL, ADEPT, Security Systems)	10,091,160	6,612,730	16,703,890
<b>Other</b> (TDS Elevator, Commerce Charging Station)	7,470,670	3,564,770	11,035,440
	<b>64,404,920</b>	<b>56,266,580</b>	<b>120,671,540</b>

**2024 BUDGET  
CAPITAL SUMMARY**

	2022 ACTUALS	2023 AMENDED BUDGET	2023 YEAR-END ESTIMATE	2024 BUDGET	% CHANGE 2023 YEAR-END ESTIMATE VS. 2024 BUDGET
<b>CAPITAL REVENUES</b>					
<b>REVENUES</b>					
Grants	11,105,464	234,631,590	10,810,600	55,500,130	413.4%
Interest	498,615	175,000	1,500,000	175,000	-88.3%
TIFIA Loan Proceeds	-	-	-	-	
<b>TOTAL REVENUES</b>	<b>11,604,080</b>	<b>234,806,590</b>	<b>12,310,600</b>	<b>55,675,130</b>	<b>352.3%</b>
<b>TRANSFERS</b>					
From Operating Fund	59,412,378	55,548,410	-	6,458,680	0.0%
<b>TOTAL TRANSFERS</b>	<b>59,412,378</b>	<b>55,548,410</b>	<b>-</b>	<b>6,458,680</b>	<b>0.0%</b>
<b>TOTAL REVENUE &amp; TRANSFERS</b>	<b>71,016,458</b>	<b>290,355,000</b>	<b>12,310,600</b>	<b>62,133,810</b>	<b>404.7%</b>
<b>BEGINNING BALANCE</b>					
Capital Fund	61,887,828	55,464,480	87,148,760	66,537,730	-23.7%
<b>TOTAL REVENUES &amp; BEGINNING BALANCE</b>	<b>132,904,286</b>	<b>345,819,480</b>	<b>99,459,360</b>	<b>128,671,540</b>	<b>29.4%</b>
<b>CAPITAL EXPENDITURES</b>					
<b>CAPITAL ACQUISITION</b>					
Revenue Vehicles	5,699,755	26,452,730	7,313,170	55,089,690	653.3%
Base Facilities	21,663,587	61,899,580	10,794,710	14,191,490	31.5%
Passenger Facilities & Amenities	2,781,746	9,831,360	2,242,770	23,651,030	954.5%
Technology	7,241,947	15,595,150	5,355,300	16,703,890	211.9%
Other	8,368,492	223,690,660	7,215,680	11,035,440	52.9%
<b>TOTAL EXPENDITURES</b>	<b>45,755,528</b>	<b>337,469,480</b>	<b>32,921,630</b>	<b>120,671,540</b>	<b>266.5%</b>
<b>ENDING BALANCE</b>					
Capital Fund	87,148,758	8,350,000	66,537,730	8,000,000	-88.0%
<b>TOTAL EXPENDITURES &amp; ENDING BALANCE</b>	<b>132,904,286</b>	<b>345,819,480</b>	<b>99,459,360</b>	<b>128,671,540</b>	<b>29.4%</b>



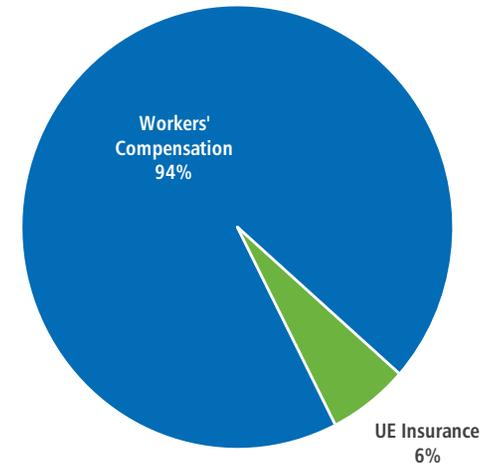
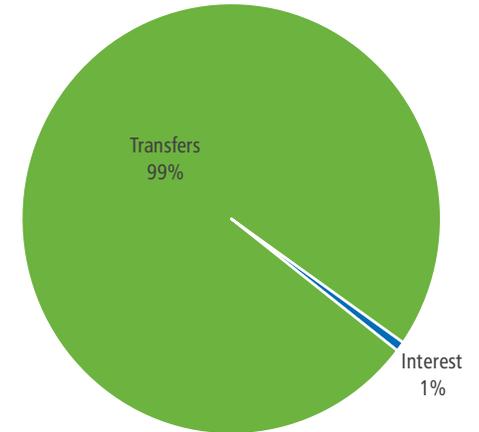
#	Project Name	Project #	Project Budget	Spent Thru 2022	2023 YE Est	2023 Est Carryover	2024 New Request	2024	Local Funding	Grant Funding
1	Maintenance & Operations Base Improvements (MOBI)	525	62,800,000	43,608,032	10,762,310	8,429,658		8,429,660	8,429,660	
2	Building 5 A/V Equipment Replacement	620	220,386	177,393	32,177	10,817		10,820	10,820	
3	Building 5 Exterior Sealing	642	130,000			130,000		130,000	130,000	
4	Building 4 Exterior Painting	643	273,160		62	273,098		273,100	273,100	
5	Building 1 Iron Worker Replacement for Body Shop	644	58,710			58,710		58,710	58,710	
6	Shatter Proof Film Buildings 4, 5 & TDS	652	92,900			92,900		92,900	82,140	10,760
7	Base BEB Charging Expansion to 12 Buses	653	4,444,500			4,444,500		4,444,500	888,900	3,555,600
8	Building 1 Evaporative Cooling Fans	NEW					30,000	30,000	30,000	
9	CNG Compressor Transformers	NEW					172,500	172,500	172,500	
10	Building 4 HVAC Retrofit	NEW					305,900	305,900	305,900	
11	Building 5 Specialized Transportation Redesign	NEW					170,400	170,400	170,400	
13	Building 1 Training Room Technology Upgrade	NEW					73,000	73,000	73,000	
<b>Subtotal Base Facilities Projects</b>			<b>68,019,656</b>	<b>43,785,425</b>	<b>10,794,549</b>	<b>13,439,683</b>	<b>751,800</b>	<b>14,191,490</b>	<b>10,625,130</b>	<b>3,566,360</b>
14	Support Vehicle Replacement 2021	606	292,463	138,762	85,189	68,512		68,510	68,510	
15	Commerce Facility Bus Charging Station	612	2,000,000	176,925	454,497	1,368,578		1,368,580	1,368,580	
16	Support Vehicle Replacement 2022	624	334,837			334,837		334,840	334,840	
17	Bus Stop Replacement	633	1,000,000	38,743		961,257	2,125,000	3,086,260	3,086,260	
18	Support Vehicle Replacement 2023	639	697,330			697,330		697,330	697,330	
19	Behavioral Health Vehicle	648	78,000			78,000		78,000	-	78,000
20	Public Safety Vehicle Expansion	649	150,000			150,000		150,000	150,000	
21	Employee Engagement Tool	651	42,000		160	41,840		41,840	41,840	
22	Stream System Expansion Study II	654	2,000,000			2,000,000		2,000,000	-	2,000,000
23	Enhanced Bus Service	658	1,672,290			1,672,290		1,672,290	334,460	1,337,830
24	Miscellaneous Capital Equipment	778	168,523		70,500	98,023	101,980	200,000	200,000	
25	Building 1 Paint Booth Controls	NEW					210,580	210,580	210,580	
26	Building 1 Wheel Alignment Machine	NEW					103,000	103,000	103,000	
27	Building 1 Aerosol Can Crusher	NEW					25,290	25,290	25,290	
28	Building 1 Sand Blast Cabinet	NEW					39,030	39,030	39,030	
29	Support Vehicle Replacement 2024	NEW					896,150	896,150	896,150	
30	Building 1 HD B&P Bending Brake	NEW					13,740	13,740	13,740	
31	Building 1 3 Phase Spot Welder	NEW					50,000	50,000	50,000	
<b>Subtotal Other Projects</b>			<b>8,435,443</b>	<b>354,430</b>	<b>610,346</b>	<b>7,470,667</b>	<b>3,564,770</b>	<b>11,035,440</b>	<b>7,619,610</b>	<b>3,415,830</b>
31	Narrows Park & Ride Renewal	503	1,013,060	98,922	3,873	910,265		910,270	910,270	
32	Commerce Tunnel Refurbishment	524	3,635,363	3,568,474	21,566	45,323		45,320	45,320	
33	Spanaway Transit Center Park & Ride	556	9,242,886	4,098,049	1,265,349	3,879,487		3,879,490	3,794,930	84,560
34	South Hill Mall TC Renewal	571	1,807,028	1,691,450		115,578		115,580	115,580	
35	Tacoma Dome Station Elevator Repairs & Upgrades	588	3,451,549	571,913	889,679	1,989,957		1,989,960	659,990	1,329,970
36	Spanaway Transit Center Parking Lot Expansion	607	1,000,000	58,643	15,514	925,843	14,493,350	15,419,190	2,047,710	13,371,480
37	TDS HVAC Metasys Building Management	NEW					17,300	17,300	6,920	10,380
38	TDS Wayfinding Implementation	NEW					1,273,920	1,273,920	509,570	764,350
<b>Subtotal Passenger Facilities Projects</b>			<b>20,149,886</b>	<b>10,087,451</b>	<b>2,195,981</b>	<b>7,866,454</b>	<b>15,784,570</b>	<b>23,651,030</b>	<b>8,090,290</b>	<b>15,560,740</b>

#	Project Name	Project #	Project Budget	Spent Thru 2022	2023 YE Est	2023 Est Carryover	2024 New Request	2024	Local Funding	Grant Funding
39	SHUTTLE Replacement 2019	558	1,051,607			1,051,607		1,051,610	1,051,610	
40	Vanpool Replacement 2021	611	814,118		239,421	574,697		574,700	574,700	
41	SHUTTLE Replacement 2022	623	2,928,534		4,305	2,924,229		2,924,230	1,161,300	1,762,930
42	Vanpool Replacement 2022	628	1,453,062			1,453,062		1,453,060	1,453,060	
43	Barrier Door Install	636	606,580			606,580		606,580	606,580	
44	SHUTTLE Replacement 2023	637	3,114,390			3,114,390		3,114,390	622,880	2,491,510
45	Bus Fleet Replacement 2023	638	13,541,180			13,541,180		13,541,180	2,708,240	10,832,940
46	Vanpool Replacement 2023	646	1,933,230			1,933,230		1,933,230	1,933,230	
47	Puyallup Runner Wheelchair Accessible Vehicles	655	138,340			138,340		138,340	27,670	110,670
48	Rideshare Telematics	656	200,000		355	199,645		199,650	99,650	100,000
49	Bus Fleet Replacement 2024	NEW					13,651,990	13,651,990	2,730,390	10,921,600
50	SHUTLE Replacement 2024	NEW					13,898,430	13,898,430	11,124,360	2,774,070
51	Rideshare Replacement 2024	NEW					2,002,300	2,002,300	1,614,140	388,160
<b>Subtotal Revenue Vehicle Projects</b>			<b>25,781,041</b>	<b>-</b>	<b>244,081</b>	<b>25,536,960</b>	<b>29,552,720</b>	<b>55,089,690</b>	<b>25,707,810</b>	<b>29,381,880</b>
52	Security Systems Replacement	452	4,080,769	1,635,027	400,543	2,045,199		2,045,200	1,808,310	236,890
53	ngORCA	482	6,154,834	3,594,215	36,896	2,523,724		2,523,720	2,523,720	
54	Hastus Upgrade 2017	510	961,975	897,531	34,560	29,884		29,880	29,880	
55	Backup Software Replacement 2018	543	85,000	4,451	8,902	71,647		71,650	71,650	
56	CAD-AVL System Replacement 2019	573	11,000,000	5,869,474	4,380,530	749,996		750,000	(2,588,430)	3,338,430
57	Facilities Workorder Management System - EAM Repl 2019	576	48,877			48,877		48,880	48,880	
58	Storage Area Network 2019	579	329,700	40,236		289,464		289,460	289,460	
59	Network Infrastructure Replacement 2021	603	760,000	476,992	85,611	197,397		197,400	197,400	
60	Call Center Software Replacement 2021	604	159,000		134,116	24,884		24,880	24,880	
61	NeoGov HRIS Module	609	150,000	44,616		105,384		105,380	105,380	
62	ADEPT Upgrade or Replacement 2022	625	2,200,000	527	827	2,198,646		2,198,650	2,198,650	
63	Network Infrastructure Replacement 2022	626	440,000	175,017	116,946	148,037		148,040	148,040	
64	Computer/Laptop Replacement 2022	631	300,000	127,985	156,366	15,649		15,650	15,650	
65	Network Infrastructure Replacement 2023	640	732,050			732,050		732,050	732,050	
66	Comm Center Radio Consoles Replacement	641	284,500			284,500		284,500	284,500	
67	Real Time Sign Refurbishment	645	43,070			43,070		43,070	43,070	
68	Computer and Laptop Replacement 2023	647	332,750			332,750		332,750	332,750	
69	Managed Cyber Security Services	650	250,000			250,000		250,000	250,000	
70	Computer & Laptop Replacement 2024	NEW					384,780	384,780	384,780	
71	Network Infrastructure Replacement 2024	NEW					1,255,980	1,255,980	1,255,980	
72	SQL Service DB Monitoring	NEW					27,310	27,310	27,310	
73	ngORCA Phase 2	NEW					780,360	780,360	780,360	
74	DriveCam Equipment	NEW					264,300	264,300	264,300	
75	Finance ERP	NEW					3,900,000	3,900,000	3,900,000	
<b>Subtotal Technology Projects</b>			<b>28,312,525</b>	<b>12,866,071</b>	<b>5,355,295</b>	<b>10,091,159</b>	<b>6,612,730</b>	<b>16,703,890</b>	<b>13,128,570</b>	<b>3,575,320</b>
<b>Total Capital Projects</b>			<b>150,698,551</b>	<b>67,093,377</b>	<b>19,200,252</b>	<b>64,404,922</b>	<b>56,266,590</b>	<b>120,671,540</b>	<b>65,171,410</b>	<b>55,500,130</b>

# Insurance Budget

The Insurance budget pays for the claims that arise from workers' compensation or unemployment. The 2024 Budget of \$3,330,240 reflects an increase of \$1,475,260 from the 2023 Year-End Estimate of 1,854,980. The increase is due to projected Workers' Compensation insurance costs.

2024 BUDGET INSURANCE SUMMARY					
	2022 ACTUALS	2023 AMENDED BUDGET	2023 YEAR-END ESTIMATE	2024 BUDGET	% CHANGE 2023 YEAR-END ESTIMATE VS. 2024 BUDGET
<b>INSURANCE REVENUES</b>					
<b>REVENUES</b>					
Interest	25,840	25,000	50,000	25,000	-50.0%
<b>TOTAL REVENUES</b>	<b>25,840</b>	<b>25,000</b>	<b>50,000</b>	<b>25,000</b>	<b>-50.0%</b>
<b>TRANSFERS</b>					
From Operating Fund	2,098,101	5,835,100	1,933,680	3,305,240	70.9%
<b>TOTAL TRANSFERS</b>	<b>2,098,101</b>	<b>5,835,100</b>	<b>1,933,680</b>	<b>3,305,240</b>	<b>70.9%</b>
<b>TOTAL REVENUES &amp; TRANSFERS</b>	<b>2,123,941</b>	<b>5,860,100</b>	<b>1,983,680</b>	<b>3,330,240</b>	<b>67.9%</b>
<b>BEGINNING BALANCE</b>					
Insurance Fund	475,452	(884,390)	1,071,300	1,200,000	12.0%
<b>TOTAL REVENUES &amp; BEGINNING BALANCE</b>	<b>2,599,393</b>	<b>4,975,710</b>	<b>3,054,980</b>	<b>4,530,240</b>	<b>48.3%</b>
<b>INSURANCE EXPENDITURES</b>					
<b>EXPENDITURES</b>					
Workers' Compensation Insurance					
Light Duty	9,490	60,000	12,000	60,000	400.0%
Workers' Compensation	1,196,738	2,950,000	1,270,100	2,500,000	96.8%
Professional Services	54,075	100,000	116,000	121,800	5.0%
Excess Workers' Compensation	87,574	115,710	100,620	98,440	-2.2%
Taxes & Assessments	111,182	350,000	235,070	350,000	48.9%
Unemployment Insurance	69,033	200,000	121,190	200,000	65.0%
<b>TOTAL EXPENDITURES</b>	<b>1,528,092</b>	<b>3,775,710</b>	<b>1,854,980</b>	<b>3,330,240</b>	<b>79.5%</b>
<b>ENDING BALANCE</b>					
Insurance Fund	1,071,301	1,200,000	1,200,000	1,200,000	0.0%
<b>TOTAL EXPENDITURES &amp; ENDING BALANCE</b>	<b>2,599,393</b>	<b>4,975,710</b>	<b>3,054,980</b>	<b>4,530,240</b>	<b>48.3%</b>

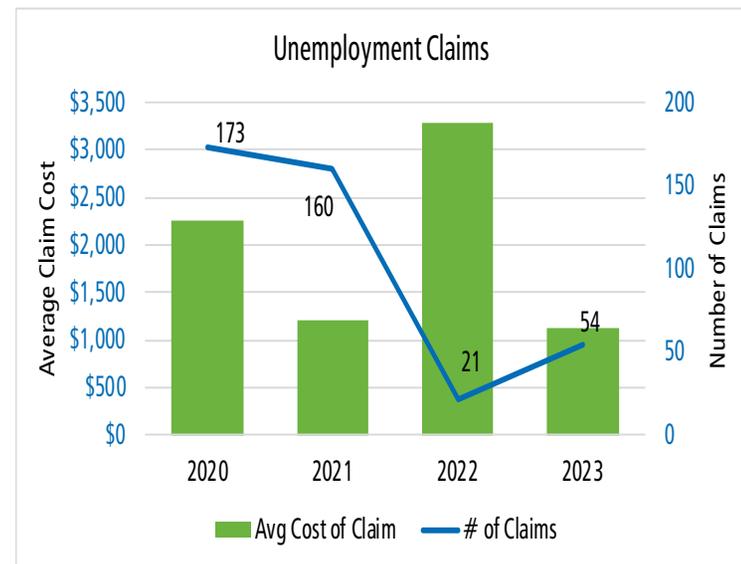
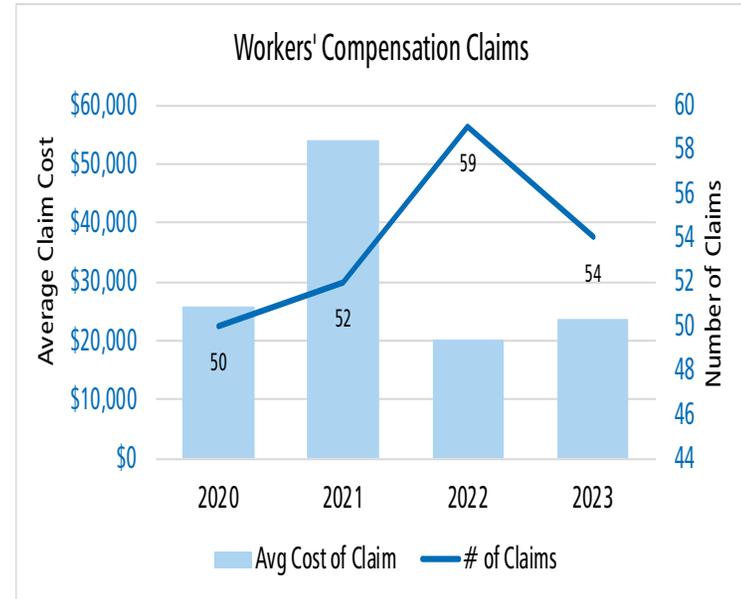


## Workers Compensation

Workers' compensation covers the expenses incurred by employees injured on the job resulting in the inability to work or perform their regular assigned duties while dealing with the effects of the injury. Workers' Compensation benefits are statutorily determined and governed by Labor & Industries. Pierce Transit is permissibly self-insured and financially responsible for the first \$1 million of every claim incurred. When Workers' Compensation payments exceed \$1 million, excess insurance takes over payments made to the injured worker, medical providers, and other qualifying expenses. Pierce Transit reduces workplace injuries by weekly safety reminders, enforcing safety policies, providing proper equipment to employees, and effective Workers' Compensation claims management practices. The cost of claims can vary based on the nature and severity of the injury. The number of claims has remained consistent, between 50 and 60 claims per year, from 2020 through 2022. 2021 had a significant increase in average claim amount due to retroactive claims. Claims for 2023 are based on known claims through June. Should claims maintain, 2023 will end with average number and amount as previous years.

## Unemployment

Unemployment was established to provide temporary income when an employee loses a job through no fault of their own. Pierce Transit pays claims based on the determination of the Employment Security Department. In 2020, there was a rise in unemployment claims due to the pandemic. Pierce Transit had to make severe reductions in service that lead to furloughs and layoffs. Pierce Transit made every effort to bring back laid-off employees as service increased. Additionally, Pierce Transit may be responsible for unemployment claims where a previous employee left for employment opportunities elsewhere but lost employment with the other organization. These claims arise due to the Employment Security Department calculation, where Pierce Transit may be considered a base-year employer. Currently, the number of claims and average claim cost is lower than pre-pandemic levels.



# Ending Balances

Ending balances include the required reserves for the operating, capital, and insurance budgets. The Board of Commissioners reserve policy supports management decision-making by avoiding revenue-expenditure imbalances, supporting stable service delivery, and assuring funds are available for operations, self-insurance programs and planned capital acquisition during economic downturns or other unanticipated events.

- Operating reserve – shall be maintained at a minimum of two months of agency operating expenditures.
- Capital reserve – shall be maintained at no less than 50% of the previous three years average annual asset depreciation at any time in the Six-Year Financial Plan. At the end of the Six-Year Financial Plan, the capital reserve shall be at least 100% of the previous three years average annual asset depreciation.
- Self-Insurance reserve – set at a level adequate to protect the agency from self-insurance risks, currently \$1.2 million.

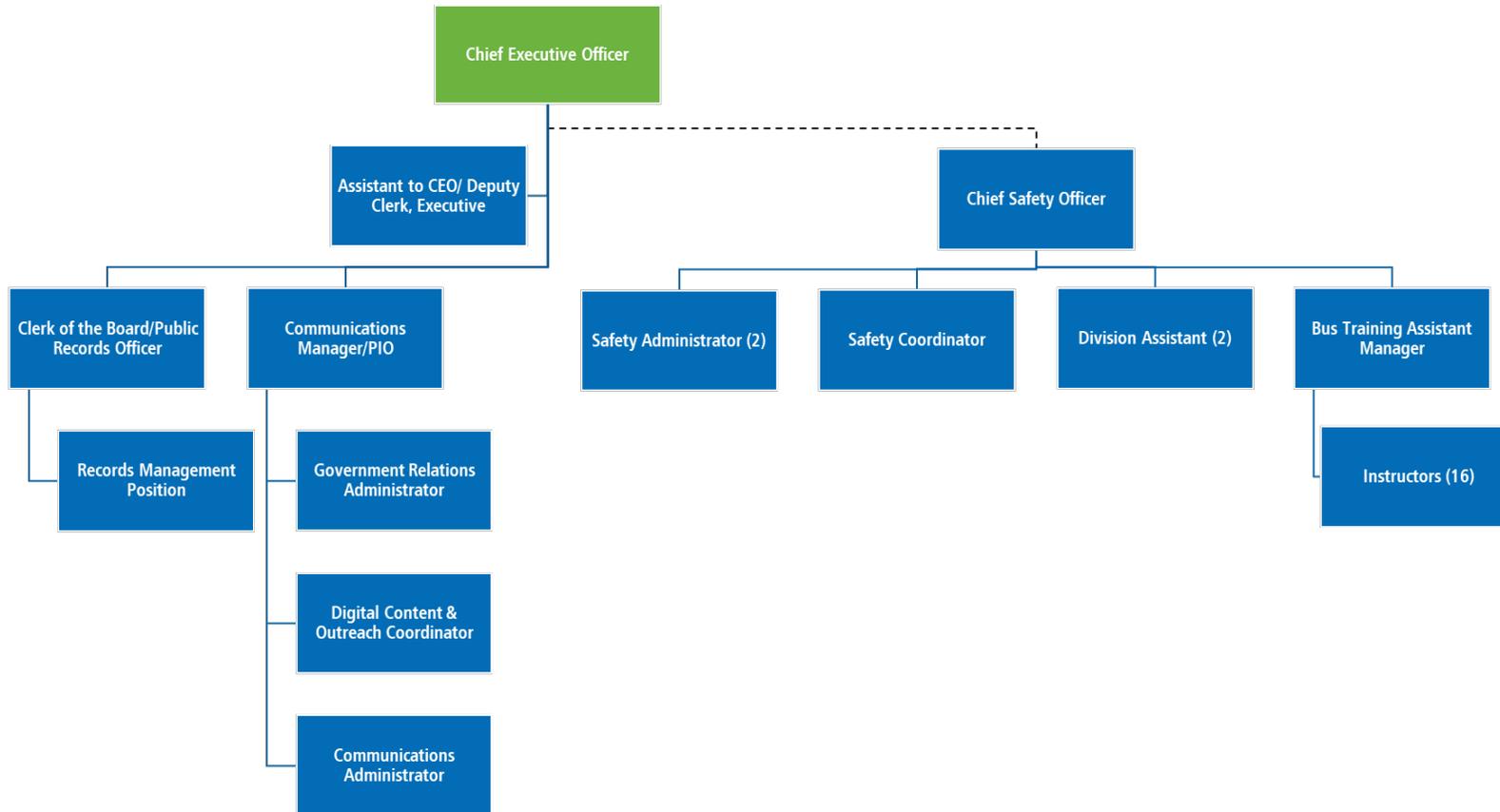
Budget	Beginning Balance	+	Revenue & Transfers-In	-	Expenditures & Transfers-Out	=	Ending Balance	Required Reserves	Margin
Operating	\$ 153,232,880		\$ 194,899,850		\$ 197,300,870		\$ 150,831,860	\$ 31,035,120	\$ 119,796,740
Capital	66,537,730		62,133,810		120,671,540		8,000,000	8,000,000	-
Insurance	1,200,000		3,330,240		3,330,240		1,200,000	1,200,000	-
<b>Total</b>	<b>\$ 220,970,610</b>		<b>\$ 260,363,900</b>		<b>\$ 321,302,650</b>		<b>\$ 160,031,860</b>	<b>\$ 40,235,120</b>	<b>\$ 119,796,740</b>

## Conclusion

The 2024 Budget is balanced, sustainable, and focused on strategic initiatives to meet Pierce Transit's vision and mission.



# Division Budgets



## Division Overview

The Executive Division consists of two departments: Division Administration and Communications. This division is responsible for overseeing the day-to-day operations, legal review of contracts, creating agency policies, implementing the vision of the Board, holding and documenting agency meetings, pursuing legislative priorities and the internal and external communications of the agency. There are eight budgeted positions within this division, representing less than 1% of the agency personnel. Executive has an operating budget of \$2,735,460 in 2024.

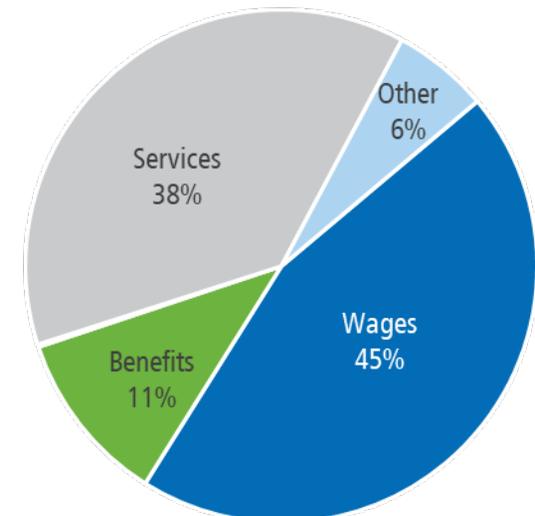
## Strategic Initiatives

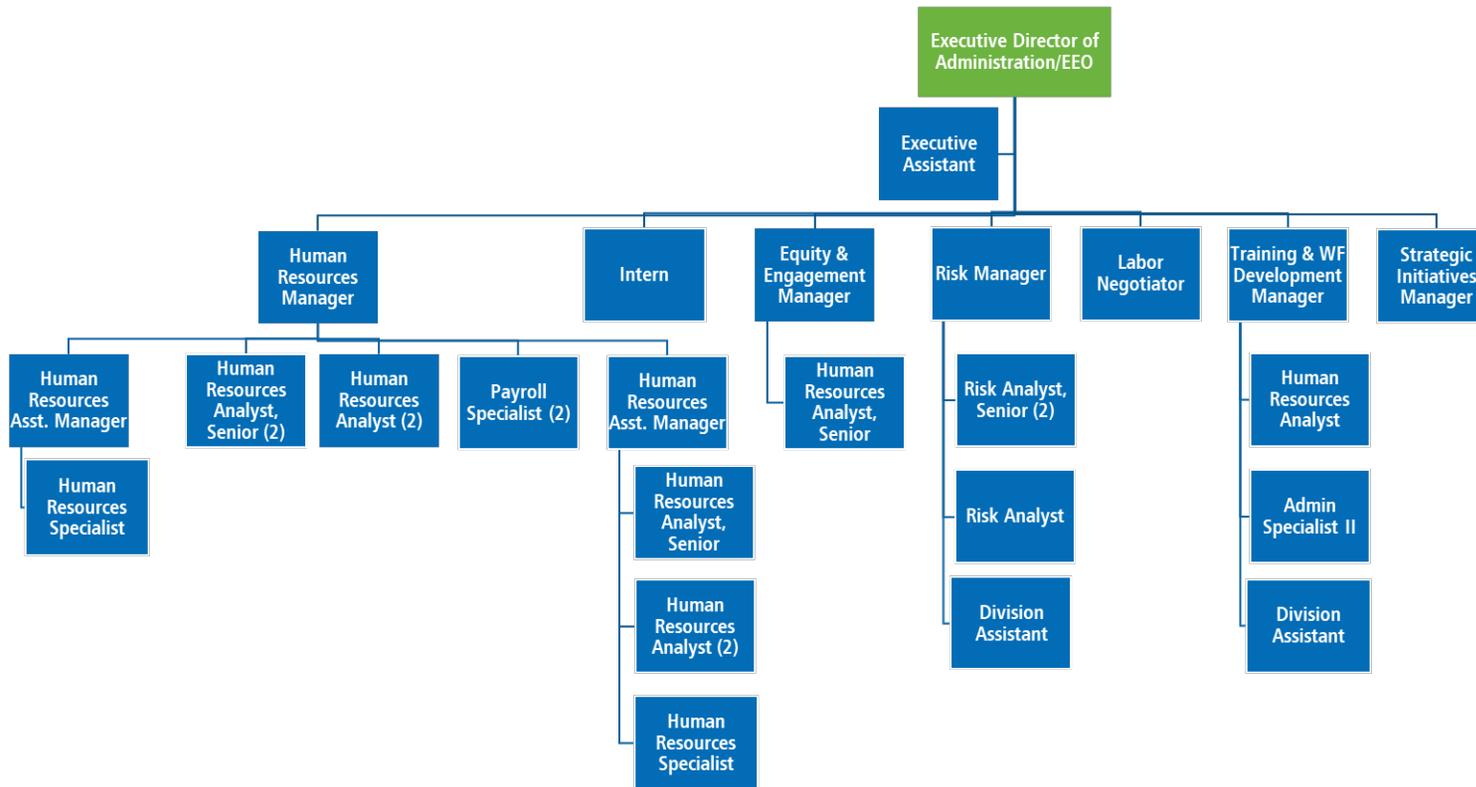
Maintain an agency focus on customer service and work-life balance for employees, especially Operators
Center the new strategic plan in agency directives and operations
In collaboration with Marketing and other departments, complete and execute an agency-wide comprehensive communication campaign around Enhanced Bus Service launching spring 2024
Identify and share success stories to demonstrate Pierce Transit's value, responsiveness and accountability to employees and the community
Work with business, non-profit and governmental partners to solidify Pierce Transit's role in ensuring the South Puget Sound remains economically competitive among its counterparts state-wide

## Operating Budget by Object Type

	2022 Actuals	2023 Budget	2023 YE Estimate	2024 Budget	\$ Change 23 YE Est - 24 Budget	% Change 23 YE Est - 24 Budget
Wages	\$ 946,475	\$ 1,112,590	\$ 1,102,210	\$ 1,232,090	\$ 129,880	11.78%
Benefits	219,552	297,160	285,400	300,090	14,690	5.15%
Supplies	4,052	5,880	4,110	4,610	500	12.17%
Services	295,892	484,170	256,210	1,032,430	776,220	302.96%
Other	154,429	165,860	165,390	166,240	850	0.51%
<b>Division Total</b>	<b>\$ 1,620,400</b>	<b>\$ 2,065,660</b>	<b>\$ 1,813,320</b>	<b>\$ 2,735,460</b>	<b>\$ 922,140</b>	<b>50.85%</b>

2024 Executive Budget





## Division Overview

The Administration Division consists of five departments: Division Administration (includes Equity and Engagement), Human Resources, Risk Management, Labor Relations, and Workforce Development. This division is responsible for directing and coordinating programs and policies that support current and future workforce strategic initiatives; strategic leadership and collaboration in managing and administering DEI and EEO programs working cross-departmentally across the organization, providing agency ADA coordination; managing and providing payroll services, employee leave and benefits, classification and compensation, HRMS, performance management, employee relations, personnel investigations, and recruitment; agency-wide workforce training and development programs; risk management through agency insurance, self-insurance, drug and alcohol compliance program, claims settlement, and workers' compensation, serving on the board at WSTIP (Washington State Transit Insurance Pool); agency-wide labor relations management including serving as primary liaison between management and union leadership, compliance with collective bargaining agreements, policies, and labor and employment laws, administration and interpretation of collective bargaining agreements, and management and resolution of grievance and arbitration processes. There are 30 budgeted positions within this division, representing 3% of the agency personnel. Administration has an operating budget of \$11,743,380 in 2024.

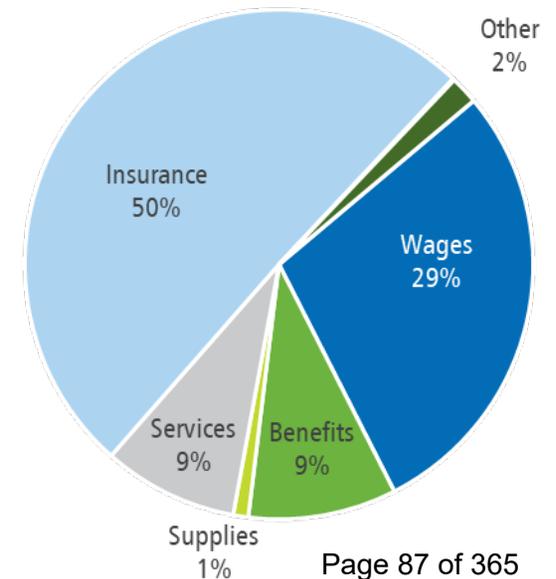
## Strategic Initiatives

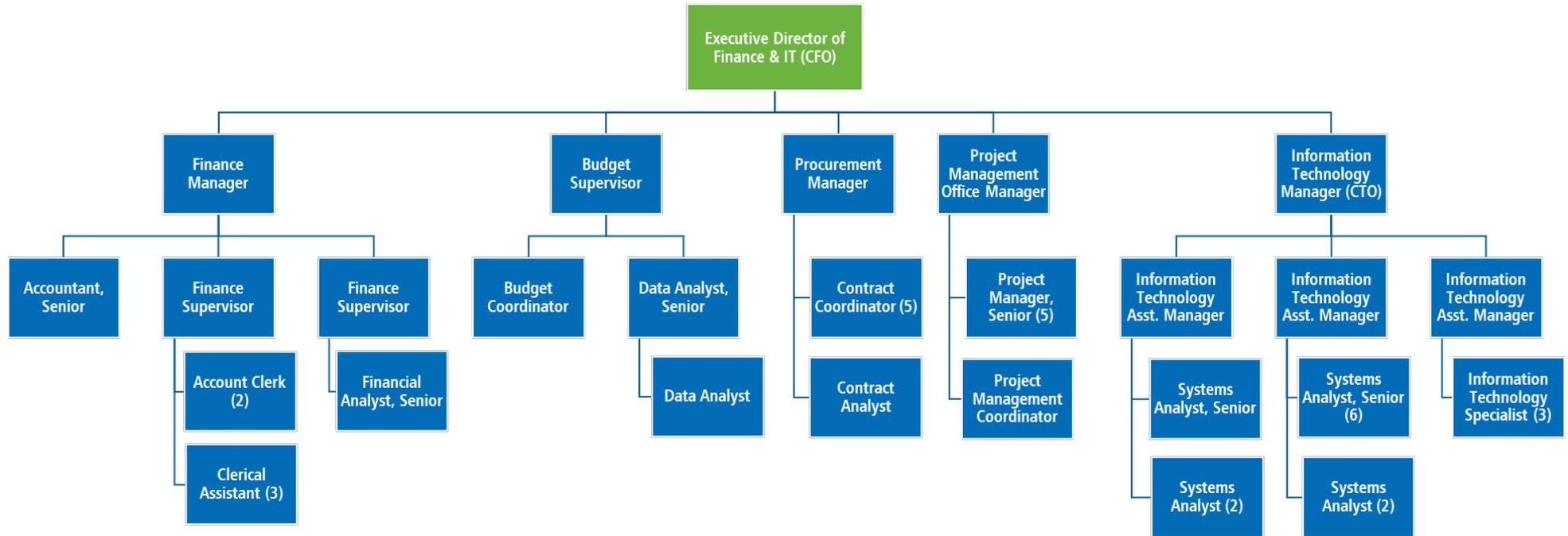
Participate in and enhance agency outreach efforts
Strengthen and enhance the EEO and DEI programs
Deliver a comprehensive development program for employees
Provide a foundation to engage and retain our workforce
Address workforce shortages

## Operating Budget by Object Type

	2022 Actuals	2023 Budget	2023 YE Estimate	2024 Budget	\$ Change 23 YE Est - 24 Budget	% Change 23 YE Est - 24 Budget
Wages	\$ 2,390,717	\$ 2,844,280	\$ 2,783,180	\$ 3,360,250	\$ 577,070	20.73%
Benefits	745,616	960,640	908,560	1,107,610	199,050	21.91%
Supplies	42,380	75,200	79,800	112,700	32,900	41.23%
Services	640,174	958,430	841,160	1,008,620	167,460	19.91%
Insurance	3,999,384	4,602,530	3,911,230	5,933,470	2,022,240	51.70%
Repairs	2,231	6,650	6,000	6,650	650	10.83%
Rentals	4,605	4,700	4,700	4,700	-	0.00%
Other	130,730	145,090	188,580	209,380	20,800	11.03%
<b>Division Total</b>	<b>\$ 7,955,837</b>	<b>\$ 9,597,520</b>	<b>\$ 8,723,210</b>	<b>\$ 11,743,380</b>	<b>\$ 3,020,170</b>	<b>34.62%</b>

## 2024 Administration Budget





## Division Overview

The Finance Division consists of six departments: Division Administration, Finance, Budget and Data Analytics, Procurement, Project Management, and Information Technology. This division is responsible for processing and maintaining the financial records for the agency, producing budget and reporting documents, developing reporting for effective decision making, administering contracts and purchasing, keeping projects going on-time and within budget, and implementing and supporting critical software and equipment throughout the agency. There are 47 budgeted positions within this division, representing 5% of the agency personnel. Finance has an operating budget of \$14,937,430 in 2024.

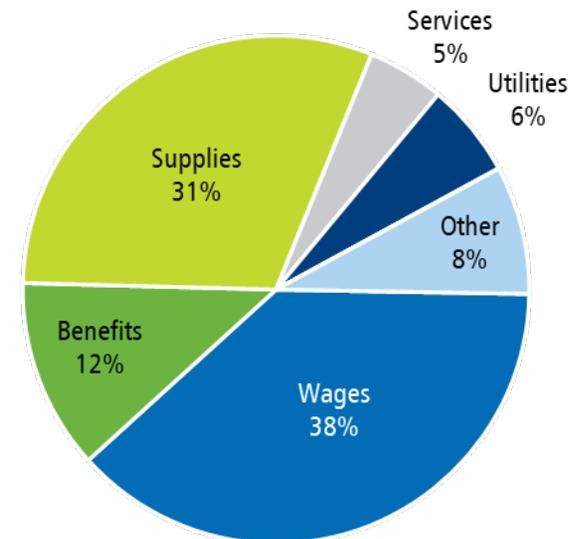
## Strategic Initiatives

Implement robust financial controls and compliance measures to uphold transparency and accountability in all financial transactions
Enhance financial reporting and transparency to build trust with customers and the community
Develop a long-term financial and capital investment plan to support maintenance and operational infrastructure, aligning with the agency's strategic growth
Enhance real-time dashboards and reporting systems to provide key performance indicators to stakeholders for informed decision-making
Continue to implement robust cybersecurity and business continuity measures to safeguard data and systems, ensuring the integrity and availability of critical transit services

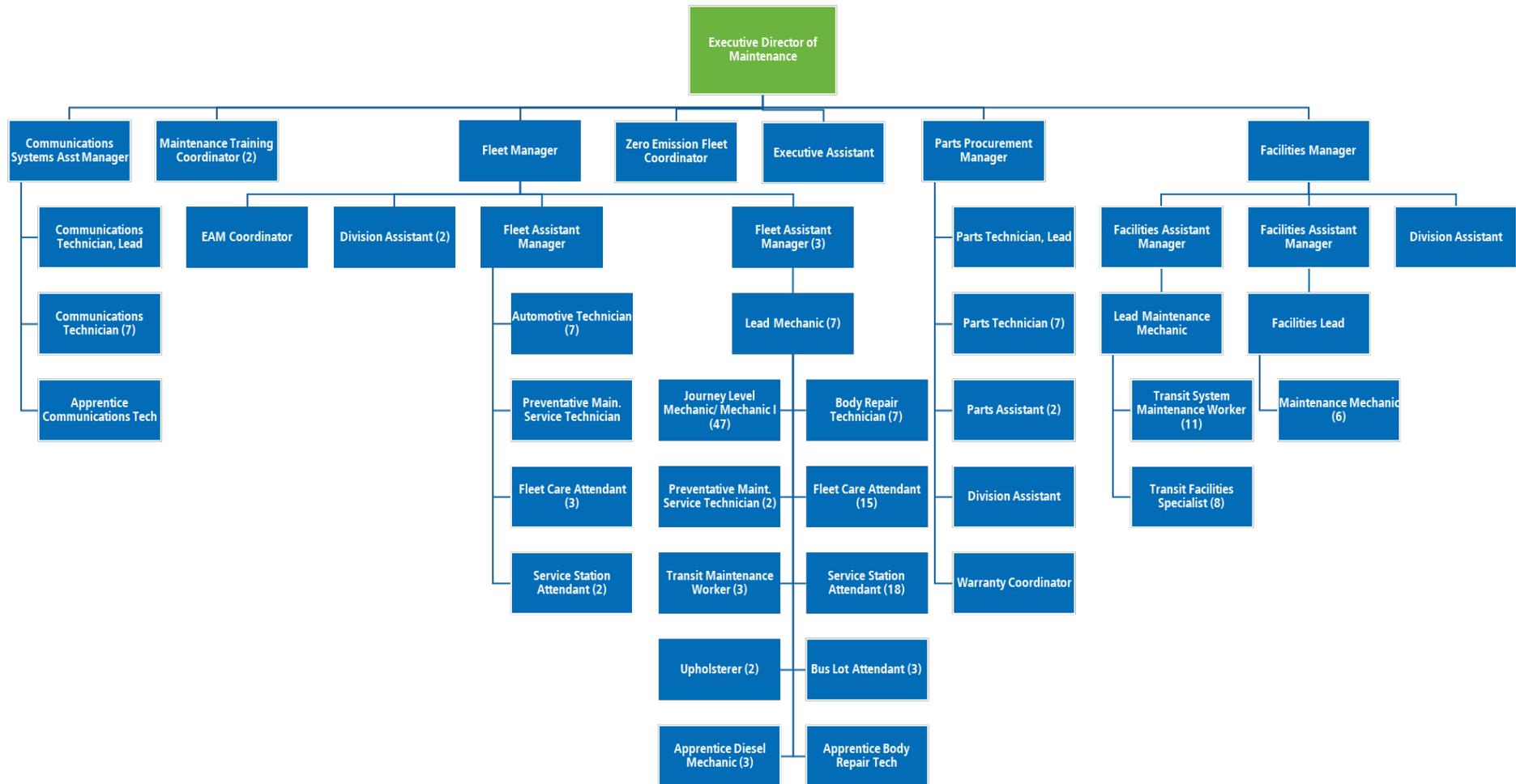
## Operating Budget by Object Type

	2022 Actuals	2023 Budget	2023 YE Estimate	2024 Budget	\$ Change 23 YE Est - 24 Budget	% Change 23 YE Est - 24 Budget
Wages	\$ 4,225,115	\$ 4,683,880	\$ 4,731,490	\$ 5,676,280	\$ 944,790	19.97%
Benefits	1,399,793	1,612,880	1,636,260	1,812,910	176,650	10.80%
Supplies	1,908,450	4,872,110	3,930,780	4,592,430	661,650	16.83%
Services	278,447	414,840	774,370	731,070	(43,300)	-5.59%
Utilities	837,218	684,600	650,000	900,000	250,000	38.46%
Repairs	41,238	6,750	2,750	3,250	500	18.18%
Rentals	123,322	32,000	-	-	-	0.00%
Other	3,215,605	652,960	1,181,900	1,221,490	39,590	3.35%
<b>Division Total</b>	<b>\$ 12,029,188</b>	<b>\$ 12,960,020</b>	<b>\$ 12,907,550</b>	<b>\$ 14,937,430</b>	<b>\$ 2,029,880</b>	<b>15.73%</b>

2024 Finance Budget



# Maintenance Division



## Division Overview

The Maintenance Division consists of six departments: Division Administration, Maintenance Training, Facilities, Fleet Maintenance, Warehousing and Radio Program. This division is responsible for commissioning and maintaining all fleet vehicles, communications equipment and facilities as well as keeping appropriate stock of inventory and procurement of specialized parts for the agency. There are 188 budgeted positions within this division, representing 19% of the agency personnel. Maintenance has an operating budget of \$42,729,460 in 2024.

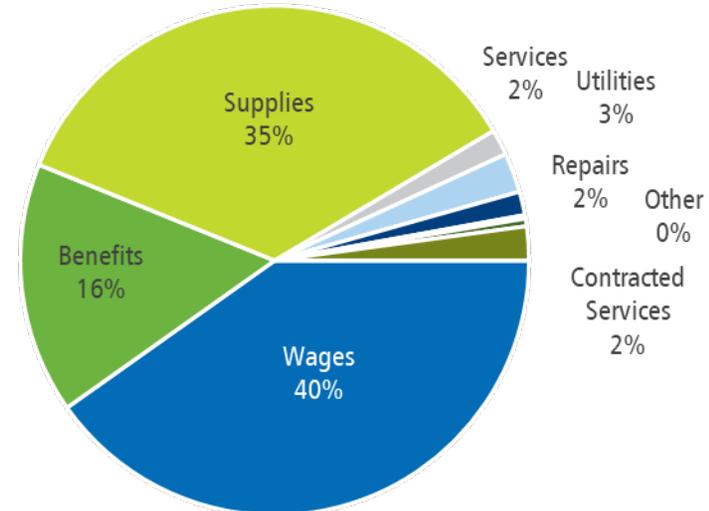
## Strategic Initiatives

Enhance the employee experience by offering an array of training and professional development opportunities
Further develop asset appearance and safety standards for the benefit of our internal and external customers
Build community partnerships for improved product delivery
Create opportunities for open dialog and meaningful engagement to foster trust
Explore creative financial solutions to reduce operational costs

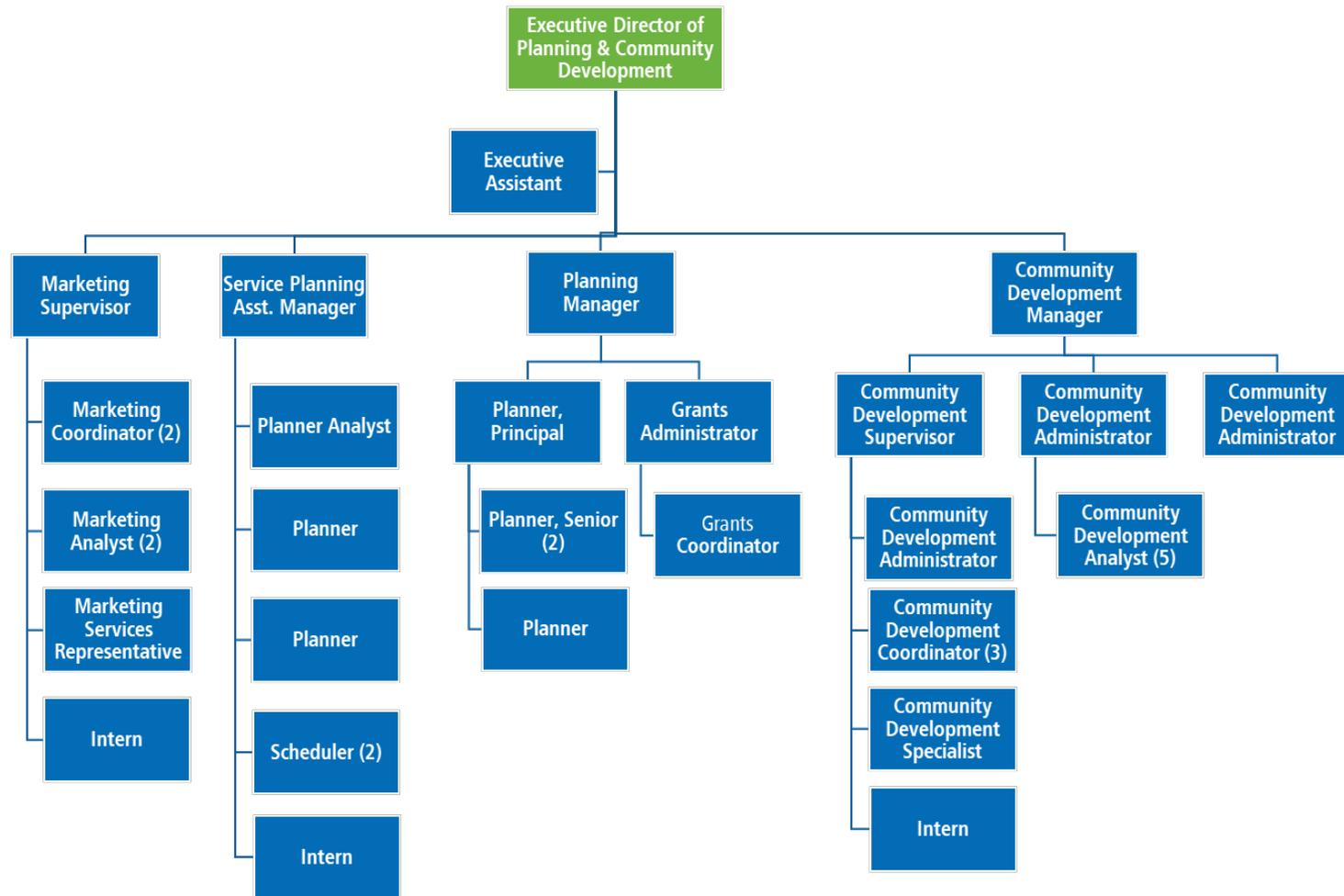
## Operating Budget by Object Type

	2022 Actuals	2023 Budget	2023 YE Estimate	2024 Budget	\$ Change 23 YE Est - 24 Budget	% Change 23 YE Est - 24 Budget
Wages	\$ 12,532,489	\$ 14,601,500	\$ 13,320,710	\$ 17,177,590	\$ 3,856,880	28.95%
Benefits	4,841,515	6,185,000	5,556,990	6,811,520	1,254,530	22.58%
Supplies	12,518,337	13,222,840	14,592,030	15,106,770	514,740	3.53%
Services	2,463,415	289,430	220,830	702,600	481,770	218.16%
Utilities	1,014,806	1,000,000	1,015,000	1,070,000	55,000	5.42%
Repairs	243,923	662,450	719,220	635,450	(83,770)	-11.65%
Rentals	144,044	90,000	87,470	100,000	12,530	14.32%
Other	619,755	134,080	297,390	204,830	(92,560)	-31.12%
Contracted Services	750,099	834,900	863,000	920,700	57,700	6.69%
Other Improvements	11,520	-	-	-	-	0.00%
<b>Division Total</b>	<b>\$ 35,139,903</b>	<b>\$ 37,020,200</b>	<b>\$ 36,672,640</b>	<b>\$ 42,729,460</b>	<b>\$ 6,056,820</b>	<b>16.52%</b>

## 2024 Maintenance Budget



# Planning & Community Development Division



## Division Overview

The Planning and Community Development Division consists of five departments: Division Administration, Marketing, Transit Development, Planning and Community Development. This division is responsible for providing marketing tools to promote current and future services, planning and developing our transit system annually and long term, connecting with businesses to provide transportation alternatives and pursuing grants to help fund operating and capital costs. There are 38 budgeted positions within this division, representing 4% of the agency personnel. Planning and Community Development has an operating budget of \$9,848,620 in 2024.

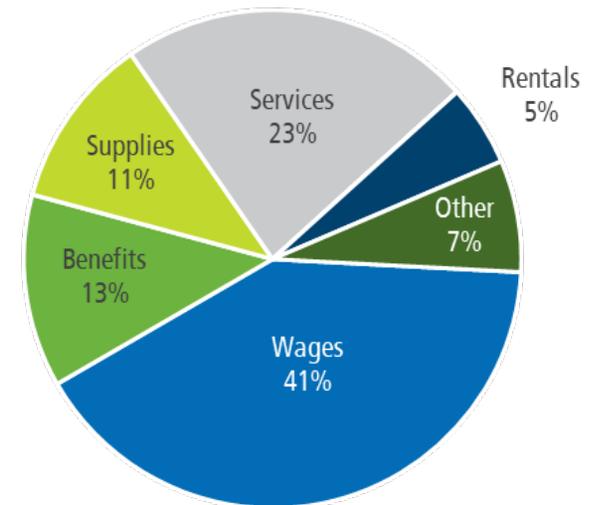
## Strategic Initiatives

Launch enhanced bus service on Pacific Avenue and complete plan for phased speed and reliability improvements
Develop a comprehensive awareness campaign to educate the community about public transit revenue
Implement system restoration improvements as staffing levels allow
Complete Draft 2045 Long Range Plan for adoption in 2025
Open Spanaway Transit Center

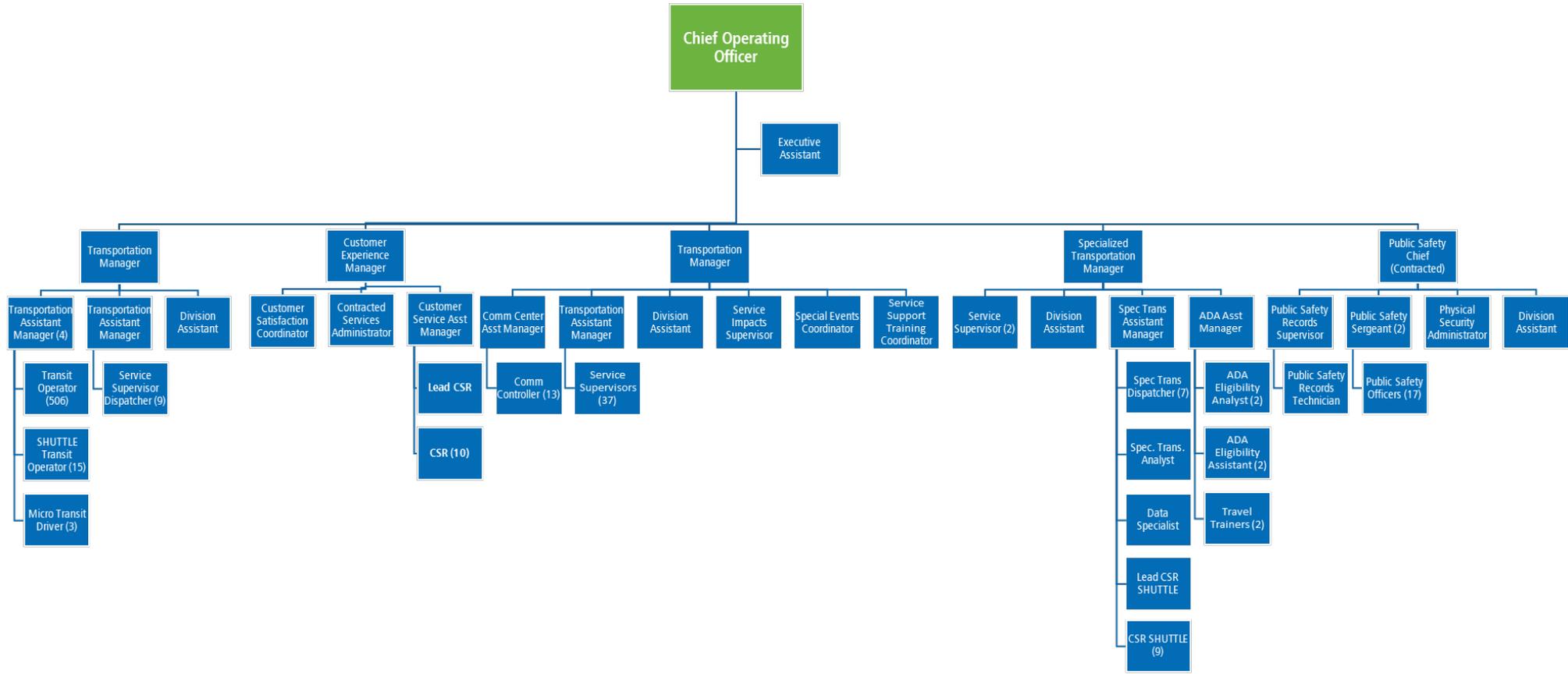
## Operating Budget by Object Type

	2022 Actuals	2023 Budget	2023 YE Estimate	2024 Budget	\$ Change 23 YE Est - 24 Budget	% Change 23 YE Est - 24 Budget
Wages	\$ 3,254,488	\$ 3,693,090	\$ 3,628,290	\$ 4,020,360	\$ 392,070	10.81%
Benefits	984,562	1,245,590	1,167,330	1,232,950	65,620	5.62%
Supplies	918,117	880,950	903,590	1,102,480	198,890	22.01%
Services	702,684	1,454,340	1,381,320	2,255,720	874,400	63.30%
Utilities	690	2,500	480	1,500	1,020	212.50%
Repairs	-	400	400	400	-	0.00%
Rentals	238,773	236,900	258,740	520,280	261,540	101.08%
Other	457,992	694,460	616,630	714,930	98,300	15.94%
<b>Division Total</b>	<b>\$ 6,557,306</b>	<b>\$ 8,208,230</b>	<b>\$ 7,956,780</b>	<b>\$ 9,848,620</b>	<b>\$ 1,891,840</b>	<b>23.78%</b>

## 2024 Planning & Community Development Budget



# Service Delivery & Support Division



## Division Overview

The Service Delivery and Support Division consists of seven departments: Division Administration, Safety, Public Safety, Transportation Operations, Training, Service Support and Specialized Transportation. This division is responsible for training the operators that provide our service, managing customer service to assist customer using our service, scheduling and managing daily activities, providing public safety at our transit centers, bus stops and on our buses, and providing ADA assessments and services for those unable to utilize our fixed route system. There are 691 budgeted positions within this division, representing 69% of the agency personnel. Service Delivery and Support has an operating budget of \$104,216,390 in 2024.

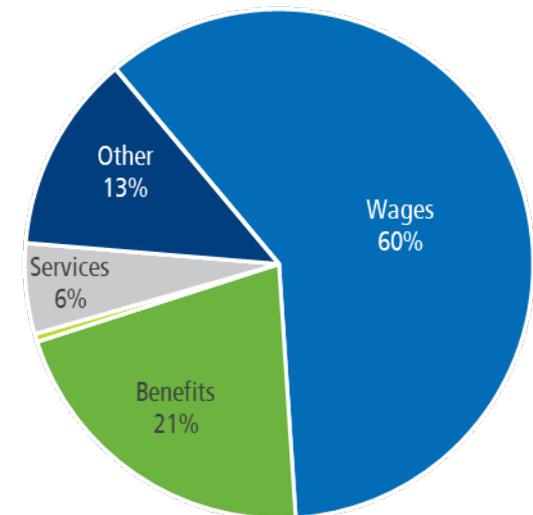
## Strategic Initiatives

Improve public confidence in the safety of the system
Increase focus on innovative ways to rebuild ridership
Improve the safe operations of our services and agency
Develop and maintain programs that enhance the customer experience
Increase service reliability and improve on-time performance

## Operating Budget by Object Type

	2022 Actuals	2023 Budget	2023 YE Estimate	2024 Budget	\$ Change 23 YE Est - 24 Budget	% Change 23 YE Est - 24 Budget
Wages	\$ 46,199,280	\$ 54,466,710	\$ 52,967,000	\$ 62,595,750	\$ 9,628,750	18.18%
Benefits	16,193,649	20,936,060	18,806,370	21,988,800	3,182,430	16.92%
Supplies	194,574	304,200	357,510	534,040	176,530	49.38%
Services	4,041,412	5,350,775	5,290,490	5,997,580	707,090	13.37%
Rentals	188,084	193,240	212,000	-	(212,000)	-100.00%
Other	9,463,589	11,355,825	12,246,130	13,098,430	852,300	6.96%
Contracted Services	1,097	1,790	1,790	1,790	-	0.00%
<b>Division Total</b>	<b>\$ 76,281,685</b>	<b>\$ 92,608,600</b>	<b>\$ 89,881,290</b>	<b>\$ 104,216,390</b>	<b>\$ 14,335,100</b>	<b>15.95%</b>

## 2024 Service Delivery & Support Budget





# Six-Year Plan

# 2024 – 2029 Six-Year Plan Revenues & Expenditures

	2022 Actuals	2023 YE Est	2024 Budget	2025	2026	2027	2028	2029
<b>OPERATING</b>								
Revenues								
Operating Income								
Passenger Fares	6,133,859	5,923,520	6,327,840	6,721,350	7,101,220	7,511,490	7,566,870	7,622,810
Advertising	504,028	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Sound Transit Reimbursement								
ST Express	48,287,957	50,099,220	58,595,370	61,066,920	63,508,620	66,047,990	68,690,450	71,438,720
ST Tacoma Dome Station	869,151	890,000	1,022,360	1,049,960	1,077,260	1,105,270	1,135,110	1,168,030
ST ADA Travel Trainer	-	-	500,000	520,000	540,800	562,430	584,930	608,330
<b>Total Operating Income</b>	<b>55,794,995</b>	<b>57,262,740</b>	<b>66,795,570</b>	<b>69,708,230</b>	<b>72,577,900</b>	<b>75,577,180</b>	<b>78,327,360</b>	<b>81,187,890</b>
Non-Operating Income								
Sales Tax	110,927,532	110,292,250	113,027,500	117,740,750	122,473,930	127,213,670	131,971,460	136,735,630
Interest	2,531,399	4,500,000	250,000	754,160	725,810	707,590	695,830	697,040
Other Miscellaneous	1,622,633	905,700	779,240	790,620	802,340	814,410	826,840	839,640
<b>Total Non-Operating Income</b>	<b>115,081,564</b>	<b>115,697,950</b>	<b>114,056,740</b>	<b>119,285,530</b>	<b>124,002,080</b>	<b>128,735,670</b>	<b>133,494,130</b>	<b>138,272,310</b>
Operating Contributions								
Federal	39,528,416	7,859,620	855,900	3,953,420	3,882,880	4,496,020	5,247,330	5,100,240
State	2,058,990	9,626,060	12,886,340	12,552,630	10,475,480	10,525,480	10,068,770	10,068,770
Local	6,073	125,000	305,300	305,300	-	-	-	-
<b>Total Operating Contributions</b>	<b>41,593,479</b>	<b>17,610,680</b>	<b>14,047,540</b>	<b>16,811,350</b>	<b>14,358,360</b>	<b>15,021,500</b>	<b>15,316,100</b>	<b>15,169,010</b>
<b>Total Operating Revenue</b>	<b>212,470,038</b>	<b>190,571,370</b>	<b>194,899,850</b>	<b>205,805,110</b>	<b>210,938,340</b>	<b>219,334,350</b>	<b>227,137,590</b>	<b>234,629,210</b>
Expenditures								
Operating Expenditures								
Wages	69,548,568	78,532,880	94,062,320	99,802,130	103,794,230	107,945,950	112,263,770	116,754,350
Benefits	24,384,691	28,360,910	33,253,880	34,930,780	36,327,980	37,781,110	39,292,300	40,863,990
M&O	44,530,581	51,061,000	58,894,540	60,204,250	61,688,520	63,292,420	65,001,350	66,886,430
<b>Total Operating Expenditures (less Debt, Depreciation, &amp; Non-Departmental)</b>	<b>138,463,840</b>	<b>157,954,790</b>	<b>186,210,740</b>	<b>194,937,160</b>	<b>201,810,730</b>	<b>209,019,480</b>	<b>216,557,420</b>	<b>224,504,770</b>
Non-Operating Expenditures								
Payment to Pierce Co. for 5307 Agreement	4,463,382	1,327,580	1,326,210	1,387,330	1,421,080	1,421,080	1,421,080	1,421,080
Long-Term Debt Payments	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>142,927,222</b>	<b>159,282,370</b>	<b>187,536,950</b>	<b>196,324,490</b>	<b>203,231,810</b>	<b>210,440,560</b>	<b>217,978,500</b>	<b>225,925,850</b>

	2022 Actuals	2023 YE Est	2024 Budget	2025	2026	2027	2028	2029
<b>Transfers</b>								
To Capital Fund	59,412,378	-	6,458,680	11,725,640	7,823,990	7,612,950	5,175,490	12,876,370
To Insurance Fund	2,098,101	1,933,680	3,305,240	3,424,150	3,527,050	3,633,050	3,742,230	3,854,670
Total Transfers	61,510,479	1,933,680	9,763,920	15,149,790	11,351,040	11,246,000	8,917,720	16,731,040
Total Expenditures & Transfers	204,437,701	161,216,050	197,300,870	211,474,280	214,582,850	221,686,560	226,896,220	242,656,890
Change in Reserves	8,032,337	29,355,320	(2,401,020)	(5,669,170)	(3,644,510)	(2,352,210)	241,370	(8,027,680)
<b>CAPITAL</b>								
<b>Revenues</b>								
Federal Grants	3,949,421	5,738,440	39,947,960	11,883,690	12,172,200	10,166,690	10,766,210	10,954,840
State Grants	5,183,835	4,130,960	9,761,390	-	-	-	-	-
Other Grants/Contributions	1,972,208	941,200	5,790,780	-	-	-	-	-
Interest	498,615	1,500,000	175,000	40,000	40,000	40,000	40,000	40,000
TIFIA Loan Proceeds	-	-	-	-	-	-	-	-
Total Revenue	11,604,080	12,310,600	55,675,130	11,923,690	12,212,200	10,206,690	10,806,210	10,994,840
<b>Transfers</b>								
From Operating	59,412,378	-	6,458,680	11,725,640	7,823,990	7,612,950	5,175,490	12,876,370
Total Revenue & Transfers	71,016,458	12,310,600	62,133,810	23,649,330	20,036,190	17,819,640	15,981,700	23,871,210
<b>Expenditures</b>								
Revenue Vehicles	5,699,755	7,313,170	55,089,690	18,849,330	17,887,670	16,035,060	13,457,760	14,019,910
Base Facilities	21,663,587	10,794,710	14,191,490	-	-	-	-	-
Passenger Facilities & Amenities	2,781,746	2,242,770	23,651,030	23,400	-	-	-	-
Technology	7,241,947	5,355,300	16,703,890	3,748,240	1,730,300	1,300,750	1,851,300	1,851,300
Other	8,368,492	7,215,680	11,035,440	1,028,360	418,220	483,830	672,640	-
Total Expenditures	45,755,528	32,921,630	120,671,540	23,649,330	20,036,190	17,819,640	15,981,700	15,871,210
Change in Reserves	25,260,930	(20,611,030)	(58,537,730)	-	-	-	-	8,000,000
<b>2022 Actuals 2023 YE Est 2024 Budget 2025 2026 2027 2028 2029</b>								
<b>INSURANCE</b>								
<b>Revenues</b>								
Interest	25,840	50,000	25,000	6,000	6,000	6,000	6,000	6,000
<b>Transfers</b>								
From Operating	2,098,101	1,933,680	3,305,240	3,424,150	3,527,050	3,633,050	3,742,230	3,854,670
Total Revenue & Transfers	2,123,941	1,983,680	3,330,240	3,430,150	3,533,050	3,639,050	3,748,230	3,860,670
<b>Expenditures</b>								
Workers' Compensation	1,459,059	1,733,790	3,130,240	3,224,150	3,320,870	3,420,500	3,523,120	3,628,810
Unemployment Insurance	69,033	121,190	200,000	206,000	212,180	218,550	225,110	231,860
Total Expenditures	1,528,092	1,854,980	3,330,240	3,430,150	3,533,050	3,639,050	3,748,230	3,860,670
Change in Reserves	595,849	128,700	-	-	-	-	-	-

# 2024 – 2029 Six-Year Plan Ending Balances

	2022 Actuals	2023 YE Est	2024 Budget	2025	2026	2027	2028	2029
<b>OPERATING</b>								
Beginning Balance	115,845,220	123,877,560	153,232,880	150,831,860	145,162,690	141,518,180	139,165,970	139,407,340
Revenue	212,470,038	190,571,370	194,899,850	205,805,110	210,938,340	219,334,350	227,137,590	234,629,210
Total	328,315,258	314,448,930	348,132,730	356,636,970	356,101,030	360,852,530	366,303,560	374,036,550
Expenditures	142,927,222	159,282,370	187,536,950	196,324,490	203,231,810	210,440,560	217,978,500	225,925,850
Transfers to Capital/Insurance	61,510,479	1,933,680	9,763,920	15,149,790	11,351,040	11,246,000	8,917,720	16,731,040
Total	204,437,701	161,216,050	197,300,870	211,474,280	214,582,850	221,686,560	226,896,220	242,656,890
Ending Balance	123,877,557	153,232,880	150,831,860	145,162,690	141,518,180	139,165,970	139,407,340	131,379,660
Required Reserve	23,077,307	26,325,800	31,035,120	32,489,530	33,635,120	34,836,580	36,092,900	37,417,460
Margin / (Deficit)	100,800,250	126,907,080	119,796,740	112,673,160	107,883,060	104,329,390	103,314,440	93,962,200
<b>CAPITAL</b>								
Beginning Balance	61,887,828	87,148,760	66,537,730	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
Revenue	11,604,080	12,310,600	55,675,130	11,923,690	12,212,200	10,206,690	10,806,210	10,994,840
Transfer from Operating	59,412,378	-	6,458,680	11,725,640	7,823,990	7,612,950	5,175,490	12,876,370
Total	132,904,286	99,459,360	128,671,540	31,649,330	28,036,190	25,819,640	23,981,700	31,871,210
Expenditures	45,755,528	32,921,630	120,671,540	23,649,330	20,036,190	17,819,640	15,981,700	15,871,210
Ending Balance	87,148,758	66,537,730	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	16,000,000
Required Reserve	9,500,000	8,500,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	16,000,000
Margin / (Deficit)	77,648,758	58,037,730	-	-	-	-	-	-
<b>INSURANCE</b>								
Beginning Balance	475,452	1,071,300	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Revenue	25,840	50,000	25,000	6,000	6,000	6,000	6,000	6,000
Transfer from Operating	2,098,101	1,933,680	3,305,240	3,424,150	3,527,050	3,633,050	3,742,230	3,854,670
Total	2,599,393	3,054,980	4,530,240	4,630,150	4,733,050	4,839,050	4,948,230	5,060,670
Expenditures	1,528,092	1,854,980	3,330,240	3,430,150	3,533,050	3,639,050	3,748,230	3,860,670
Ending Balance	1,071,301	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Required Reserve	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Margin / (Deficit)	(128,699)	-	-	-	-	-	-	-
<b>AGENCY-WIDE</b>								
Operating Ending Balance	212,097,616	220,970,610	160,031,860	154,362,690	150,718,180	148,365,970	148,607,340	148,579,660
Use of Reserves		(8,872,994)	60,938,750	5,669,170	3,644,510	2,352,210	(241,370)	27,680
Required Reserve	33,777,307	36,025,800	40,235,120	41,689,530	42,835,120	44,036,580	45,292,900	54,617,460
Margin / (Deficit)	178,320,309	184,944,810	119,796,740	112,673,160	107,883,060	104,329,390	103,314,440	93,962,200

# 2024 – 2029 Six-Year Capital Plan

#	Project Name	Project #	Project Budget	Spent Thru 2022	2023 YE Est	2023 Est Carryover	2024 New Request	2024	2025	2026	2027	2028	2029	Total Capital
1	Security Systems Repl	452	4,080,769	1,635,027	400,543	2,045,199		2,045,200						2,045,200
2	ngORCA	482	6,154,834	3,594,215	36,896	2,523,724		2,523,720						2,523,720
3	Narrows Park & Ride Renewal	503	1,013,060	98,922	3,873	910,265		910,270						910,270
4	Hastus Upgrade 2017	510	961,975	897,531	34,560	29,884		29,880						29,880
5	Commerce Tunnel Refurbishment	524	3,635,363	3,568,474	21,566	45,323		45,320						45,320
6	Maintenance & Operations Base Improvements (MOBI)	525	62,800,000	43,608,032	10,762,310	8,429,658		8,429,660						8,429,660
7	Backup Software Repl 2018	543	85,000	4,451	8,902	71,647		71,650						71,650
8	Spanaway TC P&R - Phase I	556	9,242,886	4,098,049	1,265,349	3,879,487		3,879,490						3,879,490
9	SHUTTLE Replacement 2019	558	1,051,607			1,051,607		1,051,610						1,051,610
10	South Hill Mall TC Renewal	571	1,807,028	1,691,450		115,578		115,580						115,580
11	CAD-AVL System Replacement 2019	573	11,000,000	5,869,474	4,380,530	749,996		750,000						750,000
12	Facilities Workorder Management System - EAM Repl 2019	576	48,877			48,877		48,880						48,880
13	Storage Area Network 2019	579	329,700	40,236		289,464		289,460						289,460
14	Tacoma Dome Station Elevator Repairs/Upgrades	588	3,451,549	571,913	889,679	1,989,957		1,989,960						1,989,960
15	Network Infrastructure Replacement 2021	603	760,000	476,992	85,611	197,397		197,400						197,400
16	Call Center Software Replacement 2021	604	159,000		134,116	24,884		24,880						24,880
17	Support Vehicle Replacement 2021	606	292,463	138,762	85,189	68,512		68,510						68,510
18	Spanaway TC Parking Lot Expansion	607	1,000,000	58,643	15,514	925,843	14,493,350	15,419,190						15,419,190
19	NeoGov HRIS Module	609	150,000	44,616		105,384		105,380						105,380
20	Rideshare Replacement 2021	611	814,118		239,421	574,697		574,700						574,700
21	Commerce Facility Bus Charging Station	612	2,000,000	176,925	454,497	1,368,578		1,368,580						1,368,580
22	Bldg 5 A/V Equip Repl	620	220,386	177,393	32,177	10,817		10,820						10,820
23	SHUTTLE Replacement 2022	623	2,928,534		4,305	2,924,229		2,924,230						2,924,230
24	Support Vehicle Replacement 2022	624	334,837			334,837		334,840						334,840
25	ADEPT Upgrade or Replacement 2022	625	2,200,000	527	827	2,198,646		2,198,650						2,198,650
26	Network Infrastructure Replacement 2022	626	440,000	175,017	116,946	148,037		148,040						148,040
27	Rideshare Replacement 2022	628	1,453,062			1,453,062		1,453,060						1,453,060
28	Computer/Laptop Replacement	631	300,000	127,985	156,366	15,649		15,650						15,650
29	Bus Stop Replacement	633	1,000,000	38,743		961,257	2,125,000	3,086,260						3,086,260
30	Barrier Door Install	636	606,580			606,580		606,580						606,580
31	SHUTTLE Replacement	637	3,114,390			3,114,390		3,114,390						3,114,390
32	Bus Fleet Replacement	638	13,541,180			13,541,180		13,541,180						13,541,180
33	Support Replacement	639	697,330			697,330		697,330						697,330
34	Network Infrastructure Replacement 2023	640	732,050			732,050		732,050						732,050
35	Comm Center Radio Consoles Replacement	641	284,500			284,500		284,500						284,500
36	Bldg 5 Exterior Sealing	642	130,000			130,000		130,000						130,000
37	Bldg 4 Exterior Painting	643	273,160		62	273,098		273,100						273,100
38	Bldg 1 Iron Worker Replacement for the Body Shop	644	58,710			58,710		58,710						58,710
39	Real Time Sign Refurbishment	645	43,070			43,070		43,070						43,070
40	Rideshare Replacement	646	1,933,230			1,933,230		1,933,230						1,933,230
41	Computer and Laptop Replacement	647	332,750			332,750		332,750						332,750
42	Behavioral Health Vehicle	648	78,000			78,000		78,000						78,000
43	Public Safety Vehicle Exp (2)	649	150,000			150,000		150,000						150,000
44	Managed Cyber Security Services	650	250,000			250,000		250,000						250,000
45	Employee Engagement Tool	651	42,000		160	41,840		41,840						41,840
46	Shatter Proof Film Bldgs 4, 5 & TDS	652	92,900			92,900		92,900						92,900
47	Base BEB Charging Expansion to 12 Buses	653	4,444,500			4,444,500		4,444,500						4,444,500
48	Stream Syst Expansion Study II	654	2,000,000			2,000,000		2,000,000						2,000,000
49	Puyallup Runner Wheelchair Accessible Vehicles (2)	655	138,340			138,340		138,340						138,340
50	Rideshare Telematics 2023	656	200,000		355	199,645		199,650						199,650
51	Enhanced Bus Service	658	1,672,290			1,672,290		1,672,290						1,672,290
52	Misc Capital Equipment	778	168,523		70,500	98,023	101,980	200,000						200,000
<b>Subtotal Carry-Over &amp; Additional</b>			<b>208,181,347</b>	<b>110,854,790</b>	<b>32,921,629</b>	<b>64,404,927</b>	<b>16,720,330</b>	<b>81,125,280</b>	-	-	-	-	-	<b>81,125,280</b>

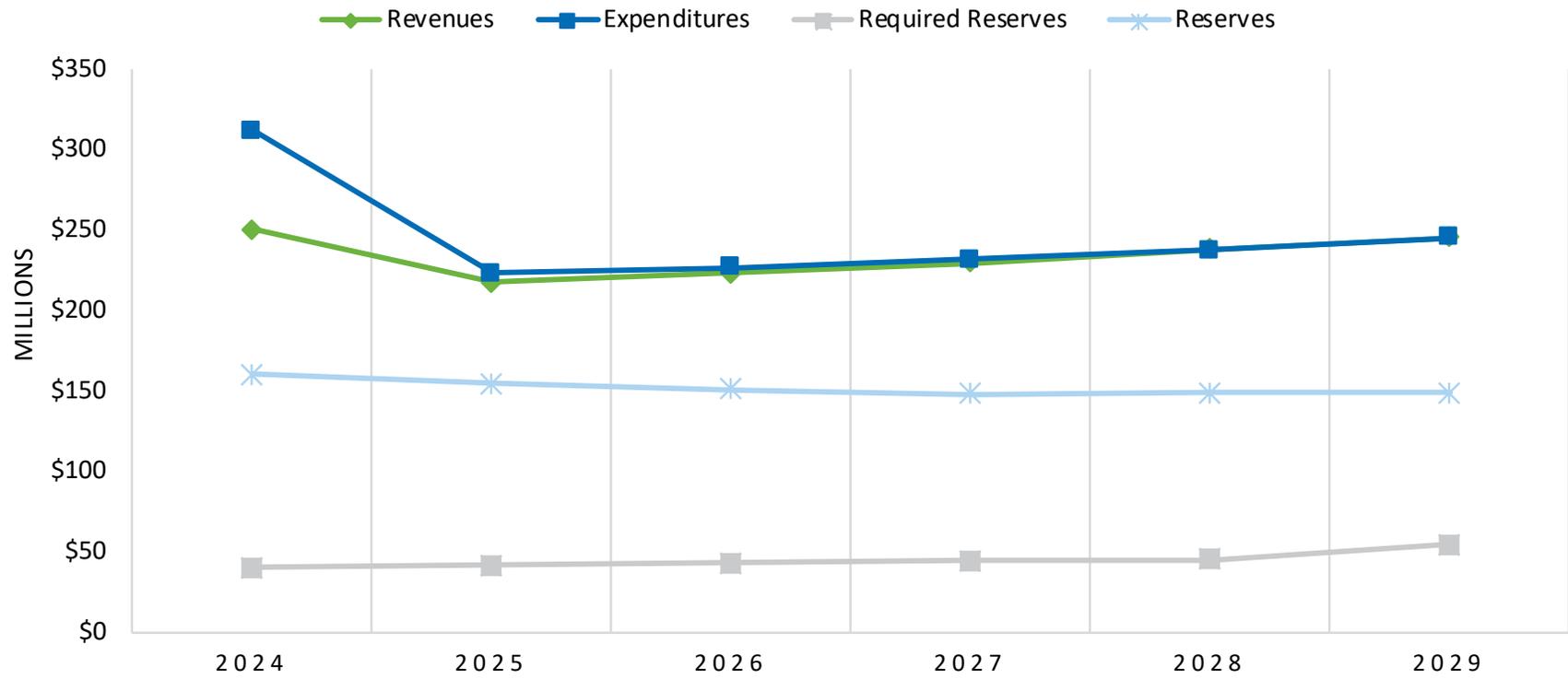
#	Project Name	Project #	Project Budget	Spent Thru 2022	2023 YE Est	2023 Est Carryover	2024 New Request	2024	2025	2026	2027	2028	2029	Total Capital
53	Bldg 1 Paint Booth Controls	NEW					210,580	210,580						210,580
54	Bus Fleet Replacement	NEW					13,651,990	13,651,990	7,820,200	8,009,700	7,243,280	6,304,140	6,488,000	49,517,310
55	SHUTLE Replacement	NEW					13,898,430	13,898,430	7,762,920	8,141,320	5,465,090	7,153,620	7,420,000	49,841,380
56	Computer & Laptop Replacement	NEW					384,780	384,780	453,750	453,750	453,750	453,750	453,750	2,653,530
57	Network Infrastructure Repl	NEW					1,255,980	1,255,980	2,613,600	1,276,550	847,000	1,397,550	1,397,550	8,788,230
58	Bldg 1 Wheel Alignment Machine	NEW					103,000	103,000						103,000
59	Bldg 1 Evap Cooling Fans	NEW					30,000	30,000						30,000
60	Bldg 1 Aerosol Can Crusher	NEW					25,290	25,290						25,290
61	Bldg 1 Sand Blast Cabinet	NEW					39,030	39,030						39,030
62	Rideshare Replacement	NEW					2,002,300	2,002,300	3,266,210	1,736,650	3,326,690		111,910	10,443,760
63	Support Vehicle Replacement	NEW					896,150	896,150	1,028,360	418,220	483,830	672,640		3,499,200
64	SQL Service DB Monitoring	NEW					27,310	27,310						27,310
65	CNG Compressor Transformers	NEW					172,500	172,500						172,500
66	TDS HVAC Metasys Bldg Mgmt	NEW					17,300	17,300						17,300
67	ngORCA Phase 2	NEW					780,360	780,360						780,360
68	Bldg 4 HVAC Retro	NEW					305,900	305,900						305,900
69	DriveCam Equipment	NEW					264,300	264,300						264,300
70	Bldg 1 HD B&P Bending Brake	NEW					13,740	13,740						13,740
71	Bldg 1 3 Phase Spot Welder	NEW					50,000	50,000						50,000
72	Finance ERP	NEW					3,900,000	3,900,000						3,900,000
73	TDS Wayfinding Implementation	NEW					1,273,920	1,273,920						1,273,920
74	Bldg 5 Spec Trans Redesign	NEW					170,400	170,400						170,400
75	Bldg 1 Trng Rm Tech Upgrade	NEW					73,000	73,000						73,000
<b>Subtotal New Requests</b>			-	-	-	-	<b>39,546,260</b>	<b>39,546,260</b>	<b>22,945,040</b>	<b>20,036,190</b>	<b>17,819,640</b>	<b>15,981,700</b>	<b>15,871,210</b>	<b>132,200,040</b>

#	Project Name	Project #	Project Budget	Spent Thru 2022	2023 YE Est	2023 Est Carryover	2024 New Request	2024	2025	2026	2027	2028	2029	Total Capital
76	72nd P&R Seal & Striping	OUTYEAR							23,400					23,400
77	Hastus Upgrade	OUTYEAR						680,890						680,890
<b>Subtotal Outyear</b>								<b>704,290</b>	-	-	-	-	<b>704,290</b>	
<b>Grand Total</b>			<b>208,181,347</b>	<b>110,854,790</b>	<b>32,921,629</b>	<b>64,404,927</b>	<b>56,266,590</b>	<b>120,671,540</b>	<b>23,649,330</b>	<b>20,036,190</b>	<b>17,819,640</b>	<b>15,981,700</b>	<b>15,871,210</b>	<b>214,029,610</b>

A portion of the project is funded by grants

# SIX-YEAR FORECAST





# Appendix

# 2024 Service Summary

## All Modes

		2022	2023	2024	% Change
		Actual	YE Estimate	Budget	2023 YE Estimate - 2024 Budget
<b>Pierce Transit</b>					
<b>Fixed Route Local &amp; Express</b>					
	Ridership	4,946,334	5,218,052	5,442,830	4.3%
	Service Hours	411,323	428,061	475,000	11.0%
	Service Miles	4,147,369	4,967,079	5,516,782	11.1%
<b>Sound Transit</b>					
<b>Fixed Route Express</b>					
	Ridership	2,311,128	2,189,050	2,186,962	-0.1%
	Service Hours	258,448	271,300	271,300	0.0%
	Service Miles	4,495,481	5,549,710	5,540,902	-0.2%
<b>Total Fixed Route (Pierce Transit &amp; Sound Transit)</b>					
	Ridership	7,257,462	7,407,102	7,629,792	3.0%
	Service Hours	669,771	699,361	746,300	6.7%
	Service Miles	8,642,850	10,516,789	11,057,684	5.1%
<b>SHUTTLE</b>					
	Ridership	209,416	266,000	316,187	18.9%
	Service Hours	138,546	177,150	215,030	21.4%
	Service Miles	1,686,340	2,454,330	2,921,545	19.0%
<b>Runner</b>					
	Ridership	5,620	15,444	24,386	57.9%
	Service Hours	2,811	13,087	25,853	97.5%
	Service Miles	31,425	159,341	314,774	97.5%
<b>Rideshare</b>					
	Ridership	382,751	374,556	419,503	12.0%
	Service Hours	85,984	94,385	104,767	11.0%
	Service Miles	3,028,154	3,540,900	4,030,634	13.8%
<b>AGENCY TOTAL</b>					
	Ridership	7,849,629	8,047,658	8,389,868	4.3%
	Service Hours	894,301	970,896	1,091,950	12.5%
	Service Miles	13,357,344	16,512,019	18,324,637	11.0%

# Pierce Transit by the Numbers

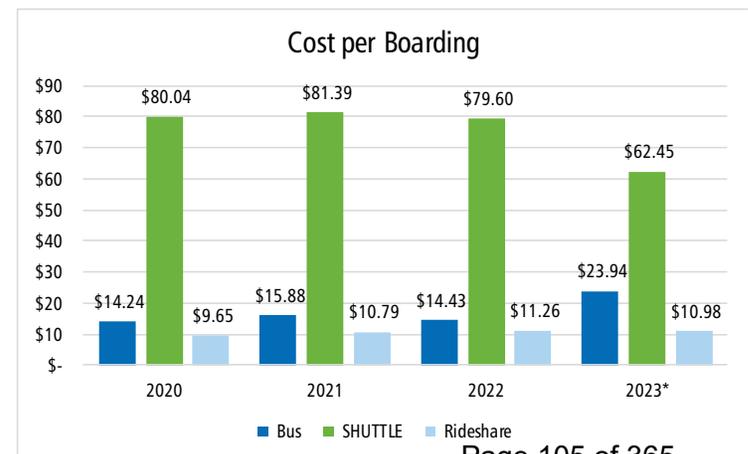
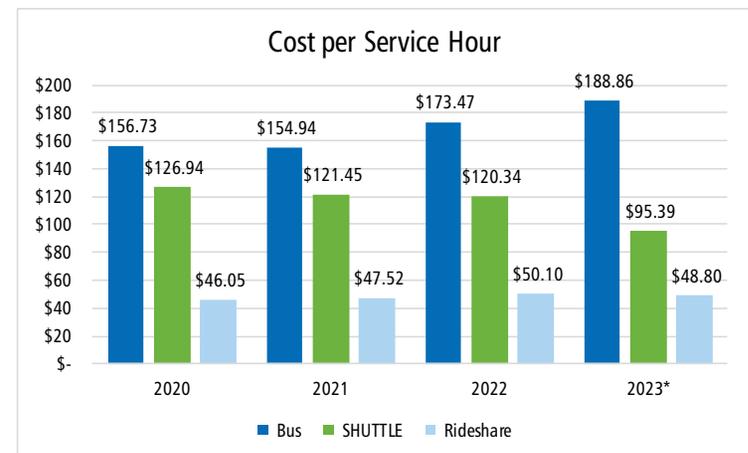
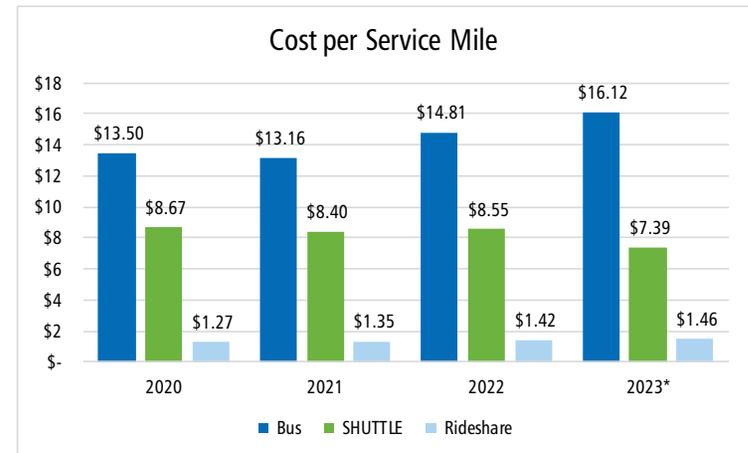
The following charts provide a historical view of Pierce Transit from a financial perspective. Years 2020 through 2022 use the actuals to perform the calculation, while 2023 budgeted amounts are used to break down costs by mode. The charts break down the cost of service by the mile, hour, and ridership. Pierce Transit has three modes; Fixed Route, SHUTTLE, and Rideshare. Looking at one unit, whether it is a mile, an hour, or a boarding, allows us to compare costs more easily over time. As a service industry, most of our operating expense is personnel costs. As wage and benefit costs rise, the cost per unit will increase until the units or efficiencies increase.

Fixed Route accounts for 80% of anticipated operating costs, over \$89 million in 2023, a 25.73% increase over 2022 costs of \$71.4 million. Service miles and hours are budgeted to increase in 2023, by 15.55% and 15.48%, respectively. Ridership is projecting a decrease of 24.24%.

SHUTTLE service is budgeted to increase expenditures during this same time frame by 11.82%. Similar to Fixed Route, SHUTTLE service miles, hours, and ridership are all budgeted for an increase, 29.40%, 41.08%, and 42.53%, respectively.

Rideshare, formerly branded as Vanpool, is challenging to predict because the service is requested, not planned. Rideshare service miles, hours, and ridership are all budgeted to remain stable with increases in hours of 4.67% and ridership of 4.51%, slightly decreasing in miles by 0.93%.

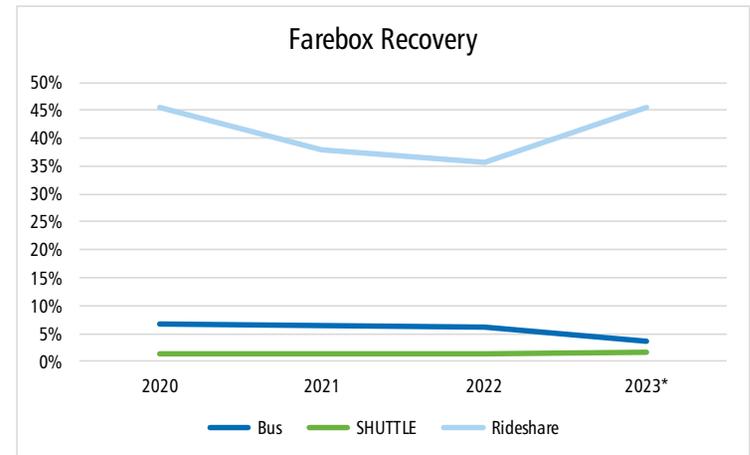
Due to recent inflation, costs escalated at a sharper rate than previous years. We anticipate inflation returning to more normal levels which will ease the cost of running the service.



## Fares

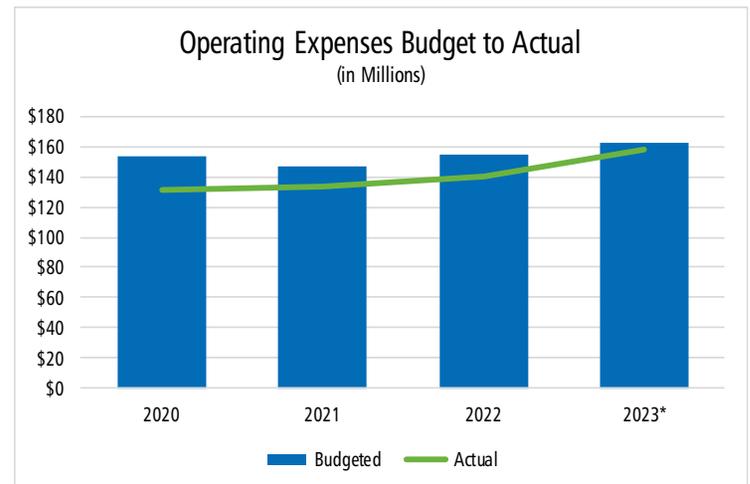
Farebox recovery is the percentage of direct fares received by each mode to cover the costs of operating the mode. Public transit is a benefit to the community and not for profit. As such, fares are not expected to cover the services provided in full. Pierce Transit anticipates that fares are approximately 3.4% of operating revenues in 2023. The remainder of the service is funded through sales tax collections.

SHUTTLE does receive an operating grant through the State of Washington to assist with providing services that is not shown in this graph.



## Budget Versus Actuals

As one of Pierce Transit’s strategic priorities, we act with financial accountability and transparency as stewards of the public trust. Pierce Transit has underspent its budget by an average of 6.44% pre-COVID and had historic savings in 2020 of 14.53% due to reduced services and extreme cost-saving measures during uncertain times. We will continue to be conservative in our spending while planning appropriately to meet the needs of our riders and plan for the future.



# Federal Funding

Pierce Transit utilizes federal funding to cover the cost of capital projects. More routine formula funding is used to purchase replacement fleet vehicles. Federal funding has also contributed to the new bus rapid transit line, Stream. There is a variety of federal funds available to Pierce Transit either through formula or discretionary funding.

**5307** funding is apportioned based on legislative formulas. The formula is based on a combination of bus revenue vehicle miles, bus passenger miles, fixed guideway revenue vehicle miles, and fixed guideway route miles as well as population and population density.

**5337** funds are apportioned by statutory formulas for high intensity fixed guideway systems are based on revenue miles and route miles reported to National Transit Database (NTD).

**5309** is FTA discretionary grant program funds transit capital investments, including heavy rail, commuter rail, light rail, streetcars, and bus rapid transit.

**5339** provides funding to states and transit agencies through a statutory formula to replace, rehabilitate and purchase buses and related equipment and to construct bus-related facilities. In addition to the formula allocation, this program includes two discretionary components: The Bus and Bus Facilities Discretionary Program and the Low or No Emissions Bus Discretionary Program.

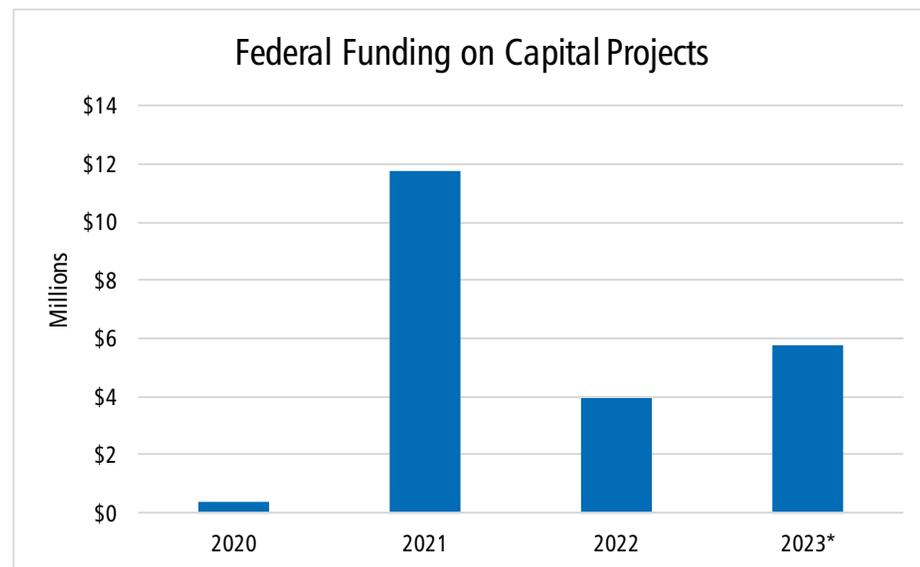
## Current Project with Federal Funding

- Spanaway Transit Center Parking Lot Expansion, \$6,271,480
- Bus Replacement 2023 – 2024, \$21,754,540
- SHUTTLE Replacement 2022 – 2024, \$7,028,510
- Battery Electric Bus & Infrastructure Expansion, \$3,555,600
- Enhanced Bus SR7, \$1,337,830

## Future Projects with Potential Federal Funding

- Bus Replacement 2025 – 2029, \$28,692,250
- SHUTTLE Replacement 2025 – 2029, \$27,251,380

\*Anticipated to receive in 2023



# Peer Comparison

The following performance analysis utilizes the 2021 National Transit Database (NTD) reporting. The selection of comparison transit agencies is based on proximately to Pierce Transit, annual expenditures and services provided.

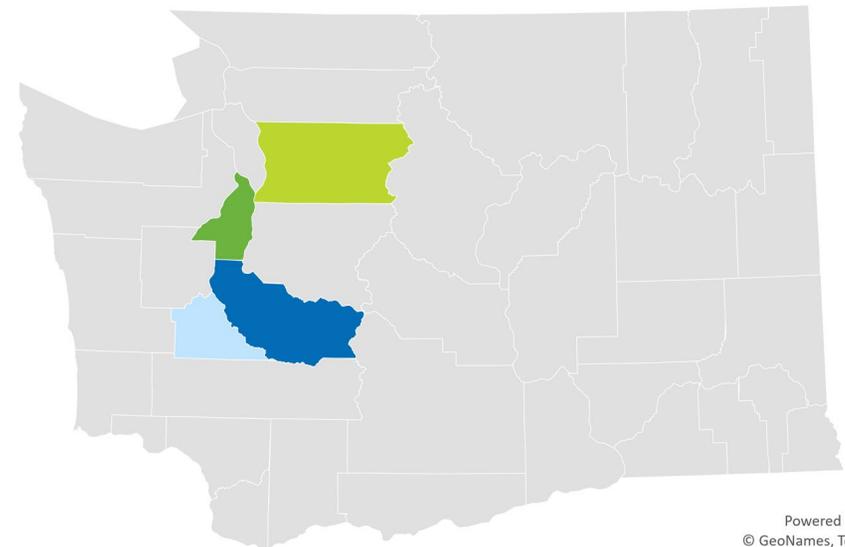
Agency	Agency Profile			
	Service Population	Service Area (Sq Mi)	FTA Urbanized Zone Area	Vehicles Operated at Maximum Service
Pierce Transit	575,963	292	Seattle	351
Kitsap Transit	254,183	396	Bremerton	213
InterCity Transit	198,000	101	Olympia	233
Community Transit	804,287	258	Seattle	505

Agency	Sales Tax Rate	Local Fares		
		Adult	Discounted	Adult Monthly
Pierce Transit	0.6%	\$ 2.00	\$ 1.00	\$ 62.00
Kitsap Transit	0.8%	\$ 2.00	\$ 1.00	\$ 50.00
InterCity Transit	1.2%	\$ -	\$ -	\$ -
Community Transit	1.2%	\$ 2.50	\$ 1.25	\$ 90.00

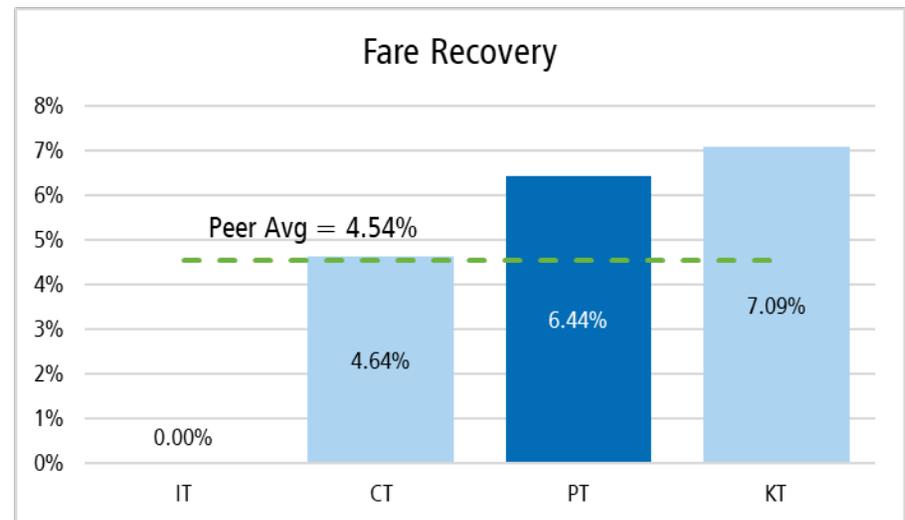
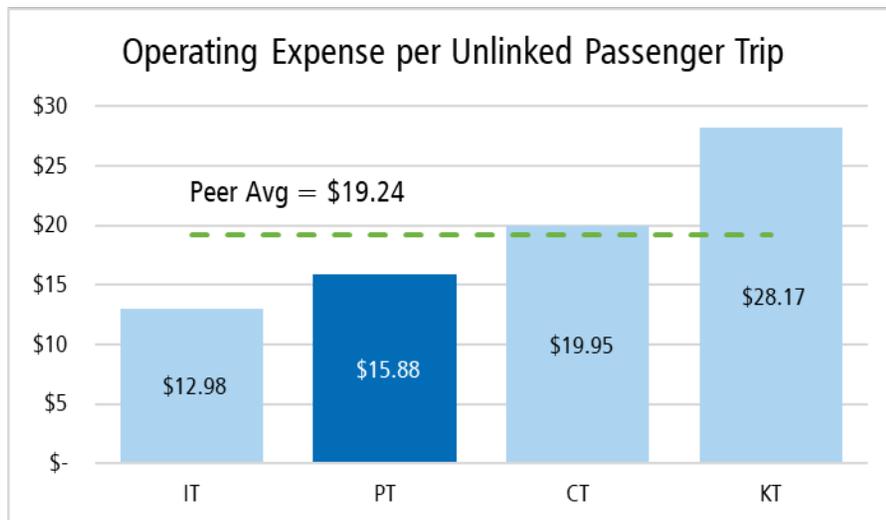
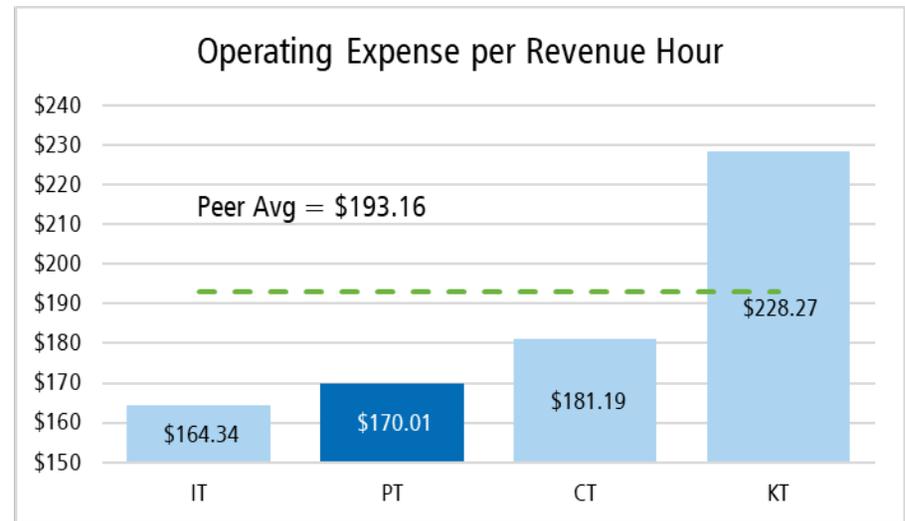
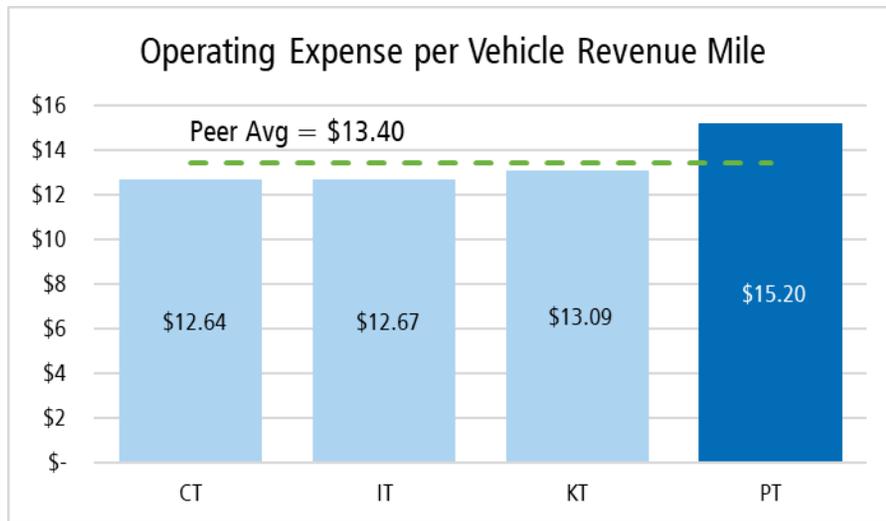
Agency	Motor Bus				
	Operating Expenses	Vehicle Revenue Miles	Vehicle Revenue Hours	Unlinked Trips	Fare Revenue
Pierce Transit	69,288,838	4,558,354	407,561	4,363,241	4,462,149
Kitsap Transit	26,646,477	2,036,360	116,731	946,001	1,889,919
InterCity Transit	29,694,801	2,342,918	180,687	2,287,878	-
Community Transit	79,800,613	6,311,028	440,436	4,000,232	3,706,721

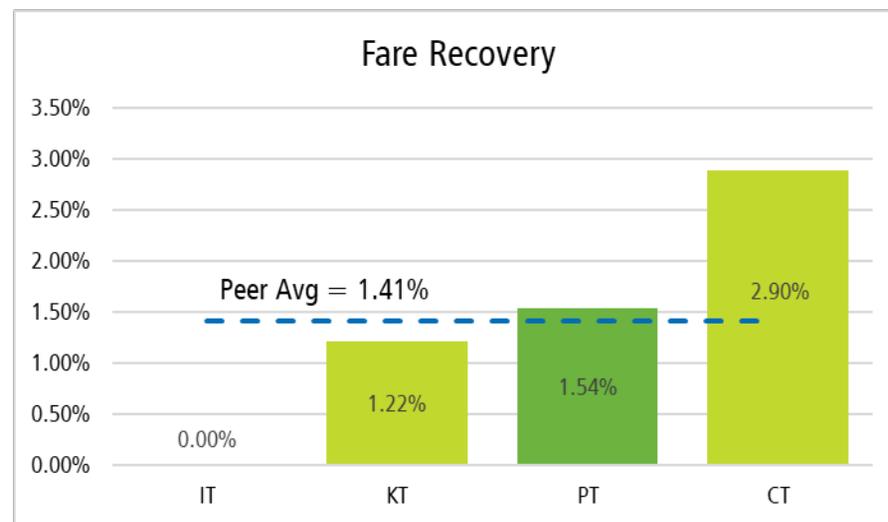
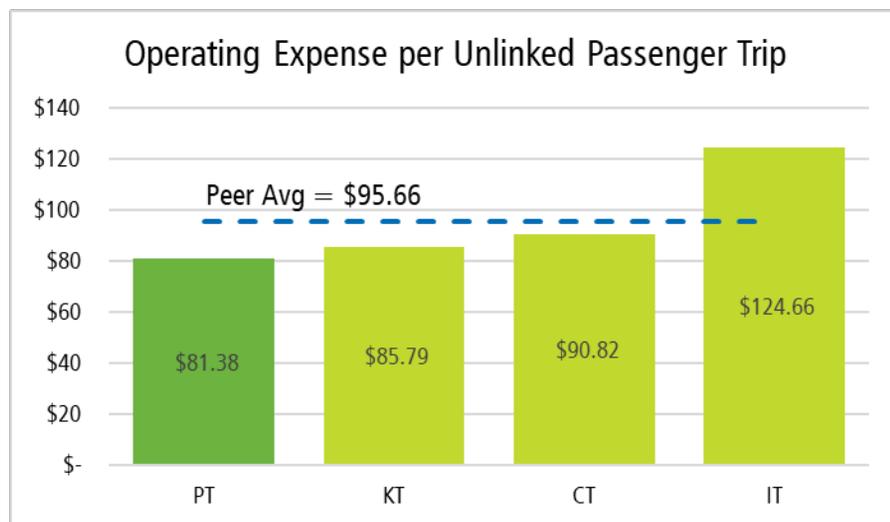
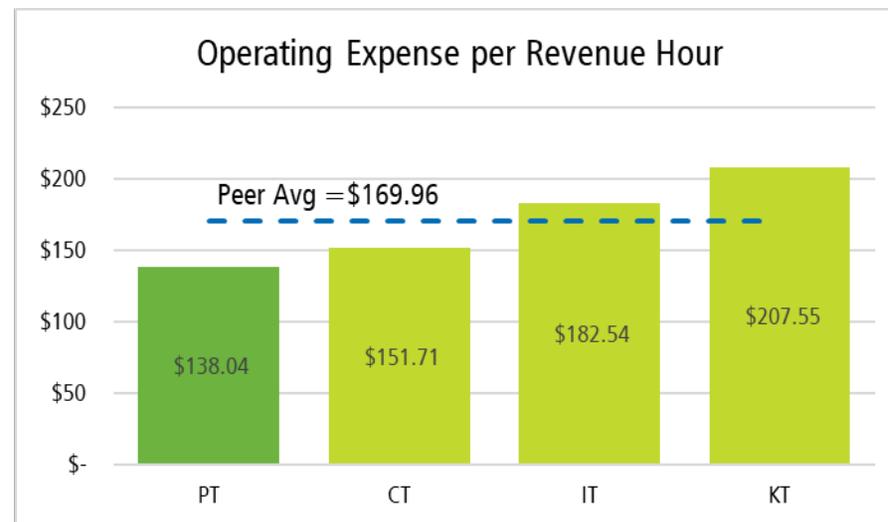
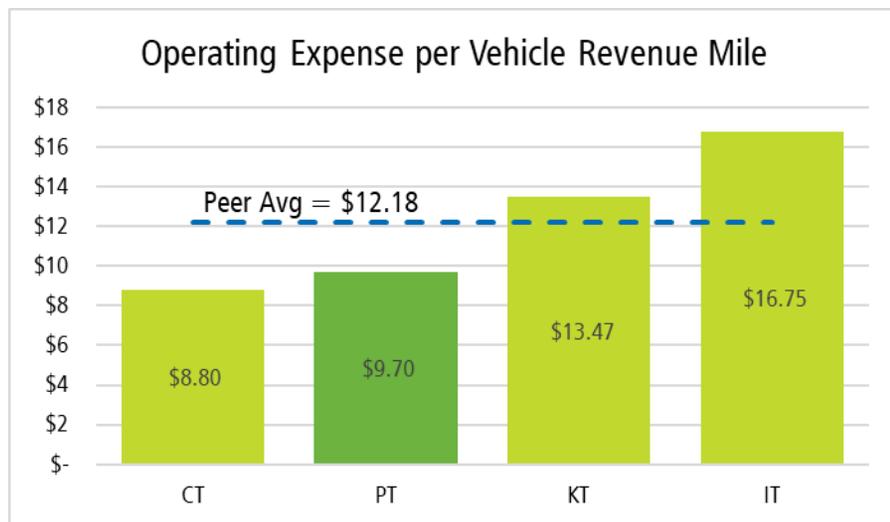
Agency	SHUTTLE				
	Operating Expenses	Vehicle Revenue Miles	Vehicle Revenue Hours	Unlinked Trips	Fare Revenue
Pierce Transit	13,266,088	1,367,836	96,105	163,024	204,661
Kitsap Transit	13,128,283	974,582	63,255	153,020	160,240
InterCity Transit	14,371,857	857,985	78,734	115,286	-
Community Transit	7,725,100	877,538	50,919	85,059	223,654

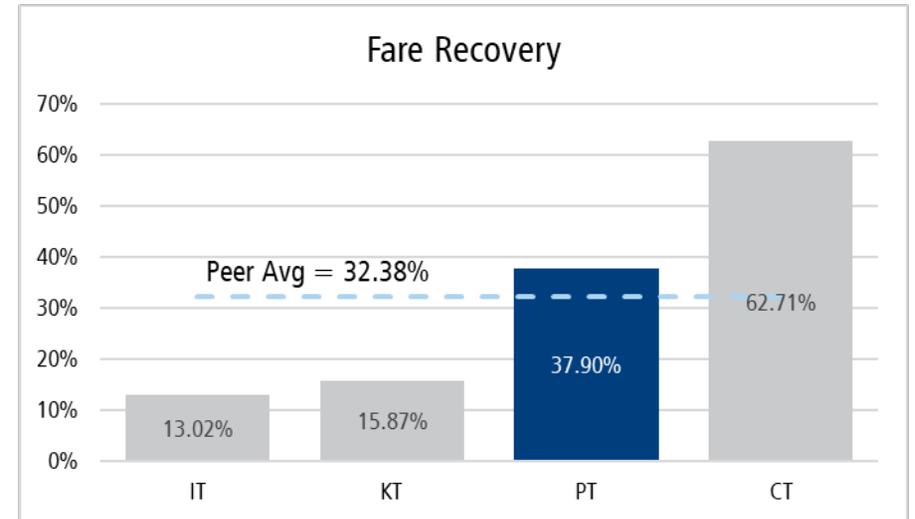
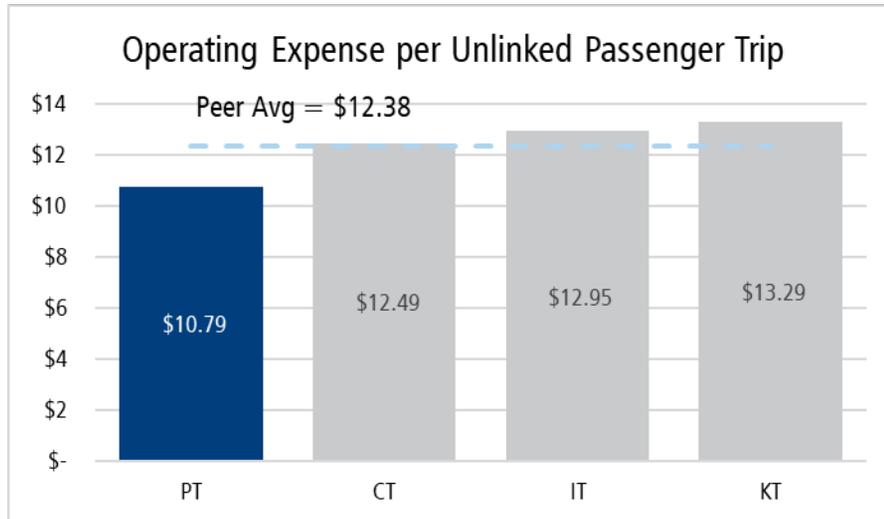
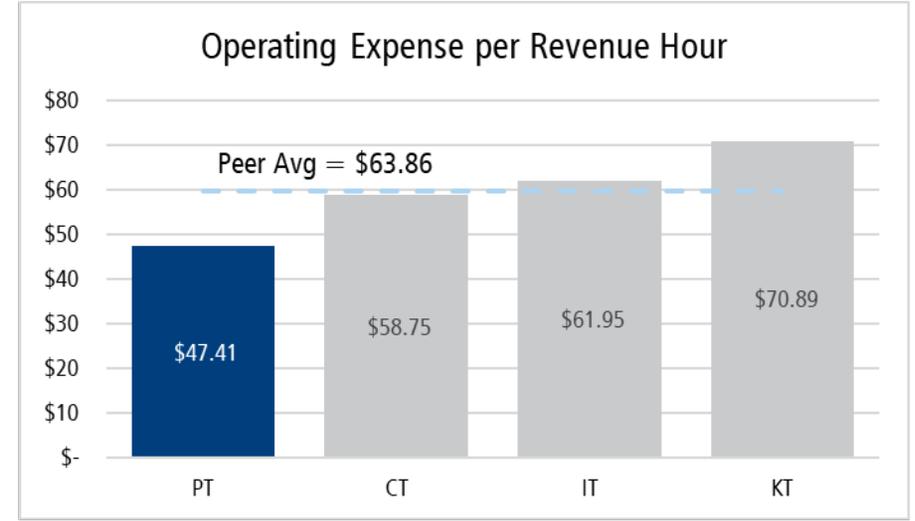
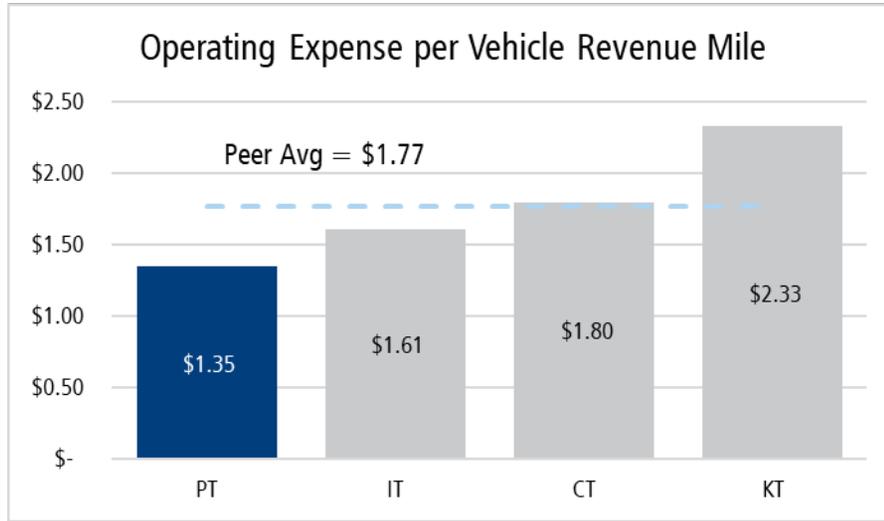
Agency	Vanpool				
	Operating Expenses	Vehicle Revenue Miles	Vehicle Revenue Hours	Unlinked Trips	Fare Revenue
Pierce Transit	3,485,434	2,583,536	73,511	323,089	1,321,152
Kitsap Transit	847,124	363,404	11,950	63,723	134,449
InterCity Transit	2,316,905	1,435,516	37,400	178,904	301,631
Community Transit	2,844,848	1,582,130	48,425	227,847	1,784,087



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# Acronyms

Acronyms are words formed from the initial letters of other words most used in the context of the budget.

ADA – American Disabilities Act

AFR – Annual Financial Report

APTA – American Public Transportation Association

BEB – Battery Electric Bus

BRT – Bus Rapid Transit

CNG – Compressed Natural Gas

CTR – Commute Trip Reduction

DOT – Department of Transportation

FTA – Federal Transit Administration

FTE – Full-Time Equivalent

FY – Fiscal Year

JBLM – Joint Base Lewis McChord

M&O – Maintenance and Operations

MOBI – Maintenance & Operations Base Improvements

ngORCA – Next Generation One Regional Card for All

NTD – National Transit Database

PT – Pierce Transit

PTBA – Public Transportation Benefit Area

SHUTTLE – Specialized Transportation

ST – Sound Transit

SUV – Special Use Van

TDS – Tacoma Dome Station

USDOT – United States Department of Transportation

WSDOT – Washington State Department of Transportation

YE – Year End

*Accrual Basis of Accounting* – A method of accounting that matches revenues and expenditures with the period to which they relate rather than received or distributed.

*Americans with Disabilities Act* – Federal legislation mandating specific requirements for vehicles and facilities to accommodate the disabled.

*Agency* – As a government agency, Pierce Transit is often referred to as “the Agency” in this document and in other Pierce Transit publications.

*Appropriation* – A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.

*Beginning Balance* – The fund balance as of January 1.

*Benefits* – Employer paid costs provided for employees such as retirement contributions, medical and dental insurance premiums, and workers’ compensation.

*Boardings* – Passengers are counted each time they board revenue vehicles no matter how many vehicles they use to travel from their origin to their destination. The official name of this statistic in National Transit Database (NTD) terms is “unlinked passenger trip.”

*Bond* – Long-term debt issued by an agency to help finance new acquisitions of property, facilities, and equipment.

*Budget* – A financial plan for the operation of a program or organization for a specific timeframe or through project completion.

*Budget Amendment* – A budget amendment is a formal action of the Board of Commissioners to approve additional appropriations after the initial budget adoption.

*Budget Revision* – A budget revision is a record of change to the budget with no financial impact.

*Bus Rapid Transit* – Bus Rapid Transit systems are designed to carry larger numbers of riders with greater speed, reliability, and frequency than a standard fixed-route bus.

*Capital* – Purchase or construction project that has a cost of greater than \$5,000, or \$50,000 aggregate, and a useful life of greater than one year.

*Capital Budget* – A portion of the annual budget that appropriates funds for the purchase of capital items.

*Consumer Price Index (CPI)* – A statistical description of price levels provided by the U.S. Department of Labor that measures the change in the cost of goods purchased in comparative timeframes.

*Cost per Passenger* – The cost of carrying each passenger determined by dividing the total cost of carrying all passengers by the total number of passenger trips.

*Cost per Vehicle Mile* – The cost of traveling one mile determined by dividing the total cost of providing service by the total number of miles traveled.

*Deadhead Time* – The number of hours a bus is traveling while not in revenue service. Includes travel between the garage and the beginning/end of a route or travel between two routes when the vehicle is not actually in service.

*Debt* – The amount of money required to pay interest and principal on the Agency's borrowed funds.

*Debt Service* – The annual debt service requirements and future debt service schedule associated with the bonds currently outstanding as determined by the debt policy. Debt service includes the principal and interest payment obligations for the defined periods.

*Division* – An organizational unit of the Agency responsible for carrying out Agency functions.

*Encumbrances* – A classification of expenditures committed for goods or services for which payments have not been made.

*Ending Balance* – The fund balance as of December 31.

*Enterprise Fund* – An enterprise fund is a type of proprietary fund used to account for a government’s business-type activities and used to report any activity for which a fee is charged to external users for goods or services.

*Expenditure* – The payment of cash or the transfer of property or services for the purpose of acquiring an asset, service, or materials.

*Expenses* – Decreases in net total assets that represent the total cost of operations during a period regardless of the timing of related expenditures.

*Farebox Recovery Ratio* – The total fares collected divided by total costs to operate the service.

*Fiscal Year* – The fiscal year for Pierce Transit is the calendar year January 1 through December 31.

*Fixed Route* – Bus operations that adhere to a published schedule on specific routes.

*Full-time Equivalents (FTEs)* – A unit used for measuring personnel according to the percentage of hours worked annually, based on a 40-hour workweek / 52 weeks / 2080 hours.

*Fund* – A fiscal or accounting entity with a self-balancing set of accounts, established for the purpose of carrying on specific activities.

*Grants* – A contribution by a government or other organization to support a particular function.

*Insurance Budget* – A portion of the annual budget that appropriates funds for Workers’ Compensation and Unemployment claims.

*Insurance Reserve* – Reserves set at a level to adequately protect the Agency from self- insurance risks that is evaluated annually.

*Key Performance Indicators (KPI)* – Measures by which Pierce Transit evaluates the effectiveness and efficiency of its operations.

*Maintenance and Operation Expenditures (M&O)* – This term refers to expenditures paid to obtain goods or services, including services, supplies, fuel, utilities, insurance, etc. This category does not include personnel or capital expenditures.

*On Demand Services* – Allows user to ride-hail on-demand trips within a specific microtransit zone using a mobile app.

*One Regional Card for All (ORCA)* – The seamless fare system for the region’s customers, enabling agencies to offer transit fare options, reduce media confusion, and improve interagency fare revenue reconciliation through an apportionment process.

*Operating Budget* – A portion of the annual budget that appropriates funds for continued operations.

*Personnel* – This item includes the cost of all salaries, wages, overtime, and benefits associated with the Agency's staff.

*Platform Hours* – see Service Hours

*Reserve* – Reserves maintained to provide a sufficient working capital and balance to finance cash flow requirements, unanticipated downturns in revenues, and provide funds for emergency expenditures set by Board of Commissioners.

*Revenue* – Income received by the agency in support of its program of services to the community.

*Revenue Hours* – A calculation of service based on the number of hours a vehicle is in service providing passenger trips (and is potentially collecting fare revenue). Revenue hours do not include deadhead time but do include layover time between trips.

*Revenue Miles* – A calculation of service based on the number of miles in which a vehicle is in service providing passenger trips (and is potentially collecting fare revenue).

*Revenue Vehicle* – Any vehicle which provides service resulting in fare revenue for the Agency.

*Rideshare* – A group of 3 to 15 people sharing the ride in an 8, 12, or 15-passenger van.

*Ridership* – The total number of passenger boardings on fixed route, SHUTTLE, or rideshare in a year.

*Sales Tax* – Tax on certain forms of consumption levied by the State of Washington within the service district for the Agency in the amount of six-tenths of one percent (0.6 percent) effective 7/1/02.

*Self-insurance* – The items determined to be administered by the Agency rather than covered by an insurance policy.

*Service Hours* – A calculation of service based on the number of hours a vehicle is on the road, includes revenue, recovery, and deadhead hours.

*Service Miles* – A calculation of service based on the number of miles a vehicle is on the road, includes revenue, recovery, and deadhead miles, but not training or maintenance road test miles.

*SHUTTLE* – see Specialized Transportation.

*Single-Enterprise Fund* – A self-supporting government fund whose activities include selling goods and/or services to the public for a charge or fee.

*Sound Transit* – Regional Transit Authority. A cooperative known as "Sound Transit" which includes Pierce, King, and Snohomish counties, established to implement a regional, integrated, transit system throughout the Puget Sound area.

*Specialized Transportation* – A program whereby transportation services are provided to those with a qualifying disability within  $\frac{3}{4}$  of a mile of our fixed bus routes.

*Transfers* – Amounts transferred from the operating budget to the insurance and capital budgets.

*Working Cash* – Excess of readily available assets over current liabilities or cash on hand equivalents that may be used to satisfy cash flow needs.



# Pierce Transit

Connecting you with life



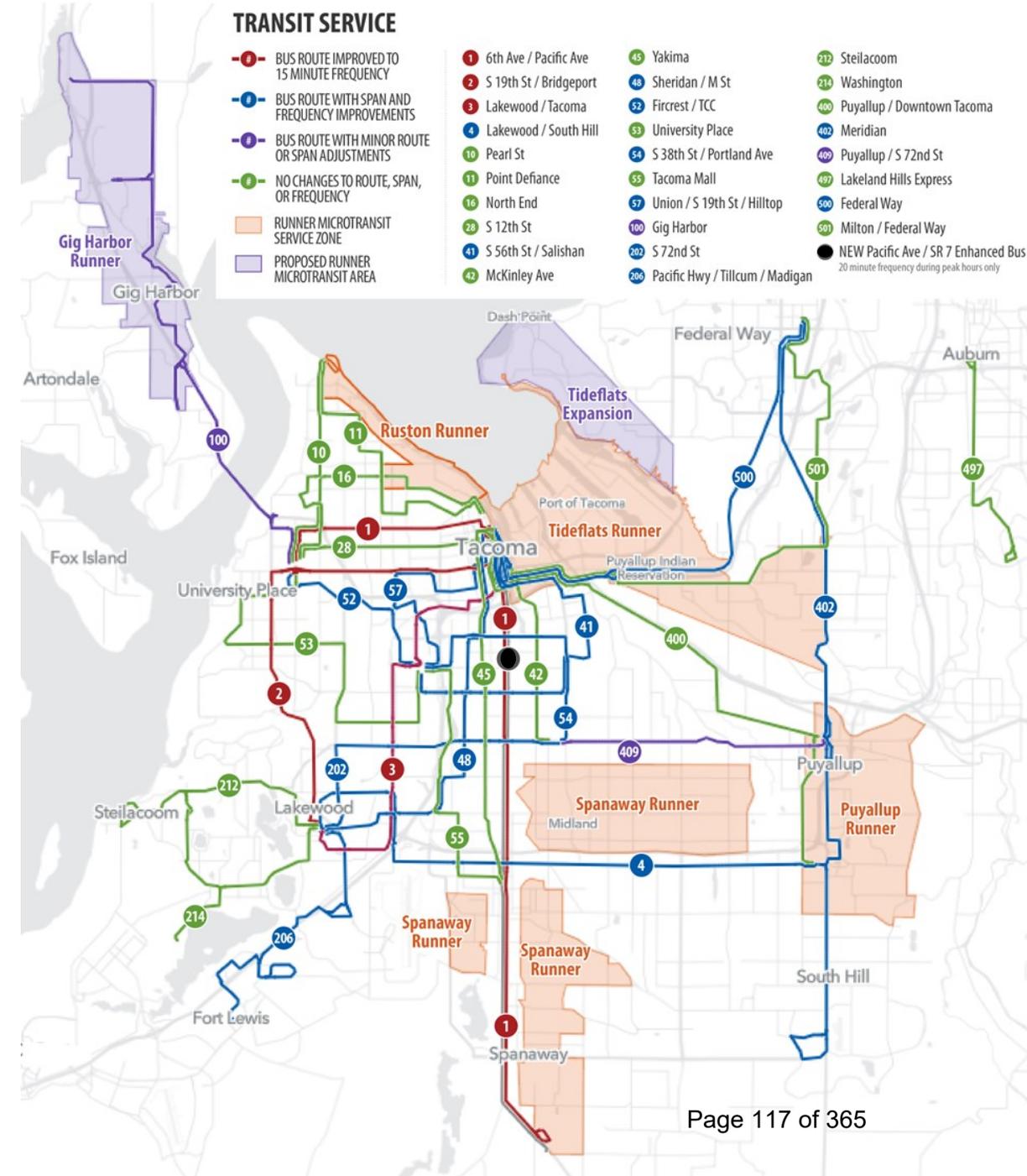
## Bus System Recovery Plan & Title VI Service Equity Analysis

Tina Lee, Planning Manager

# Bus System Recovery Plan

## Four Improvement Priorities

1. Improve service frequency
2. Improve service span per day
3. Improve service frequency and span during weekdays, Saturday, and Sunday
4. Address unproductive, low ridership routes instead covering those areas with on-demand *Runner* Microtransit service



# Recommendations

- New Stream Pacific Ave / SR 7 Enhanced Bus service
- Routes 13, 63, 409, and 425 will change travel patterns, and portions of all will be replaced by *Runner* service
- Three frequent (every 15-minute) routes (1, 2, and 3)
- The highest ridership routes and routes serving those with the highest needs will operate earlier and later, with minimum targets of:
  - Weekday: 6 a.m. – 10 p.m.
  - Saturday: 7 a.m. – 10 p.m.
  - Sunday: 8 a.m. – 8 p.m.

# Additional Details on Routes 13, 63, 409, 425

- Each route has unsatisfactory performance and limited access/span
- Runner service expands access to seven days a week, 15 hrs a day
- Changing a route can change the complimentary ADA paratransit boundary:

Route	Route Daily Ridership	SHUTTLE Specialized Transportation			
		Registered Clients in Area	Distinct Users in Area	Estimated Weekday Trips	Annual Trips
13 - N 30th Street	37	No ADA impact, area in active SHUTTLE zone.			
63 - NE Tacoma Express	8	49	9	2	462
425 - Puyallup Runner	8	3	1	< 1	5
409 - Puyallup-S 72nd St	17	107	24	4	889

- Options to work with our passengers:
  - Adhere strictly to ¾ mile complimentary ADA boundary
  - One year grace period, staff works one-on-one with all riders to transition them to Runner
  - Grandfather ADA boundary for limited period (no more than 5 years)



**Disparate Impact:** A disparate impact occurs when the **minority population** adversely affected by a fare or service change is **10% more** than the average minority population of Pierce Transit's service area.

**Disproportionate Burden:** A disproportionate burden occurs when the **low-income** population adversely affected by a fare or service change is **5% more** than the average low-income population of Pierce Transit's service area.

A. Pierce Transit will hold a public hearing when any fare changes lasting longer than a 6-month demonstration period are proposed or any major service changes are proposed. A major service change shall be defined as any change in service lasting 12 months or more on any individual route that would ***add or eliminate twenty percent or more of the route revenue miles or twenty percent or more of the route revenue hours.*** All major service changes and all non-demonstration, system-wide, fare changes will be subject to an equity analysis which includes an analysis of adverse effects on minority and low-income populations.

# Title VI Service Equity Analysis

Title VI of the Civil Rights Act

“No person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal Financial assistance.”

No Disparate Impact or Disproportionate Burden Impact identified.

# Questions?



**TITLE:** A Resolution of the Board of Commissioners of Pierce Transit Accepting the Title VI Service Equity Analysis for the Bus System Recovery Plan and Authorizing Implementation of the Bus System Recovery Plan, Including Stream Pacific Avenue/SR-7 Enhanced Bus Service

**DIVISION:** Planning & Community Development

**SUBMITTED BY:** Tina Lee, Planning Manager

**RELATED ACTION:**

November 13, 2023, Public Hearing for Title VI Service Equity Analysis on Bus System Recovery and Restoration Proposal including Stream Pacific Avenue/SR-7 Enhanced Bus service

**ATTACHMENTS:**

**RELATION TO STRATEGIC PLAN:** Customer

Exhibit A – Title VI Service Equity Analysis for Bus System Recovery Plan

**BUDGET INFORMATION:** N/A

Exhibit B – Bus System Recovery Plan – Draft Report

**BACKGROUND:**

Pierce Transit is in the process of restoring approximately 72,300 annual fixed route Service Hours (dependent upon staffing availability) over several years, starting with the March 2024 Service Change. Pierce Transit recognizes that such a major service addition calls for a comprehensive review of how current service is performing and where improvements can be made to maximize the long-term benefits of changes. Like many transit agencies across the country, the COVID-19 pandemic caused a decline in Pierce Transit fixed route ridership while rapidly changing land use patterns and increased congestion have in some cases altered the functionality of the route network as originally designed. Therefore, in June of 2023, Pierce Transit began collaborating with the consulting firm Nelson/Nygaard on a comprehensive fixed route analysis. Subsequent months – July through November 2023 - were spent analyzing performance data and soliciting input from the public on the desired outcomes of this fixed route (bus route) analysis and restoration plan. The full Bus System Recovery Plan Draft Report can be referenced in Exhibit B.

**Customer Outreach and Feedback:**

Pierce Transit engaged in a robust public involvement campaign involving Open Houses, Town Halls, Transit Center drop-in events, social media, and a project website, see Appendix A for a complete list. In total, there were 78 Public Outreach Events and contacts made, and 21 Communication Campaign Actions. All engagement events were designed to solicit public input to help develop the vision for a major addition in Service Hours beginning with the March 31, 2024, Service Change.

Two surveys were provided to determine public priorities: (1) Build Your Own System with 750+ responses and (2) Follow up engagement survey with two scenarios which garnered 204+ responses. Additionally, a Pierce Transit Operators-specific survey was created receiving 50 responses from employees.

The public input, stakeholder discussions, and broad outreach had a common theme of desired improvements. Improved route frequency and expanded span of service were the two most desired improvements. As a result, four different investment priorities were developed, which were applied to six phased implementation options. The four improvement priorities are:

1. Improve service frequency (how often bus trips operate).
2. Improve service span per day.
3. Improve service frequency and span during weekdays, Saturdays, and Sundays.
4. Eliminate three unproductive, low ridership routes and replace them with new on-demand Runner microtransit service to provide coverage in those areas.

The six phases of service improvements are dependent on having enough transit bus operator resources to start each independent new phase of service. The phases are listed in order of priority, taking public comments and system dependencies into account. The six phases of implementation options are as follows:

#### Phase 1, starting March 31, 2024

- Introduce new Stream Pacific Avenue/SR 7 Enhanced bus service.
- Expand Tideflats Runner zone to replace low performing Route 63.
- Expand Ruston Runner zone to replace low performing Route 13.
- Introduce new Gig Harbor Runner zone.
- Eliminate low performing Route 425 and the eastern portion of Route 409 in Puyallup, instead covering this service area with the Puyallup Runner Zone.

#### Phase 2

Improve frequency on Route 3 to every 15 minutes on weekdays. Route 3 travels through more high need areas and connects to more high ridership routes at the Tacoma Mall Transit Center, therefore, it was prioritized over Route 2.

#### Phase 3

Improve frequency on Route 2 to every 15 minutes on weekdays. The system depends on Routes 1, 2, and 3 to have frequent service to make connections or transfers work most effectively for our customers. They are therefore identified as *Frequent Routes* throughout this analysis.

#### Phase 4

Improve span of Frequent and Core routes to operate up to 10 pm on weekdays and Saturdays and until 8 pm on Sundays. The 13 Core and Frequent routes are as follows: 1, 2, 3, 4, 41, 48, 52, 54, 57, 202, 206, 402, 500. Core routes are those with the highest ridership, productivity, and equity populations coverage.

#### Phase 5

Improve frequency of Route 402 to operate every 30 minutes weekdays and Saturdays. This restores east Pierce County's primary route frequency. As a part of this phase, Route 100 will operate one hour earlier on weekdays.

Phase 6

Improve Core route frequencies so that they operate at 30-minute service intervals on weekdays and Saturdays. Core routes are as follows: 4, 41, 48, 52, 54, 57, 202, 206, 402, 500.

Title VI Service and Equity Analysis:

A comprehensive Title VI Service Equity Analysis was completed to analyze the proposed Pierce Transit System Recovery Plan recommendations, see Exhibit A. Both the Pierce Transit Bus System Recovery Plan recommendations and draft Title VI Service Equity Analysis, contained in Exhibit B, were presented at a Public Hearing at the November 13, 2023, Pierce Transit Board of Commissioners meeting. No additional comments have been received through that process. The Pierce Transit Community Transportation Advisory Commission received information and provided input to staff at their September 28, 2023, and October 26, 2023, meetings.

The below table summarizes the characteristics of routes experiencing a change in span of service.

	<b>Low Income</b>	<b>Minority</b>
<b>Change Borne By</b>	15.8%	45.9%
<b>PTBA Average</b>	10.5%	40.5%
<b>Delta</b>	5.2%	5.4%

Low Income populations on routes with span changes experience a greater fraction of people-trips than previous levels of service. Thus, at the system level there are no adverse impacts to low-income populations even though the delta is over the 5% threshold.

Minority populations on routes with span changes experience greater fraction of people-trips relative to the system average; however, this difference is below the 10% threshold and there are no adverse impacts due to service improvements.

The below table summarizes the characteristics of routes experiencing a change in frequency.

	<b>Low Income</b>	<b>Minority</b>
<b>Change Borne By</b>	15.2%	46.8%
<b>PTBA Average</b>	10.5%	40.5%
<b>Delta</b>	4.7%	6.3%

Low Income populations on routes with frequency changes experience a greater fraction of people-trips relative to the system average; however, this difference is below the 5% threshold and there are no adverse impacts due to service improvements.

Minority populations on routes with frequency changes experience greater fraction of people-trips relative to the system average; however, this difference is below the 10% threshold and there are no adverse impacts due to service improvements.

Only changes triggering disproportionate burden or disparate impact require mitigation. Because none of the low-income deltas exceed the 5% threshold, there are no disparate impacts, and no mitigation is needed. Additionally, because none of the minority deltas exceed the 10% threshold, there is also no disproportionate burden and therefore no mitigation is needed.

**STAFF RECOMMENDATION:**

Authorize implementation of the Pierce Transit Bus System Recovery Plan, Including Stream Pacific Avenue/SR-7 Enhanced Bus Service and accept the related Title VI Service Equity Analysis.

**ALTERNATIVES:**

- 1) Do nothing and leave the system as is; or
- 2) Change the order/timing of the six phases to be implemented (not recommended).

**PROPOSED MOTION:**

Move to: Approve Resolution No. 2023-015, accepting the Title VI Service Analysis for the Bus System Recovery Plan in the substantially the same form as Exhibit A, and authorizing implementation of the Pierce Transit Bus System Recovery Plan, including Stream Pacific Avenue/SR-7 Enhanced Bus service, in substantially the same form as Exhibit B.

**Appendix A**

**ADDITIONAL PUBLIC OUTREACH CONTACTS**

Public Outreach - Open Houses, Town Halls, Transit Center Contacts

<b>Location</b>	<b>Method</b>	<b>Date</b>
City of Puyallup Central Library	In-person, walk-in event	9/23/2023
Town Hall & Presentation No. 1	Virtual, online only event	9/27/2023
Tacoma Mall Transit Center	In-person, direct contact event	9/27/2023
Asia Pacific Cultural Center (Tacoma)	In-person, walk-in event	10/3/2023
Lakewood Transit Center	In-person, direct contact event	10/4/2023
Town Hall & Presentation No. 2	Virtual, online only event	10/5/2023

Stakeholder Outreach Meetings

<b>Organization</b>	<b>Date</b>
City of Puyallup Community Workshop	9/13/2023
Tacoma Transportation Commission	9/20/2023
Community Transportation Advisory Group (CTAG)	9/28/2023
Tacoma Community College- Gig Harbor's Student Senate	10/19/2023

Communication Campaign

Action	Date
Project info included in all-employee quarterly meeting	8/1/23
Press release to local, regional media	8/2/23
Posts information to scrolling signs at transit centers	8/2/23
Press release sent to elected officials for further dist. 150 subscribers	8/3/23
text message to all route text alert subscribers 24,331 subscribers	8/3/23
Project info distributed to all employees	8/13/23
Open House info added to agency website	9/1/23
Survey/engagement events distributed to all employees	9/1/23
Monthly e-newsletter sent to GovDelivery 7,454 subscribers	9/1/23
CEO provided info to board members 9/1 and 10/2	9/1/23
Media Coverage The Suburban Times	9/11/23
Listing events and take survey to social media	9/15/23
Scrolling signs at transit centers pointing towards survey	9/19/23
Outward facing monitors pointing towards survey	9/19/23
Press release to local and regional media.	9/20/23
Pushing project info to disability and non-English speaking communities	9/20/23
Text message to all route text alert subscribers 24,331 subscribers	9/21/23
Stand-alone email to General News & Announcements list 7,454 subscribers	9/21/23
CEO GovDelivery e-news 5,262 subscribers	9/21/23
CEO included project info in weekly email	9/22/23
Fox 13 TV	9/28/23

Additional Public Outreach Contacts

Organization	Address/Location
Catherine Place	923 S. 8th Street Tacoma, WA 98405
Catholic Community Services	1411 S Yakima Avenue Tacoma, WA 98405
Centro Latino	1208 S. 10th St. Tacoma, WA 98405
Children's Museum at JBLM	2275 Liggett Avenue Joint Base Lewis-McChord, WA 98433
CJK Community Homes	2367 Tacoma Avenue S #215 Tacoma, WA 98402
D.A. Gonyea Branch - Boys & Girls Club	5136 N. 26th Street, Tacoma, WA 98406
Evergreen Recovery	3630 S Cedar Street #G, Tacoma, WA 98409
Greentrike/Children's Museum of Tac.	1501 Pacific Avenue Tacoma, WA 98402
Happy Hand House	4321 2nd St. SW Puyallup, WA 98373
Lakewood Boys & Girls Club	10402 Kline St. SW, Lakewood, WA 98499
Marking a Difference Foundation	4218 S. Steele St. Suite 215, Tacoma, WA 98409
Metro Aquatics	6817 27th St. W. Tacoma, WA 98466
Milgard Family Eastside Branch - Boys & Girls Club	1721 E. 56th St., Tacoma, WA 98404
Salish Sea Collective	2607 Bridgeport Way West University Place, WA 98466

FACT SHEET

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New Phoebe House	P.O. Box 9845 Tacoma, WA 98415
Northwest Magic	9503 184th Street East, Puyallup, WA 98375
Our Sisters' House	2714 N. 21st Street, Suite 3, Tacoma, WA 98406
Pierce County Human Services	3602 Pacific Ave., Suite 200, Tacoma, WA 98418
Planned Parenthood	1515 MLK Jr. Way, Tacoma, WA 98405
Point Defiance Zoo	5400 North Pearl Street Tacoma, WA 98407
Puyallup Tribe of Indians	3009 East Portland Avenue, Tacoma, WA 98404
REACH	1314 S. L Street Tacoma, WA 98405
Rebuilding Hope! Sexual Assault Center	101 East 26th Street, Suite 200 Tacoma, WA 98421
Sound Outreach	1106 Martin Luther King Jr. Way Tacoma, WA 98405
Tacoma Arts Live	1001 S. Yakima Avenue, Suite 1 Tacoma, WA 98405
Tacoma Soccer Center	2610 E. Bay Street Tacoma, WA 98421
United Way of Pierce County	1501 Pacific Avenue, Suite 400 Tacoma, WA 98402
Washington State PTA	15 Oregon Avenue, Suite 202 Tacoma, WA 98409
We Teach Tacoma	3049 S. 36th Street, Suite 300, Tacoma, WA 98409
West Pierce CARES	3631 Drexler Drive West University Place, WA 98466
WA PAVE (Partnership for Action - Voices for Empowerment)	6316 S. 12th Steet, Tacoma, WA 98465
Hearing, Speech & Deafness Center	621 Tacoma Avenue South, Suite 505 Tacoma, WA 98402
Korean Women's Association	3625 Perkins Lane SW Lakewood, WA 98499
United Way of Pierce County	1501 Pacific Avenue, Suite 400 Tacoma, WA 98402
Washington State PTA	15 Oregon Avenue, Suite 202, Tacoma, WA 98409
Lakewood Chamber	Lakewood
Lakewood Community Collaboration /City of Lakewood	Lakewood
Northeast Tacoma Neighborhood Council	Tacoma
Proctor Business District	Tacoma
South Tacoma Business District Association	Tacoma
South Tacoma Neighborhood Council	Tacoma
Community Council of Tacoma (CCoT)	Tacoma
West End Neighborhood Council	Tacoma
DT Tacoma Partnership Community Relations Committee	Tacoma
MIC South Sound	Tacoma
Dome Business District	Tacoma
New Tacoma Neighborhood Council	Tacoma
Hilltop Business District	Tacoma
Walk & Roll Pierce County	Pierce County
Stadium Business District	Tacoma
Economic Development Board for Tacoma-Pierce County	Tacoma/Pierce County
Tacoma-Pierce County Chamber of Commerce	Tacoma/Pierce County
Affordable Housing Consortium	Tacoma
Sixth Avenue Business District	Tacoma
Central Tacoma Neighborhood Council	Tacoma
Fife Milton Edgewood Chamber of Commerce	Fife/Milton/Edgewood

FACT SHEET

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South End Neighborhood Council (SEnCo)	Tacoma
Community Health Care - Lakewood	10510 Gravelly Lake Drive SW, Tacoma, WA 98499
Community Health Care - Pacific Avenue	11225 Pacific Avenue S, Tacoma, WA 98444
Community Health Care - Sea-Mar	7424 Bridgeport Way W Ste 103, Lakewood, WA 98499
Community Health Care - Tacoma Hilltop	1202 Martin Luther King Jr. Way, Tacoma, WA 98405
Community Health Care - Salishan	1708 E 44th Street, Tacoma, WA 98404
Community Health Care - Spanaway	134 188th Street S, Spanaway, WA 98387
Tacoma-Pierce County Health Department	3629 S. D Street, Tacoma, WA 98418-6813
Pierce County Coordinated Transportation Coalition	3602 Pacific Avenue, Suite 200, Tacoma, WA 98408
Pierce County Aging & Disability Resource Center - Community Forum	3602 Pacific Avenue, Suite 200, Tacoma, WA 98408
Pierce County Association of the Blind	(None provided)
Partner Café	123 E. 96th Street, Tacoma WA 98445

**RESOLUTION NO. 2023-015**

1 A RESOLUTION of the Board of Commissioners of Pierce Transit Accepting the Title VI Service Equity Analysis  
2 for the Bus System Recovery Plan and Authorizing Implementation of the Bus System Recovery Plan,  
3 Including Stream Pacific Avenue/SR-7 Enhanced Bus Service  
4

5 WHEREAS, Pierce Transit is in the process of restoring approximately 72,300 annual fixed route  
6 Service Hours (dependent upon staffing availability) over several years, starting with the March 2024 Service  
7 Change; and

8 WHEREAS, Pierce Transit recognizes that such a major service addition calls for a comprehensive  
9 review of how current service is performing and where improvements can be made to maximize the long-  
10 term benefits of changes; and

11 WHEREAS, Pierce Transit began collaborating with the consulting firm Nelson/Nygaard on a  
12 comprehensive fixed route analysis; and

13 WHEREAS, Pierce Transit engaged in a robust public involvement campaign involving Open  
14 Houses, Town Halls, Transit Center drop-in events, social media, and a project website all designed to  
15 solicit public input; and

16 WHEREAS, two different surveys were developed to determine public priorities where a common  
17 theme of desired improvements to route frequency and expanded span of service were captured resulting in  
18 more than 950 comments through the engagement process; and

19 WHEREAS, four improvement priorities were developed: (1) Improve service frequency (how often  
20 trips operate); (2) Improve service span per day; (3) Improve service frequency and span during weekdays,  
21 Saturdays, and Sundays; and (4) Eliminate unproductive, low ridership routes and replace them with new on-  
22 demand Runner microtransit service; and

23 WHEREAS, six independent phased service improvements in priority order were developed, taking  
24 public comments and system dependencies into account; and

25 WHEREAS, the changes associated with the six phased improvements constituted a Major Service  
26 Change subject to a Title VI Service Equity Analysis to determine if there would be adverse effects to minority  
27 and low-income populations as a result of the changes; and

28 WHEREAS, at a system level the changes are expected to positively benefit minority and low-income  
29 populations by providing increased span of service and frequency; and  
30

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

2 Section 1. The Board of Commissioners acknowledges its review, consideration, and acceptance of  
3 the Title VI Service Equity Analysis for the Bus System Recovery Plan in substantially the same form as  
4 Exhibit A.

5 Section 2. The Board of Commissioners authorizes implementation of the six phased service  
6 improvements of the comprehensive Pierce Transit Bus System Recovery Plan, Including Stream Pacific  
7 Avenue/SR-7 Enhanced Bus Service, in substantially the same form as Exhibit B.

8 ADOPTED by the Board of Commissioners of Pierce Transit at their regular meeting thereof held on  
9 the 11th day of December 2023.

10 PIERCE TRANSIT

11  
12  
13 \_\_\_\_\_  
14 Kristina Walker, Chair  
15 Board of Commissioners  
16

17 ATTEST/AUTHENTICATED

18  
19 \_\_\_\_\_  
20 Deanne Jacobson, CMC  
21 Clerk of the Board

Pierce Transit

# Title VI Service Equity Analysis

Pursuant to FTA Circular 4702.1B

**2023 Bus System Recovery and Restoration Plan for Implementation in  
March 2024**

November 2023

Pierce Transit – Planning & Scheduling Dept.

## PIERCE TRANSIT TITLE VI SERVICE EQUITY ANALYSIS

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## 1 INTRODUCTION

Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, or national origin in programs and activities receiving Federal financial assistance. This analysis was conducted in compliance with Federal Transit Administration (FTA) Circular 4702.1B, which requires any FTA recipient serving a population of 200,000 or greater to evaluate any fare change and any major service change at the planning and programming stages to determine whether those changes have a discriminatory impact. This document is an analysis of the Pierce Transit fixed routes planned for schedule alterations (e.g., Improvements, such as increased span of service or frequency), routing alterations or deviations, or complete elimination, beginning with the March 2024 service change.

## 2 BACKGROUND

Pierce Transit is in the process of restoring approximately 72,300 annual fixed route Service Hours (dependent upon staffing availability) over several years, starting with the March 2024 Service Change. Pierce Transit recognizes that such a major service addition calls for a comprehensive review of how current service was performing and where improvements could be made to maximize the long-term benefits of changes. Like many transit agencies across the country, the COVID-19 pandemic has caused a decline in Pierce Transit fixed route ridership while rapidly changing land use patterns and increased congestion have in some cases altered the functionality of the route network as originally designed. Therefore, in June of 2023, Pierce Transit began collaborating with the consulting firm Nelson/Nygaard (in Seattle, Washington) on a comprehensive fixed route analysis. Subsequent months – July through November 2023 - were spent analyzing performance data and soliciting input from the public on the desired outcomes of this fixed route (bus route) analysis and restoration plan.

### 2.1 Service Characteristics

The public input, stakeholder discussions, and broad outreach had a common theme of desired improvements. Improved route frequency and expanded span of service were the two most desired improvements. The Pierce Transit Board or Commissioners also strongly indicated a desire to improve post-pandemic ridership levels. Improved frequencies generally lead to bigger ridership gains than expanded span of service. As a result, four different investment priorities were developed, which were applied to six phased implementation options. The four improvement priorities are as follows:

1. Improve service frequency (aka “headways”).
2. Improve service span per day.
3. Improve service frequency and span during weekdays, Saturdays, and Sundays.
4. Eliminate unproductive, low ridership routes and replace them with new on-demand *Runner* microtransit service.

The six phased service improvements are dependent on having enough transit bus operator resources to start each independent new phase of service. The phases are listed in order of priority, taking public comments and system dependencies into account. The six phased implementation options are as follows:

## Phase 1 March 2024

- Introduce new Pacific Avenue/SR 7 Enhanced bus.
- Implement new Puyallup Runner zone to replace Route 425 and the eastern portion of Route 409.
- Expand Tideflats Runner zone to replace Route 63.
- Expand Ruston Runner zone to replace Route 13.

## Phase 2 September 2024

- Improve frequency on Route 3 to every 15 minutes on weekdays. Route 3 travels through more high need areas and connects to more high ridership routes at the Tacoma Mall Transit Center, so it was prioritized over Route 2.

## Phase 3 March 2025

- Improve frequency on Route 2 to every 15 minutes on weekdays. The system depends on Routes 1, 2, and 3 to have frequent service to make connections or transfers work most effectively for our customers. They are therefore identified as *Frequent Routes* through this analysis.

## Phase 4 September 2025

- Improve span of Frequent and Core routes to operate up to 10 pm on weekdays and Saturdays and until 8 pm on Sundays. The 13 Core and Frequent routes are as follows: 1, 2, 3, 4, 41, 48, 52, 54, 57, 202, 206, 402, 500. Core routes are those with the highest ridership, productivity, and equity populations coverage.

## Phase 5 March 2026

- Improve frequency of Route 402 to operate every 30 minutes weekdays and Saturdays. This restores east Pierce County's primary route frequency. As a part of this phase, operate Route 100 one hour earlier on weekdays.

## Phase 6 September 2026

- Improve Core route frequencies so that they operate at 30-minute service intervals on weekdays and Saturdays. Core routes are as follows: 4, 41, 48, 52, 54, 57, 202, 206, 402, 500.

**Table 1: Routes Experiencing a Change in Weekday Span of Service**

<b>Route</b>	<b>Current Span</b>	<b>Description of Changes</b>
1 6 <sup>th</sup> Ave / Pacific Ave	Service until 9:45 PM	Span extended to 11:00 PM
3 Lakewood / Tacoma	Service until 9:15 PM	Span extended to 11:00 PM
4 Lakewood / South Hill	Service until 8:00 PM	Span extended to 10:00 PM
13 N 30 <sup>th</sup> St	Service until 6:15 PM	Eliminated, due to low productivity
41 S 56 <sup>th</sup> St/ Salishan	Service until 9:15 PM	Span extended to 10:00 PM
48 Sheridan M St	Service until 8:45 PM	Span extended to 10:00 PM
52 TCC Tac Mall	Service until 9:45 PM	Span extended to 10:00 PM
57 Union / S 19 <sup>th</sup> St / Hilltop	Service until 9:00 PM	Span extended to 10:00 PM
63 NE Tacoma Express	Service until 5:15 PM	Eliminated, due to low productivity
100 Gig Harbor	Service starts at 5:45 AM	Span begins at 6:45 AM
202 S 72 <sup>nd</sup> St	Service until 9:45 PM	Span extended to 10:00 PM
402 Meridian	Service until 7:00 PM	Span extended to 10:00 PM
409 Puyallup / S 72 <sup>nd</sup> St	Service until 5:45 PM	Span extended to 7:00 PM
425 Puyallup Connector	Service until 4:15 PM	Eliminated, due to low productivity

**Table 2: Routes Experiencing a Change in Saturday Span of Service**

<b>Route</b>	<b>Current Span</b>	<b>Description of Changes</b>
41 S 56 <sup>th</sup> St / Salishan	Service until 8:15 PM	Span extended to 10:00 PM
48 Sheridan / M St	Service until 7:45 PM	Span extended to 10:00 PM
52 Fircrest / TCC	Service until 8:15 PM	Span extended to 10:00 PM
54 S 38 <sup>th</sup> St / Portland Ave	Service until 7:45 PM	Span extended to 10:00 PM
57 Union / S 19 <sup>th</sup> St / Hilltop	Service until 7:30 PM	Span extended to 10:00 PM
202 S 72 <sup>nd</sup> St	Service until 9:30 PM	Span extended to 10:00 PM
206 Pacific HWY / Tillicum / Madigan	Service until 8:45 PM	Span extended to 10:00 PM
402 Meridian	Service until 7:15 PM	Span extended to 10:00 PM

**Table 3: Routes Experiencing a Change in Sunday Span of Service**

Route	Current Span	Description of Changes
4 Lakewood / South Hill	Service until 7:00 PM	Span extended to 8:00 PM
41 S 56 <sup>th</sup> St / Salishan	Service until 7:00 PM	Span extended to 8:00 PM
48 Sheridan / M St	Service until 7:15 PM	Span extended to 8:00 PM
52 Fircrest / TCC	Service until 6:30 PM	Span extended to 8:00 PM
54 S 38 <sup>th</sup> St / Portland Ave	Service until 7:30 PM	Span extended to 8:00 PM
57 Union / S 19 <sup>th</sup> St / Hilltop	Service until 5:45 PM	Span extended to 8:00 PM
206 Pacific HWY / Tillicum / Madigan	Service until 6:00 PM	Span extended to 8:00 PM
402 Meridian	Service until 6:00 PM	Span extended to 8:00 PM

**Table 4: Routes Experiencing a Change in Weekday Frequency**

Route	Current Frequencies (in minutes)			Description of Changes
	Peak	Midday	Evening	
1 6 <sup>th</sup> Ave / Pacific Ave	20/30	30	60	Peak and mid-day frequency improved to 15 minutes
2 S 19 <sup>th</sup> St / Bridgeport	30	30	30/60	Peak and mid-day frequency improved to 15 minutes
3 Lakewood / Tacoma	30	30	30/60	Peak and mid-day frequency improved to 15 minutes
13 N 30 <sup>th</sup> St	60	60	60	Eliminated due to low productivity and high overlap
63 NE Tacoma Express	60	60	60	Eliminated due to low productivity and high overlap
402 Meridian	60	60	60	Peak and mid-day frequency improved to 30 minutes
425 Puyallup Connector	60	60	60	Eliminated due to low productivity and high overlap
500 Federal Way	60	60	60	Peak and mid-day frequency improved to 30 minutes

**Table 5: Routes Experiencing a Change in Saturday Frequency**

Route	Current Frequencies (in minutes)			Description of Changes
	Peak	Midday	Evening	
4 Lakewood / South Hill	30/60	60	60	Peak and mid-day frequency improved to 30 minutes
41 S 56 <sup>th</sup> St / Salishan	60	60	60	Peak and mid-day frequency improved to 30 minutes
48 Sheridan / M St	60	60	60	Peak and mid-day frequency improved to 30 minutes
52 Fircrest / TCC	60	30	60	Peak and mid-day frequency improved to 30 minutes

54 S 38 <sup>th</sup> St / Portland Ave	60	60	60	Peak and mid-day frequency improved to 30 minutes
57 Union / S 19 <sup>th</sup> St / Hilltop	60	60	60	Peak and mid-day frequency improved to 30 minutes
202 S 72 <sup>nd</sup> St	30/60	30	30/60	Peak and mid-day frequency improved to 30 minutes
402 Meridian	60	60	60	Peak and mid-day frequency improved to 30 minutes
500 Federal Way	30/60	30	60	Peak and mid-day frequency improved to 30 minutes

**Table 6: Routes Experiencing a Change in Alignment or Elimination**

Route	Description of Changes
13 N. 30th Street	Eliminated due to low productivity and high overlap
63 NE Tacoma Express	Eliminated due to low productivity and high overlap
409 Puyallup/S 72 <sup>nd</sup> St	Terminates at Puyallup Sounder Station, thereby eliminating ~2.2-mile section along E. Main Avenue east to 29 <sup>th</sup> Street NE (i.e., current route terminus)
425 Puyallup Connector	Eliminated due to low productivity and high overlap

**Outreach and Decision-making**

The addition or deletion of more than 20% of a fixed bus route’s Service Hours or Service Miles is considered a major service change under Pierce Transit’s Major Service Change Policy (see 3.1) and, therefore, requires a Title VI Service Equity Analysis, plus public outreach and engagement process.

All outreach and direct engagement events are shown in Tables 7, 8, and 9 and were designed to solicit public input to help develop the vision of a major addition in Service Hours (i.e., restoring the 35,000 hours, beginning with the March 2024 Service Change). Three different surveys were provided to determine public priorities. Many different methods were used to advertise these events to the public. Additional outreach efforts are shown in Appendix 4.5.

Pierce Transit’s Board of Commissioners held a Public Hearing on the proposed restructure and service restoration schedule on November 13, 2023. Legal notices were published on November 1, 2023, 12 days in advance of the public hearing scheduled to take place during the Board of Commissioners’ meeting. Public comments were accepted through November 20, 2023. The legal notice and rider alert was also published on Pierce Transit’s web site in advance of the public hearing. Written comments and attendance were recorded for the public meeting.

**Table 7: Public Outreach - Open Houses, Town Halls, Transit Center Contacts**

Location	Method	Date
City of Puyallup Central Library	In-person, walk-in event	9/23/2023
Town Hall & Presentation No. 1	Virtual, online only event	9/27/2023
Tacoma Mall Transit Center	In-person, direct contact event	9/27/2023
Asia Pacific Cultural Center (Tacoma)	In-person, walk-in event	10/3/2023
Lakewood Transit Center	In-person, direct contact event	10/4/2023
Town Hall & Presentation No. 2	Virtual, online only event	10/5/2023

**Table 8: Stakeholder Outreach Meetings**

Organization	Date
City of Puyallup Community Workshop	9/13/2023
Tacoma Transportation Commission	9/20/2023
Community Transportation Advisory Group (CTAG)	9/28/2023
Tacoma Community College- Gig Harbor's Student Senate	10/19/2023

Table 9: Communication Campaign

Action	Date
Project info included in all-employee quarterly meeting	8/1/23
Press release to local, regional media	8/2/23
Posts information to scrolling signs at transit centers	8/2/23
Press release sent to elected officials for further dist. 150 subscribers	8/3/23
text message to all route text alert subscribers 24,331 subscribers	8/3/23
Project info distributed to all employees	8/13/23
Open House info added to agency website	9/1/23
Survey/engagement events distributed to all employees	9/1/23
Monthly e-newsletter sent to GovDelivery 7,454 subscribers	9/1/23
CEO provided info to board members 9/1 and 10/2	9/1/23
Media Coverage The Suburban Times	9/11/23
Listing events and take survey to social media	9/15/23
Scrolling signs at transit centers pointing towards survey	9/19/23
Outward facing monitors pointing towards survey	9/19/23
Press release to local and regional media.	9/20/23
Pushing project info to disability and non-English speaking communities	9/20/23
Text message to all route text alert subscribers 24,331 subscribers	9/21/23
Stand-alone email to General News & Announcements list 7,454 subscribers	9/21/23
CEO GovDelivery e-news 5,262 subscribers	9/21/23
CEO included project info in weekly email	9/22/23
Fox 13 TV	9/28/23

A project website (<http://www.piercetransit.org/bussystemrecoveryplan/>) was created to communicate proposed changes to the public. In addition, three surveys were developed seeking input from the public and from Pierce Transit Operators. The surveys were designed to capture the most important changes by the public. The survey results were used to inform the system restoration plan being presented at the Pierce Transit November 13, 2023, Board of Commissioners meeting.

The three surveys were: 1. Build Your Own System 2. Two Scenarios 3. Pierce Transit Operators-specific. A separate tab on the project website informed the public of potential Title VI-related impacts. All comments were saved and categorized.

The first “Build Your Own System” survey received 750 responses. The survey was available from August 1 through September 8, 2023 and is attached as Appendix 4.6. The recommended improvements and percentage of respondents who agreed with each are shown below:

1. Later Evening/Earlier Morning Service – 65%
2. Restore Saturday Service – 58%
3. Restore Previously Reduced Service – 55%
4. Improve Timed Transfers - 52%
5. Peak Frequent Service (High Ridership Routes) - 51%
6. Align with Sound Transit Stations – 50%
7. Peak Frequent Service (Other Routes) – 46%
8. Speed and Reliability – 35%
9. Infrastructure Improvements on High Ridership Routes – 34%
10. Midday Frequent Service (Other Routes) – 32%
11. Midday Frequent Service (High Ridership Routes) – 29%
12. Expand *Runner* Microtransit – 29%

The second “Two Scenarios” survey asked participants to select their top priority between two options. The survey opened September 23 and closed October 27, 2023, with 204 responses received as of October 19. Sufficient responses were received to establish a consistent trendline with no expectations of deviation. The survey is attached as Appendix 4.7.

The third Operator-specific survey was designed to capture Pierce Transit Operators’ feedback. The survey asked questions about issues they are experiencing in the field with emphasis on runtimes and hot spots. The survey received 50 responses and is attached as Appendix 4.8.

### 3 TITLE VI POLICIES & DEFINITIONS

Pierce Transit's Board of Commissioners adopted three policies in February 2013 related to Title VI that guide this analysis: Major Service Change Policy; Disparate Impact Policy; and Disproportionate Burden Policy. The requirement for these policies comes from Federal Transit Administration (FTA) Circular 4702.1B, "Title VI Requirements and Guidelines for Federal Transit Administration Recipients" which became effective October 1, 2012. The Circular requires any FTA recipient that operates 50 or more fixed route vehicles in peak service and serving a population of 200,000 persons or greater to evaluate any fare change and any major service change at the planning and programming stages to determine whether those changes have a discriminatory impact.

#### 3.1 Pierce Transit Major Service Change Policy

The purpose of this policy is to establish a threshold that defines a major service change and to define an adverse effect caused by a major service change.

A major service change is defined as any change in service on any individual route that would add or eliminate more than twenty percent (>20%) of the route revenue miles or twenty percent of the route revenue hours. All major service changes will be subject to an equity analysis which includes an analysis of adverse effects on minority and low-income populations.

An adverse effect is defined as a geographical or time-based reduction in service which includes but is not limited to: Span of service changes, frequency changes, route segment elimination, re-routing (i.e., a deviation), or route elimination.

### **3.2 Pierce Transit Disproportionate Burden Policy**

The purpose of this policy is to establish a threshold which identifies when the adverse effects of a major service change or any fare change are borne disproportionately by low income<sup>1</sup> populations.

A disproportionate burden occurs when the low-income population adversely affected by a fare or service change is five percent more than the average low-income population of Pierce Transit's service area.

Disproportionate burden on routes with either span of service changes and/or frequency changes will be determined by analyzing all routes with such changes together. Disproportionate burden on routes with segment elimination, re-routing, or route elimination will be determined on a route-by-route basis.

If Pierce Transit finds a potential disproportionate burden, the agency will take steps to avoid, minimize, or mitigate impacts and then reanalyze the modified service plan to determine whether the impacts were removed. If Pierce Transit chooses not to alter the proposed changes, the agency may implement the service or fare change if there is substantial legitimate justification for the change AND the agency can show that there are no alternatives that would have less of an impact on low-income population and would still accomplish the agency's legitimate program goals.

### **3.3 Pierce Transit Disparate Impact Policy**

The purpose of this policy is to establish a threshold which identifies when adverse effects of a major service change or any fare change are borne disproportionately by minority populations.

A disparate impact occurs when the minority population<sup>2</sup> adversely affected by a fare or service change is ten percent more than the average minority population of Pierce Transit's service area.

---

<sup>1</sup> **Low Income Population** –Persons reporting as being under the federal household poverty limit as defined by the U.S. Department of Health and Human Services. In 2023, the poverty limit is \$30,000 for a family of four.

<sup>2</sup> **Minority Population** – Persons identifying themselves as a race other than White or of Hispanic origin, self-reported in the U.S. Census.

Disparate impacts on routes with either Span of service changes and/or frequency changes will be determined by analyzing all routes with such changes together. Disparate impacts on routes with segment elimination, re-routing, or route elimination will be determined on a route-by-route basis.

If Pierce Transit finds a potential disparate impact, the agency will take steps to avoid, minimize or mitigate impacts and then reanalyze the modified service plan to determine whether the impacts were removed. If Pierce Transit chooses not to alter the proposed changes, the agency may implement the service or fare change if there is substantial legitimate justification for the change AND the agency can show that there are no alternatives that would have less of an impact on the minority population and would still accomplish the agency's legitimate program goals.

## 4 METHODOLOGY

Pierce Transit is required to evaluate changes to span of service and frequency as separate categories in order to determine whether disparate impacts or disproportionate burdens exist at a systematic level under each category. Conversely, changes to routing which meet major service change thresholds are required to be analyzed on a route-by-route basis to determine disparate impacts/disproportionate burdens and additionally require documentation of mitigation efforts.

Pierce Transit staff used Remix ([www.remix.com](http://www.remix.com)) to aid in the quantitative aspects of the Title VI analysis for this project. Remix allows you to automatically generate a Title VI report (based on U.S. Census data) by comparing existing service to a set of proposed changes. The methodology used by Remix to achieve this includes the following steps:

1. Obtain population demographics information near a route, including its low income and minority percentage.
  - For each route, build a shape file that represents the area within a quarter mile of any of its stops.
  - Intersect the catchment area with 2017-2021 ACS 5-year Census data. Obtain a list of block groups and the percentage that overlap with each.
  - For each block group, take the percentage of overlap and multiply it by the block group's statistics.
  - Obtain the population, minority population, and low-income population for each group and sum them together. This is the total population a route could serve.
2. Compare the number of people-trips, before and after.
  - Multiply the population near a route by the number of trips it makes (per year) to derive "people-trips."
  - Repeat for low income and minority populations to derive "low-income people-trips" and "minority people trips."
  - Compare these numbers between the before and after versions of the route, to obtain a set of people-trip differences. Routes that have identical names in the before and after scenarios are placed in the same row of the analysis table.
3. Calculate the total difference in people-trips across the transit system.
  - Repeat the process above for every route in the transit system.

- Sum together the difference in people trips. This will return three numbers: total difference in people-trips, total difference in low-income people-trips, and total difference in minority people trips.
4. Calculate the change borne by low income and minority populations.
    - Divide the total difference in low-income people trips by the total difference in people-trips to get the percentage of change borne by those with low incomes.
    - Repeat for minority people-trips.
  5. Compare the percentage change to the average in the service area.
    - Calculate the average percentage of low income and minority populations across the entire service area.
    - Subtract from the change borne by those populations.
    - Obtain the two final numbers: the difference between the impact this set of transit changes had on low income and minority populations compared to the percentage population of low income and minority populations that live in the service area.

## 5 EFFECTS OF PROPOSED SERVICE CHANGE ON MINORITY & LOW-INCOME POPULATIONS

### 5.1 Impact of Service Change on Minority and Low-Income Populations

Table 10 summarizes the characteristics of routes experiencing a change in span of service. For a detailed breakdown of the before and after service level characteristics of each route see Appendix 4.1.

**Table 10: Analysis of Span Changes on Low Income and Minority Populations**

	Low Income	Minority
<b>Change Borne By</b>	15.8%	45.9%
<b>PTBA Average</b>	10.5%	40.5%
<b>Delta</b>	5.2%	5.4%

Low Income populations on routes with span changes experience a greater fraction of people-trips than previous levels of service. Thus, at the system level there are no adverse impacts to low-income populations even though the delta is over the 5% threshold.

Minority populations on routes with span changes experience greater fraction of people-trips relative to the system average; however, this difference is below the 10% threshold and there are no adverse impacts due to service improvements.

Table 11 summarizes the characteristics of routes experiencing a change in frequency. For a detailed breakdown of the before and after service level characteristics of each route see Appendix 4.2.

**Table 11: Analysis of Frequency Changes on Low Income and Minority Populations**

	Low Income	Minority
<b>Change Borne By</b>	15.2%	46.8%
<b>PTBA Average</b>	10.5%	40.5%
<b>Delta</b>	4.7%	6.3%

Low Income populations on routes with frequency changes experience a greater fraction of people-trips relative to the system average; however, this difference is below the 5% threshold and there are no adverse impacts due to service improvements.

Minority populations on routes with frequency changes experience greater fraction of people-trips relative to the system average; however, this difference is below the 10% threshold and there are no adverse impacts due to service improvements.

Table 12 outlines which routes experience changes to their alignment, how these changes would be distributed among low income and minority populations, whether these changes meet the thresholds of a disproportionate burden or disparate impact, and what mitigation steps are being undertaken.

**Table 12: Analysis of Route Changes or Elimination on Low Income and Minority Populations**

Route	Change Borne by Low Income	PTBA Average Low Income	Low Income Delta	Change Borne by Minorities	PTBA Average Minority	Minority Delta	Existing Route Miles Changed	Disparate Impact -or- Disproportionate Burden	Mitigation
13 N. 30th Street	12.0%	10.5%	1.5%	24.5%	40.5 %	-16.0%	100%	No	No Burden or Impact; Ruston Runner will be expanded
63 NE Tacoma Express	10.8%	10.5%	0.3%	47.9%	40.5%	7.4%	100%	No	No Burden or Impact; Tideflats Runner will be expanded
409 Puyallup / S 72 <sup>nd</sup> St	-34.4%	10.5%	-44.9%	-76.9%	40.5%	-117.5%	11%	No	No Burden or Impact; Portion once served by 409 will now be served by Puyallup Runner

425 Puyallup Connector	11.6%	10.5%	1.1%	33.2%	40.5%	-7.3%	100%	No	No Burden or Impact; Puyallup Runner will be expanded
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Note that only changes triggering disproportionate burden or disparate impact require mitigation. Because none of the low-income deltas exceed the 5% threshold, there are no disparate impacts, and no mitigation is needed. Additionally, because none of the minority deltas exceed the 10% threshold, there is also no disproportionate burden and therefore no mitigation is needed. Elimination or changes to the above routes can be seen on maps Figures 5-1 through 5-9.

**Table 13: Analysis of New Routes**

Route	Change Borne by Low Income	PTBA Average Low Income	Low Income Delta	Change Borne by Minorities	PTBA Average Minority	Minority Delta	Existing Route Miles Changed	Disparate Impact -or- Disproportionate Burden	Mitigation
Pacific Avenue/ SR 7 Enhanced Bus	16.6%	10.5%	6.1%	46.3%	40.5 %	5.7%	100%	No	No Burden or Impact; While the low-income delta is above the 5% threshold, there are no adverse impacts with the addition of service and therefore determination of disproportionate burden is not warranted.

## 5.2 Disproportionate Burden Analysis

Pierce Transit’s policy states that a disproportionate burden occurs when the low-income population adversely affected by a fare or service change is 5% more than the average low-income population of Pierce Transit’s service area. An adverse effect is defined in the Major Service Change Policy as a geographical or time-based reduction in service which includes but is not limited to: Span of service changes, frequency changes, route segment elimination, re-routing, or route elimination.

Appendices 4.1, 4.2, 4.3 and 4.4 highlight the full list of variables (route change percentage, adverse effect, change borne by what percentage of Title VI community) which established the determinations of disproportionate burdens.

### **5.3 Disparate Impact Analysis**

Pierce Transit's policy states that a disparate impact occurs when the minority population adversely affected by a fare or service change is 10% more than the average minority population of Pierce Transit's service area. An adverse effect is defined in the Major Service Change Policy as a geographical or time-based reduction in service which includes but is not limited to: span of service changes, frequency changes, route segment elimination, re-routing, or route elimination.

Appendices 4.1, 4.2, 4.3 and 4.4 highlight the full list of variables (route change percentage, adverse effect, change borne by what percentage of Title VI community) which established the determinations of disproportionate burdens.

Figure 5-1 Eliminated Route 13

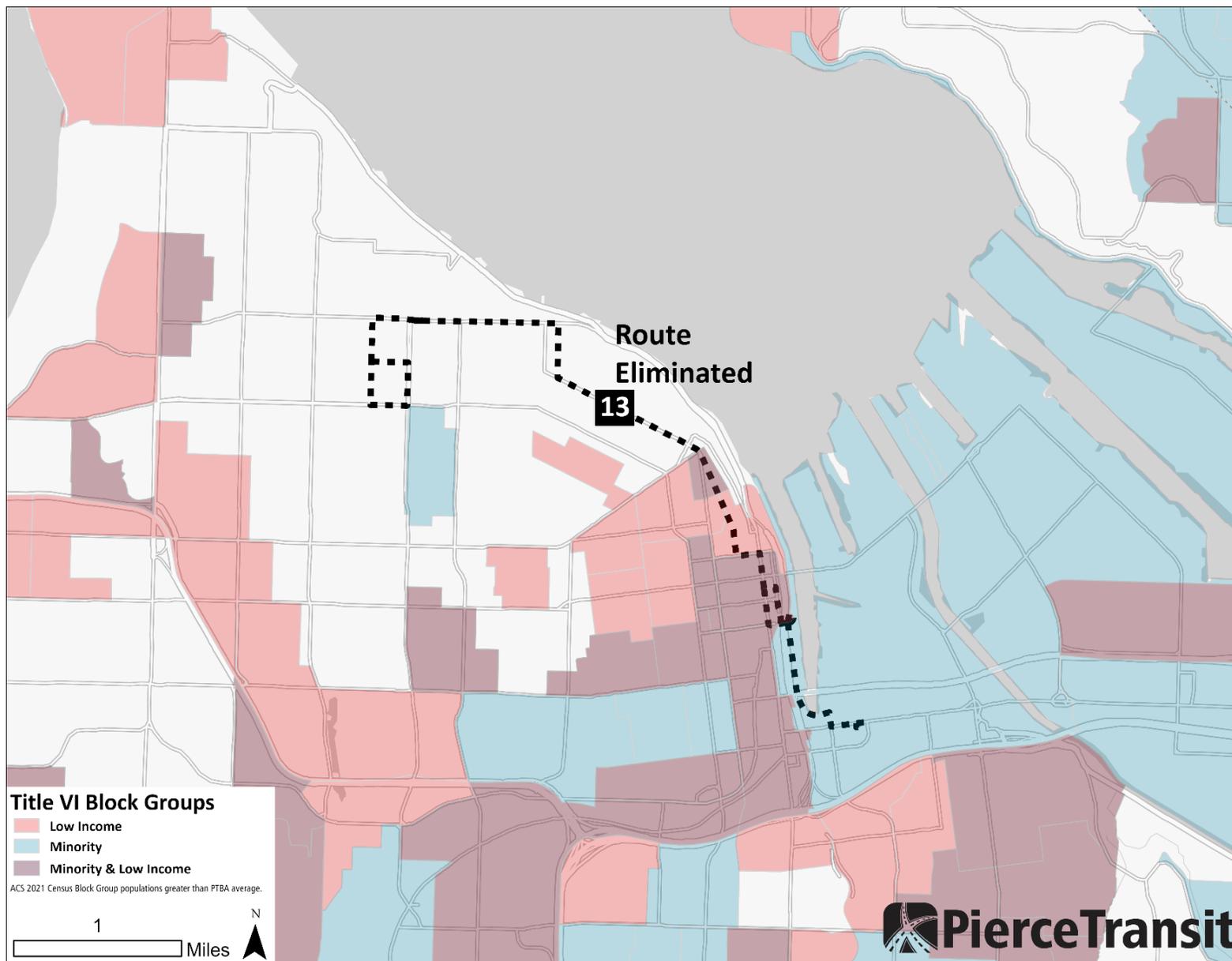


Figure 5-2 Eliminated Route 63

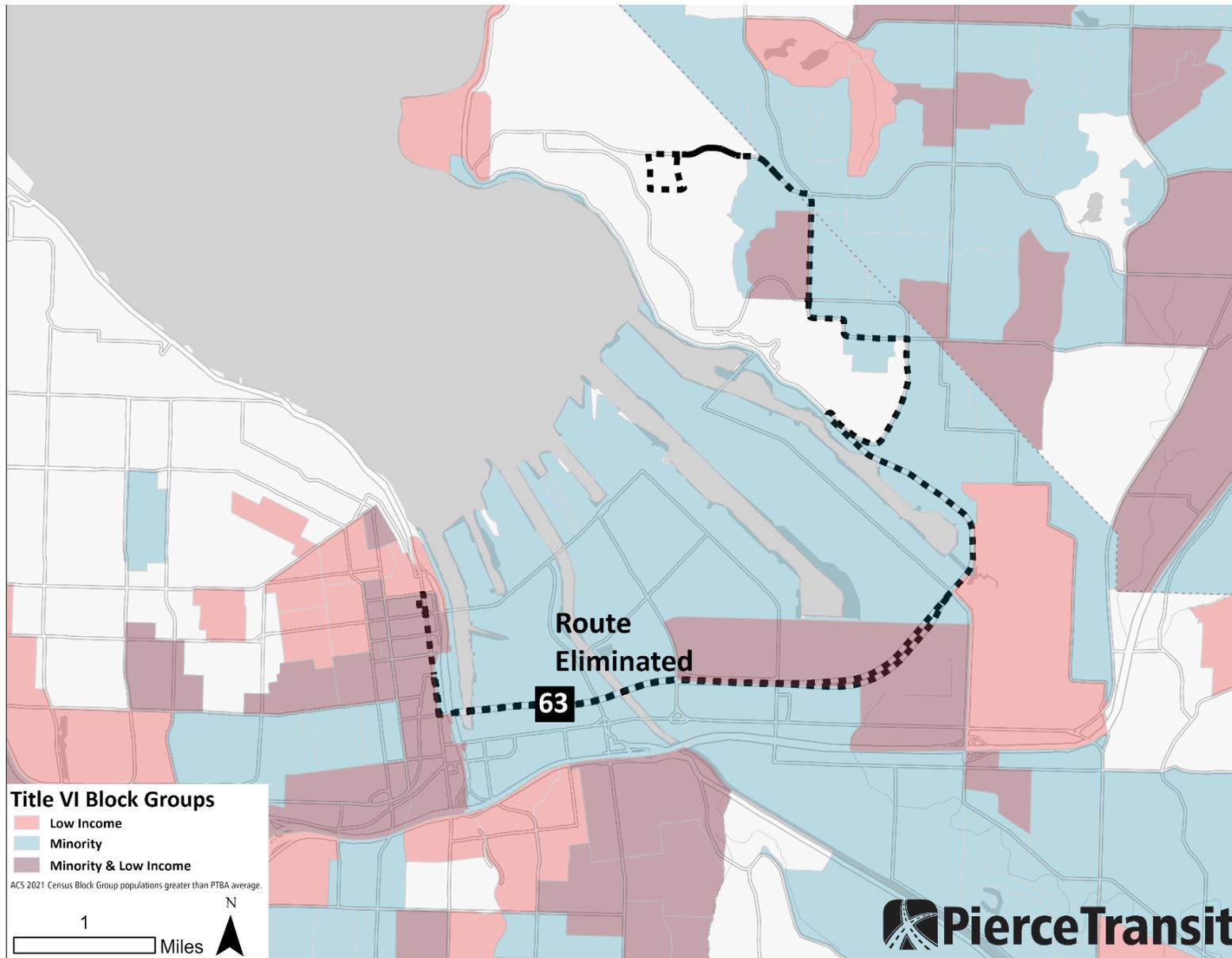


Figure 5-3 Eliminated Route 425

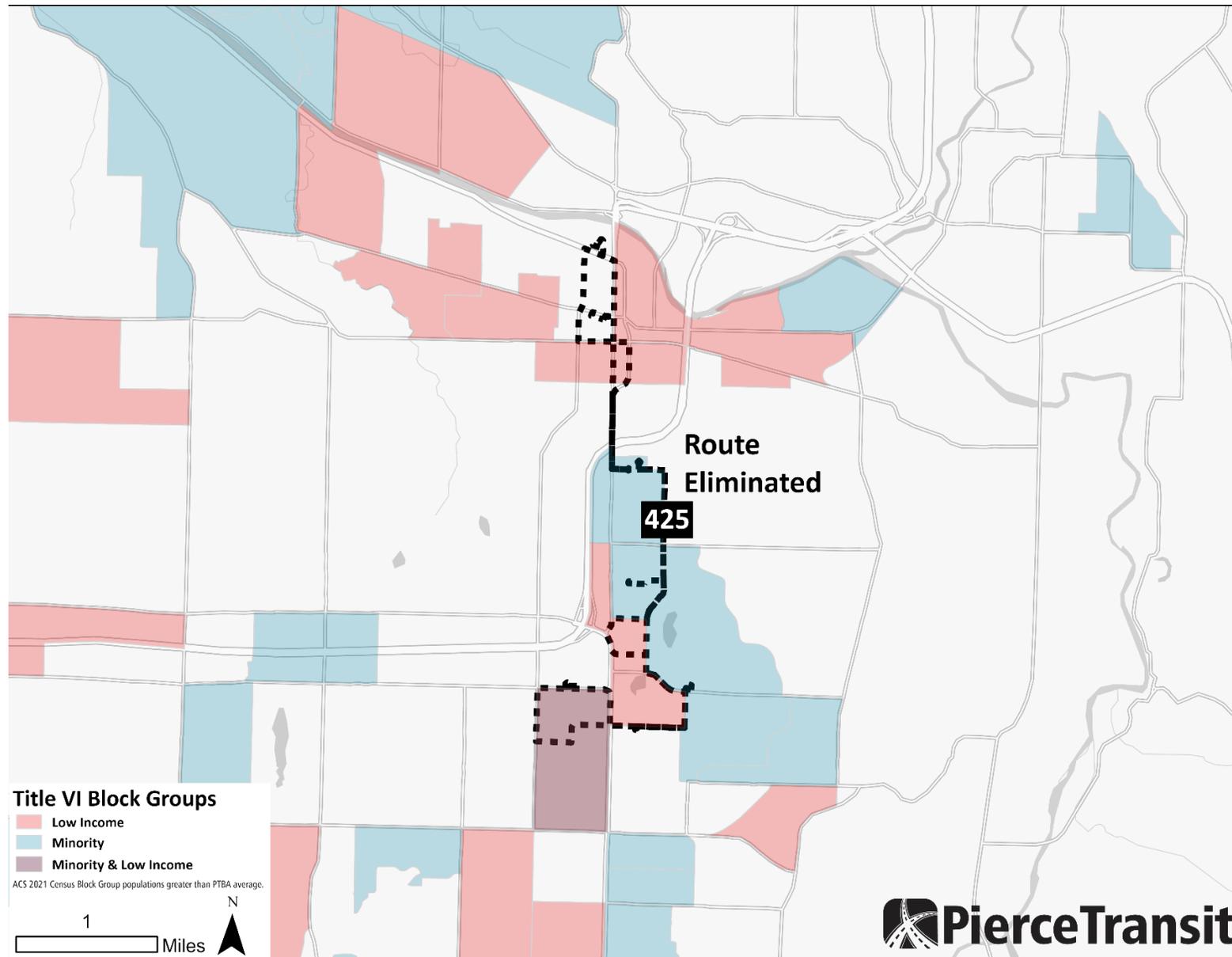


Figure 5-4 Route 13 Eliminated and replaced with Ruston and Tideflats Runner zones

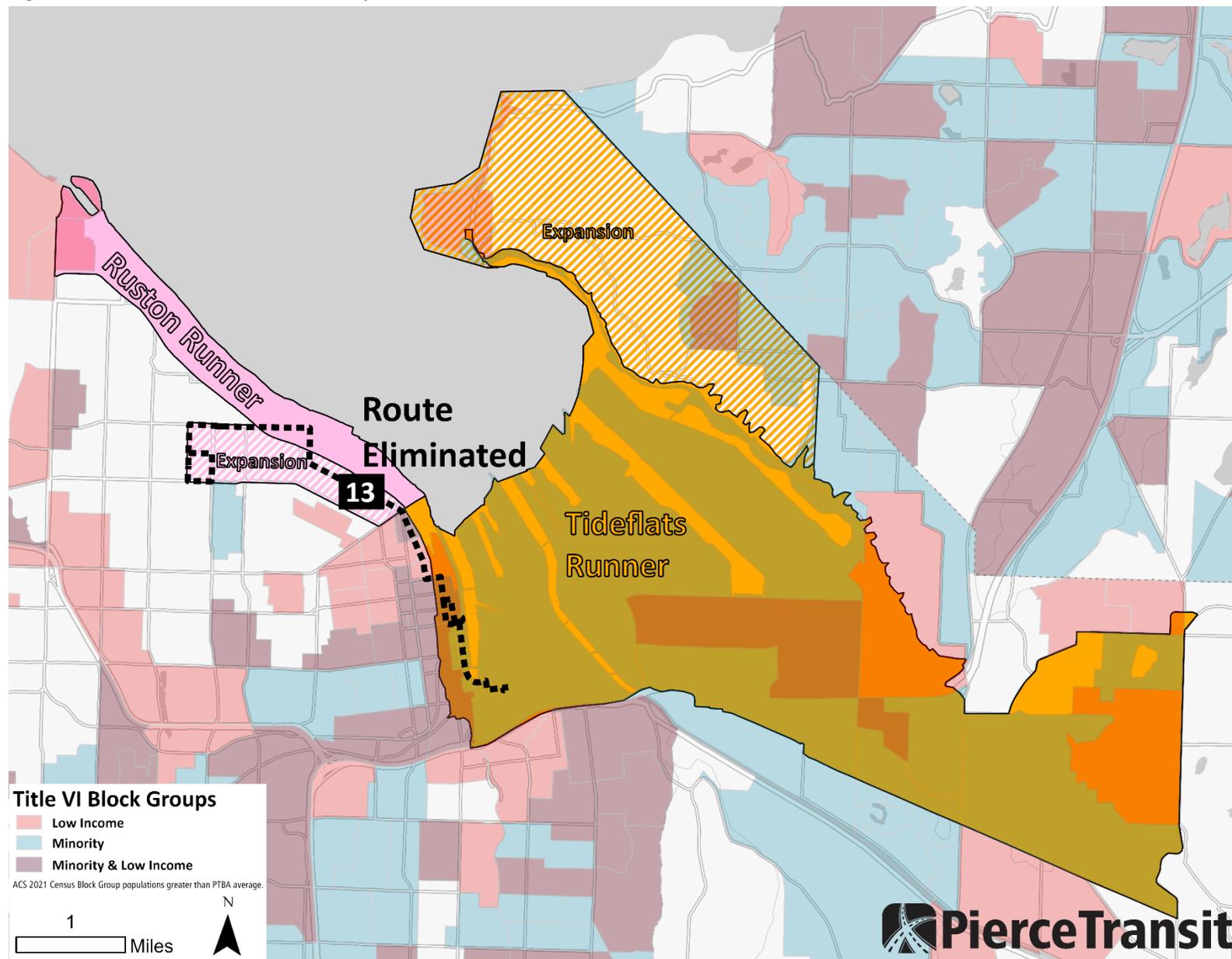


Figure 5-5 Route 63 Eliminated and replaced with Tideflats Runner zone Expansion

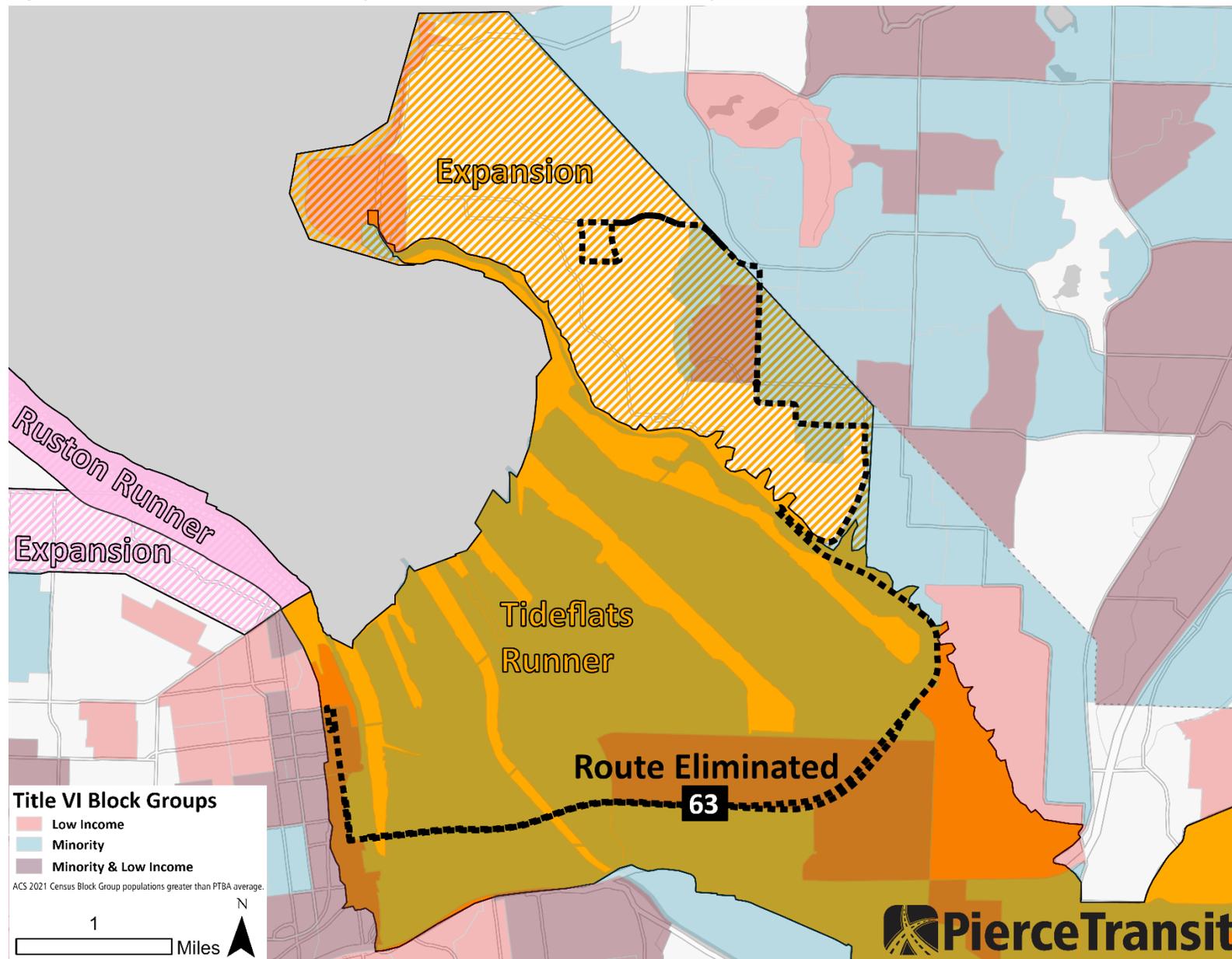


Figure 5-6 Route 409 Route Alignment Change with Puyallup Runner zone

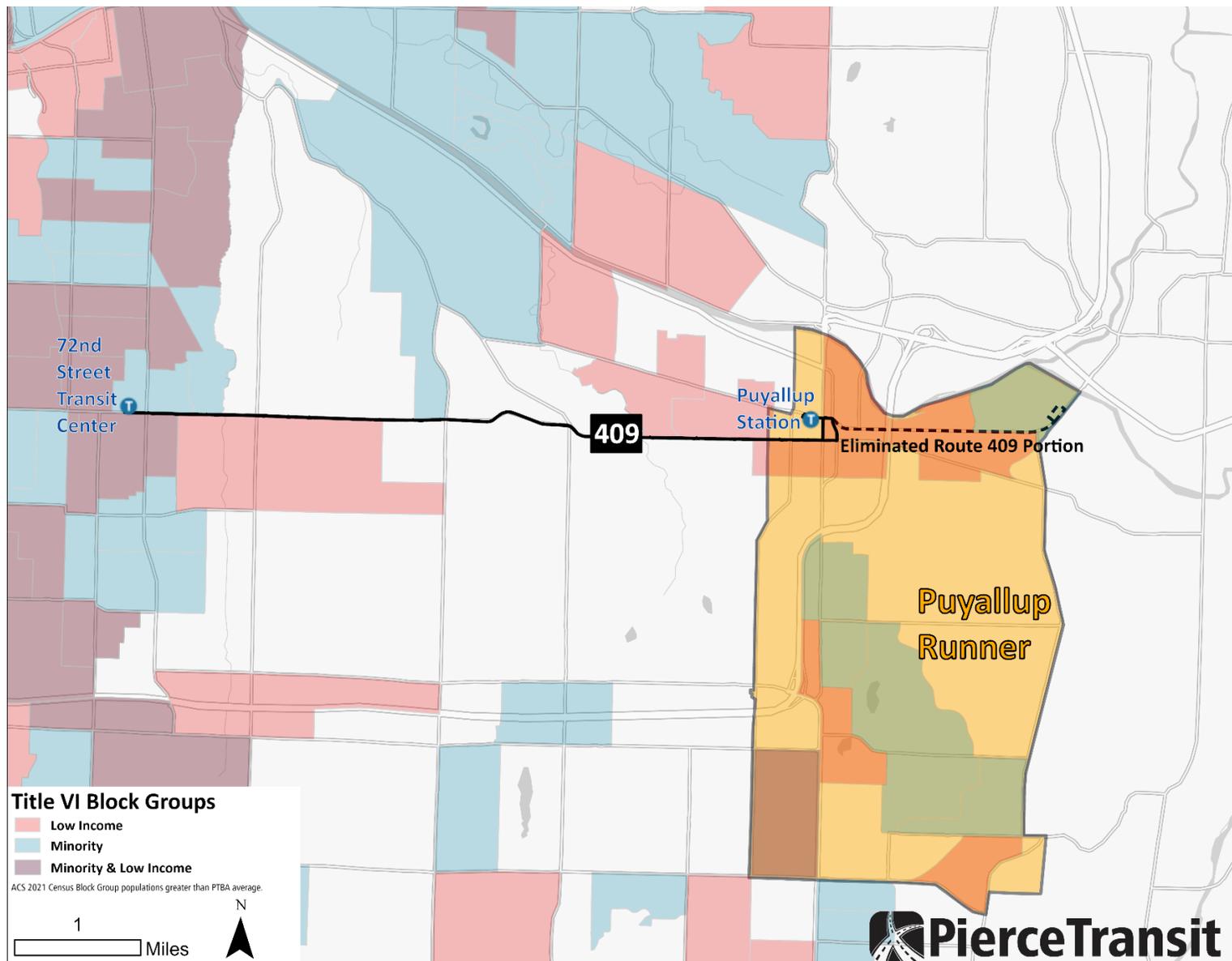


Figure 5-7 Route 425 Elimination and replaced with Puyallup Runner zone

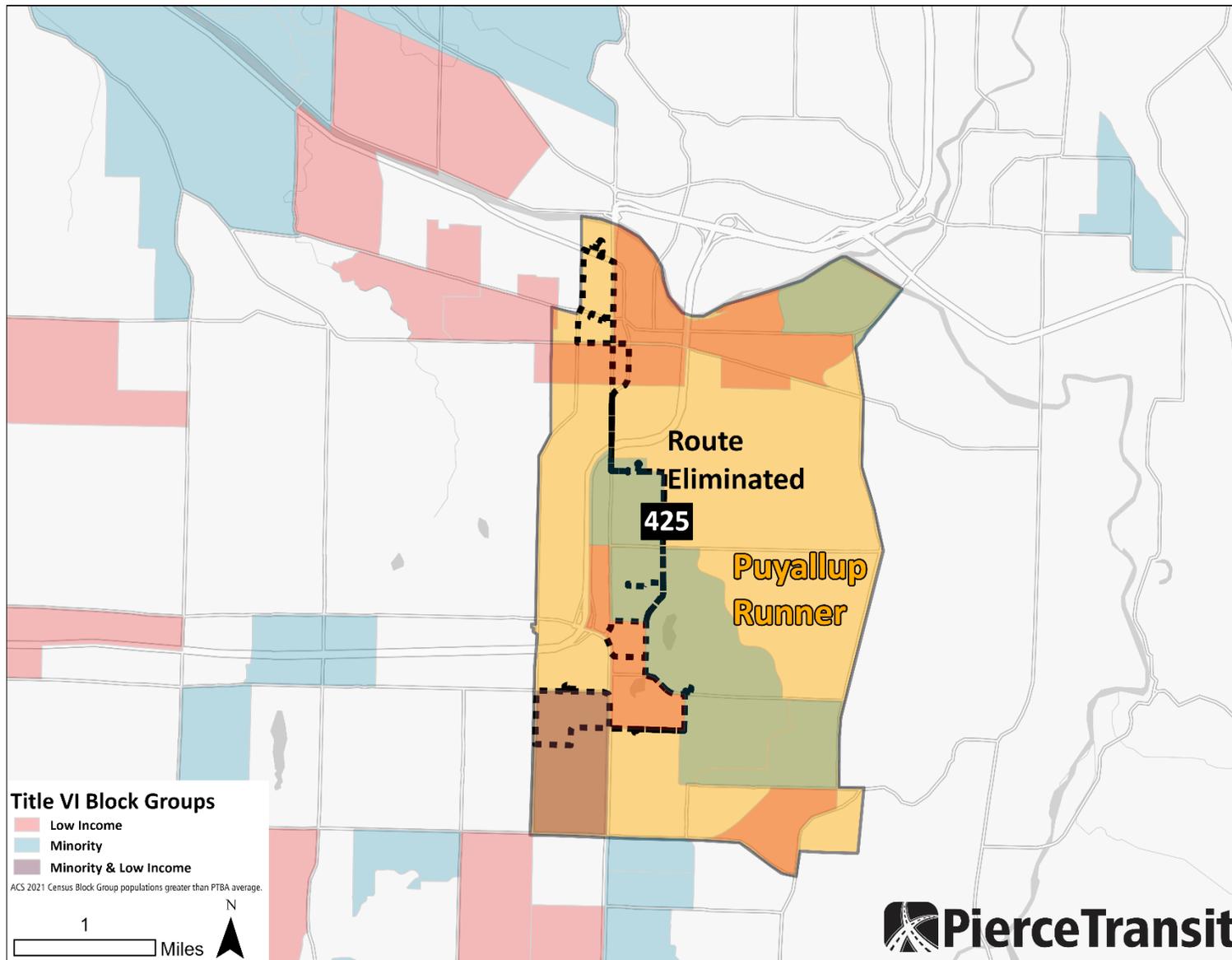


Figure 5-8 Proposed Gig Harbor Runner zone

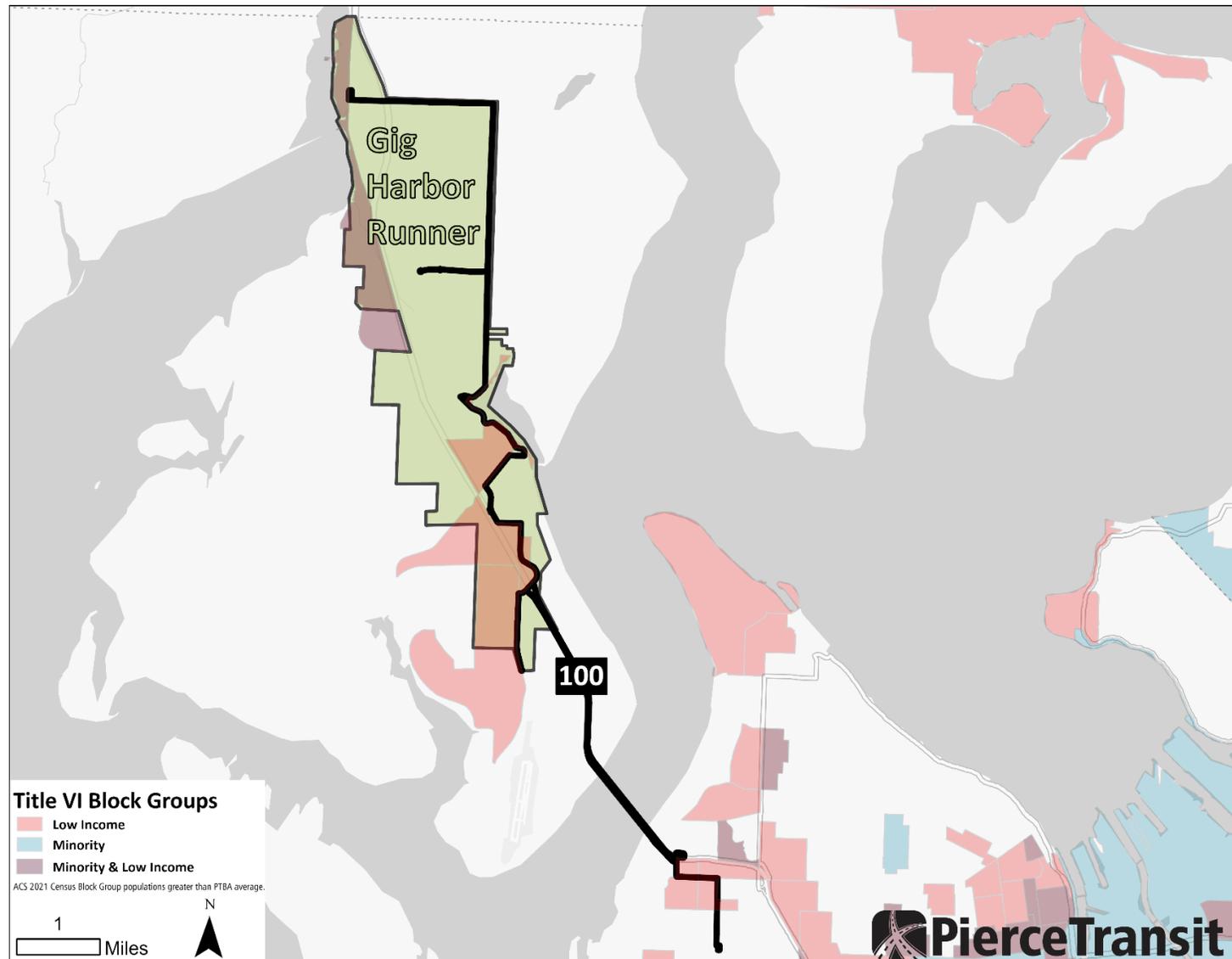
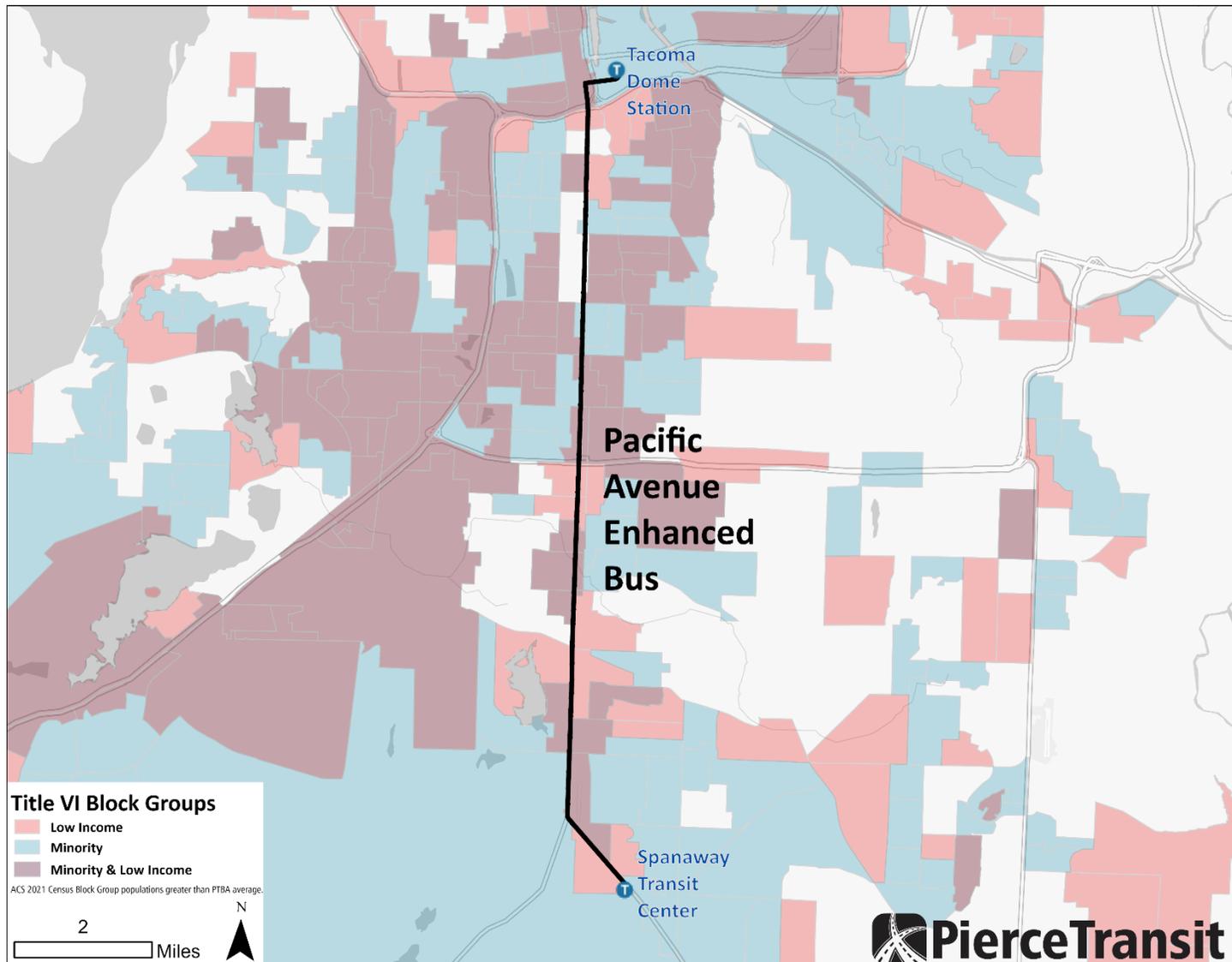


Figure 5-9 New Pacific Avenue/SR 7 Enhanced Bus



## 6 APPENDIX

### 6.1 Routes Experiencing a Change in Span of Service

Route	Before				After				Difference							Forecasted Hours or Miles change >20%
	Population (within 1/4 mi)	Low Income	Minority	Trips (Annually)	Population (within 1/4 mi)	Low Income	Minority	Trips (Annually)	People-Trips (Population * Trips)	Low Income People-Trips	Minority People-Trips	Change Borne by Low Income	Change Borne by Minorities	Change in Annual Trips	Trip Count Change from Original	
1 6th Ave / Pacific Ave	42,759	15.0%	39.2%	29,720	42,759	15.0%	39.2%	38,135	356,635,095	53,500,717	139,264,425	15.0%	39.0%	8,415	28%	Yes
3 Lakewood / Tacoma	19,684	20.5%	57.0%	21,325	19,684	20.5%	57.0%	34,585	259,093,770	53,349,468	148,286,580	20.6%	57.2%	13,260	62%	Yes
4 Lakewood / South Hill	16,308	15.7%	46.6%	18,730	16,308	15.7%	46.6%	20,755	32,998,740	5,201,363	15,386,715	15.8%	46.6%	2,025	11%	No
41 S 56th St / Salishan	20,633	17.7%	59.0%	17,850	20,633	17.7%	59.0%	19,735	38,686,415	6,854,009	22,805,305	17.7%	58.9%	1,885	11%	No
48 Sheridan / M St	27,969	17.1%	59.0%	17,850	27,969	17.1%	59.0%	20,410	71,504,640	12,283,159	42,231,040	17.2%	59.1%	2,560	14%	No
52 Fircrest / TCC	12,023	12.7%	43.8%	17,835	12,023	12.7%	43.8%	19,370	18,406,080	2,337,042	8,063,490	12.7%	43.8%	1,535	9%	No
54 S 38th St / Portland Ave	17,486	15.0%	59.3%	17,065	17,486	15.0%	59.3%	19,370	40,369,230	6,047,972	23,943,555	15.0%	59.3%	2,305	14%	No
57 Union / S 19th St / Hilltop	14,809	19.4%	48.6%	16,700	14,809	19.4%	48.6%	20,025	49,497,685	9,561,706	24,020,035	19.3%	48.5%	3,325	20%	Yes
100- Pref Alt Gig Harbor	10,557	6.1%	22.7%	9,120	10,557	6.1%	22.7%	9,630	5,324,145	321,813	1,209,720	6.0%	22.7%	510	6%	No
202 S 72nd St	14,083	17.2%	58.8%	18,920	14,083	17.2%	58.8%	19,960	14,695,300	2,533,968	8,638,480	17.2%	58.8%	1,040	5%	No
206 Pacific Hwy / Tillicum / Madigan	12,965	22.3%	60.1%	20,265	12,965	22.3%	60.1%	20,925	8,535,780	1,914,132	5,131,500	22.4%	60.1%	660	3%	No
402 Meridian	17,043	8.9%	33.6%	9,815	17,043	8.9%	33.6%	19,135	161,604,120	14,112,664	53,816,160	8.7%	33.3%	9,320	95%	Yes
409 Puyallup / S 72nd St	9,346	9.7%	30.7%	6,680	5,914	8.5%	27.6%	9,230	1,219,995	-416,868	-931,770	-34.4%	-76.9%	2,550	38%	No
500 Federal Way	4,101	22.9%	46.5%	13,580	4,101	22.9%	46.5%	19,920	27,005,230	6,020,886	12,391,530	22.3%	45.9%	6,340	47%	Yes
<b>Total</b>									1,127,292,620	177,689,262	517,108,765					

### 6.2 Routes Experiencing a Change in Frequency

Route	Before				After				Difference							
	Population (within 1/4 mi)	Low Income	Minority	Trips (Annually)	Population (within 1/4 mi)	Low Income	Minority	Trips (Annually)	People-Trips (Population * Trips)	Low Income People-Trips	Minority People-Trips	Change Borne by Low Income	Change Borne by Minorities	Change in Annual Trips	Trip Count Change from Original	Forecasted Hours or Miles change >20%
1 6th Ave / Pacific Ave	42,759	15.0%	39.2%	29,720	42,759	15.0%	39.2%	38,135	356,635,095	53,500,717	139,264,425	15.0%	39.0%	8,415	28%	Yes
2 S 19th St / Bridgeport	25,414	12.0%	47.3%	22,970	25,414	12.0%	47.3%	34,955	321,789,090	39,312,792	151,911,660	12.2%	47.2%	11,985	52%	Yes
3 Lakewood / Tacoma	19,684	20.5%	57.0%	21,325	19,684	20.5%	57.0%	34,585	259,093,770	53,349,468	148,286,580	20.6%	57.2%	13,260	62%	Yes
4 Lakewood / South Hill	16,308	15.7%	46.6%	18,730	16,308	15.7%	46.6%	20,755	32,998,740	5,201,363	15,386,715	15.8%	46.6%	2,025	11%	No
41 S 56th St / Salishan	20,633	17.7%	59.0%	17,850	20,633	17.7%	59.0%	19,735	38,686,415	6,854,009	22,805,305	17.7%	58.9%	1,885	11%	No
48 Sheridan / M St	27,969	17.1%	59.0%	17,850	27,969	17.1%	59.0%	20,410	71,504,640	12,283,159	42,231,040	17.2%	59.1%	2,560	14%	No
52 Fircrest / TCC	12,023	12.7%	43.8%	17,835	12,023	12.7%	43.8%	19,370	18,406,080	2,337,042	8,063,490	12.7%	43.8%	1,535	9%	No
54 S 38th St / Portland Ave	17,486	15.0%	59.3%	17,065	17,486	15.0%	59.3%	19,370	40,369,230	6,047,972	23,943,555	15.0%	59.3%	2,305	14%	No
57 Union / S 19th St / Hilltop	14,809	19.4%	48.6%	16,700	14,809	19.4%	48.6%	20,025	49,497,685	9,561,706	24,020,035	19.3%	48.5%	3,325	20%	Yes
202 S 72nd St	14,083	17.2%	58.8%	18,920	14,083	17.2%	58.8%	19,960	14,695,300	2,533,968	8,638,480	17.2%	58.8%	1,040	5%	No
206 Pacific Hwy / Tillicum / Madigan	12,965	22.3%	60.1%	20,265	12,965	22.3%	60.1%	20,925	8,535,780	1,914,132	5,131,500	22.4%	60.1%	660	3%	No
402 Meridian	17,043	8.9%	33.6%	9,815	17,043	8.9%	33.6%	19,135	161,604,120	14,112,664	53,816,160	8.7%	33.3%	9,320	95%	Yes
500 Federal Way	4,101	22.9%	46.5%	13,580	4,101	22.9%	46.5%	19,920	27,005,230	6,020,886	12,391,530	22.3%	45.9%	6,340	47%	Yes
<b>Total</b>									1,400,821,175	213,029,878	655,890,475					

### 6.3 Routes Experiencing Elimination or Change in Alignment

Route	Before				After				Difference					Existing Route Miles Changed %	Existing Route Miles Changed >20%	Adverse Effects	Disproportionate Burden	Disparate Impact
	Population (within 1/4 mi)	Low Income	Minority	Trips (Annually)	Population (within 1/4 mi)	Low Income	Minority	Trips (Annually)	People-Trips (Population * Trips)	Low Income People-Trips	Minority People-Trips	Change Borne by Low Income	Change Borne by Minorities					
13 N 30th St	13,721	11.6%	24.3%	2,040					-27,149,340	-3,248,327	-6,662,640	12.0%	24.5%	-100%	Yes	Yes	No	No
63 NE Tacoma Express	9,252	10.5%	47.4%	1,020					-8,535,360	-925,415	-4,089,180	10.8%	47.9%	-100%	Yes	Yes	No	No
409 Puyallup / S 72 <sup>nd</sup> St	9,346	9.7%	30.7%	6,680	5,914	8.5%	27.6%	9,230	1,219,995	-416,868	-931,770	-34.4%	-76.9%	11%	No	No	No	No
425 Puyallup Connector	8,697	11.9%	34.3%	3,610					-34,053,130	-3,951,140	-11,295,690	11.6%	33.2%	-100%	Yes	Yes	No	No

### 6.4 Impact of New Service on Minority and Low-Income Populations

Route	Before				After				Difference				Existing Route Miles Changed %	Existing Route Miles Changed >20%	Adverse Effects	Disproportionate Burden	Disparate Impact	
	Population (within 1/4 mi)	Low Income	Minority	Trips (Annually)	Population (within 1/4 mi)	Low Income	Minority	Trips (Annually)	People-Trips (Population * Trips)	Low Income People-Trips	Minority People-Trips	Change Borne by Low Income						Change Borne by Minorities
Pacific Avenue/SR 7 Enhanced Bus	0	0	0	0	9,877	17.0%	44.4%	8670	100,563,330	16,726,757	46,518,885	16.6%	46.3%	-100%	Yes	No	No	No

## 6.5 Additional Public Outreach Contacts

<b>Organization</b>	<b>Address/Location</b>
Catherine Place	923 S. 8th Street Tacoma, WA 98405
Catholic Community Services	1411 S Yakima Avenue Tacoma, WA 98405
Centro Latino	1208 S. 10th St. Tacoma, WA 98405
Children's Museum at JBLM	2275 Liggett Avenue Joint Base Lewis-McChord, WA 98433
CJK Community Homes	2367 Tacoma Avenue S #215 Tacoma, WA 98402
D.A. Gonyea Branch - Boys & Girls Club	5136 N. 26th Street, Tacoma, WA 98406
Evergreen Recovery	3630 S Cedar Street #G, Tacoma, WA 98409
Greentrike/Children's Museum of Tac.	1501 Pacific Avenue Tacoma, WA 98402
Happy Hand House	4321 2nd St. SW Puyallup, WA 98373
Lakewood Boys & Girls Club	10402 Kline St. SW, Lakewood, WA 98499
Marking a Difference Foundation	4218 S. Steele St. Suite 215, Tacoma, WA 98409
Metro Aquatics	6817 27th St. W. Tacoma, WA 98466
Milgard Family Eastside Branch - Boys & Girls Club	1721 E. 56th St., Tacoma, WA 98404
Salish Sea Collective	2607 Bridgeport Way West University Place, WA 98466
New Phoebe House	P.O. Box 9845 Tacoma, WA 98415
Northwest Magic	9503 184th Street East, Puyallup, WA 98375
Our Sisters' House	2714 N. 21st Street, Suite 3, Tacoma, WA 98406
Pierce County Human Services	3602 Pacific Ave., Suite 200, Tacoma, WA 98418
Planned Parenthood	1515 MLK Jr. Way, Tacoma, WA 98405
Point Defiance Zoo	5400 North Pearl Street Tacoma, WA 98407
Puyallup Tribe of Indians	3009 East Portland Avenue, Tacoma, WA 98404
REACH	1314 S. L Street Tacoma, WA 98405
Rebuilding Hope! Sexual Assault Center	101 East 26th Street, Suite 200 Tacoma, WA 98421
Sound Outreach	1106 Martin Luther King Jr. Way Tacoma, WA 98405
Tacoma Arts Live	1001 S. Yakima Avenue, Suite 1 Tacoma, WA 98405
Tacoma Soccer Center	2610 E. Bay Street Tacoma, WA 98421
United Way of Pierce County	1501 Pacific Avenue, Suite 400 Tacoma, WA 98402
Washington State PTA	15 Oregon Avenue, Suite 202 Tacoma, WA 98409

We Teach Tacoma	3049 S. 36th Street, Suite 300, Tacoma, WA 98409
West Pierce CARES	3631 Drexler Drive West University Place, WA 98466
WA PAVE (Partnership for Action - Voices for Empowerment)	6316 S. 12th Street, Tacoma, WA 98465
Hearing, Speech & Deafness Center	621 Tacoma Avenue South, Suite 505 Tacoma, WA 98402
Korean Women's Association	3625 Perkins Lane SW Lakewood, WA 98499
United Way of Pierce County	1501 Pacific Avenue, Suite 400 Tacoma, WA 98402
Washington State PTA	15 Oregon Avenue, Suite 202, Tacoma, WA 98409
Lakewood Chamber	Lakewood
Lakewood Community Collaboration /City of Lakewood	Lakewood
Northeast Tacoma Neighborhood Council	Tacoma
Proctor Business District	Tacoma
South Tacoma Business District Association	Tacoma
South Tacoma Neighborhood Council	Tacoma
Community Council of Tacoma (CCoT)	Tacoma
West End Neighborhood Council	Tacoma
DT Tacoma Partnership Community Relations Committee	Tacoma
MIC South Sound	Tacoma
Dome Business District	Tacoma
New Tacoma Neighborhood Council	Tacoma
Hilltop Business District	Tacoma
Walk & Roll Pierce County	Pierce County
Stadium Business District	Tacoma
Economic Development Board for Tacoma-Pierce County	Tacoma/Pierce County
Tacoma-Pierce County Chamber of Commerce	Tacoma/Pierce County
Affordable Housing Consortium	Tacoma
Sixth Avenue Business District	Tacoma
Central Tacoma Neighborhood Council	Tacoma
Fife Milton Edgewood Chamber of Commerce	Fife/Milton/Edgewood
South End Neighborhood Council (SEnCo)	Tacoma
Community Health Care - Lakewood	10510 Gravelly Lake Drive SW, Tacoma, WA 98499
Community Health Care - Pacific Avenue	11225 Pacific Avenue S, Tacoma, WA 98444

Community Health Care - Sea-Mar	7424 Bridgeport Way W Ste 103, Lakewood, WA 98499
Community Health Care - Tacoma Hilltop	1202 Martin Luther King Jr. Way, Tacoma, WA 98405
Community Health Care - Shalishan	1708 E 44th Street, Tacoma, WA 98404
Community Health Care - Spanaway	134 188th Street S, Spanaway, WA 98387
Tacoma-Pierce County Health Department	3629 S. D Street, Tacoma, WA 98418-6813
Pierce County Coordinated Transportation Coalition	3602 Pacific Avenue, Suite 200, Tacoma, WA 98408
Pierce County Aging & Disability Resource Center - Community Forum	3602 Pacific Avenue, Suite 200, Tacoma, WA 98408
Pierce County Association of the Blind	(None provided)
Partner Café	123 E. 96th Street, Tacoma WA 98445

## 6.6 First Survey: “Build Your Own System” Questions

### Pierce Transit Design Your Transit System

#### Introduction

How would you improve Pierce Transit?

Pierce Transit is beginning to build back service while recovering from the effects of the COVID-19 pandemic. We can’t do everything at once, but we want to know what your top priorities are for recovering service.

This is where we need your help! This survey allows you to select potential improvements that you think will help make Pierce Transit work better for you. Do you want better transit service along major corridors, more evening or early morning service, or enhanced weekend service? What is most important for us to restore first?

This survey is your chance to share feedback with us that will improve Pierce Transit service!

#### Instructions

We’d love to have buses running every single minute as well as provide on-demand rides to your door. Unfortunately, public agencies have limited funding and staff availability, which means tradeoffs are necessary. What would you choose if you only had a certain amount of money to spend on improvements? Please select your **top five improvements** by marking the box next to the improvements that are most important to you.

This survey functions best online, if you are able, please scan the below QR code to complete the survey.



Please select the top five improvements that are most important to you

Improvement	Description	✓
Restore more frequent service on highest ridership routes operating on major corridors during the morning and afternoon peak periods (rush hour)	Highest ridership routes operate more frequently than they do today during peak commute times. For example, a route that currently runs every 30 minutes would run every 15 minutes.	

Restore more frequent service on highest ridership routes operating on major corridors during the weekday midday period	Highest ridership routes operate more frequently than they do today during weekday midday times. For example, a route that currently runs every 30 minutes would run every 15 minutes.	
Restore more frequent service on other routes, currently operating every 60 minutes during the morning and afternoon peak periods (rush hour)	Routes throughout the system operate more frequently than they do today during peak commute times. For example, a route that currently runs every 60 minutes would run every 30 minutes.	
Restore more frequent service on other routes, currently operating every 60 minutes during the midday period	Routes throughout the system operate more frequently than they do today during midday times. For example, a route that currently runs every 60 minutes would run every 30 minutes.	
Return trips reduced during the COVID-19 pandemic to normal weekday service	Some routes were reduced during the COVID-19 pandemic to run a modified schedule with fewer weekday trips, these would be returned to normal operations.	
Improve timed transfers at transit centers	Improve scheduling at transit centers to make transfers easier and faster with less time waiting for the bus	
Later evening or earlier morning service	Service begins operating earlier in the morning or later in the evening	
Restore Saturday service levels	Restore Saturday service for routes that were reduced on weekends	
Invest in expanding coverage through PT Runner on-demand zones	Expand service into new areas using PT Runner on-demand service	
Align service with new Sound Transit light rail and Sounder stations	Add new services that help people get to new Sound Transit stations	
Invest in speed and reliability	New improvements that make service faster and more reliable, like traffic lights that stay green longer to let the bus get through or extra lanes so the bus can jump ahead of traffic at a light.	
Invest in infrastructure to upgrade highest ridership routes	Make infrastructure improvements, like dedicated bus lanes and faster buses, along high ridership corridors to make service faster and more reliable	

**Tell us about yourself!**

**1. Please select your gender:**

- Male
- Female
- Non-Binary
- Prefer not to answer

Other (please specify)

**2. Which category best describes yourself?**

- Black/African American
- Hispanic, Latino, or Spanish origin
- Asian
- American Indian/Alaskan Native
- Native Hawaiian/Pacific Islander
- White/Caucasian
- Two or more races
- Prefer not to answer

Other (please specify)

**3. Please provide your age range:**

- 13-18
- 19-24
- 25-34

- 35-44
- 45-54
- 55-64
- 65 or older

**4. What is your current employment status?**

- Employed
- Unemployed
- Student
- Retired

Other (please specify)

**5. What is your annual individual income?**

- Less than \$10K
- \$11-\$24K
- \$25-\$49K
- \$50K or more
- Prefer not to answer

**6. What is your home zip code?**

## 6.7 Second Survey: “Two Scenarios” Questions

# PIERCE TRANSIT KEY MESSAGES & TOPICS OCTOBER 2023

## Recovery Plan Community Input

- Pierce Transit has launched its Bus System Recovery Plan to strategically increase transit service.
- The Recovery Plan will help Pierce Transit better understand customers’ current needs and how to bounce back from the impacts of COVID-19.
- Even though the pandemic health emergency has been lifted, Pierce Transit has been unable to fully restore all service due to a lack of bus operators and fleet maintenance staff.
- Although pre-COVID-19 service levels cannot be restored immediately, public input will help select the improvements that matter most to the community and help us prioritize which improvements to implement first.
- The agency invites Pierce Transit riders and the community at large to voice their priorities for the future of local transit by attending an in-person or virtual open house or drop-in opportunity. Event details and Zoom links can be found at [www.piercetransit.org/ServiceRecoveryPlan/](http://www.piercetransit.org/ServiceRecoveryPlan/).
- Upcoming Public Involvement & Outreach Events
  - Tue., Oct. 3: Open House at Asia Pacific Cultural Center (3513 Portland Avenue E, Tacoma 98404) –5 to 7 p.m.
  - Wed., Oct. 4: Drop-In Opportunity - Lakewood Transit Center – 1 to 3 p.m.
  - Thu., Oct. 5: Virtual Town Hall & Presentation – 5:30 to 6:30 p.m.
- At these events, participants will:
  - Learn about the Recovery Plan and what we heard from the community during the online survey period
  - Review two scenario options for improved transit service in Pierce County
  - Provide feedback on your preferred scenario, your top priority for what to implement first, and other details
  - Learn about the next steps of the Plan and how to stay connected
- Public input will be consolidated, and a draft plan will go to the Pierce Transit Board of Commissioners on November 13, 2023. A public hearing will also be held at that meeting.
- The final version will be voted upon at the December 11, 2023, Board of Commissioners meeting, with initial changes taking effect at Pierce Transit’s March 31, 2024, service change.

<https://www.research.net/r/PierceTransitRecovery>

**This second online survey was activated or launched on Saturday, September 23, and closes Friday, October 27, 2023. Its content is provided verbatim on this page plus the following three pages.**

Welcome to the Pierce Transit Bus System Recovery Plan Scenario Survey.

Earlier this summer, we asked hundreds of community members what kind of transit service they want and need. You can view those results here. Using the feedback we received during this phase of community outreach, two preliminary scenarios have been developed to guide service recovery in Pierce County. Now, we want to know your thoughts on these scenarios. What changes do you support and what changes do you think should not be made? We can't do everything, but we want to know what your top priorities are for recovering service. We'll take what you tell us to our Board this fall with improvements to begin as soon as March 2024.

This survey will be open until 11:59 pm on Friday, October 27th.

We're about to share potential scenario improvements to Pierce Transit service. If you wish, you can download an existing service map and span and frequency charts for reference [here](#).

### **Scenario 1: Improvements Focused on Evenings and Weekends**

Scenario 1 prioritizes restoring later evening service and service on weekends. This aligns with some of the preferred service improvements identified by the community this summer. Specific improvements contained in this scenario include:

- Four routes with 15-minute service frequency (Routes 1, 2, 3, and 500)
- Improved transfers at Tacoma Mall when buses are running less frequently
- Runner service replacing lower ridership routes (Routes 13, 63, 425, and a portion of 409 in Puyallup)
- More routes operating every 30 minutes
- Improved service span so that all routes operate at a minimum between:
  - 6:00 am – 10:00 pm on weekdays
  - 7:00 am – 10:00 pm on Saturdays
  - 8:00 am – 8:00 pm on Sundays

In Scenario 1, Routes 13 - N 30th St, 63 - NE Tacoma Express, 425 - Puyallup Connector, and 409 - Puyallup - S 72nd St will change travel patterns. All other routes' travel patterns will remain the same.

1. Please rank your highest priority improvements from Scenario 1 by moving the items that are most important to you to the top of the list and those that are less important to the bottom.

1. 15-minute frequency on Routes 1, 2, 3, and 500
2. Improved transfers at Tacoma Mall
3. Runner service replacing lower ridership routes
4. More routes operating every 30 minutes
5. Later evening service
6. More weekend service

2. Please share any other comments or questions you have about the proposed improvements of Scenario 1, including why you prioritized improvements in the order you chose.

If you wish, you can download a Scenario 1 service map and span and frequency charts for reference [here](#).

**Scenario 2: Improvements Focused on Frequency**

Scenario 2 increases the number of routes operating every 15 minutes, another top improvement identified by the community this summer. Specific improvements contained in this scenario include:

- Seven routes with 15-minute service frequency (Routes 1, 2, 3, 41, 48, 54, and 500)
- Improved transfers at Tacoma Mall when buses are running less frequently
- Runner service replacing lower ridership segment of Route 409 in Puyallup
- More routes operating every 30 minutes
- The most frequent routes would operate later seven days per week, but weekend span is unchanged for many other routes

In Scenario 2, Routes 409 - Puyallup - S 72nd St and 425 - Puyallup Connector will change travel patterns. All other routes' travel patterns will remain the same.

**Question Title**

Please rank your highest priority improvements by moving the items that are most important to you to the top of the list and those that are less important to the bottom.

1. 15-minute frequency on Routes 1, 2, 3, 41, 48, 54, and 500
2. Improved transfers at Tacoma Mall
3. Runner service replacing Route 409 in Puyallup
4. More routes operating every 30 minutes
5. Later evening service on core routes
4. Please share any other comments or questions you have about the proposed improvements of Scenario 2, including why you prioritized improvements in the order you chose.

If you wish, you can download a Scenario 2 service map and span and frequency charts for reference [here](#).

5. Which scenario do you prefer?

- Scenario 1 - Improvements Focused on Evenings and Weekends
- Scenario 2 - Improvements Focused on Frequency

Why did you select this scenario?

Thank you for your input so far. The next page contains optional demographic questions that will help us at Pierce Transit best understand how we are connecting with our communities. These questions are optional, but please click the "Next" button to navigate to that page and click "Done" to finalize your survey. Thank you again!

**Please tell us about yourself.**

6. Please indicate your age range:

- 13-18
- 19-29
- 30-39
- 40-49
- 50-64
- 65 or older
- Prefer not to say

7. Please select your gender:

- Male
- Female
- Non-Binary
- Prefer not to answer

8. Which category best describes yourself?

- Black/African American
- Hispanic, Latino, or Spanish origin
- Asian
- American Indian/Alaskan Native
- Native Hawaiian/Pacific Islander
- White
- Two or more races
- Prefer not to answer
- Other (please specify)

9. What is your current employment status?

- Employed
- Unemployed
- Student
- Retired

10. What is your annual **individual** income?

- Less than \$30,000
- Between \$30,000 and \$75,000
- Over \$75,000
- Prefer not to answer

11. Are you a current Pierce Transit employee?

- Yes
- No

12. What is your home zip code? (Enter a 5-digit zip code; for example, 98402)

13. Do you have access to a personal vehicle?

- Yes
- No

14. Where did you hear about this survey?

- Puyallup Open House
- Tacoma Open House
- Virtual Town Hall
- Social Media
- News Release
- Email List
- Pierce Transit Employee
- Other

### 6.8 Pierce Transit Operators' Specific Survey

**PLANNING/SCHEDULING SHAKE UP FEEDBACK FORM** (Please see and fill out both sides. Thank you!)

Name \_\_\_\_\_ Employee ID # \_\_\_\_\_

Block # \_\_\_\_\_ Assignment # \_\_\_\_\_

Date \_\_\_\_\_

Problem: (Place a ✓ next to the issue) \_\_\_\_\_ Paddle \_\_\_\_\_ Bus Stop  
\_\_\_\_\_ Schedule \_\_\_\_\_ Headsign

Please provide as much detail as (e.g., trip, time, location, stop number, etc.) The details are essential for us to be able to help you.

---

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---

---

Response requested Y\_\_\_ N\_\_\_

---

---

Time of day you drive (AM, Mid-day, PM):

Direction if only one trip is driven (half-trip) or Round Trip:

Do you work weekends?

Are you allowed too much run time, just the right amount, or not enough?

---

---

Specific Route(s):

Any concerns about the routes(s)?

---

---

---

---

Any known hotspots or bottlenecks along your route(s)?

---

---

---

Any comments, concerns, or suggestions about the Fixed Route System Recovery and Restoration planning scenarios we are presenting here?

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Do you know about our *Runner* on-demand microtransit service and the five zones?

# Pierce Transit Bus System Recovery Plan DRAFT Final Report

November 2023



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DRAFT FOR REVIEW

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# 1 INTRODUCTION

## PROJECT OVERVIEW

Like nearly every transit agency across the country, Pierce Transit has been greatly impacted by the lingering effects of the Covid-19 Pandemic in terms of transit ridership, workforce capacity, and service availability. As the public health emergency dissipates, Pierce Transit has been unable to fully restore service due to a lack of operators and mechanics. This has impacted both regularly scheduled service as well as contracted express service with Sound Transit. At this time, only about 80% of pre-COVID trips are operating, with resultant limitations on span of service and frequency.

This recovery plan uses overall travel patterns data, existing service performance and ridership data, as well as input from current transit riders and community members, to establish specific, implementable improvements to build service back to 2019 levels. As the final deliverable of the Pierce Transit Bus System Recovery Plan, this report assesses existing Pierce Transit service and the environment in which it operates, identifies priority service improvements that align with community needs, creates a phased implementation plan to build back to pre-pandemic service levels as resources allow, and additional recommendations to support implementation and alignment with Pierce Transit's Destination 2040 Long Range Plan Update of 2020.

## REPORT ORGANIZATION

In addition to this introduction, this Final Report includes six chapters, as follows:

- **Chapter 2 Transit Demand Analysis** – Includes an overall evaluation of the market for transit and demand for service within the Pierce Transit service area. It also includes an evaluation of regional travel patterns using mobile device location data.
- **Chapter 3 Fixed Route Evaluation** – summarizes the overall performance and service characteristics of Pierce Transit routes, including strengths and opportunities for improvement.

- **Chapter 4 Phase I Public Involvement** – summarizes the opportunities for public involvement during the first phase of the project, including key findings from engagement events and activities.
- **Chapter 5 Service Scenarios and Phase II Public Involvement** – includes a summary of the preliminary service scenarios developed in response to the existing service evaluation and Phase I public involvement. This chapter also summarizes the activities and findings from Phase II public involvement.
- **Chapter 6 Preferred Alternative** – includes a detailed description of the Preferred Alternative for the Bus System Recovery Plan that incorporates Phase II public involvement and the preliminary service scenarios.
- **Chapter 7 Supporting Recommendations** – provides a discussion on several supporting recommendations and processes necessary for implementing the Preferred Alternative, including potential updates to Pierce Transit’s Destination 2040 Long Range Plan Update and any potential SEPA considerations.

## 2 TRANSIT DEMAND ANALYSIS

This Transit Demand Analysis is divided into two primary sections, the Market Analysis and the Regional Travel Demand Analysis.

The market analysis presents demographic characteristics associated with the market for transit ridership in the Pierce Transit service area. The purpose of this analysis is twofold: (1) to identify gaps in transit service in areas with high demand and (2) identify growing population centers and equity areas that are in need of transit services.

The Regional Travel Demand Analysis uses mobile device location data to identify key travel pattern trends within the Pierce Transit service area and the greater Puget Sound Region. This evaluation includes current travel patterns as well as shifts in travel before and after the Covid-19 pandemic to reflect the current market for transportation.

### KEY FINDINGS

- The highest levels of demand are in the more densely populated areas, which include **Downtown Tacoma, South Tacoma, Lakewood, South Hill, Spanaway, and Puyallup.**
- The areas with the highest propensity for transit include **Downtown Tacoma, North of the University District, the Lincoln International District, Parkland, South Hill, Puyallup, and the Southeast area of Lakewood.**
- **Areas of high need are served by transit.** The Transit Propensity Index and priority populations map (Figure 2-10) identifies areas of high need with multiple variables. These areas within the Pierce Transit service area are generally served by one or more routes.

## MARKET ANALYSIS

The Market Analysis evaluates several factors related to transit demand and transit propensity. Several indicators provide the basis for an aggregated assessment as a Transit Demand Index (TDI) or Transit Propensity Index (TPI). The TDI represents general demand for transit, based on composite population and employment densities, while the TPI assesses relative densities of specific demographic characteristics associated with transit ridership and transit dependency, which, in turn, highlights the potential for transit use and areas that are more likely to rely on transit.

Figure 2-1 lists each indicator included in this analysis, and whether the data are linked to the place of residence or place of work, the unit of measure, the data source, and the geographic level of the analysis.

**Figure 2-1 Market Analysis Indicators**

Indicator	By place of	Unit	Source	Geography	TPI/TDI
Population	Residence	People per Acre	2021 ACS <sup>1</sup>	Block Group	TDI
Employment	Work	Jobs per Acre	2019 LEHD <sup>2</sup>	Block Group	TDI
Low-Income	Residence	People earning less than 100% of the federal poverty level per square mile	2021 ACS	Block Group	TPI
People with Disabilities	Residence	People with disabilities per square mile	2021 ACS	Block Group	TPI
Rental Units	Residence	Rental units per square mile	2021 ACS	Block Group	TPI
Zero-Vehicle Households	Residence	Households without access to a vehicle per square mile	2021 ACS	Block Group	TPI
Foreign Born	Residence	People per Acre	2021 ACS	Block Group	TDI

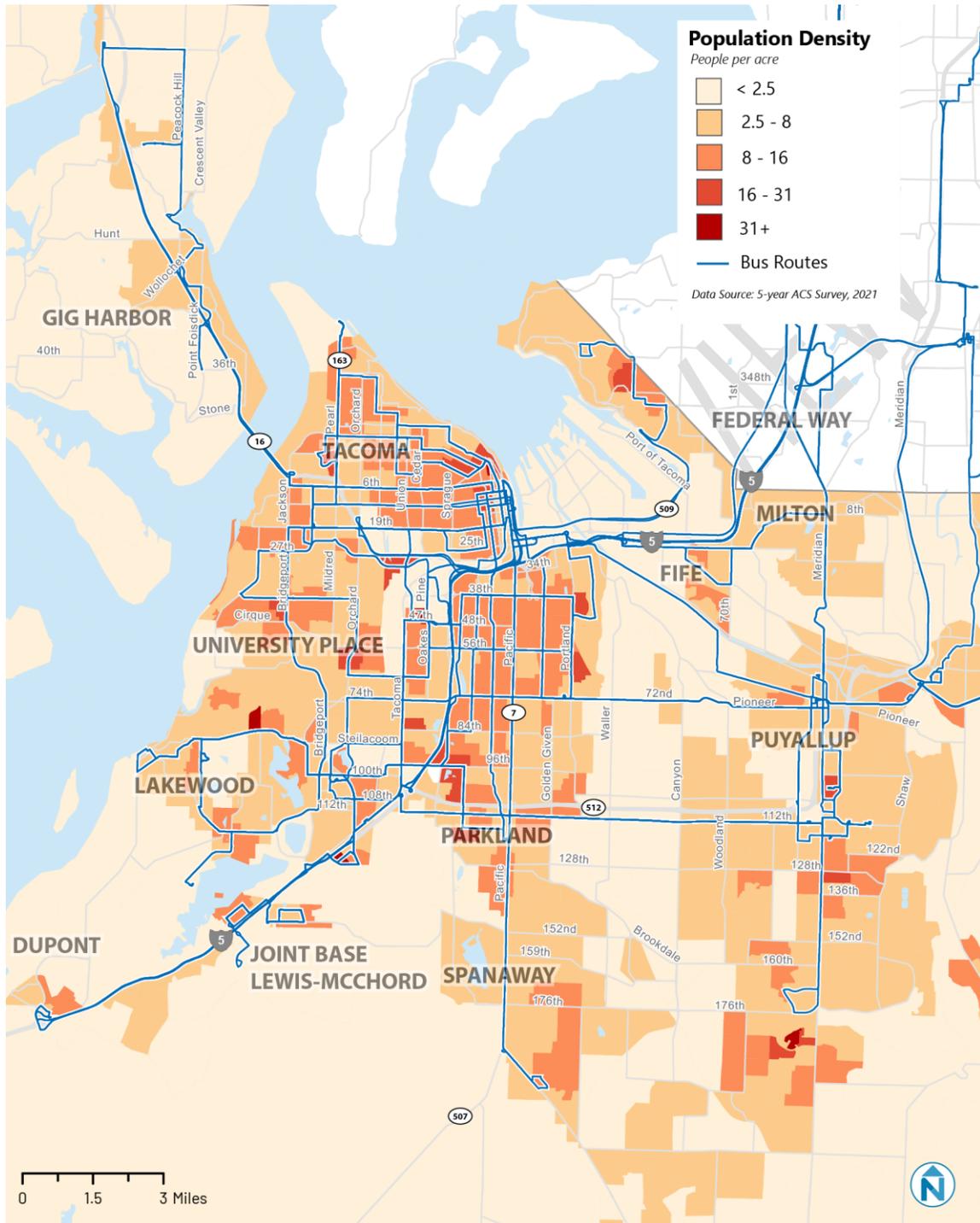
## Population

Population density is a key determinant of transit demand. Population density within the Pierce Transit service area is shown in Figure 2-2. Higher density residential areas have more people within walking distance of streets that buses can operate along, including sidewalks and the related pedestrian infrastructure conducive to transit usage. Therefore, these areas are more likely to support frequent service than lower density areas. In the Pierce Transit service area, the highest population density areas, with over eight or more people per acre, can be found in Downtown Tacoma, Central Tacoma surrounding 6<sup>th</sup> Avenue, and pockets of Fircrest and South Tacoma.

Additionally, the following areas have moderately high population density:

- **Stadium District** near North Tacoma Ave and Schuster Parkway.
- **Western Parkland** south of 74<sup>th</sup> Street.
- **University Place** and neighborhoods to the north and east.

Figure 2-2 Population Density

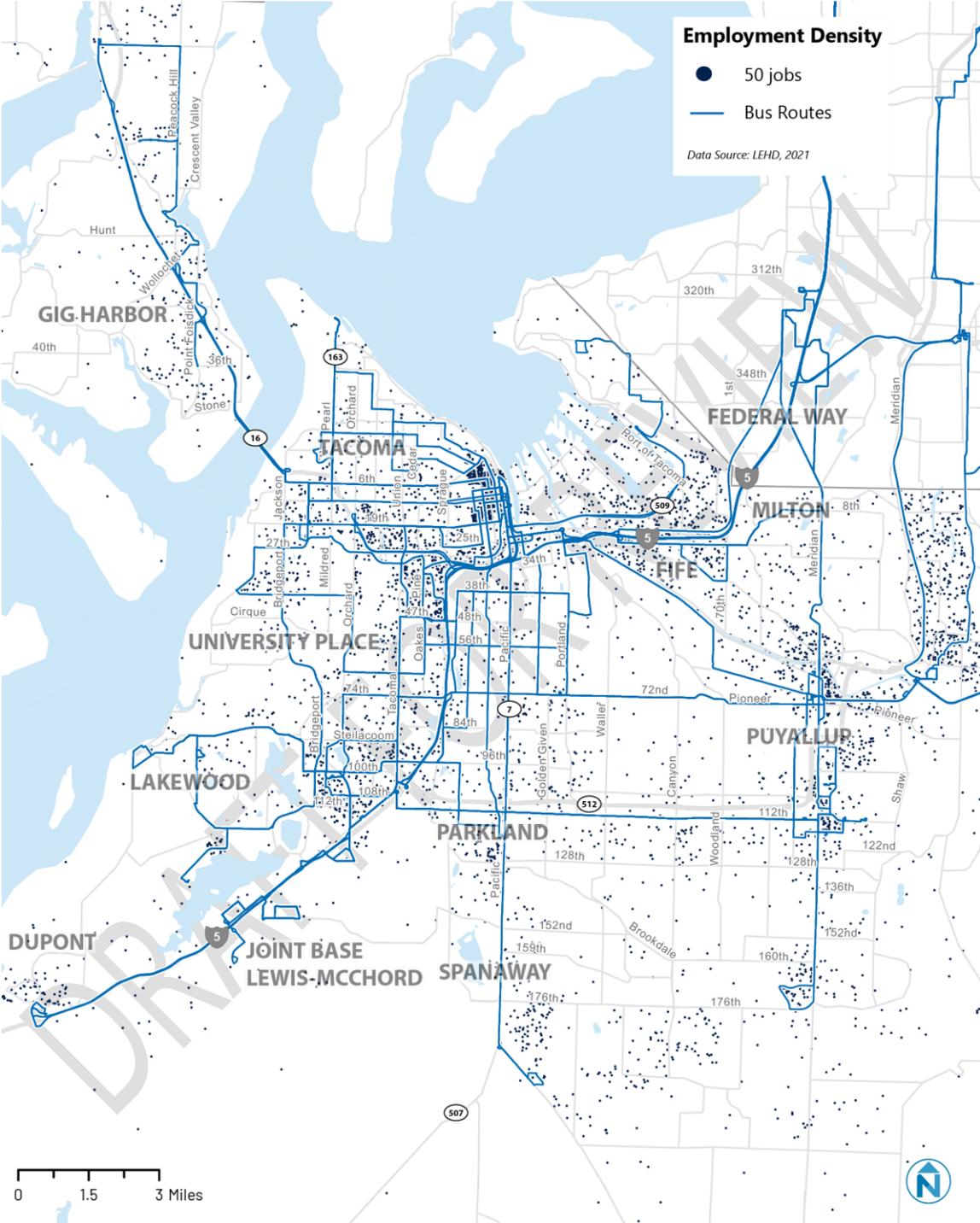


## Employment

Employment density is another indicator of potential transit demand. Areas with a higher density of jobs are more popular destinations and generally have a higher demand for transit trips. Employment density, shown in Figure 2-3 is primarily clustered around downtown Tacoma and a few other key locations like:

- **St. Joseph's Medical Center** near Downtown Tacoma
- **Central Tacoma** near Walmart, Target, and Costco
- **Good Samaritan Hospital** in Puyallup
- **Joint Base Lewis-McChord (JBLM)**
- **South Hill Mall area** of Puyallup

Figure 2-3 Employment Density



## Transit Demand Index (TDI)

Population and employment density provide an indicator of potential transit demand, but when the two are combined and considered together, the demand in many areas will be notably higher than when looking at each factor alone. This also captures areas with a mix of uses (residential, job centers, commercial areas) that can generate particularly high transit ridership.

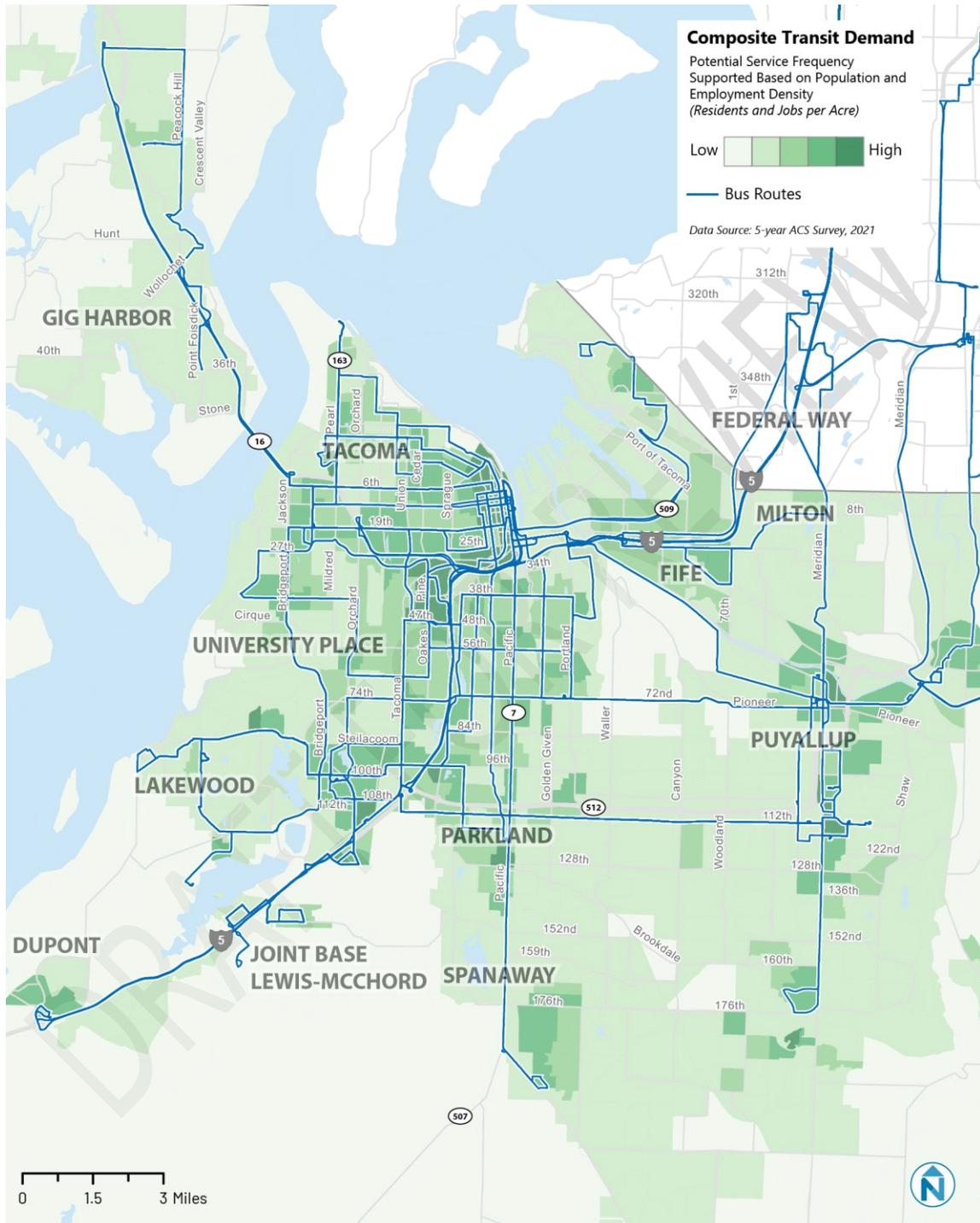
When population and employment-based demand are considered together, the underlying demand for transit is very high near downtown Tacoma, and generally declines moving away from the downtown core or Central Business District, with some exceptions.

The highest levels of potential transit demand are in the most densely populated areas, which include:

- **Downtown Tacoma** between Stadium Way and Sprague Avenue.
- **South Tacoma** around the Tacoma Mall.
- **Lakewood** between Steilacoom Boulevard and Interstate Highway 5.
- **South Hill** around the South Hill Mall in Puyallup.
- **Spanaway** between 176<sup>th</sup> Street and Mountain Highway E/SR 7.
- **Puyallup** between 15<sup>th</sup> Street and 7<sup>th</sup> Avenue.

Pierce Transit provides service in all of these areas as shown in Figure 2-4.

Figure 2-4 Transit Demand Index within Pierce Transit Service Area

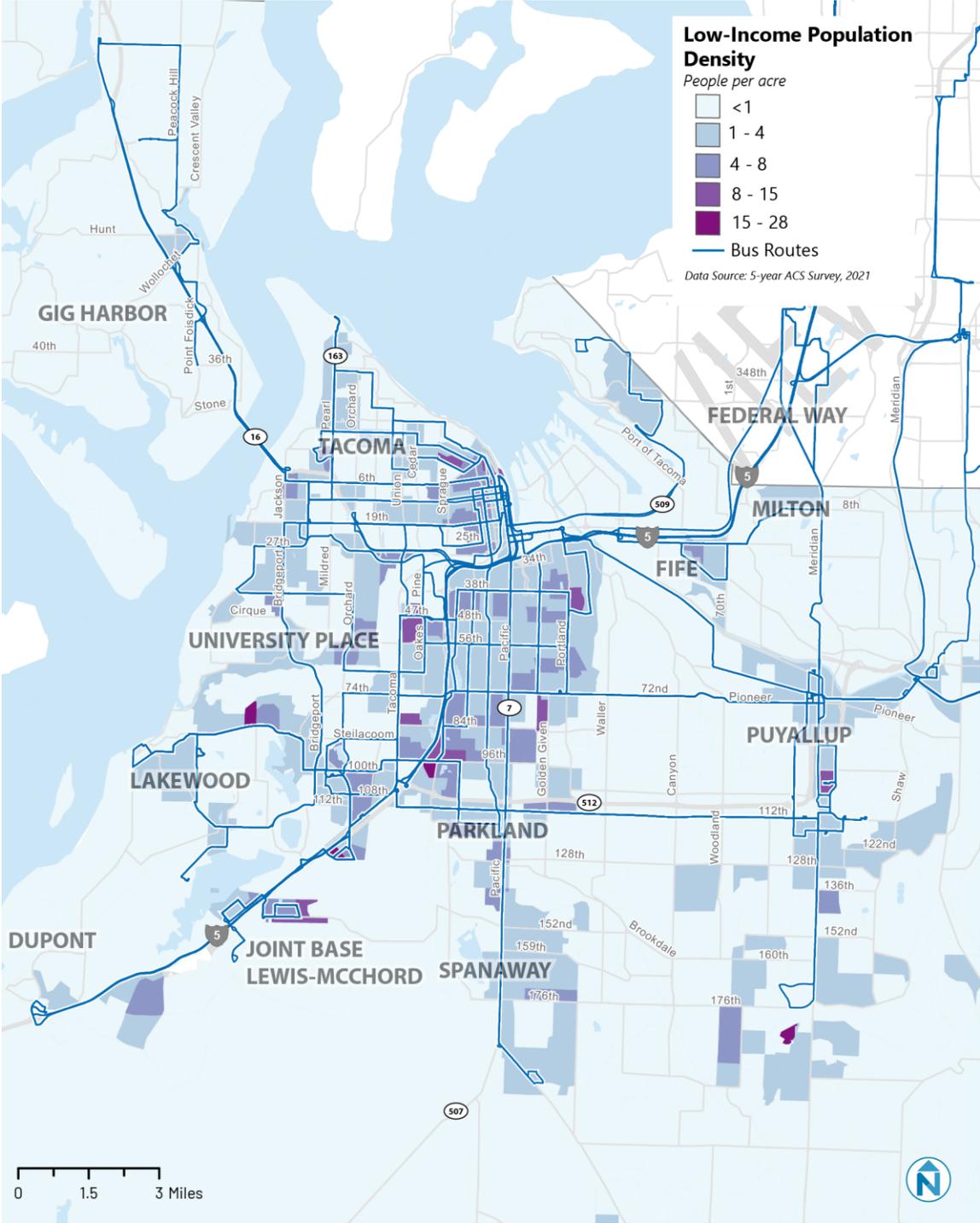


## Low Income Population

From 2021 American Community Survey (ACS) data, people earning less than 200% of the federal poverty level were considered low-income populations. Individuals who are part of the category are generally more likely to depend on transit. Low-income populations, shown in Figure 2-5 are dispersed throughout Pierce County in a few key clusters including:

- **Downtown Tacoma** between Schuster Parkway and S. Stadium Way
- **South Tacoma** between S 56<sup>th</sup> Street and Center Street.
- **City of Lakewood** between Interstate Highway 5 and S. Tacoma Way

Figure 2-5 Low Income Population Densities within the Pierce Transit Service Area

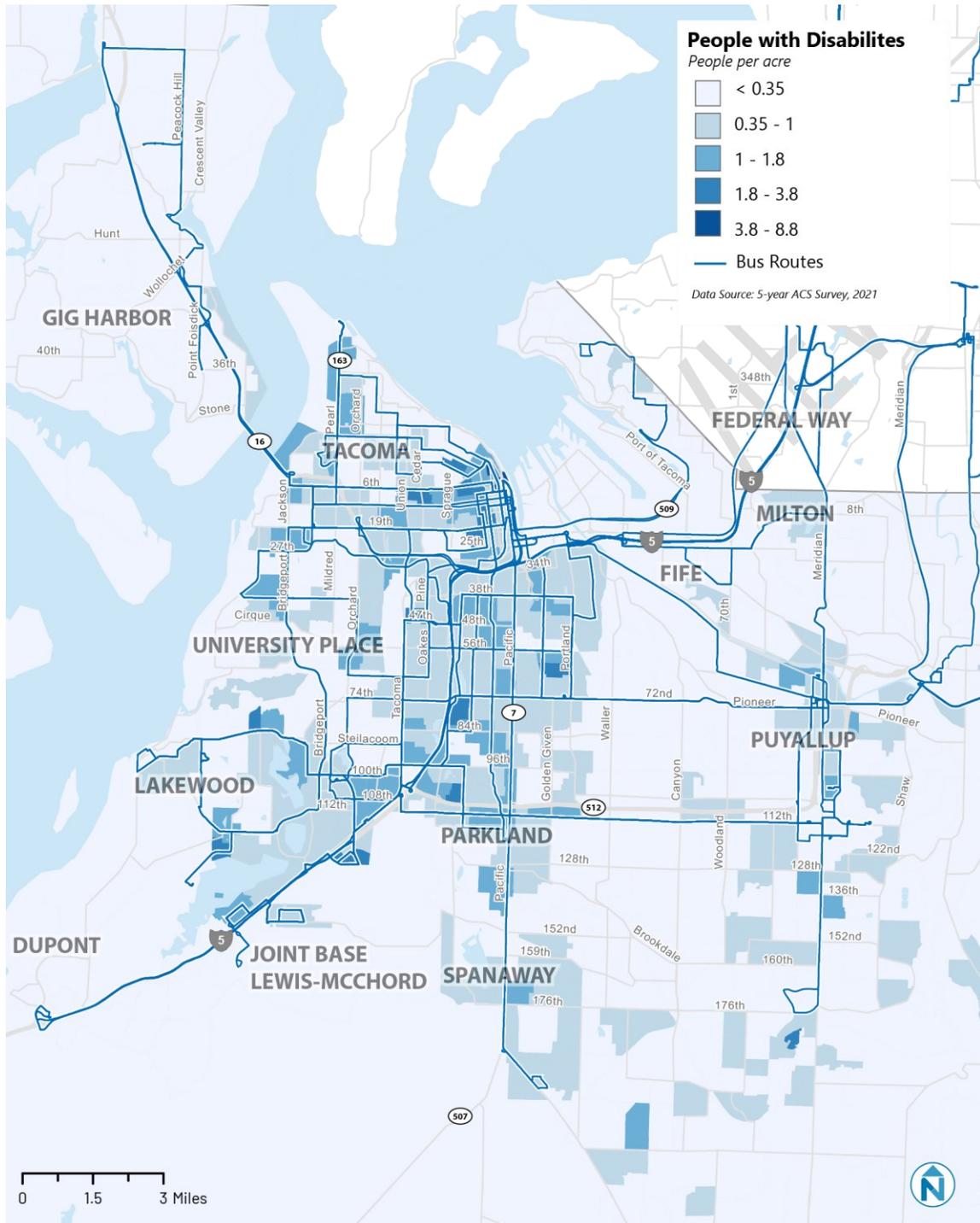


## People with Disabilities

People with disabilities are another group that often cannot drive and thereby are more likely to depend on transit. The largest concentration of people with disabilities is throughout central Tacoma. The four notable concentrations of over two people per acre as shown in Figure 2-6, including:

- **Downtown Tacoma**
- **Hilltop** neighborhood in Central Tacoma
- **Eastside** neighborhoods between E 72<sup>nd</sup> and E 64<sup>th</sup>
- **Lakewood** around Bridgeport Way W and San Francisco Avenue SW

Figure 2-6 People with Disabilities with Pierce Transit Service Area

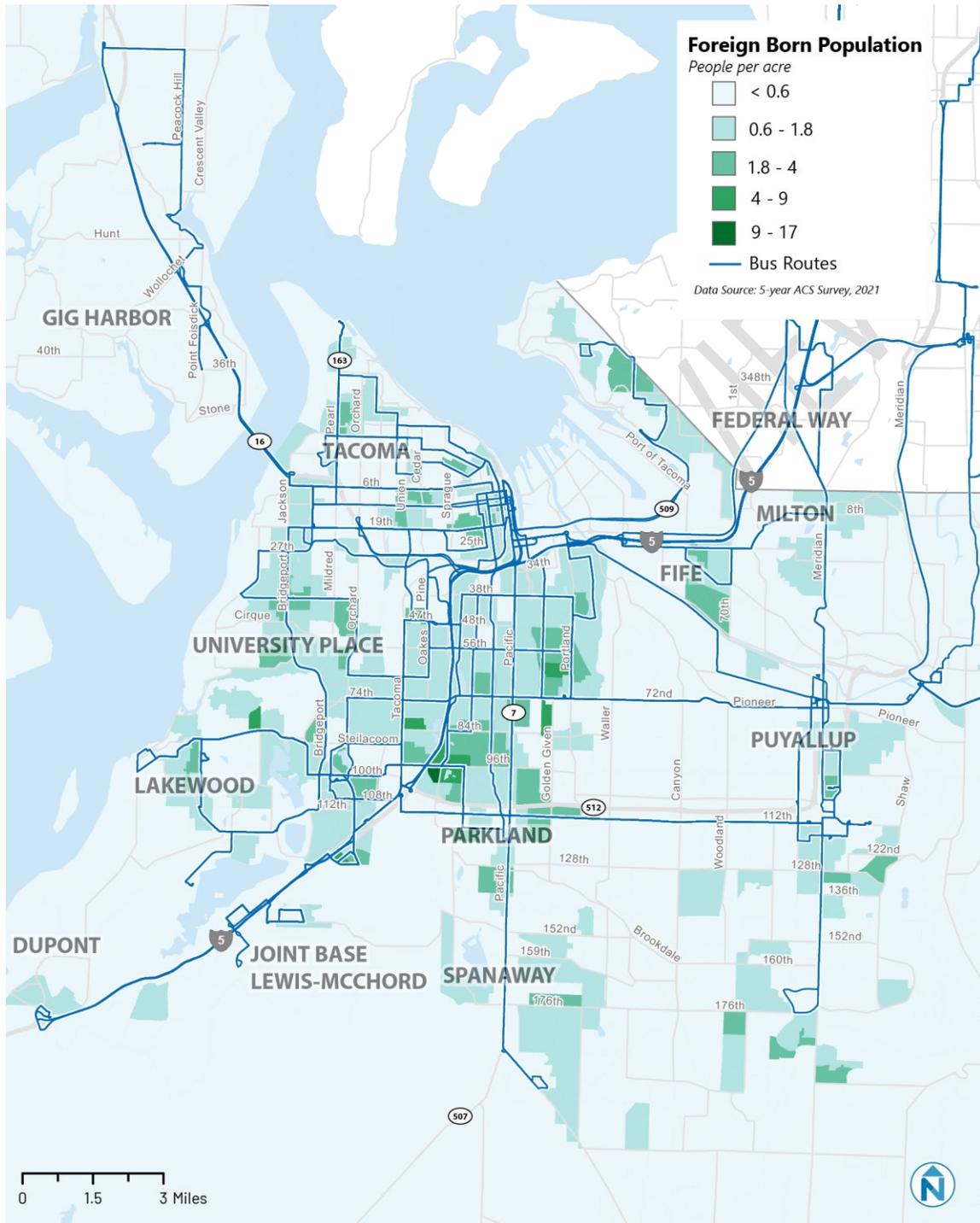


## Foreign Born Population

Historically, immigrants tend to settle in large urban areas with developed or robust mass transit systems. Pierce County has a fair distribution of immigrant population as shown in Figure 2-7. Areas with 4-17 foreign-born people per acre are:

- **University Place** between 56th Street W and State Highway 16
- **Northeast Tacoma** near Northpoint Way NE
- **Western Parkland** between Interstate Highway 5 and State Route 7
- **South Hill** (Puyallup) between 128<sup>th</sup> Street and 43<sup>rd</sup> Avenue

Figure 2-7 Foreign Born Population

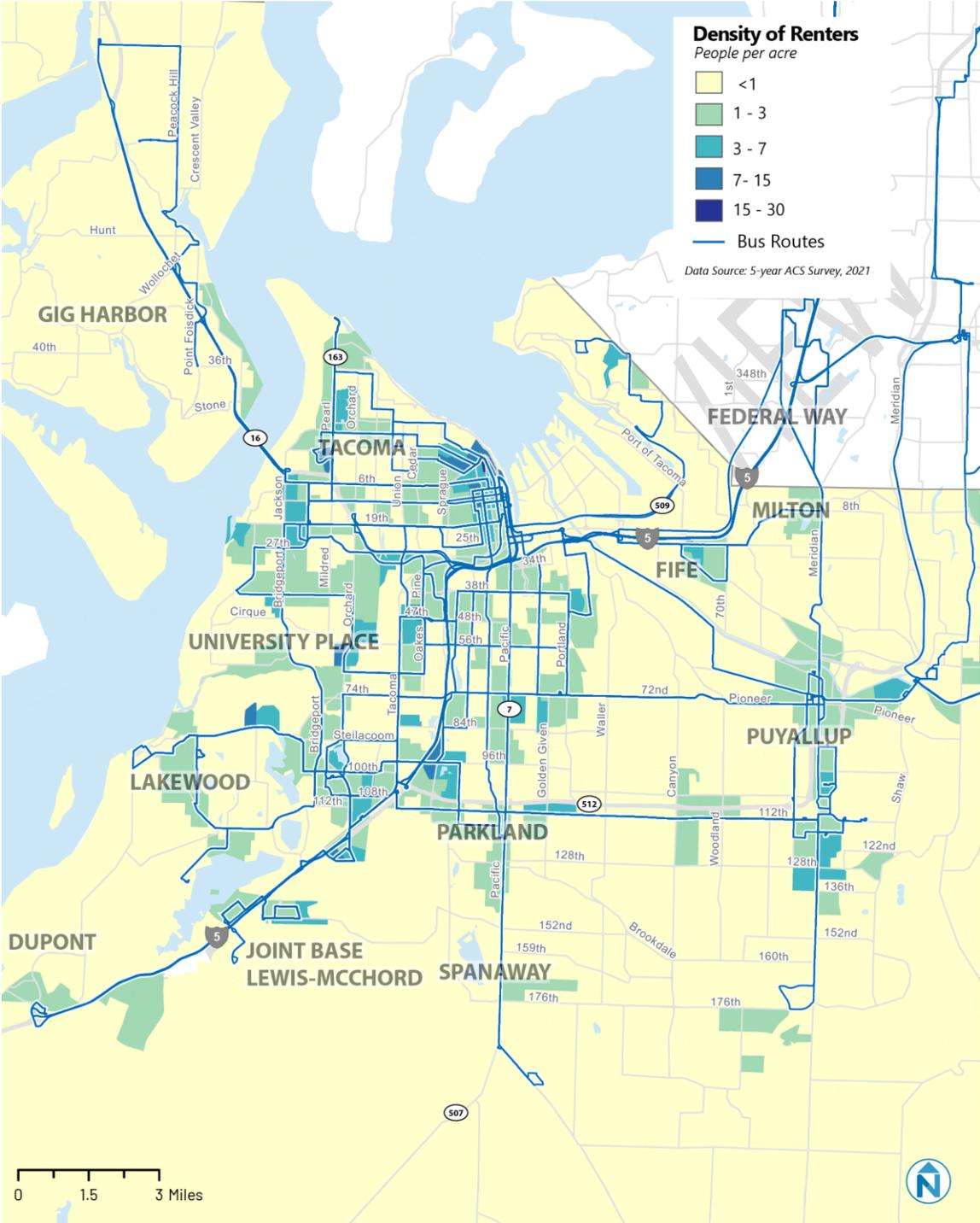


## Rental Units

There is also a relationship between rental units (e.g., apartments) and transit ridership, with higher concentrations of renters correlating with higher transit ridership and related demand. The highest concentrations of renters, shown in Figure 2-8, correspond to large apartment complexes and other multifamily residential areas that are distributed throughout the Pierce Transit service area including:

- **Downtown Tacoma**
- **James Center North Area** near Tacoma Community College
- **Western Parkland** near I-5
- **East of Clover Park** around Bridgeport Way SW
- **South Hill** (Puyallup) around Meridian Avenue.

Figure 2-8 Rental Housing Density

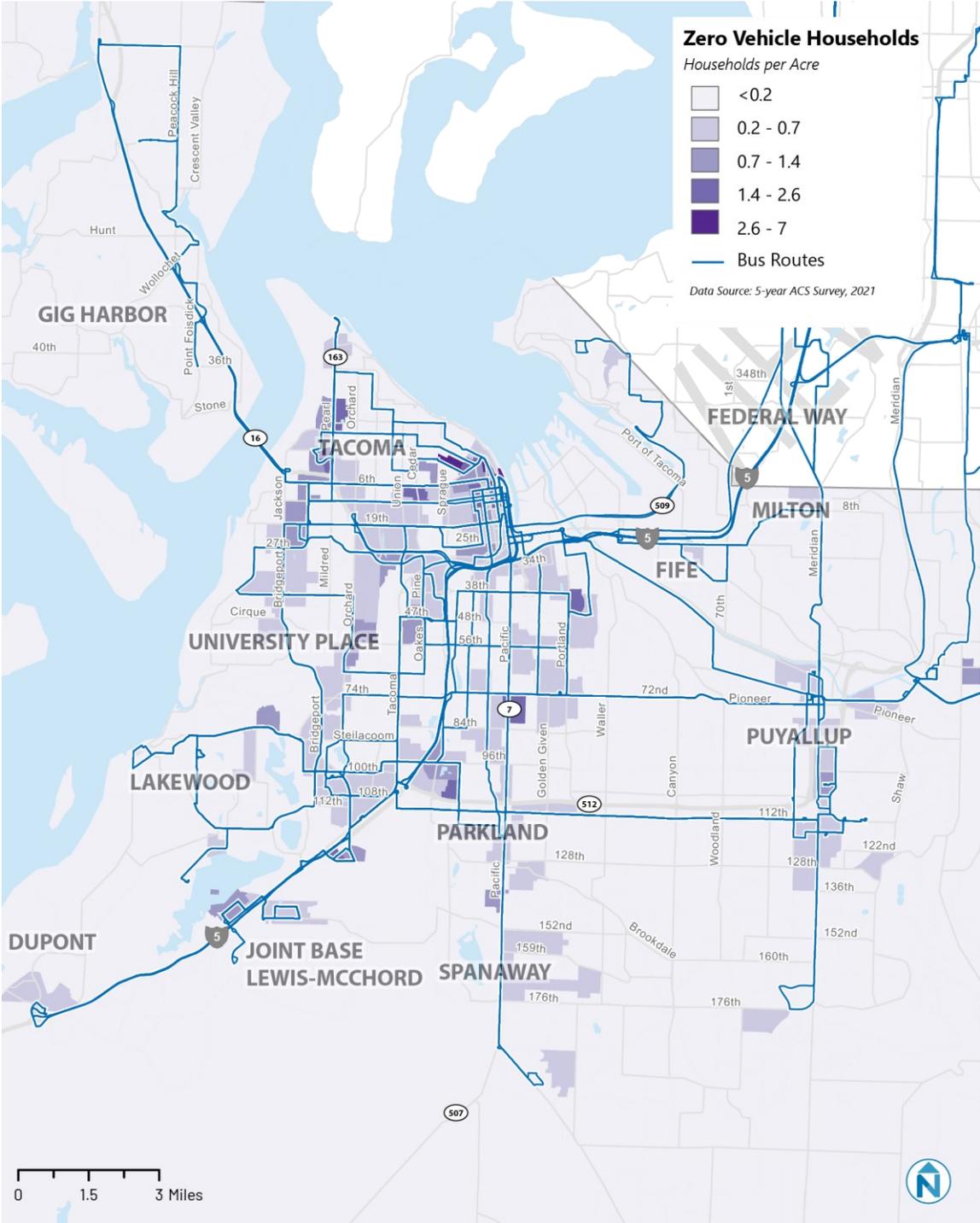


## Zero Vehicle Households

A majority of households across Pierce County have access to a motor vehicle. However, some areas, particularly in Downtown Tacoma and the areas north of University Place have a moderate density of households that do not have access to a motor vehicle as shown in Figure 2-9. The areas with highest density of zero-vehicle households include:

- Neighborhoods around the Stadium District in Tacoma next to Wright Park in Tacoma.
- West End Tacoma between N 17<sup>th</sup> Street and N 26<sup>th</sup> Street.
- Communities west of Parkland near I-5 have a moderately high density of zero-vehicle households.

Figure 2-9 Zero Car Household Density

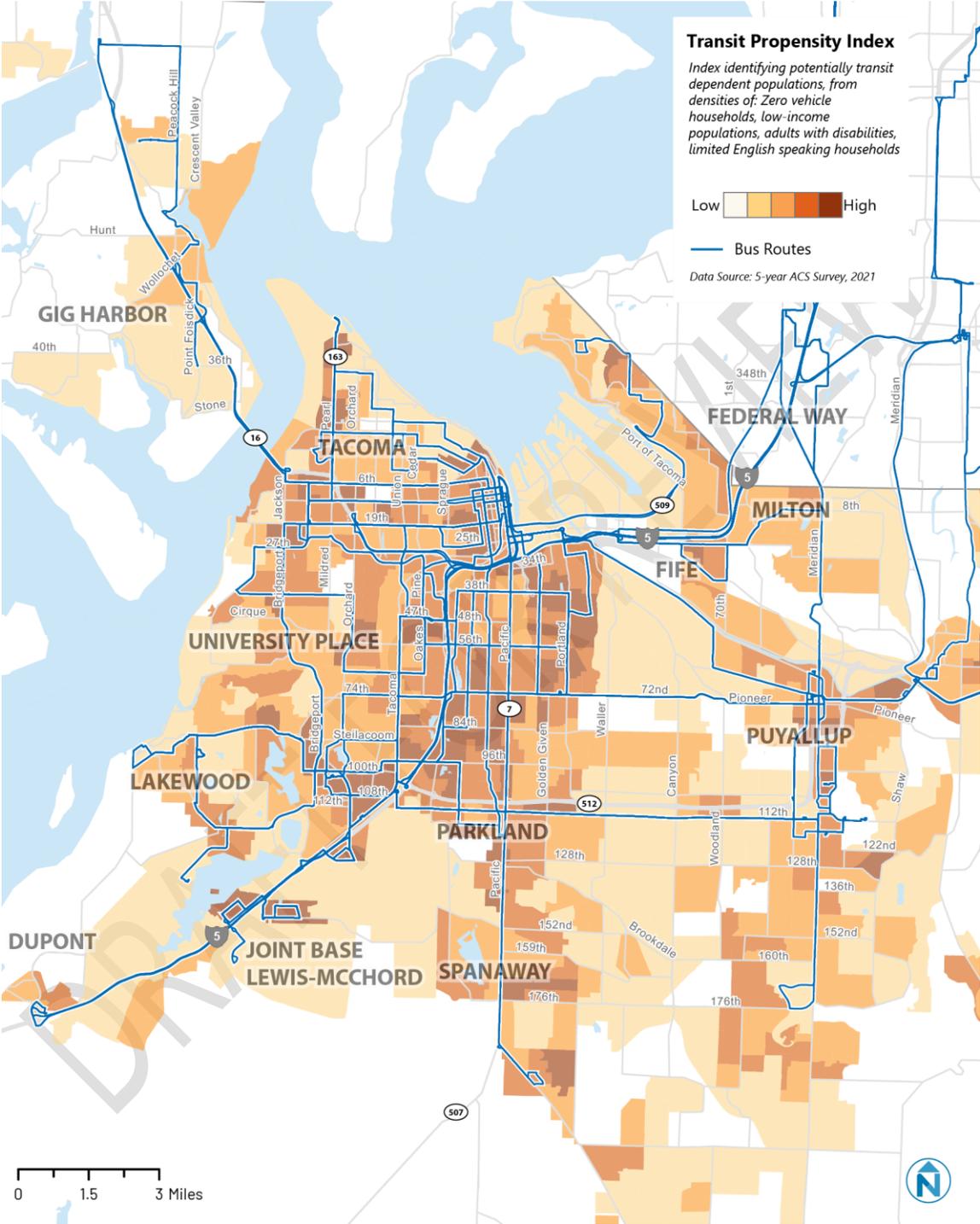


## Transit Propensity Index (TPI)

For the purposes of this analysis, propensity to take transit is based on the density of three combined indicators: People with disabilities, people with low-incomes (less than 200% of the federal poverty level) and zero-vehicle households. The transit propensity index is developed by taking the relative densities for each of these three indicators and assigning each block group a score. These scores then yield a single index that weights each of these four indicators evenly. Based on this index, as shown in Figure 2-10, the areas where the population may have a larger need for transit are clustered in seven general places:

- **Downtown Tacoma** is served by many routes and includes pockets of high transit propensity areas between SR-16 and Tacoma Avenue. These neighborhoods have commercial areas and moderately dense residential areas including North Slope and Stadium District.
- **West End Tacoma:** West end neighborhoods around SR- 163 and SR-16.
- **Lincoln International District** between I-5 and SR-7. This area is close to downtown Tacoma and centered on S. 38th Street and N. Yakima Avenue, the Lincoln International District is home to Tacoma's Vietnamese businesses and community.
- **Parkland** between 112th Street and SR-7 has a moderately high transit propensity throughout, with pockets of high propensity between I-5 and Pacific Avenue.
- **South Hill and Puyallup** There are rural communities between 43<sup>rd</sup> Avenue SW and 15<sup>th</sup> Avenue SE found around SR-161 that have moderate to high transit propensity.
- **Southeast of Lakewood near I-5** between Pacific Highway and 100th Street also shows higher TPI scores.

Figure 2-10 Transit Propensity Index (TPI)



## Priority Population

For the purposes of this analysis and to match previous planning efforts by Pierce Transit, a priority population analysis was also performed. The priority population analysis combines several weighted factors (shown in Figure 2-11).

**Figure 2-11 Equity Index Priority Populations and Weight Factors**

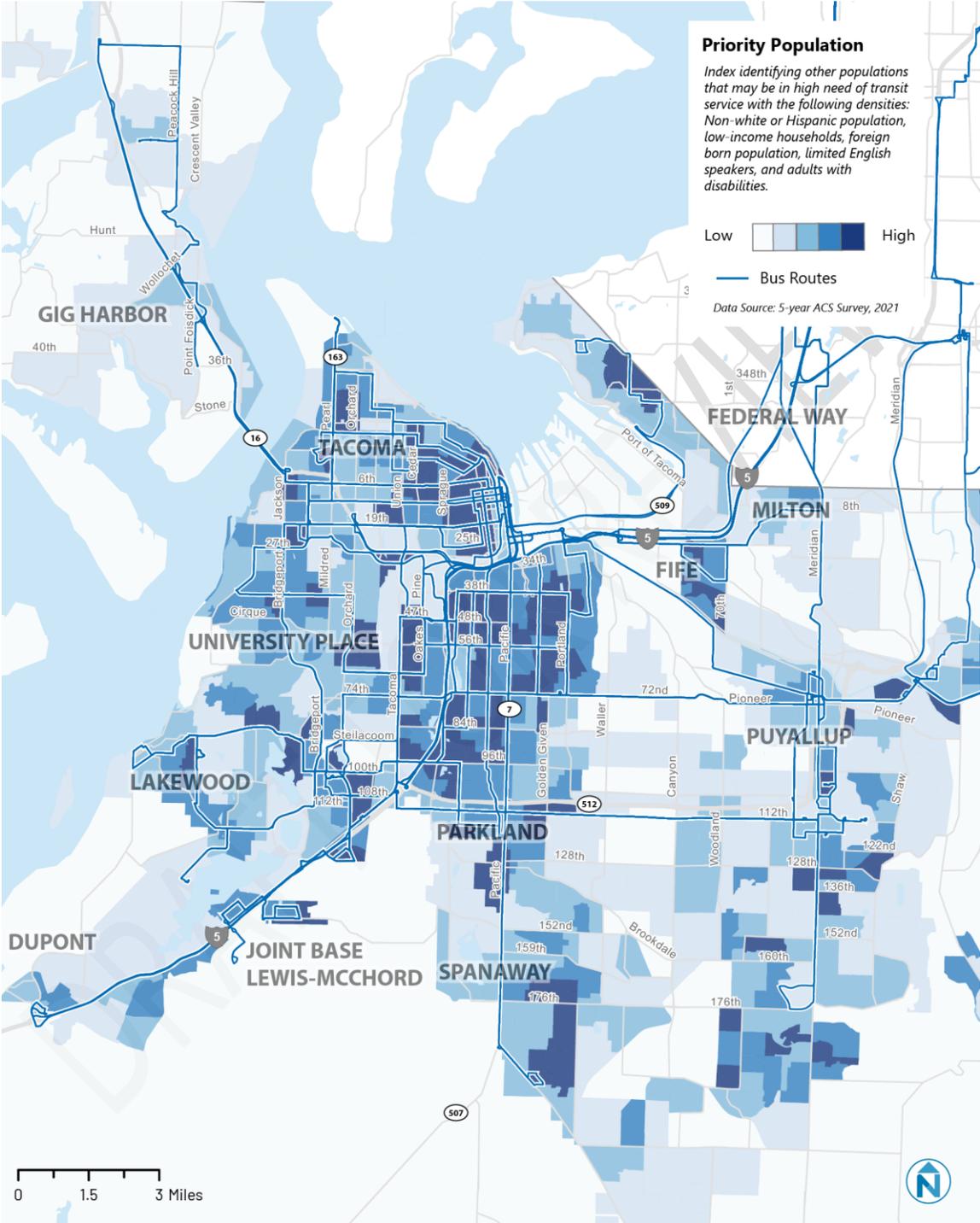
Priority Population	Weight
Non-white or Hispanic	40%
Low-income households (below 200% of the federal poverty level)	30%
Foreign-born population	10%
Limited English-speaking households	10%
Population living with disabilities, aged 20-64	10%

This effort differs from the transit propensity analysis by weighting the identified factors differently to identify other populations that may be in high need of transit service and to more closely align with equity considerations conducted by the City of Tacoma and other regional partners. This methodology was used for past Stream Bus Rapid Transit identification studies.

The relative scores of the composite equity index figures are shown in Figure 2-12. Areas with high densities of priority populations include:

- **Downtown Tacoma** and other central neighborhoods like Hilltop and Stadium District, and Central Tacoma.
- **South Tacoma and South End Tacoma** generally between S Tacoma Way, I-5, Portland Ave, and 112<sup>th</sup> St S.
- **Northeast Tacoma** adjacent to Federal Way.
- **Fife** residential areas between I-5 and SR 167.
- **The Meridian Avenue Corridor** between Puyallup and South Hill.
- **Lakewood and Steilacoom** areas near Joint Base Lewis-McChord.

Figure 2-12 Priority Population



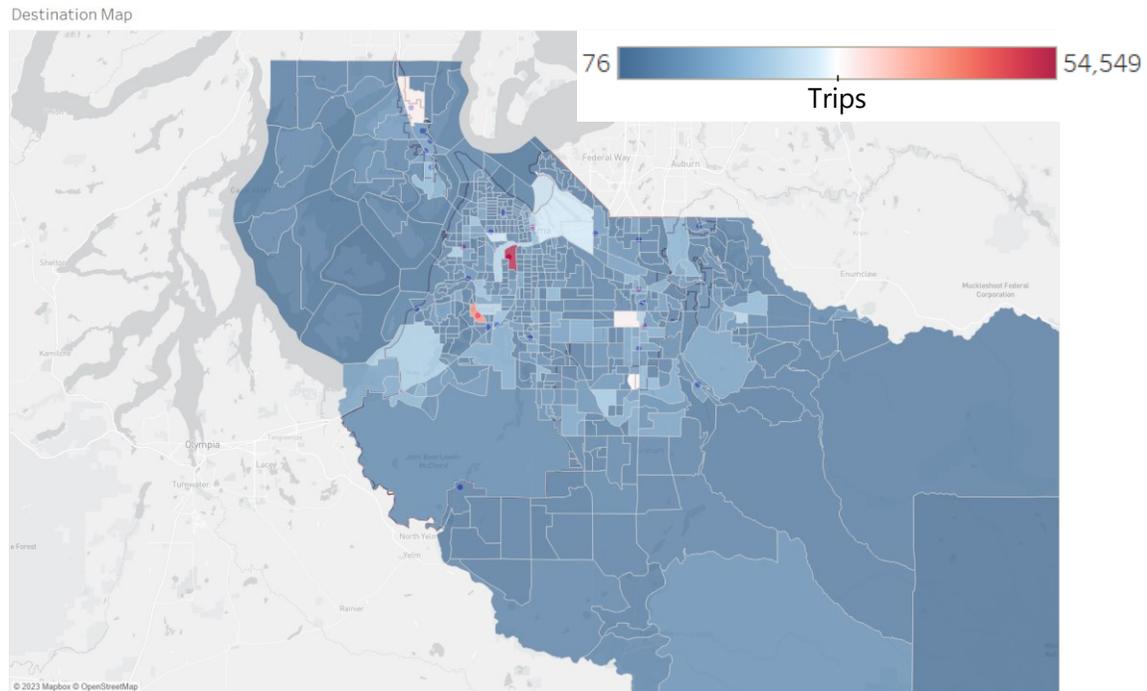
# REGIONAL TRAVEL DEMAND ANALYSIS

## Travel Patterns

To determine travel patterns within Pierce County, an origin-destination analysis was completed to understand where people are traveling to and from at different times of the day and week. This evaluation uses anonymized mobile device location data, made available through the enterprise data platform Replica, to determine specific travel volumes and travel patterns throughout Pierce County. The data aggregates individual trip origins and destinations at the U.S. Census Block Group level, allowing for large scale evaluations across Pierce County or more refined evaluations for individual Block Groups. These data reflect travel patterns from Fall of 2022, which represents the most up to date, reliable timeframe for travel pattern data available.

The most common destinations within this time period are shown below in Figure 2-13 and include:

- Tacoma Dome Station
- Lakewood Towne Center
- Tacoma Mall
- South Hill Mall

**Figure 2-13 Most Popular Travel Destinations: Fall 2022**

Two examples of travel patterns ending at a key regional destination (South Hill Mall) and beginning from a high priority population neighborhood (Salishan in Tacoma's east end) are shown in Figure 2-14 and Figure 2-15, respectively.

- In the case of South Hill Mall, most trips ending at this location are not coming from Tacoma, instead they are more commonly beginning in adjacent communities in South Hill, Puyallup, and Graham.
- Trips originating in Salishan are commonly traveling into downtown Tacoma, Tacoma Mall, and Lakewood. These trip patterns are generally served by Routes 41 and 54.

Both of these evaluations are indicative of potential shifts in travel demand and where transit investments may be made more effective to directly align with shifting travel patterns.

This data set has been aggregated and developed into an [accessible dashboard](#) available for continued use.<sup>1</sup> Any number of origins and destinations may be explored through this dashboard to identify travel patterns within the region.

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<sup>1</sup> Add a footnote letting readers know what website or hyperlink they are accessing. And are we certain it will remain live or active for many years to come?

Figure 2-14 Common Origins for Trips Ending at South Hill Mall in Puyallup

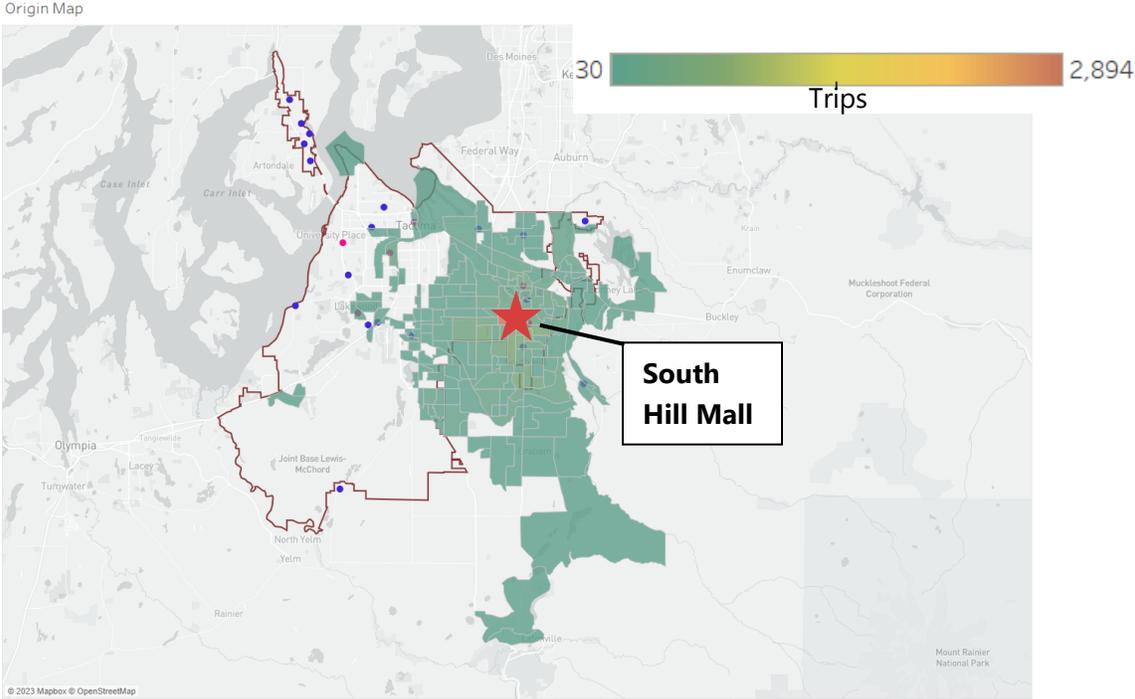
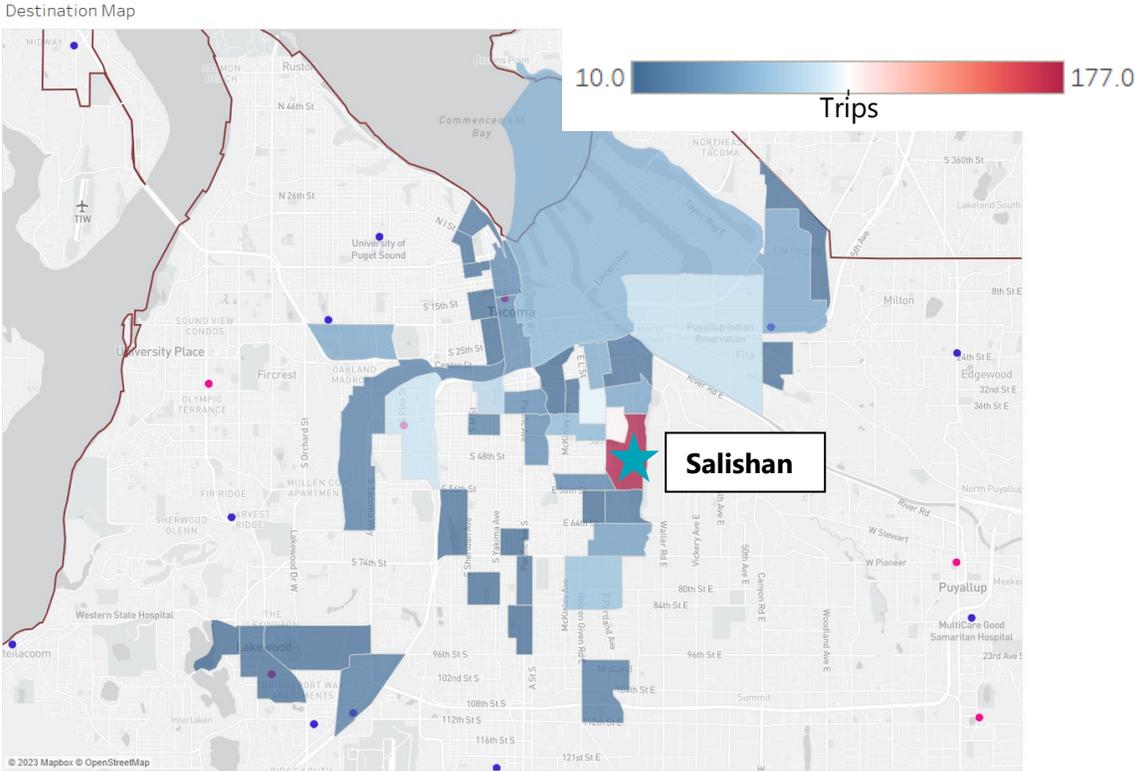


Figure 2-15 Common Destinations for Trips Beginning in the Salishan Neighborhood (Tacoma)



## Mode Split

Trips completed by private automobile is the largest modal split in the Pierce Transit service area, followed by walking, bicycling, and other modes, which includes transit. Mode split data are available in the dashboard and can be filtered by trip type, demographics, trip distance, and time of day.

## Trip Length

More than 50% of trips in the Pierce Transit service area are less than five miles, and the remaining are over five miles. Short trip lengths are an opportunity for residents and employees to utilize transit, active transportation, and other non-automobile (driving) modes. More trip length data are visualized in the dashboard and can be filtered by trip type, demographics, trip distance, and time of day.

# 3 FIXED ROUTE EVALUATION

## INTRODUCTION

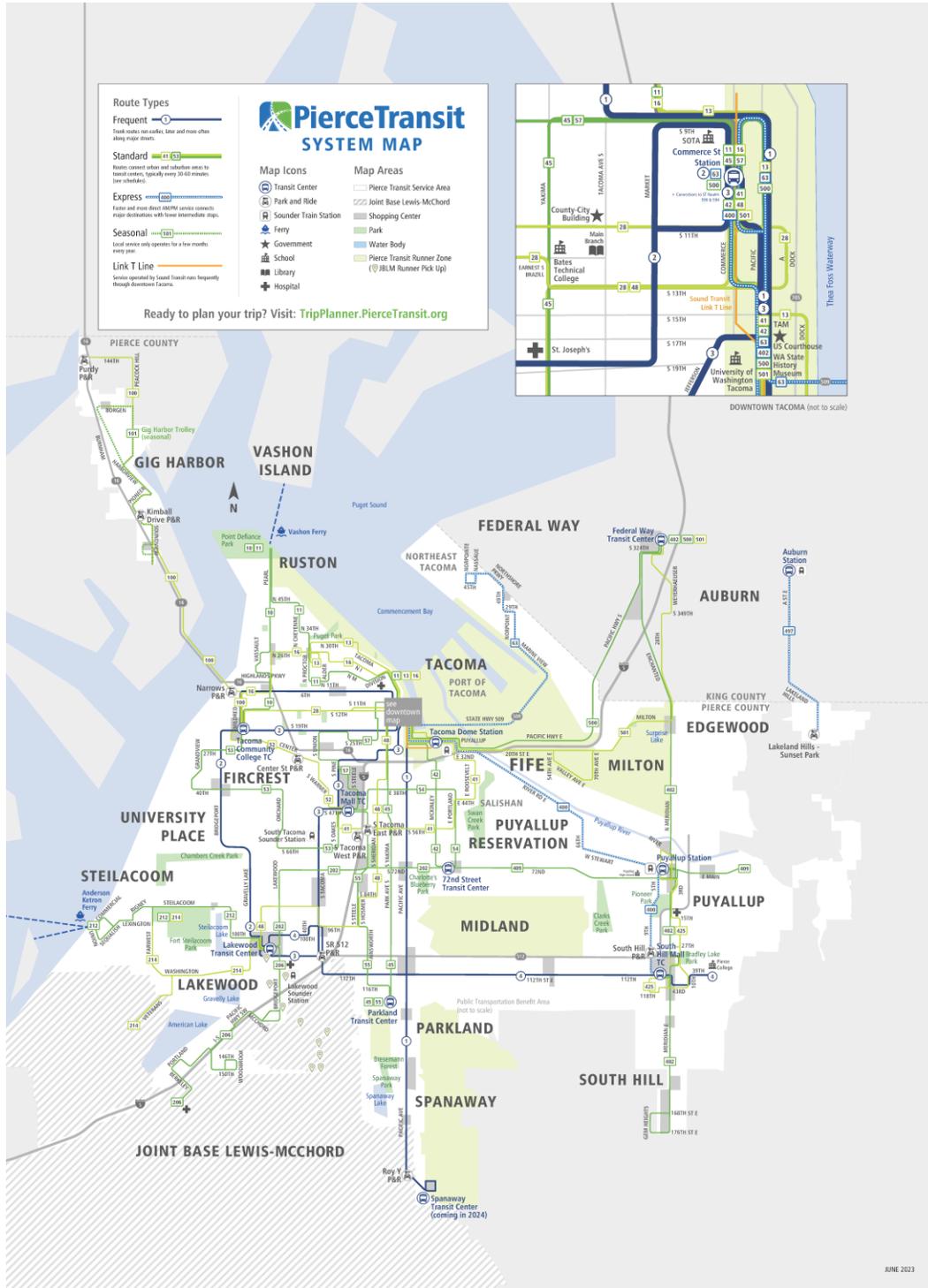
The Pierce Transit service area extends to most of the urbanized areas in Pierce County, centering in Tacoma though serving many smaller communities and municipalities as well. As of Summer 2023, Pierce Transit operates a network of 32 routes, four Pierce Transit Runner on-demand microtransit zones, and SHUTTLE on-demand paratransit service (i.e., “dial a ride”). Pierce Transit’s fixed routes are comprised of local and express service, providing transfer opportunities at transit centers or Park-and-Ride lots throughout the service area.

The COVID-19 pandemic and its effects on travel impacted Pierce Transit significantly in terms of ridership decline and has been slow to recover. Operator retention and staff shortages have impacted Pierce Transit’s ability to offer a full schedule and has led to reduced service span and frequency (aka “headways”) on many routes. The purpose of this chapter is to understand where and when transit service is offered and provide necessary data to make decisions about future service.

Pierce Transit’s current network is shown in Figure 3-1.

# SYSTEM OVERVIEW

Figure 3-1 Summer 2023 Pierce Transit System Map



## Span of Service

Pierce Transit operates fixed route bus service seven days a week. All 32 routes operate on weekdays, 27 routes operate on Saturdays and Sundays. Weekday service is generally more frequent, with most routes operating every 30 minutes, while more routes operate hourly on Saturdays and Sundays. Routes operated on weekends also have different schedules on Saturday and Sunday. Sunday routes typically begin service later in the day and end service earlier than on Saturday.

Figure 3-2, Figure 3-3, and Figure 3-4 display Summer 2023 service span and frequency for all fixed bus routes in the Pierce Transit system on weekdays, Saturdays, and Sundays.

Figure 3-2 Existing Weekday Spans of Service and Frequencies by Route



Figure 3-3 Existing Saturday Span of Service and Frequency

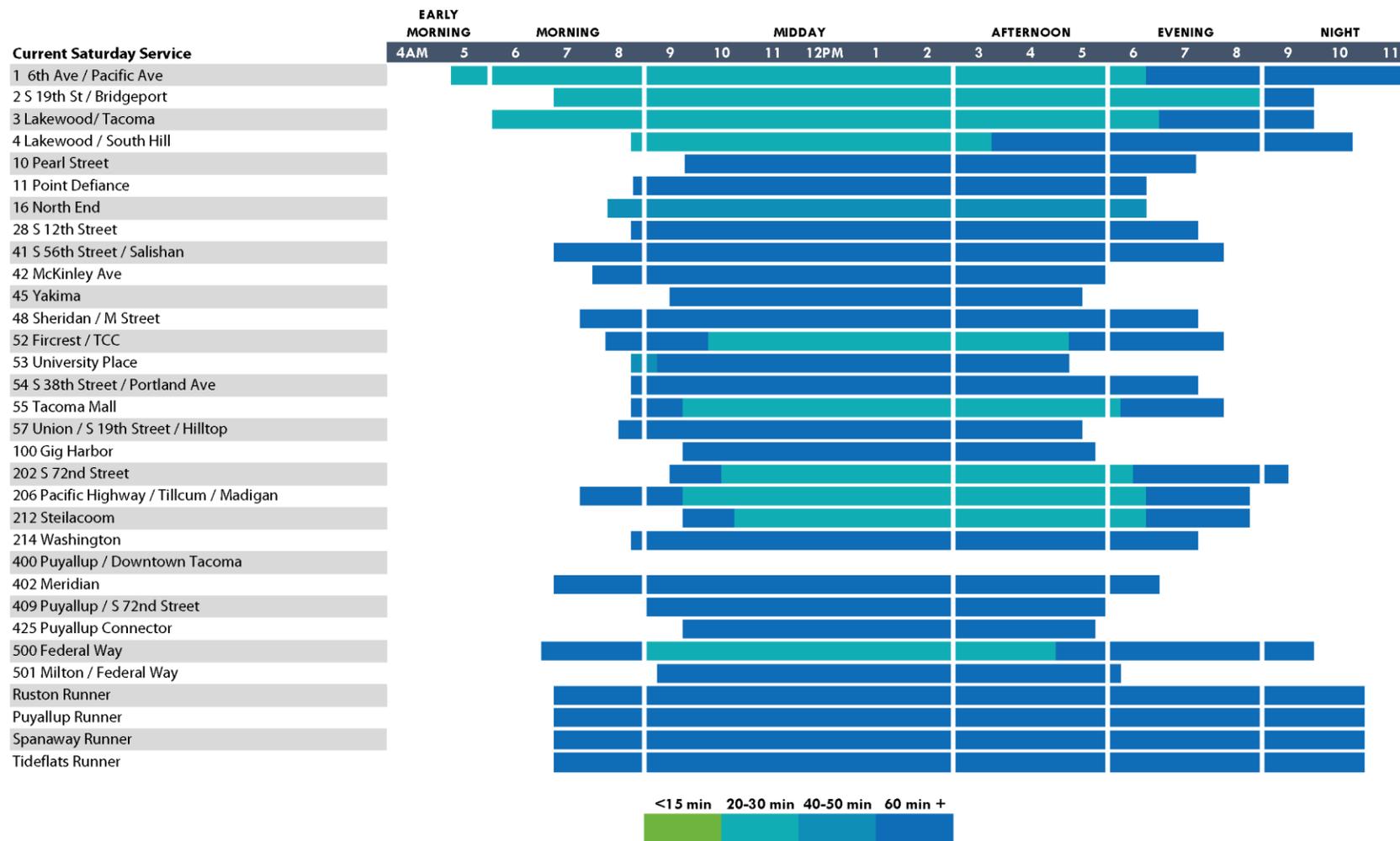
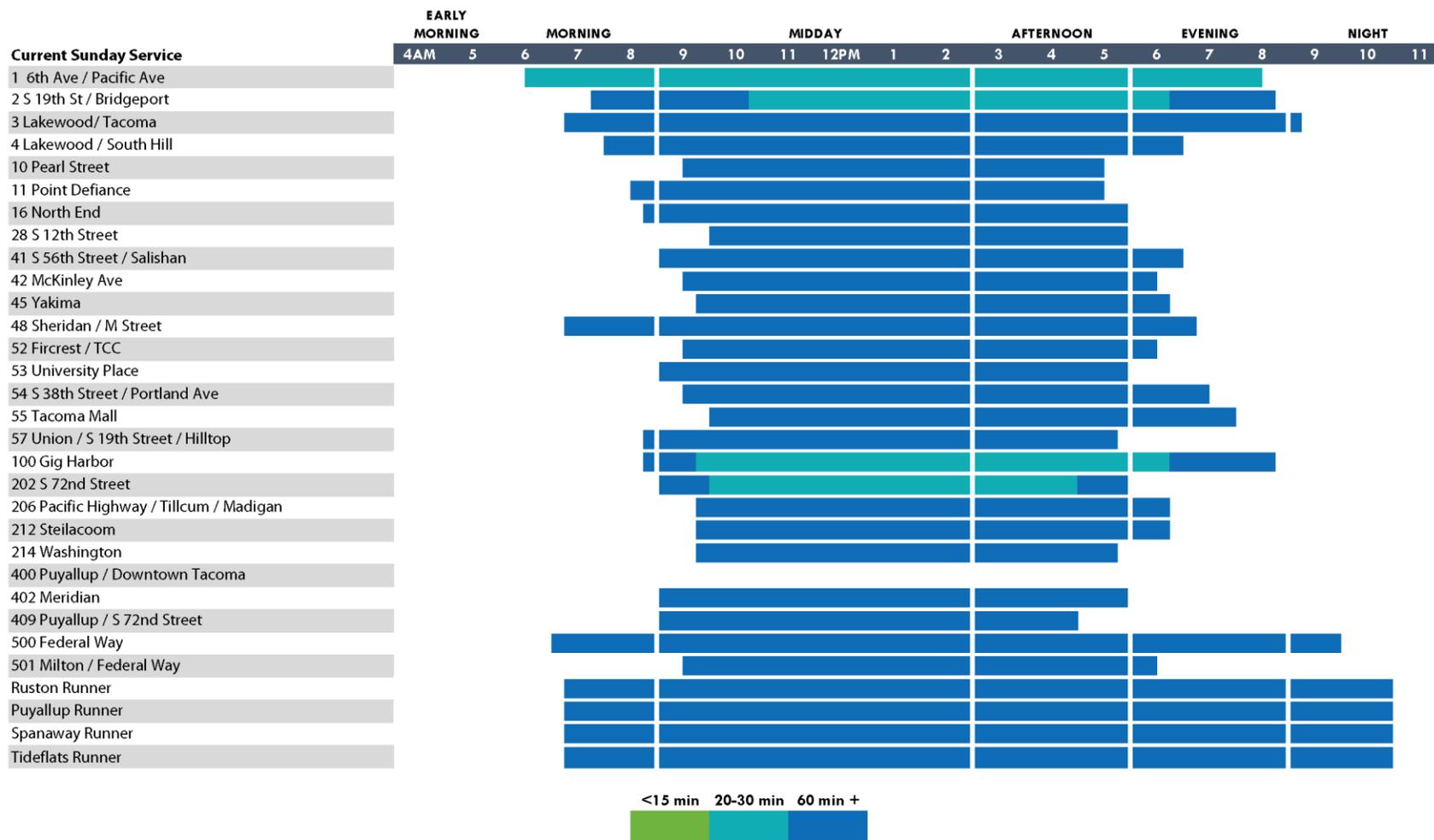


Figure 3-4 Existing Sunday Span of Service and Frequency



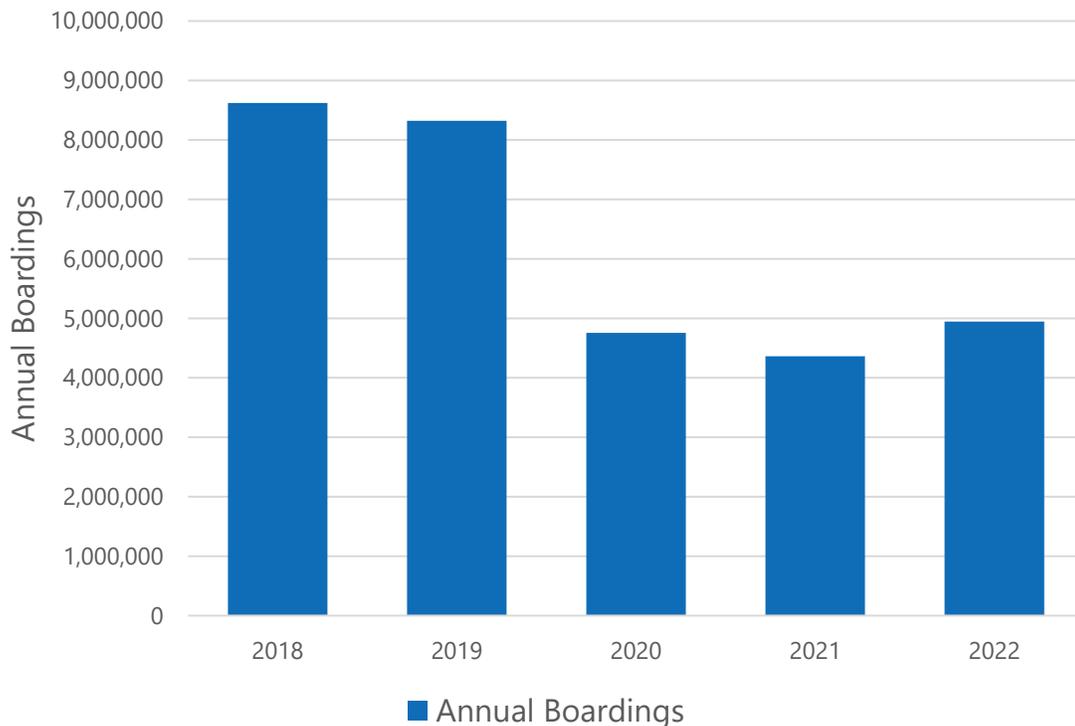
## Systemwide Ridership

The highest ridership areas in Pierce Transit’s network are predominantly at transit centers where passengers may be transferring between routes or transferring to regional express bus and commuter rail services, as provided by Sound Transit. Like many other mass transit systems, Pierce Transit experienced a precipitous decline in ridership in March 2020 following the worldwide COVID-19 pandemic declaration. Ridership has recovered slightly but still remains notably below pre-pandemic levels, with 2022 ridership at approximately 59% of 2019 levels. Ridership in 2023 has continued to grow over 2022 levels, but it is still far from 2019 levels. It should be noted that as of November 2023, Pierce Transit is only operating about 80% of its pre-pandemic service.

**A systemwide ridership dashboard has been created that allows for systemwide and route-by-route data visualization available [here](#).**

Figure 3-5 visualizes annual ridership from 2018 to 2022.

**Figure 3-5 Annual Fixed Route Ridership: 2018-2022**



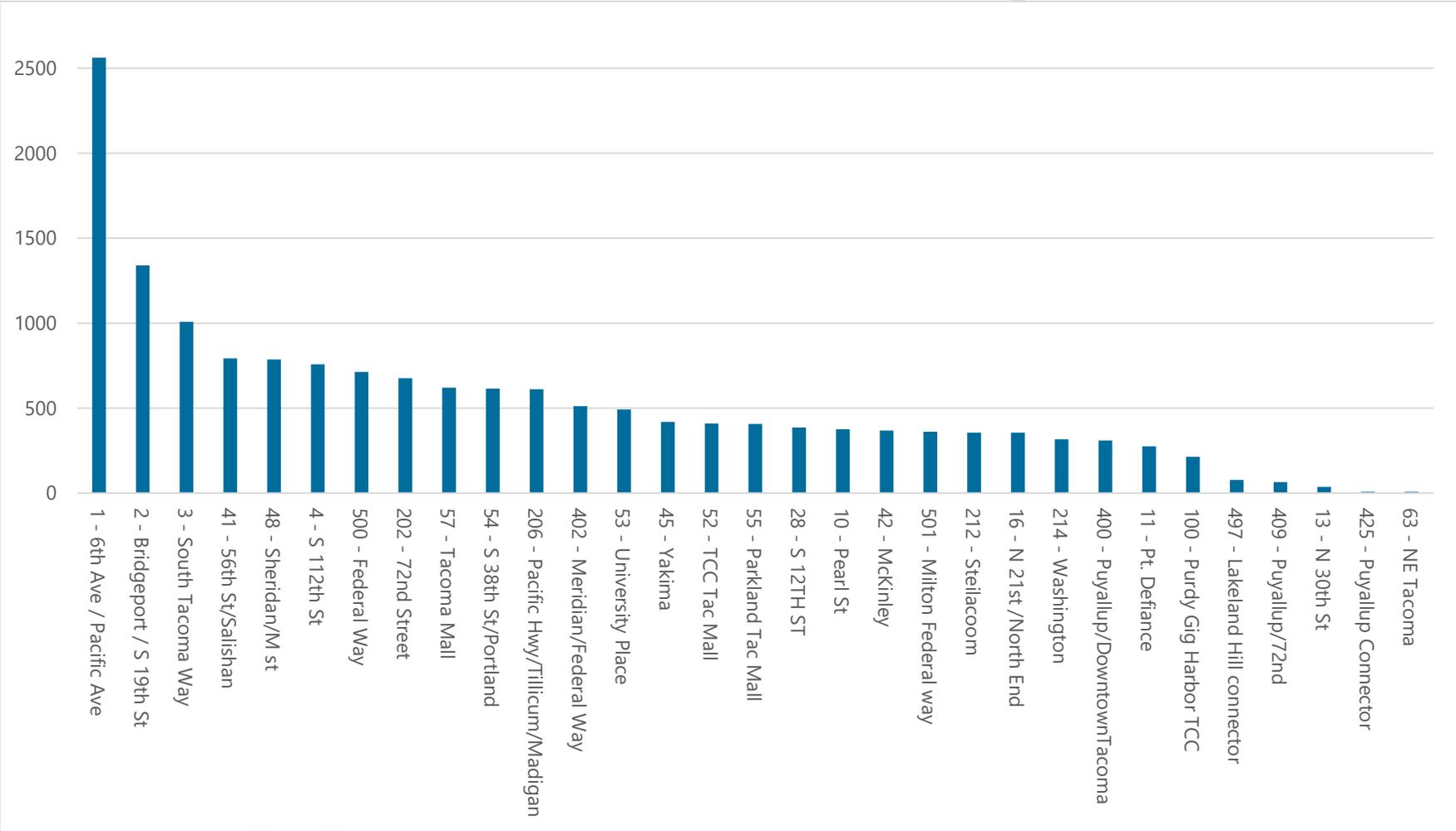
Source: Pierce Transit

Routes 1, 2, 3, 4, 41, 48 and 500 are the highest ridership routes in the Pierce Transit network. Trunk Routes 1, 2, 3, and 4 link Pierce Transit's largest transit centers and operate with weekday frequencies of 30 minutes or better. Route 1 connects via the Tacoma Community College Transit Center, Downtown Tacoma, and Walmart on State Route 7/Mountain Highway and the Roy "Y" Park-and-Ride. Route 2 links the Lakewood Transit Center, Tacoma Community College Transit Center, and Downtown Tacoma. Route 3 links Downtown Tacoma, Tacoma Mall, and the Lakewood Transit Center. Route 4 operates between Lakewood Transit Center and the South Hill Mall Transit Center.

Most routes have between 300 and 700 daily weekday riders. Several, such as Routes 13, 63, 409, 425, and 497 have very few riders.

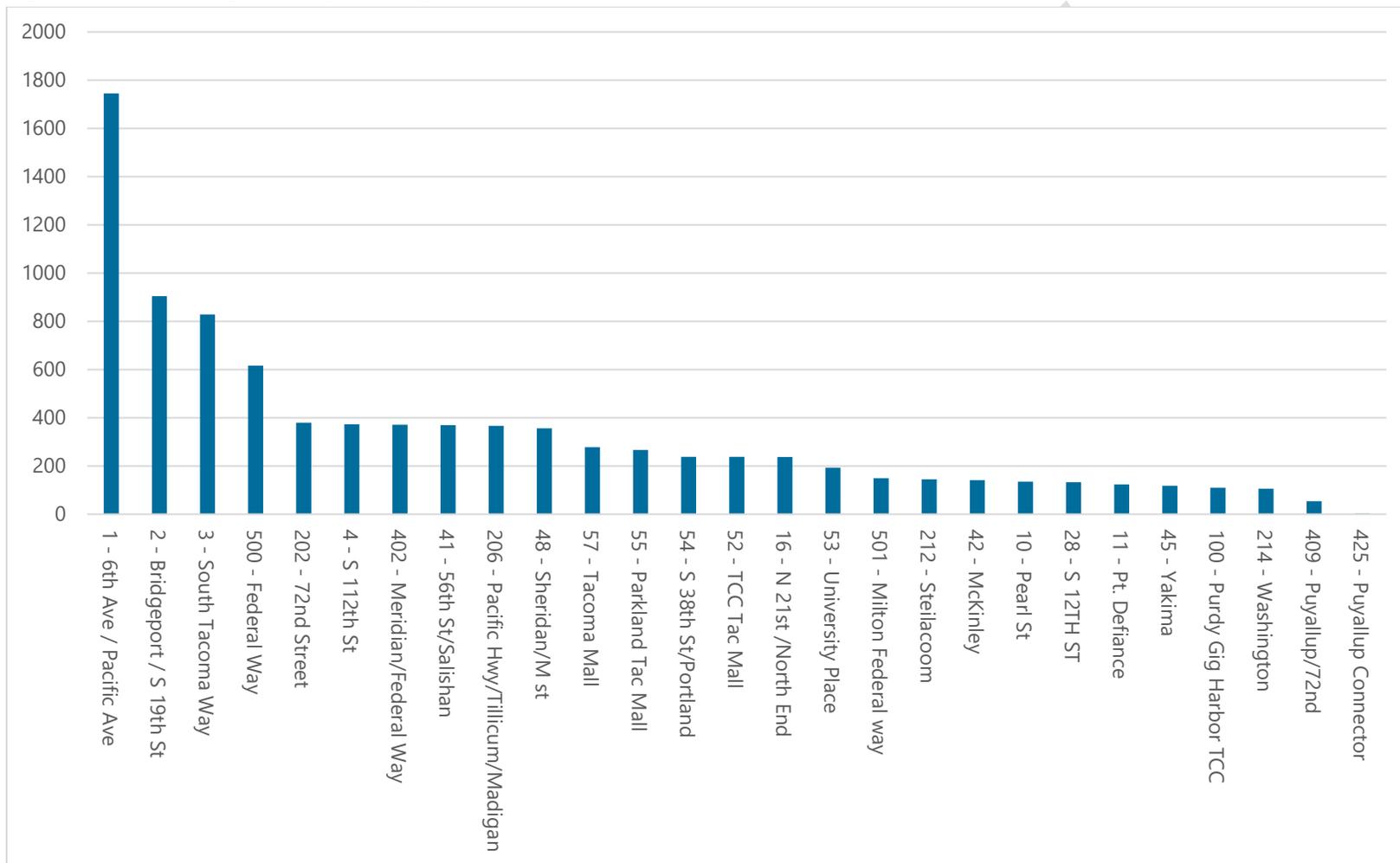
Figure 3-6 visualizes 2022 average weekday boardings by route. Figure 3-7 and Figure 3-8 present average 2022 Saturday and Sunday ridership.

Figure 3-6 2022 Average Weekday Boardings



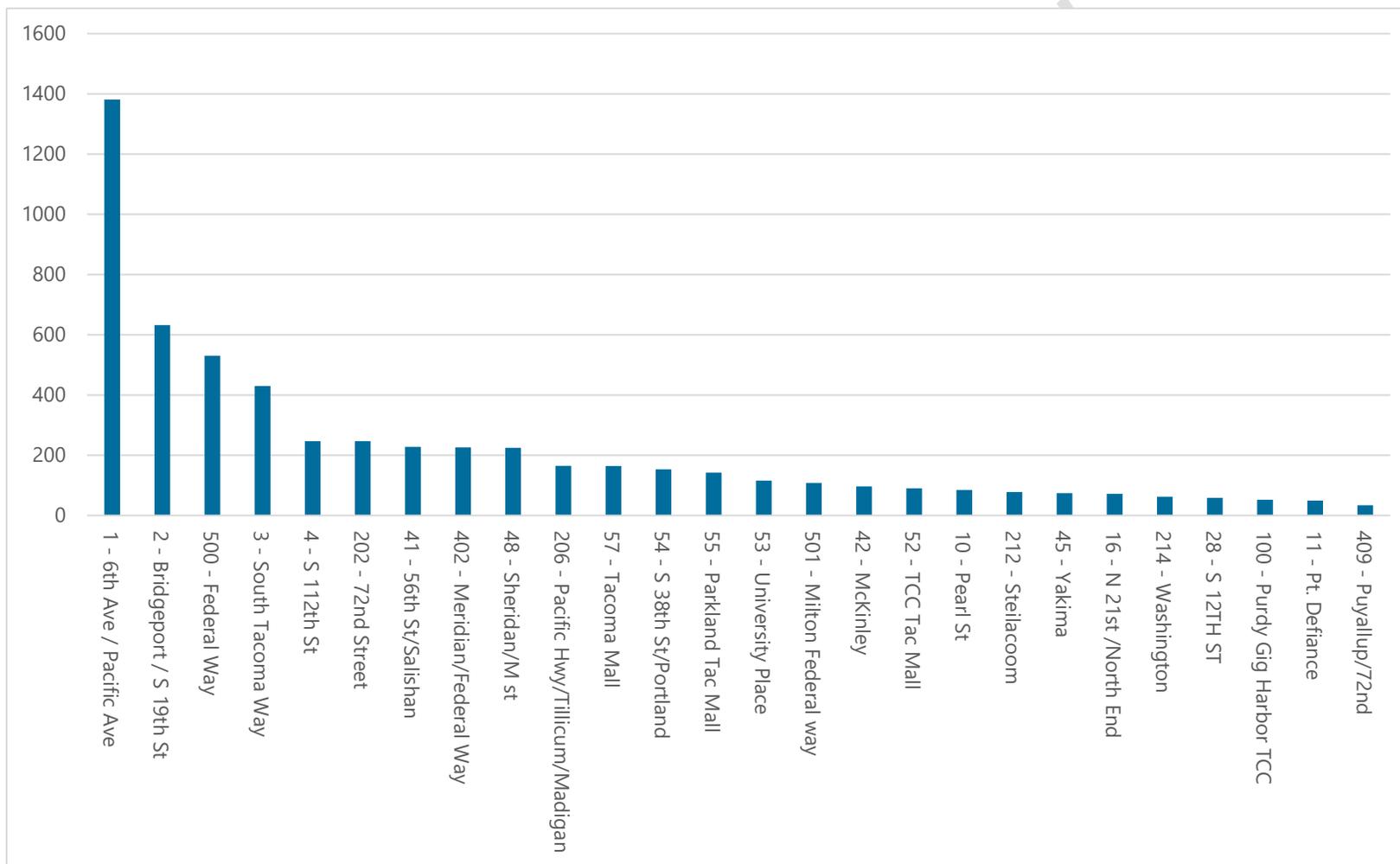
Source: Pierce Transit

Figure 3-7 2022 Average Saturday Boardings



Source: Pierce Transit

Figure 3-8 2022 Average Sunday Boardings

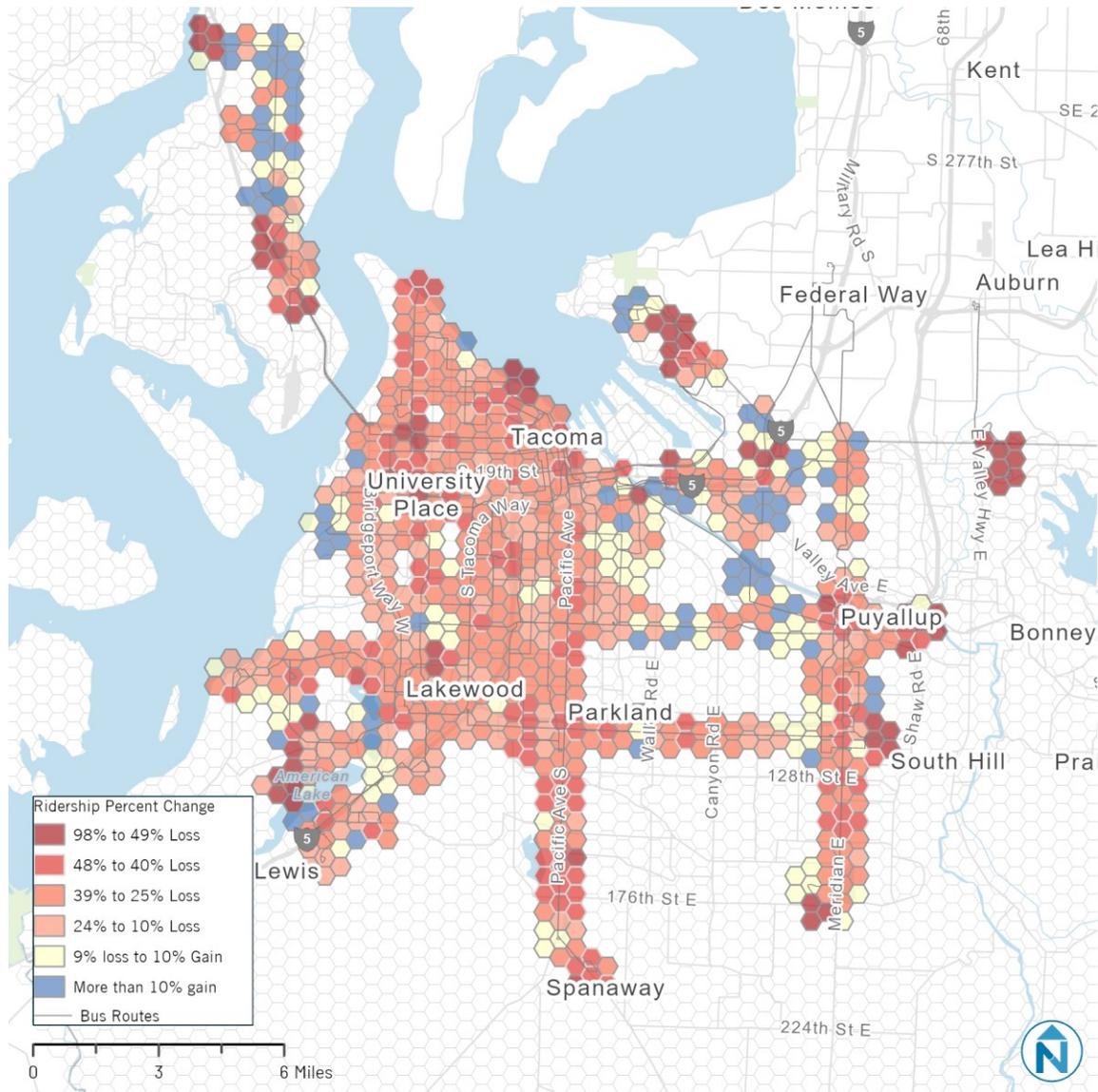


Source: Pierce Transit

## **2019 to 2022 Fixed Route Ridership Comparison (or) Fixed Route Ridership Comparison: 2019 to 2022**

Ridership percent change by area from 2019 to 2022 is displayed in Figure 3-9. Most of the Pierce Transit service area lost significant ridership from 2019 to 2022 as a result of the COVID-19 pandemic and its aftereffects. Almost all areas showing a ridership gain were in low-ridership areas, which a single new rider could cause percentages to increase. The largest ridership decreases were observed in downtown and northeast Tacoma near Federal Way (within King County).

Figure 3-9 Ridership Percent Change, 2019 to 2022



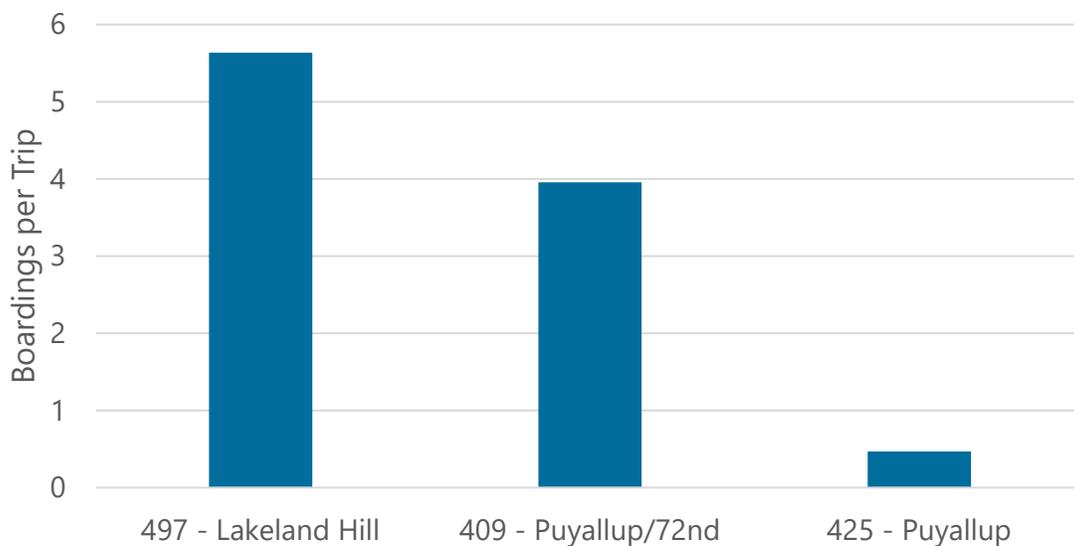
## Productivity

Productivity is measured differently depending on the type of service. Local routes are typically measured in boardings per revenue hour, while express and limited run routes are typically measured in boardings per trip. Both measures serve as a way to evaluate the efficiency of bus service in terms of how many passengers are served in a given unit of service.

Figure 3-10 displays route productivity for express and limited routes in average boardings per trip. Figure 3-11, Figure 3-12, and Figure 3-13 displays route level productivity for local routes on weekdays, Saturdays and Sundays

For the productivity evaluation, January-June 2023 data were used to understand the most productive services in the current network. The 497, 409, and 425 are limited service routes that only operate a few trips per day. All three routes generally operate with low productivity, averaging just six or fewer passengers per trip. The 497 has the highest productivity of the express services just below six passengers per trip. Route 425 on average serves less than one person per trip.

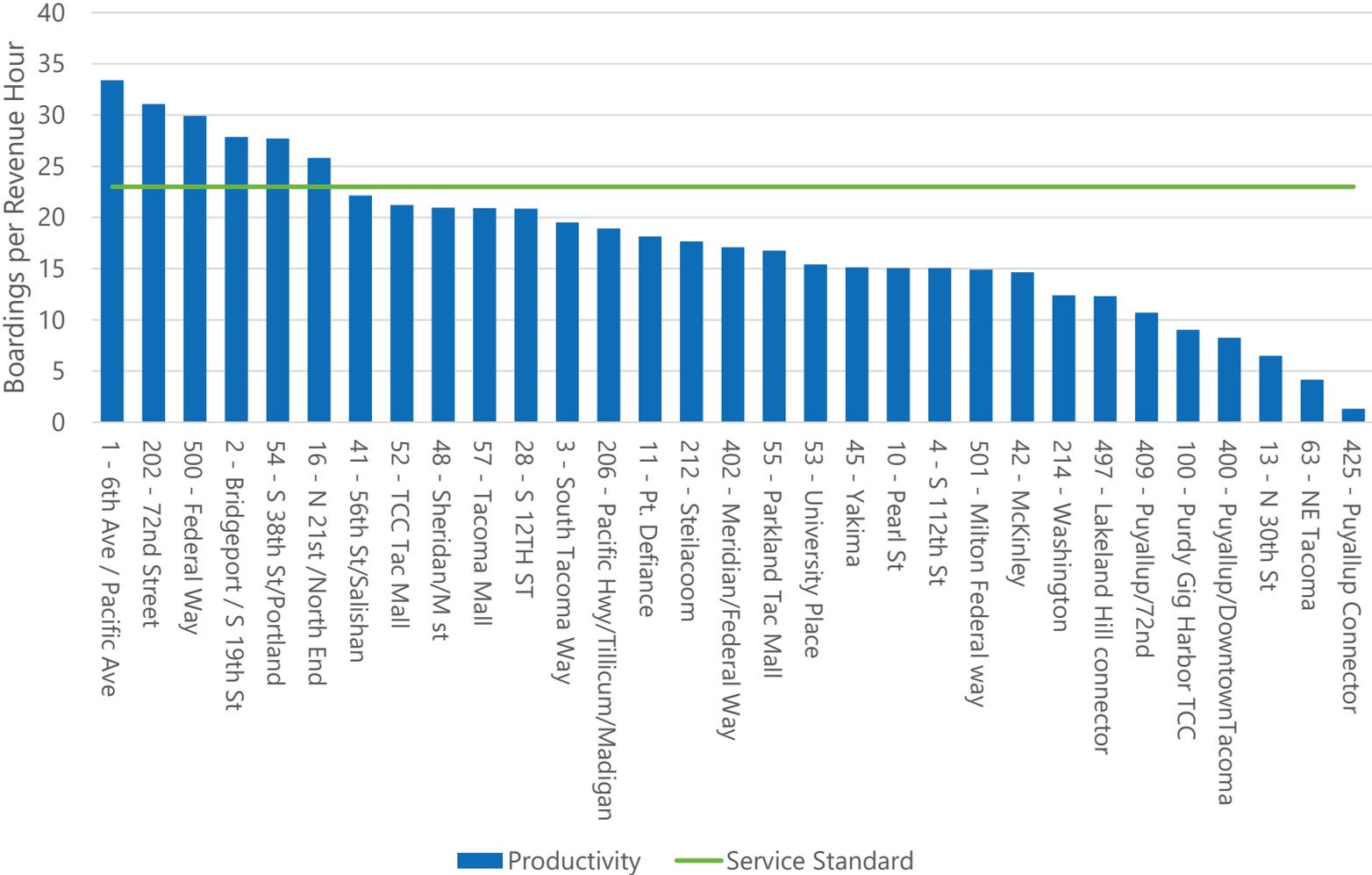
**Figure 3-10 January-June 2023 Limited Service Route Productivity**



Six local routes on weekdays perform over Pierce Transit’s service standard of 23 boardings per revenue hour. The remaining routes underperform to this standard. Routes below 10 boardings per revenue hour like the 214, 497, 409, 100, 63, and 425 are routes that operate significantly below service standards.

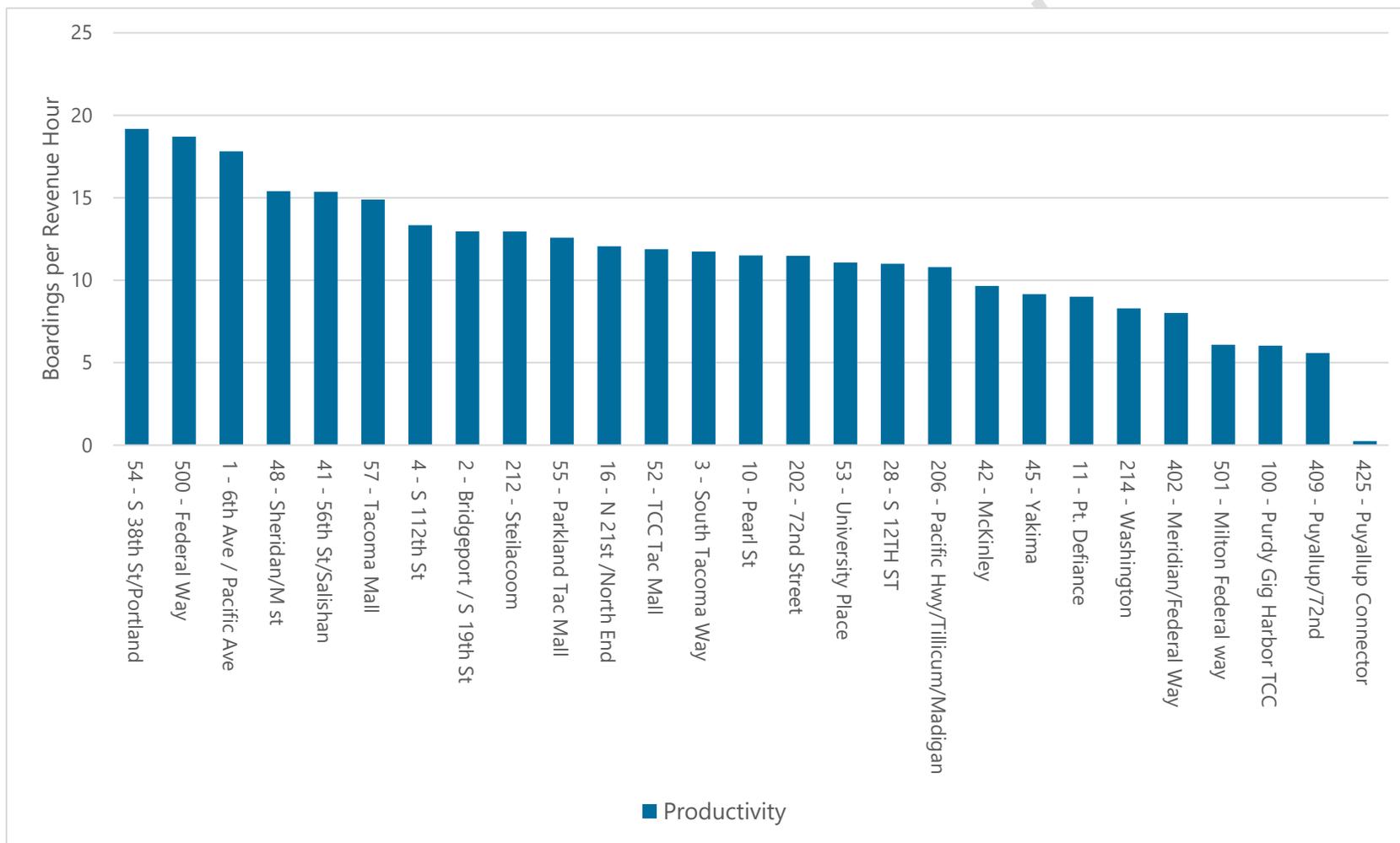
On weekends, route productivity is lower across the board. On Saturdays, the most productive route is Route 54 and on Sundays it is Route 500. Both of these routes operate hourly on Saturday and Sunday, respectively. Figure 3-12 and Figure 3-13 detail route level productivity on Saturday and Sunday.

Figure 3-11 January-June 2023 Average Weekday Productivity



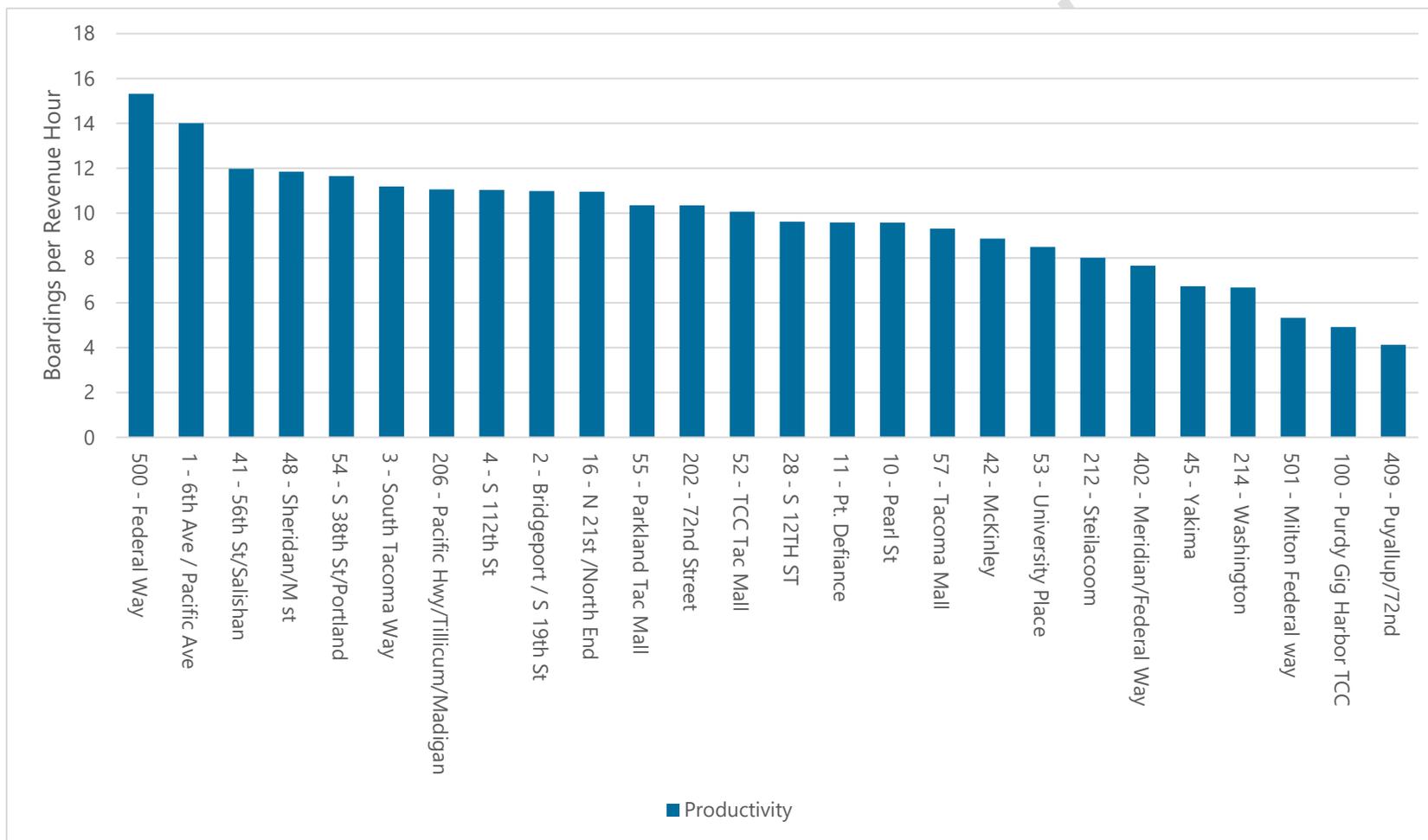
Source: Pierce Transit, 2023

Figure 3-12 January-June 2023 Average Saturday Productivity



Source: Pierce Transit, 2023

Figure 3-13 January-June 2023 Average Sunday Productivity



Source: Pierce Transit, 2023 On-Time Performance

## On-Time Performance

On-time performance (OTP) is measured by comparing the timepoint of the schedule with the actual time the bus departs a specific location. A bus is considered on-time if it departs up to zero minutes before and four minutes after the scheduled time. In January 2022 Pierce Transit implemented the zero minutes early rule to improve the rider experience. Buses that depart earlier or later than that window are not considered on-time. During the fall of 2022, on-time performance systemwide averaged 65% on weekdays, 70% on Saturdays, and 70% on Sundays. Pierce Transit's service standard for OTP is >85%.

From Fall 2022 data, only Route 52 met the service standard on weekdays of >85% and all other routes underperformed. The lowest OTP on weekdays is with route 497 at 46%. Route 1, which is the highest ridership and most productive route in the network, is on-time only 57% of the time on weekdays. Low OTP rates throughout the Pierce Transit network may be indicative of insufficient layover time or variable traffic delays that can make a route run behind schedule. These elements can reduce reliability of a route and disrupt passenger travel. In addition, this could potentially discourage potential riders from choosing transit. Pierce Transit is completing a comprehensive schedule review to address the on-time performance which can be managed with schedule updates in the March 2024 service change.

Figure 3-14 On-Time Performance by Route

Route	On-Time Performance			Route	On-Time Performance Rate		
	Weekday	Saturday	Sunday		Weekday	Saturday	Sunday
1	57.3%	60.1%	60.4%	55	70.9%	71.2%	66.0%
2	64.8%	71.7%	73.0%	57	74.1%	73.6%	78.7%
3	66.7%	67.8%	68.1%	63	69.2%	-	-
4	78.9%	74.3%	71.1%	100	75.5%	75.4%	73.6%
10	84.0%	74.9%	65.3%	202	79.6%	69.4%	75.9%
11	48.9%	60.8%	63.9%	206	71.0%	71.4%	59.3%
13	70.1%	-	-	212	73.5%	73.7%	84.3%
16	63.2%	74.0%	74.0%	214	71.4%	69.1%	84.2%
28	77.2%	75.4%	77.2%	400	64.4%	-	-
41	72.0%	79.0%	67.3%	402	55.4%	55.1%	49.9%
42	69.3%	75.1%	71.8%	409	65.5%	65.2%	71.5%
45	72.8%	65.7%	62.7%	425	68.1%	46.6%	-
48	70.0%	68.3%	65.4%	497	46.0%	-	-
52	85.2%	88.3%	78.0%	500	70.2%	71.7%	70.9%
53	74.4%	79.7%	75.2%	501	71.2%	80.5%	70.5%
54	84.1%	86.8%	84.9%				

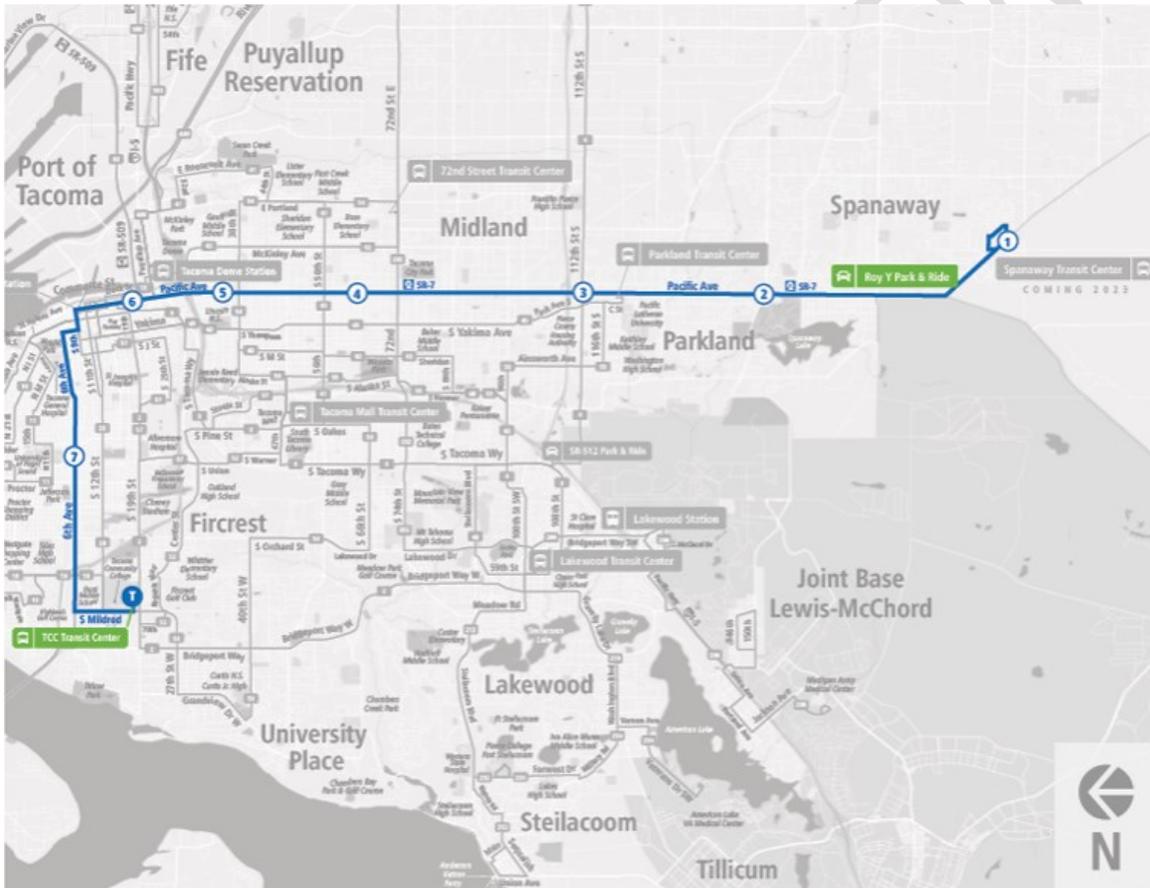
Source: Pierce Transit, 2022

# Route Profiles

## Route 1 6th Avenue/Pacific Avenue

Route 1 is a frequent route that serves Downtown Tacoma, Tacoma, Fircrest, Midland, Parkland, and Spanaway. Major destinations served include the Tacoma Community College (TCC) Transit Center, downtown Tacoma, Parkland Transit Center, and Roy "Y" Park-and-Ride.

Figure 3-15 Route 1 – 6th Avenue/Pacific Avenue Map



## Route Overview

Route 1 operates frequently at 15-minute headways throughout most of the day on weekdays, from 4:15 a.m. to 11:40 p.m. on weekdays. Route 1 also averages 33.4 boardings per hour, the highest productivity of any Pierce Transit route. Figure 3-16 outlines the route’s operating statistics from fall of 2022.

**Figure 3-16 Route 1 Operating Statistics**

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	15	60	20-30	30-60
Service Span	4:15 a.m. – 11:40 p.m.		4:50 a.m. – 1:11 a.m.	6:30 a.m. – 9:50 p.m.
Average Daily Boardings	3,766		2,151	1,797
Boardings per Revenue Hour	33.4		18.3	18.2
On-Time Performance	57%		60%	60%

Source: Fall 2022 Service Data

## Ridership Activity

Route 1 is the highest ridership and most productive route operated by Pierce Transit. Productivity is high both west of downtown and south of downtown, with the 6<sup>th</sup> Avenue segment being the most productive. Ridership on Pacific Avenue/SR 7 is heaviest at major cross streets, generally every half mile. Ridership maps can be found in Appendix A of this report.

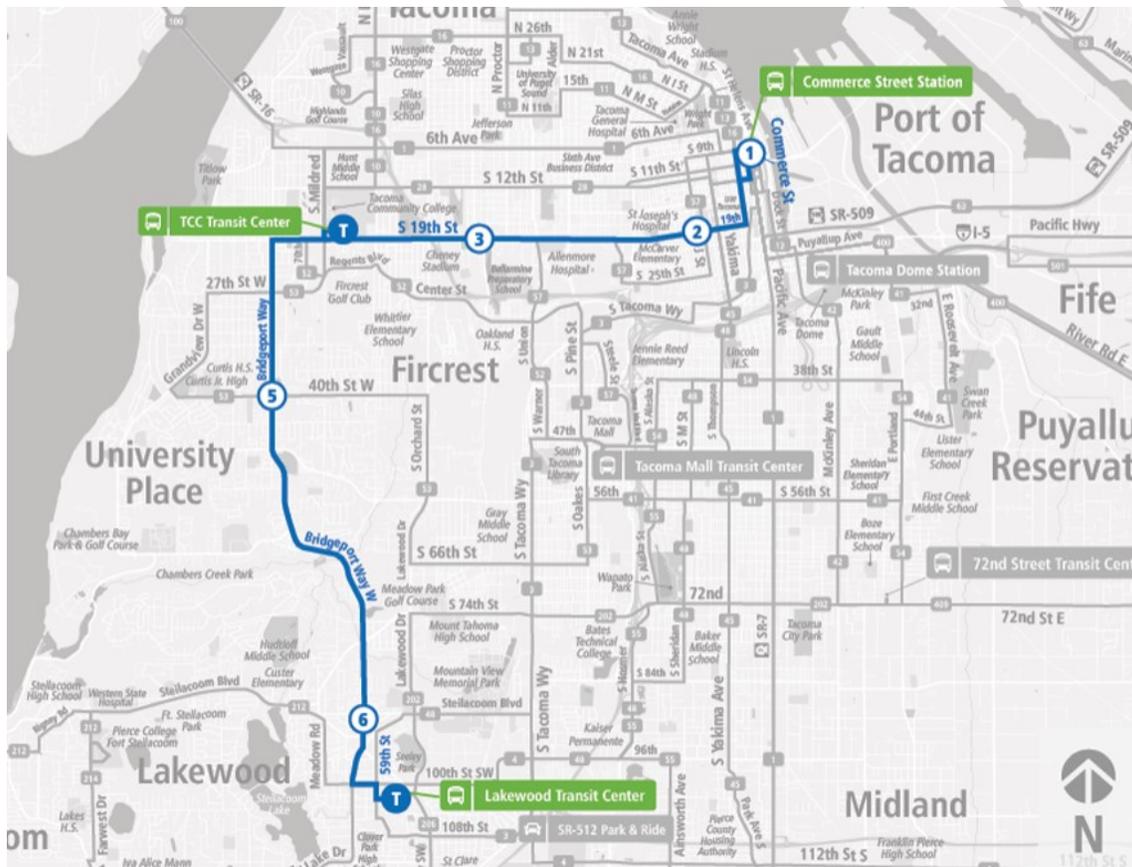
## Route 1 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>▪ Route 1 is the most productive route in the Pierce Transit Network.</li> <li>▪ There is strong boarding activity along most segments of the route.</li> <li>▪ Route 1 serves large destinations like Tacoma Community College and Downtown Tacoma.</li> <li>▪ Connects both western and southern Tacoma together, through downtown.</li> </ul>	<ul style="list-style-type: none"> <li>▪ High productivity indicates there may be demand for more frequent service, seven days per week.</li> <li>▪ On-time performance lags on weekdays, only 57% of scheduled departures are on-time.</li> <li>▪ Investigate speed and reliability treatments to improve on-time performance.</li> </ul>

## Route 2 S 19th Street/Bridgeport

Route 2 serves Lakewood, University Place, Fircrest, and Central Tacoma. Major destinations served include Tacoma Community College, downtown Tacoma, Allenmore Hospital, Foss High School, and the School of the Arts. It also serves the TCC Transit and Lakewood Transit Centers.

Figure 3-17 Route 2 S 19th Street/Bridgeport Map



## Route Overview

Route 2 runs at half-hour frequencies for most of the day during weekdays and many trips on the weekends. Route 2 connects Downtown Tacoma to the Lakewood Transit Center and has a weekday productivity of 27.9 boardings per revenue hour. This service is very productive and connects both residential and commercial areas. Further route statistics are available in Figure 3-18.

Figure 3-18 Route 2 Operating Statistics

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	30	60	30-60	30-60
Service Span	5:54 a.m. – 11:39 p.m.		6:45 a.m. – 11:07 p.m.	6:30 a.m. – 9:39 p.m.
Average Daily Boardings	2,036		1,147	792
Boardings per Revenue Hour	27.9		16.1	13.8
On-Time Performance	65%		72%	73%

Source: Fall 2022 Service Data

## Ridership Activity

Route 2's highest ridership stops are at the Lakewood Transit Center, TCC Transit Center and downtown Tacoma. Other high ridership stops include the three Fred Meyer stores (i.e., two in Tacoma and one in University Place) and Walmart on Bridgeport Way W, Tacoma-Stevens, 40<sup>th</sup> St Safeway, and S. 19<sup>th</sup> Street/70<sup>th</sup> Avenue W stops. Trip level data show the last three Sunday Route 2 trips have the highest ridership, suggesting latent demand for later evening Sunday service. Prior to the COVID-19 pandemic, Route 2 used to operate every 15 minutes, as it is a primary connector of three major transit centers. Ridership maps can be found in Appendix A of this report.

## Route 2 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>▪ Route 2 is highly productive with on average, 27.9 passenger boardings per revenue hour on weekdays.</li> <li>▪ This route is anchored by three major destinations, including TCC, Lakewood Transit Center, and Downtown Tacoma.</li> </ul>	<ul style="list-style-type: none"> <li>▪ High productivity indicates there may be demand for more frequent service, seven days per week.</li> </ul>



Figure 3-20 Route 3 Operating Statistics

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	30	60	30-60	60
Service Span	5:22 a.m. – 10:11 p.m.		6:00 a.m. – 10:55 p.m.	7:01 a.m. – 10:54 p.m.
Average Daily Boardings	1,409		1,002	569
Boardings per Revenue Hour	19.5		14.1	14.8
On-Time Performance	67%		68%	68%

Source: Fall 2022 Service Data

## Ridership Activity

Route 3's highest ridership stops are in downtown Tacoma, Tacoma Mall Transit Center and Lakewood Transit Center. South Tacoma Way between Tacoma Mall and downtown Tacoma is the one segment of the route where ridership is not strong. Prior to the pandemic, Route 3 used to operate every 15 minutes, as it is a primary connector of three major transit centers. Ridership maps can be found in Appendix A of this report.

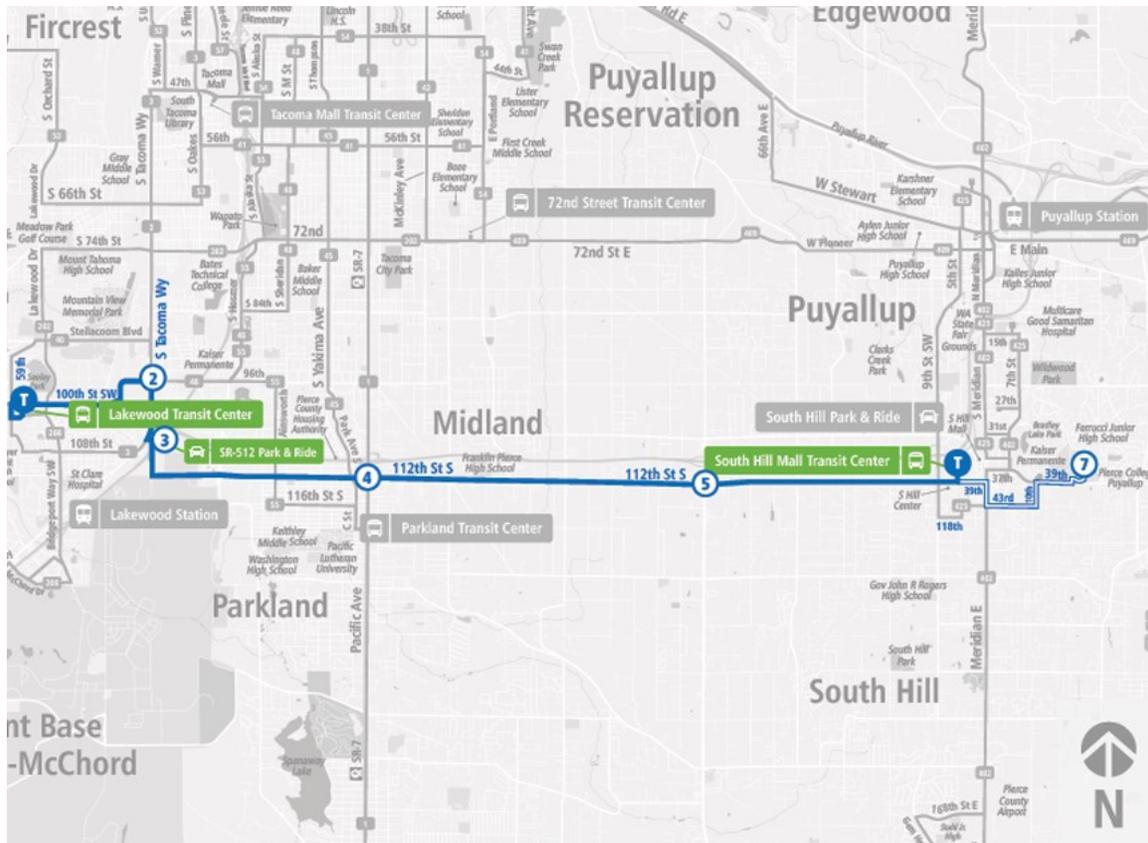
## Route 3 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>This route provides connectivity to several transit facilities including the Lakewood Transit Center, Tacoma Mall, and Commerce Street in Downtown Tacoma.</li> </ul>	<ul style="list-style-type: none"> <li>Investigating speed and reliability treatments to improve OTP can allow for better route performance on weekdays and weekends.</li> <li>Productivity and transfer connections suggest there may be demand for more frequent service, seven days per week.</li> </ul>

## Route 4 Lakewood/South Hill

Route 4 serves Lakewood, Parkland, Midland, and Puyallup. Major destinations served include Lakewood Town Center, Franklin Pierce High School, South Hill Mall, and Pierce College - Puyallup.

Figure 3-21 Route 4 Lakewood/South Hill Map



## Route Overview

Route 4 is one of Pierce Transit's higher ridership routes, but it has lower than average productivity. It's on-time performance is slightly higher than average.

Figure 3-22 Route 4 Operating Statistics

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	30	60	30-60	60
Service Span	5:45 a.m. – 8:50 p.m.		7:45 a.m. – 11:25 p.m.	8:05 a.m. – 7:53 p.m.
Average Daily Boardings	1,046		511	340
Boardings per Revenue Hour	15.1		15.5	15.4
On-Time Performance	79%		74%	71%

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Ridership is higher between Pacific Avenue/SR 7 and Lakewood than between Pacific Avenue and South Hill. The Pierce College service is less productive than the remainder for the route.

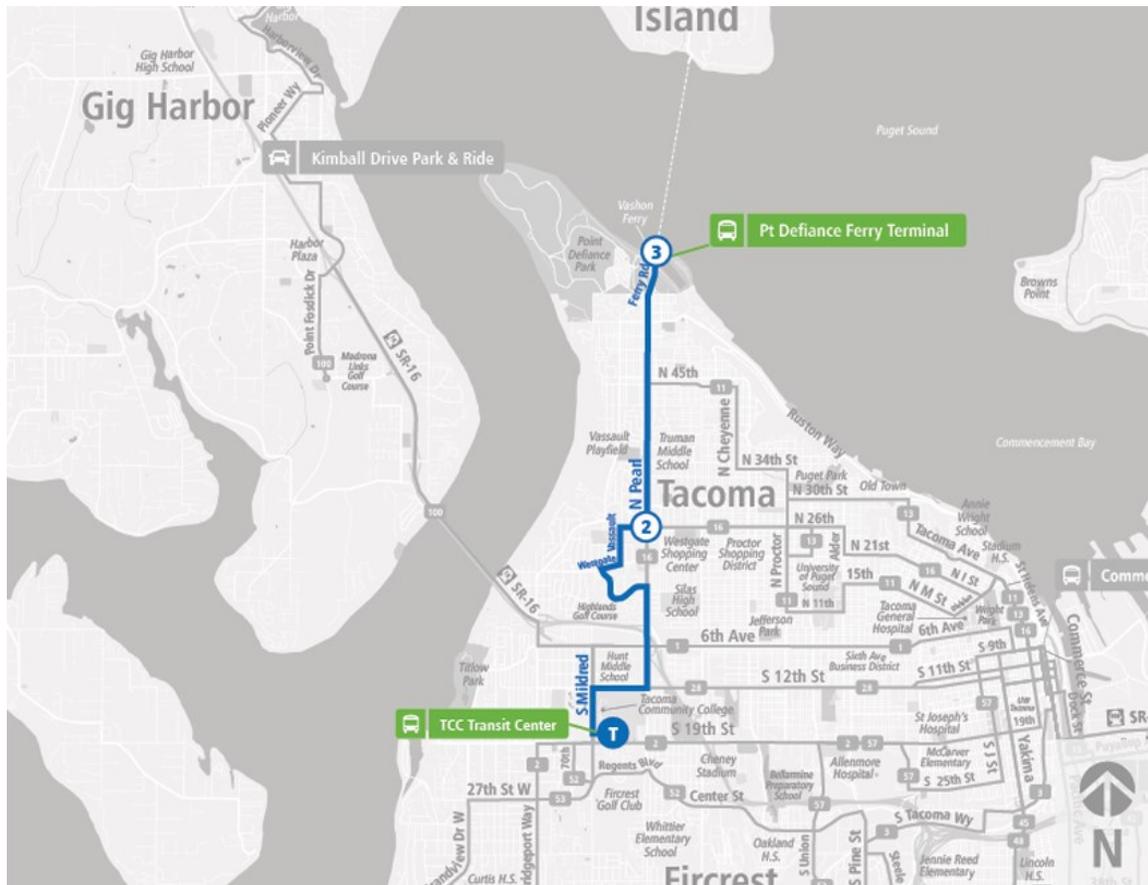
## Route 4 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>▪ This route provides a regional connection between South Hill and Lakewood, connecting to Pierce Transit's highest ridership routes (Routes 1, 2, and 3)</li> <li>▪ Route 4 has better on-time performance than other routes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Route 4 operates until almost 11 p.m. on Saturdays, but only until 8 p.m. on weekdays. Adding weekday evening service is a priority.</li> </ul>

## Route 10 Pearl Street

Route 10 is a local route that serves the West and North Ends of Tacoma and Ruston. Major destinations served include Tacoma Community College, and the Science and Math Institute (SAMI) campus in Point Defiance Park.

Figure 3-23 Route 10 Pearl Street Map



Source: Pierce Transit Route Maps

## Route Overview

Route 10 operates between Point Defiance Ferry Terminal and Tacoma Community College every 30 minutes during peak periods on weekdays and 60 minutes at all other times, including weekends. This route has better than average on-time performance and carries more than 15 passengers per revenue hour. Further route statistics are presented in Figure 3-24.

Figure 3-24 Route 10 Operating Statistics

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	30	60	60	60
Service Span	5:20 a.m. – 10:05 p.m.		9:15 a.m. – 8:08 p.m.	9:30 a.m. – 6:15 p.m.
Average Daily Boardings	503		183	134
Boardings per Revenue Hour	15.1		15.2	12.6
On-Time Performance	84%		75%	65%

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Ridership activity for Route 10 is predominantly oriented to the TCC Transit Center. The TCC Transit Center is the highest ridership stop and has connections to many other destinations served by Pierce Transit. Most stops do not **carry** more than 10 passengers per weekday.

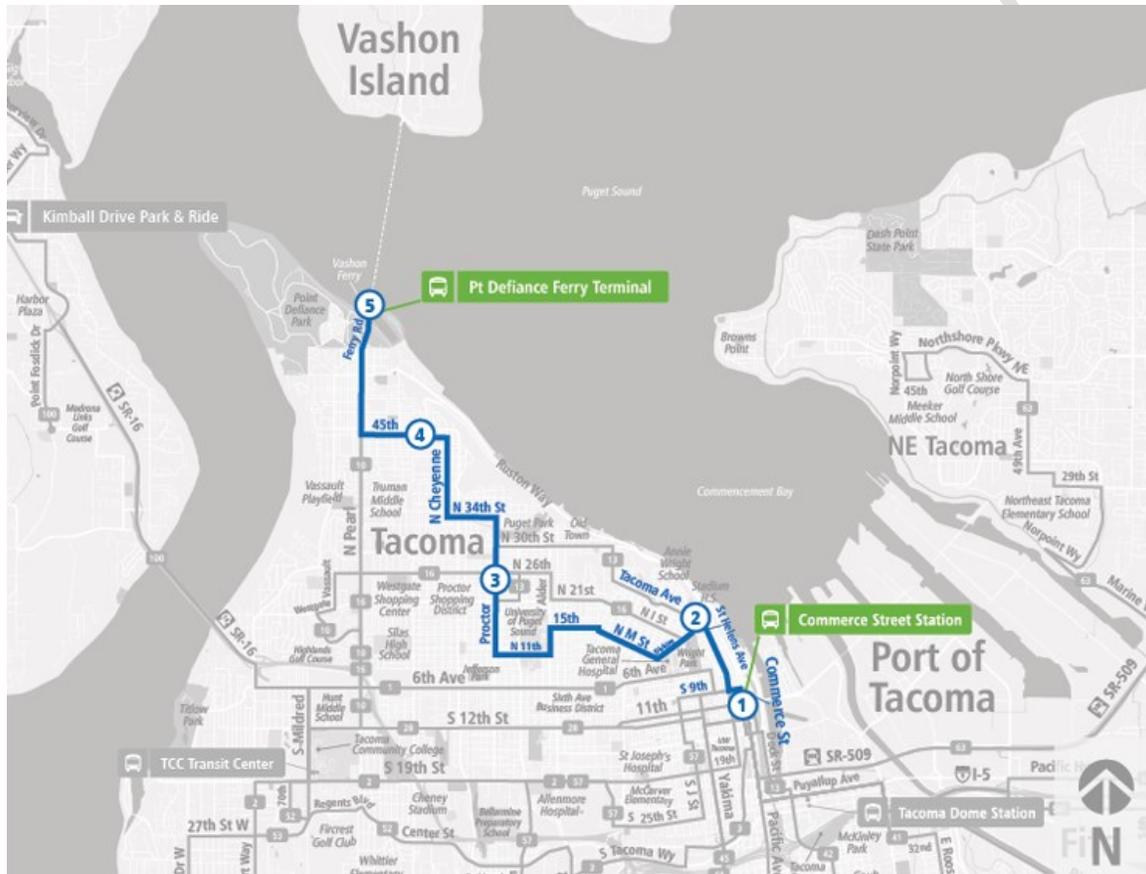
## Route 10 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>▪ This route provides a critical connection between the Point Defiance Ferry Terminal (to Vashon Island) and TCC transit center to allow for transfers to other routes.</li> <li>▪ On-time performance is better than most other Pierce Transit routes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ This is a coverage route that performs as such.</li> </ul>

## Route 11 Point Defiance

Route 11 is a local route that serves Downtown Tacoma, the North End and Ruston. Major destinations served include Tacoma General Hospital, University of Puget Sound, the Point Defiance Ferry Terminal, Stadium High School, and the Science and Math Institute. Route 11 interlines with Route 41 on most weekday trips.

Figure 3-25 Route 11 Point Defiance Map



## Route Overview

Route 11 connects the Point Defiance ferry terminal and Downtown Tacoma. The route operates every 30 minutes during peak hours on weekdays and 60 minutes during all other times, including weekends. Trips operate on-time only 49% of the time, indicating reliability problems. Other Route 11 operating statistics are presented in Figure 3-26.

**Figure 3-26 Route 11 Operating Statistics**

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	30	60	60	60
Service Span	5:05 a.m. – 8:45 p.m.		7:55 a.m. – 7:11 p.m.	8:30 a.m. – 6:20 p.m.
Average Daily Boardings	428		180	99
Boardings per Revenue Hour	18.1		12.8	10.4
On-Time Performance	49%		61%	64%

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Ridership activity is evenly low, with few high ridership stops. The Proctor District, Stadium High, and Point Defiance Park, and downtown Tacoma are the highest ridership areas.

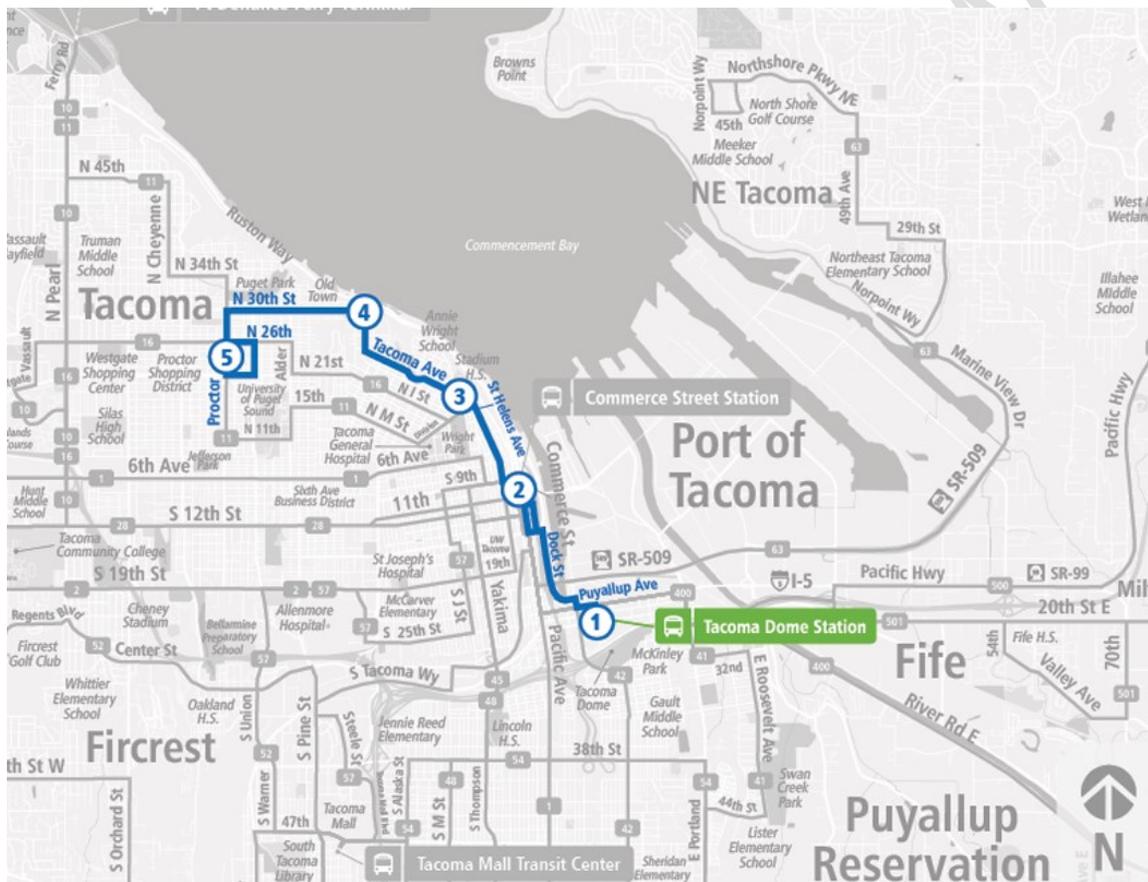
## Route 11 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>▪ This route connects the Point Defiance Ferry Terminal (to Vashon Island) and Downtown Tacoma.</li> <li>▪ Weekday productivity is above average.</li> </ul>	<ul style="list-style-type: none"> <li>▪ This is a coverage route that performs as such.</li> <li>▪ Investigate opportunities to improve on-time performance.</li> </ul>

## Route 13 N 30th Street

Route 13 is a local route that serves Downtown Tacoma and the Proctor District. Destinations served include the University of Washington–Tacoma campus, Stadium High School, the School for the Arts, and Tacoma Dome Station. Route 13 operates four trips into downtown in the morning and four trips out of downtown in the afternoon. Its target market is commuters and students.

Figure 3-27 Route 13 N 30th Street Map



## Route Overview

Route 13 is one of the lowest ridership routes operated by Pierce Transit. It is one of the least productive routes and it carries less than 5 passengers per trip. Most of the route is served by other Pierce Transit routes, with the exception of Old Tacoma. Route statistics are presented in Figure 3-28.

**Figure 3-28 Route 13 Operating Statistics**

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	60	-	No Service	No Service
Service Span	5:32 a.m. – 8:52 a.m. 3:13 p.m. – 6:36 p.m.			
Average Daily Boardings	38			
Boardings per Revenue Hour	6.5			
On-Time Performance	70%			

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Tacoma Dome is the highest ridership stop, with about one third of riders having an origin or destination there. Most other stops have two or less riders.

## Route 13 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>This route provides a direct weekday connection from the Tacoma Dome Station to the Proctor District and north Tacoma.</li> </ul>	<ul style="list-style-type: none"> <li>This is consistently one of lowestridership routes operated by Pierce Transit.</li> <li>The commuter market does not appear to be big enough to support this route.</li> <li>Route 13 duplicates service near routes 16 and 11 serving some of the same areas.</li> </ul>



## Route Overview

Route 16 connects Downtown Tacoma and the TCC Transit Center every 60 minutes and averages 582 passengers each weekday. On-time performance is average for Pierce Transit at 63% during the weekday but is largely productive on weekdays, carrying 26 passengers per revenue hour. Further route statistics are presented in Figure 3-30.

**Figure 3-30 Route 16 Operating Statistics**

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	60	60	45	60
Service Span	5:57 a.m. – 9:03 p.m.		8:15 a.m. – 7:27 p.m.	8:45 a.m. – 7:06 p.m.
Average Daily Boardings	582		287	130
Boardings per Revenue Hour	25.8		14.3	11.0
On-Time Performance	63%		74%	74%

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Route 16 has two high ridership anchors – at TCC Transit Center and in downtown Tacoma. Stadium High, the Procter District, and N. 26<sup>th</sup> Street at N. Pearl Street are all higher ridership stops.

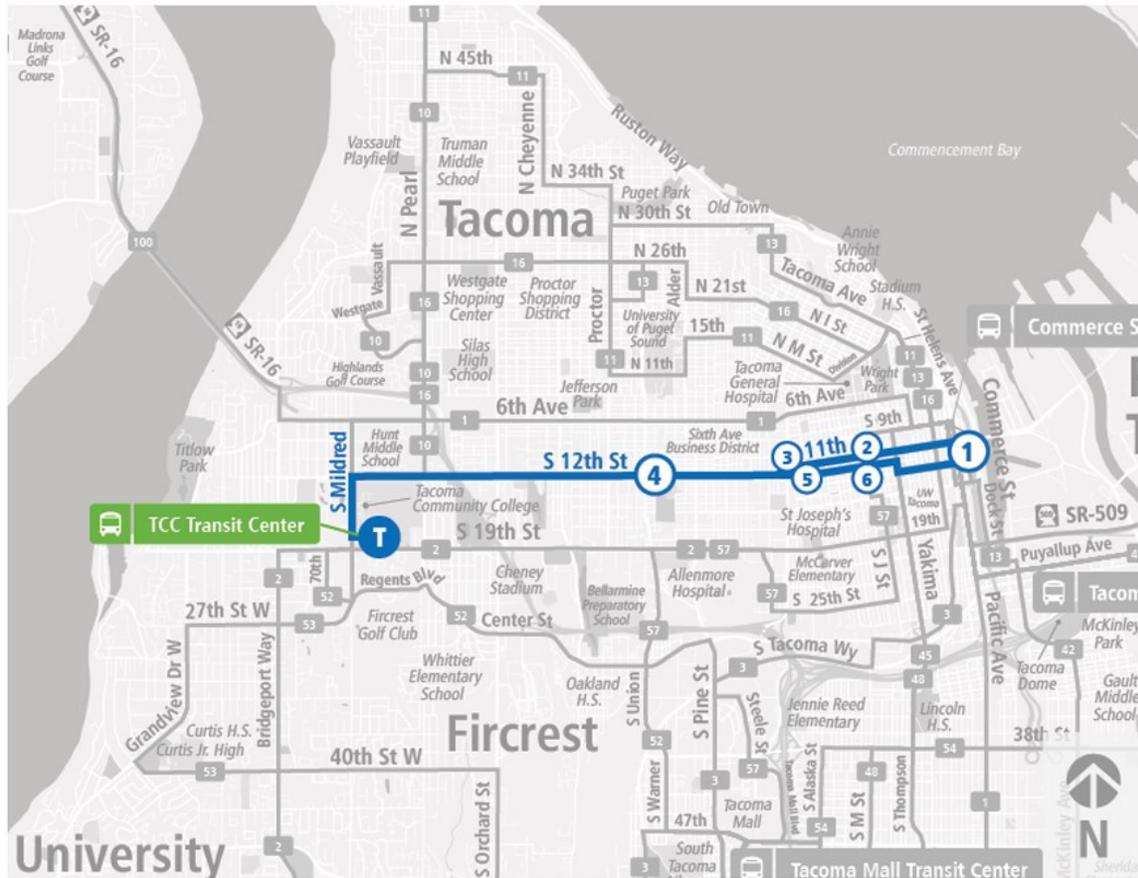
## Route 16 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>With two strong route anchors (Downtown Tacoma and the TCC Transit Center), ridership on weekdays is strong.</li> </ul>	<ul style="list-style-type: none"> <li>Route 16 productivity on weekdays suggests additional frequency could be supported.</li> </ul>

## Route 28 S 12th Street

Route 28 is a local route that serves Downtown and Central Tacoma. Major destinations served include Franklin Park, Tacoma Community College (TCC) and Bates Technical College, Pierce County's County-City Building. It also serves the TCC Transit Center.

Figure 3-31 Route 28 S 12th Street Map



## Route Overview

Route 28 operates every 30 minutes for most of the weekday and 60 minutes at all other times, including weekends. This route has better OTP than most other routes, near 77% on weekdays and weekends. Further route statistics are presented in Figure 3-32.

Figure 3-32 Route 28 Operating Statistics

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	30	60	60	60
Service Span	6:40 a.m. – 10:01 p.m.		8:20 a.m. – 8:05 p.m.	10:06 a.m. – 6:26 p.m.
Average Daily Boardings	551		165	94
Boardings per Revenue Hour	20.8		13.7	14.1
On-Time Performance	77%		77%	75%

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Route 28 has two high ridership anchors – at TCC Transit Center and in downtown Tacoma. The highest ridership area is between Hilltop and downtown Tacoma. Other than the TCC Transit Center, most stops west of MLK Jr, Way have less than 10 riders per day.

## Route 28 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>▪ Route 28 maintains higher OTP than other routes.</li> <li>▪ This route has above average weekday productivity.</li> </ul>	<ul style="list-style-type: none"> <li>▪ This is a coverage route that performs as such.</li> </ul>



Figure 3-34 Route 41 Operating Statistics

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	30	60	60	60
Service Span	5:15 a.m. – 9:55 p.m.		6:15 a.m. – 8:55 p.m.	8:09 a.m. – 7:40 p.m.
Average Daily Boardings	1,185		489	343
Boardings per Revenue Hour	22.1		20.5	18.1
On-Time Performance	72%		79%	67%

Source: Fall 2022 Service Data

## Weekday Ridership Activity

The highest ridership stops are at Tacoma Dome and Tacoma Mall Transit Center. Other high ridership stops are at the Emerald Queen Casino (Tacoma location), downtown Tacoma, and on 56<sup>th</sup> Street. Route 41 serves several high-need neighborhoods and allows for good connections to both downtown Tacoma and Tacoma Mall as well as regional connections at Tacoma Dome Station.

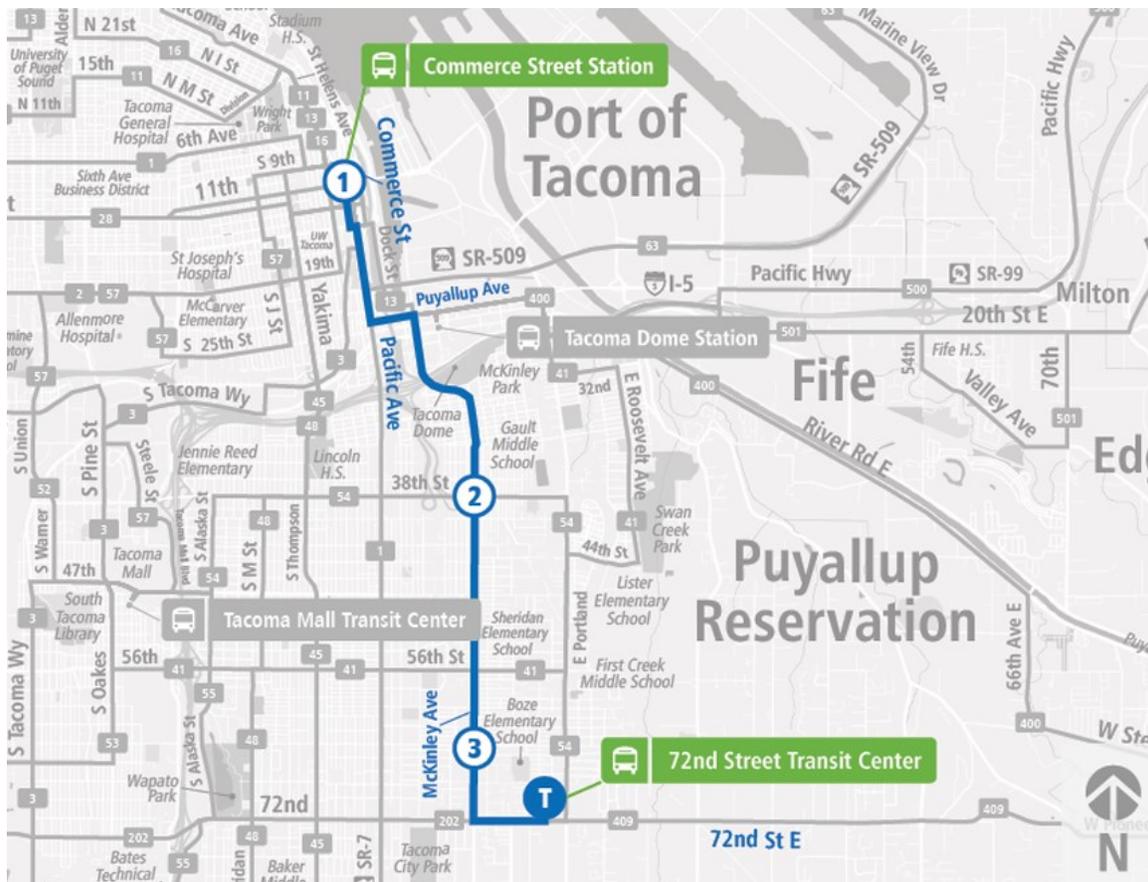
## Route 41 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>▪ This is a strong route with good destinations along the entire route.</li> <li>▪ It has above average productivity seven days a week.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Saturday productivity suggests that additional frequencies can be supported.</li> <li>▪ Later evening service is a need, given the neighborhoods being served.</li> </ul>

## Route 42 McKinley Avenue

Route 42 is a local route that serves Downtown Tacoma and Eastside. Major destinations served include McKinley Park, University of Washington – Tacoma campus, and the School for the Arts. It also serves the 72nd Street Transit Center.

Figure 3-35 Route 42 McKinley Avenue Map



## Route Overview

Route 42 operates at 30-minute frequencies throughout most of the weekday and 60 minutes at all other times, including weekends. This route serves the 72<sup>nd</sup> Street Transit Center and has an average daily weekday boardings of 560. Other route statistics are available in Figure 3-36.

Figure 3-36 Route 42 Operating Statistics

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	30	60	60	60
Service Span	5:09 a.m. – 10:04 p.m.		7:55 a.m. – 6:31 p.m.	8:55 a.m. – 6:50 p.m.
Average Daily Boardings	560		182	154
Boardings per Revenue Hour	14.6		12.1	13.7
On-Time Performance	69%		75%	72%

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Route 42 ridership patterns indicate most passengers utilize the route to travel into and out of Downtown Tacoma. Other high ridership stops include the stops closest to Tacoma Dome Station and the 72<sup>nd</sup> Street Transit Center and along McKinley Avenue. Route productivity is average at best.

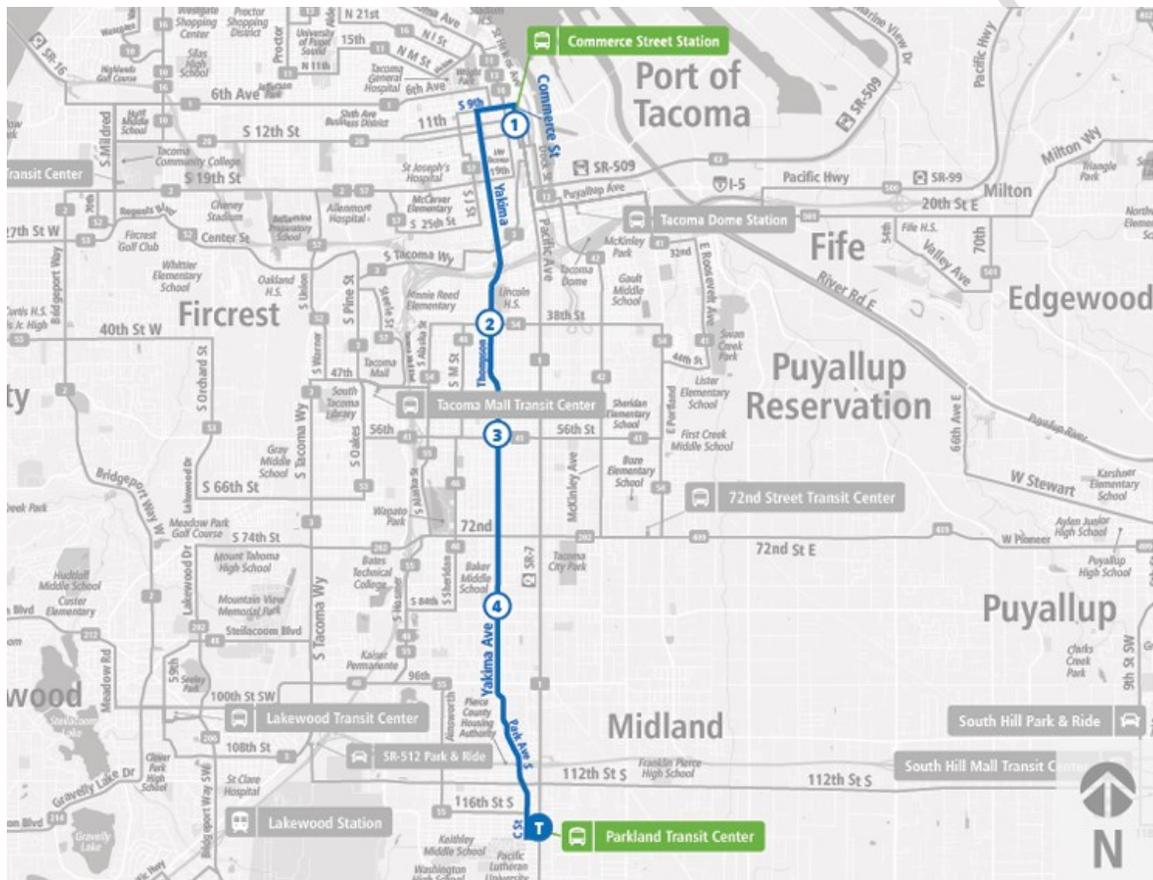
## Route 42 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>Route 42 has two strong route ends, and routing is direct.</li> </ul>	<ul style="list-style-type: none"> <li>The McKinley corridor does not generate as much ridership as some adjacent corridors.</li> <li>This is a coverage route that performs as such.</li> </ul>

## Route 45 Yakima

Route 45 is a local route that serves Downtown Tacoma, South End, and Parkland. Major destinations served include McKinley Park, St Joseph Medical Center, Bates Technical College, Fern Hill Elementary School, Whitman Elementary School, Baker Middle School, Lincoln High School, and the School for the Arts. It also serves the Parkland Transit Center.

Figure 3-37 Route 45 Yakima Map



## Route Overview

Route 45 connects Downtown Tacoma to the Parkland Transit Center every 30 minutes during most times on weekdays and every 60 minutes at all other times. Most boardings throughout the week are during weekdays, with approximately 563 boardings per day. Saturday and Sunday average boarding values are 130 and 113 respectively. Other route statistics are presented in Figure 3-38.

**Figure 3-38 Route 45 Operating Statistics**

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	30	60	60	60
Service Span	5:05 a.m. – 9:55 p.m.		9:15 a.m. – 6:09 p.m.	9:15 a.m. – 6:13 p.m.
Average Daily Boardings	563		130	113
Boardings per Revenue Hour	15.1		10.0	8.5
On-Time Performance	73%		66%	63%

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Route 45’s biggest ridership generator is downtown Tacoma. Other high ridership stops are the major cross streets with Yakima Avenue where other Pierce Transit routes stop, such as E 56<sup>th</sup> Street or 38<sup>th</sup> Street.

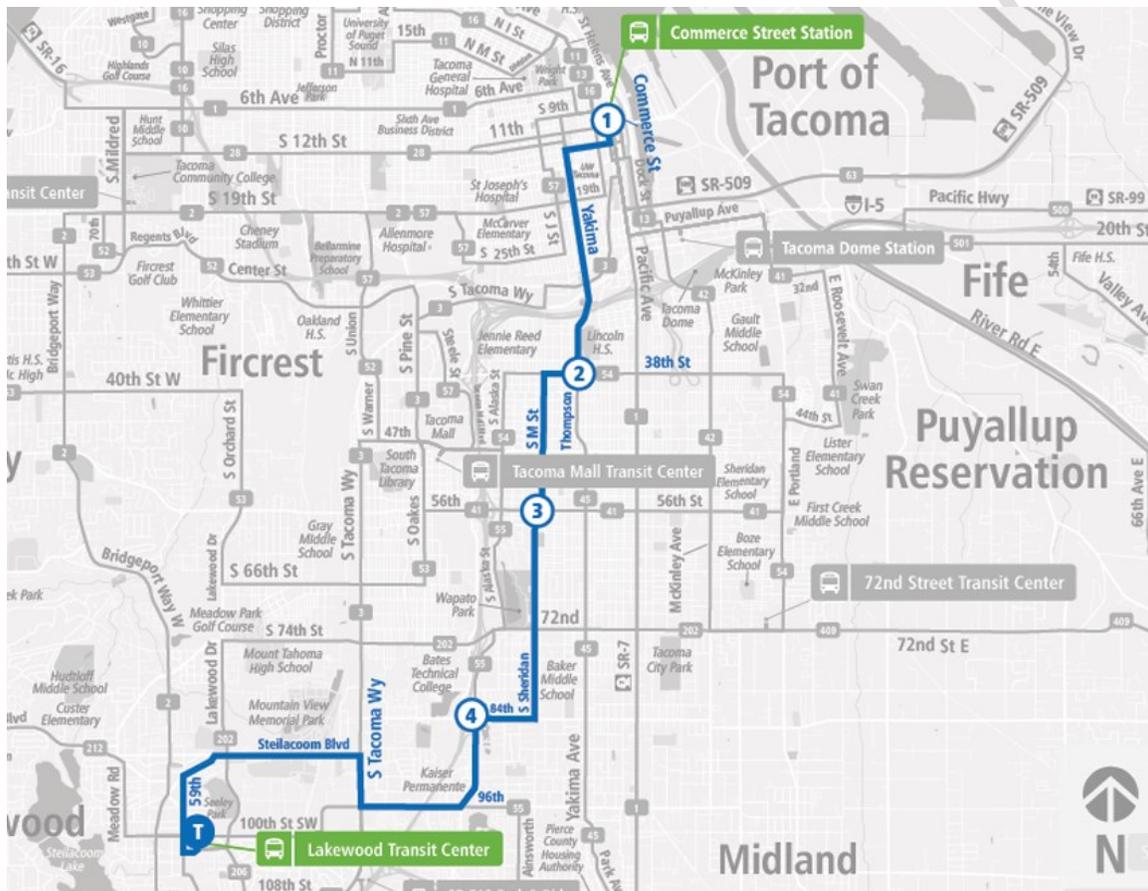
## Route 45 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>On-time performance is better than the system average.</li> </ul>	<ul style="list-style-type: none"> <li>This is a coverage route that performs as such.</li> <li>Weekend span ends early. However, ridership on the last trips are low.</li> <li>Routes 45 and 48 duplicate each other on Yakima Avenue. On weekdays, buses travel southbound from Commerce Station back to back – instead of being spaced evenly to give the corridor more frequency.</li> </ul>

## Route 48 Sheridan/M Street

Route 48 is a local route that serves Downtown Tacoma and Eastside. Major destinations served include St Joseph Medical Center, Wapato Lake Park, Clover Park Technical College, Mountainview Memorial Park, Lakewood Towne Center, Lincoln High School, and the School for the Arts. This route interlines with Route 16 on most weekday trips.

Figure 3-39 Route 48 Sheridan/M Street Map



## Route Overview

Route 48 connects Downtown Tacoma to the Lakewood Transit Center every 30 minutes during most times on weekdays and 60 minutes at all other times including weekends. On-time performance is higher than the system average and productivity is 21 passengers per revenue hour on weekdays. Further route statistics are displayed in Figure 3-40.

Figure 3-40 Route 48 Operating Statistics

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	30	60	60	60
Service Span	5:15 a.m. – 9:27 p.m.		7:50 a.m. – 8:32 p.m.	7:09 a.m. – 7:48 p.m.
Average Daily Boardings	1,189		458	333
Boardings per Revenue Hour	20.9		19.1	15.4
On-Time Performance	70%		68%	65%

Source: Fall 2022 Service Data

## Weekday Ridership Activity

The biggest destination for Route 48 is Downtown Tacoma, followed by the Lakewood Transit Center. Ridership on 96<sup>th</sup> Street S is also strong. Productivity is better than average seven days a week.

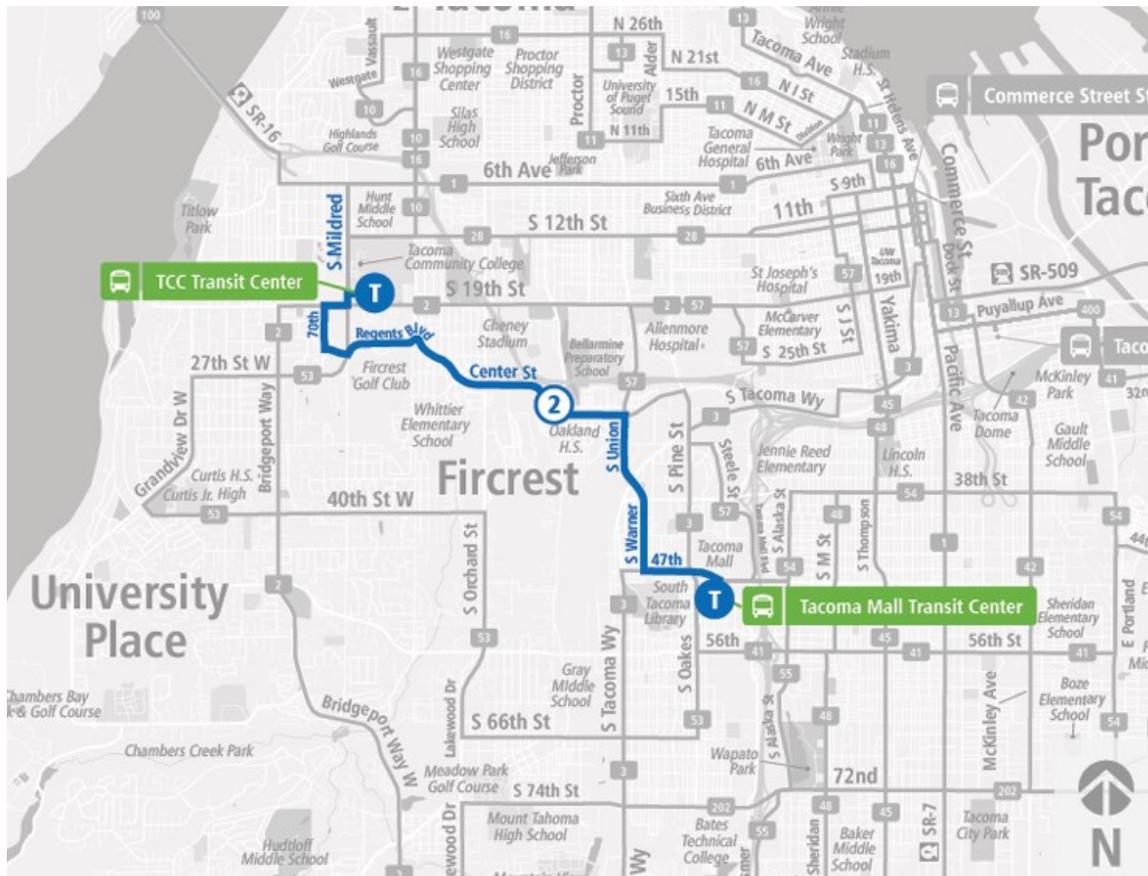
## Route 48 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>Higher than average productivity on a route with two strong route ends.</li> </ul>	<ul style="list-style-type: none"> <li>High productivity indicates there may be demand for more frequent service, seven days per week.</li> <li>Routes 45 and 48 duplicate each other on Yakima Avenue. On weekdays, buses travel southbound from Commerce Station back to back – instead of being spaced evenly to give the corridor more frequency.</li> </ul>

## Route 52 Fircrest/Tacoma Community College

Route 52 is a local route that serves Fircrest and South Tacoma. Major destinations served include Tacoma Community College and Tacoma Mall. It also serves the TCC Transit Center and Center Street Park-and-Ride.

Figure 3-41 Route 52 Fircrest/Tacoma Community College Map



## Route Overview

Route 52 connects the TCC Transit Center to the Tacoma Mall Transit Center every 30 minutes during most times on weekdays and every 60 minutes at all other times including weekends. 85% OTP during the weekdays is notably higher than the network average. Other route statistics are presented in Figure 3-42.

Figure 3-42 Route 52 Operating Statistics

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	30	60	30-60	60
Service Span	5:45 a.m. – 10:03 p.m.		8:15 a.m. – 8:33 p.m.	9:35 a.m. – 7:28 p.m.
Average Daily Boardings	564		303	148
Boardings per Revenue Hour	21.2		14.7	15.4
On-Time Performance	85%		88%	78%

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Route 52 has average or just above productivity. The two transit centers at the termini both have high ridership, while many of the in-between stops do not. This pattern suggests many passengers using Route 52 to travel end to end.

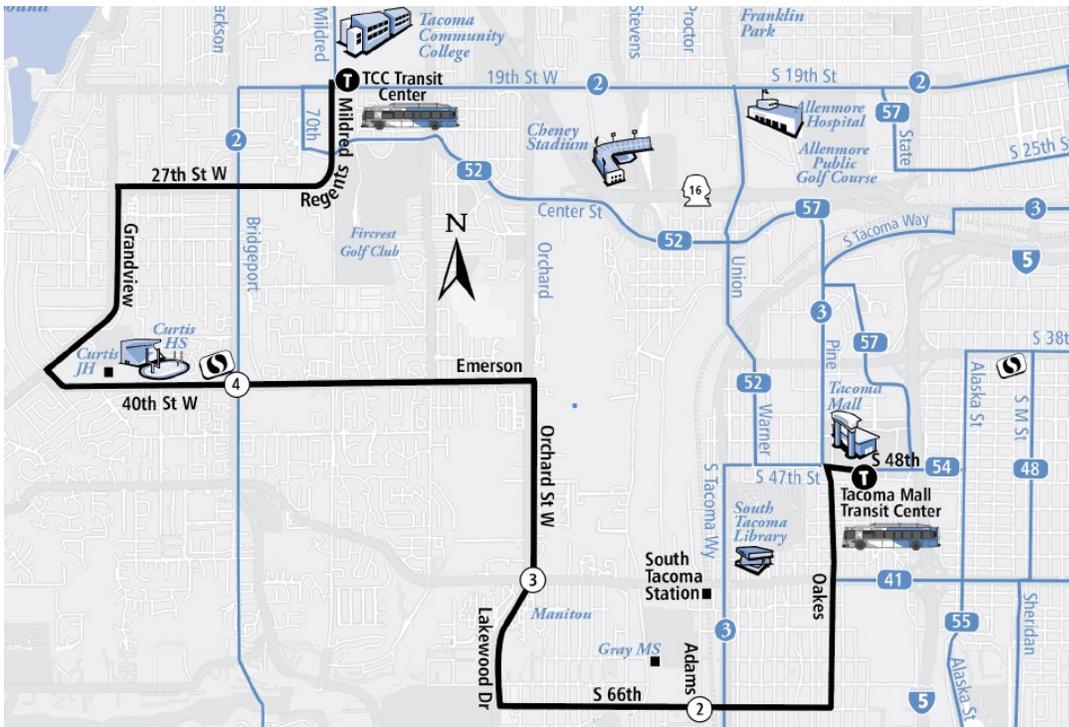
## Route 52 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>On-time performance is higher than the system-wide average of 65%.</li> <li>Strong ridership at the endpoints.</li> </ul>	<ul style="list-style-type: none"> <li>On Saturdays, the last trip is one of the highest ridership trips – potentially suggesting latent demand for later evening service.</li> </ul>

## Route 53 University Place

Route 53 is a local route that serves University Place and South Tacoma. Major destinations served include Green First Village, Manitou Park, STAR Center, and Tacoma Mall. This route interlines with route 55 on most weekday trips.

Figure 3-43 Route 53 University Place Map



## Route Overview

Route 53 connects the Tacoma Mall Transit Center and the TCC Transit Center every 30 minutes on weekdays for most of the day and 60 minutes at all other times including weekends. Weekday OTP is higher than system average at 74%. Further route details are provided in Figure 3-44.

Figure 3-44 Route 53 Operating Statistics

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	30	60	60	60
Service Span	5:50 a.m. – 10:44 p.m.		8:25 a.m. – 6:00 p.m.	8:16 a.m. – 6:54 p.m.
Average Daily Boardings	849		251	179
Boardings per Revenue Hour	15.4		14.7	11.6
On-Time Performance	74%		80%	75%

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Route 53 is a coverage route that connects University Place to the Tacoma Mall and TCC Transit Centers. Those two transit centers are the highest ridership stops. Other high ridership stops include Bergerson Terrace on S. Orchard Street and the stops by Bridgeport Way W. Route 53 has average productivity seven days a week.

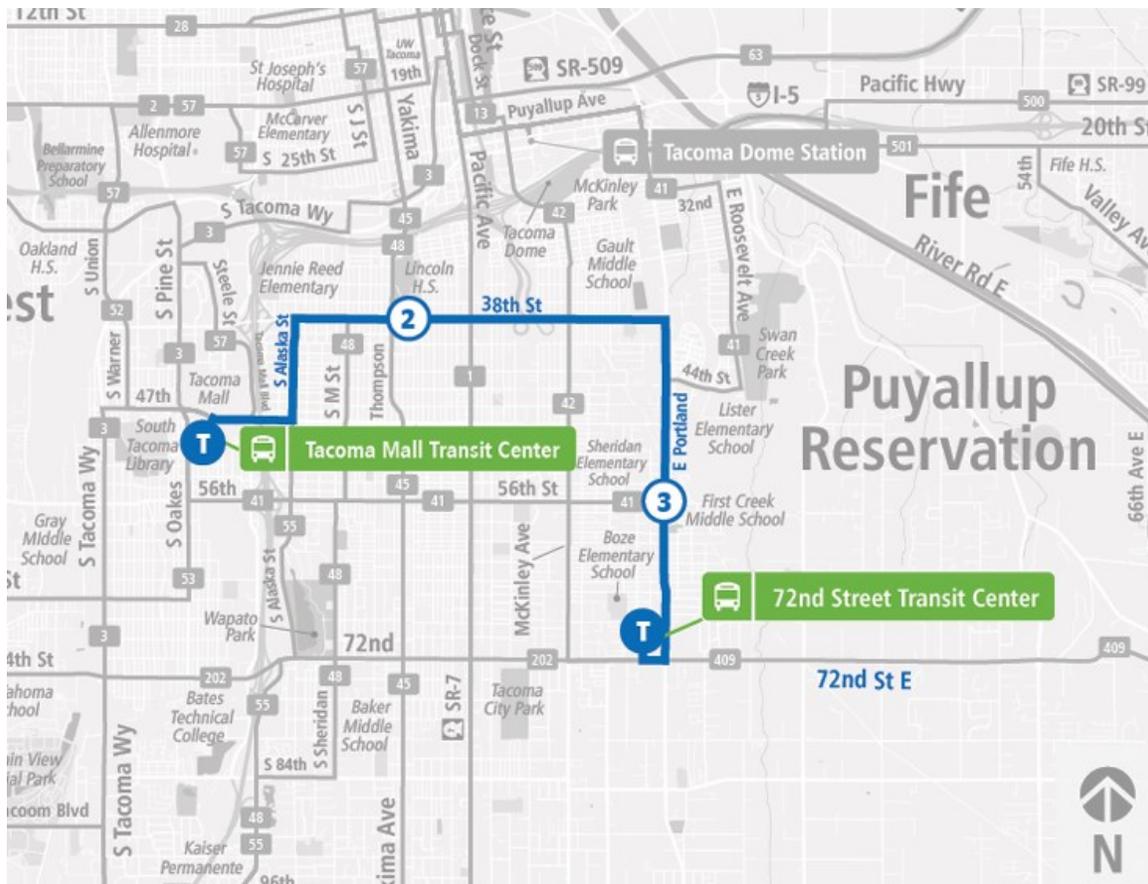
## Route 53 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>On-time performance is higher than the system-wide average of 65%.</li> </ul>	<ul style="list-style-type: none"> <li>Route 53's performance is consistent with a coverage route.</li> <li>Service ends early on Saturdays</li> </ul>

## Route 54 S 38th Street/Portland Avenue

Route 54 is a local route that serves South Tacoma and its Eastside neighborhoods. Major destinations served include Tacoma Mall, Eastside Community Center, and Lincoln High School.

Figure 3-45 Route 54 S 38th Street/Portland Avenue Map



## Route Overview

Route 54 connects the 72<sup>nd</sup> Street Transit Center to the Tacoma Mall Transit Center every 30 minutes on weekdays for most of the day and 60 minutes at all other times, including weekends. Weekday OTP is one of the best in the Pierce Transit network at 84% on weekdays. This route is also highly productive on weekdays with 28 passengers per revenue hour. Further route statistics are presented in Figure 3-46.

Figure 3-46 Route 54 Operating Statistics

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	30	60	60	60
Service Span	5:45 a.m. – 10:34 p.m.		8:45 a.m. – 8:38 p.m.	9:17 a.m. – 7:57 p.m.
Average Daily Boardings	969		302	248
Boardings per Revenue Hour	27.7		25.1	18.3
On-Time Performance	84%		87%	85%

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Route 54 has multiple high ridership stops, including the Tacoma Mall Transit Center, the 72<sup>nd</sup> Street Transit Center, as well as Lincoln High School. Productivity is amongst the best of all routes seven days a week. Route 54 has high ridership despite duplicating other Pierce Transit routes.

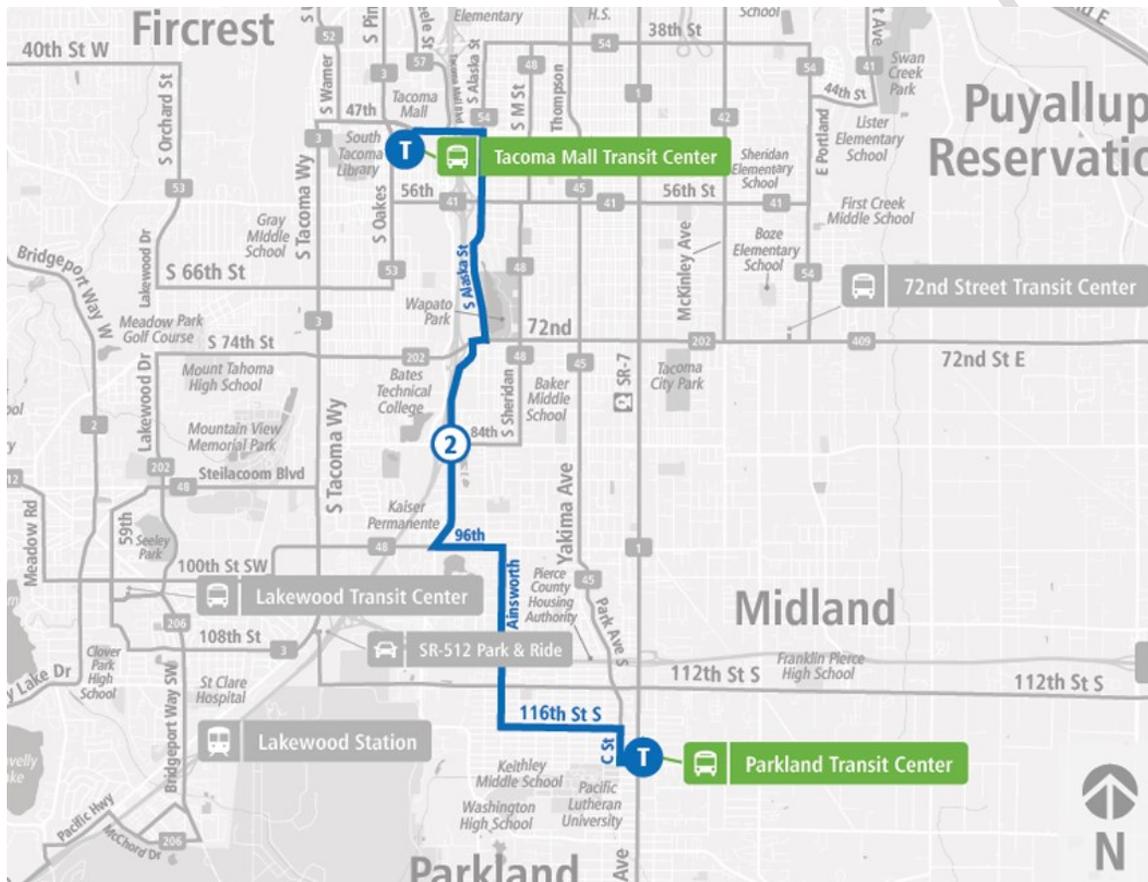
## Route 54 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>▪ On-time performance is higher than the system-wide average of 65%.</li> <li>▪ Route is notably productive on weekdays and Saturday.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Route 54 duplicates many other routes, but still has high ridership. High productivity on Saturday indicates there may be demand for more frequent service.</li> </ul>

## Route 55 Tacoma Mall

Route 55 is a local route that serves South Tacoma and Parkland. Major destinations served include Tacoma Mall, Wapato Lake Park, shopping along Hosmer Street, Pacific Lutheran University, and the Garfield Business District. This route also services the South Tacoma West, Southeast and Southwest Park-and-Rides, the Parkland Transit Center.

Figure 3-47 Route 55 Tacoma Mall Map



## Route Overview

Route 55 connects the Parkland Transit Center to the Tacoma Mall Transit Center every 30 minutes on weekdays for most of the day and 60 minutes at all other times including weekends. There are 556 average boardings and 17 boardings per revenue hour on weekdays. Further route statistics are presented in Figure 3-48.

Figure 3-48 Route 55 Operating Statistics

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	30	60	30-60	60
Service Span	5:52 a.m. – 10:47 p.m.		8:10 a.m. – 8:41 p.m.	8:25 a.m. – 8:20 p.m.
Average Daily Boardings	556		346	207
Boardings per Revenue Hour	16.7		15.6	13.5
On-Time Performance	71%		71%	66%

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Route 55's highest ridership stops are at the Tacoma Mall Transit Center and Parkland Transit Center. Additional high ridership areas are by 96<sup>th</sup> Street S and 72<sup>nd</sup> Street S.

## Route 55 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>On-time performance is higher than the system-wide average of 65%.</li> </ul>	<ul style="list-style-type: none"> <li>Route 55's performance is consistent with a coverage route.</li> </ul>



Figure 3-50 Route 57 Operating Statistics

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	30	60	60	60
Service Span	6:05 a.m. – 10:15 p.m.		8:15 a.m. – 7:58 p.m.	8:43 a.m. – 7:13 p.m.
Average Daily Boardings	957		382	250
Boardings per Revenue Hour	20.9		20.6	13.0
On-Time Performance	74%		74%	79%

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Route 57's highest ridership stops are in downtown Tacoma, Tacoma Mall Transit Center, and by the Walmart on S. Union Avenue. Many other stops along the route have more than 20 daily riders – it is strong in both directions. Saturday productivity is excellent too.

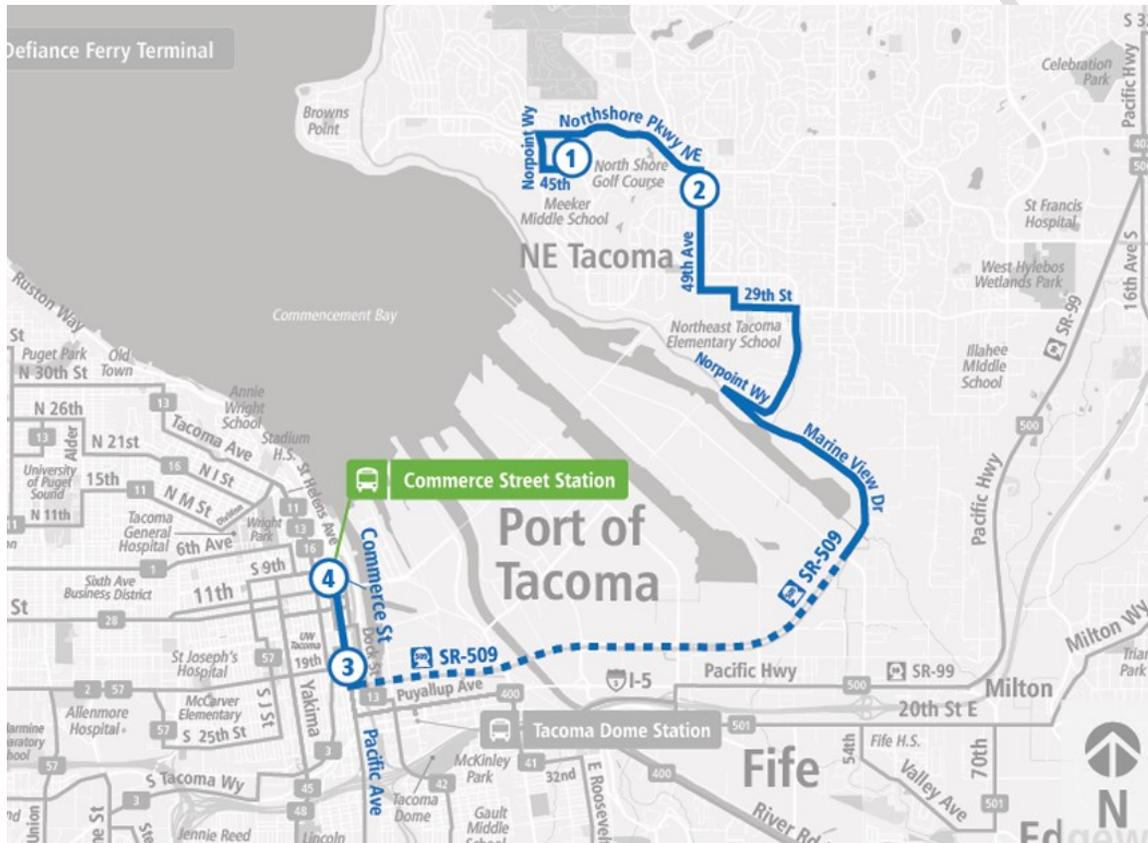
## Route 57 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>▪ On-time performance is higher than the system-wide average of 65%.</li> <li>▪ Route is notably productive on weekdays and Saturday.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Saturday productivity and ridership are very good, suggesting additional frequency is warranted.</li> <li>▪ Saturday evening service ends at about 7:30 p.m.. The ridership pattern suggests later evening service is warranted.</li> </ul>

## Route 63 NE Tacoma Express

Route 63 is an express route that serves Downtown Tacoma and Northeast Tacoma. Major destinations served include the University of Washington-Tacoma campus, and Crescent Heights Park. This route connects with King County Metro Route 903 to the Federal Way Transit Center.

Figure 3-51 Route 63 NE Tacoma Express Map



## Route Overview

Route 63 runs two trips in the morning from Northeast Tacoma to downtown Tacoma. There are also two afternoon return trips. Ridership of the route is low, on average only transporting 11 people per day. Further route statistics are available in Figure 3-52.

**Figure 3-52 Route 63 Operating Statistics**

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	60	-	No Service	No Service
Service Span	7:08 a.m. – 8:39 a.m. 4:10 p.m. - 5:50 p.m.			
Average Daily Boardings	11			
On-Time Performance	69%			

Source: Fall 2022 Service Data

## Weekday Ridership Activity

This is a route designed to bring commuters and students into downtown Tacoma. There are no high ridership stops. This is consistently one of the lowest ridership routes operated by Pierce Transit.

## Route 63 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>Provides direct access to Downtown for Northeast Tacoma residents.</li> </ul>	<ul style="list-style-type: none"> <li>Route 63 carries so little ridership, it could be replaced by on-demand service.</li> </ul>

## Route 100 Gig Harbor

Route 100 is a local route that serves Downtown Gig Harbor and the Peninsula area with connections to Tacoma and Fircrest. Major destinations served include Tacoma Community College Gig Harbor Uptown and Downtown, and Peninsula High School. This route also serves the TCC Transit Center, and the Kimball Drive, Narrows, and Purdy Park-and-Rides.

Figure 3-53 Route 100 Gig Harbor Map



## Route Overview

Route 100 connects the Purdy Park-and-Ride to the TCC Transit Center every 60 minutes at all times and every day of the week. This route has 274 average daily boardings on weekdays which translates to approximately nine boardings per revenue hour. More route statistics are presented in Figure 3-54.

Figure 3-54 Route 100 Operating Statistics

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	60	60	60	60
Service Span	6:45 a.m. – 8:34 p.m.		9:44 a.m. – 6:37 p.m.	9:45 a.m. – 7:36 p.m.
Average Daily Boardings	274		122	80
Boardings per Revenue Hour	9.0		6.4	5.3
On-Time Performance	76%		75%	73%

Source: Fall 2022 Service Data

## Weekday Ridership Activity

This route primarily serves Gig Harbor residents commuting across the Tacoma Narrows Bridge, into and out of Tacoma. The route includes long stretches of freeway operation along SR 16 which reduces productivity. The ridership pattern suggests that both regional trips to TCC Transit Center as well as trips within the peninsula are carried by Route 100. The trip level data show that on weekdays the 6:45 a.m. southbound departure is the highest ridership trip, strongly suggesting that earlier service is warranted.

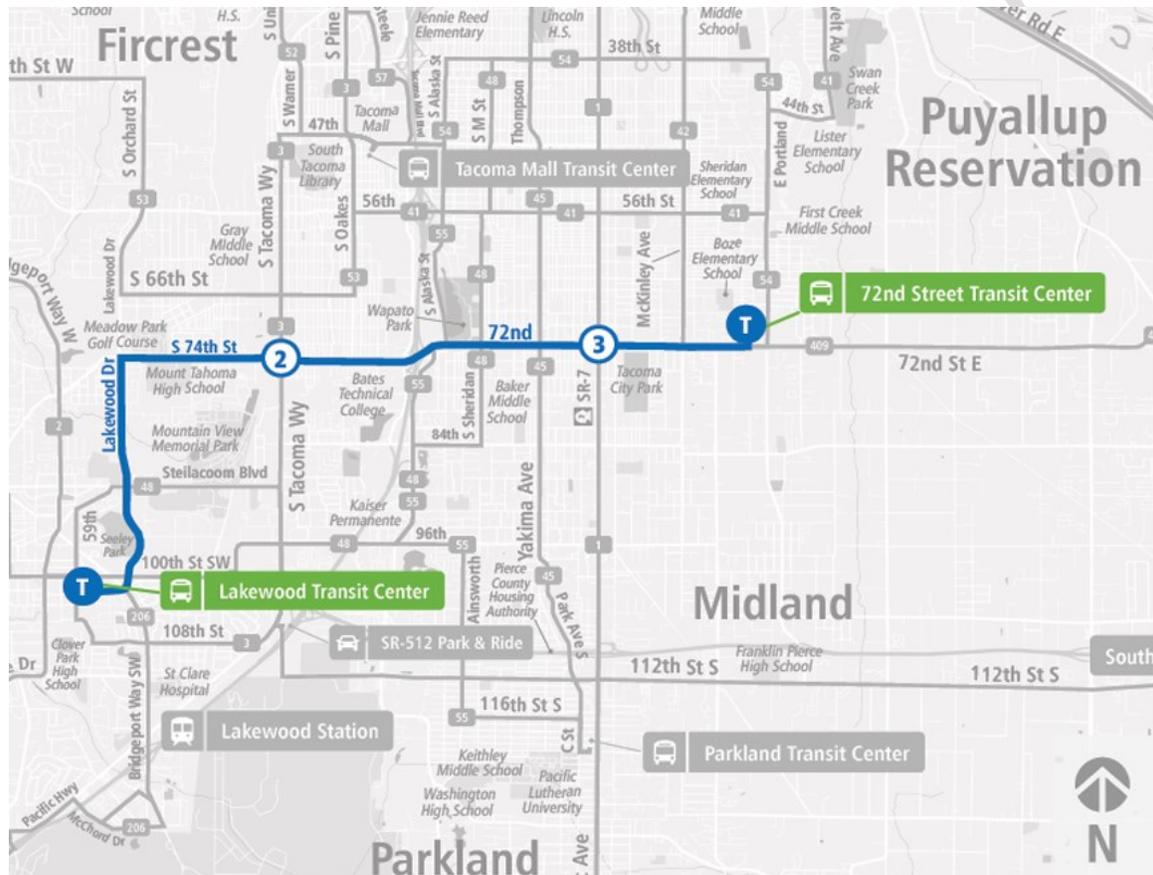
## Route 100 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>Provides direct access to TTC Transit Center for Gig Harbor residents.</li> </ul>	<ul style="list-style-type: none"> <li>Operate an earlier trip on weekdays to better serve the existing travel market.</li> <li>Route 100 is one of the lower productivity routes.</li> <li>The land uses that Route 100 serves are challenging for fixed-route bus service, given a strongly auto-oriented environment that include narrow, curvilinear streets and steep grades.</li> <li>Weekend span of service is very limited.</li> </ul>

## Route 202 S 72nd Street

Route 202 is a local route that serves Lakewood and South Tacoma. Major destinations served include Lakewood Towne Center, Seeley Lake Park, Wapato Lake Park, 72<sup>nd</sup> St Transit Center and Mount Tahoma High School. This route interlines with Route 409 on some weekday trips.

Figure 3-55 Route 202 S 72<sup>nd</sup> Street Map



## Route Overview

Route 202 connects Lakewood Transit Center and the 72<sup>nd</sup> Street Transit Center every 30 minutes during most times on weekdays. Frequencies on weekends range from 30 to 60 minutes depending on the time of day. 31 passengers per revenue hour on weekdays make this route very productive. This route also has higher OTP than many other routes in the Pierce Transit network. Further route statistics can be found in Figure 3-56.

Figure 3-56 Route 202 Operating Statistics

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	30	60	30-60	30-60
Service Span	6:00 a.m. – 10:18 p.m.		8:45 a.m. – 9:58 p.m.	8:20 a.m. – 9:18 p.m.
Average Daily Boardings	1,182		495	340
Boardings per Revenue Hour	31.1		14.9	13.3
On-Time Performance	80%		69%	76%

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Route 202's highest ridership stops are the two transit centers at the route ends: Lakewood Transit Center and 72<sup>nd</sup> Street Transit Center. Other high ridership areas include the Pacific Avenue stops and the stop by Alaska Street. Mount Tahoma High School is another high-ridership destination on this route. Weekday productivity is excellent.

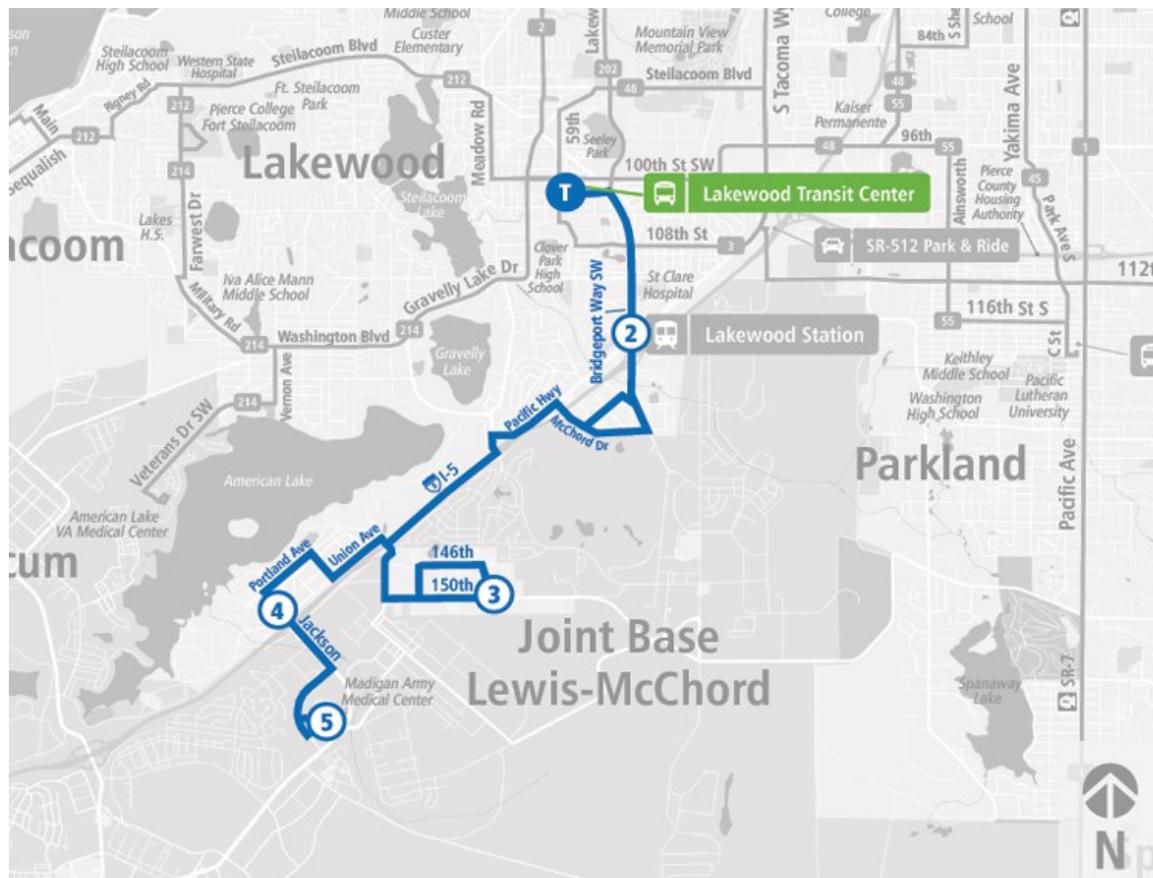
## Route 202 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>▪ Strong productivity during the weekday.</li> <li>▪ One of a few routes on weekends operating at 30 minute frequencies.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekend start of service times may be too late to capture potential demand.</li> </ul>

## Route 206 Pacific Highway/Tillicum/Madigan

Route 206 is a local route that serves Lakewood, Tillicum, and Joint Base Lewis-McChord. Major destinations served include Lakewood Towne Center, St. Clare Hospital, and Madigan Army Medical Center.

Figure 3-57 Route 206 Pacific Highway/Tillicum/Madigan Map



## Route Overview

This route primarily serves destinations accessing Joint Base Lewis-McChord (JBLM) with frequencies of 30 minutes during most of the day on weekdays and 60 minutes at other times. Weekend frequencies range from 30-60 minutes depending on the time of day. This route is fairly productive on weekdays and Saturdays with 19 and 15 passengers per revenue hour respectively. Route 206 is circuitous and the travel times from Madigan Hospital are long. This route does, however, serve multiple hard-to-reach pockets of high-need areas. Other route statistics are summarized in Figure 3-58.

Figure 3-58 Route 206 Operating Statistics

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	30	60	30-60	30-60
Service Span	5:13 a.m. – 10:21 p.m.		7:20 a.m. – 9:14 p.m.	7:31 a.m. – 7:08 p.m.
Average Daily Boardings	939		500	266
Boardings per Revenue Hour	18.9		14.6	12.3
On-Time Performance	71%		71%	59%

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Ridership patterns show the predominant travel is from the neighborhoods along I-5 to areas further north and connections at the Lakewood Transit Center. While Madagan Hospital is a destination, its activity is about one-fifth as strong as Lakewood. Ridership in the neighborhoods south of I-5 is strong. Delays in getting through the JBLM security gates impact travel times and ridership as well.

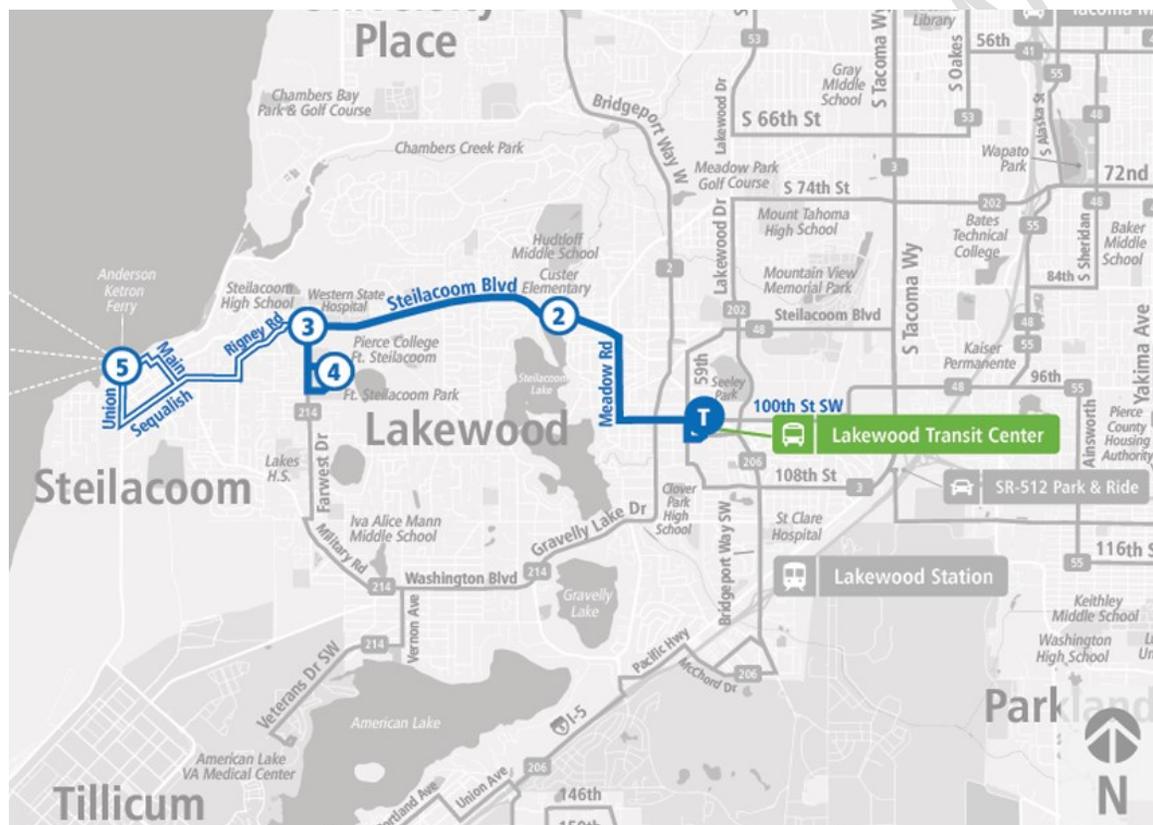
## Route 206 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>▪ Strong ridership during the weekday.</li> <li>▪ One of a few routes on weekends operating at 30-minute frequencies.</li> </ul>	<ul style="list-style-type: none"> <li>▪ On-time performance is on Sundays is below average.</li> <li>▪ Route 206 is circuitous, but it serves hard to reach areas that have good ridership.</li> </ul>

## Route 212 Steilacoom

Route 212 is a local route that serves Lakewood and Steilacoom. Major destinations served include Pierce College – Steilacoom, Lakewood Towne Center, Fort Steilacoom Park, and Western State Hospital. This route also serves the Steilacoom Ferry Terminal, which provides connections to Anderson and Ketron Islands. The Steilacoom extension is only served by select trips on weekdays and Saturdays and not at all on Sundays.

Figure 3-59 Route 212 Map



## Route Overview

Route 212 operates every 30 minutes at most times during the weekday and 60 minutes at other times. On Saturdays, the route operates every 30-60 minutes and on Sundays it operates every 60 minutes. 74% OTP is higher than system average on weekdays and Saturdays, and 84% on Sunday is one of the best OTPs in the Pierce Transit network. Other route statistics are available in Figure 3-60.

Figure 3-60 Route 212 Operating Statistics

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	30	60	30-60	60
Service Span	5:30 a.m. – 10:02 p.m.		9:20 a.m. – 9:32 p.m.	9:05 a.m. – 6:59 p.m.
Average Daily Boardings	590		217	114
Boardings per Revenue Hour	17.7		13.6	10.7
On-Time Performance	74%		74%	84%

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Ridership activity centers on this route are Lakewood Transit Center, Pierce College, and the intersection of Steilacoom Boulevard SW and Hipkins Road SW. Pierce College has about one-third the ridership level of the Lakewood Transit Center and makes a good route terminus for most trips.

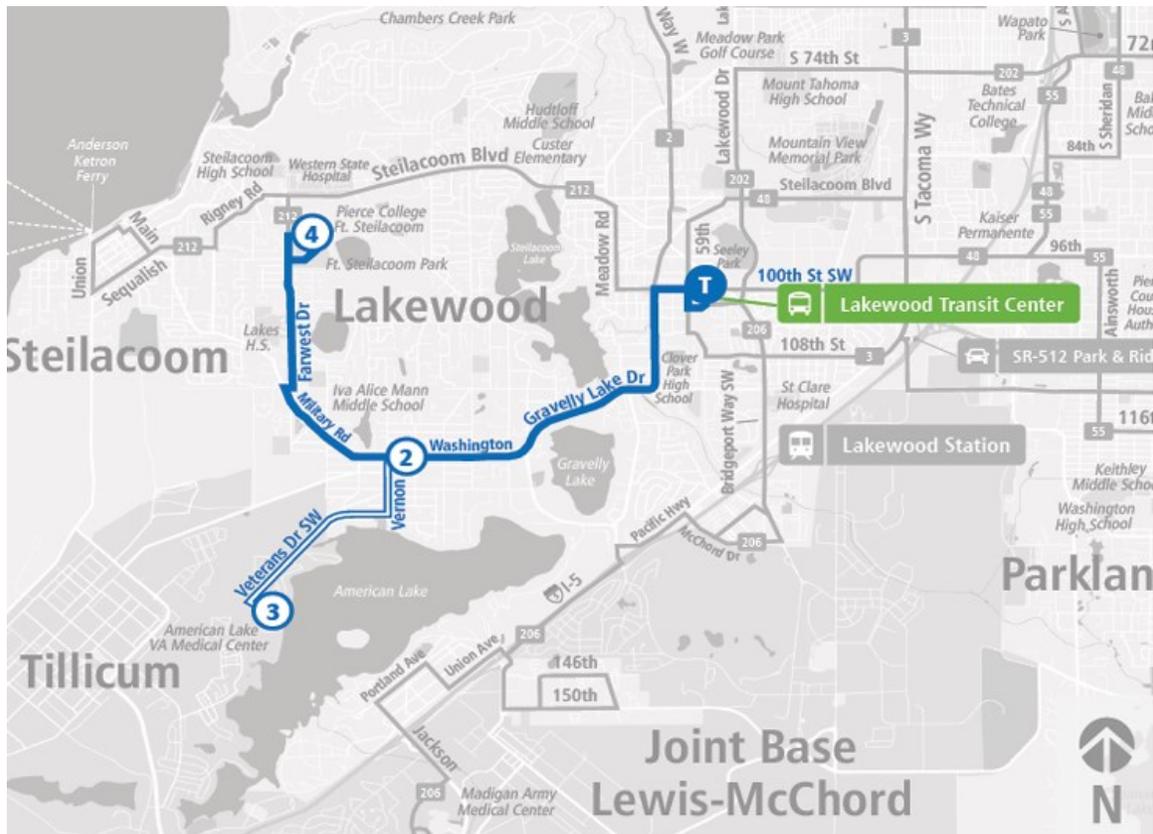
## Route 212 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>OTP on Sundays is far above the network average.</li> </ul>	<ul style="list-style-type: none"> <li>Route 212 is a coverage route and its performance reflects that.</li> <li>Having every second or third trip extend to Steilacoom is confusing for potential patrons. Saturday service to Steilacoom is too infrequent to truly be useful.</li> </ul>

## Route 214 Washington

Route 214 is a local route that serves Lakewood and Steilacoom. Major destinations served include Pierce College Steilacoom, Fort Steilacoom Park, Lakewood Towne Center, V.A. Hospital, and Lakes and Clover Park High Schools.

Figure 3-61 Route 214 Washington Map



## Route Overview

Route 214 serves the Lakewood Transit Center, Pierce College, and VA Hospital every 30 minutes during most of the day on weekdays and 60 minutes at all other times including weekends. This route is most productive on Sunday, with 18 passengers per revenue hour compared to 12 during the weekdays and on Saturday. Route 214 serves the VA Hospital in the westbound direction only on weekends. More route statistics are provided in Figure 3-62.

Figure 3-62 Route 214 Operating Statistics

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	30	60	60	60

Service Span	5:16 a.m. – 10:32 p.m.	8:20 a.m. – 8:37 p.m.	9:20 a.m. – 6:37 p.m.
Average Daily Boardings	508	153	180
Boardings per Revenue Hour	12.4	12.1	18.0
On-Time Performance	71%	69%	84%

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Route 214 is a coverage route that connects the Lakewood Transit Center to Pierce College and the VA Hospital. Other than the Lakewood Transit Center, there are few high ridership stops other than Pierce College. VA Hospital ridership is low. On weekends, the hospital only generates one or two riders.

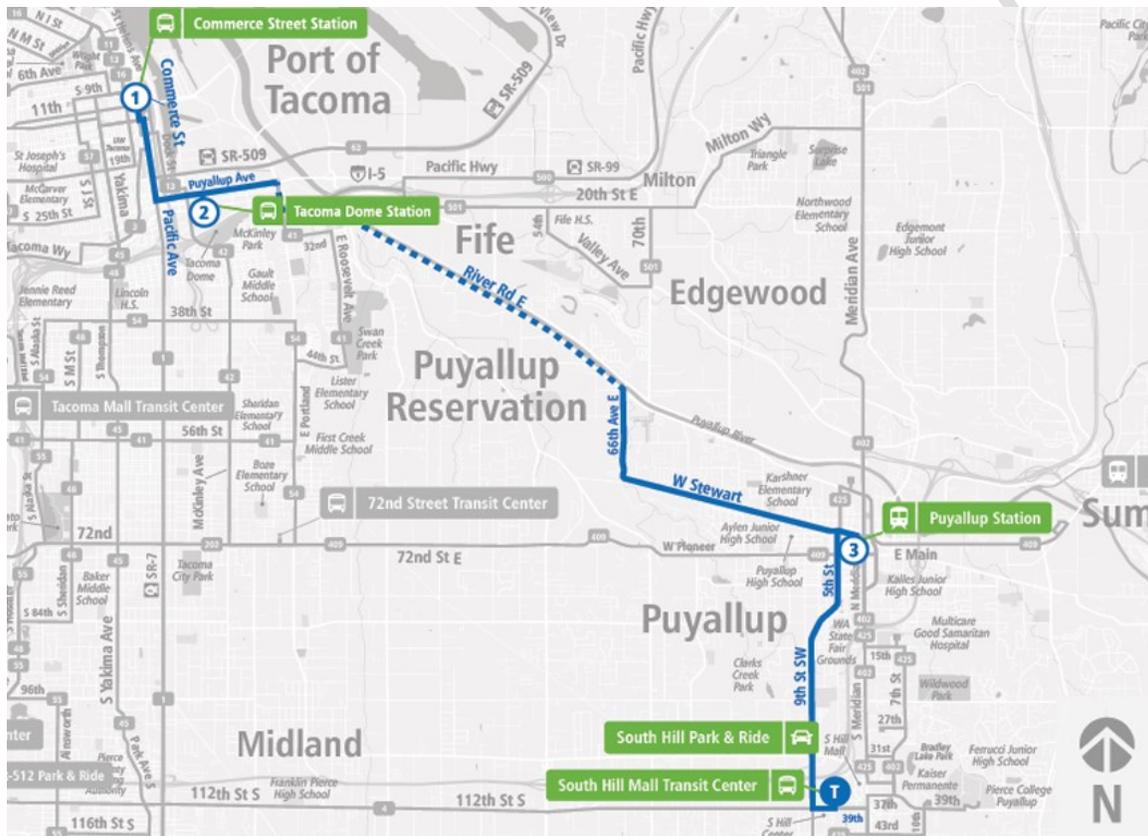
## Route 214 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>▪ OTP is higher than network average.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Route 214 is a coverage route.</li> <li>▪ Weekend service patterns could be confusing for customers due to the one-way service to the VA Hospital.</li> </ul>

## Route 400 Puyallup/Downtown Tacoma

Route 400 is an express route that serves Downtown Tacoma and Puyallup. Major Destinations served include the University of Washington – Tacoma, the Washington State Fairgrounds, and South Hill Mall. This Route also serves the South Hill and the Red Lot Park & Rides and Tacoma Dome Station.

Figure 3-63 Route 400 Puyallup/Downtown Tacoma Map



## Route Overview

Route 400 connects Downtown Tacoma to Puyallup Station and the South Hill Transit Center every 30 minutes during peak periods and every 60 during off-peak periods. Route 400 averages eight passengers per trip is on-time 64% of the time. Route 400 does not operate on weekends. Other route statistics are available in

Figure 3-64.

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Figure 3-64 Route 400 Operating Statistics

	Weekdays		Saturday	Sunday
	Base	Evening		
Headway (Minutes)	30	60	No Service	No Service
Service Span	4:43 a.m. – 8:53 p.m.			
Average Daily Boardings	333			
Boardings per Revenue Hour	8.3			
On-Time Performance	64%			

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Route 400 carries commuters from South Hill and Puyallup into downtown Tacoma during rush hour. Reverse commute activity from Tacoma to Puyallup and South Hill is also present. Overall, due to long stretches of route where stops are not possible (on River Road), Route 400 overall has lower ridership levels. The highest ridership stops are at South Hill Transit Center, Puyallup Station, Tacoma Dome, and in downtown Tacoma.

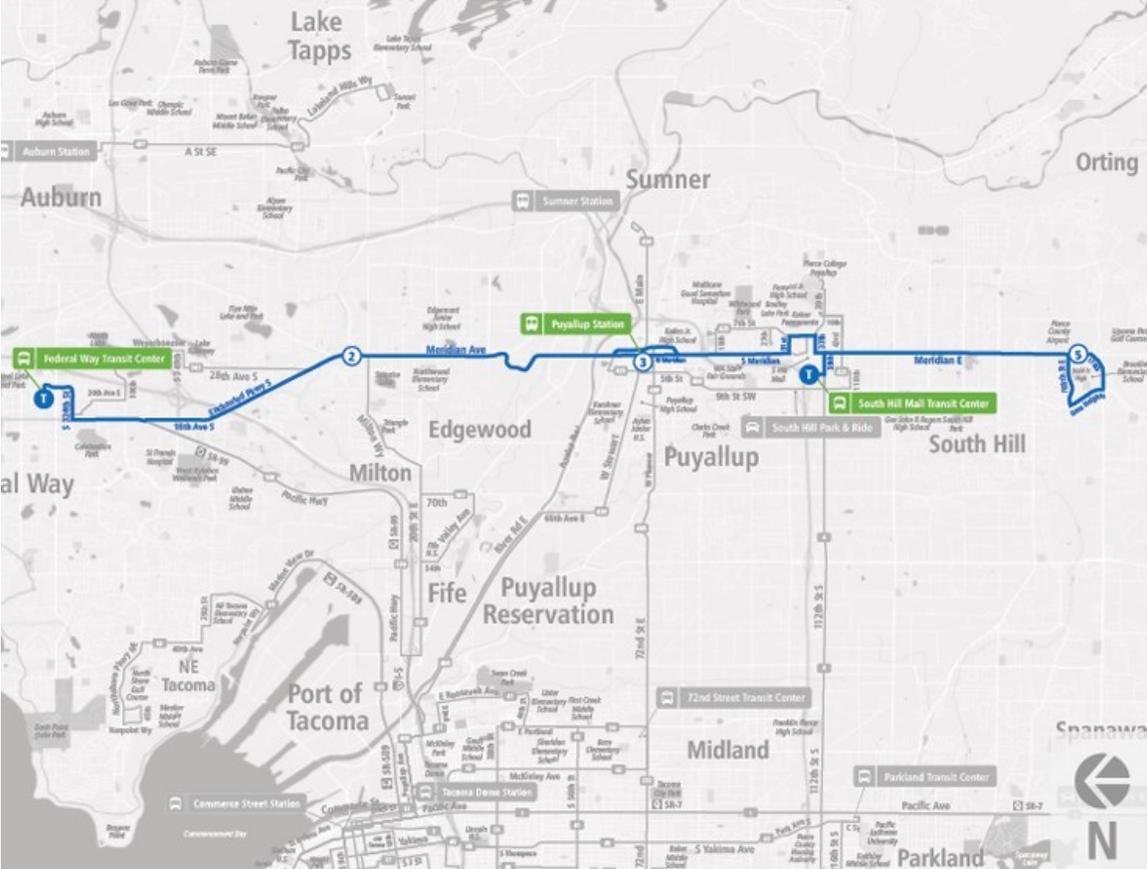
## Route 400 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>Service span captures early morning and late evening ridership activity.</li> </ul>	<ul style="list-style-type: none"> <li>Lower than average ridership.</li> <li>No weekend service.</li> </ul>

# Route 402 Meridian

Route 402 is a local route that serves South Hill, Federal Way, Milton, and Puyallup. Major destinations served include the Commons at Federal Way, Wild Waves Theme Park, the Washington State Fair Grounds, South Hill Mall, and the Pierce County Airport (Thun Field). This route also serves the Federal Way Transit Center and Puyallup Sounder Station.

Figure 3-65 Route 402 Meridian Map



## Route Overview

Route 402 serves the Federal Way Transit Center and South Hill Transit Center in South Hill hourly on weekdays and weekends. Route 402 has lower than average on-time performance. Other route statistics are presented in Figure 3-66.

**Figure 3-66 Route 402 Operating Statistics**

	Weekdays	Saturday	Sunday
Headway (Minutes)	60	60	60
Service Span	5:00 a.m. – 8:48 p.m.	7:10 a.m. – 8:35 p.m.	9:05 a.m. – 7:26 p.m.
Average Daily Boardings	744	431	279
Boardings per Revenue Hour	17.1	9.5	9.1
On-Time Performance	55%	55%	50%

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Route 402 serves multiple markets, with South Hill Transit Center and Puyallup Station both having strong ridership activity in the north and southbound directions. The Federal Way Transit Center and the South Hill Transit Center are the highest ridership stops. Most stops have less than 10 riders. The stops in King County, on average, have higher ridership than along the rest of the route. Stop spacing between South Hill and Puyallup is closer than most suburban areas and could be contributing to the unreliable service.

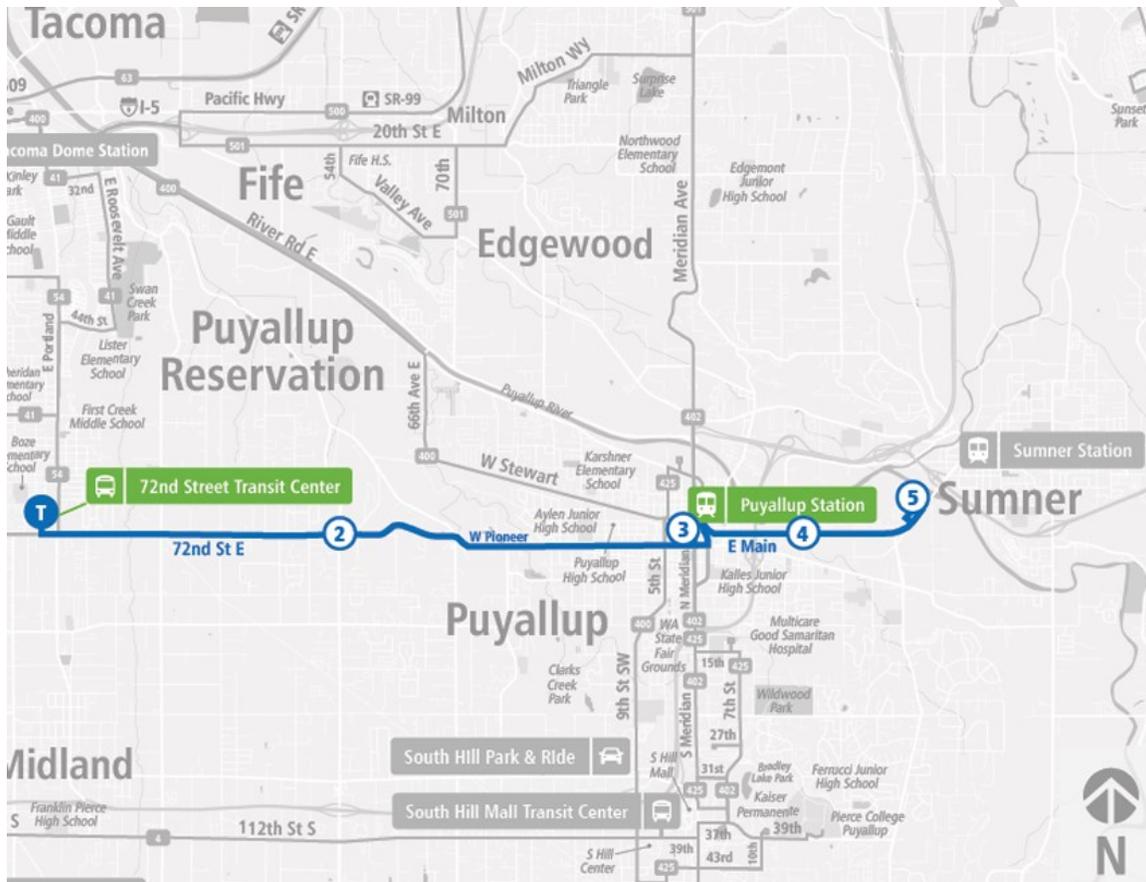
## Route 402 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>Service span captures early morning and late evening ridership activity.</li> </ul>	<ul style="list-style-type: none"> <li>Hourly service limits ridership potential.</li> <li>OTP is far below the Pierce Transit average.</li> </ul>

## Route 409 Puyallup/S 72nd Street

Route 409 is a local route that serves South Tacoma and Puyallup. Major destinations served include downtown Puyallup, Clarks Creek Park and Puyallup Senior High School. This route also served the 72nd Street Transit Center and Puyallup Station, with connections to the Sounder. This route interlines with Route 202 on most weekday trips.

Figure 3-67 Route 409 Puyallup/S 72nd Street Map



## Route Overview

Route 409 runs between the 72nd Street Transit Center and 29th Street NE/5th Avenue NE every 60 minutes on weekdays. Service also operates every 60 minutes on weekends, however, the route terminates at Puyallup Station, it does not operate between the Puyallup Station and 29th Street NE/5th Avenue NE on weekend days. This route has a particularly low productivity on weekends, between 5-7 passengers per revenue hour. OTP for Route 409 is close to the Pierce Transit network average of 65% on weekdays. Other route statistics are available in Figure 3-68.

Figure 3-68 Route 409 Operating Statistics

	Weekdays	Saturday	Sunday
Headway (Minutes)	60	60	60
Service Span	9:20 a.m. – 6:16 p.m.	9:07 a.m. – 6:25 p.m.	9:05 a.m. – 7:05 p.m.
Average Daily Boardings	105	61	41
Boardings per Revenue Hour	6.4	5.6	4.1
On-Time Performance	66%	65%	72%

\*Trip data was only available for all days, not segmented by day of week.

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Ridership activity is highest at the 72<sup>nd</sup> Street Transit Center and Puyallup Station. No other stops have higher than six weekday passengers. This is one of Pierce Transit's lower ridership routes.

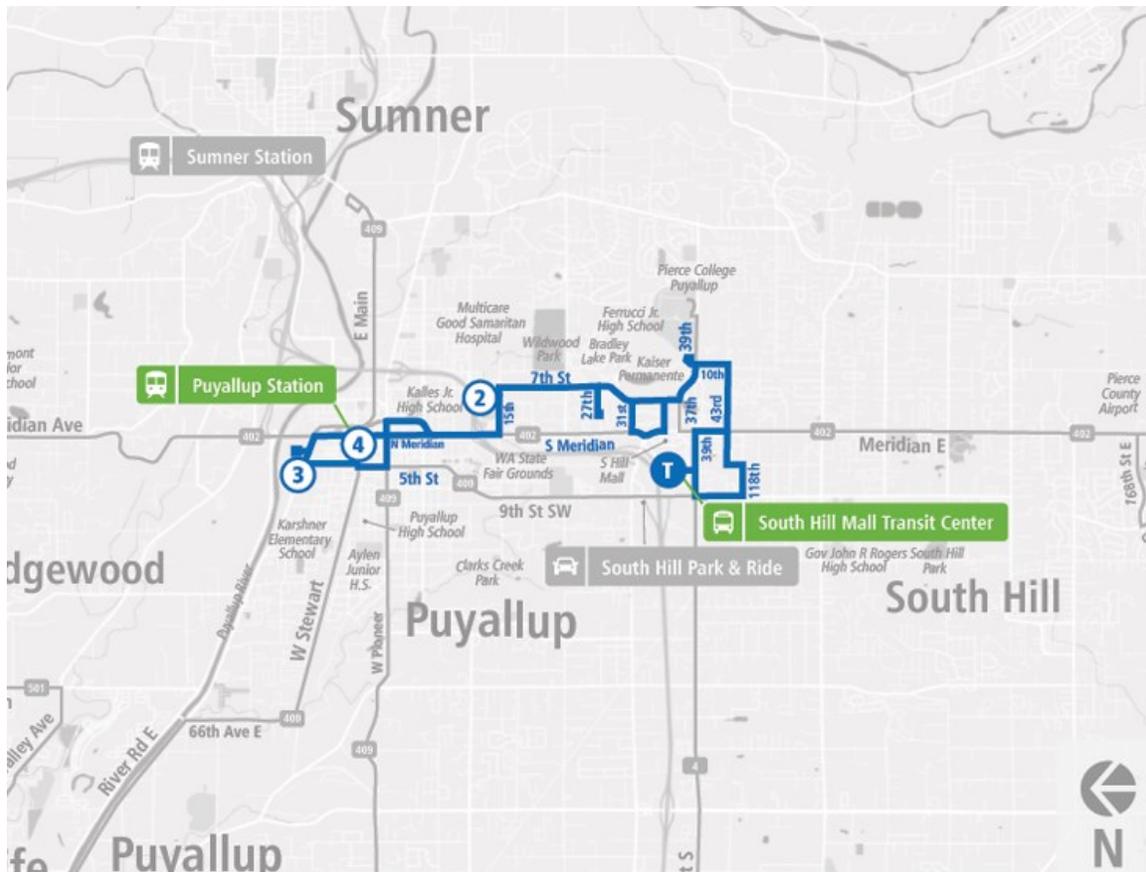
## Route 409 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>Connects two transit centers with transfer opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Hourly service limits ridership potential.</li> <li>Service start times at after 9 a.m. and before 6 p.m. severely limits weekday trip purposes. The current Route 409 schedule is configured for social service users, not people wishing to go to work.</li> </ul>

## Route 425 Puyallup Connector

Route 425 is a local route that serves Puyallup. Major destinations served include the Hi Ho One Stop Shopping Center, the Washington State Fairgrounds, MultiCare Good Samaritan Hospital, and South Hill Mall.

Figure 3-69 Route 425 Puyallup Connector Map



## Route Overview

Route 425 connects the South Hill Transit Center with Puyallup Station every 60 minutes Monday-Saturday with no service on Sunday. This route suffers from low productivity with one passenger per revenue on average for both weekdays and Saturdays. Other route statistics are presented in Figure 3-70.

Figure 3-70 Route 425 Operating Statistics

	Weekdays	Saturday	Sunday
Headway (Minutes)	60	60	No Service
Service Span	11:19 a.m. – 5:18 p.m.	9:15 a.m. – 6:21 p.m.	
Average Daily Boardings	14	5	
Boardings per Trip*	.78	.24	
On-Time Performance	68%	47%	

\*Trip data was only available for all days, not segmented by day of week.

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Route 425 has some of the lowest ridership of any Pierce Transit routes. It does not have any high-ridership stops. The most active stop, with only seven boardings, is the South Hill Transit Center. Route 425's ridership is insufficient to support fixed-route service.

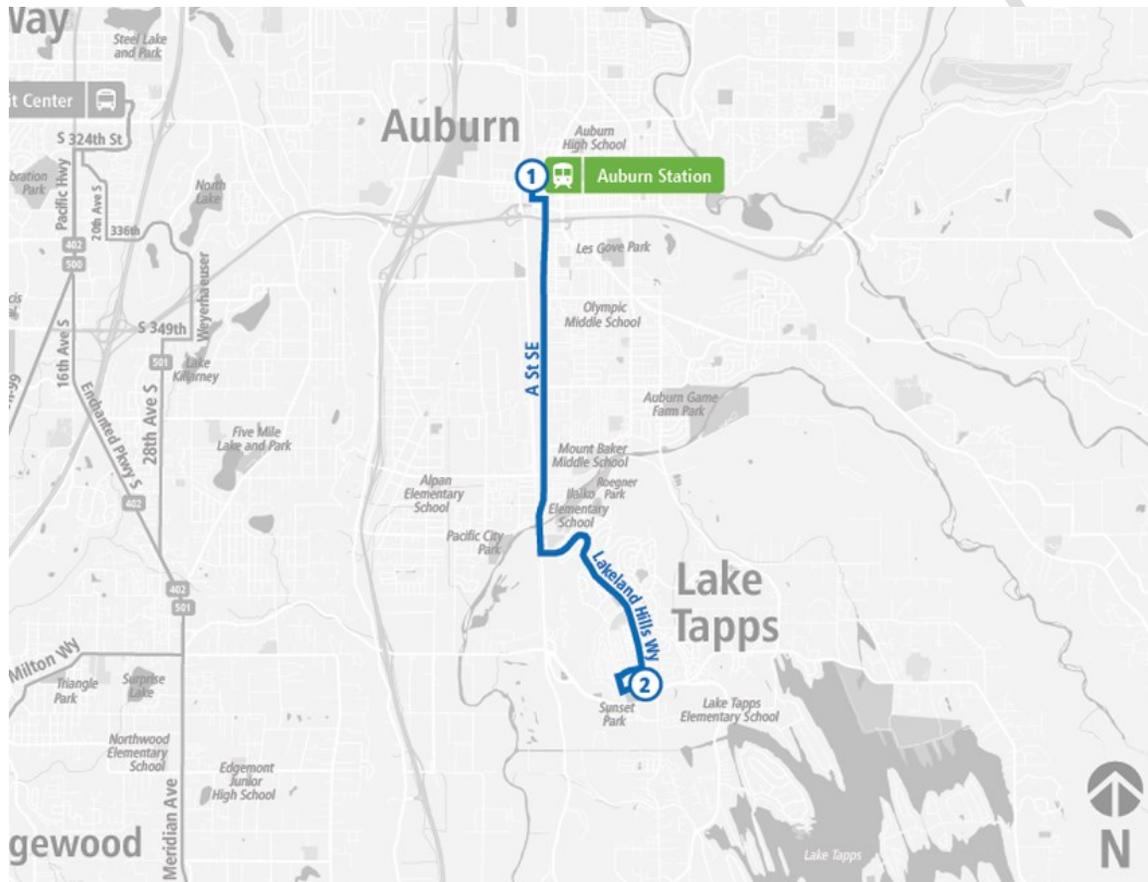
## Route 425 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>Connects communities within Puyallup and South Hill and provides connections to transfer to regional and other local services.</li> </ul>	<ul style="list-style-type: none"> <li>One of the least productive, lowest ridership routes Pierce Transit operates.</li> <li>The service span is designed for social service purposes, not any other trip type, such as school or work.</li> <li>This area could transition to a Runner zone to provide more convenient transit and save operating dollars on fixed-route transit.</li> </ul>

## Route 497 Lakeland Hills Express

Route 497 is an express route that serves Auburn and Lakeland Hills. Major destinations include Auburn Station, with timed connections to the Sounder commuter rail service. This route is funded through a partnership with King County Metro and the City of Auburn. Through the partnership, the partners fund 2/3 of the cost to operate this service.

Figure 3-71 Route 497 Map



## Route Overview

Route 497 connects Auburn Station to Auburn's Lakeland Hills area about every 60 minutes on weekdays and no service on weekends. This route's service span captures a.m. and p.m. commute times to provide connections to regional travel at Auburn Station. Trips hold, or wait, to provide a connection from Sounder commuter rail service to the Lakeland Hills neighborhood. On-time performance is far below system average. Less than 50% of trips operate on time, causing the service to not run reliably. Other route statistics are provided in Figure 3-72.

Figure 3-72 Route 497 Operating Statistics

	Weekdays	Saturday	Sunday
Headway (Minutes)	60	No Service	No Service
Service Span	4:49 a.m. – 8:08 a.m. 3:08 p.m. - 7:22 p.m.		
Average Daily Boardings	99		
Boardings per Trip	5.6		
On-Time Performance	46%		

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Route 497 is designed to carry residents to Auburn Sounder Station, and the ridership pattern reflects that design. Route 497 is timed to meet Sounder trains. From a ridership perspective, commuter service has been slower to recover from the effects of the pandemic, and this is manifested in Route 497's ridership pattern.

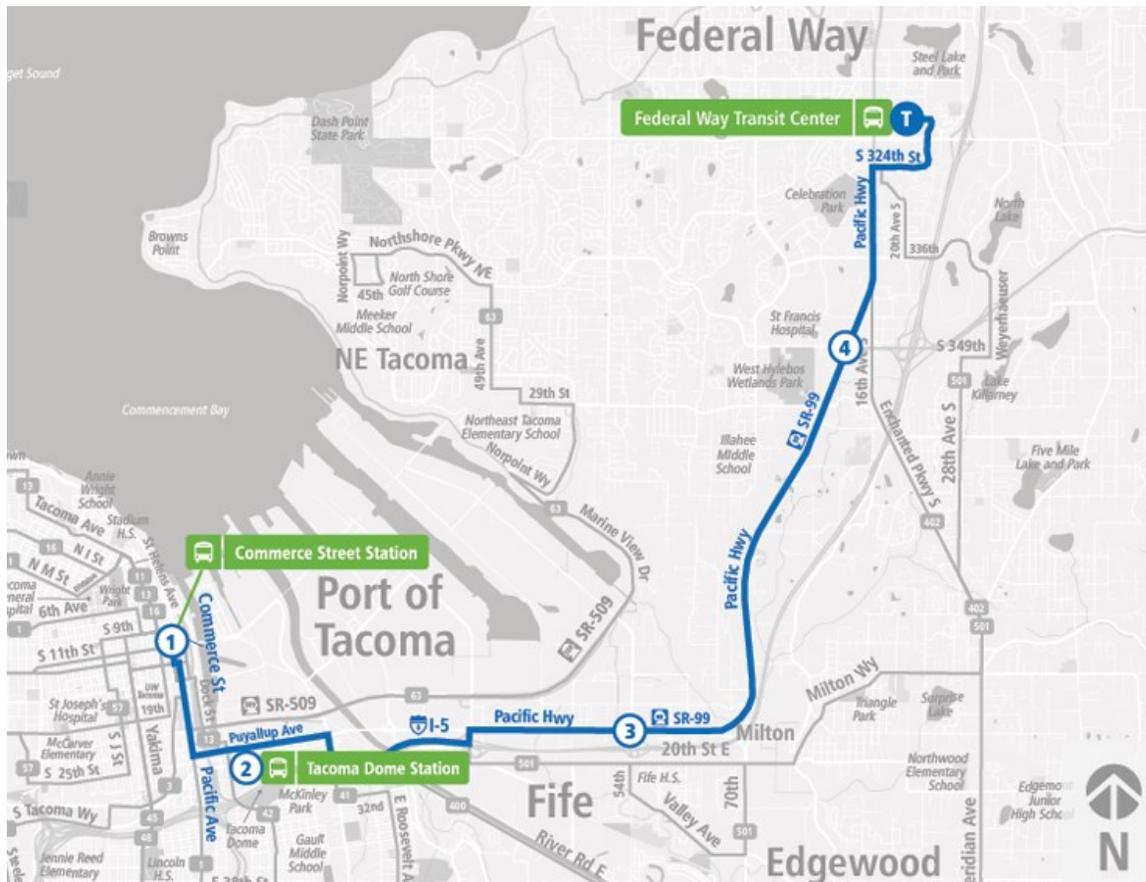
## Route 497 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>▪ Connects Lakeland Hills to regional transit services in Auburn during commute times.</li> <li>▪ Service is partially funded by regional partners King County Metro and City of Auburn</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ridership opportunities are dependent on the recovery of regional commuter service.</li> </ul>

## Route 500 Federal Way

Route 500 is a local route that serves Federal Way and Downtown Tacoma. Major destinations served include Federal Way Center and University of Washington – Tacoma campus. This route also serves Tacoma Dome Station.

Figure 3-73 Route 500 Federal Way Map



## Route Overview

Route 500 connects Downtown Tacoma to the Tacoma Dome Station and Federal Way Transit Center hourly on weekdays, between 30-60 minutes on Saturday, and hourly on Sunday. On weekdays, there is a bus approximately every 30 minutes between Federal Way and downtown Tacoma between both Routes 500 and 501. Weekday productivity is high at 30 boardings per revenue hour and OTP is better than the network average. Other route statistics are presented in Figure 3-74.

Figure 3-74 Route 500 Operating Statistics

	Weekdays	Saturday	Sunday
Headway (Minutes)	60	30-60	60
Service Span	5:05 a.m. – 11:37 p.m.	6:55 a.m. – 10:36 p.m.	6:55 a.m. – 10:46 p.m.
Average Daily Boardings	1,055	759	595
Boardings per Revenue Hour	29.9	17.0	17.3
On-Time Performance	70%	72%	71%

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Route 500 has three clusters of high ridership, including between downtown Tacoma and Tacoma Dome, on Pacific Avenue north of Fife, and in Federal Way. Throughout the day, Route 500 carries good rider loads in both directions. Productivity is correspondingly high, particularly on weekdays, which suggests the need for more than hourly service.

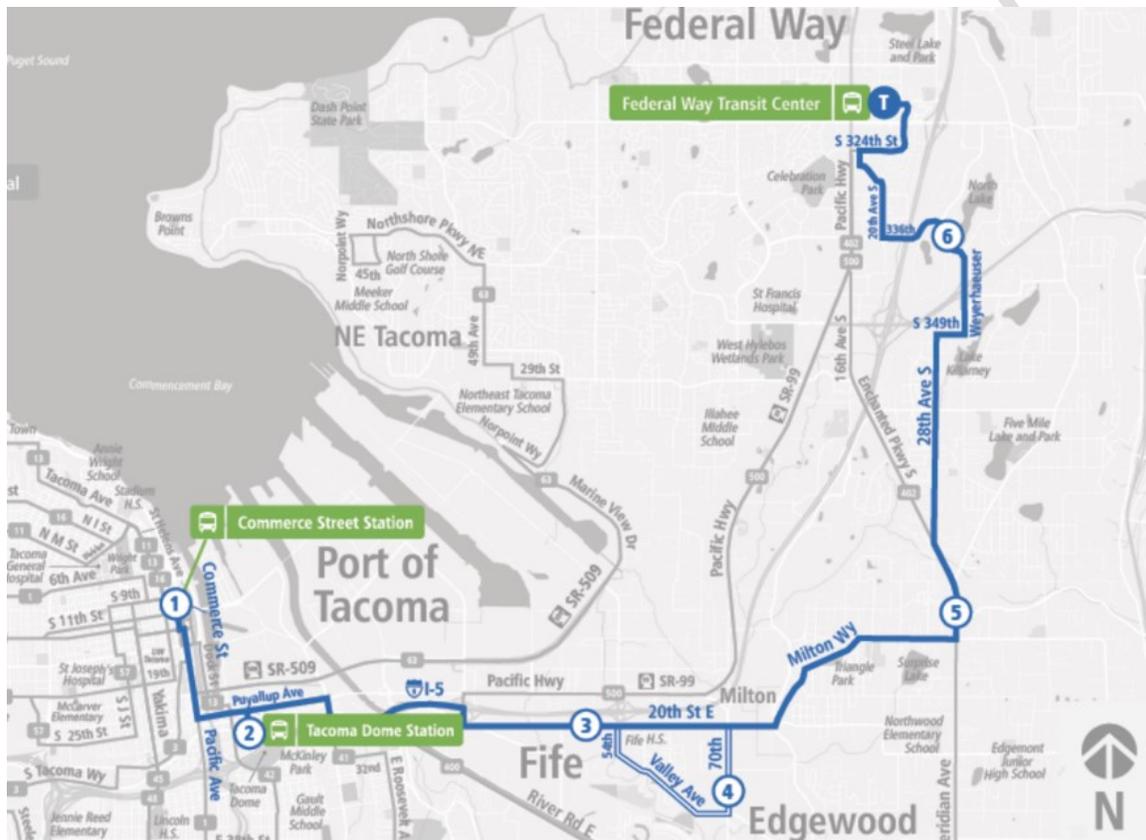
## Route 500 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>High route productivity, indicative of a well-utilized and valuable service.</li> </ul>	<ul style="list-style-type: none"> <li>High productivity indicates there may be demand for more frequent service, seven days per week.</li> </ul>

## Route 501 Milton/Federal Way

Route 501 is a local route that serves Federal Way, Lakeland South, Edgewood, Fife, and Downtown Tacoma. Major destinations served include University of Washington – Tacoma campus and Surprise Lake Square. This route also serves the Federal Way Transit Center and Tacoma Dome Station.

Figure 3-75 Route 501 Milton/Federal Way Map



### Route Overview

Route 501 connects Downtown Tacoma to the Federal Way Transit Center via Edgewood on Valley Ave. This route runs hourly all days of the week and boarding activity is strongest is on weekdays while passengers may use the route to commute to work and connect to other transit services. On weekdays, there is a bus approximately every 30 minutes between Federal Way and downtown Tacoma between both Routes 500 and 501. Route statistics are presented in Figure 3-76.

Figure 3-76 Route 501 Operating Statistics

	Weekdays	Saturday	Sunday
Headway (Minutes)	60	60	60
Service Span	5:05 a.m. – 8:24 p.m.	8:10 a.m. – 7:55 p.m.	9:10 a.m. – 7:08 p.m.
Average Daily Boardings	509	179	157
Boardings per Revenue Hour	14.9	7.3	7.2
On-Time Performance	71%	81%	71%

Source: Fall 2022 Service Data

## Weekday Ridership Activity

Route 501 connects Downtown Tacoma to the Federal Way Transit Center similar to route 500, but serves the City of Milton south of I-5. Ridership and productivity on Route 501 is lower than Route 500. Downtown Tacoma and the Federal Way Transit Center are the highest ridership stops. The segments serving the former Weyerhouser headquarters average less than two passengers per stop.

## Route 501 Strengths and Opportunities

Route Strengths	Route Opportunities
<ul style="list-style-type: none"> <li>▪ Weekday span captures both a.m. and p.m. commute periods.</li> </ul>	<ul style="list-style-type: none"> <li>▪ This route is fairly duplicative of Route 500, with Route 500 carrying more passengers.</li> <li>▪ Route 501 has lower than average weekend productivity.</li> </ul>

## 4 PHASE I PUBLIC INVOLVEMENT

Public involvement was a key component of the Pierce Transit Recovery Plan. Outreach activities were conducted throughout the project, with efforts concentrated into two phases. Phase I was focused on understanding the community's general service recovery needs and was conducted from August 1, 2023, through September 3, 2023.

### DESIGN YOUR TRANSIT SYSTEM

In this online survey, participants were given a budget and asked how they would spend that budget to rebuild the bus system as the agency recovers from the impacts of the COVID-19 pandemic. The survey was designed so that respondents were forced to make tradeoffs in terms of improvement prioritization. Just like a real transit system, there is not enough budget available to do everything, so respondents were asked to choose a selection of improvements that were most impactful for them.

The survey was designed to solicit feedback from participants that would allow the project team to better understand how recovery investments should be prioritized. Specific improvements that survey respondents could choose from include:

- Later evening/earlier morning service
- Restore Saturday service
- Improve peak period frequent service on high ridership routes
- Improve off-peak period frequent service on high ridership routes
- Improve peak period frequent service on other routes
- Improve off-peak period frequent service on other routes
- Restore previously reduced service
- Improve timed transfers
- Align service with Sound Transit stations
- Improve service speed and reliability

- Add infrastructure improvements on high ridership routes
- Expand Runner on-demand microtransit service

An example of the survey instrument is shown in Figure 4-1.

Figure 4-1 Design Your Transit System Survey Interface

The image displays two side-by-side screenshots of the 'Design Your Transit System' survey interface. Both screens show the same survey content, but the right-hand screen shows a different selection of options, resulting in a lower total cost of \$13 compared to \$20 on the left-hand screen.

**Survey Interface Components:**

- Header:** PierceTransit Design Your Transit System
- Introduction:** 'How would you improve Pierce Transit?' followed by a message about recovering from the COVID-19 pandemic and a request for user input on priorities like speed, reliability, and service frequency.
- Benefit Categories:**
  - Ridership:** Increase transit ridership
  - Speed and Reliability:** Faster and more reliable transit service
  - Access to Transit:** Increase the number of people who can easily access transit
  - Passenger Experience:** Improve the experience of riding transit
- Instructions:** A text box explaining the survey's purpose and how to use the checkboxes to select improvements within a \$20 budget.
- Your Overall Benefits / Your Costs:** A summary bar at the top of the options list showing progress for each category and the total cost. The left screen shows a total cost of \$20, while the right screen shows \$13.
- Transit Service Options:**
  - Restore more frequent service on highest ridership routes operating on major corridors during the morning and afternoon peak periods (rush hour):** Cost: \$5555
  - Restore more frequent service on highest ridership routes operating on major corridors during the weekday midday period:** Cost: \$5555
  - Restore more frequent service on other routes, currently operating every 60 minutes during the morning and afternoon peak periods (rush hour):** Cost: \$555
  - Restore more frequent service on other routes, currently operating every 60 minutes during the midday period:** Cost: \$555
  - Return trips reduced during the COVID-19 pandemic to normal weekday service:** Cost: \$
  - Improve timed transfers at transit centers:** Cost: \$55
  - Later evening or earlier morning service:** Cost: \$5
  - Restore Saturday service levels:** Cost: \$5
  - Invest in expanding coverage through PT Runner on-demand zones:** Cost: \$55
  - Align service with new Sound Transit light rail and Sounder stations:** Cost: \$555
- Customer Amenities Options:**
  - Invest in speed and reliability:** Cost: \$5555
  - Invest in infrastructure to upgrade highest ridership routes:** Cost: \$5555
- Buttons:** 'Reset' and 'Submit' buttons are located at the bottom of the options list.
- Footer:** © 2023 Pierce Transit

## Survey Findings

The Design Your Transit System survey collected 797 unique responses, 50 of which were Pierce Transit operators. According to staff, this was one of the highest Pierce Transit survey response rates in recent memory. Figure 4-2 shows how frequently respondents selected each of the 12 improvements. The most commonly selected improvements were later evening or earlier morning service (65%), restoring Saturday service (58%), restoring previously reduced service (55%), improving timed transfers (52%), and improving peak frequency on high ridership routes (51%). These findings were used to develop two preliminary service scenarios that each featured a unique combination of these improvements, discussed in more detail in Chapter 5.

Figure 4-2 Design Your Transit System Survey Results



## Engagement Notification

During August through early September, the Pierce Transit Communications team deployed a series of internal and external notifications to let the public know about the Bus System Recovery Plan. During this phase, the notifications were focused on sharing information with the public about the project and the Design Your Transit System Survey. Figure 4-3 provides detailed information about the notification schedule to the public about Phase I outreach.

**Figure 4-3 Phase I Public Involvement Engagement Opportunities and Notifications**

Date	Audience	Platform	Reach	Topics
8/1	Pierce Transit Employees	Quarterly employee meeting	~900 invited employees	Project info
8/2	General public	News release to local and regional media	<i>Data unavailable</i>	Design Your Transit System Survey
8/2	Transit riders	Scrolling signs at transit centers	<i>Data unavailable</i>	Design Your Transit System Survey
8/3	Elected Officials	Email Distribution List	~150 recipients	Design Your Transit System Survey
8/3	Transit Riders	Text Alert	~24K subscribers	Design Your Transit System Survey
1 <sup>st</sup> week of August	General Public and Transit Riders	GovDelivery	~7,500 subscribers	Design Your Transit System Survey
August	Pierce Transit Employees	Key Messages	29 employees	Project info
9/1	Pierce Transit Board Members	Monthly Board Memo	<i>Data unavailable</i>	Project info
Early September	General Public	Pierce Transit Website	244 (August 1- September 6) 740 (September 1-30)	Event details, project info
1 <sup>st</sup> week of September	Pierce Transit Employees	Internal Talking Points	29 employees	Design Your Transit System Survey, event details
1 <sup>st</sup> week of September	General Public and Transit Riders	GovDelivery	~7,500 subscribers	Event details

# 5 SERVICE SCENARIOS AND PHASE II PUBLIC INVOLVEMENT

## SCENARIO DEVELOPMENT

Building upon the existing conditions evaluation, market analysis, *Design Your Transit System* survey findings, and input from Pierce Transit staff, two preliminary service scenarios were developed that each build back to pre-pandemic service levels through unique approaches:

- **Scenario 1: Focus on Evening and Weekend Service** – Prioritizes improving weekend service and later evening service on most routes in the system, rather than focusing on the highest ridership routes.
- **Scenario 2: Focus on Frequency** – Seeks to invest in a robust network of high frequency routes operating every 15-minutes on weekdays. Service span improvements are also included on the highest ridership routes.

### Scenario 1: Focus on Evenings and Weekends

This scenario dedicates resources to increasing the span of service for nearly all routes in the Pierce Transit system. Service would be extended later into the evening on both weekdays and weekends and would begin earlier on weekends. These improvements would result in all routes operating, at a minimum, to the following standard:

- Weekdays: 6:00 a.m. – 10:00 p.m.
- Saturdays: 7:00 a.m. – 10:00 p.m.
- Sundays: 8:00 a.m. – 8:00 p.m.

In addition to extending the amount of time buses are serving the area, Routes 1, 2, and 3 would be improved to a 15-minute frequency. Weekday frequency and service span by route are shown in Figure 5-2.

Routes 13, 63, 425, and a 2.2-mile portion of 409 east of Puyallup Station would be removed and replaced with an expanded Ruston Runner, expanded Tideflats Runner, and new

Puyallup Runner on-demand microtransit service option, respectively. These services are shown in Figure 5-1.

**Figure 5-1 Scenario 1: Focus on Evenings and Weekends System Map**

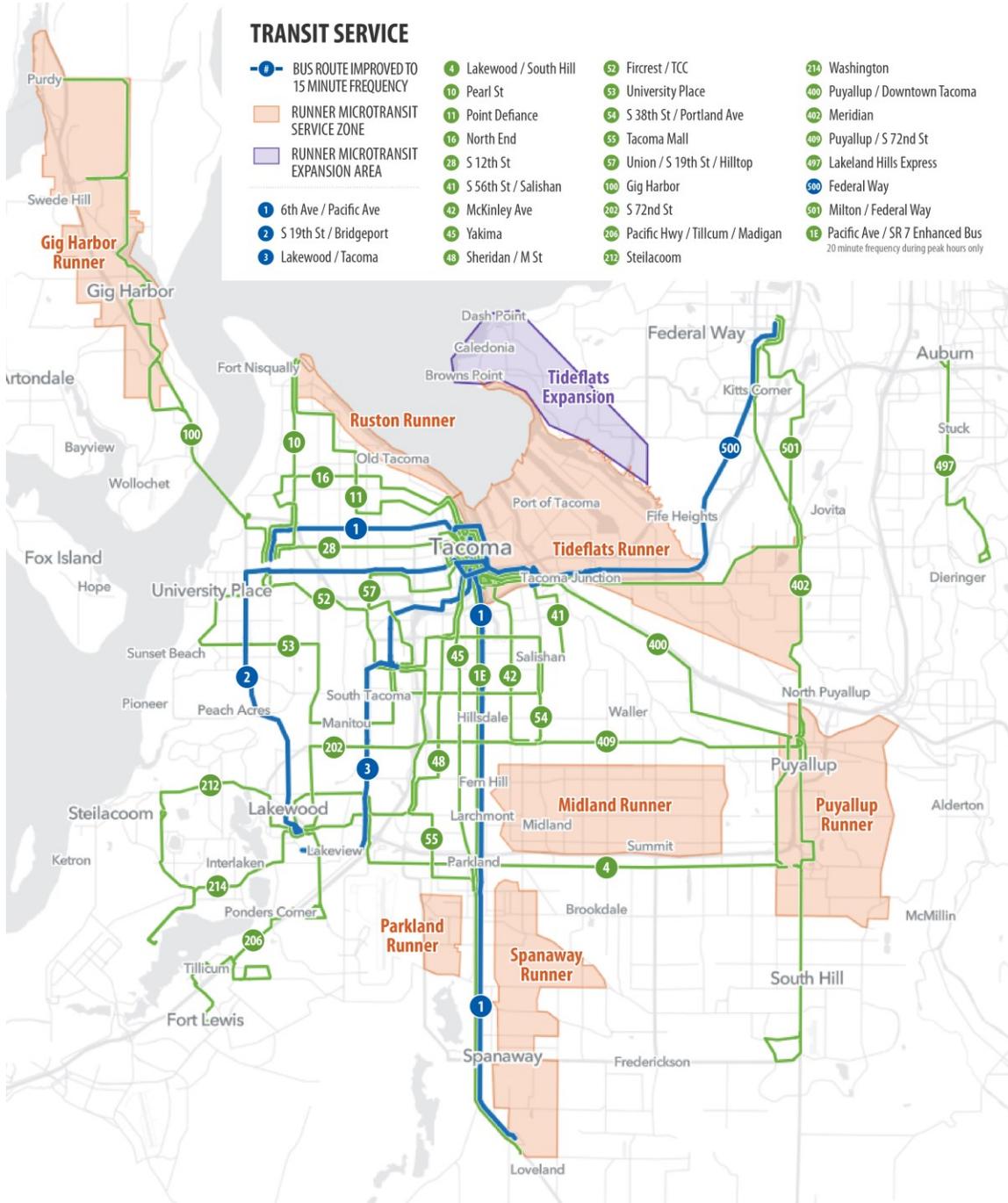
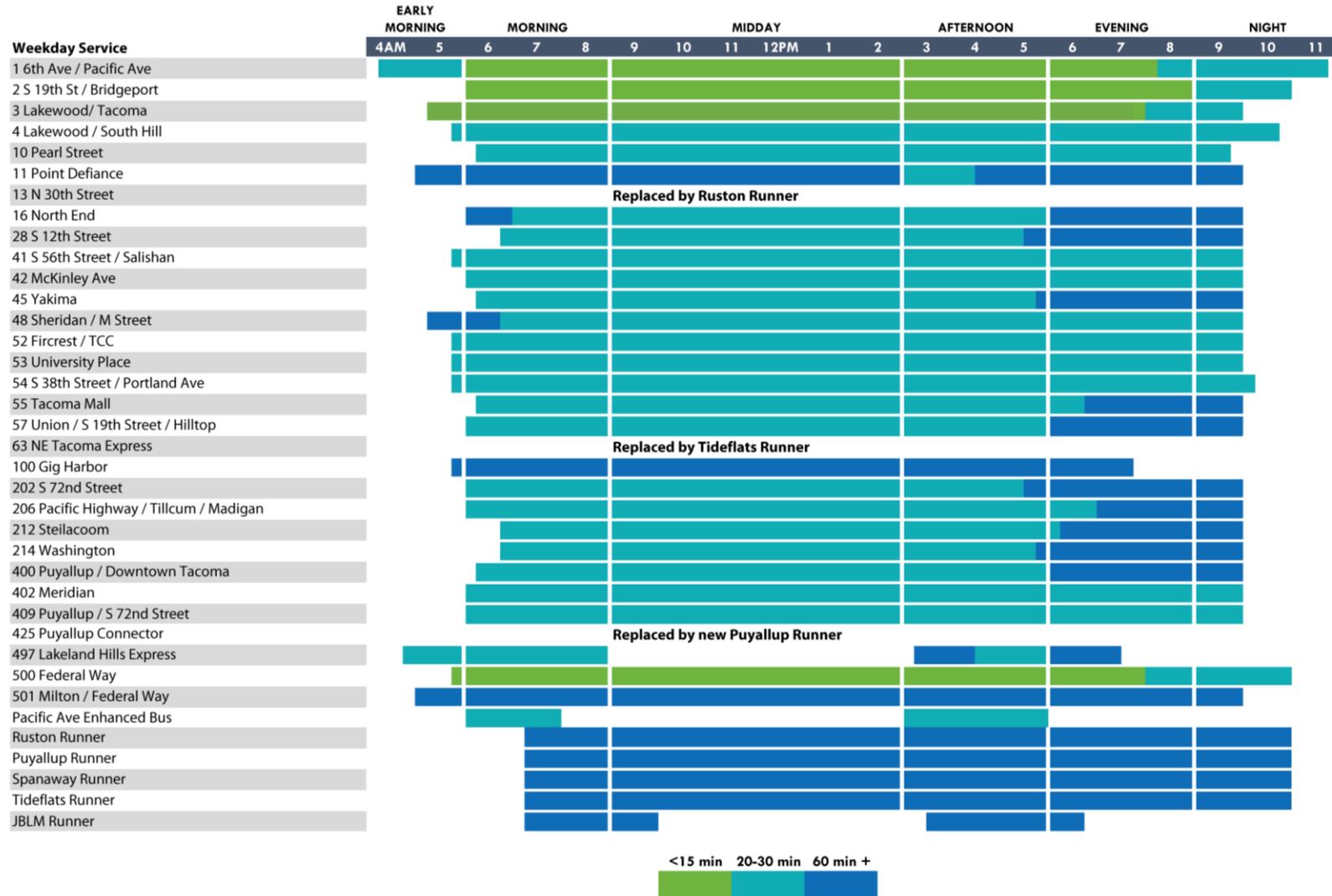


Figure 5-2 Scenario 1: Focus on Evenings and Weekends Weekday Service Span and Frequency



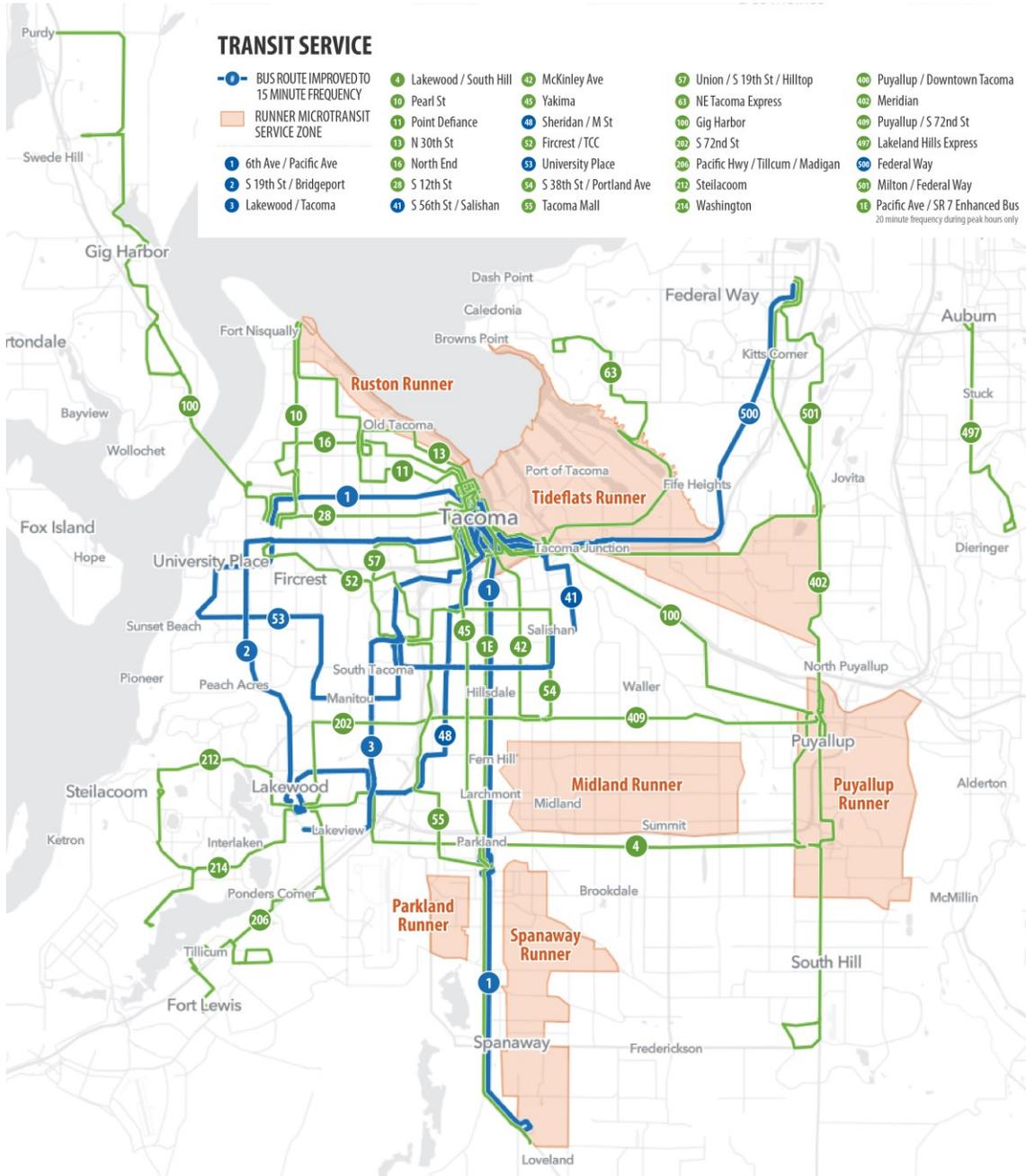
## Scenario 2: Focus on Frequency

This scenario dedicates resources to increasing Routes 1, 2, 3, 41, 48, 54, and 500 to a 15-minute frequency. Service span on these seven routes would also be extended later into the evening. All other routes would remain unchanged in frequency and service span.

These seven routes are some of the highest ridership and most productive routes in the Pierce Transit network, making them key candidates for improvements to frequency. These high frequency routes are shown in blue in Figure 5-3.

Additionally, Route 425 and a portion of Route 409 east of Puyallup Station would be removed and replaced with a new on-demand Puyallup Runner microtransit service option.

Figure 5-3 Scenario 2: Focus on Frequency System Map





## PHASE II PUBLIC INVOLVEMENT

Phase II of public involvement for the Pierce Transit Recovery Plan placed more refined scenarios front of the public to focus on service improvements highlighted in Phase I. In addition, a second survey was developed with these two scenarios. The objective of the second survey was to gather additional input from the public about the specific elements that should be prioritized from these two scenarios. This input was used to develop the final recommendations. The survey was launched September 22, 2023 and closed October 27, 2023.

### Scenario Survey Results

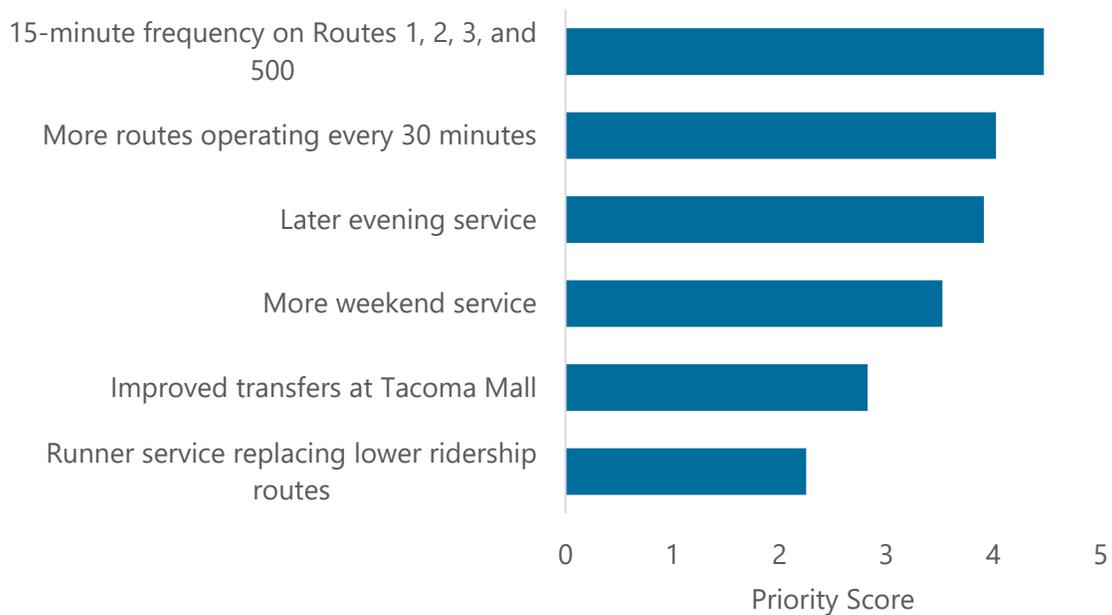
For each of the two preliminary service scenarios, respondents were asked to rank the specific improvements included in each scenario in order of most important to least important. The average ranking was then identified from all survey responses and used to generate a prioritization score, with the higher score representing the most important priority improvement. These results are shown in Figure 5-5 for Scenario 1 and Figure 5-6 for Scenario 2.

In both scenarios, higher frequency service on the highest ridership routes and more routes operating every 30 minutes emerged as the top two priorities, followed by later evening service. Improved transfer timing and investments in Runner service ranked relatively low in both scenarios. This suggests that restoring service frequency is a top priority for the community, even in scenarios in which service frequency is not the primary focus.

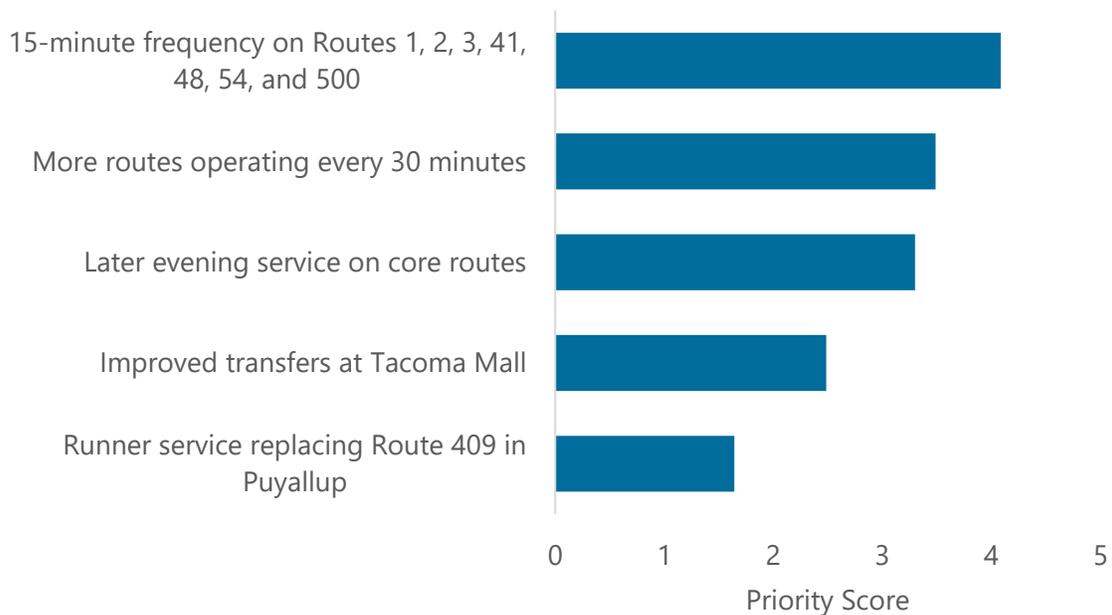
When asked to identify their preference between Scenario 1 and Scenario 2, 60% of respondents chose Scenario 1 – Focus on Weekend and Evenings, while 40% chose Scenario 2 – Focus on Frequency (Figure 5-7). This suggests that while improving service frequency is the top priority among respondents for both scenarios, there is still a strong preference to incorporate later evening service and improved weekend service across more routes in the Pierce Transit's system.

Open-ended responses from this survey are included in Appendix A of this report.

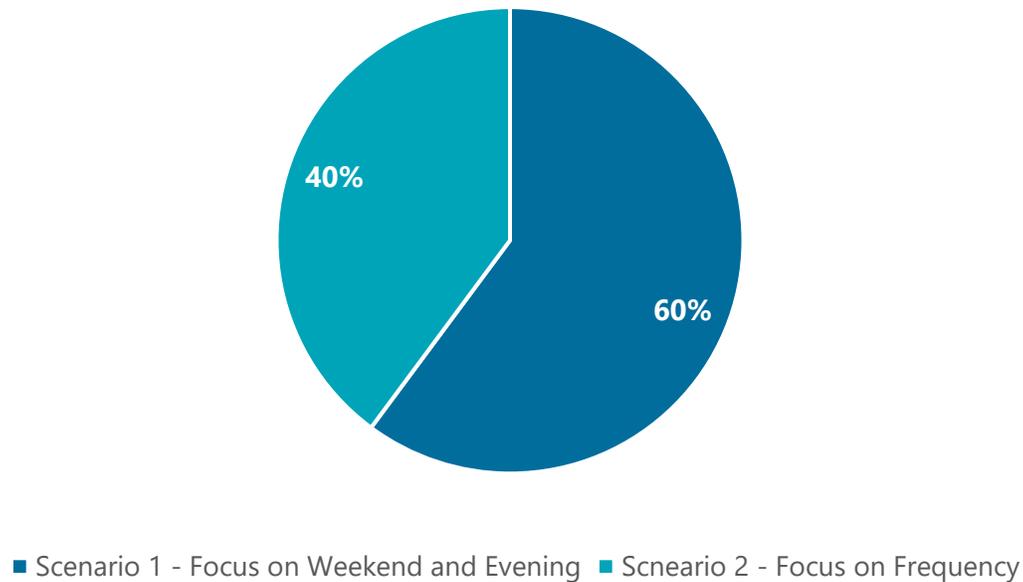
**Figure 5-5 Scenario 1 – Focus on Evenings and Weekends Priorities**



**Figure 5-6 Scenario 2 – Focus on Frequency Priorities**



**Figure 5-7 Survey Respondents' Preference – Scenario 1 vs. Scenario 2**



## Virtual Town Halls

Two virtual town halls were held as part of the planning effort. The first virtual town hall took place on September 27 from 12-1 PM and was attended by 14 members of the public. The second took place on October 5 from 5-6 PM and was attended by 21 community members. Both outreach events were presented via Zoom Webinar. The project team provided a brief presentation and slide show. After the presentation, participants were invited to submit questions through the Q&A chat in the webinar. At the completion of the webinar participants were encouraged to visit the website to learn more and to complete the survey. Live Spanish Interpretation was provided during both Town Halls. The webinars were recorded and the links to those recordings are available on the project [website](#).

## In-Person Open Houses

The project team coordinated and hosted two in-person open houses. The first open house took place on September 23, at the Puyallup Public Library from 11PM – 1PM and was attended by eight community members. The second open house took place at the Asia Pacific Community Center in Tacoma on October 3, from 5PM to 7PM and was attended by seven community members.

The open house events featured a set of eight poster boards that provided detailed information about the project background, process, and the two refined scenarios. The public

was invited to have direct conversations and ask questions about the scenarios with Pierce Transit staff and the project consultants. Attendees were encouraged to complete the survey during the open house and were also provided with general comment cards to give any additional feedback beyond what was covered in the survey. Refreshments were provided.

## Transit Center Drop-In Sessions

Pierce Transit outreach staff attended two Transit Center Drop-In sessions. The first one was at the Tacoma Mall Transit Center on September 27 and the second was at the Lakewood Transit Center on October 4. Staff went to the Transit Centers equipped with information about the Bus System Recovery Plan and talked directly with riders about the plan, answered questions, and provided information about how to engage with the project. Staff had tablets that enabled riders to take the survey while they waited for their bus and QR codes that riders could use to take the survey later. Pierce Transit Staff engaged with approximately ~70 members of the public during these two events.

## Additional Tabling and Outreach

The Pierce Transit outreach team staff several general outreach events throughout the year. From August 1 through October 5, Pierce transit staff were briefed with talking points about the Bus System Recovery Plan at the beginning of each month. During this time frame, Pierce Transit staff attended 23 tabling events and spoke with ~1,000 people during this time. Information about the Bus System Recovery Plan was provided upon request at each of these tabling events. This included general project information, upcoming engagement events, and information about how to take each of the surveys.

Pierce Transit staff also attended four stakeholder group meetings during the months of September and October to share information and updates on the Bus System Recovery Plan with existing stakeholder groups.

## Engagement Notifications

Date	Audience	Platform	Reach	Topics
Mid-late September	General Public	Social Media Posts	~110,000 views between Reddit, Twitter, Facebook, LinkedIn, and Instagram posts	Scenario Survey, event details, project info
9/19	Transit riders	Scrolling signs at transit centers	<i>Data unavailable</i>	Project info
9/19	General Public	Monitor at TDS	<i>Data unavailable</i>	Project info

Date	Audience	Platform	Reach	Topics
9/20	General Public	News release to local and regional media partners	<i>Data unavailable</i>	Project info, event details
9/20	Disability community, limited English community, and human service organizations	News release shared by outreach team to specific contacts	~1000 recipients	Project info, event details
9/21	Transit Riders	Text Alert	~24K subscribers	Event details
9/21	General Public	Email	~7,500 subscribers	Event details
9/21	General Public	GovDelivery	~5K subscribers	Event details, Scenario Survey
9/21	Community leaders and elected officials	GovDelivery	~150 recipients	Project info
9/22	Pierce Transit Employees	Weekly CEO email	~900 employees	Project info
10/1	Pierce Transit Employees	Key Messages	29 employees	Event details, Scenario Survey, project info
10/1	Pierce Transit Board Members	Monthly Board Memo	<i>Data unavailable</i>	Project info
Late October	Transit riders	Text Alert	~24K subscribers	Scenario Survey

## 6 PREFERRED ALTERNATIVE

Recommendations for the Pierce Transit Bus System Recovery Plan were developed using public input, market conditions, and existing ridership patterns. Initially, two preliminary service scenarios were developed that represent different principles of route planning and areas of emphasis, as discussed in Chapter 5 of this report. Following a public outreach and comment period, a Preferred Alternative was developed to align with identified community priorities and prioritizes service restoration where demand is highest.

### KEY ATTRIBUTES OF THE PREFERRED ALTERNATIVE

The Preferred Alternative provides a roadmap for a phased implementation of improvements to help Pierce Transit recover from the impacts of the COVID-19 pandemic as operating and maintenance (i.e., Journey Level Mechanics) staff availability allow. ***The Preferred Alternative directly responds to the public's top priorities.*** Specific improvements included in the Preferred Alternative include:

- Stream Pacific Ave/SR 7 High Capacity Transit service.
- Remove and replace low performing services with Runner service, including Routes 13h, 63, 425, and 409 east of Puyallup Station.
- Improve service frequency to every 15 minutes on the highest ridership routes, including Routes 1, 2, and 3.
- Provide later evening service, until 10:00 pm on weekdays and Saturdays and 8:00 pm on Sundays for all high-frequency and core routes. Core routes are defined as those with the highest ridership, productivity, and service to high need areas (equity) considerations. They are Routes 4, 41, 48, 52, 54, 57, 202, 206, 402, and 500.
- Improve service frequency to every 30 minutes on weekdays and Saturdays for all core routes.

The complete Preferred Alternative map is shown in Figure 6-1 and the service span and frequency for each route on weekdays, Saturdays, and Sundays is shown in Figure 6-2, Figure 6-3, and Figure 6-4, respectively. Specific phasing of improvements and route level service change details are discussed later in this chapter.

Figure 6-1 Preferred Alternative System Map

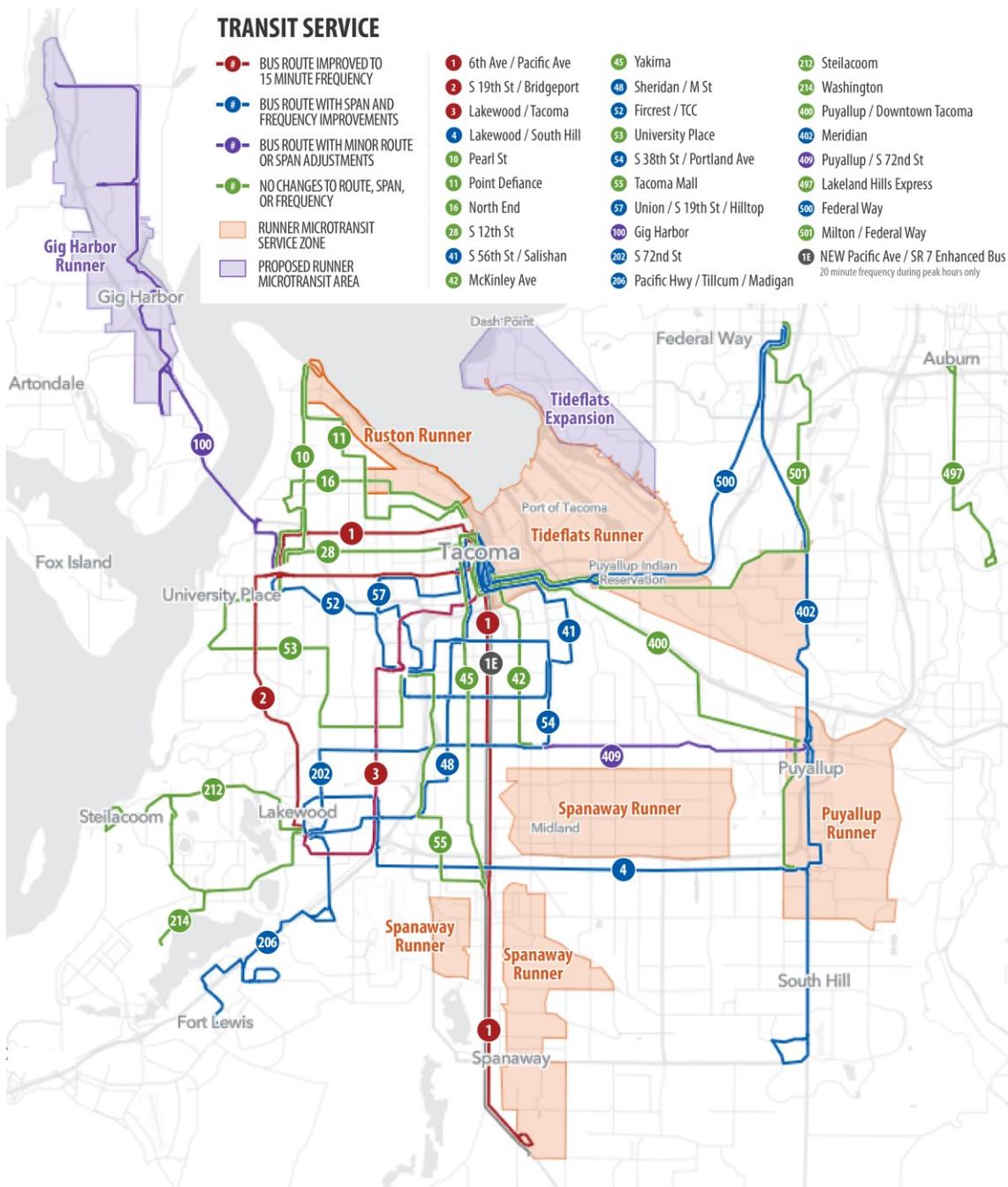


Figure 6-2 Preferred Alternative Weekday Service Span and Frequency



Figure 6-3 Preferred Alternative Saturday Service Span and Frequency

Preferred Alternative Saturday Service

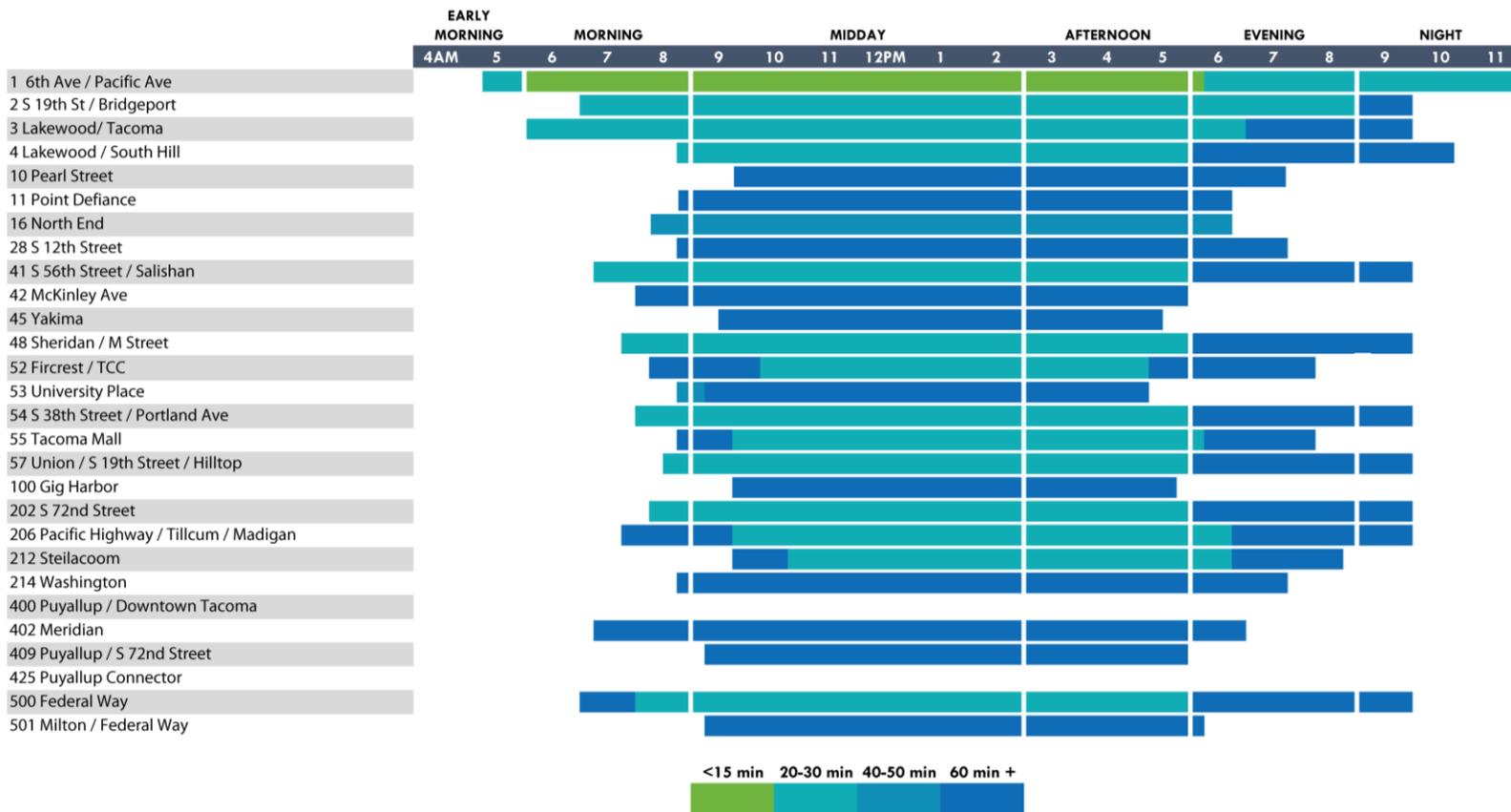
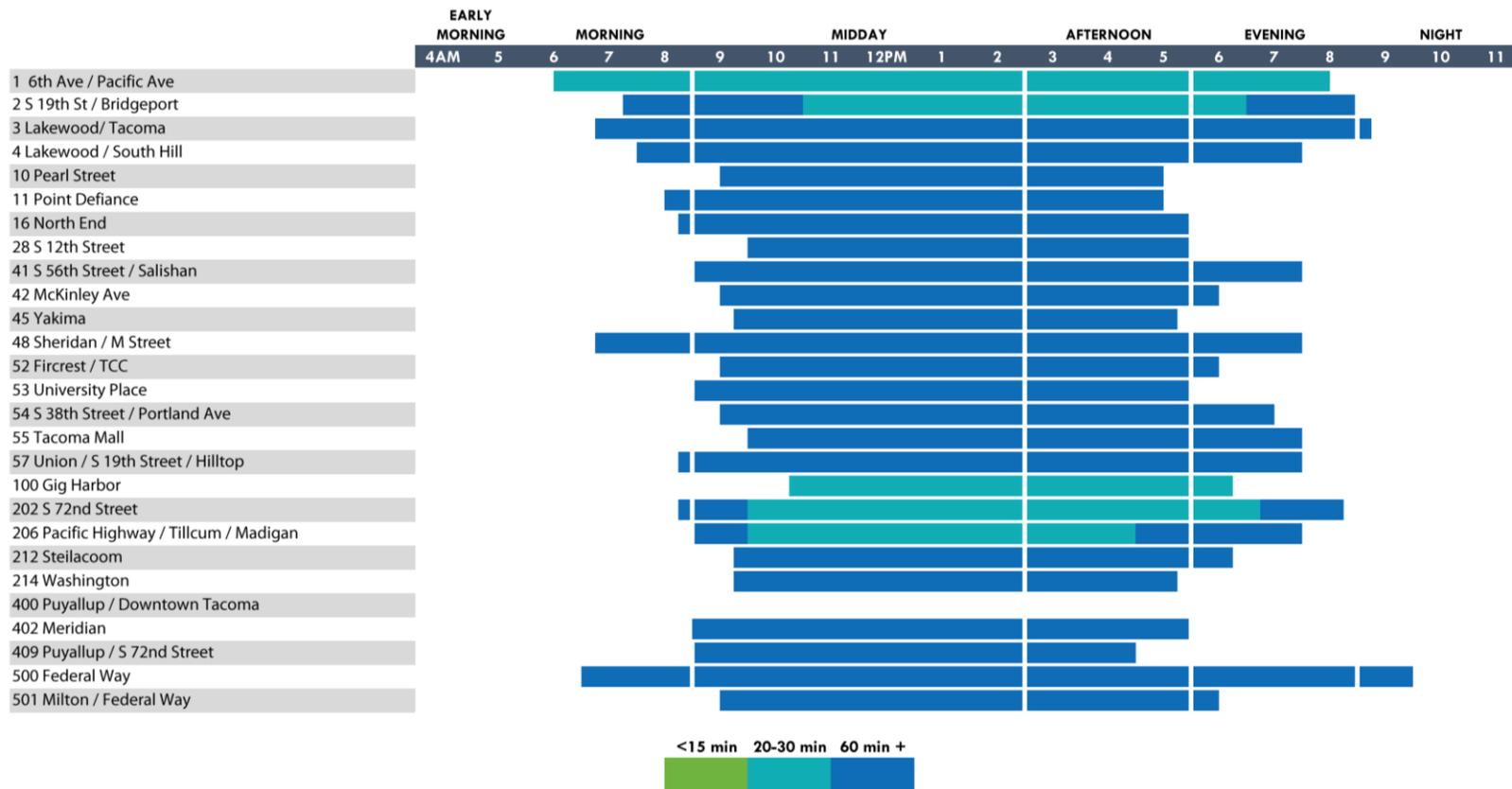


Figure 6-4 Preferred Alternative Sunday Service Span and Frequency

Preferred Alternative Sunday Service



DR

## Phased Implementation

Pierce Transit cannot implement any of the recommendations without additional bus operators and mechanics. Hiring and training the ~50 bus operators necessary to implement the Preferred Alternative in one year is unrealistic. Therefore, a phased implementation plan is proposed. If additional operators are available, elements in later phases can be moved up to an earlier phase.

Improvements are intended to be phased in over time as the Pierce Transit workforce continues to grow. Each phase is anticipated to require between 6 – 9 additional operators and approximately 12,000 – 14,000 additional annual Service Hours to implement. Due to the inherent uncertainty surrounding hiring and workforce retention in the transit industry, these phases are not tied to specific timelines, such as the scheduled Service Changes in March and September of each year, and are instead dependent on Pierce Transit maintaining a sufficiently large workforce to effectively provide the service. The improvements included in each phase are as follows:

### Phase 1

Phase 1 would be targeted for implementation in March 2024 and includes the currently planned Stream Pacific Ave/SR 7 HCT service operating between downtown Tacoma and Spanaway. This phase also removes unproductive services and replaces them with new or expanded Runner services that are better aligned with observed demand in those areas and allows additional resources to be reallocated toward higher priority investments. Implementing this phase would require 7-9 additional operators and 12,900 additional revenue hours, as shown in Figure 6-5.

Phase 1 improvements include:

- Implement Pacific Ave/SR 7 Enhanced Bus service
- Remove Route 425 and shorten Route 409 east of Puyallup Station and replace with a new Puyallup Runner service
- Remove Route 63 and replace with an expanded Tideflats Runner service
- Remove Route 13 and replace with an expanded Ruston Runner service
- Introduce a new Gig Harbor Runner service

**Figure 6-5 Phase 1 Resource Requirements**

	Phase 1	Cumulative
Revenue Hours	12,900	12,900
Operators	7-9	9

## Phase 2

Phase 2 would begin to build out Pierce Transit's network of frequent transit routes, beginning with frequency improvements to Route 3. Route 3 travels through several high need areas in south Tacoma and Lakewood and provides direct connections to transfer opportunities at Tacoma Mall. Prioritizing high frequency service to Tacoma Mall not only improves Route 3 but makes all other routes serving Tacoma Mall more attractive to connecting riders by reducing potential wait times and improving transfer opportunities. Phase 2 improvements would require an additional 7-9 operators and 13,700 annual revenue hours, as shown in Figure 6-6.

Phase 2 improvements include:

- Improve weekday frequency on Route 3 to every 15 minutes

**Figure 6-6 Phase 2 Resource Requirements**

	Phase 1	Cumulative
Revenue Hours	13,700	26,600
Operators	7-9	18

## Phase 3

Phase 3 would complete the Pierce Transit Frequent transit network by improving service frequency on Route 2. Route 2 provides service to high need areas in Lakewood and University Place, and Central Tacoma. The route also serves Tacoma Community College, improving transfer opportunities for other routes serving the area and creating a robust network effect in tandem with high frequency service also provided by Routes 1 and 3. This phase would require 6-8 additional operators and 12,000 annual revenue hours, as shown in Figure 6-7.

Phase 3 improvements include:

- Improve weekday frequency on Route 2 to every 15 minutes

**Figure 6-7 Phase 3 Resource Requirements**

	Phase 1	Cumulative
Revenue Hours	12,000	38,600
Operators	6-8	26

## Phase 4

Phase 4 directly responds to the top priorities identified during public involvement to provide later evening service. This phase would focus on the Frequent route network as well as Core routes, which are comprised of the non-frequent routes with the highest ridership, productivity, and equity coverage. These specific routes are listed below. Phase 4 would improve service span for all Frequent and Core routes to operate until 10:00 pm on weekdays and Saturdays and until 8:00 pm on Sunday. This phase would require 6-8 additional operators and 12,000 annual revenue hours, as shown in Figure 6-8.

Phase 4 improvements include:

- Improve service span of Frequent and Core routes to operate up to 10:00 pm on weekdays and Saturdays and until 8:00 pm on Sundays
  - Frequent Routes: 1, 2, and 3
  - Core Routes: 4, 41, 48, 52, 54, 57, 202, 206, 402, and 500

**Figure 6-8 Phase 4 Resource Requirements**

	Phase 1	Cumulative
Revenue Hours	12,000	50,600
Operators	6-8	34

## Phase 5

Phase 5 includes several more targeted improvements focused on eastern Pierce County and Gig Harbor. Specifically, this phase would improve frequency of Route 402, the primary route serving east Pierce County and the city of Puallup, to operate every 30 minutes on weekdays and Saturdays and would add earlier morning service on Route 100, operating between Gig Harbor and Tacoma Community College, to better align with observed early morning demand for the service. This phase would require 6-8 additional operators and 11,700 annual revenue hours, as shown in Figure 6-9.

Improvements in Phase 5 include:

- Improve frequency of Route 402 to operate every 30 minutes on weekdays and Saturdays
- Operate Route 100 one hour earlier on weekdays

**Figure 6-9 Phase 5 Resource Requirements**

	Phase 1	Cumulative
Revenue Hours	11,700	62,300

Operators	6-8	42
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## Phase 6

Phase 6 is the final implementation phase for the Preferred Alternative and would create a strong network of Core routes that operate every 30 minutes on weekdays and Saturdays. This further improves the network benefits associated with the Frequent route network by reducing wait times and improving transfer opportunities throughout the Pierce Transit system. This phase would require 6-8 additional operators and 11,500 annual revenue hours, as shown in Figure 6-10.

Phase 6 improvements include:

- Improve Core routes frequencies so to operate every 30 minutes on weekdays and Saturdays
  - Core Routes: 4, 41, 48, 52, 54, 57, 202, 206, 402, and 500

**Figure 6-10 Phase 6 Resource Requirements**

	Phase 1	Cumulative
Revenue Hours	11,500	73,800
Operators	6-8	50

## ROUTE LEVEL CHANGES

Service changes in the Preferred Alternative are primarily related to service span and frequency with the vast majority of routes maintaining their existing alignment. Several low performing routes would be removed and replaced with Runner service.

### Routes with No Changes

Thirteen Pierce Transit routes did not generate recommendations for routing, frequency, or service span changes during the service planning and evaluation process. These routes will remain unchanged throughout the phased Preferred Alternative implementation process.

Routes with no recommended changes in the Preferred Alternative include:

- Route 10
- Route 11
- Route 16
- Route 28
- Route 55
- Route 212
- Route 214
- Route 400

- Route 42
- Route 45
- Route 53
- Route 497
- Route 501

## New Routes and Services

Three new services have been identified in the Preferred Alternative, including one new Enhanced Bus Service and two new Runner services.

### Stream Pacific Ave / SR 7 Service

A Stream Pacific Ave/SR-7 service has been planned to supplement the existing Route 1 service operating along Pacific Ave and SR 7 between Tacoma Dome and Spanaway, shortening travel times between major destinations. This new high capacity transit route would operate every 20 minutes on weekdays during the peak periods between 6:00 am – 8:00 am and between 4:00 pm – 7:00 pm. This service is planned for Phase 1 of the Preferred Alternative in March 2024.

### Puyallup Runner

The Puyallup Runner is an on-demand service that is currently planned to start November 14, 2023. This service would operate daily between 7:00 am – 10:00 pm. This service would operate similarly to existing Runner services. The Puyallup service area would be generally bound by 9<sup>th</sup> St SW, The Puyallup River, Shaw Rd E, and 128<sup>th</sup> St S. This service would be used to replace removed service currently provided by Routes 409 and 425.

### Gig Harbor Runner

The Gig Harbor Runner is a new on-demand service that is included in Phase 1 of the Preferred Alternative in March 2024. This service would operate daily between 7:00 am – 10:00 pm. This service would operate similarly to existing Runner services. The Gig Harbor Runner service area would be limited to the city limits of Gig Harbor. This extension would align with service currently provided by Route 100 to ensure additional coverage and local circulation.

## Routes Eliminated

Three routes were identified to be eliminated and replaced with new or expanded Runner service during Phase 1 of the Preferred Alternative, planned for March 2024.

## **Route 13: N 30<sup>th</sup> St**

Route 13 is one of the lowest ridership routes operated by Pierce Transit. It is one of the least productive routes, and it carries less than five passengers per trip. Most of the route is served by other Pierce Transit routes, with the exception of Old Town Tacoma. In Phase 1 of the Preferred Alternative, this route would be removed and replaced with an expanded Ruston Runner service. All areas currently served by Route 13 would continue to have service provided by adjacent fixed-routes or the expanded Runner service.

## **Route 63: NE Tacoma Express**

Route 63 is an express service that runs two trips in the morning from Northeast Tacoma to downtown Tacoma. There are also two afternoon return trips. Ridership of the route is low, on average only transporting 11 passengers per day. In Phase 1 of the Preferred Alternative, this route would be removed and replaced with an expanded Tideflats Runner service. All areas currently served by Route 63 would continue to have service through the expanded Runner service. This presumes that a vehicle larger than a minivan is available to provide Runner service.

## **Route 425: Puyallup Connector**

Route 425 connects the South Hill Transit Center with Puyallup Station every 60 minutes Monday through Saturday with no service on Sunday. This route suffers from low productivity with one passenger per revenue trip on average for both weekdays and Saturdays. In Phase 1 of the Preferred Alternative, this route would be removed and replaced with the planned Puyallup Runner service. All areas currently served by Route 425 would continue to have service through the expanded Runner service.

## **Routes and Services with Alignment Changes**

One route was identified for an alignment change in the Preferred Alternative. This change is planned for Phase 1 in March 2024.

## **Route 409: Puyallup – S 72<sup>nd</sup> St**

Route 409 runs between the 72<sup>nd</sup> Street Transit Center and 29<sup>th</sup> Street NE/5<sup>th</sup> Avenue NE every 60 minutes on weekdays and both weekend days. This route has a particularly low productivity on weekends, between 5-7 passengers per revenue hour. Ridership on the eastern portion of the route, between Puyallup Station and Sumner Station is particularly low, averaging 14 daily boardings. This segment also does not operate on weekends. Removing this portion of the route's alignment would provide additional flexibility in route scheduling

and allow additional resources to be reallocated for improvements, such as operating Route 409 earlier and later. All areas currently served by Route 409 would continue to be served by the revised Route 409 alignment or the planned Puyallup Runner service.

## **Ruston Runner**

The Ruston Runner is an existing on-demand service provided by Pierce Transit. In Phase 1 of the Preferred Alternative scheduled for March 2024, this zone would be expanded reach N I St, N 21<sup>st</sup> St, Proctor Ave, and N 30<sup>th</sup> St. This expansion allows the Ruston Runner service to cover all areas currently served by Route 13.

## **Tideflats Runner**

The Tideflats Runner is an existing on-demand service provided by Pierce Transit. In Phase 1 of the Preferred Alternative scheduled for March 2024, the Tideflats Runner zone would be expanded further into Northeast Tacoma up to the border with Federal Way. This expansion allows the Tideflats Runner to serve all areas currently served by Route 63.

## **Routes with Frequency or Span Changes**

The following routes will see improved service frequency or extended service span in the Preferred Alternative. No route restructuring is planned for these routes.

### **Route 2: S 19<sup>th</sup> St – Bridgeport**

- **Phase 3** – Service frequency on Route 2 would improve to operate every 15 minutes on weekdays.

### **Route 3: Lakewood – Tacoma**

- **Phase 2** – Service frequency on Route 3 would improve to operate every 15 minutes on weekdays.

### **Route 4: Lakewood – South Hill**

- **Phase 4** – Service span on Route 4 would be improved to operate until 10:00 pm on weekdays and until 8:00 pm on Sundays.
- **Phase 6** – Service frequency on Route 4 would improve to operate every 30 minutes on weekdays and Saturdays.

### **Route 41: S 56<sup>th</sup> St – Salishan**

- **Phase 4** – Service span on Route 41 would be improved to operate until 10:00 pm on weekdays and Saturdays and until 8:00 pm on Sundays.
- **Phase 6** – Service frequency on Route 41 would improve to operate every 30 minutes on Saturdays.

### **Route 48: Sheridan – M St**

- **Phase 4** – Service span on Route 48 would be improved to operate until 10:00 pm on Saturdays.
- **Phase 6** – Service frequency on Route 48 would improve to operate every 30 minutes consistently throughout the day on Saturdays.

### **Route 52: Fircrest – TCC**

- **Phase 4** – Service span on Route 52 would be improved to operate until 10:00 pm on Saturdays and until 8:00 pm on Sundays.
- **Phase 6** – Service frequency on Route 52 would improve to operate every 30 minutes consistently throughout the day on weekdays and Saturdays.

### **Route 54: S 38<sup>th</sup> St – Portland Ave**

- **Phase 4** – Service span on Route 54 would be improved to operate until 10:00 pm on Saturdays.
- **Phase 6** – Service frequency on Route 54 would improve to operate every 30 minutes on Saturdays.

### **Route 57: Union – S 19<sup>th</sup> St – Hilltop**

- **Phase 4** – Service span on Route 57 would be improved to operate until 10:00 pm on Saturdays and until 8:00 pm on Sundays.
- **Phase 6** – Service frequency on Route 57 would improve to operate every 30 minutes on Saturdays.

### **Route 100: Gig Harbor**

- **Phase 5** – Route 100 would operate one hour earlier in the morning on weekdays to better align with observed demand for earlier morning service.

### **Route 202: S 72<sup>nd</sup> St**

- **Phase 4** – Service span on Route 202 would be improved to operate until 10:00 pm on weekdays and Saturdays.

### **Route 206: Pacific Hwy / Tillicum / Madigan**

- **Phase 4** – Service span on Route 206 would be improved to operate until 10:00 pm on Saturdays and until 8:00 pm on Sundays.

### **Route 402: Meridian**

- **Phase 4** – Service span on Route 402 would be improved to operate until 10:00 pm on weekdays and Saturdays and until 8:00 pm on Sundays.
- **Phase 5** – Service frequency is improved to operate every 30 minutes on weekdays and Saturdays.

### **Route 500: Federal Way**

- **Phase 6** – Service frequency on Route 500 would improve to operate every 30 minutes on weekdays.

# 7 SUPPORTING RECOMMENDATIONS

## LONG RANGE EQUITY EVALUATION

In recent years, the topic of transportation equity has been discussed more frequently and with increasing levels of importance. At its core, transportation equity seeks to prioritize resources to those that need it most. Not only did this project work to define what equity means for Pierce Transit in terms of recovery to pre-pandemic service levels, but it also takes the next step in reevaluating the agency’s Destination 2040 Long Range Plan to more clearly show where high-equity areas are, how they were defined, and how they could be used in service planning and implementation.

### Equity Index

This Bus System Recovery Plan uses a data-driven approach to consider the locational and access needs of priority populations within the Pierce Transit PTBA using an equity index that was initially developed through a collaboration between agency staff and local and regional stakeholders during the Stream System Expansion Study completed in March 2023. This equity index is evaluated at the U.S. Census Block Group level and applies weights to specific priority populations, as shown in Figure 7-1, to develop a composite density for priority groups.

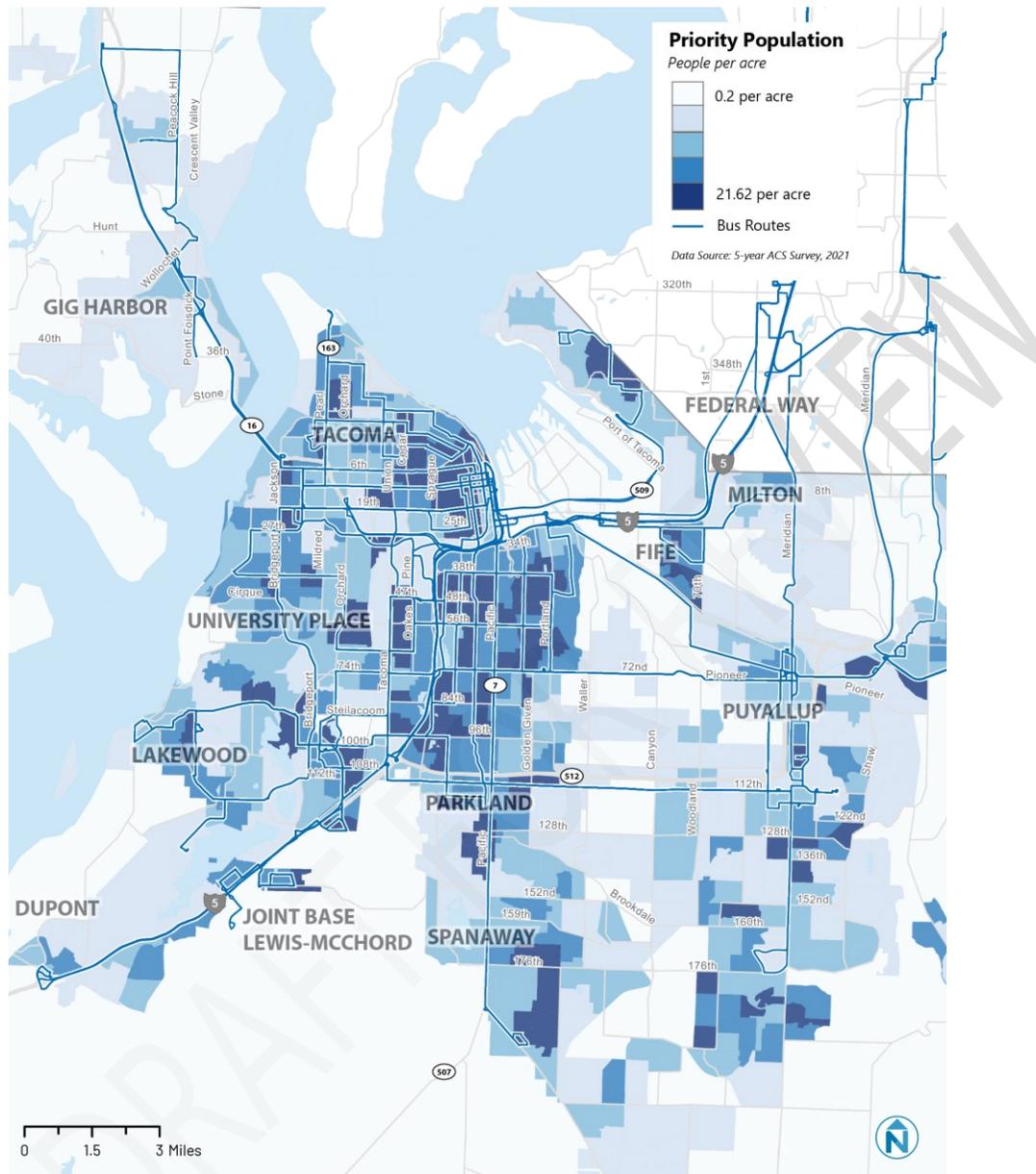
**Figure 7-1 Equity Index Priority Populations and Weight Factors**

Priority Population	Weight
Non-white or Hispanic	40%
Low-income households (below 200% of the federal poverty level)	30%
Foreign-born population	10%
Limited English-speaking households	10%
Population living with disabilities, aged 20-64	10%

The relative densities of the composite equity index figures are shown in Figure 7-2. Areas with high densities of priority populations include:

- **Downtown Tacoma** and other central neighborhoods like Hilltop and Stadium District, and Central Tacoma.
- **South Tacoma and South End Tacoma** generally between S Tacoma Way, I-5, Portland Ave, and 112<sup>th</sup> Street S.
- **Northeast Tacoma** adjacent to Federal Way.
- **Fife** residential areas between I-5 and SR 167.
- **The Meridian Ave Corridor** between Puyallup and South Hill.
- **Lakewood and Steilacoom** areas near Joint Base Lewis-McChord.

Figure 7-2 Pierce Transit Priority Population Densities



## Destination 2040 Evaluation

Pierce Transit first published the Destination 2040 Long Range Plan in 2016 to create a comprehensive guiding document for the Agency’s vision for providing dependable, safe, efficient, and fully integrated public transportation services throughout the South Sound Region. This document was later updated in 2020 to reflect changes within the community

and to update and refocus its goals and objectives, including identifying the highest ridership corridors for consideration as future Bus Rapid Transit.

## Equity Considerations within Destination 2040

Destination 2040 establishes a framework for equity in terms of the distribution of service and the resulting benefits to people that differ in their need for, and ability to access, mobility. These include, race, income, education, and fluency in English. Through this lens, the Long Range Plan is intended to guide opportunities to improve geographic proximity and accessibility to disadvantaged populations, through:

- Distribution of service hours on existing routes
- Distribution of service hours in new routes
- Service quality (e.g., frequency, speed, reliability, safety, comfort)
- Distribution of new/improved passenger facilities (e.g., bus stops, transit stations, parking)
- Parking facility supply, location, regulation, price and design
- Planning and design of transportation facilities
- Allocation of new buses by route and area served
- Investments in pedestrian paths and bicycle trails
- Public transportation fares

After identifying what equity may look like, the plan further evaluates whether specific strategies and actions included in the Long Range Plan have equity related benefits. This evaluation includes equity as one of six total evaluation criteria, also considering increased mobility, transit friendly land uses, increased interconnectivity, greater efficiency, and lower emissions. Of the fourteen actions identified in Destination 2040, three were determined to have associated equity benefits, including:

- Shorter headways on weekends
- Earlier and later service on weekends
- Routes extended to bring service to new areas

## Destination 2040 Updates

The long range improvements identified in Destination 2040 are generally widespread across the existing PTBA and do not include a prioritization framework. While this approach is useful for generally identifying the future direction of Pierce Transit, it can be expanded upon to develop a specific prioritization framework that incorporates equity as one of the core metrics. Equity focused prioritization should incorporate the priority populations identified in

the equity index and score improvements based on their relative improvements to areas with high concentrations of priority populations. This may be one of several criteria for prioritization but will advance the agency's goals of prioritizing equity in the decision making process and prioritization of improvements.

## ENVIRONMENTAL POLICY CONSIDERATIONS

As guidelines to restore fixed route bus service this plan is a procedural action per WAC 197-11-800 exempt from formal State Environmental Policy Act (SEPA) review. The SEPA process identifies and analyzes environmental impacts associated with governmental decisions. The SEPA review process helps agency decision-makers and the public understand how a given proposal will affect the environment. There are 16 unique environmental elements that must be evaluated through the SEPA process, including:

- Earth
- Air
- Water
- Plants
- Housing
- Aesthetics
- Light and Glare
- Recreation
- Animals
- Energy and Natural Resources
- Environmental Health
- Land and Shoreline Use
- Historic and Cultural Preservation
- Transportation
- Public Services
- Utilities

While a formal review is not required, the following provides a brief description of the evaluation requirements and applicability to this Bus System Recovery Plan for each of the 16 elements is discussed below.

**No SEPA impacts are anticipated as a result of the improvements identified in this Bus System Recovery Plan.**

### Earth

Describe the general conditions of the site. Identify any significant topographical features and hazards. List the soil types found at the site and identify if there is current or past evidence of unstable soils. If the project proposal adds or removes soil from the site, describe

the purpose and source/destination of soil transfer. Describe any potential erosion that could be due to the project, and any measures that will be used to control or reduce erosion.

**This SEPA consideration is not applicable to this study.**

## **Air**

Describe the types and quantity of air pollutants or emissions that will result from the project, both during construction and after project completion. Identify any off-site sources of emissions that may impact the project. Describe measures to reduce or control air pollution impacts.

**This SEPA consideration would likely have no impacts as improved transit service may reduce emissions from private automobiles.**

## **Water**

Name and describe any onsite or nearby (within 300 feet) surface water bodies. If the project will require work over, in, or adjacent to any water body, please describe the scope. Identify and describe any plans to fill or dredge, to withdraw or divert water, or to discharge waste into any water bodies from the site. Quantify any impacts. Identify if the site is in a 100-year floodplain.

Describe any impacts to groundwater, including withdraw or discharge of water or waste materials.

Describe any anticipated water runoff, including where the water will flow and if it will flow into surface waters. Identify any impact to existing drainage patterns. Identify any possibility for waste runoff. Describe any proposed measures to reduce or control runoff.

**This SEPA consideration is not applicable to this study.**

## **Plants**

Catalogue any vegetation found on the site, including threatened or endangered species and noxious or invasive species. Describe proposed landscaping plans, including plans to remove or alter existing vegetation.

**This SEPA consideration is not applicable to this study.**

## **Animals**

Catalogue birds, mammals, fish, and other animals that have been observed on or near the site or are known to be on or near the site, including any threatened and endangered species or invasive species known to be on or near the site. Identify if the site is part of a migration route. Describe proposed measure to preserve or enhance wildlife on the site, if any.

**This SEPA consideration is not applicable to this study.**

## **Energy and Natural Resources**

Describe and quantify the energy resources used in association with the project. Identify if the project would affect the potential use of solar energy by adjacent properties. Describe proposed measures to reduce or control the energy impacts of the project.

**This SEPA consideration would likely have no impacts as improved transit service may reduce energy usage from private automobiles.**

## **Environmental Health**

Identify any potential environmental health hazards, including exposure to toxic chemicals, risk of fire and explosion, spill, or hazardous waste, that could occur because of this proposal. Identify and describe any past, present, or future sources of contamination at the site. Describe any special emergency services that might be required if there is a hazardous waste incident. Describe proposed measures to reduce or control environmental health hazards, if any.

Identify and describe any potential noise pollution associated with the project, including times of day noise is to be expected. Describe Proposed measures to reduce or control noise impacts, if any.

**This SEPA consideration would likely have no impacts.**

## **Land and Shoreline Use**

Describe the current land use (zoning and comprehensive plan designation) of the site and adjacent properties, and any requisite land use changes. Identify if the site has been used as farmland or forestlands, and how much land will be converted in association with the project. Identify if the project will impact surrounding farm or forestland. Identify if any part of the site has been classified as a critical area by the city or county. Describe how many people would reside or work in the completed project, any displacement caused by the project, and measures to mitigate displacement.

**This SEPA consideration is not applicable to this study.**

## **Housing**

Identify the number of housing units the project would provide and/or eliminate. Describe proposed measures to reduce or control housing impacts.

**This SEPA consideration is not applicable to this study.**

## **Aesthetics**

Describe the tallest height of any proposed structure on the site and the principle exterior building materials used. Identify any views that would be altered or obstructed. Describe any measure to reduce or control aesthetic impacts.

**This SEPA consideration is not applicable to this study.**

## **Light and Glare**

Describe the type of light or glare the proposal will produce and the time of day it will mainly occur, including indoor and outdoor lighting, vehicles, or glass or other reflective surfaces. Identify if any light or glare could present a safety hazard, and if any off-site light sources would impact the project.

**This SEPA consideration is not applicable to this study.**

## **Recreation**

Describe any formal or informal recreational opportunities near the project site and identify if the project would displace any recreational uses. Describe Proposed measures to reduce or control impacts on recreation, if any.

**This SEPA consideration is not applicable to this study.**

## **Historic and Cultural Preservation**

Identify and describe any building, structures, or sites located on or near the project site that are over 45 years old and listed in or eligible for listing in national, state, or local preservation registers. Identify and describe any landmarks, features, or other evidence of Indian or historic use or occupation, and/or any material evidence, artifacts, or areas of cultural importance on or near the site. Describe the methods used to assess the potential impacts to cultural and historic resources on or near the project site. Describe proposed measures to avoid, minimize, or compensate for loss, changes to, and disturbance to resources.

**This SEPA consideration is not applicable to this study.**

## **Transportation**

Identify public streets and highways serving the site and describe proposed access to the existing street system. Identify any traffic hazards or safety concerns that would be impacted by the project. Identify if the site is served by public transit. Describe any new or improvements to existing roads or streets, or pedestrian, bicycle, or state transportation facilities. Identify if the project will use water, rail, or air transportation. Quantify the estimated number of vehicle trips the project is expected to generate, include peak times of

day and percentage of heavy vehicle trips. Describe the methods/models used to make the estimates. Identify if the project will impact the movement of agricultural products. Describe proposed measures to reduce or control transportation impacts.

**This SEPA consideration would likely have no impacts. It generally pertains to access to construction sites, not new transportation services being provided.**

### **Public Services**

Identify if the project would increase need for public services (for example: Fire protection, police protection, public transit, health care, schools), and describe any proposed measures to reduce or control impacts to public services.

**This SEPA consideration is not applicable to this study.**

### **Utilities**

List the utilities currently available at the site: electricity, natural gas, water, refuse service, telephone, sanitary sewer, septic system, other. Describe the utilities that are proposed for the project, the utility providing the service, and the general construction activities on the site or in the immediate vicinity that might be needed.

**This SEPA consideration is not applicable to this study.**

# APPENDIX A – VERBATIM SURVEY RESPONSES

Why did you select this scenario? – Scenario 1
Increased safety due to later running buses. These Improvements would facilitate getting out more for events or activities.
OFTEN, NEED TO TAKE CARE OF CHORES THEN.
For people who work
I don't use transit to commute.
Sometimes I would like to take the bus to a place where I would need a later route; the store, music venue/hangout. Plus be able to take a bus more frequently on weekends on key routes.
Expanding evening and weekend times gives greater scheduling flexibility for people with full time jobs
See earlier comment.
I work late and on weekends.
Closest fit
Easier to travel back and forth to church.
The improved Saturday hours
A lot of Tacoma businesses would benefit from better evening and weekend service
It applies to me more
I sometimes use the bus on weekends and the poor frequency is a problem, especially with transferring to the express bus to Seattle.
Living on South Hill, improve 402 frequency/span would be a game changer compared to current frequency/span
I believe this will allow transit to be more accessible to those travelling in later hours or on weekends, meanwhile weekday riders will still have relatively strong transit service.
Starbucks has employees that work weekend in Kent having more access to public transportation in the south is key to their schedules.
There should be more routes on weekends and evenings
What works best for my day-to-day needs
More helpful to all in my opinion, everyone doesn't work 9-5 shifts

Why did you select this scenario? – Scenario 1
Honestly, it's a hard decision I'd like more frequency as well as running later especially in Puyallup
Personally, I would benefit from scenario two but the number of neighborhoods that people can't get too or from on pierce transit during nights and weekends is completely unacceptable. It feels like poor people are penned into their own areas at night.
Folks who work in the service industry and focus on customers work later, work weekends and on holidays. Those folks are generally from more vulnerable populations and in more need of later and weekend service than "commuters" they serve the commuters and need to be prioritized.
I want to be able to use the bus as a primary form of transportation, while not being bogged down by the limitations of an improperly delegated bus system.
I could do things more on the weekends and evenings
More coverage is more important than wait times. Helping people get to jobs is number one.
I want to travel more frequently in the evening
I take the bus in the evening
I take 52. I am unable to go to church due to infrequent times on nights and weekends
It gives me more travel options and fixes all the issues I am facing
Makes the most sense.
I work weekends
I work early on weekends
That scenario feels more targeted in its widening of service.
I work in the evenings and weekends
I use the bus both for commuting and errands/fun. Scenario 1 seems more aligned with my needs though neither scenario is perfect.
I the bus more on weekends than weekdays.
Work
I often want to take a bus somewhere during evening or weekend
I chose this scenario because I think it's very important for people to have access to public transportation. Many people still work on the weekends and/or get off of work in the evening, so they should be able to have available transportation when they need it.
Line 1 from Spanaway to downtown Tacoma can easily take an hour due to how many people are getting on and the kind of people getting on too. There's a big homeless population and sometimes they hold up buses for 5+ minutes.
I've gotten stranded downtown Tacoma at night having to walk because there is no bus service back to my apartment
My work schedule on weekends
Makes commuting to work by bus more reliable when working evenings and weekends, allowing for a more flexible schedule. Also good for traveling anywhere in town on any day.

Why did you select this scenario? – Scenario 1
I need better public transportation experience during non-business hours.
There's a food bank open on Sundays in Parkland.
It has the best widespread change
I currently have to wait until the weekend to run my errands since service cuts off too early in the evenings for me to be able to do them after I get off from work in the afternoon.
Weekend will allow more riders to use the buses and help with people using buses in the evenings
Classes at TCC end 9/9:30 would like bus options especially #100
Because it's hectic to try to get home when last bus leaves Tacoma St 7:15
I would utilize buses more if they ran more frequently at night on weekends
I work weekends sometimes late and it would help me get home.
It has the greatest impact on my coworkers and I who utilize the bus on weekends and the evenings. We don't have to miss work to catch final buses or leave for work hours early on a Sunday when there are limited trips.
Scenario 1 seems most appropriate to my needs.
More people need to have rides home from work during later evening and weekends spending money on Uber and Lyft's are too expensive for these times
Need better service nights and weekends
I like the idea of more evening and weekends service, but I also like improving frequency
I need to travel for work
I work on the weekends, and this would help me get home after my evening shifts
Works 4 me
Buses are useless if you can't use it to get home in the evenings. Not everyone works 9-5 M-F
People work late and on weekends. We need to be able to get to and from work.
I selected this because currently there is NO service on weekend or evenings where I need to go
It's got everything scenario two has plus more
My bus 11 only runs till 7 pm. My class ends at 8 pm so I either have to walk or bike after my class from downtown. I don't have a car nor money.
I use route 10 for shopping. I do not have a car.
I often work weekends and Ubers get expensive
My wife works the weekends, and she doesn't have transportation home after work at a certain time
I work weekends.
I'm often having to leave up to three hours or more before my 10pm shift starts so I can catch the last of each route I need to get there.
Scenario 1 because it affects me the most

Why did you select this scenario? – Scenario 1
If there are more trips later and on the weekend, then I would feel more comfortable taking trips later and on the weekend.
I work nights
I use the bus route 1 regularly especially at nights and weekends
More availability for people who work different shifts or have other needs. Plus, access for people after concerts would bring more money in for the state
I'd like to be able to take the bus for social / non-necessity trips. Right now, the service is only good during standard working hours.
I run errands later in the evening
I work on weekends and often find myself taking much longer to get home due to transfer times and time waiting for the 1.
Because the current situation of not having 400 weekend service is not ok
It affords me a better opportunity to open my availability for better hours at my jobs on weekends. And prevents me being stranded at night
Meets more needs
Because I work later in the evenings and there's no buses in the evenings.
Scenario 1 has a focus on evening and weekends, which is what I think the PT system needs overall.
Make it possible for more people to use it.
later services will leave fewer people stranded and using rideshare after you shut down.
To get more people to and from jobs with shifts on evenings and weekends.
Prioritize evening service
Increased service all days of the week for when I work weekends and when other people have events on the weekend that like to use transit from the Tacoma dome.
The most important routes are all slated to become frequent 15-minute service. Scenario 2 puts too much weight on frequent routes and not enough on coverage. Scenario balances the two competing priorities best.
This scenario represents the best positive outcome for the specific bus routes which pertain to my needs.
better coverage of the county is important, and service all day every day is absolute baseline for a proper transit system. However, both scenarios are heavily flawed, and Pierce Transit really needs to seek out more funding and eliminate inefficiencies (such as permanently cutting route 102 and using the funding for additional service) in order to be successful.
Span of service is more important than having 15-minute frequency because while frequency makes it easier to get places, span makes the difference of whether it's possible to go there at all.
Runner service!
Runner service to where I live (currently hourly service)
Providing service during all hours when people who don't or cannot drive need transportation is important.

Why did you select this scenario? – Scenario 1
Because sometimes I get off late and have to walk because there's no bus late at night
Offers more options from and to Gig Harbor area.
More buses operating on the weekends
Evening and late-night service gets me closer to not needing a personal vehicle

Why did you select this scenario? – Scenario 2
Transferring to catch another bus; not having to wait 15/30 minutes for connecting bus.
I would prefer both.
Best of the bad
One trip per hour is total bullshit along a major route.
My concerns about impacts to route 13; however, I support more evening and weekend service too :)
Frequency helps me and my family take the bus. Nothing worse than wasting the day waiting around for a bus.
I use the bus most during the work week and would benefit from more frequent trips during the week
If a route is infrequent, only the desperate, for whom wasted time is either not a factor or they have no choice, will take transit.
Frequent arrivals make transit easier to use and plan around.
in addition to previous answers related to housing, more frequent service greatly improves the convenience and dependability making it more likely people will choose transit for their trips
i work an 8-5 so being able to have rides where I wait less would be nice
Frequency is everything for folks w/o other means of transportation.
Most likely to attract more riders.
I think frequency is more important for supporting the existing riders and in the future as businesses continue to open after covid we can expand service later into the night. Would still be fine with scenario 1 though.
Frequency is important because it makes daily life and planning easier and more convenient.
We need both but frequency has a higher priority
More frequent service
Scenario 2 seems to have a wider focus on the whole system, every day of the week which is more what I believe is needed.
Convenient
The wait times during peak periods for Rt. 100 are too long.
We need more frequently for every 15 minutes not just Pierce county's but other Counties as well like Kent C next and exe too

Why did you select this scenario? – Scenario 2
Because More Frequent Service And Also Willing The Route 102 To Be Restored Again
Improvements to evening and weekend service, as well as frequency all need to be made. However, on the times that bus routes are running, they are terribly infrequent, leaving a bad taste in the mouth's of all transit riders, especially ones from King County. All routes need to be more frequent. Additionally, Option 2 has the least amount of proposed runner service. The less runner services, the better. Seriously, that's such a big punch in the face to those who choose to ride transit. Pierce Transit doesn't exactly make a good case for people to use it.
Because for me, travel on the weekends and evenings is for fun but I need to get to my job every day
Based on prior comment, you're stressing out the driver. Take care of your employees. The public ultimately suffers.
Waiting times between buses has kept me from using transit
Helps frequency on more routes
Save the 13 and 63!
This option helps maintain routed service and offers a good balance between frequency and span of service.
It allows for smaller turn around times for travel.
An hour between services is a long time if you miss a bus
Overall basic ridership needs
Scenario 2 offers 15 minute options of both the 3 and the 41
The core trunk routes have a very respectable geographic coverage by themselves, and they do extraordinary work in moving large amounts of Tacoma-Pierce County residents to places they generally need to get to. With additional dollars in the future, then we can expand coverage.
Hourly service just doesn't cut it at night. It's useless. More frequency, later at night, on more days of the week, on fewer routes is a much better alternative.
Pierce Transit Route 1 And Pierce Transit Route 2 And Pierce Transit Route 3 Including The 48 And The 500 Running Every 15 Minutes Is A Good Idea Along With Other Bus Routes Running Every 30 Minutes. It Is More Convenient. But, If I Want To Add This Information, I Don't Want Pierce Transit Route 1 To Be The Only Number One Route, Pierce Transit Route 2 Is Also A Priority So It Should Stay Running Late, For Example, Pierce Transit Route Two Leaves Lakewood Transit Center Around 11:15 PM Or 11:45 PM.
Because I live in Woodbrook on the 206 route.
no win scenario here. i want both of these things
Both have certain improvements, surprisingly the coordination of routes at the mall when frequency is less ranks high with me.
Needs improvement due to overcrowding of bus and handicap not able to get on.
Need more options for getting home
its so hard to get to places in a timely manner when your bus only comes once an hour so your either super early or late
It meets my needs.

Why did you select this scenario? – Scenario 2
I don't normally use PT during the weekends
I ride the 1 and it's LATE everyday. Every direction.
I like to go where I'm going quickly.
I rely on route #13 (when it does run) and have not had much success using the runner program. Its also vital that the entire county have access to our treasured waterfront. I would actually like to see a route that runs along the waterfront from NE Tacoma to TDS all the way around Point Defiance, and back! This infrequent, one way only service, and lack of outreach, is probably why so few use it. You can't really go anywhere and back unless you are inbound very early am and outbound early PM. We know habits have changed, poll people and see they are more likely to use this during evenings/weekends
Frequency is important so catching bus to Seattle from Federal Way transit will be easier
In case if under staffing
It better serves the routes I am concerned about and use myself.
I just want to use the bus more and having to wait 20 mins there and back makes it a lot harder to do so.
More runs regardless of time of day or night
Because many people work on weekends and later evening.
I ride the #1 mainly during the week and it's always really full. When there's a missed trip or a delay, it impacts a lot of folks.
My need to rely on a trip to get to work and back home at a decent hour.
More bus routes more frequently.
It's cold wet and lost transfers when miss trip alerts
I use transit for work and at anytime I can be called in, the quicker I can get to work the better.
I many times cancelled my trips due to having to wait 30mins for a next bus when I missed the current bus.
I don't travel evenings or weekends
Later buses
Because I'm tired of waiting an hour for the bus
given the overcrowding on busses especially the 214 because of more highschooler ridership, more and frequent busses are needed
Improves safety so people are not chasing after buses. If next is 15 mins away.
I need transportation during weekdays
To expedite weekday travel
We need to add more routes and not removing them.
Workday commuters need more options for arrival and departure from work to actually be willing to use bus services
More attractive to potential transit users

Why did you select this scenario? – Scenario 2
Keeps Route 13
We need better daytime service for citizens in Gig Harbor
I'm tired of waiting a minimum of 15 minutes between every bus and I'm tired of bussing taking literally 5-6 times longer than driving.
There is less emphasis on Runner service. Neither scenario looks to provide much benefit for the routes I use primarily (10 and 28).
More opportunities to improve routes instead of euthanizing them
I originally would've picked Scenario 1 for it's overall increase in service and I still do appreciate the runner as a way to leverage maximum service on high level rides. But it's my understanding Scenario 2 is better for people that are already using the system, where redevelopment and added density will take place. I worry about weekend service in this scenario but think the benefits out weigh that for Tacoma/PC.
More day options to get to/from work
We have decent service on weekday evenings, and Saturday service is decent. Sunday service sucks however, but we need more service on weekdays for most routes.
stop deleting routes
I don't want to see the 13, 63, 409 die. Runners don't make sense in urban areas.
the easier it is for people to use public transport, the more we will use it
Because more frequency also improves the other stuff from scenario 1 and allows people to more willingly use pierce transit
More frequent service

Please share any other comments or questions you have about the proposed improvements of Scenario 1, including why you prioritized improvements in the order you chose.
I would like for the #3 to run south later. I recently got stuck in downtown Tacoma when returning from appointments in Seattle. There was a security issue on the ST bus and I missed the last SB #3 connection. Ended up taking #1 and walking to Tacoma Mall area. I'm female, 65 years old, can't afford taxis, friends were unavailable. Scary.
Higher frequency and improved transfers between Pierce and Kitsap counties. Especially to Southworth and Bremerton ferries.
The runner for Rt 13? Really? How about running the 11 earlier so we can get downtown and TDS
I ride the 13 several times a week, but I understand wanting to replace it with a runner. However, I'd need more details about that to understand how I feel/if I'd support it.
we need public restrooms
I think more weekend service for key routes such as #1; and later evening service also for #1. Possibly others.
More frequent busses would help people like me ride more often and provide more flexibility with my day. I would prefer 15 minute frequency on all routes

Please share any other comments or questions you have about the proposed improvements of Scenario 1, including why you prioritized improvements in the order you chose.
Looking at your budget, runner is between \$50-\$80 per boarding. That is an incredibly bad use of transit funds. We should be focusing on a fast, frequent (<15 minutes) grid of buses that are competitive with driving.
Current weekend and evening schedules make it very difficult to manage errands and such when you have a full time job during the day.
restoring 15-minute frequency on route 1 is extremely important for housing development along the 6th Ave corridor because is linked to a parking quantity reduction in the TMC
BRT 1 to Tacoma Dome Station.
Would like to see Runner service in Gig Harbor
I would love to see more frequent service across the city. I think that this is not the time to de-prioritize busses with the shuttle service and instead should focus on increasing coverage at evenings and weekends to make riding public transit more attractive to folks.
Frequency is important, because if you miss one bus or it is too full, you do not need to wait nearly as long for the next one. That in turn makes transfers less important. I also have not used the runner and would prefer the bus.
I have an old friend who works at SeaTac Airport and takes the 574 home to the Stadium District. I'm glad the new T Line is finished so he can safely get home. Unless of course he's working on Sunday night. Maybe extending night service for the 1 bus or adding Runner to hilltop?
More service is needed with less lag time, e.g., 15 - 30 minutes service and more late evening service.
It made sense
Work scheduled around how bus runs. Able to work more nights and weekends
I believe that putting runner service in place for the parts of the day that the listed routes don't operate would be good. However, the first bit of the proposal made it sound like the plan was to eliminate those routes which I don't believe to be good. The 13 and 63 especially, running only peak hours, offer a much more accessible and reliable service than runner. Runner is an incredible tool but not everyone has phone access to make it accessible for all. I agree with runner expansion but not peak service limited area route elimination
The Sunday routes are very inconvenient. I leave my home at 9:10 on the 16 transfer to the 1 and go downtown to board the 500 in which I arrive at church at about 10:30 or later , but If I miss that bus the next bus leaves at 11:10 the church service begins at 11:45. With that route I arrive from church between 4 and 4:45
I would ride more often but if I took transit, it would be a TWO hour commute vs 15-20 minutes in my car.
I Would Like The Route 102 To Be Restored Back To Service
Reduced service on weekends and no evening service severely reduces the job possibilities for people that rely on public transit.

<p>Please share any other comments or questions you have about the proposed improvements of Scenario 1, including why you prioritized improvements in the order you chose.</p>
<p>All transit needs to be frequent and reliable. If you take low ridership routes and make them even worse or non-existent, you are helping NOBODY. Let's take 409 for example, this is the closest bus route to my home, this would be a very good option for me to get to the Sounder station. Do you want to know why I choose to walk A MILE to the other closest bus stop instead of going to the 409? Because I have no idea when it's coming, it's never on time, they only run ONE bus, and I would have to wait IN THE DIRT. The fact Pierce Transit would have the audacity to suggest making this route EVEN WORSE blows my mind. If Pierce Transit is not capable of running good enough transit for all of its citizens, Pierce Transit is not doing good enough.</p>
<p>I am hoping that when replacing lower frequency routes with runner services that there is an information campaign to make sure those riders (and any potential riders) are aware of their options:)</p>
<p>Totally agree with the 15 minute service, especially on these routes. Not only for passengers, but also the drivers. You're stressing them out. Maybe that's the reason you're always hiring and don't have the drivers to expand service. I always believed that if you don't take care of the employees, especially in public service, than the public suffers. I have noticed a big increase in unruly passenger behavior. Need to fix that too.</p>
<p>Higher frequency and larger time period coverage would be great to increase ridership. Eventually would be nice to have the Puyallup routes back though (if this scenario were to be put in place), improved frequency might help increase ridership on them</p>
<p>I believe route 63 should be retained if possible. It could use lower capacity bus (like the ones currently used on route 425), and run with additional weekday frequency</p>
<p>You need density, density, density. Not much else matters</p>
<p>runner is not a good replacement for fixed routes not everyone has a phone or can afford one. It's also kind of a monopoly competing with Uber, Lyft, etc.</p>
<p>It's not a good idea to replace routed service with microtransit. It's understandable that Pierce Transit is working with the limited workforce that they have, but replacing bus service with Runners is a terrible idea.</p>
<p>I chose the order based on the need to work later hours. The safety of frequency. The expansion of where I can help my clients. And encourage more senior ridership.</p>
<p>No preference.</p>
<p>Lay8er weekend service for the 214 would be extremely helpful to those working weekends.</p>
<p>Service hours, particularly at non standard (weekday 9-5) times are an equity issue in too many neighborhoods of Tacoma. This will allow more people to participate in employment within the transit network.</p>
<p>Routes traveling to Tacoma Dome Station need to be prioritized further with later service. The same routes need their schedules adjusted to dovetail with the S-Line service from Sound Transit. There aren't SO many Sounder trains to preclude the Rts 13, 41, 42, 500, 501 from arriving after the scheduled time for the S-Line arrival in either direction (but especially the southbound train)</p>
<p>I use the transit system to commute to and from work. More frequent buses will allow me to arrive at my destination closer to when I need to be there.</p>
<p>We need better connections on the weekend especially Sundays</p>
<p>I have ridden on King County Metro and this more akin to their set up, with the busiest routes in mind.</p>
<p>Lots of us in Pierce County would like to see Seahawks and Kraken games, but they let out so late that it is impossible to get home from the game to catch a bus home!</p>

<p><b>Please share any other comments or questions you have about the proposed improvements of Scenario 1, including why you prioritized improvements in the order you chose.</b></p>
<p>More weekend and evening service is a must, too many times it takes upwards of 3 hours to try to get home because of connection times</p>
<p>You'll need the 1 to get here on time if you want anything to run every 15 minutes. Traffic is not that bad.</p>
<p>Earlier busses on the weekend would be great so I can get to work on time.</p>
<p>I would like to see later service on weekends to facilitate replacement of drinking and driving, particularly with routes into surrounding areas of Tacoma. Even sporadic (hourly) routes later into the night would give people the option.</p>
<p>From where I live in South Tacoma, it is very difficult to get to the Tacoma Dome Station for my commute to Seattle for school. I end up driving to TDS because the 41 is so infrequent and slow (50 minutes to get to TDS), and the 3 is a 15-minute walk, yet still only runs every 30 minutes during the evenings and weekends. If I miss a 3, I am out of luck. If the 3 ran more frequently, I could ditch my car and take it to Tacoma Dome Station, not having to worry if I walked down and missed one, thus delaying my entire commute.</p>
<p>I support 15-minute frequencies for core trunk routes. This is the right path forward. Please focus on frequencies over coverage.</p>
<p>Light rail to Federal Way is opening in a few years, so I like that Route 500 is frequent in this scenario to connect Fife and Tacoma with the all day frequency of regional light rail service. This will help me bypass traffic when Sounder Commuter Rail isn't running and traffic congestion makes the 590/594 really inconvenient and uncomfortable take. I place a high priority on Routes 1, 2, and 3 being frequent service the entire day. These are routes that many riders have relied on for decades and they are all being considered for BRT conversion at some point. One thing I think is missing from this concept is the use of 20 minute headways, versus 15 minute. In a heartbeat, I would gladly exchange 15 minute service for part of the day for reliable all-day 20 minute service all days of the week. I would prefer fewer options for frequent evening service versus many redundant options at hourly service, which is generally unusable unless you're desperate. Not many people are going to wait an hour for a bus late at night during the winter in the rain. I would rather walk a few blocks further both from an origin and destination stop to a bus route I know is more frequent and will help me get where I am going. I work from home nowadays so I do not have a set commute schedule, but I would like to use transit for discretionary trips to restaurants, shopping, and parks, so for me I want the service to be frequent later in the day and frequent on weekends also later in the day. I almost never rely on transit service earlier than Noon, but frequently need it after 9pm.</p>
<p>Smooth/more coordinated transfers at the Mall is critical. The Runner program could be the key to unlocking routes that are plagued by low ridership - in part because of their frequency or inability to meet the needs of that area. **In the Scenario 1 service map, I see that #13/#63 of the proposed Runner solutions are only shown on weekdays. What becomes of weekend? As it is 'on demand', why wouldn't it be available 'as needed' versus just not available? I see that as an issue. I live in NE Tacoma.</p>

<p>Please share any other comments or questions you have about the proposed improvements of Scenario 1, including why you prioritized improvements in the order you chose.</p>
<p>For Starters, Pierce Transit Route 1, Pierce Transit Route 2, And Pierce Transit Route 3 Running Every 15 Minutes Has Always Been A Good Idea But If I Remember Correctly Because Of The Compress Natural Gas Fire, Pierce Transit Route 1 And Pierce Transit Route 2 Runs Every 20 Minutes, Pierce Transit Route 3 Runs Every 30 Minutes However, Regarding More Bus Routes Running Every 30 Minutes, This Actually Does Include Pierce Transit Route 11 And Pierce Transit Route 16, With The Return Of Pierce Transit Route 51, Pierce Transit Route 409? Please Do Not Remove That Bus Route And Replace It With The Van, I Don't Have A Cell Phone And I Plan Not To Get One Due To The Fact I'm Not Making Enough And I Cannot Access The Internet On The Phone So I Am Lucky I'm Giving You Guys This Input, Pierce Transit Route 409? Please Return That Bus Running Every 30 Minutes, If That Idea Does Not Work, Then Expand Pierce Transit Route 202 To Head Off To The Puyallup Train Station, Please, Do Not Use The Runners. Pierce Transit Route 13? Okay Long Story Short, I Work For Tacoma School District As A Substitute And Currently Speaking I Am Working For Mason Middle School, Located On Proctor, Currently Speaking Pierce Transit Route 11 And Pierce Transit Route 16 Run Every Hour And Pierce Transit Route 13 As She Does Run On Peak Hours So, I Actually Do Want Pierce Transit 13, Not Only I Don't Want Pierce Transit To Be Used As A Runner Van But, I Guess You Could Make Pierce Transit Route 13 Run Every Hour, Monday Through Friday, Not On Weekends.</p>
<p>I use 425 and 409 a lot. Could help with late nights and also working on Weekends.</p>
<p>It's hard to answer this survey. What routes are covered under "more routes operating every 30 min" what are "improved transfers at Tacoma mall" is that timing, location, safety? If I'm supposed to download the service map for those details please state it in the selection. I am on a phone so downloading isn't that accessible.</p>
<p>Keep Spanaway runner but please look into a different way of operating it. The phone application currently in use is always crashing causing people to lose a ride, their position in the queue, or waiting 3+ hours just to finally find out the service has been down and may/will be down for a duration of time. The drivers cannot do anything without first having to call their dispatchers and the dispatchers take too long to reply or sometimes might not reply at all. They cannot group rides together either without having to call the dispatch making ride-share extremely difficult and most times impossible.</p>
<p>Routes such as #16 need more frequency. Route #100, smaller bus coming back, for other routes also?</p>
<p>I hope to see an improvement on the highest ridership bus-routes, as I now try to avoid those routes because of how occupied those buses can be. I like the idea also more frequency on the weekends and evenings (especially the evening for routes 402 &amp; 400) because that would personally help me arrive at work (but I do not know if this will improve ridership much).</p>
<p>We personally ride Routes 1 &amp; 3. On weekday rush hours really do need 15 minutes apart, to improve the overcrowding of the buses. In which causes at times, problems due to bus to full to accept handicap people and they have to wait for another bus and hope it is not too full to board.</p>
<p>I'm a 50+ disabled student, parent, and employee with cognitive and physical impairments and chronic health conditions.</p>
<p>route 13 used to travels up the giant hill in the North End during regular business hours and I would like a plan that restores that route or addresses the problem of getting up the giant hill. The runners along Ruston Way don't help. None of the other bus routes go up the N 30th St hill</p>
<p>I don't frequent Tacoma Mall nor have I used the Runner Service yet. But everything else sounds great. Would also like to see a transit center in Bethel and the return of the 402 to Spanaway Walmart. Thank you.</p>

Please share any other comments or questions you have about the proposed improvements of Scenario 1, including why you prioritized improvements in the order you chose.
More frequency is needed for some type & it would be much more helpful if weekend routes started earlier than 9:30 in my area.
I would love to see later services added on more routes, it's really helpful with people commuting to and from work
Service on the 402 all the way to 224. It's a long stretch to catch the bus at 176th Maybe service in the morning and one later. Or another runner service to the area on Median. Maybe once you have the mountain highway transit center it can connect to other buses. Maybe more service on 402, now is every hour, even 35 minutes would be appreciated. Also, have the bus 1 enter Parkland transit center to connect with buses #55 an #45. We are riders coming from the south on #1 miss the transfer buses due to the lights not turning fast enough. And we have to wait more than 30 minutes another.
will route 11 be included in the 30 minute frequency routes? If not it should be.
Easier medical access.
I would want weekend service on the 400 route, actually.
Later route times are most needed
I use the number 3 multiple times a week and it often comes quite late. Sometimes it doesn't show up at all.
I'd like to see extended weekend and evening services, especially on route 400, which doesn't operate on weekends.
When travel from Seattle to Puyallup to visit friends I would do this on the weekend
The offers offered have nothing to do with what I asked for
On bus 3 leave down town to the Tacoma Mall. Would it be possible for the bus to go 38th st . Instead take a left on Pine ST. The reason for this change is for the people to make it Northwest Integrated Health. The bus then go up to Pine St and take a left to go to the Mall.
I am busy so being able to get somewhere more quickly is important.
I use the 425 in Puyallup very frequently to get home from work. This has helped tremendously the last year and I will continue to use it if I can.
Weekend and night service are essential for people who rely on the bus to get to work/home
I need weekend service for sounder train and light rail and buses. I need later service on all the above. Without more service later and weekends I cannot get everywhere I need to go.
I choose #1 because the only way to commute from school to work is on the bus. I am a college student and spending \$20 on a Lyft everyday isn't the best ideal way to live. Weekends tend to be busier which means later hours for people who are working late shifts. More people would feel safe going on a bus rather than taking a Lyft or having to walk far distances
Please increase route 11 to every 30 min and run until late evening.
Many of us work weekends & are bus-dependent
My main concern is route 206 being included in the increase frequency and extending running time as an important resource for the low income residents.

<p>Please share any other comments or questions you have about the proposed improvements of Scenario 1, including why you prioritized improvements in the order you chose.</p>
<p>My first concern is running routes more often. Both the 16 and the 11 routes that I could use to get to work run too infrequently for me to rely on them, especially because they are often early or late. If the bus runs once an hour and it might be ten minutes earlier than posted, I can't use it.</p>
<p>For people who work weekends it can be very difficult to get to work now.</p>
<p>It's needed! Bring back gig harbor 102!!!</p>
<p>A lot of people work on weekends these days, so more weekend service will help many people.</p>
<p>I chose the things in order of what pertains to me and route. I work at Walmart in Spanaway and it is hard when the bus doesn't show up or I have to get off at a specific time to catch the bus home.</p>
<p>Family members without cars unable to get to jobs at certain hours&amp; days</p>
<p>The issue of dropped trips needs to be addressed, since there have been days when route 2, etc. have had several trips dropped.</p>
<p>It would be nice to have one late night bus. Even the Tline. Just one more trip at 1am to get everyone home.</p>
<p>I think frequent routes running longer spans is vital for workers trying to get to work on time and back home at a decent hour.</p>
<p>Oh this was hard! It almost felt like the Price is Right 🎯. Or like I can have my cake and eat it too but I just can't eat all of it! 🤔 But I so appreciate that you're trying to make it better for us and hopefully for the drivers too.</p>
<p>Miss trip transfers should be accepted, I lose my transfer when there is a miss trip</p>
<p>Want to attend evening events, but can't now (or have to drive) because bus home doesn't run after 8, at best.</p>
<p>Please don't eliminate route 425, I have a walker and use that route four 90%of my transportation needs.</p>
<p>Later evening services are the highest priority to me, I would love to be able to take the bus AND train more often without having to catch random transfers because there's no connection.</p>
<p>1 and 16</p>
<p>For me. I use transit as a primary means of travel. I have had to use other transportation when transit was not available.</p>
<p>From an equity prospective (a large proportioned of riders) it would be great to offer later bus service especially for route 41. Hopefully this can happen for the community. Not sure how the county executive feels, but I may write a letter as well. Thank you for the opportunity to share.</p>
<p>Unfortunately you leave out 100 to and from Gig Harbor-TCC! It's a real problem. Connection times at TCC are very poor.</p>
<p>As someone who has no choice but to work two jobs to just afford rent on my own a later service on weekends would allow me more hours at both jobs. With the price of things now affording anything other than the bus fare is unfeasible this is my and many others only lifeline</p>
<p>PLEASE make the 500 and 1 more frequent I am disabled and there's never room for a walker or service animal from crowding</p>
<p>More later evening because some people work later.</p>

<p><b>Please share any other comments or questions you have about the proposed improvements of Scenario 1, including why you prioritized improvements in the order you chose.</b></p>
<p>People still have to go to work or do chores on weekends and that can be very difficult, with existing weekend service (specifically Sunday)</p>
<p>It makes sense to improve frequency to 15minutes on the highest ridership routes. I sometimes use the 3 and occasionally the 500, so it would be a real help for a frequency increase. More routes operating every 30 minutes and more weekend service (e.g., some bus routes stop running at 6PM, so extending it later - until 8pm; or some bus routes stop running at 8PM, so extending it later - until 10pm) would be helpful. While I am more of an evening person and I'd like later evening service, I have been on buses where I am one of only a few people that are riding on the route, so I am unsure of whether later evening service would make that much of difference in terms of ridership usage. Do not transfer at Tacoma Mall or use Runner service, so these are not high priorities.</p>
<p>Please don't cancel 63. Times it runs (very minimal) reason low ridership!</p>
<p>Many riders work outside of the weekday, day-shift hours. Repeatedly PT staff hear that people could take the bus to work, but not back home again after their shifts. Thus, I am hoping to see more later-night service and more weekend service.</p>
<p>I am filling out this survey from the perspective of mitigating youth violence. From community outreach, we've found that youth who have better access to public transit (especially at night/weekends) are less likely to be in potentially violent situations.</p>
<p>I prioritized that more routes operate every 30 minutes because I currently cannot take the bus to and from work because of the infrequency of the bus at night. The 16 can take me directly from my house to Tacoma General (which provides me a free bus pass), but, like many employees at the hospital, I work 12 hour shifts, and I get out at 730pm. The 16 route is a couple blocks from the hospital, and the bus leaves at 7:33, which I would likely miss most every shift. The next bus is at 8:33. After 12 hours of work, and often another 12 hour shift in the morning, I usually choose to drive rather than wait. The 1 route would get me to pearl street, but is a 25 minute walk to my house from there. In addition to the timing of the 16, I've found so many buses to be running late when I've waited, so maybe more routes would make it more predictable? or at least mean I could rest assured at least another bus is coming soon-ish.</p>
<p>Runner doesn't really work well right now. Disappointed to lose route 13.</p>
<p>We need more buses and more frequency in Gig Harbor. We need local trams in Gig Harbor</p>
<p>Glad serious discussion happening with 500 running every 15 mins. Trunk routes except route 4 should all run every 15. The rest should mostly be every 1/2 hr, except the lowest performing routes. Mostly hourly for those. The worst of the lowest performing should become micro transit or Runner or whatever you're calling it. Scheduling software should prioritize transfers at transit centers and at major intersecting points along the route.</p>
<p>It currently takes me an hour and a half to bus from Steilacoom to Clover Park Technical College. This is a 15 minute car ride. I just want to be able to get to and from school in a reasonable amount of time.</p>
<p>Y'all are doing great!. Thank you for this opportunity!.</p>
<p>I feel like the buses should run a little later on weekends because a lot of people go to church and stuff and after church they have to catch a bus and go straight home or whatever cuz the buses shut down</p>

<p>Please share any other comments or questions you have about the proposed improvements of Scenario 1, including why you prioritized improvements in the order you chose.</p>
<p>The root in the accuser everybody's ages and they don't let nobody ride if they don't have enough bus fare, which I don't think he's really fair and they gave really rude comments and disrespectful names church people they see recently are all the time, and the bus stinks and they don't let the windows be open or sometimes I don't even let you try to talk or they try to act as other your parent, even though you don't know the mania</p>
<p>Runner is a poor substitute for routed service. I use the Ruston Runner once a week. I have been stranded several times after waiting for an hour with no pickup. The driver sometimes has to come all the way from Fife. I think subsidizing Uber or Lyft service would be more effective than expanding the Runner program.</p>
<p>We need to sit down and look at the current system and look for areas to improve rather than going straight to euthanizing routes</p>
<p>1. Frequent on all main lines makes the most sense to me for consistent and encouraged use. 2. People move and work weekends. It'll be a huge improvement for all. 3. Service workers, nightlife tough to utilize transit for these uses. Especially in growing districts like STW and 6th Ave. 4. The Mall as a place of investment for car prioritized development I do not agree with but it's central location is undeniable. More a comment on current and short range land use than transit. It's important but more Transit oriented development is taking place around it. Than directly near it. Runner seems like a good place to save money to utilize elsewhere like in NE Tacoma. 5. The Mall as a place of investment</p>
<p>I think that runner service is a terrible idea, and that routed buses, while not as fancy, have much higher capacity than Runners, and can deliver much better service for the same investment. I think that seeking additional funding to retain these routed buses (as well as restore them to all-day, all-week service) should also be an important priority.</p>
<p>1. Fixed routes should not be replaced with Runners. 2. With how many routes have low frequency and short spans, improving those routes should come first instead of focusing resources on a handful of routes. 3. Improved transfers can be a resource-neutral change, so I don't see the need to have it in the priority ranking.</p>
<p>We cannot rely on the Runner service to replace most routes. On Demand transit is a decent idea but it will NOT work.</p>
<p>Do not delete any routes.</p>
<p>I don't think replacing the 13, 63, 409 makes sense when we should be adding more fixed routes not removing them.</p>
<p>Since you refuse to restore the 56 bus despite the numbers of people who live west of Bridgeport on 56th/Cirque, give us some option for public transit!</p>
<p>Improved connections to route 53 at TCC at night</p>
<p>I think runner service would work well where I live.</p>
<p>Runner service makes sense where I live!</p>
<p>I would like more frequency for route 402 as it feels like waiting 1-2 hours for a bus ride feels a bit much for anyone. 30 minutes is far more manageable</p>

Please share any other comments or questions you have about the proposed improvements of Scenario 1, including why you prioritized improvements in the order you chose.
Low ridership routes need a full span of service, even if at a lower frequency. (The website still says that 409 connects with the Puyallup Sounder - which hasn't been true for a few years due to the shortened service span). Runner in place of low ridership routes is an excellent option - as long as SHUTTLE service is available based on the Runner and not just FIXED ROUTES. If SHUTTLE is based strictly on the FIXED ROUTES, this is a non-starter in my opinion. (Possibly should consider using a smaller vehicle to run the fixed route on any or all low ridership routes as an alternative to the Runner - either all day or during low usage hours.)
Bus routes starting before 6am on weekdays like the 52!
I prioritized choices 1, 2 and 3 because I work at the Tacoma Mall and I want to have reliable transportation to and from work. If Pierce Transit busses weren't a reliable way for me to go to work, I would probably have to quit my job because I can't drive, so that is to say Pierce Transit is very important to me.
From Gig Harbor I currently can't get into Tacoma downtown earlier than 11:00 a.m. Having hourly running routes limits opportunities. Especially getting back from the Tacoma area. Multiple route buses have run late so missing the connection meant waiting an additional hour at TCC TC. Can not return from Tacoma for evening meetings and gatherings with the current schedule
Cheaper or free fares would be the most important improvement for me

Please share any other comments or questions you have about the proposed improvements of Scenario 2, including why you prioritized improvements in the order you chose.
#3 is my mainstay.
I live in Gig Harbor, so most of this scenario does not apply to me.
we need public restrooms
For myself, later evening service on core routes, 15-minute frequency on Route 1,2. More routes operating every 30 minutes in high demand routes.
15 minute frequency on all routes is ideal, but the routes noted do nothing for me personally. Hopefully more with 15 min frequency will catch on and spread to other routes
The more routes with usable (<15 minute) service, the better. That should be the highest priority.
Again, because residential parking quantities are linked to transit frequency, more routes with 15-minute service will make it possible to develop more units of housing near all of those routes. 15-min service on as many routes as possible should be the most important priority.
Changing transit patterns over the last few decades make it odd that nearly every route needs to go through downtown first. I'd love to see more direct routes to and from the Tacoma mall/Lakewood mall area to the other parts of the city. Also I'm just a poor college student and just want more frequent bus service please 😞. Objectively think the 15 minute times are amazing but hope the north end routes (16/11) Get additional service too
Frequency is important. Would the 41/48 also affect the 11/16? I ride those multiple times daily. Later evening services are also important. I work within the theatre districts, and while I can to the performances, I can not get home easily.

Please share any other comments or questions you have about the proposed improvements of Scenario 2, including why you prioritized improvements in the order you chose.
Overall I find scenario 2 to be preferable to scenario 1.
No transit route should ever run less than every 30 minutes. Pierce Transit needs to make every route (including 409) that runs less frequently than 30 minutes run at 30-minute headways. After that, Pierce Transit must improve service even more to 15 minutes on the majority of city routes. Runner services are a disgrace to transit users and in NO WAY are an improvement.
I am hoping that when replacing routes with runner services there is an information campaign to let those riders and any potential riders know about the change and their options:)
Same as scenario #1.... (Totally agree with the 15 minute service, especially on these routes. Not only for passengers, but also the drivers. You're stressing them out. Maybe that's the reason you're always hiring and don't have the drivers to expand service. I always believed that if you don't take care of the employees, especially in public service, than the public suffers. I have noticed a big increase in unruly passenger behavior. Need to fix that too. )
Density, density, density. Pretty much all that matters
Runner should not be replacing the 409 East End since that area has lots of business and residential housing. We need more fixed route service NOT less. The 425 does make sense though to become runner as it is not a very good route and serves little purpose for most people.
We primarily use Puyallup routes.
Routes serving Tacoma Dome Station need to prioritize later service and dovetailing with the S-Line service from Sound Transit. There aren't so many Sounder trains to preclude Rts 13, 41, 42, 400, 500, 501 from arriving after the trains deboard.
I use the 41 along with the other buses listed; besides the 54, all of those buses can get absurdly busy from students, more frequent service and later times for work would be amazing for my funds.
I think the busses should be on time
It would be great if the 41 ran every 15 minutes, but I would recommend a 41 EXPRESS during peak transit hours that leads straight to Tacoma Dome Station from the Tacoma Transit Center. 50 minutes to travel is too slow to be a reliable option for me right now.
I support this option.

**Please share any other comments or questions you have about the proposed improvements of Scenario 2, including why you prioritized improvements in the order you chose.**

I put later evening service on core routes as the top improvement in this scenario because it is the most important to me and will contribute to me using the service since it is WHEN I can use the service. I work from home so I am generally at home at least until Noon, but as the day continues, I would like access to frequent service options until at least 10pm so that it is possible to walk out my front door, walk a few blocks to catch a bus to go to a restaurant, do some shopping, or visit a friend or the waterfront and have a way back that doesn't have me waiting a half hour or more for a bus or cost me an arm and a leg with a rideshare app. I like this scenario more than the span option because the span option, while providing later service for more routes, yields service that is sometimes once an hour. And I just won't use that level of service anymore if it is later at night. I'll just walk or ride a bike or I won't make the trip. This service configuration is nicer for anyone near Pacific Avenue, because there are multiple options for travel in more than one direction with frequent service. This should help to build ridership demand for the BRT corridor when that is able to restart development. I still think this service plan focuses too much on 15 minute service, when really reliable 20 minute headways could give the community a lot more frequent service span and still be substantially more usable than 30 minute service. I am concerned that trying to add this much 15 minute service to the network on so many new routes that have never really had it is going to expose operating issues that might lead to bus bunching, which is a colossal waste of service hours and an incredible impact to riders who need solid reliability in the schedule versus 15 minute service that has one coach running early and the next one running late. I am also concerned that if the emphasis is frequent weekday service that Pierce Transit will run into a problem of having to spend more money on bus coaches for peak capacity versus using the fleet that they already have. Also, with wild shifts in the sales tax revenue collections I've found that frequent service from Pierce Transit is almost always a temporary condition. There's always some crisis that makes it necessary to cut service, so I would prefer a realistic scenario with a stable level of service. Please consider a variant of Scenario 2 that tests out 20 minute service and later more frequent service on select routes seven days a week. Frequent weekend service on targeted routes is cheap, because it's only one or two days of the week versus five days a week. Make sure that you have enough capacity for your midday peak to stay on schedule, but other than that, extend frequent service significantly later into the night.

Pierce Transit Route 500 Running Every 15 Minutes? Along With Pierce Transit Route 48? I Actually Like The Idea But There Is A Problem, Like I Said Before, I Work For Tacoma School District As A Substitute So, I Know This Might Be A Long Stretch But I Cannot Make Any Connections From One Bus To Another Due To The Fact It Is Actually A Hit Or Miss So, Can You Reroute Pierce Transit Route 41 To Serve The 72nd St. Transit Center? And If This Idea Does Not Work, Try To Come Up With A New Bus Route Going From Downtown Tacoma, To The 72nd St. Transit Center? There Is A Reason, Lister Elementary School In Roosevelt's Elementary School, Pierce Transit Route 41 Actually Does Go By That Area But I'm Trying To Avoid Taking Three Buses Due To The Fact I Live In Lakewood. And Speaking Of Elementary Schools, Regarding Pierce Transit Route 16, There Is One Elementary School I Cannot Reach, Jefferson Elementary School. Apparently You Rearrange Pierce Transit Route 16. Pierce Transit Route 54? I Actually Don't Take That Route But It Does Go By Blix Elementary School And First Creek Middle School But I Never Sub At Those Schools, Before.

Need a route on Canyon Road from 72nd street to 176th street every 30 minutes.

425 and 409 used all the time for work. Really rely on those routes.

<p>Please share any other comments or questions you have about the proposed improvements of Scenario 2, including why you prioritized improvements in the order you chose.</p>
<p>Same feedback as the first question. What is "improved transfers"? How is this option much different from the first one? Many of the choices are the same except for like... 2? I don't understand how the differences are that drastic that we can't make them both happen... that's unclear here. (Feedback of the first question: It's hard to answer this survey. What routes are covered under "more routes operating every 30 min" what are "improved transfers at Tacoma mall" is that timing, location, safety? If I'm supposed to download the service map for those details please state it in the selection. I am on a phone so downloading isn't that accessible. )</p>
<p>Please hire more runner drivers. Spanaway runners are often caught up in hour-long trips because of having to go to Puyallup. It can easily be 30 minutes each way from Spanaway to Puyallup.</p>
<p>It would be really nice if route 16 and 11 were restored to every 30 or 45 minutes. The 16 already runs every 45 minutes on Saturdays.</p>
<p>Please read comment in scenario 1 (We personally ride Routes 1 &amp; 3. On weekday rush hours really do need 15 minutes apart, to improve the overcrowding of the buses. In which causes at times, problems due to bus to full to accept handicap people and they have to wait for another bus and hope it is not too full to board. )</p>
<p>none of this helps me if route 13 doesn't operate with more frequency</p>
<p>I primarily use the 1 and the 4 to get to work. A security camera at the Roy Y would be much appreciated, again thank you.</p>
<p>Lack of frequency &amp; later evening service runs really hamper my ability to get errands done when &amp; as quickly as I'd like to.</p>
<p>I use the number three and sometimes have to leave work early in the evenings to catch the final bus home. If it operated more frequently and longer into the evening it would not be as much of a stressor.</p>
<p>Nothing for what I asked</p>
<p>Half an hour is too long to wait for a busy man like me.</p>
<p>Increased frequency of these routes would be helpful</p>
<p>1&amp;2 would help me</p>
<p>Please increase route 11 to every 30 min till late evening. ALSO. Please make us feel safe in the bus. I don't want to get a shot in the bus and die... just like it happened at white center. Maybe we can install those gun dictator in the bus?</p>
<p>Less time having to wait at dangerous bus stops at night if buses ran more frequently</p>
<p>This plan looks less helpful to me. I don't commute through a transfer center so what matters most to my ability to use transit is frequent service and extended hours on all routes, not just high capacity ones.</p>
<p>Bring back outlying bus 102!!!</p>
<p>Some people work late shifts, so more later evening service will help many people.</p>
<p>For both scenarios, please have drivers focus on leaving their stations on time and keeping on schedule, to many times with specific drivers I miss the last bus because the bus I transfer from isn't on time and I miss my connection. Especially bad when it's the last bus of the evening leaving me stranded.</p>
<p>Sometimes my mom uses the other routes and would like the 15 minutes intervals.</p>

Please share any other comments or questions you have about the proposed improvements of Scenario 2, including why you prioritized improvements in the order you chose.
I don't travel to Puyallup often but it's frustrating when buses in Tacoma miss trips due to lack of drivers. Maybe frequent trips will help mediate potential missed trips.
These are both very good scenarios but scenario 2 is better because there are more frequent route options.
Too many miss trips transfers lost we need more frequent services especially in the winter.
I don't like any scenario that doesn't include resuming 400 weekend service. It is wild that I can't get between Tacoma and Puyallup on the weekend.
This is good but not as good as scenario 1.
hourly routes discourage ridership and make it more complicated to ride with having different Frequencies and waits that long
I would prioritize more routes operating every 30 minutes over 15-minute frequency on the 7 routes listed. Later evening service is desired, especially on the weekends. Do not transfer at Tacoma Mall or use the Runner service, so I do not prioritize these improvements.
15-minute service would be terrific on PT's most popular routes, as listed. 30-minute service is much better than 60-minute service on other routes.
I'm looking at being able to commute by bus, which is currently not possible due to the infrequency of my route (16). Other routes I could still take from Tacoma General after 730pm get me to pearl street and still require a 25 minute walk to home (often in the dark).
I don't like this scenario. Don't do this.
I use the 48
1. Seems like the best use of capital. Invest in the lines that are most used especially those added in this scenario which I understand rank 4.5.6. 2. Service industry and nightlife as well as connecting neighborhoods. 3. More frequent across the board the better. 4. Previous comment about Mall as a car prioritized space in the short term. I appreciate investment in timed transfers as a way of connect some of the N-S and W-E lines. 5. Runner can save money on low utilized routes/suburban car focused areas.
This would be great to have some 15-minute corridors, but cutting out service in favor of runners is inefficient and ineffective. I think that in order to succeed, pierce transit needs a lot more funding for transit.
We need 15 minute service on the Super Routes. The 41, 48, and 54 also need more service. The 500 should get half hourly frequencies.
Do not delete Route 409.
The 409 should continue to serve East Puyallup as there are multiple businesses, large housing developments.
Prefer scenario 1
Again - the Runner service or a smaller bus for low ridership routes is a great option - as long as SHUTTLE routes are based on all vehicles that travel that route - not just the standard large fixed-route buses. Higher frequency should be based on how often the bus runs at capacity. If that is often, more frequent than 15 minutes might be justified for those core routes - at least during peak hours.
Same responses as scenario #1. Also have family in Puyallup so more options getting there are desired.

Please share any other comments or questions you have about the proposed improvements of Scenario 2, including why you prioritized improvements in the order you chose.

Lowering the cost to ride would be amazing

DRAFT FOR REVIEW

# ADA Paratransit Scheduling/Dispatching Software

Board of Commissioners  
December 2023

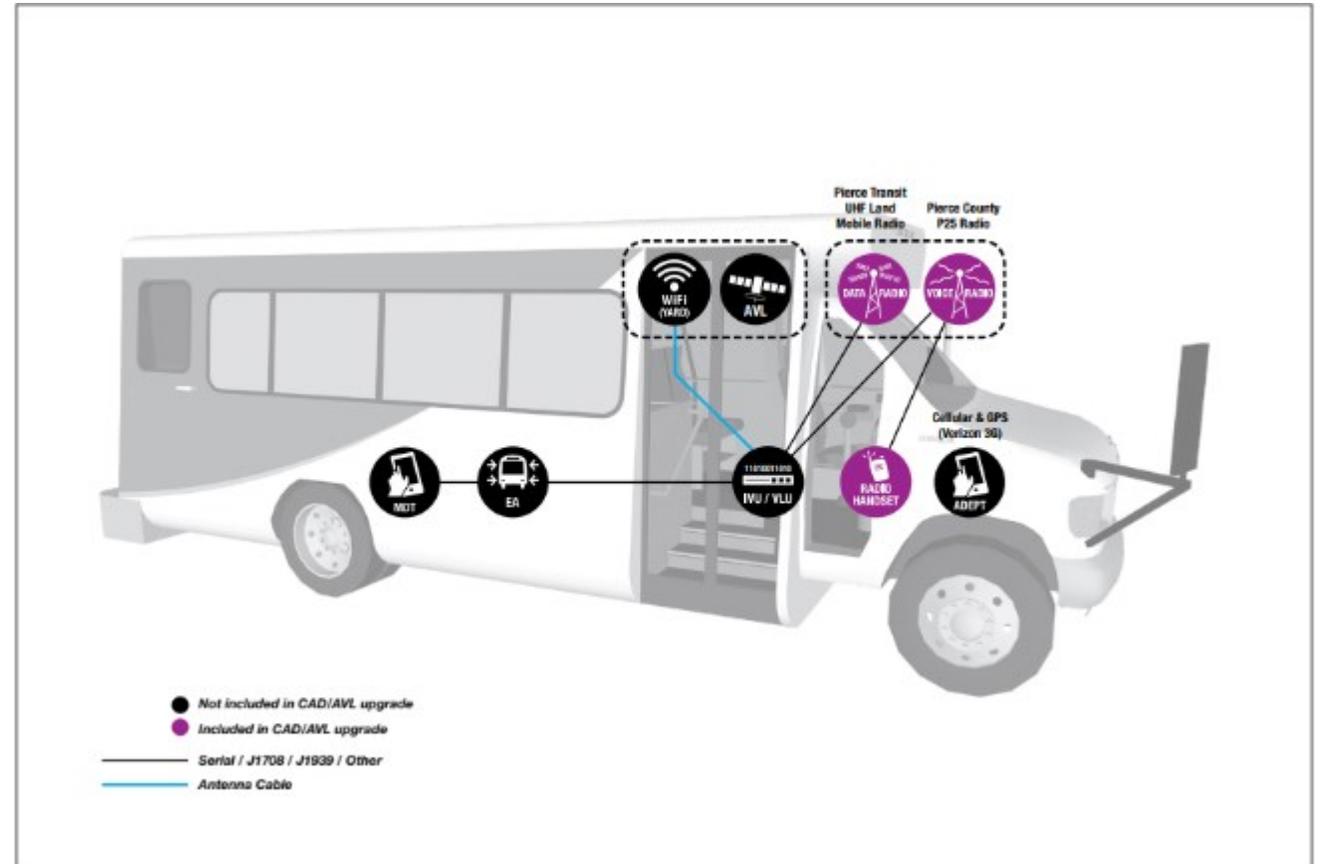
# AGENDA

- Background
- Procurement Process
- VIA System
- Cost Overview
- Schedule

# EXISTING SYSTEM: ADEPT-StrataGen

Pierce Transit utilizes the ADEPT/StrataGen (ver 6.2) for ADA Paratransit (SHUTTLE) scheduling and dispatching.

- Been in use since 2006
- Can be manually intensive
- No module for ADA Eligibility
- Does not meet current and future needs  
(same day on-demand trips, ability to merge ADA Paratransit and Microtransit)



# PROCUREMENT TIMELINE

DATE	Activity
May 12, 2022	Request for Information (RFI) issued, ten (10) responses received
February 8, 2023	Request for Qualifications (RFQ) 1430 advertised
April 21, 2023	Proposals Due
6/23, 6/26, 6/30, 7/13, 7/17, and 7/24	Interviews and demos with three firms
August 11, 2023	Request for Price Proposals due from top two firms
September 2023	Site Reviews
December 2023	Contract Approval by Pierce Transit Board of Commissioners
1/2024	Contract Execution

# VIA SYSTEM HIGHLIGHTS (proposed system)

- Enhanced rider app and web portal
- Automated trip scheduling and vehicle routing to comply with ADA requirements
- Driver app that provides directions, automatic schedule updates and communications with riders and Dispatchers
- Via Operation Center (VOC) to provide tools for a variety of functions such as:
  - checking trip details
  - optimizing ride plans
  - scheduling driver shifts
  - adjusting account information
  - providing support
- Enhanced reporting capabilities, providing insights into service trends

The infographic is set against a light blue background with a faint grid pattern. It features seven distinct sections, each with an icon and a text block. On the right side, there is a large white smartphone mockup displaying the Pierce Transit logo at the top, followed by the slogan 'We're SHUTTLE! We make getting around affordable and easy.' Below this is a blue 'Get Started' button and the 'Powered by VIA' logo at the bottom.

- White-labeled Rider App and web portal** (Icon: location pin and smartphone): for riders to book on-demand and pre-scheduled trips, track real-time vehicle locations, and receive automated updates.
- Web-based administrative console** (Icon: browser window and pencil): giving the ability to monitor operations, manage phone bookings, review rider eligibility, communicate with drivers and riders, and make adjustments as needed.
- Routing and matching algorithms** (Icon: circuit board): for automated trip scheduling and dynamic vehicle routing, with fully configurable parameters, such as prioritizing on-time performance (OTP), to meet Pierce Transit rider needs and comply with ADA requirements.
- Ongoing support** (Icon: person with headset): in marketing, customer growth, and service design to improve, and potentially expand service. Our support includes a dedicated Partner Success Manager throughout the process, as well as 24/7 tech support.
- Driver App** (Icon: driver's cap): that provides audio and visual navigation, turn-by-turn directions, automatic schedule updates, and direct communication with riders and administrators.
- Reporting suite** (Icon: bar chart): to provide Pierce Transit with unparalleled insights into service trends and support transportation planning efforts.
- Proven APIs** (Icon: circuit board): for integration with third-party tools for seamless trip planning, payments, and more.

# NEW FEATURES AVAILABLE TO RIDERS:

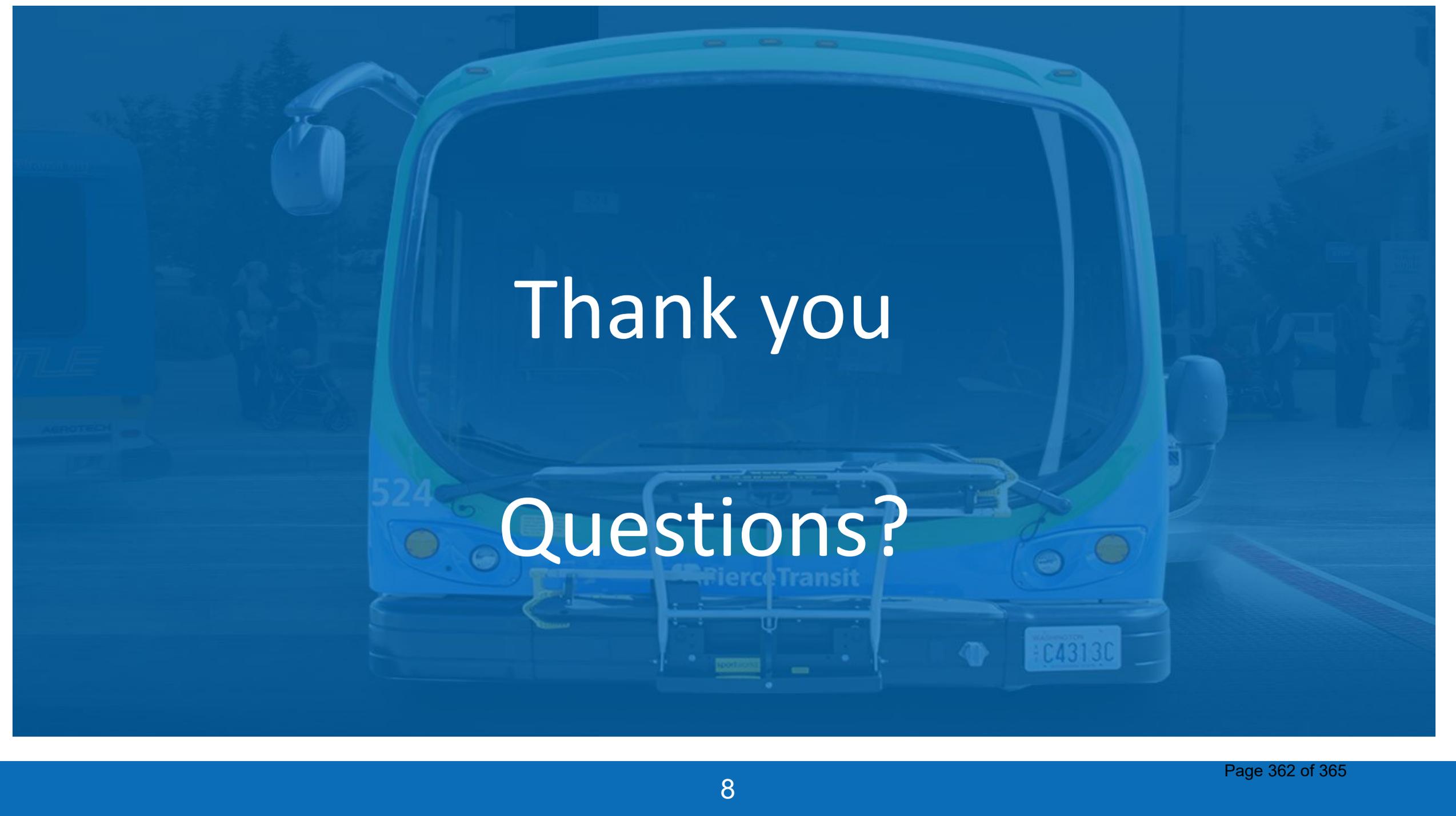
- **Self Service** – web portal and phone app to book, manage, and pay for trips
- **Multiple payment options** - credit/debit, subscription pass, Apple Pay, Google Pay, PayPal, unbanked payment options
- **Real-Time Tracking** - track real-time vehicle location, vehicle information, total fare
- **Accurate vehicle arrival alerts**
- **Rider support option** - option to contact Dispatch once vehicle arrives at pick-up point
  - E.g.: vehicle arrives at location, rider received notice that vehicle has arrived, rider does not see vehicle, rider may send a message to Dispatch for assistance
- **Rider feedback** – ability to submit star ratings for each trip

# CONTRACT COSTS

Authorization	Amount
Contract Amount (Incl. Tax)	\$490,030
Contract Contingency (10%)	\$49,030
Total Authorization	\$539,330

# PROJECT SCHEDULE

TASK	JAN – FEB 2024	MAR – APR 2024	APR – JUN 2024	JUN – AUG 2024	AUG – OCT 2024	OCT – JAN 2025
Notice to Proceed/Kick Off & Project Planning						
System Installation, Setup & Configuration						
Data Migration & Internal Testing						
Testing & Training						
Operational Preparations						
Service Launch & Optimization						

A front-facing view of a blue Pierce Transit bus, overlaid with a semi-transparent blue filter. The bus features a large windshield, side mirrors, and a front bumper with a metal guard. The number '524' is visible on the left side of the front panel. The text 'Thank you' is centered in the upper half of the image, and 'Questions?' is centered in the lower half. The bus is parked on a street with a crosswalk visible in the foreground.

Thank you

Questions?

TITLE: Authority to Execute a Contract with Via Mobility, LLC, (Contract No. 1430) to Provide New ADA Paratransit Scheduling and Dispatching Software

DIVISION: Finance

SUBMITTED BY: Grantley Martelly, Chief Operating Officer

RELATED ACTION: N/A

ATTACHMENTS: N/A

RELATION TO STRATEGIC PLAN: Customer

**BUDGET INFORMATION**

Is it Budgeted?  Yes /  No

Project Name or Number: 625

Operating Budget

Capital Budget

FUNDING SOURCE:		EXPLANATION:
Local Amount	\$ 490,300	The total project budget is \$2,200,000 which was approved with the 2023 Capital Budget. The expenditure covers implementation of the software and a one-year software subscription for maintenance and support services and regular software.
Contract Contingency	\$ 49,030	
Total Expenditure	\$ 539,330	

**BACKGROUND:**

Pierce Transit utilizes the ADEPT/StrataGen (ver. 6.2) to manage operations for our ADA Paratransit/SHUTTLE services. The system has been in use since 2006, and over the years Pierce Transit has grown and is looking to operate different service models for both SHUTTLE and Fixed Route. As a result of these opportunities and changes in technology in this space, Pierce Transit would like to replace the ADEPT/StrataGen system in entirety with a system that fits the Agency's growing needs.

**PROPOSED CONTRACT**

Under the proposed contract, Via Mobility, LLC., will provide a unified and integrated ADA Paratransit system through Via's Software-as-a-Service (Saas) solution. The system will allow Pierce Transit to manage and improve operational efficiency and provide riders with an enhanced user experience.

Via Mobility's software solution has continual optimization algorithms for automated trip scheduling and dynamic vehicle routing with fully configurable parameters. Onboard equipment will be installed on Pierce Transits ADA

Paratransit vehicles to provide reliable communication between Paratransit Dispatchers, Operators and Service Supervisors. Additionally, the system will allow for an enhanced customer experience through a web-based platform or via mobile app for managing trips. Customers may use payment methods such as credit card or debit card, cash, or ORCA. The system can integrate with all currently contracted customer payment applications. The reporting features will meet local and federal requirements and provide valuable insights in service trends and planning efforts. The solution also provides ADA Paratransit Eligibility software that Pierce Transit has not previously contracted for which will provide a new records management system and offer a transparent and user-friendly application experience for ADA Paratransit customers.

This solution will introduce significant changes both internally for Pierce Transit's ADA Paratransit and Eligibility Departments as well as externally for the existing customer base. The project team will work with Via Mobility to manage the transition successfully. Feedback from the Paratransit community will be conducted to allow for a smooth transition for our riders, and a better rider experience.

The project is expected to start January 2024 and last approximately 9 to 12 months. The capital project includes a one-year software subscription for maintenance and support services and regular software upgrades which begins after final system acceptance. After the capital project ends and the system has been fully implemented, it is the intent to enter an extended software subscription with Via Mobility for which Pierce transit will present to the Board prior to contract execution. The expected cost for the extended software subscription is \$216,677 annually including sales tax for years 2 – 5 for an expected total cost of \$866,707.

### **PROCUREMENT PROCESS**

A Request for Information was issued on May 12, 2022, and ten (10) responses were received. Pierce Transit reviewed the responses to learn more about the market for ADA paratransit software solutions and to assist with writing the scope of work to prepare for releasing the Request for Qualifications (RFQ). On February 8, 2023, RFQ 1430 was advertised, and submittals were due on April 21, 2023. The evaluation team and subject matter experts (SMEs) received and reviewed four (4) submittals and participated in product demonstrations. Two firms were shortlisted prior to the Request for Proposals which was due on August 11, 2023. The evaluation team and SMEs reviewed price proposals from the top two firms and participated in site reviews with transit agencies that had adopted the proposer's solution. It was determined that the services proposed by Via Mobility best meets Pierce Transit's specifications and was the least expensive proposal.

### **RECOMMENDATION:**

Staff requests authority to enter and execute a contract with Via Mobility, LCC., to replace the StrataGen ADA Paratransit System.

### **ALTERNATIVES:**

1. Reject all proposals and not proceed with replacing the ADA Paratransit system. This is not recommended as this service provides a viable option where fixed route service is limited.
2. Select an alternate bidder. This is not recommended as staff is recommending the firm that most

closely meets the standards of Pierce Transit and ensures the best prices. Therefore, staff recommends the contract be awarded to Via Mobility, LLC.

PROPOSED MOTION:

Move to: Authorize the Chief Executive Officer to enter into and execute a contract with Via Mobility, LLC., (Contract No. 1430) to implement a new ADA paratransit software system in the amount of \$539,330.00.