

Section 1: Organization

Governance and Structure

Pierce Transit is a Public Transportation Benefit Area Authority (PTBA) incorporated under authority of Chapter 36.57A of the Revised Code of Washington. Voters created the Authority in 1979. Pierce Transit's nine member governing board consists of:

- Three members from the Tacoma City Council;
- Two members from the Pierce County Council;
- The Pierce County Executive (or delegate);
- A member of the Lakewood City Council;
- A member representing Puyallup/University Place; and
- A member elected by the remaining twelve smaller municipalities within the Pierce Transit service area.

Pierce Transit provides transit services in the urbanized portions of Pierce County, as illustrated in Figure 1-1. This is an area covering 414 square miles that generally conforms to the county's growth management boundary and contains an estimated population of 749,350¹. More than 90 percent of Pierce County's population lives within this service area including the incorporated cities and towns of Auburn, Bonney Lake, Buckley, DuPont, Edgewood, Fife, Fircrest, Gig Harbor, Lakewood, Milton, Orting, Pacific, Puyallup, Ruston, Steilacoom, Sumner, Tacoma, and University Place. It also includes several population centers within unincorporated Pierce County.

Figure 1-1
Pierce Transit Service Area

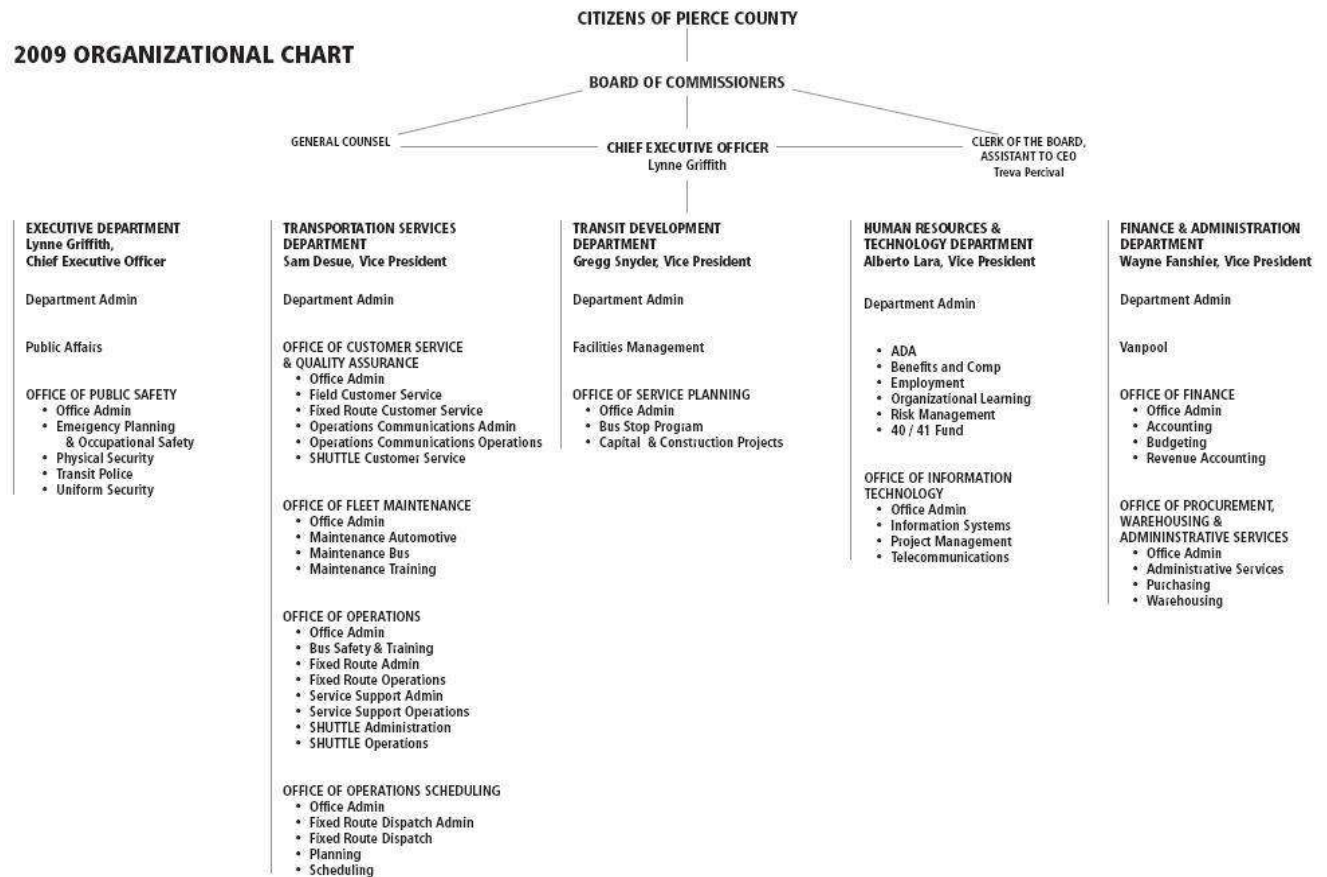


¹ 2008 population estimate is based on the straight line projection from OFM population estimate to Pierce County adopted 2022 population figures in the County Council Ordinance No. 2003-104s assuming same rate of annual growth during the 2007-2022 period.

The adopted 2009 budget includes 1,025 positions and 1,017.6 full-time equivalent (FTE) employees. There are no increases in staff positions in the 2009 Budget. A total of 48 positions have been eliminated from the 2008 Budget level due to loss of revenue.

Figure 1-2 below summarizes Pierce Transit’s organizational structure.

Figure 1-2



Funding

Pierce Transit is funded through a combination of sales tax revenues, fares and grants. Section 9 (Operating Revenues & Expenditures) details projected revenues and expenses.

Section 2: Physical Plant

Pierce Transit’s headquarters and maintenance facility is located at 3701 96th Street SW, Lakewood, Washington.

See Appendix C for completed forms for the State’s public transportation management system for Pierce Transit’s rolling stock, owned equipment, and facility inventories.

Section 3: Service Characteristics

As the public transportation provider for Pierce County, Pierce Transit provides a full range of transportation services. These services include local and regional express bus, Bus PLUS Service within the county's emerging suburbs, ADA paratransit service for persons with disabilities, vanpool, rideshare and special use van programs. Each has been developed cooperatively through working partnerships with local governments, area employers, schools, community organizations and the system's customers. In addition, Pierce Transit is the service provider for Sound Transit's regional express bus routes that originate in Pierce County.

Fare Structure

Fare structure for Local Fixed Route and SHUTTLE service in 2008:

Local Adult Cash	\$1.50
Local Adult Ticketbook	11 tickets for \$15.00
Local Adult Weekend & Holiday All-Day Pass	\$3.00
Local Adult Monthly Pass	\$54.00
Local Youth & Senior /Disabled Cash	\$0.75
Local Youth & Senior /Disabled Ticketbook	10 tickets for \$7.50
Local Youth & Senior /Disabled Weekend & Holiday All-Day Pass	\$1.50
Local Youth & Senior /Disabled Monthly Pass	\$27.00
Olympia Express Adult Cash	\$2.00
Olympia Express Adult Monthly Pass	\$72.00
Olympia Express Senior/Disabled Cash	\$1.00
Olympia Express Senior/Disabled Monthly Pass	\$36.00

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

- Trunk routes serve high volume corridors within urbanized portions of Pierce County. They operate seven days a week, providing at least fifteen-minute headways on weekdays, with somewhat less frequent service on nights and weekends. Trunk routes are Pierce Transit's most intensive services.
- Urban routes serve arterial streets within urbanized areas. They operate seven days a week, providing at least thirty-minute headways on weekdays with night and weekend service.
- Suburban routes are minor routes that serve suburban neighborhoods. Typically, they operate every sixty-minutes or less and may not provide weekend service.
- Bus PLUS routes generally combine some features of both fixed route services and demand-responsive services. While each route is tailored to meet the particular operating circumstances, Bus PLUS routes typically permit some degree of user-initiated deviations from set routes or schedules (*e.g.*, allowing customers to request a pick-up at off-route locations where pick-ups occur only on a prior reservation basis). Bus PLUS services are especially suited to neighborhoods that lack the density or urban form to support conventional fixed route services.

- Express routes connect transit centers or park-and-ride lots with major transit destinations, offering travel times comparable to automobiles.
- Pierce Transit also operates a number of express routes under contract with Sound Transit. Because Pierce Transit is not responsible for their design or funding, this plan does not address their performance in detail.
- SHUTTLE services provide demand responsive services for individuals who are eligible for specialized transportation services under the Americans with Disabilities Act.
- Vanpools provide grouped transportation opportunities to employment sites throughout the Puget Sound region.
- Special Needs Vans are provided to local communities and organizations that have unique travel needs that cannot be met by utilizing regular Pierce Transit services.

Separate performance standards are established for each service category. While local fixed route services record about 80% of all boarding riders, the number of vanpool riders, as well as express patrons, has been growing in recent years. Table 3-1 summarizes boarding trends on each Pierce Transit service during the past six years. Figure 3-1, illustrates this information graphically.

Table 3-1
Pierce Transit Ridership Trends – 2001-2008
 (Millions of Annual Boardings)

	2001	2002	2003	2004	2005	2006	2007	2008
Pierce Transit Fixed Routes	11.72	11.16	11.34	11.87	12.11	12.35	13.22	14.87
Bus PLUS	NA	NA	0.002	0.012	0.064	0.061	0.091	0.112
Sound Transit Services	1.77	1.81	1.93	2.06	2.04	1.97	2.09	2.46
SHUTTLE	0.51	0.48	0.48	0.49	0.41	0.40	0.42	0.45
Vanpool	0.63	0.60	0.64	0.70	0.76	0.81	0.77	0.85
System Total	14.63	14.05	14.39	15.14	15.39	15.59	16.59	18.74

Figure 3-1
Pierce Transit Ridership History

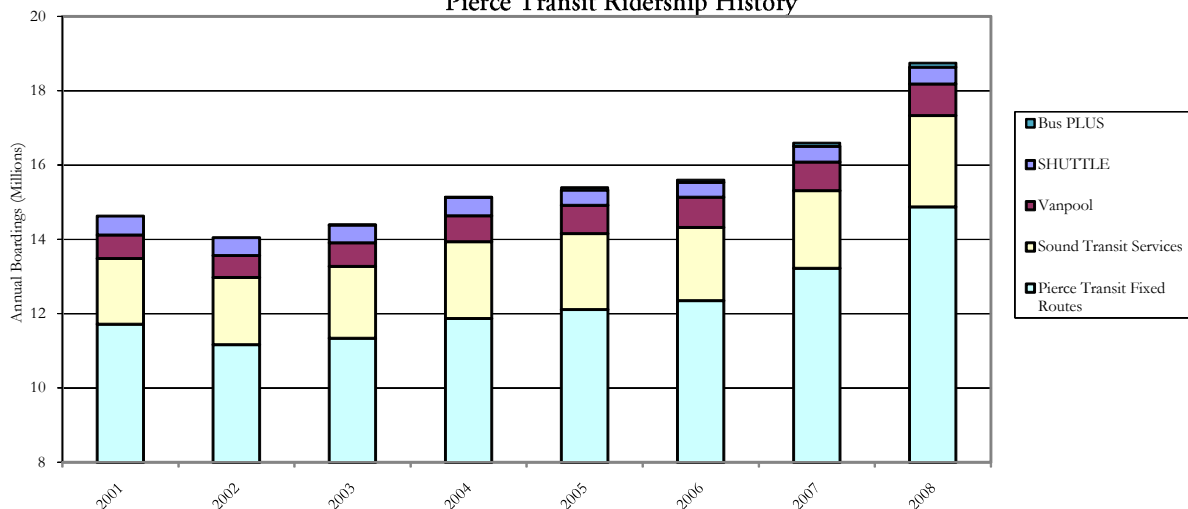
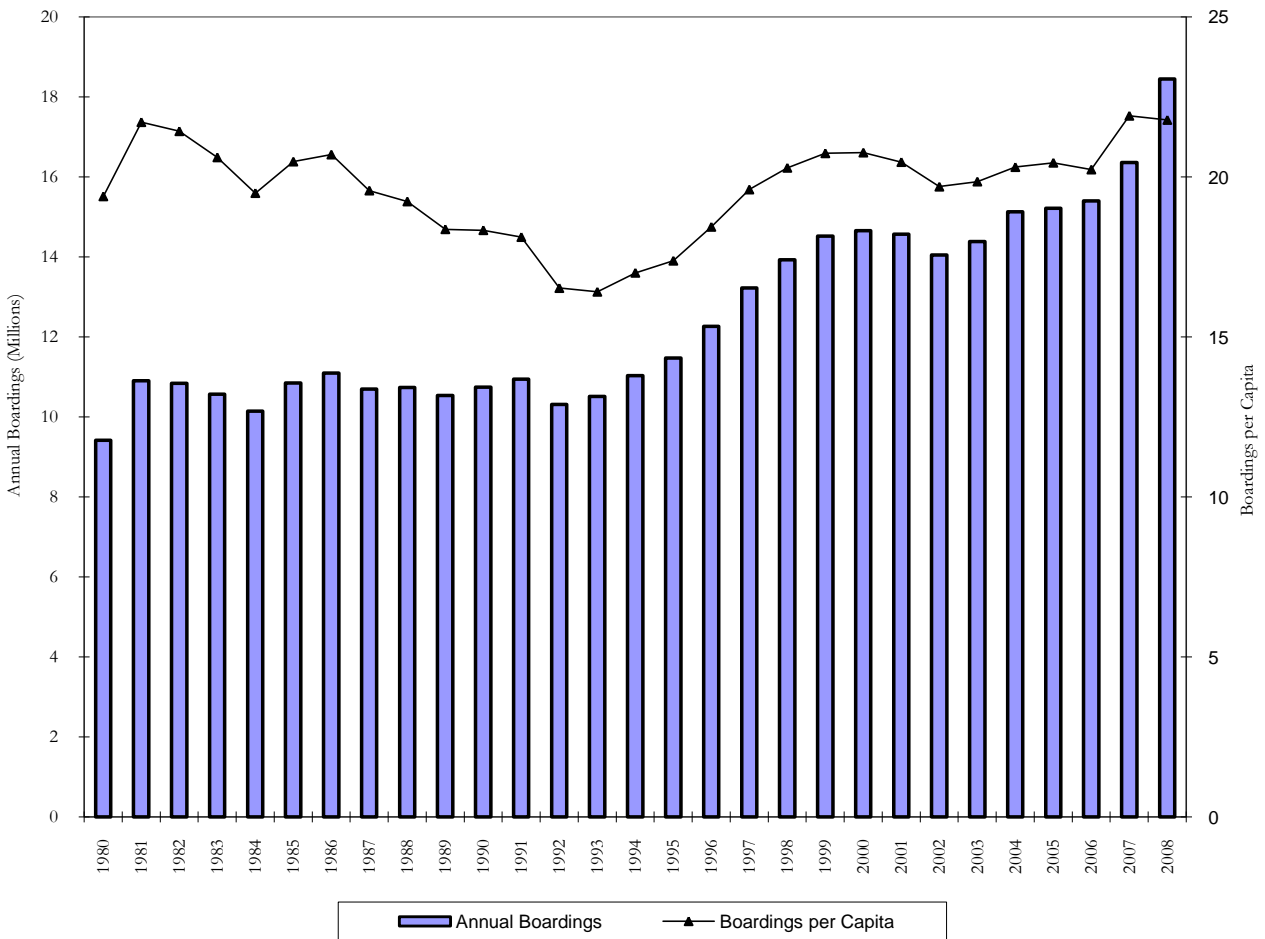


Figure 3-2 compares ridership growth on services operated by Pierce Transit, including Sound Transit routes, with the growth of the county’s population. Between 1990 and 2000 ridership increased from 10.75 million to 14.64 million. This means that Pierce Transit’s market penetration gradually increased throughout the decade of the 90’s. This trend was temporarily reversed, starting in 2000, when service reductions, made necessary by the elimination of the Motor Vehicle Excise Tax, took effect. Subsequently, Pierce County voters approved an increase in the sales tax from three-tenths of one percent to six-tenths, effective July 1, 2002. Since then, system ridership has rebounded, surpassing 18.74 million boardings in 2008.

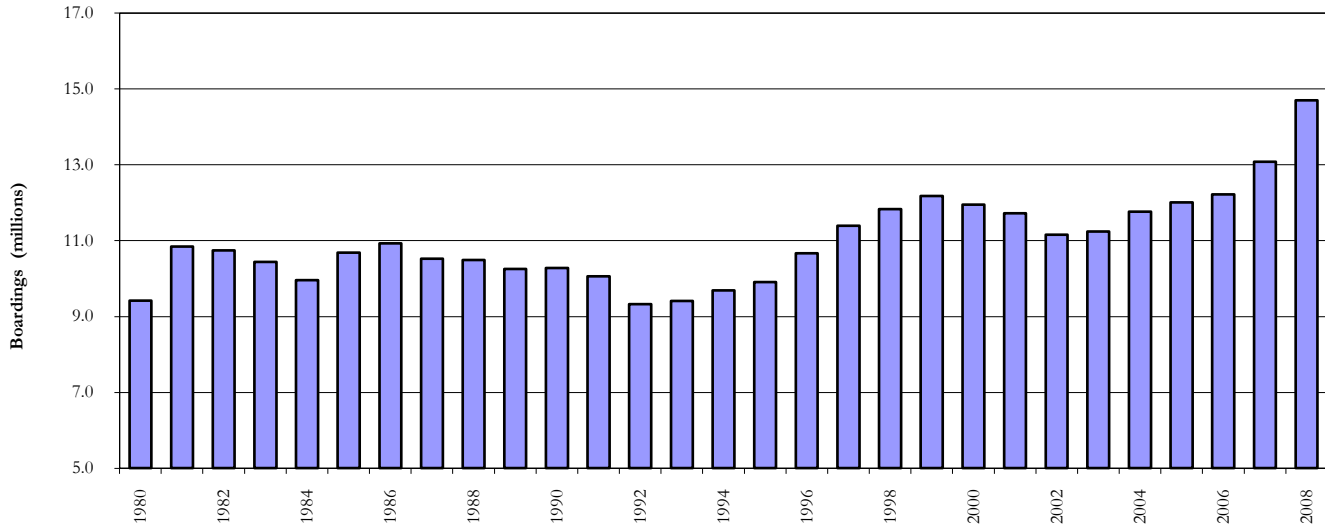
Figure 3-2
Boardings Compared to Population Growth
 (Includes Pierce Transit Fixed Route, Bus PLUS, SHUTTLE & Vanpool)
 (Plus Sound Transit Services Operated by Pierce Transit)



Local Fixed-Route Service

Local fixed-routes serve the largest number of customers and consume the largest part of Pierce Transit’s budget. Fixed route services have many advantages. They offer a predictable and dependable transit system for riders and accommodate a variety of trip purposes. They are also

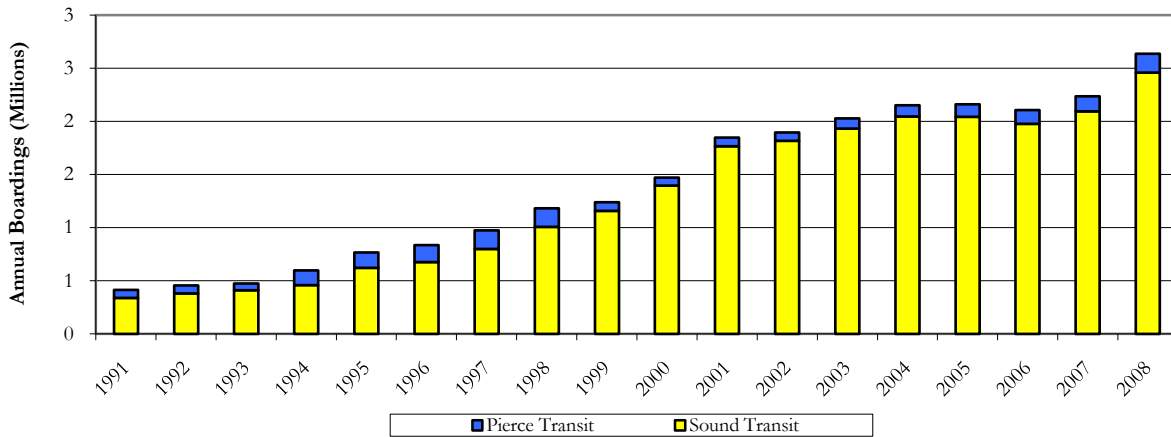
Figure 3-4
Local Fixed Route Ridership – 1980 – 2008



Express Service

Fixed route buses also provide express commuter service to locations in Pierce, King, and Thurston counties. Pierce Transit offers express buses to Olympia in Thurston County, Puyallup/South Hill and the Gig Harbor Peninsula. Under contract with Sound Transit, Pierce Transit operates express service to Federal Way, Auburn, Bonney Lake, the University of Washington and SeaTac in addition to the Seattle Express routes. Figure 3-5 summarizes ridership trends on Pierce Transit’s network of express buses, including Sound Transit’s regional express services.

Figure 3-5
Express Ridership Trends³



³ Prior to 1999 Pierce Transit managed the Seattle Express services. Sound Transit assumed control of this service in 1999. For the sake of illustration, Seattle Express ridership from 1991 through 1999 has been allocated to Sound Transit.

Bus PLUS

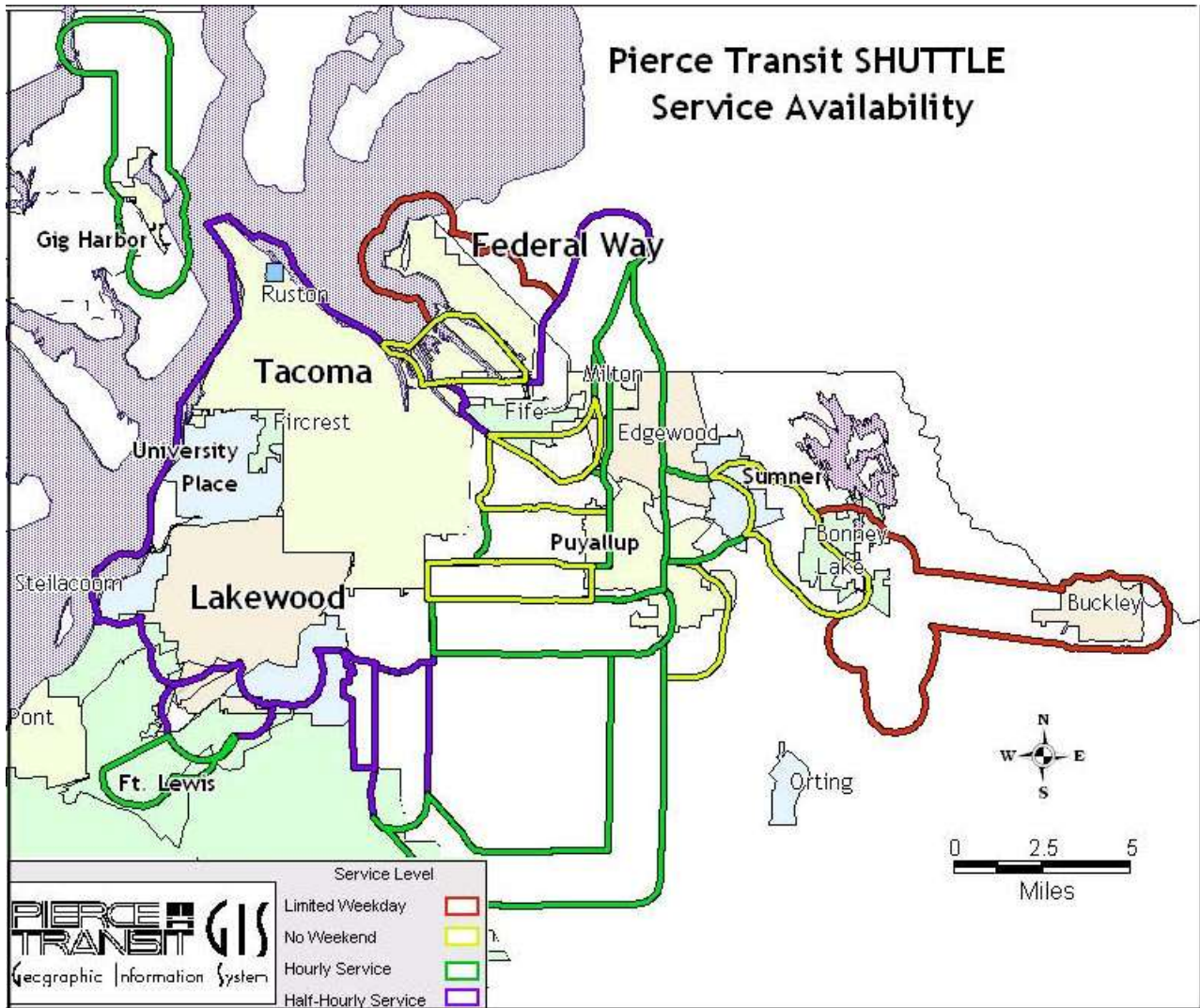
Beginning in September 2003, Pierce Transit initiated a new service category called Bus PLUS. Bus PLUS is a demand-responsive service that, while often retaining some features of traditional fixed route services, also permits some degree of user-initiated deviations from set routes or schedules. Bus PLUS is designed to serve neighborhoods that do not have the population densities needed to support fixed route services. While each Bus PLUS route will be designed to meet the specialized needs of the neighborhoods it serves, most will operate along a fixed route according to a loose schedule, but will allow user-initiated deviations from the set route in order to serve the needs of a broader service area.

The first Bus PLUS route began operation on the Key Peninsula during September of 2003. With the assistance of State Special Needs Transportation funds, a second Bus PLUS route was added in 2004 to serve the Mid-County area. Route 61, a fixed route service connecting Northeast Tacoma with the downtown, did not meet established performance standards and was converted to Bus PLUS operation in February 2005. In September of 2006, additional Bus PLUS service was added to the Mid-County area in the form of Route 444. Bus PLUS service was further expanded in September of 2007 with the implementation of Route 445 to serve the Frederickson Industrial area and provide connections to South Meridian and Mountain highway. Additional services are planned in the future. Pierce Transit also operates a dial-a-ride 'loop' service in Orting that was initiated following the elimination of fixed route service in that area.

SHUTTLE

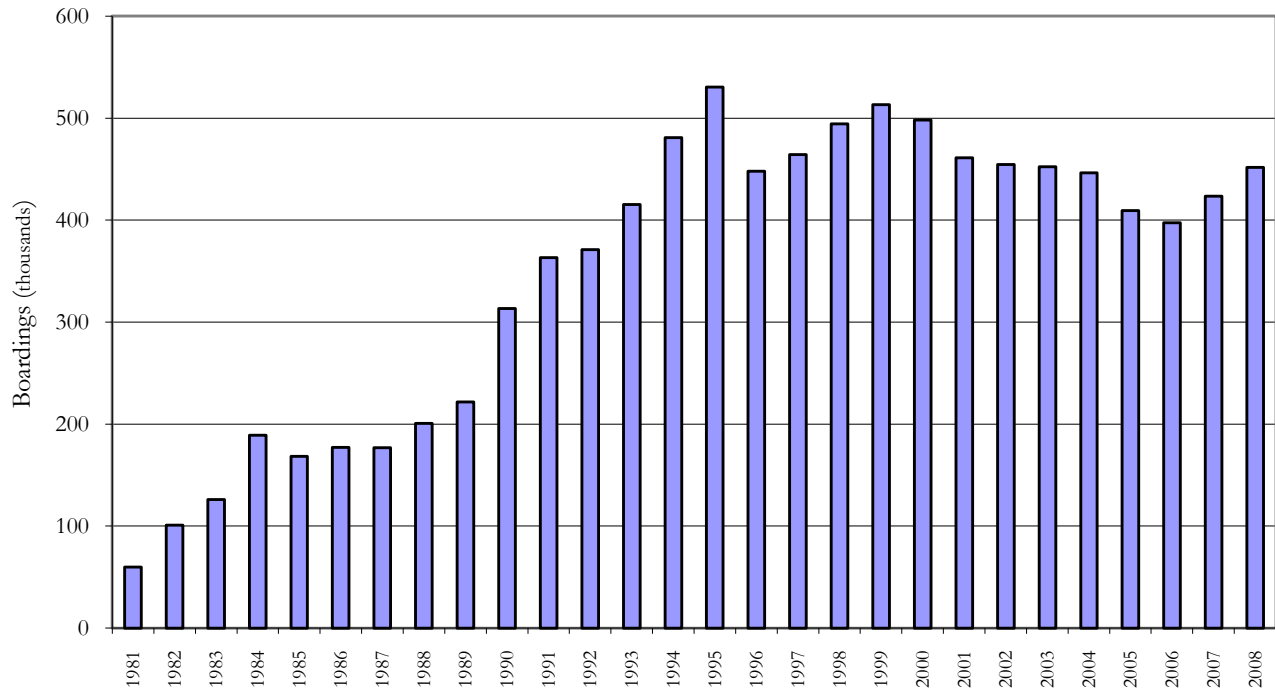
Pierce Transit's SHUTTLE provides transportation to individuals who, due to a disability, are unable to use, or need assistance to access, fixed route bus services. SHUTTLE eligibility standards and service characteristics are designed to meet the complementary paratransit requirements of the Americans with Disabilities Act (ADA). Using lift-equipped vans, SHUTTLE provides door-to-door service that is comparable to fixed-route service in a geographic area and hours of service within each area. SHUTTLE is provided directly by Pierce Transit employees and through a contract with First Transit. The area served by SHUTTLE is generally defined by the area that is within three-quarters of a mile of a fixed route. Figure 3-6 illustrates the current SHUTTLE service boundaries.

Figure 3-6
SHUTTLE Service Area



As illustrated in Figure 3-7, the number of SHUTTLE riders has grown from 60,000 in 1981 to over 450,000 in 2008. In recent years Pierce Transit has focused on providing travel-training programs for SHUTTLE patrons who are capable of riding fixed route services.

Figure 3-7
SHUTTLE Ridership 1981-2008

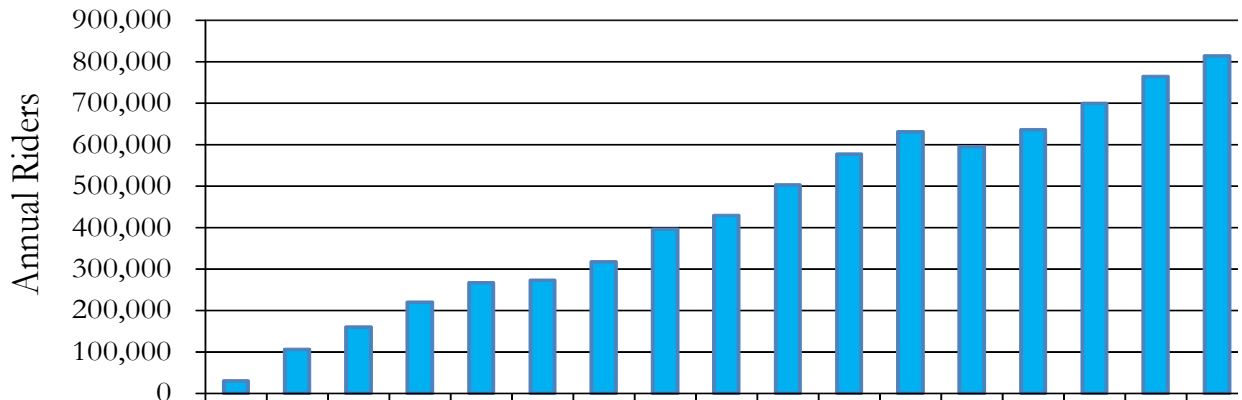


Vanpool Services

Since its inception in 1986, the vanpool program has expanded to an active fleet of 321 vans commuting to and from major employment centers. This successful program complements Pierce Transit’s network of local and express services, providing commute alternatives to many destinations that cannot be effectively served by fixed route services. Vanpools are also very cost-effective because participants pay about 85% of direct operating costs through fares. In 2008 the Pierce Transit vanpools provided about 853,000 rides, nearly five percent of the agency’s total ridership. Figure 3-8 depicts vanpool ridership during each year since 1990.

Pierce Transit’s Special Use Van program provides vehicles to local communities and organizations as a way of meeting their specialized transportation needs. In prior years ridership associated with the Special Use Van program was reported along with the SHUTTLE program. During 2006, reporting responsibility was moved to the Community Services division, which also administered vanpools.

Figure 3-8
Pierce Transit Vanpool Growth



Rideshare Services

In 1982, Pierce Transit implemented the Ridematch program that provides ride matching services to individuals with similar commute origins/destinations. This program was expanded in the early 1990's when Pierce Transit became part of a regional Ridematch network covering six counties. In 2005, the program, now internet-based and titled RideshareOnline.com, expanded to become a statewide service.

Also in 1982, Pierce Transit introduced employer services that provide outreach to the business community and provide a direct method of informing individuals about Pierce Transit services and other commute options. This program remains vital to promoting public transportation services while continuing to evolve to more effectively meet employer needs.

Section 4: Service Connections

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

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

- **Beyond the Borders** - Through a partnership with the Pierce County Coordinated Transportation Coalition, seniors, persons with a disabilities, and low income residents of Pierce County living outside of the Pierce Transit service area are eligible for free transportation services from their home to a Pierce Transit bus stop in Graham or at the Wal-Mart on Highway 7. From these stops they can connect to the Pierce Transit Service Area.
- **Intercity Transit** – Pierce Transit and Intercity Transit jointly operate Olympia Express service linking Pierce and Thurston counties. Pierce Transit provides two routes (601, 603A) providing weekday service while Intercity Transit provides one weekday (603) and one weekend (620) route.
- **King County Metro** – Pierce Transit routes 402, 500, & 501 make connections with King County Metro services at the Federal Way Transit Center. Additional connections with Metro services can be made at the Twin Lakes Park & Ride via Pierce Transit’s 61 route and at the Auburn Sounder Station via Pierce Transit’s 497 route.
- **Kitsap Transit** – Kitsap Transit provides connections from the Port Orchard Ferry to Pierce Transit routes 100, 102 & 113 at the Purdy Park & Ride.
- **L.E.W.I.S Mountain Highway Transit** – Connections can be made with L.E.W.I.S Mountain Highway Transit from Pierce Transit at the Elk Plain Wal-Mart. This Monday – Friday service connects Spanaway with Morton via Highway 7 and 161.
- **Sound Transit** – Pierce Transit provides convenient connections to Sound Transit express bus service and Sounder Commuter Rail service at several transit centers, park & ride, and Sounder stations throughout Pierce County. These include: Auburn Sounder Station, Bonney Lake Park & Ride, Commerce Street Transfer Area, Kimball Drive Park & Ride, Lakewood Sounder Station, Lakewood Transit Center, Narrows Park & Ride, Purdy Park & Ride, Puyallup Sounder Station, South Hill Mall Transit Center, South Hill Park & Ride, South Tacoma Sounder Station, Sumner Sounder Station, SR 512 Park & Ride, Tacoma Community College Transit Center, and Tacoma Dome Station.
- **Pierce County Ferries** – Connections to Anderson Island via Pierce County Ferry can be made at Steilacoom dock via Pierce Transit’s 212 route.
- **Washington State Ferries** – Connections to Vashon Island can be made at Point Defiance via Pierce Transit’s 10 and 11 routes.
- **Greyhound** – The Greyhound Bus terminal is located at the Tacoma Dome Station facility and is serviced by 7 local Pierce Transit routes.
- **Amtrak** – Pierce Transit routes 41, 500, and 501 provide regular weekday and weekend service to the Tacoma Amtrak station.
- **Park & Ride Lots** - Pierce Transit also operates a network of park-and-ride facilities that are located throughout Pierce County. At year’s end there were 5,890 parking spaces provided, a majority at facilities owned and operated by Pierce Transit. On average, about 88% of the county’s park-and-ride capacity is occupied on any given weekday. Table 4-1 summarizes those facilities, both owned by Pierce Transit and by others.

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

Owned or Leased by Pierce Transit			
Facility	Stalls	Facility	Stalls
Tacoma Dome Station <i>Puyallup Ave b/n E St. & G St.</i>	2,363	TCC Transit Center	95
Parkland Transit Center	62	North Gig Harbor (Kimball Drive)	306
72nd St. Transit Center	68	Holy Disciples Church <i>(Meridian & 187th)</i>	56

Owned by Others			
Facility	Stalls	Facility	Stalls
SR 512 (WSDOT) <i>I-5/SR-512 Interchange</i>	493	North Purdy (WSDOT) <i>Purdy Dr. at 144th St.</i>	200
DuPont (Sound Transit) <i>Exit 218 at DuPont</i>	125	Tacoma Mall North (WSDOT) <i>I-5./56th (Northwest Side)</i>	48
Roy "Y" (WSDOT) <i>SR-7 at SR-507</i>	100	Tacoma Mall South (WSDOT) <i>I-5./56th (Southwest Side)</i>	44
Center Street (WSDOT) <i>SR-16 at Center (Closed during highway construction)</i>	75	Key Center (Private) <i>Key Center at grocery store</i>	12
Narrows (WSDOT) <i>6th Avenue at Skyline</i>	195	South Hill (Sound Transit) <i>9th St. SW at 34th Ave SW Puyallup</i>	350
South Hill (Private) <i>Elim Evangelical Church</i>	20	Puyallup Sounder (Sound Transit)	364
South Gig Harbor (WSDOT) <i>Olympic Village Shopping Ctr.</i>	34	Sumner Sounder (Sound Transit)	286
South Purdy (WSDOT) <i>Purdy Dr at SR-16 onramp</i>	20	Bonney Lake North (Bonney Lake) <i>W. Tapps Hwy at Bonney Lk. Blvd.</i>	30
Tacoma Mall East (WSDOT) <i>I-5/S. 56th (Southeast Side)</i>	78	Bonney Lake South (Sound Transit) <i>Hwy. 410 at 184th Ave.</i>	356

WSDOT indicates a Washington State Department of Transportation facility.

Section 5: Activities in 2008

Schedule Reliability Adjustments: The basic network of transit centers was created more than twenty-five years ago. These centers were strategically placed to allow buses to travel from one transit center to another in about twenty-five minutes to facilitate timed transfer operations. Over time, increasing traffic congestion and passenger boarding activity has made this system increasingly unreliable. Recognizing the importance of reliable timed transfers, Pierce Transit established a standard that at least 95% of all trips should operate on time – neither early nor so late that passengers miss transfers at the transit centers. For several years, the system has failed to meet this standard, with about 7.5% of all trips either early or late in 2007. At the same time, because they are operating late, operators often find that their scheduled recovery time during the workday is diminished by added running times.

Starting in 2006, Pierce Transit devoted significant resources to improving schedule reliability. This effort continued in 2008. The goal was to increase the percentage of trips that operate on schedule and to provide adequate recovery time for operators during their workday. This was accomplished in a variety of ways:

- Routes with inadequate running time but excess recovery time were rescheduled to provide more realistic schedules (routes 2, 3, 26, 28, 41, 42, 48, 53, 57, 65, 300, 408, 409, 445, 495, 501);
- Unproductive trips on several routes were evaluated to make improvements in other parts of Pierce Transit's service network - trip eliminations on routes 3, 45, 206, 214; 300A, 496 – trip additions on routes 48, 60, 202, 402, 495.
- Routes with inadequate recovery time were interlined to routes that have excess recovery time, allowing operators an opportunity to get out of their seat on every other trip 26/500, 26/501, 411/413, 13/42, 41/11, 28/53
- Downtown Tacoma hookups were adjusted to allow buses more running time; 16/48, 26/500, 26/501, 13/42

Provided Coordinated Service in Steilacoom: Pierce Transit rescheduled Route 212 to schedule weekday departures from the Lakewood Transit Center on the hour and half hour, thus providing for better coordination with class times at Pierce College Steilacoom. Additionally, the change would better coordinate with the Anderson Island Ferry.

Return Service to Allenmore: Route 2 served Allenmore Hospital with limited ridership prior to construction on the hospital entrance that prevented continued service. In 2008 the hospital mitigated the operational barriers to bus service. Pierce Transit, in turn, returned service to Allenmore via route 51 providing hourly service from the North End and Tacoma Mall Transit Center.

Provided More Frequent Service along Market & St. Helens: To better serve residents in the downtown core, Route 16 was rerouted to operate along Market & St. Helens instead of Stadium Way. Together with Routes 11 and 13, St. Helens / Broadway area residents now have bus service every 8 to 15 minutes and the unproductive portion of Route 16 along Stadium Way was eliminated.

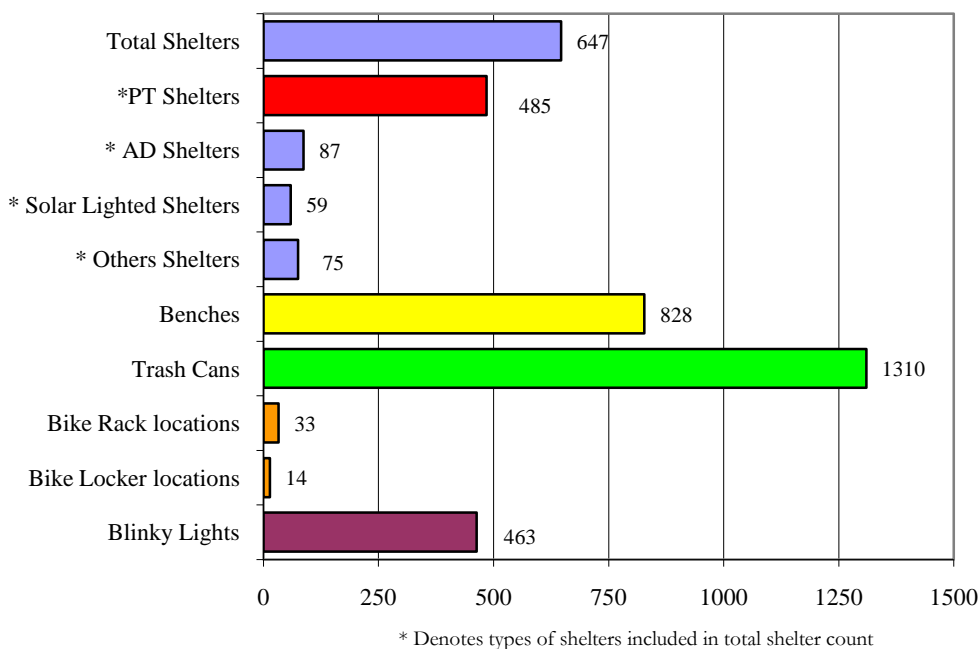
Improved Service in South Hill: South Hill area services were modified to better serve Pierce College's South Hill Campus. Route 410 weekday service was extended to Pierce College. Routes 411 and 413 were consolidated into a single route that links South Hill Mall and Downtown

Puyallup with Pierce College. Service on this new route was also modified to serve the Senior Housing Assistance Group (SHAG) apartments on 27th Ave. SE.

Bus Stop Program: As of December 2008, Pierce Transit has a total inventory of 647 shelters, most owned and maintained by Pierce Transit. This number does not include transit centers. Approximately 19% of our stops support shelters. The SR7 (Pacific Avenue) improvement project is complete and Pierce Transit has installed 42 new shelters on that corridor.

Benches: Between September 2007 and December 2008, Pierce Transit has installed 41 new benches at bus stop locations. Just over 24% of our bus stops currently have a passenger bench. Pierce transit has a total inventory of 820 benches.

Figure 5-1
Pierce Transit Amenity Counts
 (As of December 2008)



Section 6: Proposed Action Strategies, 2009 - 2014

The Washington State Department of Transportation (WSDOT) requires that transit agencies report their progress towards accomplishing the state’s public transportation objectives. These objectives are identified in Washington State’s Transportation Plan 2007 to 2026. Pierce Transit reports its success at achieving the state’s objectives for 2008, and strategies for achieving the state’s objectives for 2009 through 2014.

1. PRESERVATION

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

2008	2009-2014
Continued Effort	Continuing Effort

Preserve existing transportation service levels.

2008

- Fixed route services increased from 625,000 hours of Pierce Transit funded services in 2007 to 666,000 hours in 2008. Much of this increase reflected schedule adjustments that were necessitated by traffic congestion and increasing passenger loads.
- SHUTTLE services continued to conform to the requirements of the Americans with Disabilities Act.

2009-2014

- Pierce Transit will redeploy resources from unproductive routes to areas where need and demand are greatest.
- SHUTTLE services will continue to meet the requirements of the Americans with Disabilities Act.

Preserve existing public transportation facilities and equipment.

2008

- 41 benches installed at shelter locations.
- Completed SR7 (Pacific Avenue) improvement project with 42 new shelters on that corridor.
- Pierce Transit purchased 10 replacement vanpool vans.
- Pierce Transit purchased 28 replacement SHUTTLE vehicles.
- Pierce Transit purchased 5 replacement Bus PLUS vehicles.
- Base expansion -A new master planning effort commenced in 2008 involving an in-depth needs assessment to ensure that any capital investment in the base will serve the Agency well in the near-, medium-, and long-term future.

2009-2014

- Pierce Transit will replace vehicles in conformity with its adopted fleet replacement standards.
- Pierce Transit is scheduled to replace its outmoded radio system with full implementation expected in 2009.
- Pierce Transit maintains a six-year replacement plan for technology infrastructure such as servers, printers/plotters, LAN equipment (routers, firewalls and switches), GIS and HASTUS System upgrades.

2. SAFETY

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

2008	2009-2014
Continued Progress	Continuing Effort

2008

- Pierce Transit monitors all service on a daily basis to ensure the safety of passengers and employees.
- Pierce Transit participates in local and regional efforts to increase and improve security components both on routes, at transit centers and park and ride lots, as well as at bus stop locations throughout the service area.
- Pierce transit coordinates with local law enforcement agencies and emergency services and maintains open communication between the Agency’s internal Public Safety Division and external public safety agencies.

2009-2014

- Pierce Transit will install a digital camera security system on buses as part of an agency-wide security focus. This project will increase passenger and operator security while reducing claims against Pierce Transit. The installation of cameras will begin in 2009 and continue for a period of 3 years.
- Pierce Transit will continue to develop the Public Safety Department. It coordinates in-house police resources, off-duty uniformed police resources, in-house security, and local and regional emergency preparedness.

3. MOBILITY

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

2008	2009-2014
Made Progress	Continuing Effort

2008

- In a partnership with Pierce County and WSDOT, continued efforts to utilize State Special Needs Transportation funds to finance a major expansion of the Pierce County’s ‘Beyond the Borders’ program.
- Pierce Transit continued to work with local jurisdictions to provide transit priority along major corridors where Pierce Transit vehicles routinely encounter delays because of traffic congestion.
- Pierce Transit cooperatively participates in CTR efforts with employers in Pierce County.
- Pierce Transit staff regularly reviews land use and community design proposals to comment on transportation integration.
- Pierce Transit provides regional connections with five other public transportation providers as well as interstate bus and passenger rail service.
- Pierce Transit partnered with the City of Tacoma in support of the establishment of a Growth and Transportation Efficiency Center (GTEC)

in Downtown Tacoma.

2009-2014

- Pierce Transit is an active participant in the Regional Access Mobility Project (RAMP) a regional coalition including business, labor, public and private organizations to improve mobility in the South Sound region.
- Pierce Transit will continue working with Pierce County to identify funding sources that will allow the expansion of the 'Beyond the Borders' program.
- During the next six years, Pierce Transit will undertake a review of hybrid service options in low-density suburbs. Zone routes and deviated fixed routes appear to have significant potential to reduce the costs of serving these neighborhoods, thereby making non-urban public transportation service more practical. Under-performing fixed routes and emerging suburban neighborhoods will be considered for these new hybrid services.
- Pierce Transit will continue and expand a growing number of cooperative projects involving local communities, Pierce County, King County Metro, Sound Transit, and WSDOT. This includes neighborhood development and planning efforts, regional fare coordination, Sounder feeder transit services, express bus service coordination, and high occupancy vehicle access projects.
- Pierce Transit will continue to work with local jurisdictions to implement transit-supportive improvements.

4. ENVIRONMENT

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

2008	2009-2014
Continued Effort	Continuing Effort

2008

- Pierce Transit staff continued to participate in planning efforts to develop and improve alternatives to the single occupant vehicles.
- Pierce Transit's fleet is powered by compressed natural gas (CNG) which reduces nitrogen oxide and carbon monoxide emissions by 90 percent compared to their diesel-powered counterparts. Smog-producing hydrocarbon emissions are 80 percent lower, and CNG buses significantly reduce carbon monoxide (CO), and nitrogen oxide (NOx) emissions, and virtually eliminate particulate emissions, when compared to conventional diesel-powered vehicles. By contrast, diesel buses release a gallon of soot for every 570 miles traveled.
- Pierce Transit participates in recycling programs for office paper, cardboard material, printer ink cartridge, as well as promoting water quality standards through the recycling of antifreeze and engine oil.

2009-2014

- Pierce Transit will continue to utilize low emission compressed natural gas as the primary fuel for the bus fleet.
- Pierce Transit will continue to explore ways to share resources and expertise because we believe the data we've accumulated make a strong case for the increased use of alternative fuels. More importantly, our experience with CNG shows that corporate citizenship and bottom-line efficiency can co-exist.
- Pierce transit will continue to maintain and improve recycling programs that help reduce energy consumption and improve air and water quality.

5. STEWARDSHIP

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

2008	2009-2014
Continued Effort	Continuing Effort

2008

- Continued and expanded comprehensive long-term planning efforts. Actively participated in a number of local and regional planning efforts, including:
- Continuing operational and planning coordination with the region's other public transportation providers, most especially King County Metro, Sound Transit, and Intercity Transit;
- The Puget Sound Regional Council's update of Vision 2040;
- Participation in Pierce County's transportation planning initiatives;
- Membership in the Regional Access and Mobility Partnership (RAMP), which combines public and private sector initiatives to upgrade transportation in Pierce County;
- Participation in the City of Tacoma's Streetcar Feasibility Study;
- Participation in the Smart Card project, an effort to further streamline and integrate the region's fare structure; and,
- Participation in the City of Tacoma's Complete Streets program, an effort to establish guidelines for mixed use urban and residential streetscapes that are transportation and pedestrian friendly.
- Ongoing participation in Pierce County's Growth Management Coordinating Committee and Transportation Coordinating Committee.

2009-2014

- Staff will continue to work with local jurisdictions and participate in community based efforts to implement transit-supportive improvements;
- Pierce Transit will continue partnerships with other transit agencies, municipalities, and municipal planning organizations to address transportation issues in the region and encourage transit oriented design.

Section 7: Proposed Changes, 2009 - 2014

The global economic conditions in recent months has required Pierce Transit to take specific actions to ensure the Agency’s fiscal integrity and continued provision of high quality service to our community. Pierce Transit has experienced significant decline in sales tax collections, the Agency’s primary funding source, since December, 2007. At the same time, there has been an unprecedented growth in ridership. Preserving our vital service to the community will remain Pierce Transit’s top priority.

There are no service increases currently planned for 2009 – 2014. The 2009 Budget does include funds for a service redesign study to improve efficiency and productivity. Activities in 2009 – 2014 focus on redirecting resources to maximize efficiencies and reduce redundancies.

Table 7-1
Six-Year Service Expansion Program

Year	Fixed Route		SHUTTLE		Vanpool Vans ²
	Annual Hours ¹	Vehicles ²	Annual Hours	Vehicles	
2009	660,940	195	239,755	100	326
2010	660,940	195	260,520	100	326
2011	660,940	195	268,439	100	326
2012	660,940	195	276,676	100	326
2013	660,940	195	285,241	100	326
2014	660,940	195	294,150	100	326

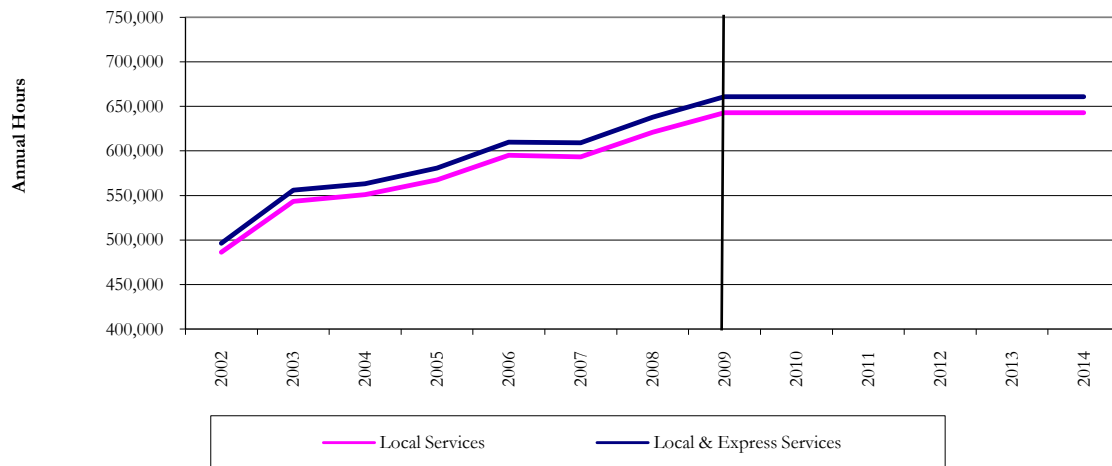
¹Excludes Sound Transit Services.

² Active fleets. Excludes Bus PLUS vans, vanpools, and buses placed in the reserve fleet.

Fixed Route Services

Fixed Route Service: Figure 7-1 illustrates historic and projected future annual service hours operated on fixed route services. Overall, Pierce Transit expects to maintain current service hours between 2009 and 2014. Because Pierce Transit is heavily dependent on sales taxes,

Figure 7-1
Fixed Route Service Hours (Excludes Sound Transit)



the rate of growth will depend upon local economic conditions. If additional resources become available, it may be possible to implement service enhancements within the six year period. This section provides a detailed summary of changes that are planned to take effect during 2009, with a more general summary for each of the next five years. As always, public requests for new or expanded fixed route services far outstrip Pierce Transit’s ability to accommodate these requests. Given the large number of possible new services, planned 2009 service improvements only focus on the most essential projects.

Route Efficiency Modifications: Pierce Transit’s highest priority for 2009 will be to examine the system in order to improve the efficiency of routes to serve the greatest good in tough economic times. In December 2007, Pierce Transit began to see a sharp decline in sales tax collections, which represents 70% of revenues. In early 2008, cuts were made to agency expenditures, capital projects, nonessential travel, and a hiring freeze was implemented. Fixed route service hours of 666,223 in the 2008 budget were reduced to 660,940 in the 2009 budget. In October 48 staff positions were eliminated.

The Pierce Transit Board of Commissioners has directed staff to identify and modify or eliminate several marginal and unproductive services. Special emphasis will be placed on those routes which have failed to meet Pierce Transit’s adopted performance standards and where other route alternatives exist. The challenge will be to move an increasingly growing ridership with fewer resources.

Routes identified for service modifications or reductions are as follows:

Route 26 (MLK Jr. Way)

- Plan: change frequency from 30 minutes to 60 minutes
- Cost Savings: estimated annual savings \$115,000
- Alternatives: routes 1, 2, 3, 11, 13, 16, 28, 45, 102, Vanpool, Rideshare & Carpool

Route 51 (Union Ave)

- Plan: change weekday frequency from 30 minutes to 60 minutes
- Cost Savings: estimated annual savings \$134,000

- Alternatives: routes 1, 2, 13, 16, 52, & 57, Vanpool, Rideshare & Carpool

Route 60 (Port of Tacoma)

- Plan: elimination due to low ridership
- Cost Savings: estimated annual savings \$229,714
- Alternatives: Vanpool, Rideshare and Carpool

Route 113 (Key Peninsula)

- Plan: possible route or service modifications. Due to low ridership this route will be modified to end at Key Center. The route may extend to the shopping area on Borgen Blvd. via St Anthony's Hospital
- Cost Savings: estimated annual savings: NA
- Alternatives: Vanpool, Rideshare and Carpool. Paratransit Services provides medical transportation to qualified special needs individuals. Key Peninsula and Catholic Community Services also offers a Senior Ride Program, providing free door to door transportation

Route 220 (Orchard St)

- Plan: change weekday frequency from 30 minutes to 60 minutes
- Cost Savings: estimated annual savings \$268,000
- Alternatives: routes 1, 2, 11, 13, 16, 28, 52, 53, 202, Vanpool, Rideshare & Carpool

Route 413 (Wildwood)

- Plan: Terminate route at Good Samaritan Hospital (no longer serve Puyallup Sounder Station). Eliminate SHAG apartment loop and Pierce College loop
- Cost Savings: estimated annual savings \$382,857
- Alternatives: Routes 402, 410, 495, Vanpool, Rideshare and Carpool

Route 445 Bus PLUS (South Hill-Spanaway)

- Plan: eliminate service
- Cost Savings: estimated annual savings \$382,857
- Alternatives: Route 402, Vanpool, Rideshare and Carpool

Mid- County Bus PLUS (North Service Area)

- Plan: eliminate service
- Cost Savings: estimated annual savings \$169,034
- Alternatives: routes 402 & 410, Vanpool, Rideshare and Carpool

Route 501 (Milton-Federal Way)

- Plan: reduce midday frequency from 30 minutes to 60 minutes on weekdays
- Cost Savings: estimated annual savings \$344,571
- Alternatives: Routes 402 & 500, Vanpool, Rideshare and Carpool

Fare Increase: Pierce Transit increased its fare structure effective January 1, 2009. Pierce Transit last made changes to fares on March 1, 2006. The fare increase will generate revenue and help offset declining tax revenue. Public notices outlining the proposed fare change were posted in local publications, on buses, at all Pierce Transit Bus Shop locations, and on Pierce Transit's website. A

public hearing was held on September 8, 2008. The fare change does not impact senior/disabled and youth local riders or SHUTTLE riders. The new fares are as follows:

	NEW	PREVIOUS
Local Adult Cash Fare	\$1.75	\$1.50
Local Adult Monthly Pass	\$63.00	\$54.00
Local Adult Tickets	11 tickets \$17.50	11 tickets \$15.00
Adult Weekend All Day Pass	\$3.50	\$3.00
Olympia Express Adult Cash Fare	\$2.50	\$2.00
Olympia Express Adult Monthly Pass	\$90.00	\$72.00
Olympia Express Senior/Disabled Cash Fare	\$1.25	\$1.00
Olympia Express Senior/Disabled Pass	\$45.00	\$36.00

Lakeland Hills Service: One area where Pierce Transit will see minor service expansion is in the Lakeland Hills section of Auburn. Contract negotiations for the service began in 2007 with implementation in February 2009. The Lakeland Hills feeder service represents a unique partnership between the City of Auburn, Sound Transit, and Pierce Transit during the first year of operation and transitions to a partnership between the City of Auburn, King County, and Pierce Transit in subsequent years. The service operates between Lake Tapps Parkway and Auburn Sounder Station, with one-way service to the station in the AM peak and from the station to Lakeland Hills in the PM peak (a 3 hour span of service in each direction). The intent of the new service is to provide peak service to connect residential areas to the Auburn Sounder Station to facilitate transfers to Sounder commuter rail, Sound Transit express bus service and Metro bus service

Service under this agreement began on February 9, 2009 and terminates in February 2010. It is the understanding that this service will continue in February 2010 under a new partnership agreement with King County, the City of Auburn and Pierce Transit.

The City of Auburn and Sound Transit each agree to contribute one third of the costs of the service based on Pierce Transit’s fully allocated rate for “blended” (both directly operated and contracted) SHUTTLE service. Pierce Transit will provide three 25 foot transit “Bus PLUS” vehicles (two active and one spare) for the service with an agreed upon value of \$58,435.72. In addition, Pierce Transit agrees to contribute the difference between the agreed upon cost of the vehicles and one third of the service cost. The City of Auburn’s estimated cost is \$116,871. Sound Transit’s estimated cost is \$116,871 and Pierce Transit’s estimated cost is \$116,870, of which \$58,435 is for service and \$58,435 is for vehicles.

2010-14 Changes: The Six-Year Financial Plan indicates that Pierce Transit will be able to maintain current service hours at the 2009 Budget level through 2011. Reductions in service levels after 2011 may be necessary in the absence of economic recovery or additional revenue sources. Implementing service efficiencies remains Pierce Transit’s first priority throughout the five years from 2010 through 2014. Most likely, any significant near-term expansion will need to be funded by redeploying existing duplicative and unproductive services. Possible future redeployments include:

Consider Remedial Changes on Unproductive Routes: Several routes have failed over a period of years to meet Pierce Transit’s adopted performance standards. These include:

Marginal Routes

- 11 – Pt. Defiance
- 13 – N. 30th Street
- 51 – Union Avenue
- 59 – Manitou
- 100 – Gig Harbor
- 102 – Gig Harbor - Tacoma
- 402 – Meridian
- 408 – Bonney Lake

Unsatisfactory Routes

- 60 – Tide Flats
- 113 – Key Peninsula Bus PLUS
- 207 – Fort Lewis
- 220 – Orchard
- 406 – Buckley
- 407 – Prairie Ridge
- 413 – Wildwood
- 445 – Mid County Bus Plus
- 490 – South Hill – Tacoma Express
- 501 – Milton/Federal Way
- 601/603 – Olympia Express

Every route that fails to achieve adopted performance standards will be individually considered for changes or reductions where warranted.

As resources become available, future service improvements will address four priorities:

1. Create new trunk route services, offering frequent and fast local service, along Pearl and Center streets. The establishment of trunk route services is a central part of the long-range fixed route service plan that was identified in the Strategic Business Plan. Forming the basis for Pierce Transit’s future route structure, trunk routes will provide frequent and direct local service along major streets within Pierce County’s urban core.

Four additional corridors appear to have the market potential to support their conversion into trunk routes. Market potential, resource availability, and community benefits will be factors when deciding which to implement.

- Routes 10 (Pearl) and 52 (Center St.) could be combined. The new trunk route would operate along Center Street and Pearl, linking the Tacoma Mall with Point Defiance. As part of this project, routings would likely be adjusted in order to provide faster and more direct trunk route service.
 - Routes 41 (Portland Avenue) and 202 (72nd Street) could be combined to form a single trunk route service linking Downtown Tacoma, East Tacoma and Lakewood.
 - Combining Routes 204 (Lakewood-Parkland) with Route 410 (Parkland-Puyallup) creates a trunk service that connecting Lakewood with Eastern Pierce County.
 - Routes 57 (Tacoma Mall) and 300 (South Tacoma Way) could be combined to create a trunk route service connecting South Lakewood with the Tacoma Mall and Downtown Tacoma operating along South Tacoma Way.
2. Expand services in southern and eastern Pierce County, providing more frequent service on Meridian, converting services in and around Bonney Lake and Buckley to Bus PLUS operation, and expanding service offerings in the South Hill area.
 - South Hill, the corridor on each side of Meridian from 112th Street to 224th Street and beyond, is one of the fastest growing parts of Pierce County. It poses special challenges

for Pierce Transit. Spotty development, low population densities, heavy traffic, and an incomplete street grid all combine to make it impossible for traditional fixed route services to achieve established performance standards. Still, this area contains a growing population base that receives only limited public transportation services. As resources permit, Pierce Transit will continue to expand its network of Bus PLUS services in the South Hill area, possibly extending these services north into Puyallup and east towards Orting.

- Routes 406 (Buckley) and 407 (Bonney Lake/Prairie Ridge) serve dispersed residential and commercial neighborhoods in Eastern Pierce County. The routes have consistently failed to achieve established performance standards and their service area may be more appropriately served by more flexible services. This plan provides the resources to convert both to Bus PLUS operation.
3. Expand Bus PLUS service into additional parts of Pierce County. Bus PLUS provides more flexibility than fixed route services, while reducing operating costs by combining fixed route concepts and paratransit-like demand-responsive service into a single vehicle. The following routes will be considered for the possible implementation of Bus PLUS service. Due to differences in local operating conditions, implementation plans and operational procedures for each may vary.
- **Bonney Lake/Buckley:** As discussed in the previous section, local fixed route services operating in Bonney Lake and Buckley are among the least productive Pierce Transit routes. They remain a top priority for conversion to Bus PLUS service. As development continues, Bus PLUS service may be extended to Cascadia, a planned community located between Orting and Bonney Lake.
 - **Gig Harbor Peninsula: Route 100 (Gig Harbor)** fails to achieve established performance standards north of the Kimball Drive Park-and-Ride Lot. Bus PLUS services offer flexible service alternatives in Downtown Gig Harbor, Peacock Hill and parts of the Key Peninsula.

Bus Stop Program: During 2009-14, Pierce Transit plans to install 25 expansion shelters per year. Shelters are being replaced on a 10-year cycle.

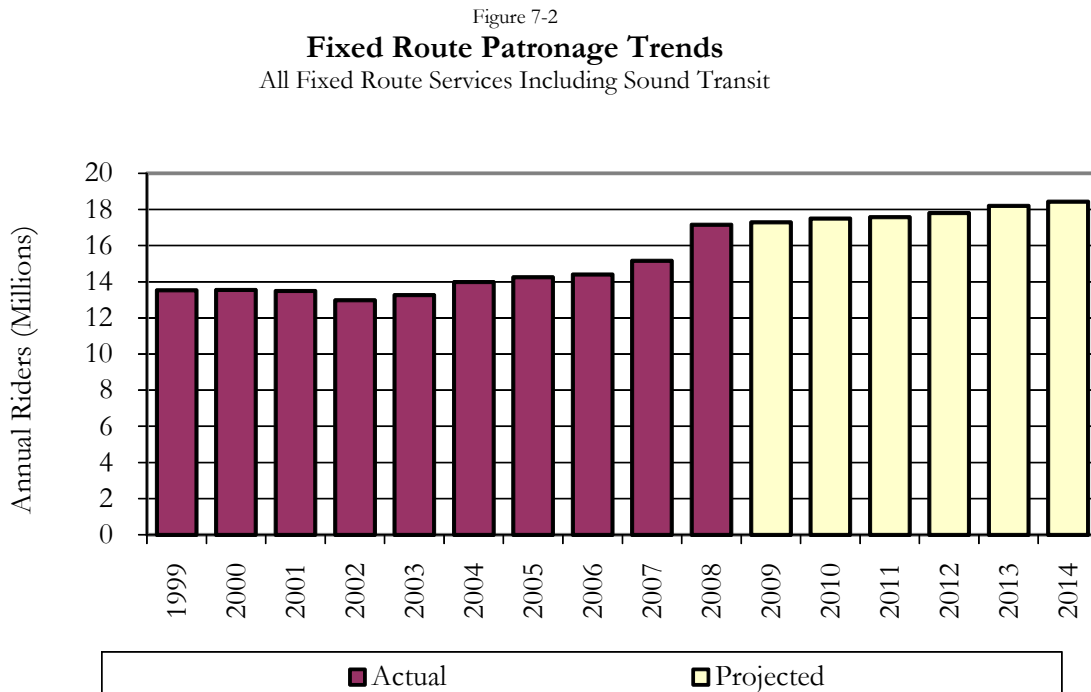
Benches: The operating plan provides resources for the installation of approximately 10 stand alone benches each year from 2009 - 2014. This is in addition to the benches that are installed at each new shelter location. By 2014, Pierce Transit plans to provide benches at 25% of our stops.

Marketing & Promotions: In spite of a significantly reduced budget, Pierce Transit will continue marketing programs that are primarily directed to commuters to major employer centers. These marketing efforts will include:

- Reaching out to employers and employees at major worksites and in specific industries (e.g., health care) and tailoring services to the needs of this market group;
- Conducting outreach efforts to key target markets including new residents, seniors and youth;
- Increasing overall public awareness of local and regional transit, vanpool, and rideshare services;
- Conducting periodic route-specific promotions;

- Promoting special services to improve public access to major Pierce County events;
- Conducting periodic market research projects to assess trends in public perception about transit services, and to evaluate the effectiveness of service plans, route promotions, and marketing techniques

Figure 7-2 illustrates the projected growth in fixed route patronage during the next six years.

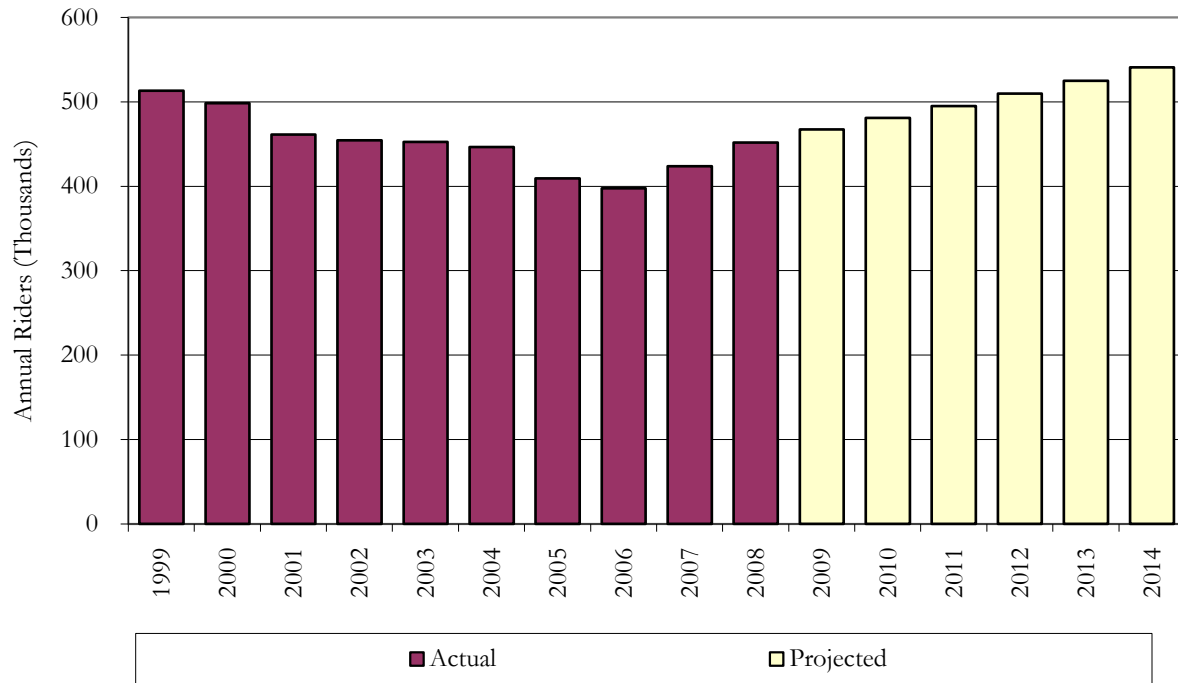


Specialized Transportation (SHUTTLE)

In 2000, SHUTTLE reversed a long trend when it reported a decline in the number of boardings compared with the previous year. Much of this decline reflected the impacts of Pierce Transit’s ongoing efforts to control program costs by transitioning SHUTTLE patrons onto fixed route services and through the ongoing travel-training program. This is important because it is projected to cost an average of \$40.60 to transport each SHUTTLE rider during 2008 compared with \$5.43 for local fixed route services. While SHUTTLE transports 3% of Pierce Transit’s total riders, it consumes more than 16% of the budget. At the same time, fixed route services provide a cost-effective alternative to SHUTTLE, offering frequent and reliable service to most major travel destinations within Pierce County. Travel training, revised eligibility determination, and transferring SHUTTLE patrons onto fixed route services for a portion of their trip have all succeeded in lowering overall program costs while continuing high quality specialized transportation services for persons who are unable to use regular fixed route services.

During the next six years, SHUTTLE will continue its mission of providing complementary paratransit services for persons with disabilities. Because Pierce County’s population is both growing in number and growing older, demands for SHUTTLE service will likely increase in coming years. Figure 7-3 illustrates projected SHUTTLE patronage.

Figure 7-3
SHUTTLE Patronage Trends – Annual Boardings



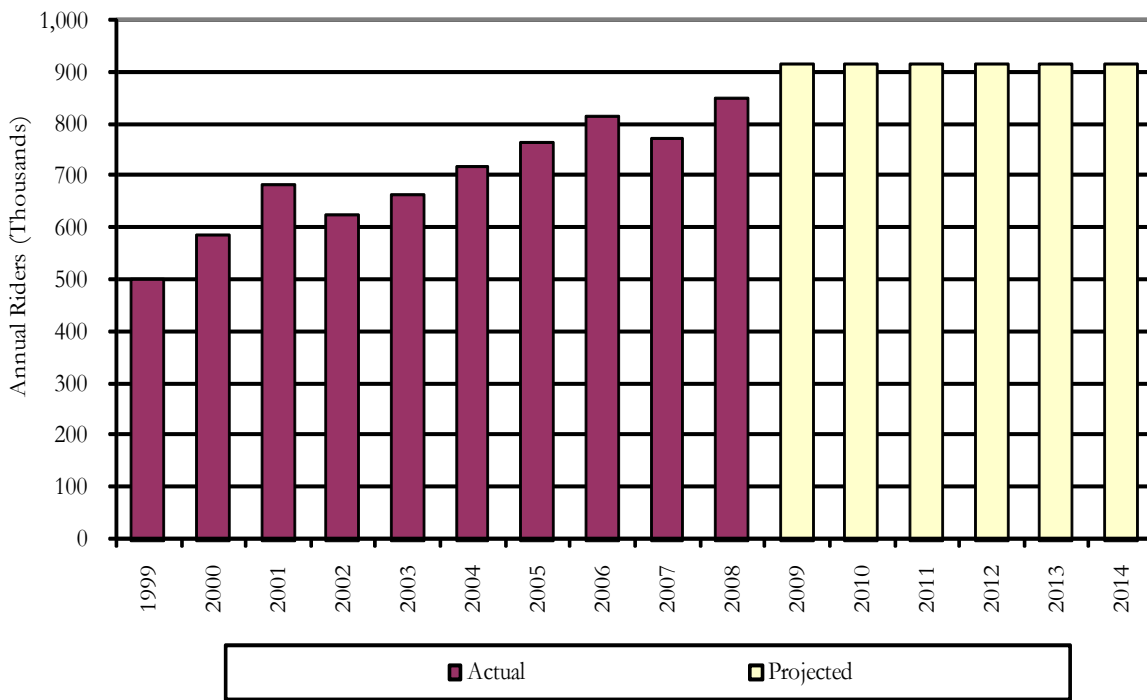
Pierce Transit is working with the state and other local service providers in the Pierce County Coordinated Transportation Project. Its goal is to identify and implement strategies that coordinate resources, reduce service duplications, and improve service quality for specialized transportation services operating throughout the county. This will be accomplished by consolidating resources so that a single vehicle may transport clients from several different programs at the same time lowering total program costs. These efforts will continue during 2009 and beyond. This work is being coordinated with the Agency Council of Coordinated Transportation (ACCT), which has delegated authority for coordinated transportation at the local level to local transportation and human services organizations.

Vanpool

The vanpool program is one of Pierce Transit’s fastest growing public transportation services, often outstripping the agency’s ability to keep pace with demand. No expansion of the vanpool program took place during 2006. Pierce Transit added 20 expansion vanpools to its fleet during 2007 and 10 vanpools to its fleet during 2008. These increases did not meet demand and the waiting list topped 25 groups in mid-2008. Due to financial constraints, Pierce Transit will not expand its vanpool fleet during 2009. Pierce Transit receives expansion grants from the State, but no replacement dollars. Replacement dollars are available through CMAQ and STPP competitive grants, but limited replacement dollars do constrain program growth.

Pierce Transit works with the region’s other vanpool program providers to match potential customers with available vehicles when it is unable to serve a particular customer. Pierce Transit anticipates that vanpool patronage will keep pace with the program’s growth, as depicted in Figure 7-4.

Figure 7-4
Vanpool Patronage Trends – Annual Rides
 (Includes Special Use Van Services)



Business partnerships throughout the Puget Sound Region support Pierce Transit’s vanpool program. Commute trip reduction programs with major employers encourage the use of high occupancy modes to reduce single occupant vehicle trips to their worksites. Working with these employers, Pierce Transit provides assistance to employees who desire to form a vanpool, placing the employee in a current vanpool, or forming a new vanpool, whichever is most appropriate. Pierce Transit provides the vehicle, charging a reasonable fare that recovers nearly all direct operating, maintenance, and administrative expenses.

Business Partnerships

In 1982, Pierce Transit introduced an employer services program to provide outreach to the business community and provide a direct method of informing individuals about Pierce Transit services and other commute options. In 2008, this program was renamed “Business Partnerships” to better reflect the changes in services, pass programs, and the upcoming ORCA – “Smart Card” implementation.

In 1991, as part of the Clean Air Act, the statewide Commute Trip Reduction Law was passed. Major employers in the area (100+ employees) were required to implement commute trip reduction programs that encourage use of high occupancy modes and reduce single occupant vehicle trips to their worksites. Pierce Transit, in cooperation with Pierce County, and the City of Tacoma, works with the county's 80+ largest employers to assist them in developing and expanding their transportation programs. Pierce Transit offers customized marketing materials, promotional campaigns and training to these employers. This program remains vital to promoting public transportation services while continuing to evolve to more effectively meet employer and business needs.

In September 2007, Pierce Transit in partnership with Pierce County and the City of Tacoma launched a new website: PierceTrips.com. This website provides one-stop information for employers, employees, and the general public for commute option programs. We continue to ensure this site complements Pierce Transit's own website.

CTR Changes: The 2006 Legislature adopted the Commute Trip Reduction (CTR) Efficiency Act, to make the CTR Program (CTR) more effective, efficient, and targeted. The modified CTR program officially started on July 1, 2007. The modified program impacts Pierce Transit's planning and service delivery practices in several ways.

- A Focus on Congested Corridors – The new CTR law shifts the program from the ten most populous counties to those urban growth areas that contain the most congested state highways.
- Increased Planning and Coordination – The new program requires local jurisdictions, regional planning organizations, and the state to work together to more fully integrate land use and transportation planning along congested corridors.
- Employment and Residential Centers – The new CTR law gives local jurisdictions the option to establish Growth and Transportation Efficiency Centers (GTECs) where they will be able to implement customized programs and policies that go beyond the requirements of the base CTR program. The City of Tacoma was awarded GTEC status and a grant of \$300,000. Pierce Transit remains a strong partner with the City of Tacoma in all GTEC activities. Initial work began in January 2008 and will continue through June 2009. At the writing of this report, the City of Tacoma expects to receive a GTEC grant to continue its activities through June 2011.

Pierce Transit will continue to work with the state and partner jurisdictions to implement the requirements of the CTR Efficiency Act.

Special Needs Transportation

The State Legislature included funding for expanded paratransit services in the 2003-05 State Transportation Budget and then continued this program emphasis for the 2005-07 biennium. Pierce Transit utilized these additional resources to fund the SHUTTLE program allowing use of Agency resources for two key programs:

1. Directing \$150,000 per year to Pierce County's "Beyond the Borders" program to initiate transportation services in neighborhoods that are outside the boundaries of Pierce Transit's Public Transportation Benefit Area;
2. Operating Bus PLUS service in the Mid-County region – an area roughly bounded by SR-7, S. 224th Street, Shaw Road and S. 112th Street.

Pierce Transit is currently working with WSDOT to identify the most effective way to utilize allocated funds. These discussions may result in some changes in which Pierce Transit projects are funded with state special needs transportation funds.

Ridership Forecast

Patronage is expected to increase by just over one percent per year during the next six years. These increases will result from projected increases in the productivity of existing services. Table 7-2 summarizes forecast patronage through 2014.

Table 7-2
Six-Year Patronage Forecast – Annual Boardings (Millions)

	2009	2010	2011	2012	2013	2014
Fixed Route	14.70	14.84	14.99	15.14	15.29	15.45
Bus PLUS	0.13	0.13	0.13	0.13	0.13	0.13
Sound Transit	2.58	2.66	2.74	2.82	2.90	2.99
SHUTTLE	0.46	0.48	0.49	0.51	0.52	0.54
Vanpool	0.92	0.92	0.92	0.92	0.92	0.92
Total	18.78	19.03	19.27	19.52	19.77	20.03
Change	0.8%	1.3%	1.3%	1.3%	1.3%	1.3%

Section 8: Capital Improvement Program, 2009 - 2014

The six-year capital plan supports the service modifications described in the previous chapter. Priorities addressed in the following sections include:

- Routine replacement of revenue vehicles and infrastructure;
- Provide a more efficient and secure system by replacing existing mobile communication system; and
- Base master planning efforts to meet expected increases in the Pierce Transit fleet and employees, and to accommodate the Sound Transit Regional Express fleet.

Revenue Vehicles

Fixed-route Buses: Pierce Transit operates a fleet of 195 buses (excludes Sound Transit vehicles), all powered by compressed natural gas (CNG), in fixed route service. Buses are replaced on a regular schedule that varies somewhat based on the age of the CNG tank. Newer CNG tanks have a longer useful life than older tanks. With recent bus purchases, the average age of the Pierce Transit fleet is 6.2 years.

At present, the fleet consists of thirty 30-foot buses and one hundred sixty-five 40-foot buses. One hundred sixty nine buses are low floor buses with ramps, and fifteen have lifts. The 30-foot buses are deployed on routes appropriate to their size and greater maneuverability. In 2008, Pierce Transit took delivery of eleven expansion buses to support service and schedule reliability improvements.

Table 8-1
Planned Bus Orders
Delivery expected to be in the year after funds are encumbered

	2009	2010	2011	2012	2013	2014
Replacement Buses	0	15	30	15	21	0
Expansion Buses	0	0	0	0	0	0

SHUTTLE Vans: In 2009, Pierce Transit will replace twenty-six SHUTTLE vans.

Table 8-2

Planned SHUTTLE Van Purchases

Delivery expected to be in the year after funds are encumbered

	2009	2010	2011	2012	2013	2014
Replacement Vans	26	24	0	36	14	0
Expansion Vans	0	0	0	0	0	0

Bus PLUS Vehicles: Bus PLUS service was initiated in 2003 and has expended in subsequent years. Ten new Bus PLUS vehicles were delivered in 2005.

Table 8-3

Planned Bus PLUS Vehicle Purchases

Delivery expected to be in the year after funds are encumbered

	2009	2010	2011	2012	2013	2014
Replacement Vans	5	5	0	5	5	3
Expansion Vans	0	0	0	0	0	0

Vanpool Vans: The major focus for vanpool expenditures for the next six years is the replacement of existing vans. Vanpool vans are replaced on a seven-year cycle.

Table 8-4

Planned Vanpool Van Purchases

Delivery expected to be in same year as funds are encumbered

	2009	2010	2011	2012	2013	2014
Replacement Vans	64	59	59	44	64	30
Expansion Vans	0	0	0	0	0	0

Customer Facilities

Route 1 Improvements: In 2003, Pierce Transit implemented Route 1, its first trunk route. Capital improvements to the Parkland Transit Center support this trunk route. Parkland Transit Center will be refurbished.

Park-and-Ride Facilities: A study of the need for park-and-ride capacity commenced in 2007 and will be completed in 2009. The next phase of the study includes site identification in the Pacific Avenue corridor and transit signal priority review and technology improvements to support future park-and-rides along the same corridor.

Transit Center Study: Pierce Transit will undertake a study of the current location of the Tacoma Community College Transit Center. The transit center is located on property leased from the Tacoma Community College. The lease will expire in 2013. The college continues to emphasize their desire to maintain the transit center on their campus. Discussions about opportunities to improve vehicle access into and out of the transit center are ongoing.

Base Expansion

Pierce Transit's current base facilities are operating at a level beyond their planned capacity. Designed to operate and maintain a fleet of 200 buses, the Maintenance and Operations (M&O) base located at 96th and South Tacoma Way currently handles a fleet of 272 buses, and will continue to grow.

A new master planning effort commenced in 2008 involving an in-depth needs assessment to ensure that any capital investment in the base will serve the Agency well in the near-, medium-, and long-term future.

Information Systems/Technology Improvements

High Line Payroll System: Pierce Transit will undertake a required upgrade to the High Line Payroll System which will include enhancements that are expected to allow staff to more effectively accomplish their work and give employees the ability to manage changes to their Human Resources records themselves via the Pierce Transit Intranet.

Bus Camera System: Pierce Transit is considering additional security improvements for vehicles and planning to install a digital camera security system on buses as part of the agency-wide security focus. This project will serve to increase passenger and operator security and reduce claims against Pierce Transit. During 2007, Pierce Transit evaluated agency needs and requirements. The installation of cameras is expected to begin in 2009 with the project continuing for a period of three years.

Regional Fare Integration: Pierce Transit continues to work with the six other Central Puget Sound transit agencies to develop a regional smart card fare collection system, also known as Orca. When fully implemented, the system will replace the current Puget Pass regional fare program. The new "smart" cards will enable transit agencies to offer new transit fare options, reduce fare media confusion, and improve interagency fare revenue reconciliation. Pierce Transit's program development costs are largely funded by federal grants and Sound Transit. The system completed Beta testing in 2007. Full implementation is currently scheduled for 2009.

Mobile Communications System (Radio/CAD/AVL/AVA): Pierce Transit currently operates a radio system that has exceeded its useful life and has serious deficiencies. These include areas that lack radio coverage and frequent equipment failures. Due to the age of the radio system, component parts are often not available resulting in increased down time. Additionally, the current system cannot support plans for future service expansion.

With the need to purchase a new radio system, Pierce Transit resolved to improve system safety and productivity by moving to the new 700 MHz frequency band and by adding a data radio overlay which will facilitate the use of computer aided dispatch, automatic vehicle location, and automatic passenger counter features.

The new mobile communications system will utilize state of the art components. This will provide reliable voice and data communication to all service vehicles operated by Pierce Transit. It includes the acquisition of new radios, automatic vehicle locator equipment and other on-board systems, such as automatic passenger counters. Together, these components will provide service personnel with real time information, enabling faster response to service disruptions and better information for

customers. It will support current service as well as planned system growth. This project is currently underway. Full implementation is scheduled to take place in 2009.

Routine Technology Infrastructure Replacement: Pierce Transit maintains a six-year replacement plan for technology infrastructure such as servers, printers/plotters, LAN equipment (routers, firewalls and switches), GIS and HASTUS System upgrades.

Other Projects

Transit Signal Priority (TSP): Six of Pierce Transit’s major transit corridors are outfitted with signal priority treatments, providing significant travel time savings and reducing operating costs. Over time, these savings will attract new customers and allow service to operate more economically. These successes were made possible by the strong partnerships that were developed with Tacoma, Lakewood, University Place, Pierce County and the Washington State Department of Transportation. Building on these successes, Phase I of a downtown Tacoma transit priority project has been completed. It was implemented with Sound Transit and the City of Tacoma. Phase II of the downtown Tacoma TSP Project is scheduled for implementation in 2009.

Priority Treatments: Pierce Transit supports various types of targeted priority treatments such as queue-jump lanes, HOV bypass lanes, or limited bus rapid transit treatments. As with transit signal priority, these projects require active partnerships with other governmental agencies. During the next six years, Pierce Transit will work with its partner jurisdictions to identify funding opportunities for these improvements.

Pedestrian-Oriented Development:

Pierce Transit will work with local governments to advance pedestrian-oriented community development patterns. If funding can be secured, these efforts will include Pierce Transit’s financial participation in projects that have a high potential to improve public access to transit facilities. Table 8-5 summarizes capital costs by project area.

Table 8-5

PIERCE TRANSIT SIX-YEAR CAPITAL PLAN

	2009	2010	2011	2012	2013	2014
Revenue Vehicles (Buses, Vanpool Vans, SHUTTLE Vans - Bus PLUS vehicles)	\$ 4,406,960	\$ 13,857,213	\$ 18,806,120	\$ 14,159,975	\$ 16,674,176	\$ 1,160,169
Passenger Facilities & Amenities (Parkland Transit Center, Peninsula Park-and-Ride, Tacoma Community College TC Study, Park-and-Ride Study)	\$ 20,348,997	\$ -	\$ -	\$ -	\$ -	\$ -
Base Facilities Expansion (Base master plan, bus parking expansion, maintenance, facility expansion, auto maintenance facility)	\$ 19,031,150	\$ 886,079	\$ 208,227	\$ -	\$ -	\$ -
Technology (Mobile Communications System Digital Security Cameras on Buses)	\$ 19,029,876	\$ 7,095,594	\$ 352,508	\$ 281,320	\$ 833,210	\$ 281,944
Other (Support Vehicles, Maintenance and Administrative Equipment)	\$ 3,900,061	\$ 908,677	\$ 482,893	\$ 311,481	\$ 542,873	\$ 156,149
Total	\$66,717,044	\$22,747,563	\$19,849,748	\$14,752,776	\$18,050,259	\$1,598,262

Section 9: Operating Revenues and Expenditures, 2009 - 2014

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

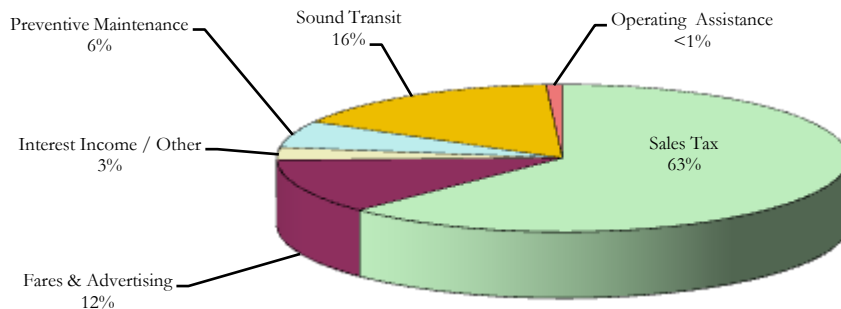
Operating Revenues

Income that supports Pierce Transit’s day-to-day services and capital improvements primarily comes from fares, sales taxes, grants, reimbursements from Sound Transit, and interest. Annual operating revenues are expected to grow from \$117 million in 2008 to \$150 million in 2014. The graphics below illustrate the various revenue sources Pierce Transit utilized during 2008.

Table 9-1
Pierce Transit Operating Income
 Revenue Sources – 2008 Year-End Estimated
 (Millions \$)

Sales Taxes	\$73.3
Sound Transit	18.7
Fares	13.1
Other Revenues	4.2
Operating Assistance/Special Needs Program	1.1
Preventive Maintenance	6.9
	\$117.3

Figure 9-1
Pierce Transit Operating Income
 2008 Year-End Estimated Revenue Sources



Throughout the next six years, Pierce Transit’s largest source of operating revenue will remain the 0.6% sales tax. Annual proceeds are expected to change from \$73 million in 2008 to \$92 million in 2014, a 26% increase.

Fare revenues are projected to grow, providing about \$110 million in revenue over the next six years. Fare increases are planned for 2009 and 2012. Sound Transit reimburses Pierce Transit for the actual costs of operating regional express services. These reimbursements will total \$143 million over six years.

While primarily employed to fund current operating expenses, operating revenues also finance a number of non-operating expenses including capital projects, repayment of Pierce Transit’s long-term debt, and funding of an insurance reserve fund. The size of these transfers varies from year to year based upon capital and insurance expenditure levels. During 2008, a total of \$700,000 was transferred from the Operating Fund to Capital and Insurance funds.

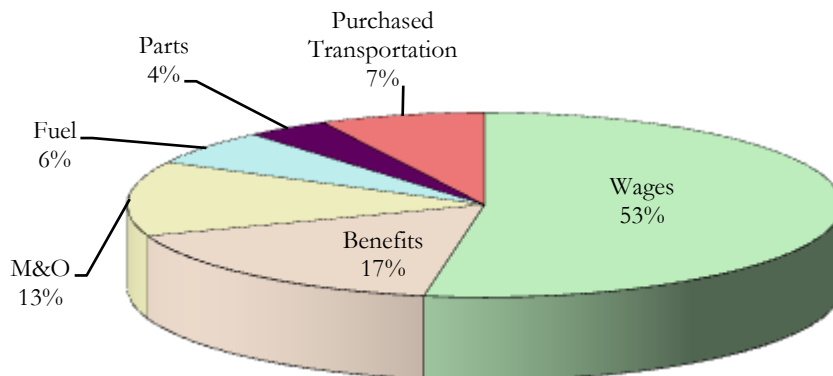
Operating Expenditures

Table 9-2 summarizes estimated expenditures by type for 2008. This information is graphically presented in Figure 9-2. Total operating expenses, excluding capital transfers, insurance, and debt service, for 2008 was \$105 million. Wages and benefits will account for 70% of this total. While operating expenses, excluding fuel costs, remain fairly constant from year to year, transfers to other funds, especially to the capital fund, have historically varied substantially depending upon the number and size of capital projects being undertaken each year.

Table 9-2
Pierce Transit Operating Expenditures
 2008 Year-End Estimated
 (Millions \$)

Wages	\$55.2
Benefits	17.6
M&O	14.7
Fuel	6.5
Parts	2.9
Purchased Transportation	7.8
Total Operating Expenditures	\$104.7

Figure 9-2
Pierce Transit Operating Expenditures
 2008 Year-End Estimated



Operating costs are about 83% of Pierce Transit's total expenditures. Six-year expenditures will total \$995.8 million including \$827.9 million to support operating expenses, \$143.7 million for capital investments, \$10.7 million for self-insurance costs, and \$13.5 million for non-operating costs including debt.

This financial plan assumes that costs per unit of service provided will be slightly higher than inflation because costs associated with contributions to the Public Employees Retirement System (PERS) will increase faster than inflation. Overall, operating costs are expected to increase from \$121.3 million in 2009 to \$177.7 million in 2014.

Pierce Transit recognizes that its heavy reliance on sales tax revenues makes it more susceptible to economic fluctuations than most government agencies. In response, during 2005 Pierce Transit undertook a comprehensive review of its operating reserve policies. The revised policy sets the appropriate level of operating reserves to be equal to two months' operating expenses. This amounts to about \$19.2 million in 2009 and will grow in rough proportion to the increase in operating expenses.

Capital Fund

Over the six-year life of this plan, new capital projects will cost about \$144 million. Projected 2009 funding includes projects that were funded in prior years with construction continuing into the 2009 budget year.

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

The plan assumes that federal funding assistance will continue at a somewhat lower level than in previous years largely due to the combination of the Tacoma Urbanized Area with the Seattle/Everett Urbanized Area following the 2000 census. During the next six years, Pierce Transit expects to receive about \$41 million in federal formula funds plus another \$12 million in federal earmarks and federal flexible funding.

Table 9-3 summarizes total revenues and expenditures that are projected throughout the next six years. Appendix B includes a financial forecast for each Pierce Transit fund.

Table 9-3
Six-Year Financial Forecast
(Millions \$)

	2009	2010	2011	2012	2013	2014	Summary
Operating Fund							
Beginning Balance	67.1	67.3	51.3	26.0	5.3	-21.2	
Revenues	121.5	124.4	129.5	136.8	142.6	149.7	804.5
Expenses (Including Debt Repayment)	117.3	129.7	137.5	144.4	152.4	160.3	841.6
Transfers to Capital Fund	2.5	10.6	16.2	13.0	15.5	16.2	74.0
Transfers to other funds	1.5	0.1	1.1	0.1	1.2	1.2	5.3
Ending Balance	67.3	51.3	26.0	5.3	-21.2	-49.2	
Capital Project Spending	66.7	22.7	19.8	14.8	18.1	1.6	143.7
Capital Reserve Balance	7.4	-3.9	-6.4	-6.4	-6.8	8.0	

Areas of Concern

The financial plan is sustainable at the 2009 Budget level through 2011. Beyond that time, new funding will be necessary to continue Pierce Transit's current operating commitments. Recognizing that economic conditions dramatically affect sales tax collections, this financial plan will require careful review during future TDP updates.

Appendix

Appendix A:	Six-Year Financial Plan
Appendix B:	Operating Data
Appendix C:	Unfunded Needs
Appendix D:	Facilities & Rolling Stock Inventories