PIERCE TRANSIT

TRANSIT DEVELOPMENT PLAN: 2018-2023

DRAFT version for public review and comment.

July 6, 2018

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Table of Contents

Section 1 – Organization	3
Section 2 – Physical Plant	7
Section 3 – Service Characteristics	13
Section 4 – Service Connections	29
Section 5 – Notable Activities in 2017	33
Section 6 – Proposed Action Strategies: 2018 – 2023	53
Section 7 – Capital Improvement Program: 2018 – 2023	65
Section 8 – Operating Revenues and Expenditures: 2018 - 2023	69
Appendices	72

Appendix A – Six-Year Financial Plan: 2018 - 2023

Appendix B – Operating Data 2017

Appendix C – Unfunded and Unprogrammed Projects

Appendix D – Inventories: Rolling Stock

Appendix E – Inventories: Equipment and Facilities

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Section 1 - Organization

Governance and Structure

Pierce Transit is a Public Transportation Benefit Area Corporation (PTBA) incorporated under authority of Chapter 36.57A of the Revised Code of Washington. In 1979 voters passed a 0.3 percent sales tax to fund public transportation, which also formed the PTBA. Pierce Transit is currently funded through a combination of sales tax revenues (at 0.6 percent of the full 0.9 percent that could be authorized by the electorate), fares and grants, as further detailed in Section 9: Operating Revenues and Expenditures.

Pierce Transit provides public transport services in the urbanized portions of Pierce County, as illustrated in Figure 1-1. This is an area covering 292 square miles that generally conforms to the county's growth management boundary and contains an estimated 70 percent of the county population. The service area includes the incorporated cities and towns of Auburn, Edgewood, Fife, Fircrest, Gig Harbor, Lakewood, Milton, Pacific, Puyallup, Ruston, Steilacoom, Tacoma, and University Place. It also includes multiple population centers within unincorporated Pierce County.

Pierce Transit

BOARD OF COMMISSIONERS

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

Commissioner Kent Keel
University Place City Council
Chair

Commissioner
Nancy Henderson
Represents Cities of Auburn, Fircrest, Gig Harbor, Pacific, Ruston, and Steilacoom
Vice Chair

Commissioner
Don Anderson
Mayor of Lakewood

Commissioner
Bruce Dammeier
Pierce County Executive

Commissioner
Daryl Eidinger
Represents Cities of Edgewood, Fife, and Milton

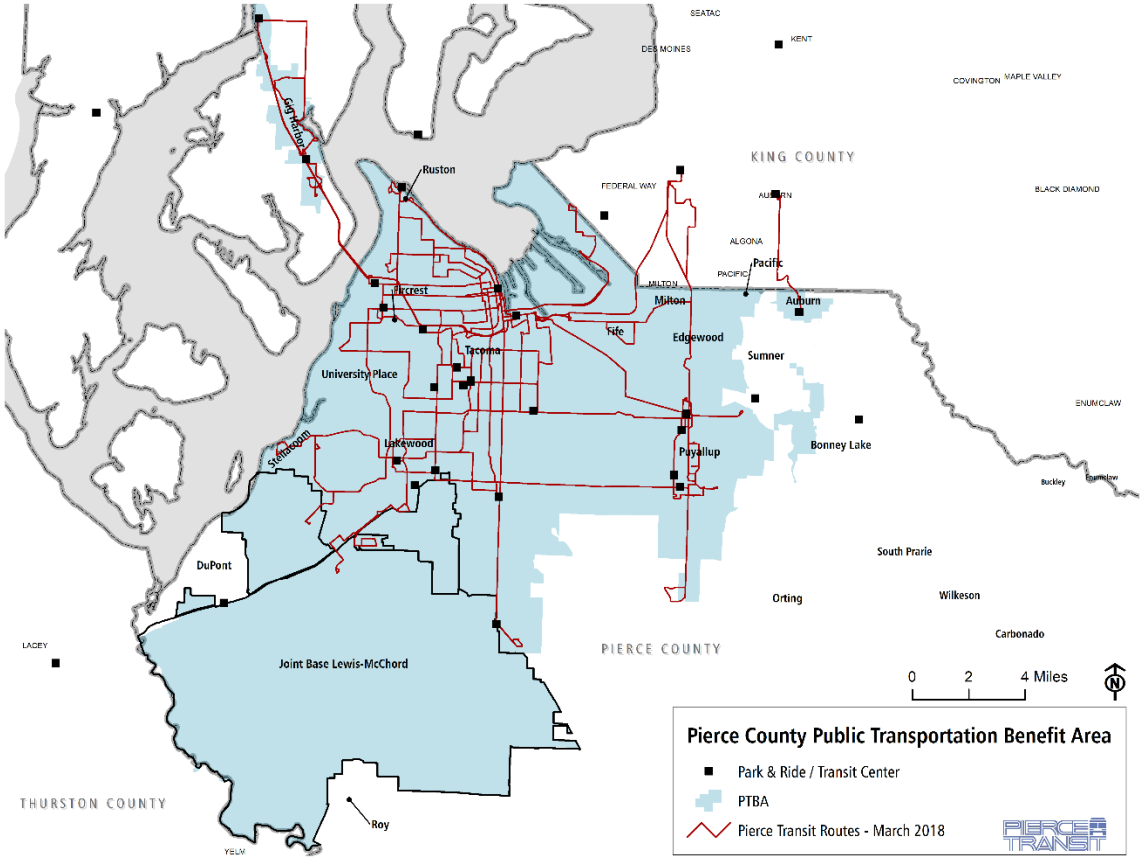
Commissioner
Robin Ferris
Puyallup City Council

Commissioner
Ryan Mello
Tacoma City Council

Commissioner
Rick Talbert
Pierce County Council

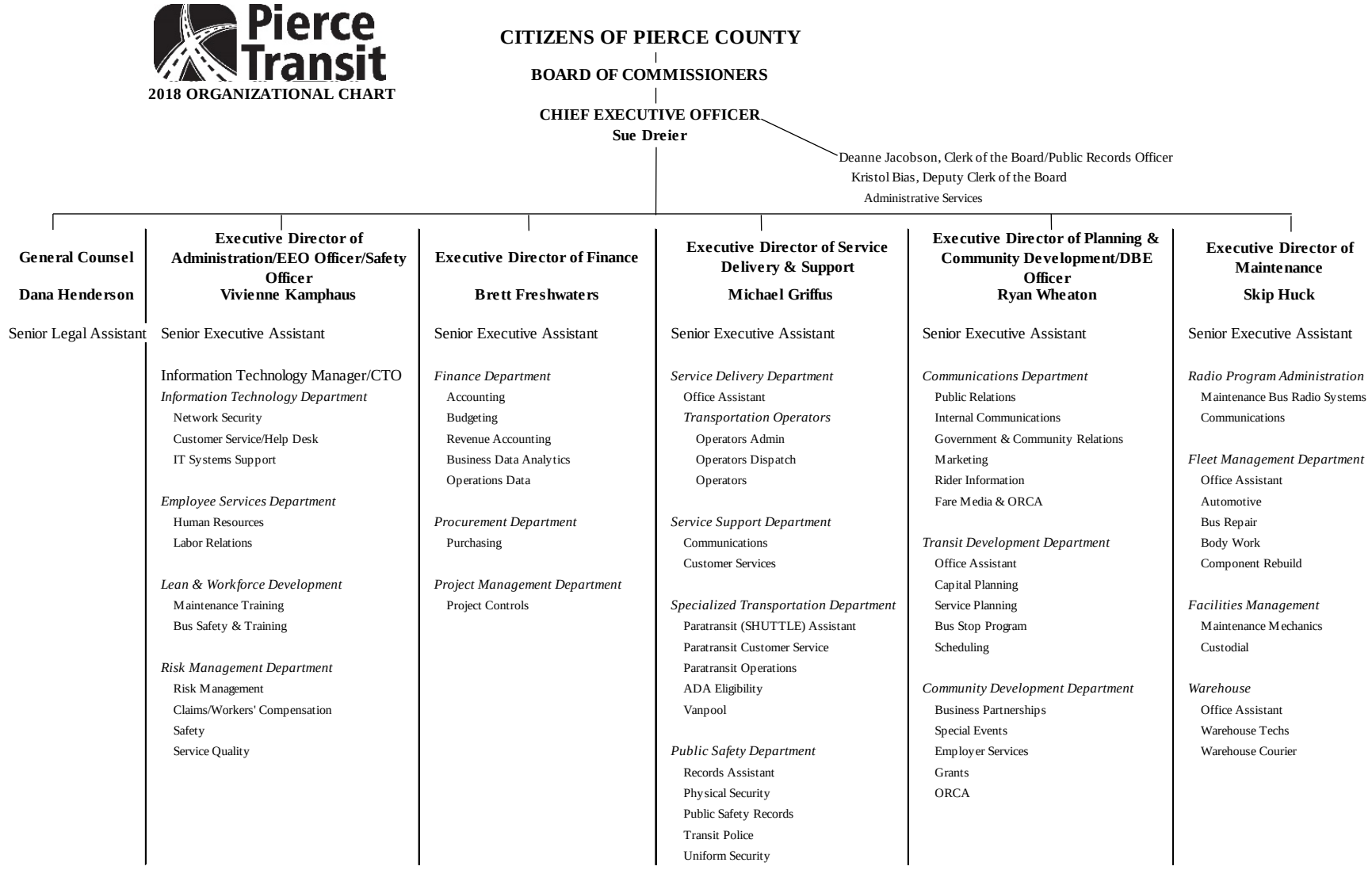
Commissioner
Victoria Woodards
Mayor of Tacoma

Figure 1-1 Pierce Transit Service Area



The adopted 2018 budget includes 981 positions and 960 full-time equivalent (FTE) employees. The Service Delivery & Support Division represents 705, and the Maintenance Division represents 166, which combined equate to 89 percent of total positions. The remaining 110 positions (11 percent) are in the Office of the Chief Executive Officer (CEO), Finance Division, Administration Division, and Planning & Community Development Division.

Figure 1-2 2018 Organizational Chart



MISSION

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

VISION

Your preferred transportation choice for today and tomorrow.

ORGANIZATIONAL VALUES

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

Section 2 - Physical Plant

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

Transit Centers and Stations

- 72nd Street Transit Center - The 72nd Street Transit Center is located on the northwest corner of E. 72nd Street and Portland Avenue E in Tacoma. This facility has a 68-stall Park-and-Ride lot and is served by five bus routes.
- Commerce Transfer Facility - Located along Commerce Street between S. 9th and S. 13th Streets in Tacoma's downtown core, Commerce includes seven passenger boarding zones, and a bus turnaround/layover facility that is served by 17 Pierce Transit, three Intercity Transit, and two Sound Transit bus routes.
- Lakewood Towne Center Transit Center - This facility is located in the northern peripheral area of the Lakewood Towne Center. It is served by eight Pierce Transit and one Sound Transit bus routes.
- Parkland Transit Center - The Parkland Transit Center is located on the northwest corner of Pacific Avenue and S. 121st Street in Parkland. Two bus routes make trips through this facility, which includes a 62-stall Park-and-Ride lot.
- South Hill Mall Transit Center - The South Hill Mall Transit Center is located in Puyallup on the northwest corner of 5th Street SE and 112th Street E, on the south end of the South Hill Mall. Three Pierce Transit bus routes make trips through this facility.
- Tacoma Community College Transit Center - Located on the Tacoma Community College campus on the northeast corner of S. 19th and Mildred Streets, this facility is served by eight Pierce Transit and one Sound Transit bus routes. Adjacent to the transit center is a 95-stall Park-and-Ride lot.
- Tacoma Dome Station - This facility is located two blocks north of the Tacoma Dome on Puyallup Avenue between East E Street and East G Street. It is served by seven Pierce Transit, four Sound Transit, and three Intercity Transit bus routes. It consists of a 2,337-space parking garage, of which 40 spaces are reserved for short-term parking, connected to a covered waiting area for local and regional express bus routes. Other amenities include bicycle lockers and racks, plus a secure bike storage area or "spa," 24-hour security, and a customer service outlet. In 2017 a specially marked pick-up location for Uber and Lyft customers was installed on East G Street, on the east side of the station. The Tacoma Dome Station is also Tacoma's hub for Sounder Commuter Rail, Sound Transit Link Light Rail, and Greyhound Bus. In addition, Amtrak will be moving to Freighthouse Square once the new station is completed in the near future.
- Tacoma Mall Transit Center - The Tacoma Mall Transit Center is located across S. 48th Street on the south side of the Tacoma Mall, just east of S. Oakes Street. Seven Pierce Transit and one Intercity Transit bus routes serve this facility.

Park-and-Ride Lots and Bus Stops

- Park-and-Ride Lots - Pierce Transit's fixed route bus service operates in proximity to 21 of the 23 Park-and-Ride lots in Pierce County, as well as three in King County (i.e., two Federal Way and one in Auburn). Pierce Transit owns five of these lots. The Washington State Department of Transportation (WSDOT), the City of Tacoma, and other public or private entities own the remaining Park-and-Ride lots. A total of 6,206 parking spaces (including the Tacoma Dome Station, transit centers, and carpool-only lots) are available within these 21 Pierce County facilities, plus another 687 parking spaces at the Sounder station in Auburn.
- Bus Stops - There are approximately 2,187 bus stops in Pierce Transit's system. Pierce Transit owns 555 shelters and has 1,098 benches installed at bus stops and transit centers throughout the county. Currently, all but six of the stops meet the Americans with Disabilities Act 1990 (ADA) accessibility standards. But note that those six stops were established prior to the passage of the ADA in 1990 and will continue to be upgraded within budgetary and physical limitations.

Bus Stop Program

Bus stops are often Pierce Transit's first and principal contact point with its fixed route passengers. The spacing, location, and design of bus stops significantly influence transit system performance and, more importantly, customer satisfaction.
The Bus Stop Program has several key functions:

- Prioritizing the design and development of bus stops through coordination with other departments in Pierce Transit, local jurisdictions, and other key stakeholders
- Reviewing Land Use Actions through comments to local jurisdictions and developers to ensure that bus stops are appropriately designed to both jurisdictional and Pierce Transit standards.
- Evaluating all bus stop issues from operators, bus riders and the general public
- Managing the Adopt-A-Stop program (due to significant decline in volunteer participation and staff impacts, the program was suspended in late 2015. Pierce Transit is not currently accepting new applications, but are still maintaining existing relationships); and
- Maintaining and updating the Bus Stop Database

The Bus Stop program is responsible for:

- 2,187 stops of which 28 are maintained under the Adopt a Stop program
- 1,098 benches (either publicly or privately owned, and at transit centers)
- 555 shelters including 74 advertising shelters (including transit centers)
- 995 trash cans (including transit centers)
- 299 blinky lights, which alerts the bus operator that a passenger is waiting at a bus stop
- 82 bike lockers at 13 locations, including the new Bicycle SPA at Tacoma Dome Station; and
- 41 bike racks at 36 locations

Throughout the service area, Pierce Transit has installed "blinky lights" for passengers to alert Operators of their presence at dimly lit bus stops. These units have been in place for years and are beginning to fail, but unfortunately the manufacturer no longer makes them. As an alternative, the agency discovered the "The Bus Stopper," which is a mechanical device, as opposed to solar powered/battery operated. It is a fraction of the cost of the previous devices and can be installed in minutes. These units arrived in 2016 and one test unit was installed. Operator feedback about that unit was minimal, with only a few reporting that it didn't work. Due to time constraints and lack of resources the test period was delayed. The Bus Stop Program will work with Facilities Maintenance in 2017 to determine whether or not these units will meet the agency's needs, or if there is a need to look for other options.

Pierce Transit partnered with the City of Fife in 2017 to install eight new shelters at existing bus stops serving Routes 500 and 501. The shelter foundations were funded by money received from WSDOT's Regional Mobility Grants program, which the City applied for directly. Pierce Transit provided and installed the eight shelter packages. The image on the following page depcits one of the two new foundations and shelter packages.

Other Facilities

- In November 2017, Pierce Transit closed escrow on a commercial property to the immediate west of the Lakewood base. The new Building 6 is located north of the intersection of 40th Avenue SW and 100th Street SW at 9622 40th Avenue Southwest in Lakewood. The facility was constructed in 1978 and contains an 11,200 square foot warehouse/industrial building on a 0.77 acre site. The building is one story and contains 4,000 square feet of office space and 7,200 square feet of production or warehouse space. The building is currently unoccupied but will become the new home for the Vanpool program in 2018.
- The agency leases space from Pierce County that is used as a Radio & Service Supervisors Building at 9515 39th Avenue Court SW in Lakewood. The property includes a large warehouse at the north end, known as "Screaming Eagle," which is owned by Pierce Transit.
- First Transit's SHUTTLE Base is located at 2410 104th Street Court South in Lakewood. This facility is leased by Pierce Transit and is an important part of the agency's service delivery component. This facility serves as the First Transit contract SHUTTLE base of operations. All First Transit SHUTTLE vehicles are stored and maintained at this facility.

Sound Transit facilities served jointly by Pierce Transit

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

Photo by Sound Tarnsit

Other facilities served by Pierce Transit

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

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

Section 3 - Service Characteristics

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

Table 3-1 2017 Passenger Fare Structure for Local Fixed Route, Trolley, Regional Express, and SHUTTLE Service

Local Adult Cash Fare	$2.00
Local Adult All-Day Pass	$5.00
Regional Adult Monthly Pass (ORCA – $2.00 Puget Pass)	$72.00
Local Youth & Senior/Disabled Cash Fare	$1.00
Local Youth & Senior/Disabled All-Day Pass	$2.50
Regional Youth & Senior/Disabled Monthly Pass (ORCA – $1.00 Puget Pass)	$36.00
SHUTTLE Cash Fare	$1.75
SHUTTLE Monthly Pass	$63.00
Summer Youth Pass (Valid June 1st thru August 31st)	$36.00
Class Pass (Valid for up to 30 people on a one-day round trip on local service)	$48.00
Downtown to Defiance Trolley (Operated June 2 thru September 2) Adult/Youth Fare	$1.00
Downtown to Defiance Trolley Discounted Fare*	$0.50
Gig Harbor Trolley (operated June 1 thru September 4) Adult/Youth Fare	$0.50
Gig Harbor Trolley Adult/Youth All-Day Pass	$1.00

* Requires a valid Regional Reduced Fare Permit (RRFP)

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

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

trips that originate in other portions of the urban area. Typically, they operate every 60 minutes or less and may not provide weekend service.

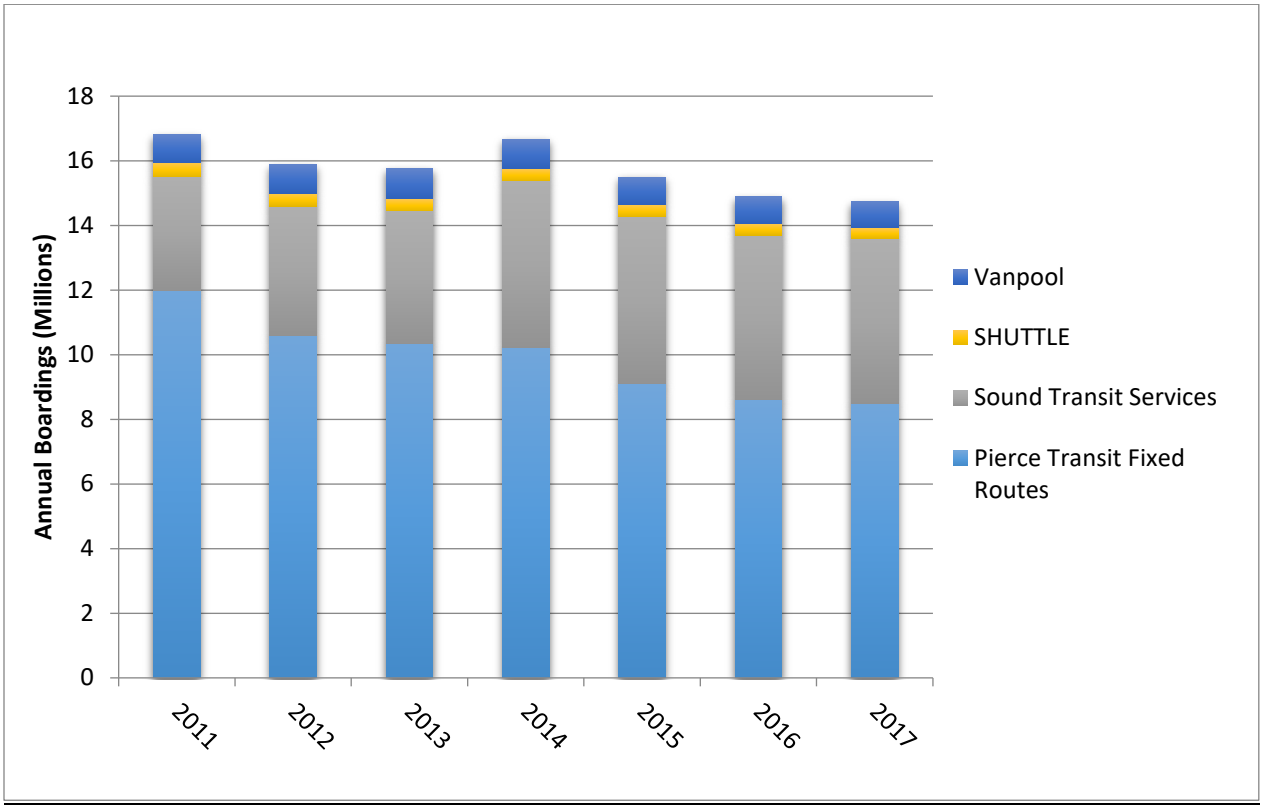
- Community Connector routes are shorter, local area-focused routes which prioritize accessibility over mobility and are therefore less direct. They typically provide feeder service from transit centers or park-and-ride lots to smaller business districts in communities with highly truncated street networks. They can include fixed-route, deviated-route, or other service types in order to accommodate lower density land uses.
- Express routes connect transit centers or park and ride lots with major transit destinations. They allow travel to these distant locations in times that compare to automobiles. They generally operate in the morning and evening peak periods and serve a largely commuter customer base.
- Pierce Transit also operates a number of express routes under contract with Sound Transit. Because Pierce Transit is not responsible for their design or funding, this plan does not address their performance in detail.
- SHUTTLE provides paratransit or demand responsive services for individuals who are eligible for specialized transportation services under the American with Disabilities Act of 1990.
- Vanpools provide grouped transportation opportunities to employment sites throughout the Central Puget Sound region.
- Special Needs vans are provided to local communities and organizations that have unique travel needs that cannot be met by utilizing regular Pierce Transit services.

Separate performance standards are established for each service category. While local fixed route services recorded about 58 percent of all riders boarding in 2017, the number of Express patrons has been continuously growing in recent years. Table 3-2 summarizes boarding trends on each Pierce Transit service during the past seven years. Figure 3-1 illustrates this information graphically.

Table 3-2 Pierce Transit Ridership Trends by Mode: 2011-2017 (Millions of Annual Boardings)

	2011	2012	2013	2014	2015	2016	2017
Pierce Transit Fixed Routes	12.00	10.60	10.35	10.23	9.10	8.60	8.50
Sound Transit Services	3.50	4.00	4.10	5.15	5.17	5.10	5.10
SHUTTLE	0.44	0.40	0.37	0.37	0.37	0.35	0.32
Vanpool	0.86	0.88	0.93	0.91	0.85	0.83	0.81
System Totals	**16.84**	**15.88**	**15.75**	**16.66**	**15.49**	**14.88**	**14.71**

Figure 3-1 Pierce Transit Ridership History by Service Type: 2011-2017



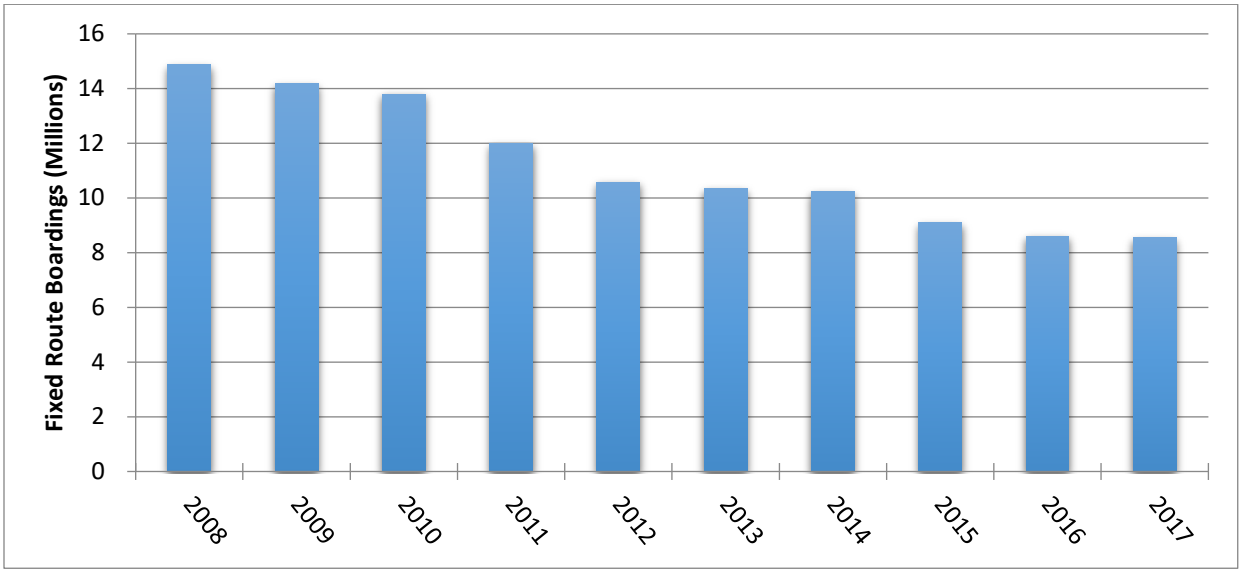
Local Fixed Route Service

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

Local fixed route bus service is provided on 33 routes travelling more than 5.7 million miles annually throughout Pierce County (a current system map is illustrated in Figure 3-2). The farebox recovery ratio for 2017 was 11.4 percent. All fixed route service is wheelchair accessible. Pierce Transit reported nearly 8.5 million boardings on the local fixed route system during 2017. Figure 3-3 illustrates local fixed route ridership, but does not include ridership on Pierce Transit's Vanpool, SHUTTLE paratransit, nor on Sound Transit's regional express services.

Figure 3-2 Pierce Transit Fixed Route Network (as of March 2018)

Figure 3-3 Pierce Transit Local Fixed Route Ridership: 2008-2017[1]

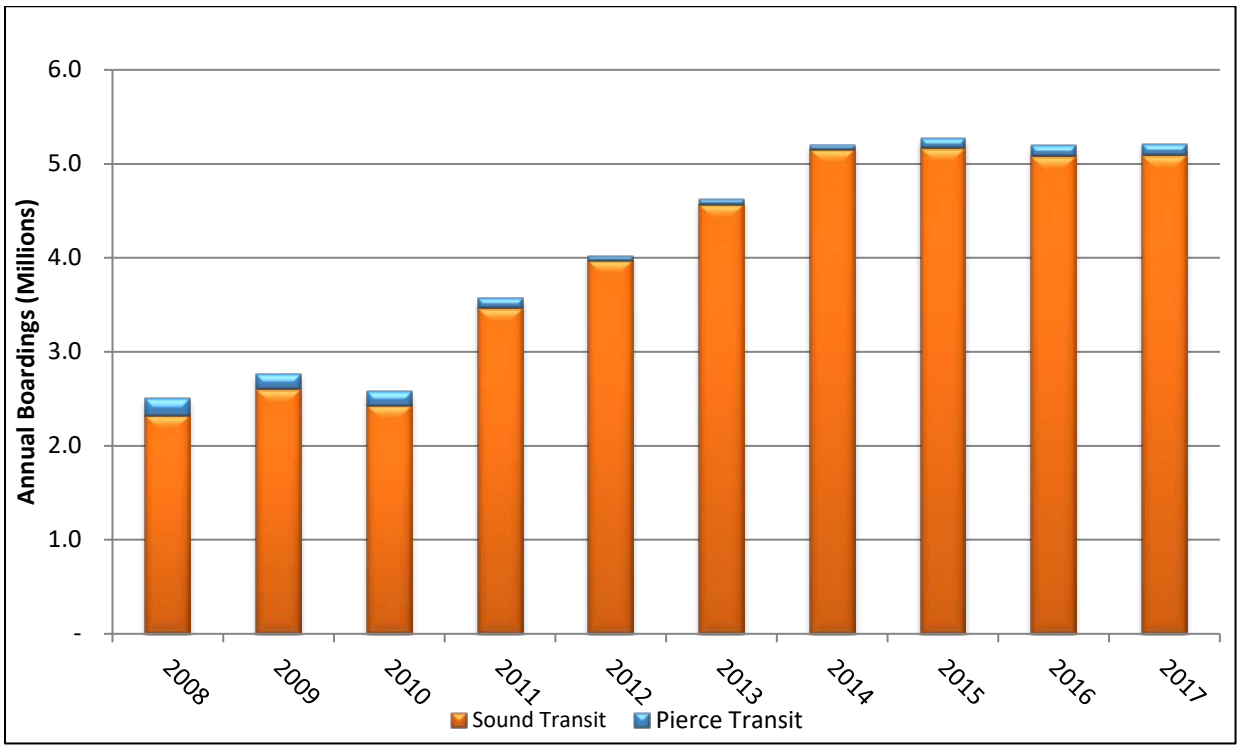


Express Service

Fixed route buses also provide express commuter service to locations in Pierce and King Counties. Pierce Transit offers express service to and from the Gig Harbor Peninsula. Pierce Transit express ridership accounted for 117,002 boardings in 2017. Under contract with Sound Transit, Pierce Transit operates express service to and between many King County locations such as Downtown Seattle, Federal Way, the University of Washington, and Sea-Tac International Airport. These routes accounted for approximately 5.1 million boardings in 2017. Figure 3-4 summarizes ridership trends on Pierce Transit's network of three express bus routes, including Sound Transit's 14 regional express routes.

[1] The gradual decline in ridership from 2009-2017 is due to the economic recession, the failure of Proposition 1 in February 2011 and again in November 2012, as well as record low gas prices. This forced a cumulative 35 percent reduction in annual budgeted service hours (from 661,000 in 2009 to 427,000 in 2014) to address the agency's budget shortfall. Some service hours were restored in 2015, 2016, and 2017 with 488,106 service hours budgeted last year.

Figure 3-4 Pierce Transit and Sound Transit Express Ridership: 2008-2017



SHUTTLE (Paratransit)

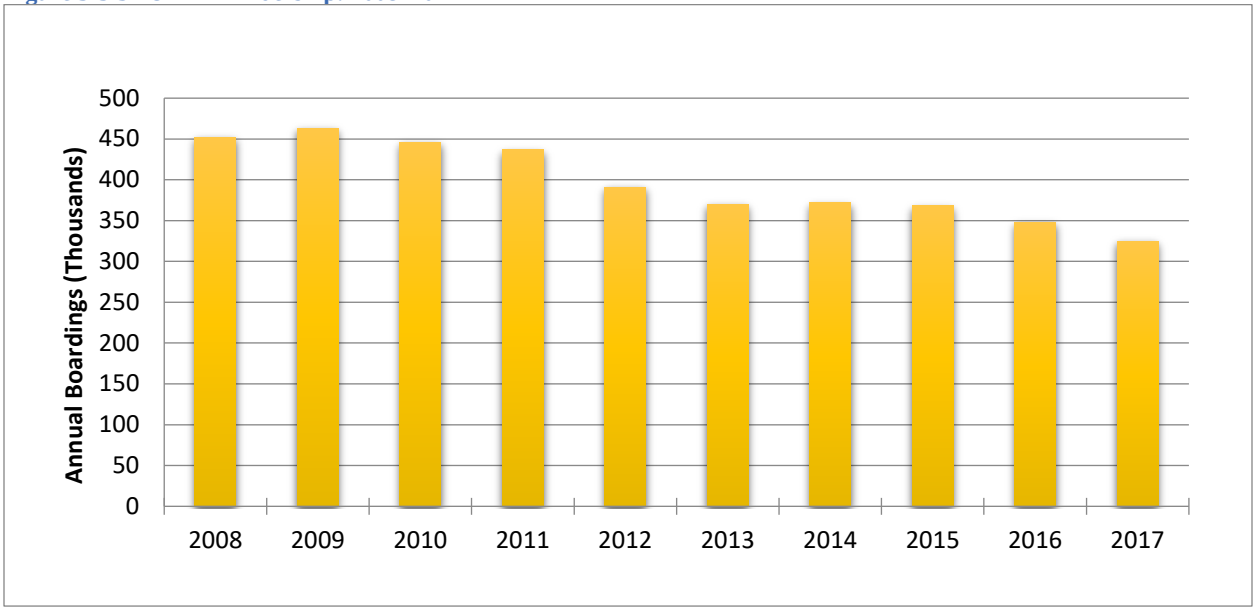
Pierce Transit's SHUTTLE provides transportation for individuals who are unable to access or use fixed route bus services due to a disability. SHUTTLE eligibility standards and service characteristics are designed to meet the complementary paratransit requirements of the Americans with Disabilities Act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

As a transit provider, Pierce Transit's responsibility under the ADA is to integrate services for people with disabilities to the highest degree possible. Figure 3-5, illustrates SHUTTLE ridership over the last 10 years. In 2017 SHUTTLE provided 324,753 rides. The 2017 farebox recovery ratio was 2.0 percent. Implementation of a trip-by-trip review for individuals with conditional eligibility[2], travel training, and

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

community education continue to be effective for integrating services and managing demand. The Adult Day Health Express and Special Use Van programs are focused on creating efficient transportation options for community partners. Providing alternatives and finding new ways to serve individuals with special needs is an area ripe for expansion. In 2018, SHUTTLE staff will focus on improving efficiency in the scheduling process by improving the use of current technology, integrating Interactive Voice Response (IVR), and researching potential software additions.

Figure 3-5 SHUTTLE Ridership: 2008–2017



route bus system unless there are barriers which prevent them from doing so. Implementing conditional eligibility involves assessing locations to see if an individual with limitations is able to independently use the bus to travel to a location, of if the individual would require SHUTTLE service because of terrain barriers such as hills or a lack of curb cuts. The agency assesses these barriers for each location a person with conditional SHUTTLE elegibility travels to.

Coordinated Transportation

Pierce Transit is a founding member of the Pierce County Coordinated Transportation Coalition (PCCTC) and continues to be involved in both local and regional special needs transportation planning. PCCTC seeks to identify unmet transportation needs, create partnerships, and find resources to create services to fill the gaps. Target populations include individuals with disabilities, the elderly, youth between the ages of 12 and 18, low income individuals, and veterans, who are unable to provide their own transportation. Pierce County Human Services is the lead agency for the coalition and the department provides a position to manage the Beyond the Borders program, as well as facilitate local coalition activities and planning. Highlights of the local Coordinated Human Services Transportation Plan include:

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

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

PCCTC specific goals and associated objectives include:

- **Close Transportation Gaps:** In 2017 the Coalition worked with the Key Peninsula Community Council (KPCC) and the Mustard Seed Project in planning the expansion of transportation options in that region. Plans include establishing a circulator transportation service on the Key Peninsula. The KPCC was also successfully in applying for a grant that will enable them to distribute $10 loaded gas cards to transportation challenged individuals.

  In eastern Pierce County, Beyond the Borders initiated a connector service to link Bonney Lake and Sumner. In addition, this program increased route deviation from ½ mile to a mile to better serve travelers with a higher need for assistance.

- **Connect the System:** After completing a successful pilot, 211 has continued to function as the intake point of entry for many individuals who register to use the Coordinated Transportation services. Two-one-one is also monitoring enrollees to find out if they are using the services they sign up for.

  In eastern Pierce County, Beyond the Borders expanded their service area to increase overlap into the PTBA. This allows SHUTTLE-eligible customers to travel entirely on that system without transferring to SHUTTLE, for destinations within the overlap area. Over 400 trips were provided under the new overlap program in 2017. This addition to the program reduces SHUTTLE trips and decreases transportation costs.

- **Close the Awareness Gaps:** In 2017, an informational brochure was created to promote the programs of the PCCTC (and Pierce Transit). This piece will be used as a tool to bring to community information fairs and other outreach events. This group also created a workplan with an aggressive outreach strategy, planning to distribute 6,000 brochures in the biennium. The group plans to establish a Facebook account and to create a promotional video in 2018. Current Programs affiliated with PCCTC include:

Beyond the Borders

Pierce County Human Services

This service is for individuals who meet the special needs criteria who wish to travel outside the PTBA in rural East and South Pierce County. The service connects riders coming into the PTBA with Pierce Transit fixed route buses or SHUTTLE. For customers with SHUTTLE eligibility, the service overlaps to locations up to 7 miles inside the PTBA. There are two deviated connector routes; one route connects Sumner with Bonney Lake, the other goes from South Hill to Spanaway. These routes can also deviate up to a mile to pick up customers when needed. Beyond the Borders (BtB) also offers demand response service for those who live further from the connectors. Pierce County Human Services is the lead agency with local service provider TransPro handling the scheduling and driving. Pierce Transit provides local funding matched by regional competitive Special Needs Transportation grant awards from the Puget Sound Regional Council (PSRC) and the Washington State Department of Transportation (WSDOT)

In 2017 the program provided 14,912 trips. Sixty-three percent of these rides came into the PTBA to either a destination or to connect with SHUTTLE or fixed route. In 2017 BtB provided over 400 trips in the new overlap area, eliminating the need to transfer to SHUTTLE. This reduces overall trip

costs when compared to providing SHUTTLE. This also makes these trips more attractive to passengers who no longer have to transfer to get to their destinations.

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

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

Mustard Seed Project Community Use Van

One transportation option for seniors and individuals with disabilities living on the Key Peninsula is the Mustard Seed Project's Community Use Van. The program currently has two volunteer drivers who operate a van granted from Pierce Transit. The van travels travels to and from local destinations, including the Senior Lunch at Key Peninsula Community Services, as well as accommodating local stops along the way. The Community Use Van runs a regular schedule several days each week plus special events throughout the year. The van also provides a feeder service for seniors who would like to use the Key Peninsula Bus program but are not close enough to a scheduled stop. Future plans for the program include a shopper service that will transport passengers to destinations in Port Orchard and Gig Harbor.

Key Peninsula School Bus Connections

The Key Peninsula Community Council, the Peninsula School District and the Puget Sound Educational Service District (PSESD) have partnered to provide the Key Peninsula School Bus Connects (KPSBC) program. The program utilizes off-duty school buses to transport all special needs clients on the peninsula to various stops on the Key Peninsula, as well as connecting with both Pierce Transit and Sound Transit at the Purdy Park-and-Ride, enabling riders to continue their travel to other local and regional destinations. The program operates three days per week.

Catholic Community Services Volunteer Transportation Services

Catholic Community Services (CCS) Volunteer Transportation program provides door through door service for low income adults, the elderly, and individuals with disabilities. These

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

Road to Independence

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

The program serves participants in East Pierce County and South King County and will help these individuals' access destinations within the PTBA. The program also trains low income and volunteer drivers who operate the vans, gaining skills and on-the-road experience prior to completing the Class B CDL class with an endorsement. Upon completion of training, they move into employment in the transportation field, quite often as school bus drivers.

In 2016, the Road to Independence WorkFirst Van Program was able to help more individuals in Pierce County; thanks to being awarded a van from Pierce Transit's Care-A-Van program. The granting of this newer van has helped in achieving the program objective of providing rides to support employment for their clientele. Two examples of individuals they have transported includes Edward, who has worked at Goodwill for thirty years, and a teacher in Tacoma with degenerating eye sight and cannot drive, who works with special needs students. Having transportation has helped these individuals and many others keep their job or find work.

MultiCare Adult Day Health Express (ADHE)

The MultiCare Adult Day Health Express (ADHE) program began in 2010 as a demonstration project with the Pierce County Coordinated Transportation Coalition (PCCTC). This program marked the first time Pierce Transit has received any shared funding for Medicaid sponsored service. MultiCare continues to contribute $15 a day per Medicaid participant, and Pierce Transit remains the primary funding source and fiscal agent. The structure of the service has allowed Pierce Transit to significantly reduce transportation costs, and maximize productivity when compared to SHUTTLE.

In 2016 MultiCare went through an RFP process and a new provider was selected; Around the Sound/Transpro. This agency has extensive experience providing transportation services for individuals with special needs throughout the Puget Sound area. The transition went smoothly and the productivity did not drop off. The ADHE provided a total of 34,340 trips in 2017. This program is a great example of what can be accomplished through participation in coordinated transportation programming.

Pierce Transit Community Vans Program

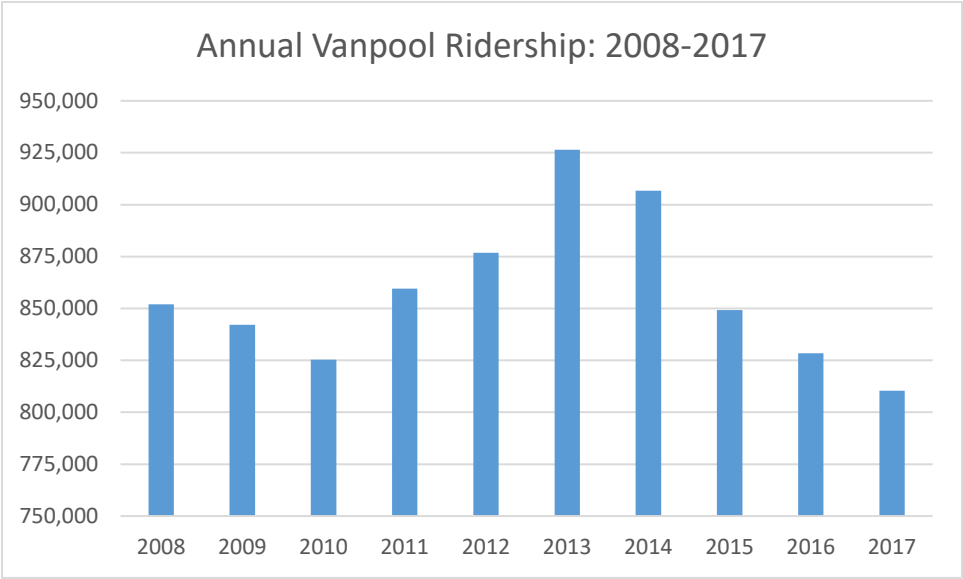
Pierce Transit's Community Van programing provides vehicles to social service organizations so they may provide transportation for their clients. There are three different program models, Special Use, (commuter vans), Community Solutions (retired SHUTTLE vehicles) and in 2016 Pierce Transit launched the Care-a- van program. Care-a-van places retired commuter vans with social service organizations. These organizations must apply and be considered through a competitive process and agree to report the number of trips they provide for their clients for a year to off-set the value of the vehicle. The organizations provide the maintenance, insurance, and operate the vehicles.

By the end of 2017, five more agencies qualified for Care-a-van vehicles: Graham-Kapowsin Community Council, Tacoma Shine Youth Athletics, Mountain View Community Center, Alchemy Skateboard Park and Comprehensive Life Resources. Four were awarded (Comprehensive Life Resources had a change in program funding and chose not to receive a van). In 2017, these newly-awarded vans, along with Care-A-Vans already in service, provided over 5,000 passenger trips. An expansion of 8 more Care-a-van vehicles is the target for 2018.

Vanpool Services

Since its inception in 1986, the Vanpool program has expanded to an active fleet of 368 vans commuting to and from major employment centers under the County's *Pierce Trips* Commute Trip Reduction program. This successful program complements Pierce Transit's network of local and express services, providing commute alternatives to many destinations that cannot be effectively served by fixed route services. Vanpools are also very cost-effective as participants pay approximately 69 percent of direct operating costs through fares. In 2017 Pierce Transit vanpools provided more than 810,000 rides or 5.5 percent of the agency's total ridership. The 2017 farebox recovery ratio was 66 percent. Figure 3-6 depicts vanpool ridership over the past ten years.

Figure 3-6 Vanpool Ridership: 2008-2017



Ridematch Services

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

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

Employer Services

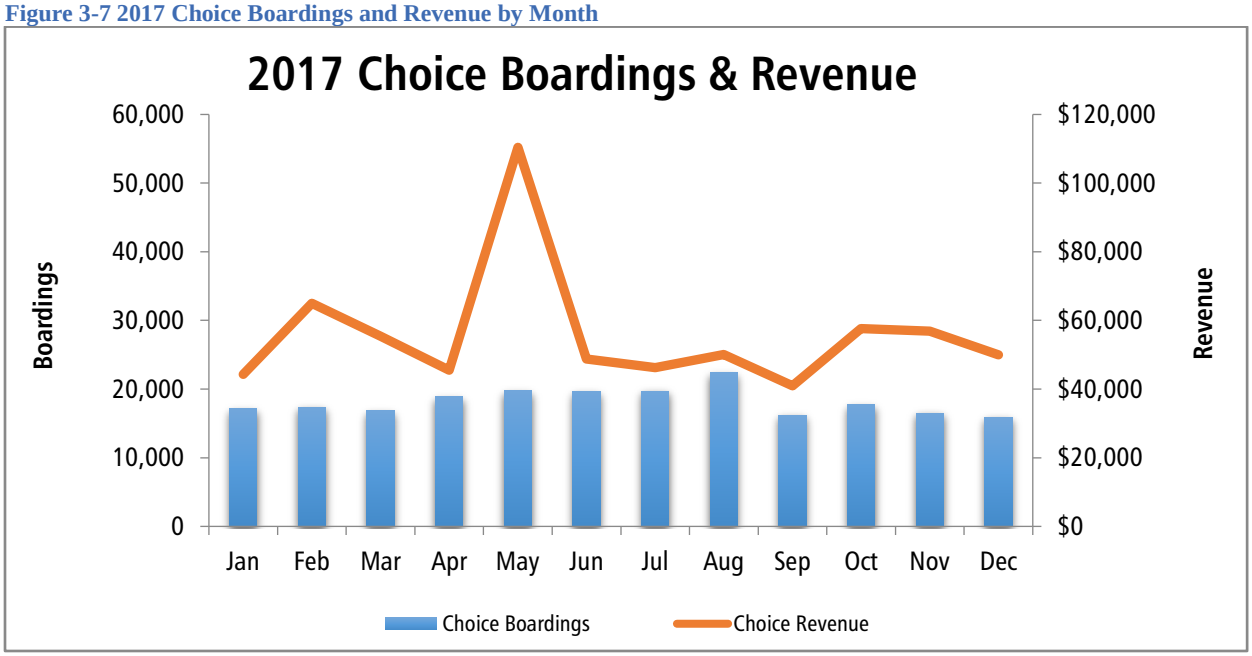
Business powers the economic engine of Pierce County, effectively enabling Pierce Transit to exist. Employer Service's role is to initiate and maintain valuable relationships with the business community. Customized transportation programs are employed as our key strategy for success.

Since 1991, as part of the statewide Commute Trip Reduction Law, now known as the Commute Trip Reduction (CTR) Efficiency Act, major employers in the county (100+ employees) are required to develop trip reduction programs that encourage the use of non-drive alone commute modes. Employer Services engages directly with these employers to create an effective suite of services to meet their needs. These services include providing one-on-one assistance in setting up ORCA Business Accounts to subsidize transit passes, forming carpools and vanpools, educating employees and managers through on-site meetings, and providing incentives to encourage smart commutes. We work with businesses of all sizes. Currently, over 175 employers are partners of Pierce Transit including large worksites and voluntary sites throughout the county. Local active businesses include Clover Park Technical College, DaVita, Franciscan Health System, Joint Base Lewis-McChord, MultiCare Health System, Pacific Lutheran University, Port of Tacoma, Propel Insurance, State Farm Insurance, Tacoma Community College, Tacoma School District, University of Puget Sound, and University of Washington–Tacoma.

As part of developing individual worksite transportation programs, Employer Services manages ORCA Business Accounts. ORCA Business Accounts provide entities with the option of purchasing retail products they load themselves (Choice Accounts) or annual regional products pre-loaded (Passport Accounts). Pierce Transit is the administrator (Lead Agency) of 60 Choice and 19 Passport Accounts.

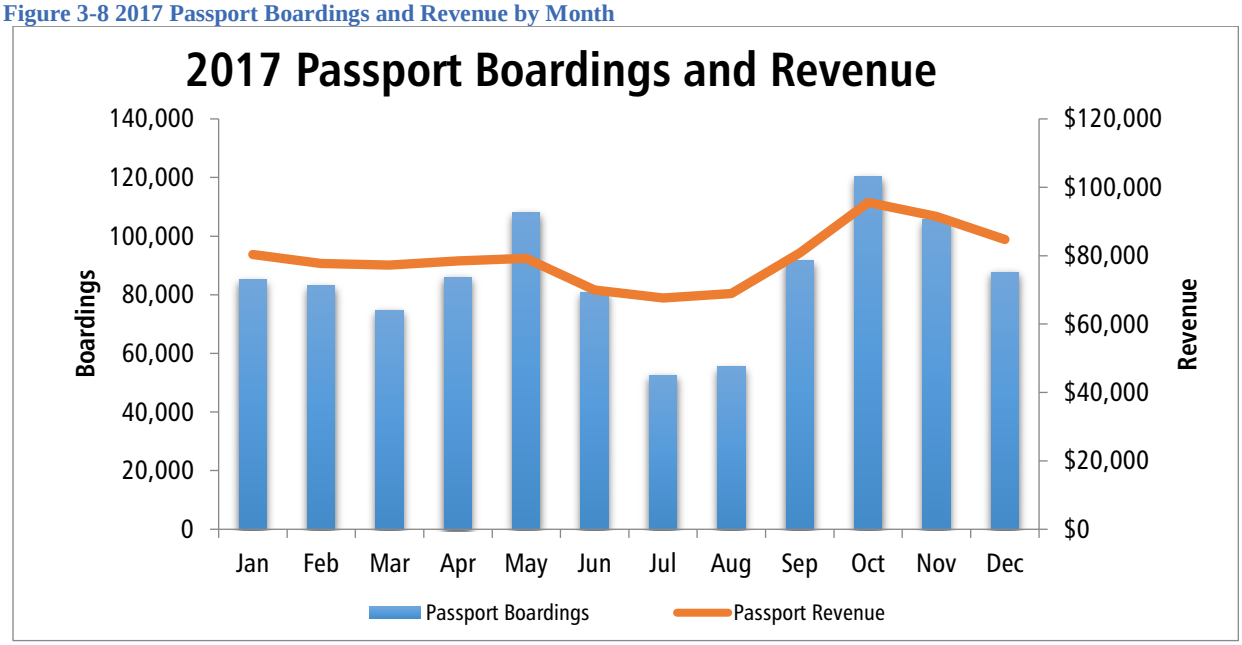
In 2017 Choice accounts generated an average of 18,157 boardings each month for an annual total of 217,881 boardings. Monthly Choice revenue averaged $55,920 with $671,040 in annual revenue for Pierce Transit (depicted in Figure 3-7).

Figure 3-7 2017 Choice Boardings and Revenue by Month



In 2017 Passport accounts generated an average of 85,895 boardings each month for an annual total of 1,030,745 boardings. Average monthly revenue was $79,350 for a total of $952,202 in annual revenue (depicted in Figure 3-8).

Figure 3-8 2017 Passport Boardings and Revenue by Month



In addition to being the Lead Agency for 60 Choice and 19 Passport accounts, Pierce Transit participates in additional regional accounts. These regional accounts began in 2007 and have grown from a mere 20 accounts representing approximately $228,000 in annual vanpool revenue for Pierce Transit, to 959 accounts representing $1.47 million in annual transit and vanpool revenue for Pierce Transit. This increase in accounts is due primarily to the fact that all Passport Accounts became fully regional beginning in 2009. Figures 3-9 and 3-10 demonstrate this growth.

Figure 3-9 Regional Accounts: 2008-2017

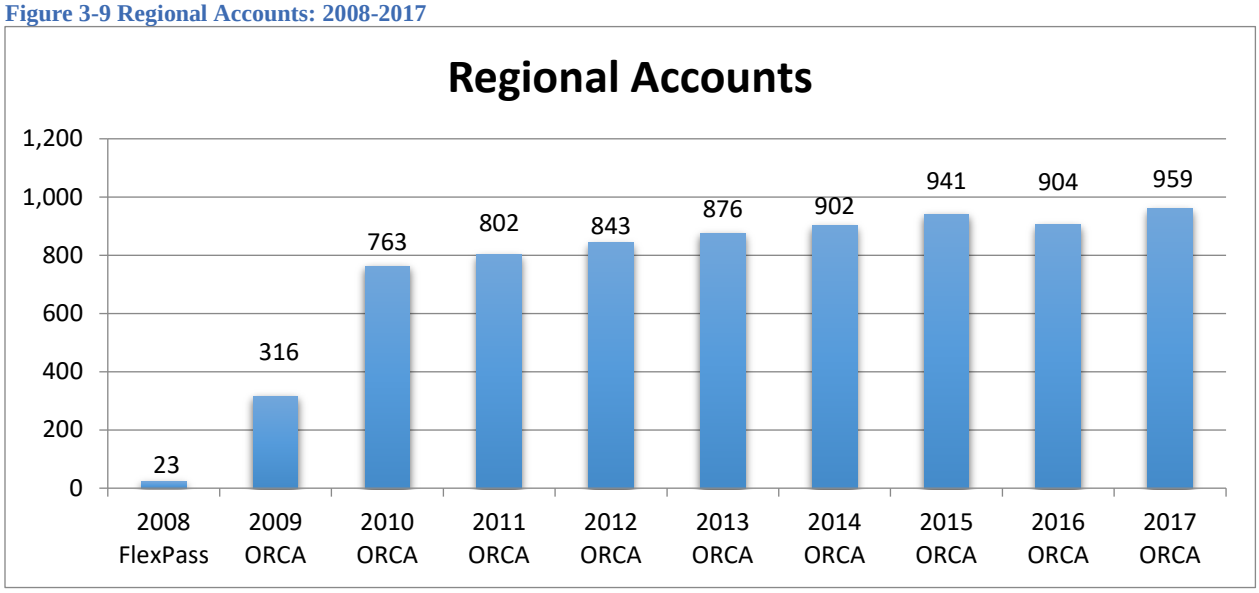
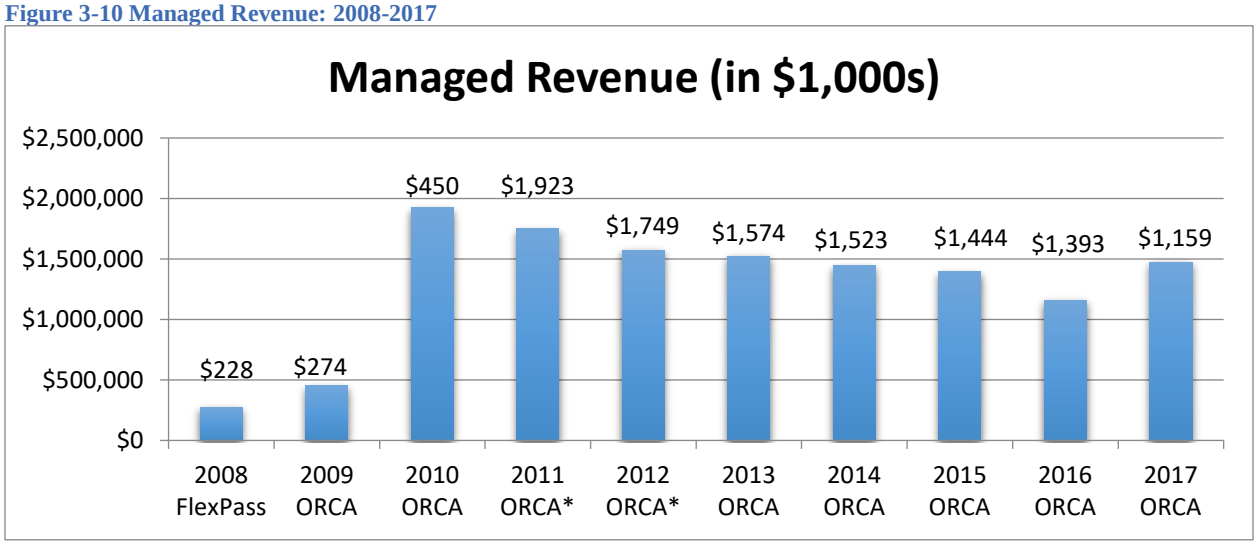


Figure 3-10 Managed Revenue: 2008-2017



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

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

Section 4 - Service Connections

Pierce Transit owns and operates six transit centers, where several routes connect with coordinated transfer points. Each facility offers sheltered waiting areas, and most are located near a major community activity center. While not offering timed transfers, the Commerce Street Transfer Facility in downtown Tacoma (between S. 9th and S. 11th Streets) provides a central focus for transit activity and includes layover space that is used by Pierce Transit, Sound Transit, and Intercity Transit vehicles.

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

- **Beyond the Borders** - Through a partnership with the Pierce County Coordinated Transportation Coalition, seniors, persons with disabilities, and low income residents of Pierce County living outside of the Pierce Transit service area are eligible for free transportation services from their home to the closest Pierce Transit fixed route bus stop. From these stops they can connect to the Pierce Transit service area.
- **GO Transit** – This weekday-only service offers five fixed routes to and from Joint Base Lewis-McChord. Route 2 provides connections to the SR 512 Park-and-Ride.
- **Intercity Transit** –Intercity Transit operates Olympia to Tacoma Express service linking Pierce and Thurston counties. Intercity Transit provides four weekday routes (603, 605, 609, and 612) and one weekend route (620) providing service to Lakewood and Tacoma from Olympia and Lacey in Thurston County.
- **King County Metro** – Pierce Transit Routes 402, 500, and 501 all make connections with King County Metro services at the Federal Way Transit Center (i.e., Routes 179, 181, 182, 183, 193, 197, and the RapidRide A Line). Additional connections with DART Routes (as deviated service; either must be prearranged) 901 to Mirror Lake and 903 to Northeast Tacoma (albeit subsidized by Pierce Transit). Connections to King County Metro can also be made at the Auburn Sounder Station via Pierce Transit Route 497.

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

  The Northeast Tacoma Express provides peak-time morning trips from northeast Tacoma into downtown, and afternoon/early evening peak-time trips from downtown back to northeast Tacoma. To further assist riders, Pierce Transit has partnered with King County Metro, which is extended its Route 903 to connect with Pierce Transit's Route 63. Route 903 picks up passengers in neighborhoods around northeast Tacoma and at the Federal Way Transit Center.
- **Kitsap Transit** – Kitsap Transit provides the Purdy Connection route with five connections on weekdays from the Port Orchard Ferry to Pierce Transit Routes 100 and 102 at the Purdy Park-and-Ride. Sound Transit's Express Route 595 also serves the Purdy Park-and-Ride.
- **Sound Transit** – Pierce Transit provides convenient connections to Sound Transit express bus service and Sounder Commuter Rail service at several transit centers, Park-and-Rides, and

Sounder stations throughout Pierce County. These include: Auburn Sounder Station, Commerce Street Transfer Area, Kimball Drive Park-and-Ride, Lakewood Sounder Station, Lakewood Transit Center, Narrows/Skyline Park-and-Ride, Purdy Park-and-Ride, Puyallup Sounder Station, South Hill Mall Transit Center, South Hill Park-and-Ride, South Tacoma Sounder Station, SR 512 Park-and-Ride, Tacoma Community College Transit Center, and Tacoma Dome Station.

- **Pierce County Ferries** – Connections to Anderson Island and Ketron Island via the Pierce County Ferry can be made at the Steilacoom Dock using Pierce Transit Route 212.
- **Washington State Ferries** – The Tahlequa ferry connection to Vashon Island can be made at Point Defiance using Pierce Transit Routes 10 and 11.
- **Greyhound** – The Greyhound Bus terminal is located at the Tacoma Dome Station facility and is serviced by seven local Pierce Transit routes: 13, 41, 102, 400, 500, and 501.
- **Amtrak** – Pierce Transit routes 41, 500, and 501 provide regular weekday and some weekend service to the Tacoma Amtrak train station at 1001 Puyallup Avenue.
- **Park-and-Ride Lots** - Pierce Transit also operates a network of Park-and-Ride facilities that are located throughout Pierce County. There are currently 6,028 parking spaces available, a majority at facilities owned and operated by Pierce Transit. On average, 88 percent of the county's Park-and-Ride lots' parking stalls were occupied on any given weekday in 2017. Table 4-1 identifies those facilities and locations, owned by both Pierce Transit and others.

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

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

Pierce County Park-and-Ride Lots Owned by Others			
Facility (Owner)	**Stalls**	**Facility (Owner)**	**Stalls**
Center Street (WSDOT) *SR 16 at Center Street - Tacoma*	75	**South Tacoma Sounder Station (Sound Transit)** *5650 S. Washington Street*	220
Lakewood Sounder Station (Sound Transit) *11424 Pacific Highway SW*	541	**State Route 512 (WSDOT)** *S. Tacoma Way at I-5/SR 512 Interchange - Lakewood*	498
Narrows/Skyline (City of Tacoma) *6th Avenue & N. Skyline Drive*	195	**Sumner Sounder Station (Sound Transit)** *810 Maple Street*	302
North Purdy (WSDOT) *144th Street NW at Purdy Drive NW*	200	**Sunset Park (City of Auburn)** *1306 69th Street SE –Lakeland Hills*	10
South Purdy (WSDOT) *SR 16 at Goodnough Drive NW*	20	**South Tacoma - West (WSDOT)** *Tacoma Mall Blvd. at S. 56th Street (Southeast Side)*	78
Puyallup Sounder Station (Sound Transit) *131 W. Main Avenue*	364	**South Tacoma - East I (WSDOT)** *S. Alaska Street at S. 56th Street (Northwest Side)*	33
Puyallup Red Lot (Sound Transit) *5th Street SW at 9th Avenue SW*	219	**South Tacoma – East II (WSDOT)** *S. Alaska Street at S. 56th Street (Southwest Side)*	44
South Hill (Sound Transit) *9th Street SW at 31st Avenue SW - Puyallup*	354	Note: The acronym WSDOT in parentheses indicates a Washington State Department of Transportation-owned facility.	


504
1 8th Ave-SR7

Section 5 – Notable Activities in 2017

New Fixed Route Network and Restoration of Service Hours

Pierce Transit spent much of 2016 conducting a comprehensive analysis of its existing fixed route bus service network. By holding open houses and seeking out engagement online, Pierce Transit reached out to the public throughout 2016 for ideas about how to improve existing services and to find out what new routes or services riders would like to see. The outes previously in place were designed nearly four decades ago, and Pierce Transit's goal was to design a new plan that reflected the present needs of current and future South Sound transit riders. Of the nearly 1,000 responses received, the two most-requested improvements were increased frequency and a longer span of service on weekdays.

On December 12, 2016, Pierce Transit's Board of Commissioners voted unanimously in favor of implementing a more efficient routing plan that delivered on these requests. That means more frequent bus service and service later on weekdays throughout the Pierce Transit service area.

These service expansions, which took effect on March 12, 2017, and included the restoration of 35,000 hours of transit service, included 30-minute peak and mid-day service on nearly all urban routes and many non-urban routes. Nightly service until 10:00 p.m. on many routes is another change that was implemented. The restructured system provides more direct bus routes with faster service between locations as well as fewer overlapping routes along the same path.

As part of the new routing plan, Pierce Transit proposed the elimination of Route 13, a bus that runs from the Tacoma Dome Station through downtown and Old Town and on to Proctor. Nearly one-quarter of the comments received during Pierce Transit's survey period addressed this revision. In response to public comments and requests, the Pierce Transit Board elected to retain Route 13, which continues on weekdays with hourly service.

As part of the September 2017 service change, Pierce Transit restored approximately 10,000 additional service hours. A great many of these hours were directed at weekend service and improving on-time performance. Observations of the March 2017 service change, as well as continued feedback, helped guide Pierce Transit's further developments for September.

The expansion has been dubbed a "restoration of service," serving as a reminder of all the cutbacks Pierce Transit riders endured during the Great Recession. During this time, Pierce Transit was forced to decommission almost one-third of its service. Before the economic slow-down, Pierce Transit provided 622,000 hours of service a year. That number dropped as low as 416,000 in 2013. By the end of 2017, more frequent service and later hours brought that number up to 500,130 annual service hours.

The 28-member Pierce Transit Service Change Implementation Team was recognized by WSDOT as a 2017 Wall of Fame Honoree.

Pacific Avenue/SR 7 Corridor High Capacity Transit Feasibility Study

In February 2017, the agency hired WSP-Parsons Brinckerhoff to conduct a High Capacity Transit (HCT) Feasibility Study for the 14.4-mile Pacific Avenue/SR 7 Corridor from downtown Tacoma to Spanaway. High Capacity Transit systems are designed to carry larger numbers of riders with greater speed, reliability, and frequency than a standard bus. HCT includes rail modes, such as light rail and

streetcar, and Bus Rapid Transit (BRT), which emulates light rail using rubber-tired vehicles. Working in close partnership with the City of Tacoma, Pierce County, WSDOT, Puget Sound Regional Council, and Sound Transit, the two-year study is intended to:

- Identify cost-effective enhancements that will increase transit ridership by improving the speed, reliability, and comfort of the service;
- Better connect the southern end of the Pierce Transit service area (Spanaway) to downtown Tacoma, a Regional Growth Center;
- Support local and regional goals of stimulating urban infill projects through compact land use, transit oriented development, and targeted growth in employment throughout the corridor; and
- Improve safety for pedestrians, bicyclists, and other corridor users.

After soliciting comments from the public at two rounds of open houses, held at four locations in September and November 2017, the consultant completed a *Mode Evaluation Report* which compared four HCT modes to the "No Build" option and how they would best meet the study's 12 Purpose and Need statement goals, as shown in Figure 5-1.

Figure 5-1: Results of Modal Evaluation

Purpose and Need Goals		No Build (Current Service)	Enhanced Bus	Bus Rapid Transit	Streetcar	Light Rail Transit
1	The project will increase transit ridership by reducing transit travel time, improving trip reliability, increasing service frequency, and enhancing transit's comfort, convenience and image.	1	3	4	4	5
2	The project will provide cost-effective transit service in the Study Corridor.	4	4	4	2	1
3	The project will increase transit capacity to meet current and projected transit travel demand.	1	3	4	4	5
4	The transit service will be accessible to all populations, including minorities, people with low income levels, and those that are transit dependent.	5	5	4	4	3
5	The project will promote environmental stewardship and sustainability by reducing greenhouse gas emissions and supporting smart growth.	1	3	4	5	5
6	The project will improve access to the Study Corridor transit service for pedestrians and bicyclists.	1	3	4	4	3
7	The project will provide improved connections with other local or regional travel modes.	1	3	5	5	4
8	The project will have a high likelihood of funding through identified grant programs and new funding sources.	1	2	4	3	2
9	Enhance safety and security for transit patrons and public health overall.	1	3	4	4	4
10	The project will support planned local and regional growth and corridor revitalization efforts	2	3	4	4	5
11	The project will be consistent with adopted local and regional transportation plans.	1	4	5	1	1
12	The project will minimize adverse impacts to other travel modes and adjacent property.	5	5	3	2	2
Total Score:		**24**	**41**	**49**	**42**	**40**
Average Score by Goal:		**2.1**	**3.4**	**4.1**	**3.5**	**3.3**

Note: Average score calculated by assigning numerical values as follows: 1= 1 point;2= 2 points; 3= 3 points; 4= 4 points; 5= 5 points.

Pacific Avenue || SR 7 Corridor
HIGH CAPACITY TRANSIT
FEASIBILITY STUDY

Based on this analysis, as well as partnering agency, public, and stakeholder input, the project team recommended BRT as the high capacity transit mode that best meets the project goals. The BRT mode rated either a "5" or "4" for 11 out of the 12 goals. In addition, BRT had been previously assumed to be the best mode for this corridor and this analysis supports that assumption. BRT is the most appropriate mode given the current and expected level of ridership and best meets the nexus of existing land use and population distribution with the goals for improved transit speed and reliability, plus future investment along the corridor. Enhanced stations will improve the passenger experience, and increased stop spacing and other corridor upgrades will improve transit speed and reliability as compared to the existing service. Additionally, while stop spacing will be increased from the existing service, BRT still offers an access profile that fits the context of the existing land use and population distribution.

Future tasks planned for 2018 under the study include developing and refining a Locally Preferred Alternative (LPA) which includes either a curbside running or median running option, as well as identifying proposed BRT station locations. The consultant contract includes the environmental review and clearance process at both the federal (NEPA) and State (SEPA) levels. Once the project is formally accepted into the Project Development phase by the Federal Transit Administration (FTA), Pierce Transit intends to apply for $75 million in (Section 5309) Small Starts Capital Investment Grant funding as a Corridor-based BRT project. The assumption is a full project evaluation and overall rating from the FTA in Spring 2019.

New Executive Directors Named

As part of CEO Sue Dreier's restructuring the various departments agency-wide, beginning in 2015, Pierce Transit welcomed two members to the new executive management team in 2017.

Brett Freshwaters was named Executive Director of Finance Mr. Freshwaters brings to Pierce Transit over thirty years of progressive financial management and executive leadership experience in the public, non-profit, and private sectors. Prior to joining Pierce Transit, his professional background

includes ten years as CFO for the Metropolitan Park District of Tacoma and 14 years as Vice-President of Finance/Administration for the YMCA of Tacoma-Pierce County.

Along with his professional accreditations, Mr. Freshwaters earned an MBA in Finance from the University of Oregon's Graduate School of Business in 1983. In his spare time, he enjoys spending time with his family, competing in and training for triathlons, hiking, skiing, traveling, and attending Seattle Sounders games.

Skip Huck was named Executive Director of Maintenance. Mr. Huck came to Pierce Transit with an extensive background in maritime vessels, having served honorably in the United States Navy (1986-2017) as Commanding Officer of the Southwest Regional Maintenance Center in San Diego, California. His responsibilities included maintenance, modernization, and repairs of the 85 ships in the San Diego Fleet.

Mr. Huck is a two-time graduate of the US Naval Academy in Anapolis, Maryland, with a Bachelor of Science in General Engineering and a Master of Science in Electrical Enginneering (Computer Chip Design emphasis). His hobbies include brewing beer, gardening, and spending quality time with his wife and grandchildren at their home in Mason County.

Pierce Transit is grateful to have both gentlemen aboard and is already benefitting from their innovative ideas and leadership skills!

Brett Freshwaters

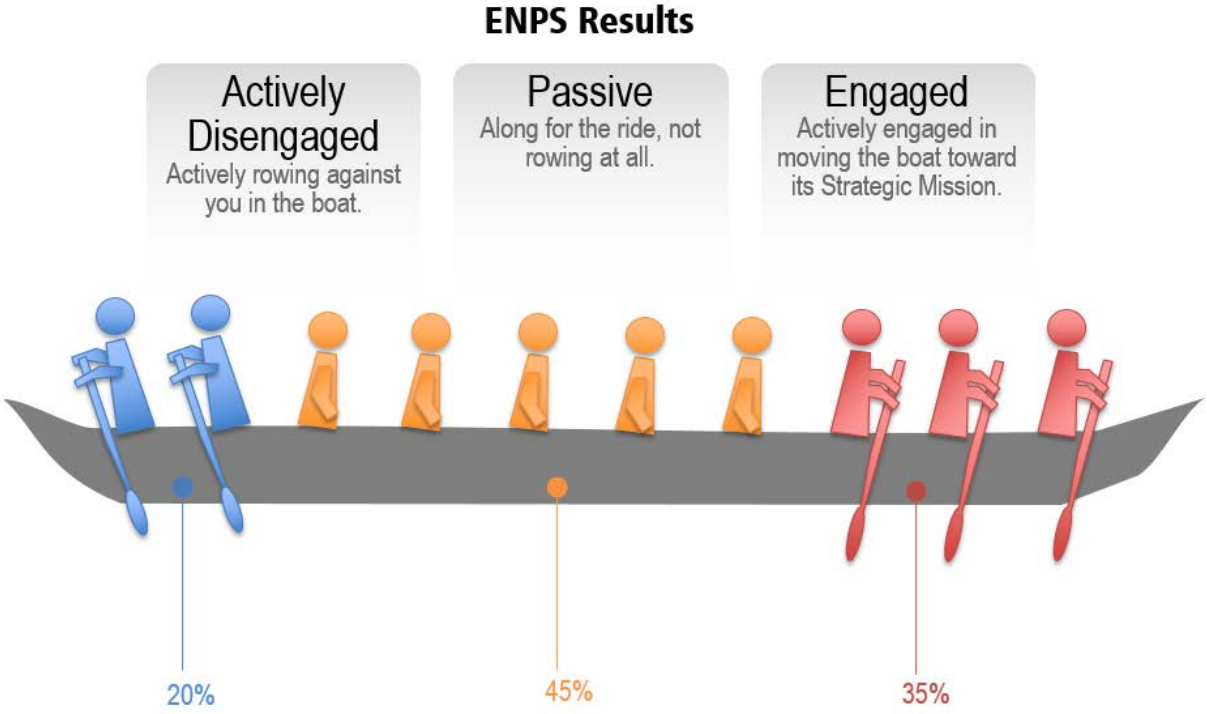
Skip Huck

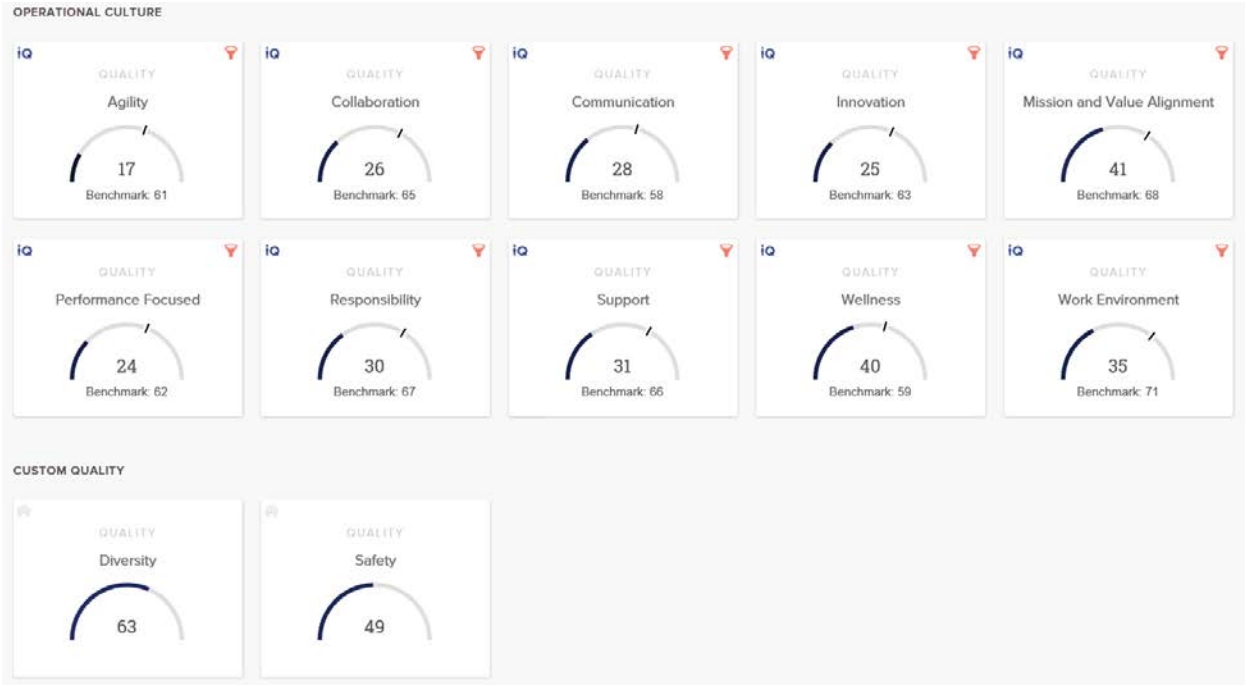
2017 Employee Engagement Survey

In its 2017-2021 Strategic Plan, Pierce Transit has set a goal of improving employee engagement. Engaged employees are those who care about their work and their organization. They don't work just for a paycheck, or just for the next promotion, but are committed to the organization's goals and objectives. When employees care - when they are engaged - they use discretionary effort which results in greater results for our programs, Pierce Transit, and the public.

The agency conducts an employee engagement survey each year to provide insight into the many contributors to employee engagement. In 2017, Pierce Transit conducted the survey using a different approach, contracting with an outside vendor with a focus on Culture. Results of the survey were available to the Executive Directors, Department Managers, Assistant Managers, and Supervisors immediately and shared with staff using All Employee meetings and staff meetings. The twelve qualities that were measured were: Agility, Collaboration, Communication, Innovation, Mission and Value Alignment, Performance Focused, Responsibility, Support, Wellness, Work Environment, Diversity, and Safety, in addition to an Employee Net Promoter Score (ENPS) that represents employee engagement. Most of the culture qualities that were measured in the survey have benchmarks from similar-size organizations. These benchmarks allow Pierce Transit to compare its results and see where there are opportunities for growth.

The survey results highlighted improvement areas that were previously identified in the Strategic Plan creation and provided details on other challenges that need to be addressed. Executive Directors and Managers are working with their staff to identify further ways to improve each of the 12 qualities by gathering "Idea cards" from front-line staff. These ideas will be compiled and prioritized with each department and/or division focusing on the solutions identified by their staff. Targeted surveys will continue periodically throughout 2018 to provide more insight and measure any successes or needs for further improvement.




OPERATIONAL CULTURE
QUALITY
Agility
17
Benchmark: 61
QUALITY
Collaboration
26
Benchmark: 65
QUALITY
Communication
28
Benchmark: 58
QUALITY
Innovation
25
Benchmark: 63
QUALITY
Mission and Value Alignment
41
Benchmark: 68
QUALITY
Performance Focused
24
Benchmark: 62
QUALITY
Responsibility
30
Benchmark: 67
QUALITY
Support
31
Benchmark: 66
QUALITY
Wellness
40
Benchmark: 59
QUALITY
Work Environment
35
Benchmark: 71
CUSTOM QUALITY
QUALITY
Diversity
63
QUALITY
Safety
49

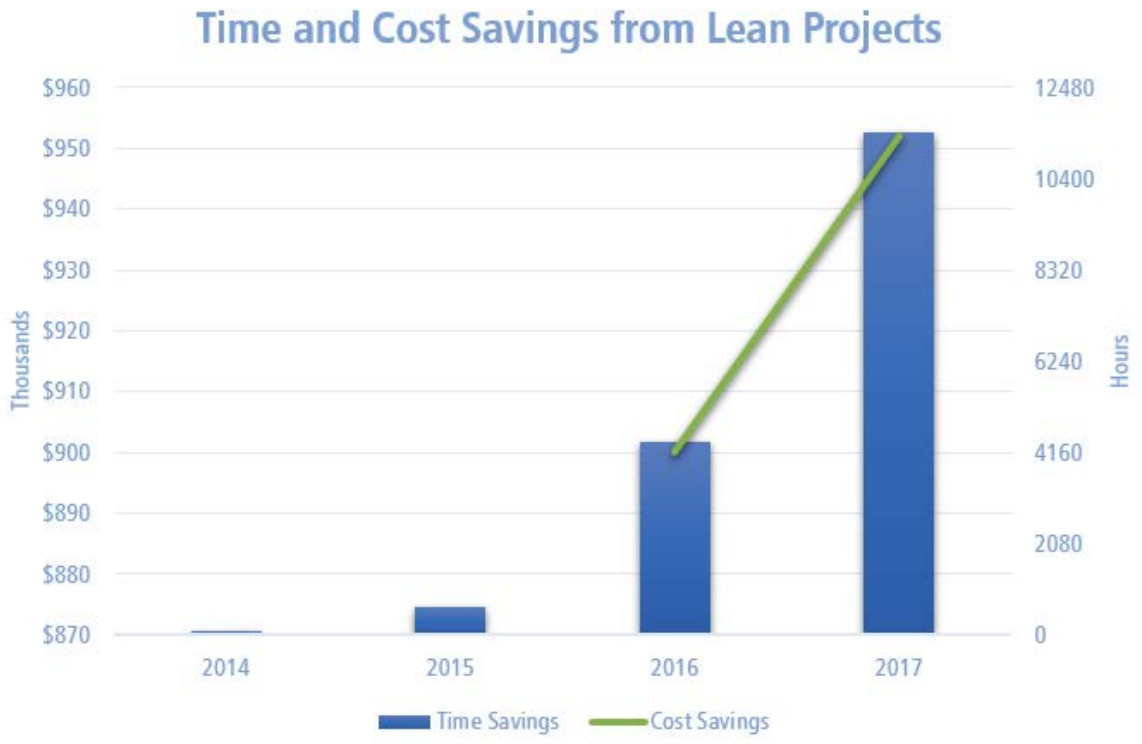
+

Lean Program

Pierce Transit's Lean program was launched almost three years ago and is housed in the Lean and Workforce Development Department. The Lean Administrator focuses her efforts on creating a culture where staff at all levels of the organization are supported in their efforts to make change. The program provides training, mentorship, coaching, and facilitation to enable a mindset of continuous improvement. The core idea is to maximize customer value while minimizing waste. Simply, Lean means creating more value for customers and staff with fewer resources using the knowledge and experience of those who do the work. Continuous improvement plays a vital role in many of the objectives identified in Pierce Transit's 2017-2021 Strategic Plan. Several departments and divisions specifically refer to increasing their use of Lean to improve processes within their programs.

A Lean organization understands customer value and focuses its key processes to continuously increase it. The ultimate goal is to provide perfect value to the customer through identification and elimination of waste in the process. To accomplish this, Lean thinking changes the focus of management from optimizing separate technologies, assets, and vertical departments to optimizing the flow of products and services through entire value streams that flow horizontally across technologies, assets, and departments to customers. Eliminating waste along entire value streams, instead of at isolated points, creates processes that need less human effort, less space, less capital, and less time to make products and services at lower costs and with much fewer defects, compared with traditional business systems.

The "Lean Results 2017" book was produced which highlighted 16 projects completed by staff in the Summer of 2017. Several more projects were completed during the year which resulted in 7,075 hours of employee time saved, a more robust onboarding process, reductions in paper usage, and various other improvements and $52,000 in cost savings. By the end of the year, an additional 14 projects had been identified or were works in process.



2017 - 2021 Strategic Plan

In June of 2017, the Board of Commissioners voted to adopt a new Strategic Plan to serve as the agency's guide for the next five years. This plan was developed over a five-month period by a team of staff from all levels of the organization. The new vision for Pierce Transit was set as "Your Preferred Transportation Choice for Today and Tomorrow." The balanced scorecard approach that was used to create the plan identified four main categories for future initiatives: Customer Focused, Culture of Excellence, Financially Responsible, and Dedicated Employees. Objectives in the 2017-2021 Strategic Plan ranged from attracting, cultivating, and maintaining an engaged workforce to developing a culture which fosters safety, collaboration, data-driven decisions, and innovation.

During the latter half of the year, each Division and Department created their own plans using cascading goals from the agency's adopted plan. These goals will then be used during 2018 individual performance management sessions to align all staff members' work to their departments' and divisions' goals, as well as those of the agency. Additionally, each leader began the task of creating dashboards to share their progress on attaining the objectives and goals of their teams. These dashboards will be used in internal communication to employees to share successes and identify challenges.

Bus & Paratransit Roadeo

Pierce Transit put on another successful Roadeo in 2017 that generated a lot of interest agency wide. The 2017 event, held on May 21, focused on Safety. To lead off the Roadeo, participants and judges were given Roadeo logo T-shirts in Safety Yellow and Safety Orange. The T-shirts were extremely popular in that not only did they help convey the theme of the day, they also increased safety awareness throughout the day. The Roadeo was attended by nearly 300 people and included participants from neighboring agencies, as well as Pierce Transit's own Roadeo stars. Many retired Pierce Transit employees showed their support by volunteering to be guest judges, further demonstrating that even former employees still feel deeply connected to this agency.

Once the competitions were complete, John Waight received the high score for the Coach Master division and Bonnie Mitchell for the Van Master category (pictured below). These exceptionally skilled transit operators will now move on to compete in their respective categories for the title of International Roadeo Champion.

The Pierce Transit Roadeo continues to be more than a skills competition, it is now and always will be a way for former, present, and potential future Pierce Transit employees to have an opportunity to support one another and keep the good vibration and commitment to one another's safety that is found on our property daily.

Community Outreach Events

South Sound Sustainability Expo 2017

Hosted by the City of Tacoma's Office of Environmental Policy and Sustainability, this annual March event had more than one hundred mostly local vendors. It attracted over 1,500 South Sound residents who joined hundreds of local organizations and businesses to learn what they could do to be part of creating a more sustainable world. Vendor displays, workshops and interactive exhibits covered clean energy, green building, food and agriculture, sustainable products, transportation options, habitat protection and restoration. Pierce Transit had two displays: an information booth highlighting the

agency's sustainable practices and a *Proterra* electric demonstration bus that participants could board, designed to give participants a first-hand glimpse of things to come at Pierce Transit.

Ninth Annual Bike Swap at UPS

Pierce Transit participated in The Bike Swap again in 2017. This Saturday event, hosted by the City of Tacoma and held at the end of April at the University of Puget Sound (UPS) campus, was well-attended by the community. Each year it kicks off Tacoma's Bike Month (May) and features bicycles and parts to sell and trade, on-site bike maintenance, as well as helmet fittings, bicycling education and safety instruction and giveaways. Event attendees can also find bicycle accessories and other resources such as bicycle maps, riding groups, information about bicycle-related classes and events, safety information, and more. The rich variety of information and resources available to attendees is a result of the number and variety of vendors and community partners that are present during the event. In addition, the Bike Swap features fun and festive elements that make it a desirable event to attend including food trucks, and fabric screen printing.

The 2017 Bike Swap was highly successful. Attendance was great, many differenct types of bicycles were distributed through the Bike Corral, a variety of food trucks were back for the third year in a row, and everyone – attendees and vendors – seemed to enjoy the event.

Special Services & Programs

Introducing PIERCEPAY Mobile App

On September 1, 2017, Pierce Transit launched a one-year pilot program which offers a new way to pay for rides on Pierce Transit buses using a smart phone or tablet. The new option, called *PiercePay*, is available through the Hopthru app, which is free and easy to set up. This feature gives riders the option to purchase Pierce Transit all-day passes and single-ride tickets anytime, anywhere, without using paper passes. It is valid on regular fixed routes plus special events services. After the initial four months of the program, 1,383 patrons had downloaded the mobile app resulting in 19,705 boardings. At the end of one year the agency will evaluate riders' interest and use, and determine whether to continue offering a mobile ticketing option.

Gig Harbor Trolley

Pierce Transit continues to operate the popular Gig Harbor Trolley, providing convenient service between the historic downtown Gig Harbor waterfront district and the Uptown shopping district. Trolley service continued for a fifth year in 2017, running daily every 30 minutes during the summer months (June through September). The City of Gig Harbor, the Gig Harbor Chamber of Commerce, Merchants of Uptown, and the Gig Harbor Downtown Waterfront Alliance again provided a financial partnership to reduce the cost to ride the service. The Trolley Partners also continue to closely coordinate on outreach and planning for this annual service. To build awareness for the service, and Pierce Transit in general, agency staff participated in the 2017 Paddlers Cup Dragon Boat Races as a corporate team. In addition, the trolley was prominently featured at the Gig Harbor Maritime Festival in June with the vehicle being used in the festival parade and staff hosting a booth at the event. The 2017 service was again favorably received by riders. Ridership rose 1 percent to 16,291 in 2017 as compared to 16,166 in 2016; the Trolley Partners continue to promote the service using a creative marketing and awareness campaign.

Downtown to Defiance Trolley Introduced

In partnership with MetroParks, City of Tacoma, Point Ruston, South Sound Together, and the Port of Tacoma, Pierce Transit piloted the Downtown to Defiance trolley service during the summer of 2017. This waterfront trolley ran every third Thursday, plus Fridays through Sundays (every week) and connected downtown Tacoma along the Ruston waterfront to Point Defiance Park via Ruston Way. The concept aimed to provide locals and visitors access to the parks and attractions offered along a previously-unserved part of the city, while encouraging patronage of restaurants, shopping, and popular recreation points along the way. Riders and merchants were surveyed during the summer to find out if the trolley provided satisfactory service and a boost to the local economy, respectively. Results indicated that Saturday was the most popular day to ride with an average of 166 boardings that day. The trolley had a total of 5,802 boardings over the summer service span. Of those, 67 percent of riders were Tacoma residents and 10 percent were out-of-state visitors; 98 percent were likely to recommend the service. In addition, 85 percent of merchants surveyed felt the service was beneficial to the community. This special service will again be offered from June 1 thru September 2, 2018 as Route 15, but with a new southern terminus extending to the Tacoma Dome Station.

Transit to Trails

The Transit to Trails Summer Series was an educational pilot aimed at breaking down barriers for potential new and choice riders on the Pierce Transit system. Participants learned how to plan, pay, and ride around the Pierce Transit bus network. The pilot ran from June to August, with an additional event held November 19, 2017. It consisted of three guided outings (one per month): Taste of Tacoma on board the Taste Express, departing from the 72nd Street Park-and-Ride to access the Riverwalk Trail; riding onboard the Downtown to Defiance Trolley to the Point Defiance Zoo and park ranger-led nature walk; and the Route 1 to Pierce County's Fantasy Lights at Spanaway Park. Participants learned that they can easily reach most popular recreational destinations by bus, especially those offering limited public parking. Pierce Transit's Community Development team has expressed interest in funding and continuing this program for 2018. Staff will learn from Downtown: On The Go!'s events to glean expertise on marketing to the public and general programming tips for events of this nature.

Tacoma Freedom Fair and Air Show

For over 36 years, volunteers with the non-profit Tacoma Events Commission have presented Tacoma's annual Freedom Fair. This is the largest 4th of July festival in the Pacific Northwest and has been recognized as having one of the ten "world's best" fireworks events by the Travel Channel. Along with the Tacoma Power Air Show (featuring exciting aerobatic performances by top pilots and aviators), the weekend extravaganza offered an outdoor market along Ruston Way with over 150 artists, craft vendors, and commercial exhibitors. On Independence Day, Pierce Transit provided free express bus service from Tacoma Community College and the Tacoma Dome Station to the fair, resulting in 7,686 boardings.

Washington State Fair in Puyallup

For the third year in a row, Pierce Transit coordinated with Sound Transit to offer express service to the Washington State Fair over three weeks in September. The special bus service, which had 36,827 boardings, ran from the Tacoma Mall, Lakewood Towne Center, and South Hill Mall with free parking offered at all three locations. In addition, the agency offered a free "train to bus to door" service as it took passengers from Sounder trains at the Puyallup station directly to the fair's Red Gate on select dates.

2017 South Sound Heart & Stroke Walk

On October 7, 65 people representing Pierce Transit participated in the Americn Heart Association's annual South Sound Heart & Stroke Walk at Cheney Stadium in Tacoma. In addition, many more employees participated in the event by assisting with monetary donations. The agency's fundraising goal was $5,500 – but that was surpassed by raising $8,720 – an impressive $3,220 over the goal! Pierce Transit also received the "Team to Watch" award for participation and dollars raised. Thanks to everyone who supported this effort, especially to Kim McGilvery for spearheading the agency's involvement.

Tacoma Public Schools Expanded Bus Pass Program

Pierce Transit and Tacoma Public Schools partnered a second year in September 2017 to expand their current transit pass program to offer 1,000 additional ORCA cards to eligible students within the district to the 2,525 previously issued. The program aims to get passes specifically to students who don't have access to school bus service, participate in after school programs, or have other difficulties getting to school or home consistently. The program has proven to be successful with a projected 39 percent increase in transit ridership for Tacoma School District students for the second year. The long term vision is to provide "access to all" via an ORCA card for all high school and middle school students.

New College Student Bus Pass Program

Pierce Transit and Clover Park Technical College are teamed up on a new program that put a bus pass in the hands of every student enrolled at the college. Pierce Transit piloted the Community & Technical College Student Bus Pass Program to help students access transportation to and from class, introduce students to transit, and reduce parking demand at local community and technical colleges. Students will have a special sticker affixed to their Student Identification Card, which will serve as their bus pass. It is expected the program will be especially helpful for low-income and minority students to access continuing education opportunities. An analysis of Education Longitudinal Student data showed that 44 percent of low-income students (i.e., family incomes of less than $25,000 per year) that attend college after high school start at community colleges. The same analysis found that 50 percent of Hispanic students start at a community college, along with 31 percent of African-American students, compared to 28 percent of Caucasian students starting there. The agency began the program at Clover Park Technical College and expects to expand it to other local community and technical colleges late in 2017 and beyond.

Community Transportation Advisory Group

On August 13, 2012 the Pierce Transit Board of Commissioners adopted a charter that created the Community Transportation Advisory Group (CTAG). The nine-member (plus one alternate) CTAG was created as an advisory body to the Board of Commissioners. CTAG members provide a forum for interactive discussions with community stakeholder input, creating an environment to exchange information with the public. CTAG members provide input to the Board of Commissioners on local public transportation issues. Recent meetings have covered proposed fare changes, Strategic Plan Update, Destination 2040 Long Range Plan, Title VI program, updating CTAG Charter and Operating Procedures, and other issues. CTAG members also participated in agency outreach efforts.

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

The following individuals were appointed as members of the Community Transportation Advisory Group for 2017:

- Chris Karnes (Chair), Tacoma – Data Analyst
- Cody Bakken (Vice Chair), Tacoma – Customer Service and Logistics
- Bridgett Johnson (Vice Chair), Sumner – Certified Nurse Assistant

- Sandy Paul, Tacoma – Retired City Clerk
- Hongda Sao, Tacoma – Case Manager
- Steve Schenk, DuPont – Retired Military
- Richard Zalucha, Tacoma – Facility Manager
- Denise Edington, Steilacoom – Special Education Teacher
- Tommy Manning (Alternate), Puyallup – Disabilities Advocate

In 2017 the CTAG worked closely with Pierce Transit staff on a number of projects in a supportive capacity. Members offered input on the Transit Asset Management Plan (TAMP), the Community College Student Discount Pass program, the Pacific Avenue/SR 7 High Capacity Transit Feasibility Study (including assigning a member to its Technical Advisory Committee) and the SHUTTLE Request for Proposals (RFP) for contract renewal. They also took part in outreach activities at the Sotuh Sound Sustainability Expo, Puyallup Spring Fair, Maritime Gig, and Service Change Street Teams. Ideas on positive messaging for Pierce Transit policy were developed and presented to the Marketing department for consideration. Several members' terms ended in December and recruitment was conducted to fill those spots for 2018.

Bus Safety Technology Grant Awarded

At the dawn of 2017, the Federal Transportation Administration announced it had awarded Pierce Transit $1.66 million to install collision-avoidance technology and emergency braking technology on its buses as part of a Collision Avoidance and Mitigation Safety Research and Demonstration Project. The funding will expand research already underway between Pierce Transit and its insurance and research partners, and potentially generate off-the-shelf technology that could save lives and reduce injuries nationwide.

In 2016 Pierce Transit participated in a pilot project to test Mobileye collision-avoidance technology on seven of its buses. A collision-avoidance warning system (CAWS) helps prevent vehicle-to-pedestrian accidents by alerting the bus operator that a collision may be imminent. An intelligent vision sensor works like a bionic eye, identifying an extensive variety of potential hazards on the road and giving the driver visual and audible alerts when pedestrians and cyclists are in the danger zones near the bus or when a rear-end collision is imminent, allowing the operator to take corrective action. Test results were promising, showing an increase in speed compliance and following distance, and fewer pedestrian collision warnings on buses using the system than with the control group, which was monitoring potential collisions and speed but not alerting operators. Pierce Transit and its partners, including the Washington State Transit Insurance Pool (WSTIP), received a METRO Magazine "Innovative Solutions Award" for the CAWS pilot project.

With the new grant funding Pierce Transit will equip all of its 176 buses with Generation 2 Shield+ collision avoidance warning systems and 30 buses with a Pedestrian Avoidance Safety System (PASS), an emergency braking technology that works in conjunction with the collision avoidance system and automatically decelerates the vehicle when an imminent pedestrian or vehicle collision is detected. Pierce Transit has committed nearly $500,000 in matching funds to the project, WSTIP and reinsurer Munich Reinsurance America are each contributing $100,000, and there are some in-kind contributions for a total project cost of $2.9 million. Pierce Transit received the federal funds by mid-2017 with a goal of having most of the technology installed on buses by the end of the year.

Working with other partners, including the University of Washington, Pierce Transit will take part in a year of testing, data collection, analysis and evaluations of both the collision avoidance and emergency braking systems over an estimated 4.4 million miles of service. Pilot project results will be used to determine the business case for transit agencies and perhaps school districts in Washington and across the U.S. to invest in collision avoidance and emergency braking technology. The National Transportation Safety Board found that trucks equipped with collision avoidance systems, autonomous emergency braking and electronic stability control reduced collisions by 71 percent.

Capital Grants Funding

The FAST Act was signed into law on December 4, 2015, and is effective October 1, 2016 through September 30, 2020. The FAST Act was the first long-term federal transportation authorization in a decade, and provides five years of funding certainty for infrastructure planning and investment. It authorized more than $6 billion dollars of FTA funding and increased funding levels for FTA programs.

Pierce Transit's formula funding is tied to the amount of service operated, so as service expansions occur we expect to see an increase in federal funding. In addition, there are opportunities to secure

funding through competitive opportunities like 5339b Bus and Bus Facilities Program, and 5339c Low or No Emission Bus Program.

As the Agency's capital program shifts to large scale projects, like the Pacific Avenue/SR 7 Bus Rapid Transit and expansion of the Lakewood operating and maintenance base, an increase in competitive grants as a significant element of the project financing is forecasted.

Competitive grant awards and assumptions include:

- $1.2 million WSDOT Vanpool Investment Program grant for vehicle replacement and expansion (awarded)
- $4.0 million WSDOT Regional Mobility grant for a park-and-ride on Pacific Avenue/SR 7 (awarded)
- $2.7 million WSDOT TIER grant for transit signal priority on Pacific Avenue/SR 7 (awarded)
- $ 0.3 million WSDOT TIER grant for real time signage (awarded)
- $1.8 million FTA CMAQ grant for bus replacement (awarded)
- $5.3 million in FTA formula funds for bus replacement (assumption)
- $1.3 million FTA 5339b Bus and Bus Facilities grant for bus replacement (awarded)

Marketing & Promotions

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

- Conducting periodic ridership promotions to households near established fixed routes, targeted through ridership statistics, improved routes, and/or potential for growth.
- Promoting Pierce Transit's demonstration services, and those services that have been operationalized, through multi-media campaigns.
- Promoting ridership on Pierce Transit's special event services.
- Promoting innovative pilot projects which leverage technology to make public transportation easier to use, or make transit available to residents with limited or no fixed route service in their neighborhoods.
- Promoting ridership in existing Vanpool vehicles, and in new Vanpool groups through a multi-media campaign.
- Striving to retain current Vanpool customers by continuing to offer convenient online services such as vanpool fare payments, defensive driver training, and bookkeeper training.
- Developing materials for Pierce Transit's Employer Services group, who reach out to college students, and employers and employees at major worksites, promoting services and ORCA programs to this target market.

- Increasing overall public awareness of local transit, Vanpool, and Rideshare services, and connections to regional transit using advertising, social media, outreach, and other methods.
- Creating attractive, branded graphic designs and layouts for Pierce Transit's passenger sub-fleets.
- Continuing to enhance the content on our public website, which includes features such as real-time arrival information, interactive maps showing all bus stops, adjustable type size for easy reading, foreign language translations, instructional videos, and SHUTTLE eligibility information in translatable formats.
- Increasing awareness of Pierce Transit's translation services, which include Google Translate on our public website, and third-party translation services available through our Customer Services staff.
- Working closely with our *Downtown: On the Go!* partners, who market Pierce Transit services to downtown Tacoma employers, employees and residents.
- Providing timely financial and ridership information to the public, which increases the Agency's transparency and strengthens public trust.
- Sharing general Pierce Transit updates with the public through quarterly e-newsletters, in conjunction with the Communications Manager.
- Sharing Pierce Transit's success stories through our communication channels to riders and the general public.
- Striving to retain current customers by providing timely, accurate, effective route and schedule information through various digital channels and traditional print media.
- Providing excellent service and training to our ORCA retail distribution partners, who in turn serve Pierce Transit's passengers.
- Working with other Puget Sound transit agencies to implement promotional campaigns funded by our joint WSDOT Transit Coordination Grant.
- Providing input on the agency's periodic market research projects, which generally assess trends in public perception about transit services, and evaluate the effectiveness of service plans, route promotions, and marketing techniques.
- Assisting other Pierce Transit workers with their communication projects, by creating professional, user-friendly materials to be used for public involvement and awareness efforts.

Title VI Policies and Activities

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

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

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

As part of the new route network that went into effect in March 2017, a Title VI Service Equity Analysis analysis was conducted

Public input, stakeholder discussions, and board outreach indicated a desire for improved route frequency and expanded span of service, as well as a desire to improve ridership levels. The route restructure focused on meeting these goals.

The Title VI analysis of the route restructure examined whether minority and low income populations would experience adverse effects (e.g., loss of nearby service, decreased span of service) disproportionate to the adverse effects felt by the population of the entire service area. The analysis found that there were disproportionate burdens to minority populations along ten fixed routes; these were Routes 3, 13, 14, 41, 48, 51, 53, 54, 56, and 300. The analysis also found that there were total of seven fixed routes which met the threshold of disparate impact to low income populations; these were Routes 3, 11, 14, 48, 54, 56, and 300. The proposed mitigation addressing these impacts included adding span and or frequency to nearby stops, adding new routing to or near impacted stops, and partnering with other transit agencies to bridge gaps and enhance service.

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Section 6 - Proposed Action Strategies: 2018 - 2023

The Washington State Department of Transportation (WSDOT) requires that transit agencies report their progress towards accomplishing the state's six statutory transportation policy goals in RCW 47.04.280. These goals and related objectives are identified in the *Washington Transportation Plan 2035* (WTP 2035) updated in January 2015. In this section Pierce Transit reports its success at achieving the state's objectives for 2017, and strategies for continuing to achieve the state's objectives from 2018 through 2022.

1. ECONOMIC VITALITY:

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

2017	2018-2023
Continued Effort	Continuing Effort

2017

- Pierce Transit continued to operate local fixed route services that provide transportation to work sites, educational opportunities, regional connection points, manufacturing and industrial centers, major businesses, activity centers, and shopping centers.
- Pierce Transit maintained existing and sought new business partnership opportunities with major employers to encourage the use of high occupancy and express modes of transportation to work sites.
- Pierce Transit operationalized the new Route 63 Northeast Tacoma Express, in order to provide additional transportation options for Downtown Tacoma commuters. This route was created under a partnership with King County Metro Transit.
- Pierce Transit continued to successfully operate a summer trolley service in the Gig Harbor area, designed to support economic development during the city's peak tourist season (June through September).
- The agency introduced a second, summer trolley service operating along Ruston Way from Downtown Tacoma to Point Defiance Park (July through September).
- Pierce Transit continued to work with main street associations and regional event organizers to provide express and/or authorized charter services to events such as the Washington State Fair in Puyallup, and Fourth of July Freedom Fair & Air Show, all of which promote community development and economic opportunities for local merchants.
- While Pierce Transit Vanpool boardings were flat, the interest in public transportation and ride sharing options to major employment centers continued to grow.

2017-2023

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

2. PRESERVATION:

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

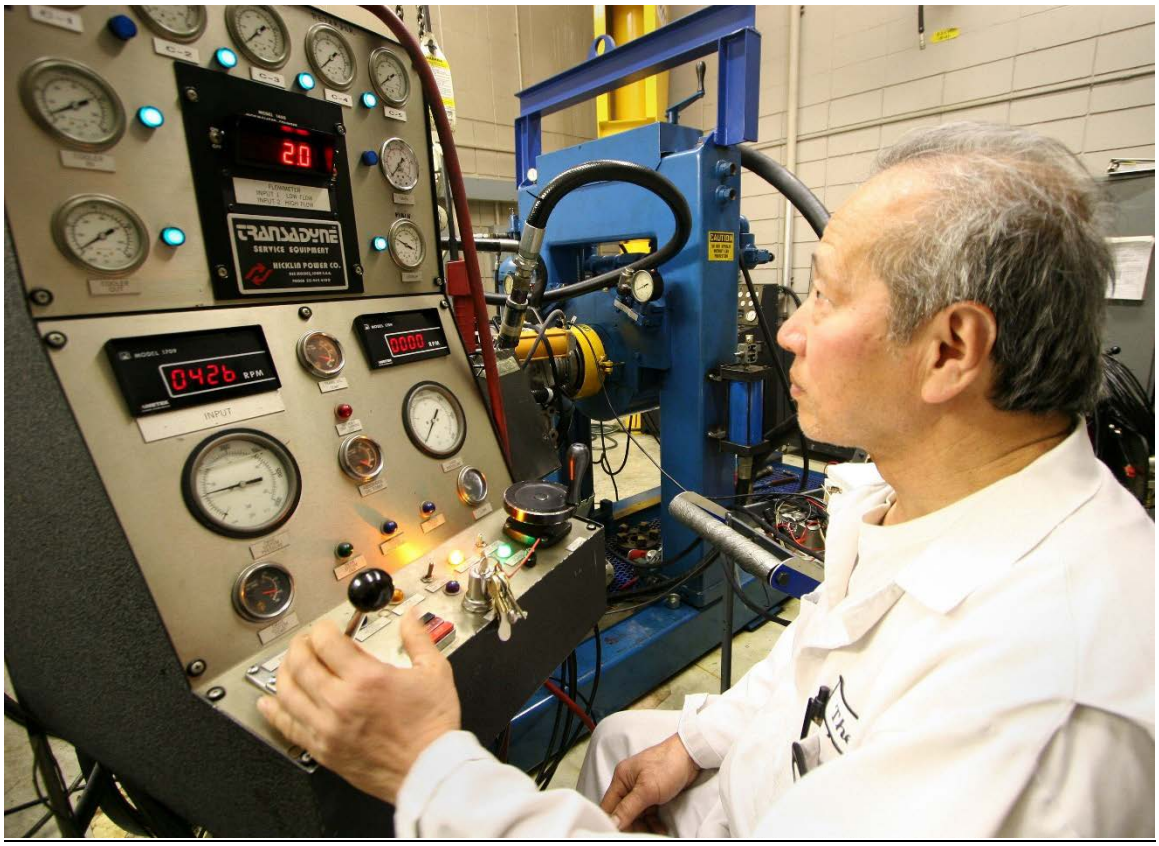
2017	2018-2023
Continued Effort	Continuing Effort

2017

- Pierce Transit took possession of seven new CNG-powered replacement buses; and
- Thirteen new replacement Vanpool vehicles; and
- Thirteen new replacement non-revenue (Service & Support) vehicles.
- Pierce Transit continued to routinely maintain or upgrade its equipment and facilities to the highest level possible.
- Pierce Transit restored and reutilized spare vehicles for its demonstration routes to test in new and emerging markets.
- Pierce Transit extended the lives of some retired SHUTTLE paratransit vehicles by providing them to community charitable organizations under the new Care-a-Van program (as noted on pages 21-22) .
- Pierce Transit fixed route motorbus services were completely redesigned and the changes implemented in March 2017, based on factors such as schedule adherence, regional connections, and demand (as noted on page 31).
- In 2017, the agency continued working on its first comprehensive Transit Asset Management (TAM) Plan. According to the FTA, well-developed asset management systems have been shown to lower long-term maintenance costs. Additionally, TAM will have important non-quantifiable benefits, such as improved transparency and accountability. Implementing a TAM system will require transit providers to collect and use asset condition data, set targets, and develop strategies to prioritize investments to meet their goals.

2018-2023

- Pierce Transit will continue to modify and redeploy resources (i.e., service hours) from unproductive routes and route segments to areas where latent demand is the greatest.
- Pierce Transit recognizes that all communities within the PTBA desire transit services. Therefore, it will continue designing demonstration projects that test the most effective means to connect underserved communities.
- Pierce Transit will continue to offer a safe and reliable public transportation system that the people value, while matching operational funding available to the agency with levels of service that are sustainable.
- SHUTTLE paratransit services will continue to meet the requirements of the Americans with Disabilities Act of 1990 (ADA) and conform to new FTA policy mandates, such as reasonable modification, as well as those listed under the USDOT's *Fixing America's Surface Transportation Act* (FAST Act) multi-year transportation authorization of 2015.
- Pierce Transit will continuously replace older vehicles (rolling stock) in conformity with its adopted fleet replacement standards.
- Information Technology maintains a six-year replacement plan for infrastructure as it reaches the end of its useful life. This includes items such as desktop computers, servers, printers/plotters, network infrastructure equipment (e.g., firewalls, switches and routers), and Core Business System upgrades.
- Pierce Transit will move forward with flexible, phased improvements to the Main Base, South Base, and West Base (headquarters) sites as funding becomes available. As such, a 2040 Base Master Plan Update was completed in 2017. The plan will ensure that any capital investment in the base serves the agency well into the future by accounting for capacity issues as the various revenue service fleets and diverse vehicle types are planned to grow over time.
- Pierce Transit will continue to address deferred maintenance and aging facilities. There will continue to be a focus in 2018 on customer-facing transit facilities with projects to renovate multiple transit centers, park and ride facilities, and bus stop amenities.
- In 2018 deferred maintenance to address ongoing vandalism of bus stop shelters will include replacement of missing or vandalized glass in shelters. Under the update to the policies on the response to repeated vandalism at specific locations (i.e., three property crimes within a 12-month period), shelters with glass panels will be replaced with perforated metal panels.
- Over the next year, five high profile transit facilities will be renovated using CPTED (Crime Prevention through Environmental Design) principles and strategies, along with Xeriscaping and other energy efficient practices. The facilities are Tacoma Dome Station, Tacoma Community College, Tacoma Mall, 72nd Street, and SR 512 at I-5.



3. SAFETY

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

2017	2018-2023
Continued Effort	Continuing Effort

2017

- Pierce Transit continued monitoring the digital camera security systems on 140 buses as part of an agency-wide security focus. This project will increase both passenger and operator security while reducing potentially fraudulent insurance claims against the agency.
- Pierce Transit Police monitors all service on a daily basis to ensure the safety and security of its passengers and operators.
- Pierce Transit Police participates in local and regional efforts to increase and improve both safety and security components on its routes, at transit centers and park and ride lots, as well as bus stop and shelter locations throughout the Pierce Transit service area.
- Pierce Transit Police coordinates with local law enforcement agencies, terrorism response units, regional transit police agencies and emergency management services while

maintaining open communication between the agency's internal Public Safety Division and external public safety agencies.

- Pierce Transit Police finalized the transition from a hybrid law enforcement model with a mixture of off-duty contracted law enforcement officers and contracted full-time law enforcement officers.
- The Safety Office continued meeting quarterly with neighboring transit agencies safety staff to discuss best practices and lessons learned. Participants include the Safety and Risk practitioners from Pierce Transit, Sound Transit, King County Metro, and Community Transit.
- Pierce Transit Police have the only hazardous device certified canine, who is also explosive detection trained, in Pierce County and the South Sound region.
- Pierce Transit created a new Safety Manager position and hired someone with over 20 years experience in passenger transportation safety and risk management.
- The agency began distributing a *Weekly Safety Chat* bulletin on a specific topic to all employees on Fridays, including tips for creating a safe, personal and home environment.

2018-2023

- Pierce Transit Public Safety will continue to maintain its fleet of three to agency standards and replace those vehicles when necessary to assure continued safety in operations.
- As part of an agency-wide security focus, Pierce Transit will continue monitoring the efficacy of the on-board digital cameras on reducing insurance claims against it.
- Pierce Transit Public Safety will continue to coordinate in-house uniform and physical security resources, contracted police services, and local or regional preparedness teams.

- The agency is moving forward with a new *Accident Prevention Plan* and a revised *System Safety Program Plan*. Their purpose is to put all safety practices and policies into one document while improving access to essential safety-related information for all employees.
- Minor adjustments to staffing levels will continuously be made to improve service delivery to both internal and external customers.

4. MOBILITY

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

2017	2018-2023
Continued Effort	Continuing Effort

2017

- Pierce Transit is an active participant in the Pierce County Coordinated Transportation Coalition (PCCTC) as well as the PSRC Regional Special Needs Transportation planning committee tasked with increasing mobility options for persons with disabilities.
- Pierce Transit continued working with WSDOT and City of Tacoma to optimize transit signal prioritization along major corridors and at intersections where Pierce Transit vehicles routinely encounter delays because of traffic congestion, including a project to update the system from active to passive via GPS technologies.
- Pierce Transit has representation on the Interstate Highway 5/Joint Base Lewis-McChord Corridor Feasibility Study project, with seats on both the Executive and Technical Advisory Committees. The purpose of the study is to prepare Interchange Justification Reports (IJRs) for four designated I-5 interchanges in the JBLM area. IJRs are required to be completed to justify new or revised ramps accessing limited access freeways such as I-5. The purpose of these access revisions would be to open up opportunities for potential solutions to chronic congestion on I-5 in the vicinity of JBLM in southern Pierce County. In 2015 the Washington State Legislature approved funding for the corridor project which includes additional lanes on I-5, rebuilding three interchanges, building a new local connector road between Gravelly Lake Drive and Thorne Lane, and a bicycle/pedestrian path along the I-5 corridor. On May 23, 2017, the U.S. Department of Transportation Federal Highway Administration issued a *Finding of No Significant Impact* (FONSI) for the Interstate Highway 5/JBLM Congestion Relief Project.
- Pierce Transit participates in the Puyallup Watershed Initiative's Active Transportation Community of Interest and Lakewood's Active Transportation Coalition to promote walking, bicycling, and other modes of transportation that connect people to transit within their communities.
- Pierce Transit cooperatively participates in Commute Trip Reduction (CTR) efforts with major employers in Pierce County.
- Pierce Transit staff regularly reviews land use and design proposals to comment on public transportation access, integration, and proposed improvements.

- Pierce Transit provides regional connections with four other public transportation providers (Sound Transit, King County Metro Transit, Kitsap Transit, Intercity Transit), as well as interstate bus (Greyhound), passenger rail (Amtrak), and both Pierce County and Washington State Ferry services.
- Pierce Transit is an active participant in *Pierce Trips*, an ongoing partnership between local governments, transit, employers, and schools in Pierce County to promote transportation by carpooling, vanpooling, riding the bus or train, walking, bicycling, working a compressed week, and teleworking or telecommuting.
- Pierce Transit is a founding partner and continues its active participation in *Downtown: On the Go!* (DOTG), a multimodal transportation advocacy group offering services, resources, and programs specific to Downtown Tacoma commuters, businesses, and residents. Pierce Transit's Marketing Manager serves as a DOTG Board member, and Marketing contributes in-kind services to the organization.
- Pierce Transit served on the Technical Advisory Committee as King County Metro updated their long range plan, Metro Connects, which was completed in 2016 and adopted in 2017.
- After receiving $75 million funding commitments from the 2015 Connecting Washington transportation package and Sound Transit3 passing in 2016, the agency began a High Capacity Feasibility Study for the 14.4-mile Pacific Avenue/SR 7 corridor from downtown Tacoma to Spanaway (as noted on pages 31-33).

2018-2023

- Pierce Transit will continue exploring partnerships and testing innovative services designed to transport people to jobs, along with providing access to their daily needs.
- Pierce Transit remains committed to supporting alternative special needs transportation services, such as the MultiCare Adult Day Health Express program, Pierce County's Beyond the Borders Connector rural transportation program, and special use vanpools.
- Pierce Transit will continue to participate in a growing number of cooperative projects involving local communities, Pierce County, King County Metro Transit, Sound Transit, and WSDOT. This includes neighborhood development and planning efforts that support transit, regional fare coordination, integrated route scheduling, Sounder commuter rail feeder services, the Tacoma Link light rail transit expansion, express bus service coordination, and high occupancy vehicle access projects, such as the proposed Hard Shoulder Running project along Interstate Highway 5 in Pierce County.
- Pierce Transit will continue to work with local jurisdictions to implement transit-supportive access improvements to the built environment wherever practicable.
- A comprehensive fixed route analysis was initiated in 2016 in conjunction with a substantial increase in service hours in 2016 and 2017. With the help of a consultant, Pierce Transit closely scrutinized the performance of existing routes in conjunction with current demographic and travel data and developed recommendations for system improvements. The improvements will focus mainly on service span and frequency, including additional

weekend service, but could also include altered routing and changes in coverage. In fact, initial ridership is trending upwards as a result of this analysis and its implementation.

- The Next Generation ORCA will replace the existing legacy ORCA regional smart card fare collection system, which is at the end of its life. The *next gen ORCA* system will be a flexible and secure system offering customers convenient public transportation payment options. The *next gen ORCA* system will be account-based (e.g., built on a central back office designed and implemented by the Systems Integrator that manages transit accounts, calculates fare payments based on established business rules, and processes all transactions). The new program will benefit customers by making it easier to purchase fares, by providing immediate (real-time) availability of purchased products and added value, and by making ORCA as available through as many channels as possible, such as an expanded retail network and new vending machines. The new system will begin deployment by the third quarter of 2021.

5. ENVIRONMENT

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

2017	2017-2023
Continued Effort	Continuing Effort

2017

- Pierce Transit staff continued to participate in regional and local planning efforts to develop and improve viable alternatives to single occupant vehicle (SOV) travel.
- The majority of Pierce Transit's fixed route motorbus fleet is powered by compressed natural gas (CNG) which reduces nitrogen oxide and carbon monoxide emissions by 90 percent compared to their diesel-powered counterparts. Smog-producing hydrocarbon emissions are 80 percent lower, and CNG buses significantly reduce carbon monoxide (CO) and nitrogen oxide (NOx) emissions, while virtually eliminating particulate emissions, when compared to conventional diesel-powered vehicles.
- Pierce Transit has begun to diversify its fleet by supplanting some CNG-powered buses with hybrid (diesel-electric) vehicles.
- The agency won a $2.55 million grant to electrify some of its fixed route bus fleet through the FTA's new *Low or No Emission (LoNo) Vehicle Deployment Program*. The main purpose of the LoNo Program is to deploy the cleanest and most energy efficient U.S.-made transit buses that have been largely proven in testing and demonstrations but are not yet widely deployed in transit fleets. The three inaugural *Proterra* all-electric propulsion vehicles are scheduled for revenue service by the end of 2018 as part of an agencywide effort to covert 20 percent of the fixed route fleet to zero emissions vehicles.

- Pierce Transit participates in comprehensive recycling programs for office paper, cardboard material, printer ink cartridges, as well as helping to maintain water quality standards through the recycling of antifreeze and engine oil.

2018-2023

- Since CNG is a proven alternative fuel that significantly improves local air quality and reduces greenhouse gasses, Pierce Transit will continue to utilize low-emission CNG as the primary fuel for the fixed route bus fleet. The agency is also ordering new Near Zero Emission natural gas engines in twenty-three 2018 model year replacement vehicles; the cleanest internal combustion technology available today for buses and trucks.
- Pierce Transit will continue to participate in recycling programs that help reduce energy consumption and the need for additional landfill, while improving both air and water quality.
- Pierce Transit will explore low impact development or "green" practices in construction projects that improve efficiencies and reduce energy usage as part of its overall sustainability efforts.

6. STEWARDSHIP

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

2017	2018-2023
Continued Effort	Continuing Effort

2017

- Pierce Transit actively participated in a number of local and regional planning efforts by having both a primary and alternate representative on various committees and decision making bodies.
- The agency continued operational and planning coordination with the region's other public transportation providers, especially King County Metro Transit, Sound Transit, and Intercity Transit.
- Continued membership in the Regional Access and Mobility Partnership (RAMP), which combines public and private sector initiatives to develop an effective, efficient, and sustainable transportation system in Pierce County, in order to support a healthy regional economy.
- Continued participation in the current ORCA program plus *next generation ORCA* development team in an effort to further streamline and integrate the region's fare structure.
- Participated in Pierce County's Transportation Coordinating Committee (TCC) and Regional Council (PCRC).
- Ongoing coordination with the Puget Sound Regional Council Metropolitan Planning Organization (PSRC MPO) and South County Area Transportation Board (SCATBd).
- Collaborated extensively with WSDOT on providing historic travel times and passenger loads for many key segments in its Corridor Capacity Report.
- Pierce Transit joined the steering committee to collaborate with WSDOT on the scoping and alternatives analysis of the State Route 167 Completion – Puget Sound Gateway project, providing input on highway design and access considerations for transit vehicles.

2018-2023

- Staff will continue to work with local jurisdictions and participate in community based efforts to implement transit-supportive improvements in the built environment.
- Continued participation in the City of Tacoma and Sound Transit's Tacoma Link Extension project as a member of the Technical Advisory Committee.
- Pierce Transit will continue its strong partnerships with other transit agencies, municipalities, and the PSRC MPO to address transportation demand issues, both locally and throughout the region, to promote active transportation and transit usage as viable alternatives to the automobile, as well as to one day achieve seamless connections between transit modes. Planning staff are active members of the Transportation Operators Committee (TOC), Regional Project Evaluation Committee (RPEC), and Regional Staff Committee.
- Pierce Transit will continue to participate in regional collaboration via a transit service sketch planning tool called Remix. The PSRC MPO received a grant from WSDOT to license Remix for two years (through June 30, 2018), with the goal of improving efficiency, workflows, and system integration across the region.

- Pierce Transit will continue to collaborate with WSDOT on providing historic travel times and passenger loads for many key segments in its Corridor Capacity Report update.

Section 7 - Capital Improvement Program: 2018 - 2023

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

Revenue Vehicles

Pierce Transit currently operates an active fleet of 153 buses, 369 vanpool vehicles, and 100 SHUTTLE (paratransit) vehicles. Revenue vehicles are replaced on a regular cycle. The replacement schedule meets or exceeds Federal Transit Administration (FTA) requirements that a vehicle not be removed from service prior to the completion of its useful life. Pierce Transit has a fixed route fleet with an average age of 10 years. The agency continues to extend the useful life of its vehicles wherever possible.

Fixed Route Buses: Pierce Transit operates a fleet of 153 buses (excluding Sound Transit vehicles). At present, the fleet consists of 25-foot, 30-foot, and 40-foot buses. The 25-foot and 30-foot buses are deployed on routes appropriate to their size and maneuverability. Routine replacement occurs when the 40-foot vehicles reach their 16-year lifespan or 640,000 miles, per agency policy. Replacement of 25-foot cutaway (body-on-chassis) vehicles is done at eight years or 150,000 miles. No expansion of the fleet is planned in 2018. The 17 expansion vehicles in 2022 are likely be 60-foot articulated coaches that will be specially branded for the planned Pacific Avenue/SR 7 Bus Rapid Transit corridor currently served by Route 1.

Table 7-1 Planned Bus Orders

	2018	2019	2020	2021	2022	2023
Replacement Buses	26	25	25	25	16	9
Expansion Buses	0	0	0	0	17	0

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

SHUTTLE Vehicles: Pierce Transit's SHUTTLE program provides Americans with Disabilities Act (ADA) paratransit service to individuals who are not able to utilize Pierce Transit's regular fixed route services. Using lift equipped body-on-chassis vehicles, SHUTTLE provides an on-demand, door-to-door service that is comparable to fixed route service in a geographic area and hours of service within each area. The current fleet consists of 100 vehicles. Routine replacement occurs on the basis of eight years or 150,000 miles; whichever comes first, per agency policy. No expansion of the fleet is planned at this time.

Table 7-2 Planned SHUTTLE Vehicle Purchases

	2018	2019	2020	2021	2022	2023
Replacement Vehicles	23	15	32	0	30	0
Expansion Vehicles	0	0	0	0	0	0

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

Vanpool Vehicles: The Vanpool program complements Pierce Transit's network of local and express services, providing commute alternatives to many destinations that cannot be effectively served by fixed route services. A vanpool is a group of 5 to 15 people sharing a ride in a 7-, 12-, or 15-passenger van. The Agency also administers a special use van program which provides vehicles to local communities and organizations as a way of meeting their specialized transportation needs. The current fleet consists of 369 vans. Routine replacement occurs on the basis of eight years or 120,000 miles; whichever comes first, per agency policy.

Table 7-3 Planned Vanpool Vehicle Purchases

	2018	2019	2020	2021	2022	2023
Replacement Vans	28	55	20	20	34	55
Expansion Vans	0	0	0	0	0	0

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

Passenger Facilities

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

The projects include improving the overall deteriorated and run-down appearance, fixing trip hazards, repairing cracked and failing asphalt surfaces, improving lane markings, and ADA access improvements. It also includes replacing light fixtures with new modern LED fixtures for better visibility at night, replacing signage that is outdated or missing, re-striping and numbering of parking stalls, repairing damaged curbing, roadway and parking surfaces, renewing landscaping, repairing damaged shelters, replacing and adding customer seating, re-painting painted surfaces, and other needs as identified. The total cost estimate for the repairs and upgrades is $3.7 million.

Base Facilities

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

South Base is an 11.5-acre site located across the street from the Main Base. Approximately five acres of the 11.5-acre site are developed. Constructed in 2005, it currently functions as an employee and fleet parking area and includes a 26,500 square-foot Training/Administration building. The southern portion of the site is planned for a future parking expansion.

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

The agency will move forward with flexible, phased improvements to the Main Base, South Base, and West Base sites as funding becomes available. As such, a 2040 Base Master Plan Update was completed in 2017. The updated plan will ensure that any capital investment in the base serves the agency well into the future by accounting for capacity issues as the various fleets and diverse vehicle types are planned to grow over time. Funds are budgeted for necessary repairs and refurbishments to base facilities and systems, replacement of the emergency warning system, and the acquisition of additional property for the future expansion.

Technology

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

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

Capital projects that have a significant technical component or require integration with existing technology systems are included in this category. The 2018 Capital Budget includes funds for maintenance and upgrade of several critical systems, as well as replacement of infrastructure that has reached the end of its useful life. Some of these projects include replacements of the Vanpool Information System, Customer Resource Management System, and the Agency Enterprise Data Backup System. We'll begin the SHUTTLE Interactive Voice System acquisition and implementation and continue to move forward on the next generation version of ORCA, the regional fare system, in 2021-2022.

Routine Technology Infrastructure Replacement

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

Other Projects

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

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Section 8 - Operating Revenues and Expenditures: 2018 - 2023

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

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

Operating Revenues

Income that supports Pierce Transit's day-to-day services and capital improvements primarily comes from sales taxes, reimbursements from Sound Transit for services provided, fares, and grants. Annual operating revenues are expected to grow from $152.3 million in 2018 to $196.7 million in 2023. The following table illustrates the various revenue sources Pierce Transit utilized during 2017 and for the 2018–2023 Six-Year Financial Plan.

Table 8-1

Pierce Transit Operating Income

Revenue Sources – 2017 Year-End Estimate (Millions)

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

Throughout the next six years, Pierce Transit's largest source of operating revenue will remain the 0.6% sales tax. Annual proceeds are expected to increase from $82.1 million in 2017 to $113.3 million in 2023. Sales tax projections are based on economic conditions and analysis of activity in the jurisdictions in the Public Transportation Benefit Area (PTBA).

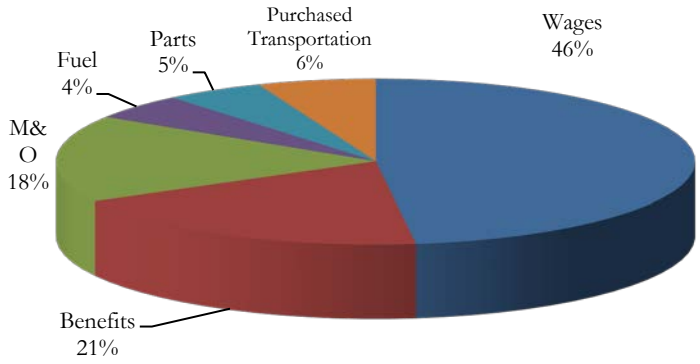
Fare revenues are projected to provide about $89.1 million in revenue over the next six years. Fixed route and SHUTTLE fare increases are planned every two years beginning in 2019. Fixed route fare increases are planned in 2020 and 2022. Sound Transit reimburses Pierce Transit for the actual costs of operating regional express services. These reimbursements are estimated to total $323.5 million over six years.

While primarily utilized to fund current operating expenses, operating revenues also help fund capital projects and an insurance reserve account. The size of these transfers varies from year to year based upon capital and insurance expenditure levels. During 2017, a total of $42.8 million was transferred from Operating to Capital and Insurance.

Operating Expenditures

Table 8-2 summarizes estimated expenditures by type for 2017. This information is graphically presented in Figure 8-2. Total operating expenses, excluding capital transfers and insurance, for 2017 were $137.9 million. Overall, operating costs are expected to increase from $146.1 million in 2018 to $179.7 million in 2023. Wages and benefits account for approximately 70 percent of this total.

Table 8-2
Figure 8-2
Pierce Transit Operating Expenditures



Pierce Transit Operating Expenditures
2017 Year-End Estimate

2017 Year-End Estimate (Millions $)

Wages	$ 63.7
Benefits	28.4
Maintenance & Operating (M&O)	24.5
Fuel	6.3
Parts	6.7
Purchased Transportation	8.3
	$ 137.9

Six-Year Financial Forecast

The 2018–2023 Six-Year Financial Plan is sustainable for operations. Reserves will be utilized over the next six years to provide capital infrastructure to support the service plans and to meet the required reserve at the end of the six-year period. Table 8-3 summarizes total revenues and expenditures that are projected throughout the next six years. Appendix A includes the financial forecast.

Six-Year Financial Forecast: 2018-2023
(Millions $)

Table 8-3s

	2018	2019	2020	2021	2022	2023	Summary
Operating Fund							
Beginning Balance	48.0	36.7	25.4	26.3	27.8	28.5	
Revenues	152.3	161.9	169.2	178.7	187.2	196.7	1,046.0
Expenses (Including Debt Repayment)	146.1	151.3	158.2	166.3	172.0	179.7	973.6
Transfers to Capital Fund	15.1	18.8	6.9	7.5	11.1	12.0	71.4
Transfers to other funds	2.4	3.1	3.2	3.4	3.4	3.5	19.0
Ending Balance	36.7	25.4	26.3	27.8	28.5	30.0	
Capital Project Spending	86.3	50.5	44.1	102.4	140.3	17.5	441.1
Capital Reserve Balance	18.0	18.0	18.0	18.0	18.0	18.0	

Appendices

Appendix A:	Six-Year Financial Plan: 2018-2023
Appendix B:	Operating Data 2017
Appendix C:	Unprogrammed and Unfunded Projects
Appendix D:	Rolling Stock Inventories
Appendix E:	Equipment and Facilities Inventories

APPENDIX A

PIERCE TRANSIT
2018-2023 Six-Year Financial Plan
Revenues & Expenditures

(Millions)	2017 YE Est	2018 Budget	2019	2020	2021	2022	2023
OPERATING							
Revenue							
Operating Income							
Passenger Fares (Fare Revenue)	$12.536021	$12.766221	$14.060002	$14.197968	$15.493383	$15.622618	$16.975764
Advertising (contract)	0.526000	0.300000	0.300000	0.300000	0.300000	0.300000	0.300000
Sound Transit Reimbursement (ST)							
ST Express	42.012197	43.252888	47.687475	50.330741	53.087194	55.899990	58.975403
ST Tacoma Dome Station	0.783459	0.889499	0.800000	0.816000	0.832320	0.848966	0.865946
Special Service	0.200000	0.200000	0.200000	0.204000	0.208080	0.212242	0.216486
Other ST	0.000000	0.000000	2.000000	2.000000	2.000000	2.000000	2.000000
Operating Income	**56.057677**	**57.408608**	**65.047477**	**67.848710**	**71.920977**	**74.883815**	**79.333599**
Non-Operating Income							
Sales Tax	82.095585	87.021320	91.807493	96.856905	102.184034	107.804156	113.733385
Interest	0.505000	0.525000	0.527625	0.530263	0.532914	0.535579	0.538257
Other Miscellaneous	0.902000	1.654000	1.554000	1.554000	1.554000	1.554000	1.554000
Non-Operating Income	**83.502585**	**89.200320**	**93.889118**	**98.941168**	**104.270949**	**109.893735**	**115.825642**
Operating Contributions							
CTR/Vanpool Assistance	0.116219	0.131219	0.064000	0.064000	0.064000	0.064000	0.064000
Special Needs Transportation Grant	1.554016	1.900000	1.900000	1.900000	1.900000	1.900000	0.950000
Operating Grants - Other	2.196371	3.684128	1.003294	0.500000	0.500000	0.500000	0.500000
Operating Contributions	**3.866606**	**5.715347**	**2.967294**	**2.464000**	**2.464000**	**2.464000**	**1.514000**
Total Operating Revenue	**$143.426868**	**$152.324275**	**$161.903889**	**$169.253877**	**$178.655926**	**$187.241551**	**$196.673241**
Expenditures							
Operating Expenditures							
Wages	$63.746431	$68.766395	$71.998416	$75.570625	$79.020505	$82.786552	$86.733688
Benefits	28.424071	27.277114	29.995640	32.330783	34.627971	36.943849	39.650008
M & O	24.332079	26.131000	26.175487	26.702946	28.636555	27.811139	28.369269
Fuel	6.276677	6.101649	6.194137	6.293428	6.384256	6.482177	6.582056
Parts	6.672722	7.282543	7.422526	7.578806	7.722396	7.876844	8.034381
Purchased Trans.	8.279046	8.349001	8.535021	8.726743	8.924343	9.128002	9.337908
Bridge Tolls	0.211400	0.186800	0.186800	0.190536	0.194347	0.198234	0.202198
Total Operating Expenditures (w/out Debt, Depreciation, and NonDepartmental)	**137.942426**	**144.094502**	**150.508027**	**157.393866**	**165.510373**	**171.226797**	**178.909509**
Non-Operating Expenditures							
Long-Term Debt (no debt hide row)	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Bonds Debt (no bonds hide row)	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Payments to Pierce Co for 5307 Agreement	0.317097	2.056129	0.780000	0.780000	0.780000	0.780000	0.780000
Non-Operating Expenditures	**0.317097**	**2.056129**	**0.780000**	**0.780000**	**0.780000**	**0.780000**	**0.780000**
Total Operating Expenditures	**$138.259523**	**$146.150631**	**$151.288027**	**$158.173866**	**$166.290373**	**$172.006797**	**$179.689509**

PIERCE TRANSIT
2018-2023 Six-Year Financial Plan
Revenues & Expenditures

(Millions)	2017 YE Est	2018 Budget	2019	2020	2021	2022	2023
Total Operating Revenue Less Total Operating Expenditures	$5.167345	$6.173644	$10.615862	$11.080011	$12.365552	$15.234754	$16.983732
Transfers							
Capital Reserve	$39.069877	$15.128995	$18.778504	$6.919930	$7.524552	$11.128870	$12.007347
Insurance	3.716237	2.433505	3.121200	3.215136	3.311890	3.411547	3.514193
Transfers	**42.786114**	**17.562500**	**21.899704**	**10.135066**	**10.836442**	**14.540417**	**15.521540**
Total Expenditures and Transfers	**$181.045637**	**$163.713131**	**$173.187731**	**$168.308932**	**$177.126815**	**$186.547214**	**$195.211049**
Change in Reserves	-$37.618769	-$11.388856	-$11.283842	$0.944945	$1.529110	$0.694337	$1.462192
CAPITAL							
Revenue							
Federal	$0.000000	$21.519187	$6.739286	$5.299286	$5.299286	$5.299286	$5.299286
State	0.000000	0.479375	3.459625	2.500000	9.800000	0.000000	0.000000
Other	3.156667	8.456534	21.458140	29.273337	79.649038	123.800000	0.156596
Transfer from Operating Fund	39.069877	15.128995	18.778504	6.919930	7.524552	11.128870	12.007347
Interest	0.315000	0.310000	0.090000	0.090000	0.090000	0.106380	0.073538
Proceeds from Bond Debt	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Total Capital Revenues	**$42.541544**	**$45.894091**	**$50.525555**	**$44.082553**	**$102.362876**	**$140.334536**	**$17.536767**
Expenditures							
Revenue Vehicles	$6.523999	$38.569688	$16.411244	$19.231806	$18.093396	$20.798066	$15.303689
Base Facilities	3.727068	19.157091	2.653655	6.267552	0.000000	0.000000	0.340426
Passenger Facilities & Amenities	1.932075	10.323491	7.730000	3.612500	20.987000	0.000000	0.000000
Technology	4.546168	15.464793	5.541161	2.269514	11.236882	0.692470	1.519917
Other	2.188202	2.739023	18.189495	12.701181	52.045598	118.844000	0.372735
Total Capital Expenditures	**$18.917512**	**$86.254086**	**$50.525555**	**$44.082553**	**$102.362876**	**$140.334536**	**$17.536767**
Use of Reserve	**23.624032**	**-40.359995**	**0.000000**	**0.000000**	**0.000000**	**0.000000**	**0.000000**
INSURANCE							
Revenue							
Interest	$0.022140	$0.022500	$0.010000	$0.010000	$0.010000	$0.010000	$0.010000
Transfer	3.716237	2.433505	3.121200	3.215136	3.311890	3.411547	3.514193
Total Insurance Revenue & Transfer	$3.738377	$2.456005	$3.131200	$3.225136	$3.321890	$3.421547	$3.524193
Expenditures							
Insurance Expenditures	$2.858413	$3.040000	$3.131200	$3.225136	$3.321890	$3.421547	$3.524193
Use of Reserve	**$0.879964**	**-$0.583995**	**$0.000000**	**$0.000000**	**$0.000000**	**$0.000000**	**$0.000000**

PIERCE TRANSIT

2018-2023 Six-Year Financial Plan

Ending Balances

(Millions)	2017 YE Est	2018 Budget	2019	2020	2021	2022	2023
OPERATING							
Beginning Balance	$85.660874	$48.042105	$36.653249	$25.369407	$26.314352	$27.843462	$28.537799
Revenue	143.426868	152.324275	161.903889	169.253877	178.655926	187.241551	196.673241
Total	$229.087742	$200.366380	$198.557138	$194.623284	$204.970278	$215.085013	$225.211040
Expenditures	$138.259523	$146.150631	$151.288027	$158.173866	$166.290373	$172.006797	$179.689509
Transfers from Operating	42.786114	17.562500	21.899704	10.135066	10.836442	14.540417	15.521540
Total	$181.045637	$163.713131	$173.187731	$168.308932	$177.126815	$186.547214	$195.211049
Operating Ending Balance	**$48.042105**	**$36.653249**	**$25.369407**	**$26.314352**	**$27.843462**	**$28.537799**	**$29.999992**
Required Margin	22.990404	24.015750	25.084671	26.232311	27.585062	28.537799	29.818251
Margin / (Deficit)	25.051701	12.637499	0.284736	0.082041	0.258400	0.000000	0.181740
CAPITAL							
Beginning Balance	$34.735963	$58.359995	$18.000000	$18.000000	$18.000000	$18.000000	$18.000000
Revenues	42.541544	45.894091	50.525555	44.082553	102.362876	140.334536	17.536767
Total	$77.277507	$104.254086	$68.525555	$62.082553	$120.362876	$158.334536	$35.536767
Expenditures	$18.917512	$86.254086	$50.525555	$44.082553	$102.362876	$140.334536	$17.536767
Capital Ending Balance	**$58.359995**	**$18.000000**	**$18.000000**	**$18.000000**	**$18.000000**	**$18.000000**	**$18.000000**
Required Margin $18 M	18.000000	18.000000	18.000000	18.000000	18.000000	18.000000	18.000000
Margin / (Deficit)	40.359995	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
INSURANCE							
Beginning Balance	$1.704031	$2.583995	$2.000000	$2.000000	$2.000000	$2.000000	$2.000000
Interest	0.022140	0.022500	0.010000	0.010000	0.010000	0.010000	0.010000
Transfer	3.716237	2.433505	3.121200	3.215136	3.311890	3.411547	3.514193
Total	$5.442408	$5.040000	$5.131200	$5.225136	$5.321890	$5.421547	$5.524193
Expenditures	$2.858413	$3.040000	$3.131200	$3.225136	$3.321890	$3.421547	$3.524193
Insurance Ending Balance	**$2.583995**	**$2.000000**	**$2.000000**	**$2.000000**	**$2.000000**	**$2.000000**	**$2.000000**
Required Margin	2.000000	2.000000	2.000000	2.000000	2.000000	2.000000	2.000000
Margin / (Deficit)	0.583995	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Total Ending Balances	**$108.986095**	**$56.653249**	**$45.369407**	**$46.314352**	**$47.843462**	**$48.537799**	**$49.999992**
ALL FUNDS							
Required Margin	$42.990404	$44.015750	$45.084671	$46.232311	$47.585062	$48.537799	$49.818251
Margin/ (Deficit)	$65.995691	$12.637499	$0.284736	$0.082041	$0.258400	$0.000000	$0.181740

CAPITAL PROJECTS			
Project	**Description**	**Cost**	**Benefits**
Fixed Route Bus Fleet Replacement (2019-2023)	The agency's bus fleet has a useful life of 16 years or 640,000 miles; whichever comes first. This is Pierce Transit's adopted replacement policy. However, the FTA's useful life requirement is 14 years or 500,000 miles, so keeping buses for 16 years (i.e., an additional two years) increases the costs of maintenance in terms of engine and transmission overhaul requirements. Current cost estimate per 40-foot CNG powered coach: $780,000. (May include all-electric powered coaches instead at $982,000 each.)	$78,000,000	Regularly replacing buses at the end of their useful life cycle will help avoid parts and maintenance costs as those options can become limited as the vehicle ages beyond repair. It also helps improve the public's perception of the agency as old and outdated rolling stock is regularly replaced, especially with the agency extending the service life of its vehicles beyond the FTA standard by four years. This proposal is to continue replacing buses at 16-year intervals by ordering in the 15th year and taking delivery in the 16th. Motorbuses have a 20-month lead time once they are ordered.
SHUTTLE (Paratransit) Vehicle Replacement (2019-2022)	The agency's SHUTTLE vehicle fleet has a useful life of seven years or 150,000 miles; whichever comes first. This is Pierce Transit's adopted replacement policy. Current cost estimate per vehicle: $112,000.	$8,620,000	Regularly replacing SHUTTLE vehicles at the end of their useful life cycle will help avoid parts and maintenance costs as those options can become limited as the vehicle ages beyond repair. It also helps reduce road failures while improving customer service as older paratransit vehicles are regularly replaced.
Vanpool Vehicle Replacement (2019-2024)	The agency's Vanpool vehicle fleet has a useful life of eight years or 120,000 miles; whichever comes first. This is Pierce Transit's adopted replacement policy. Current cost estimate per vehicle: $41,000.	$9,763,000	Regularly replacing Vanpool vehicles at the end of their useful life cycle will help reduce maintenance and operating costs as those options can become limited as the vehicle ages beyond repair. In addition, the agency is limited by the number of passenger vans that auto repair and bodywork shops can handle at any given time. It also helps promote Commute Trip Reduction efforts and improve the customer experience overall as old and outdated rolling stock is regularly replaced.
Support/Non-Revenue Vehicle Replacement (2019-2023)	The agency is still utilizing many non-revenue support vehicles that range from 10 to 20 years old and are now operating well beyond the end of their useful lives. The 64 vehicles to be replaced include automobiles, pick-up trucks, and cargo vans. Current cost estimates per vehicle range from $30,000 to $85,000.	$2,908,000	Because alternative fuel and hybrid-electric vehicles would be purchased, the new non-revenue fleet would be more energy efficient and more reliable. In addition, new passenger vehicles now include enhanced safety features such as LED or HID headlamps, GPS, and collision-avoidance warning systems (e.g., passive braking, rear-facing cameras).
Fixed Route Bus Fleet Expansion (2021-2023)	Cost estimate per 40-foot CNG powered coach: $780,000.	To be determined	Additional coaches would be required if the agency were to increase service hours beyond the 500,130 budgeted in 2018 and 2019.

CAPITAL PROJECTS			
Project	**Description**	**Cost**	**Benefits**
Articulated 3- Door or 5-Door Vehicles for New Pacific Avenue/SR 7 Bus Rapid Transit Service (2022)	Cost estimate per 60-foot coach (fuel source or propulsion system to be determined): $900,000 - $1,100,000.	$17,000,000	If Bus Rapid Transit becomes the Locally Preferred Alternative for the 14.4-mile corridor, assumes 17 new vehicles would be required initially, in order to begin revenue service in winter 2022/2023.
Pacific Avenue/Mountain Highway (SR 7) at 8th Avenue East: New Park-and-Ride Lot and Bus Turnaround Facility with Passenger Shelters and Boarding Zones, Operator Comfort Station, and Added Security	Constructs a new Park-and-Ride lot with a bus staging and turnaround facility. Operational efficiencies are expected to improve as the current on-street turnaround used to end the route would be eliminated. The project would include additional security features and passenger boarding zones, as well as an operator comfort station and restrooms. Although a new surface parking lot may not be needed initially since there may be an opportunity to utilize surplus parking capacity at the adjacent Walmart Supercenter in Spanaway instead.	$11,500,000	The site would provide additional parking capacity for new riders while serving as a catalyst to a higher capacity, limited stop service along Pacific Avenue north to Tacoma Dome Station and Downtown Tacoma (a Regional Growth Center). Even if the "No Build" option is ultimately selected, the agency still sees this as an "independent utility" project in a part of unincorporated Pierce County that is being rezoned for higher density and transit-supportive infill development under their *Centers and Corridors* planning efforts.
South Hill Park-and-Ride Lot: South Meridian Corridor/SR 161 at 176th Street E	Constructs a new 350-stall Park-and-Ride lot at the southeastern boundary of Route 402, including passenger shelters, boarding zones, an operator comfort station, and added security where none exists today.	$7,300,000	This area in southeastern Pierce County is considered an emerging transit ridership market with high growth expected in both residential and commercial sectors that could immediately benefit from new Park-and-Ride capacity. The new facility would also be designed to accommodate Sound Transit HCT or Regional Express service in the future. By providing improved drop off or "Kiss-and-Ride" facilities at this location, Pierce Transit can set the foundation for even more frequent and direct service from the southeastern end of the county into Downtown Tacoma, a designated Regional Growth Center.
Network Infrastructure Replacement (2019-2024)	Network hardware requires recurring life cycle replacements to prevent failure. Parts and warranties are no longer available at the components' end of useful life. Most components run on a 4- to 5-year replacement cycle.	$6,367,000	Network components and servers are necessary for employees to effectively accomplish their jobs using the agency network and our core business systems. This is normal life cycle replacement of infrastructure equipment as outlined in the IT Strategic Plan and in the IT Infrastructure 10-year replacement plan.

CAPITAL PROJECTS			
Project	**Description**	**Cost**	**Benefits**
Physical Protection System Integration – Phase 1	Over the past 10 years, Pierce Transit has continued to dedicate time and resources protecting the agency's staff, facilities, and assets by implementing Physical Protection Systems (PPS) such as fixed CCTV, Limited Access, Emergency Warning System (EWS), Intrusion Detection Systems (IDS), cameras on buses, and a new Master Key Control system. While each system plays a vital role, it also requires its own, separate software and user interface to monitor and operate, making it difficult for a single group such as security staff to actively monitor multiple systems and effectively respond to an incident. In fact, relying on multiple groups to monitor and operate these systems during an emergency would be nearly impossible to effectively coordinate.	$750,000	By having a single location and Graphical User Interface (GUI) to monitor and operate each security system, the user could manipulate multiple systems more effectively and with ease. In the past, this lack of a single user interface has proven to be a weak point in our security systems while causing a delayed response to incidents. For example, if all systems were fully integrated and security had access to just one user interface, they could immediately identify the source of an alarm, capture the area on camera, and lock down card readers in order to secure and fully protect other areas in the facility. Fortunately, Pierce Transit recently chose a platform that is highly capable of this type of system integration.
Computer Aided Dispatch/Automatic Vehicle Locator (CAD/AVL) Systems Replacement	Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL) is an integrated system of hardware and software which shares communication, position, and scheduling information between dispatchers, field supervisors and drivers. The utilities of a CAD/AVL include: -Quick resolution of service disruptions -Mechanism for operator inquiries -Ability to monitor on-time performance in real time -Expedited emergency response -Reliable, high quality data for analytics	$7,000,000 - $11,000,000	The current CAD/AVL system no longer meets the agency's needs. In addition, the software and hardware are proprietary and costs seem excessive. Another system would use open standards for software and hardware plus take advantage of newly available cellular technologies that are cost competitive. Potentially lower Maintenance & Operations ongoing support costs are expected through a different vendor as well.
SHUTTLE (Paratransit) - Routing and Scheduling System Software - Upgrade or Replacement	This project will initiate a request for proposals that will invite current and prospective vendors to submit proposals that offer to address needs and desires, allowing Pierce Transit to make an informed decision on whether to move ahead with upgrading our existing system or replace it with a platform that more closely meets the agency's paratransit routing and scheduling needs for today and tomorrow.	$1,650,000	The ADEPT software used by SHUTTLE for managing its operations is several years old and was designed at a time when such elements as mobility management and multiple service options were either too new to be included or not even developed. As Pierce Transit has grown and looks to operate many different service models - both within SHUTTLE and fixed route - the agency needs software that is better able to adapt to these opportunities.

CAPITAL PROJECTS			
Project	**Description**	**Cost**	**Benefits**
Base Master Plan – Implementation (2019-2024)	This project allows for the agency to continue to implement the recommendations of the Base Master Plan Update that was concluded in 2017: • Renovate Building 1 – Infill Pits to Accommodate 60-foot Articulated Coaches • Bus Lot Restriping and Reorientation • New West Base Maintenance Facility • Demolish Building 2 – Existing Wash and Facilities Maintenance Building • Regrade and Pave Maintenance Employee Lot for bus parking	$59,803,000	Pierce Transit will move forward with flexible, phased improvements to its Operations and Maintenance Base sites in Lakewood as funding becomes available. The agency's base is currently operating beyond its intended capacity. The improvements will address capacity issues as well as allowing Pierce Transit the flexibility to work on a diverse and growing fleet of vehicles; both revenue and non-revenue.
Puyallup Avenue Transit/Complete Streets Improvements (per City of Tacoma South Downtown Subarea Plan) • Phase 1 Options Analysis/Traffic Study • Phase 2 Implementation	Addition of transit supportive elements and access improvements to Portland Avenue, Puyallup Avenue, and I-5 (Current Traffic Conditions Analysis and Transit Treatment Operational Analysis) - Phase 1 (Options Analysis/Traffic Study) & Phase 2 (Implementation of transit supportive elements to improve bus access and circulation in the Tacoma Dome Station area)	Total project cost is $25,088,600 with Pierce Transit's contribution to be determined	The City of Tacoma is moving forward with the Puyallup Avenue Multimodal Improvement Project – Alternative 4. The corridor is the gateway to the multimodal Tacoma Dome Station. Specific improvements include improved accessibility and mobility through the installation of new and wide sidewalks, new curb ramps, bulbouts, the installation of accessible pedestrian signals, new crosswalk striping, improved street lighting, dedicated bicycle facilities (bike lanes or separated bike path), a new traffic signal and the upgrading and interconnection of existing signals, emergency preemption technology, lane reductions and/or conversions to an eastbound HOV/transit lane, an improved driving surface, an upgraded railroad crossing, and improved vehicular and pedestrian accessibility to the Tacoma Dome Transit Station.

CAPITAL PROJECTS			
Project	**Description**	**Cost**	**Benefits**
Agency-wide Sustainability Evaluation & Environmental Management System Implementation	In order to adopt sustainability measures and take action to reduce its carbon footprint, Pierce Transit needs an agency-wide assessment of current environmental practices at all levels; from operations to administration. Many transit agencies nationwide have implemented an Environmental Management System by following best practices and setting conservation goals, per FTA and APTA sustainability guidelines, but first an objective evaluation is needed before sustainability measures are established. All facilities should be considered, but significant potential sites include: • Pierce Transit's Operations & Maintenance Base • Tacoma Dome Station • Commerce Street Transfer Area	Not Yet Determined (Study Only)	Converting its fixed route bus fleet to Compressed Natural Gas (CNG) in the 1990s was a giant step towards region-wide environmental stewardship, but the agency could now do even more. Adopting transit-specific best management practices would not only save financial resources (an internal benefit), but preserve and protect natural resources (an external benefit) by increasing its efforts to combat climate change in a county and metropolitan region that is expected to rapidly grow in the future. Examples include reducing water, electricity, and motor fuels usage, enforcing a "no idling" policy, increasing recycling efforts, and xeriscaping all properties. After adoption and implementation, this project will continue to improve the efficiency and resource utilization of aging capital facilities by replacing out-of-date technologies and with newer and more efficient components or systems. This project addresses climate action strategies and implements Pierce Transit's Executive Order #1 addressing a commitment to utilize green technologies and meet resource conservation goals.
Park-and-Ride and Transit Center Renewals	Park-and-Ride lots to be refurbished and renovated: Kimball Drive (Gig Harbor); North Purdy (Gig Harbor) Transit Center to be refurbished and renovated: South Hill Mall (Puyallup)	Kimball Drive: $1,634,000 North Purdy: $1,770,000 South Hill Mall: $822,000 Total: $4,226,000	Pierce Transit's continued focus is "refreshing" the system in order to maintain current customers while attracting new ones. Part of this marketing campaign involves reinvesting capital reserves toward renewing existing properties by making the necessary repairs, improving security, replacing landscaping, repairing curbing and planter beds, and upgrading lighting. Examples include replacing broken glass panels with vandal-proof glass or perforated metal panels, fixing shelters and waiting areas, plus resurfacing all bus zones and parking lots.

CAPITAL PROJECTS			
Project	**Description**	**Cost**	**Benefits**
Transit Signal Priority (TSP) Update of Technology and Equipment	Evaluate and implement an upgrade to TSP using the latest available GPS technology that communicates with the existing AVL and APC equipment to actively initiate TSP calls on routes to improve schedule adherence and improve throughput on transit corridors.	$4,500,000	Pierce Transit currently has TSP operational throughout Downtown Tacoma, in University Place and Lakewood, and along SR 7 through coordination with WSDOT. Pierce Transit's system, however, relies heavily on operator interaction and focuses on speed through corridors rather than targeted schedule adherence. New technology allows for GPS-based priority that eliminates the need for operator interaction and works in conjunction with the existing AVL and APC systems. It provides for the most efficient priority calls on those runs that will see the most benefit.
Pacific Avenue/SR 7 Corridor Bus Rapid Transit	Pierce Transit, in cooperation with the Central Puget Sound Regional Transit Authority (dba Sound Transit) the Federal Transit Administration (FTA), the City of Tacoma, and Pierce County, proposes to design, build, and operate a corridor-based Bus Rapid Transit system in a 14.4-mile north-south corridor connecting the City of Tacoma's central business district (CBD) to Parkland (vicinity of SR 512) and continuing south to Spanaway (both census-designated places) in Pierce County, Washington. The project is identified in both the PSRC's Regional Transportation Plan and Pierce Transit's *Destination 2040* Long Range Plan.	$75,000,000 (Unfunded/ Unprogrammed share only)	The project is designed to: • Improve fixed route transit service to better accommodate the already existing high transit ridership on Route 1; • Increase transit ridership by providing a fast, frequent, and reliable alternative to single-occupant automobile travel in a PSRC -recognized congested corridor; • Relieve congestion and improve air quality in Pierce County as more SOV trips shift to transit; • Serve regional, high capacity, and multi-agency transit via Tacoma Dome Station (e.g., Sound Transit Tacoma Link streetcar/regional express bus/Sounder commuter rail, Amtrak passenger rail, Greyhound [interstate] bus, Intercity Transit bus); and • Support local and regional goals of stimulating urban infill projects through compact land use, upzoning, and transit-oriented development.

CAPITAL PROJECTS			
Project	**Description**	**Cost**	**Benefits**
High Capacity Transit (HCT) and Limited Stop Service including Branding/Marketing and Shelter or Transit Center Enhancements	Three additional corridors are being considered for implementing a new High Capacity Transit (HCT) and limited stop service: • Route 3: Along Pacific Avenue and S. Tacoma Way from downtown Tacoma to the Lakewood Towne Center–or- • Route 2: Along S. 19th Street and Bridgeport Way from downtown Tacoma to the Lakewood Towne Center –or- • Route 402: Along Pacific Highway and S. Meridian/SR 161 from Federal Way to South Hill Enhancements include a unique branding and marketing of the HCT service, easily identifiable buses (e.g., 60-foot articulated vehicles), elevated stations with level boarding platforms, real-time bus arrival information, ticket vending machines and ORCA readers, and SMART solar-powered litter bins that alert maintenance crews via email or text message when they need emptying.	$5M to $10M per Mile	HCT or limited stop enhanced fixed route service has the potential to provide customers with travel times that compete with or even exceed single occupant vehicles. As such, they have the potential to maximize ridership while also increasing the average speed of individual vehicles that are in route service. In order to build ridership for an additional BRT route, limited stop/express overlays could be developed and analyzed as an interim measure, as well as to test the viability of an enhanced, rapid, and high capacity fixed route service. Assumes corridor-wide TSP infrastructure is already in place as well.
Building 1 Body Shop Paint Booth Restoration	The two existing paint booths, the ventilation system (AHU), and associated controls are all original 1986 equipment and beyond their usable life. This was identified in the VFA facilities database and a full engineering assessment by Parametrix was performed to determine the options to be considered for a restoration project. By relocating the AHUs to the roof, the excess heat and noise generated by that equipment would no longer impact the employees in the interior work area. It also removes the two AHU natural gas-fired units from a shop space where CNG vehicles are maintained, thereby reducing risk from a possible ignition source should there be an inadvertent release of CNG from a vehicle.	$2,236,000	The option that is recommended is to replace both AHUs and relocate them to the roof from the interior of the shop. Also to replace the controls for alarms and monitoring of the AHU and exhaust system. This will bring the fire suppression system for these booths to current code, improve the lighting, and repair any deficiencies in the paint booth structures. Additional benefits include bringing the mechanical and control system to a new condition and extending their usable life, improving reliability, quality of the controls, and reducing maintenance expenses for the equipment.

CAPITAL PROJECTS			
Project	**Description**	**Cost**	**Benefits**
Public Safety Lifecycle Replacement	Currently all of Pierce Transit's Security Enhancements Systems (i.e., CCTV, Access Control, Stentofon) operate off Servers and Network Video Recorders (NVRs). All these machines have an expected or supported life span. While the equipment may continue to function beyond this life span, these systems will begin to see system failures as hard drives, motherboards, video cards, CPUs, and power supplies reach the end of their life expectancies. Along with the servers, there is still some outdated analog camera equipment and the quality of imagery is degraded to the point where Public Safety Officers cannot pull useful video or still images.	$2,430,000	The agency's current Public Safety equipment is failing on a routine basis across the entire system. Now outdated surveillance cameras need to be upgraded and replaced to current digital technology. Replacing and then placing all CCTV & NVR servers on a life cycle replacement program will ensure that Pierce Transit uses the most current and fully functioning machines that will be supported by the various manufacturers. Unsupported or outdated equipment takes much longer to repair when problems arise, and replacement parts are much more expensive if available at all. Placing all these systems on a replacement schedule will assist in annual capital budgeting during future budget cycles.
Electric Vehicle (EV) Infrastructure Implementation	This project would seek to provide EV charging infrastructure in each of the following categories: Public & Headquarters Infrastructure ○ Lakewood headquarters employee parking: Five initial stations with future expansion up to 12 ○ Lakewood headquarters visitor parking: One station for implementation in Phase I of Base Master Plan ○ Tacoma Dome Station: Five stations in East Garage, 5 station in West garage ○ Kimball Drive Park-and-Ride: Four stations Revenue Vehicles ○ Pierce Transit has a target of making 20 percent of its fixed route fleet electric powered within the next few years ○ An additional 27 62.5-kW bus charging stations for fixed route vehicle would be constructed ○ SHUTTLE (Paratransit): 20 percent of total fleet ○ Vanpool: Two Stations for implementation Non-revenue vehicles: 20 percent of total service and support vehicles	$3,600,000	• EVs have significant advantage over internal combustion engines (ICEs) with regard to criteria air pollutant emissions (CO, NOx, SOx, $PM_{2.5,10}$), greenhouse gas emissions (CO_2, CH_4, NOx), vibration, and noise. This directly impacts human health and the environment. • EVs are rapidly becoming more popular among consumers. There is growing demand for public charging. In addition, there is increased public interest in riding on electric buses and vanpools. • Infrastructure that supports EVs can deliver significant life-cycle cost savings over ICEs. Pierce Transit "Electric Vehicles Charging Equipment & Infrastructure" was recently identified in the PSRC's *Transportation 2040* plan as a programmatic element in the fiscally constrained section of the Long Range Plan.

CAPITAL PROJECTS			
Project	**Description**	**Cost**	**Benefits**
Commerce Street Placemaking	The agency is partnering with the City of Tacoma and the Broadway Center for the Performing Arts (BCPA) to create a Culture and Transportation Plan for the heart of Tacoma's Theater District downtown. This project will be complete in mid-2018. Each of the partners already owns significant cultural assets that can contribute to economic development and revitalization of this district. Pierce Transit's asset, the Commerce Street transit hub and turnaround tunnel facility, needs significant mid-life maintenance while maintaining its viability for transit operations and increasing vibrancy of the district.	Pierce Transit's share will be determined by the study's recommendations and desired outcomes	The plan currently underway will identify creative placemaking strategies to enhance this district and strengthen access and usability of the publicly owned spaces in this district. This proposed project provides for implementation of the plan beginning in 2019 by leveraging the investment that would be required simply to maintain Pierce Transit's bus layover and turnaround facility, transfer areas for passengers, while attracting additional public and private investments as part of an areawide redevelopment effort into a desirable mixed use activity center and high density residential neighborhood.
Tacoma Dome Station – Dynamic Parking Guidance & Management System	Advanced, real-time lighting system that identifies available or occupied parking spaces, as well as the number of available spaces per floor of the two parking garages.	$1,589,000	The Tacoma Dome Station is at parking capacity, routinely filling by 7:00 am on weekdays. However, technology exists to show patrons whether a parking space is occupied or available from a distance. With this technology customers can park faster by seeing open parking stalls with less stress and in a safer manner, instead of driving throughout the garages in the hopes of finding an open space. Depending on the technology selected, these systems can also tell a user exactly how many open spaces are left on each level of the garages and identify which stalls are open with red or green LED lights above each parking space.

SERVICE AND SUPPORT NEEDS		
Project	**Description**	**Benefits**
Pierce County Coordinated Transportation Project	Expand the "Beyond the Borders" project to provide lifeline transportation services to people living outside Pierce Transit's service area throughout the entire South Pierce County area.	For Pierce County special needs individuals who live outside the boundary of Pierce Transit's Public Transportation Benefit Area. This project would expand the boundaries of Beyond the Borders and create greater efficiencies for travelers coming into the Pierce Transit service area.
Pierce County Coordinated Transportation	Study the transportation needs of individuals receiving dialysis treatment to determine the need for creation of a Dialysis Transportation demonstration project.	Dialysis treatment creates considerable demand for paratransit service and, as a mode, it may be less than optimal for serving this population. A demonstration project could assess the need for a different model of transportation; one that is more effective for customers and less costly.
Trunk Routes 2, 3, and 4 Increased Frequency	Increase frequency of Trunk Route 2, 3, and 4 to 15 minutes on weekdays.	Increasing frequency to 15 minutes meets Pierce Transit service standards for Trunk Routes. It helps with schedule adherence, increases ridership, and builds up the route for further infrastructure and service upgrades.
Route 5 – East Tacoma/72nd Street	Begin a new trunk route that combines routes 52 and 55, offering 15-minute headways between Tacoma Community College and Parkland.	This route would replace two well utilized urban routes with a trunk route offering greater frequency between TCC and Parkland.
Route 500 increased frequency	Increase frequency on Route 500 to 15 minutes in the peak	Expands service to a productive corridor and enhances service connections to the planned Federal Way Tacoma Dome Link Extension stations.
East Tacoma – Parkland Local Route Service	Extend Route 42 from its current terminus at the 72nd Street and Portland Avenue Transit Center to the Parkland Transit Center.	This route extension would provide a direct link between East Tacoma and Parkland.
Shaw Road Local Fixed Route Service	Begin a new fixed route linking 176th & Meridian with Downtown Puyallup via Shaw Road.	This route would provide fixed route service to Sunrise area residents, as well as established neighborhoods along portions of Shaw Road that are not currently served by Pierce Transit.
S. 84th Street – S. Tacoma Way to McKinley	Begin a new fixed route operating along S. 84th Street, linking Lakewood with the 72nd and Portland Transit Center.	Pierce Transit has been extending its network of east-west routes to serve major arterial streets south of Downtown Tacoma. 84th Street is the next logical new service.
S. 96th Street – Steele to McKinley Local Route Service	Begin a new fixed route operating along 96th Street, linking Lakewood with the 72nd and Portland Transit Center.	Pierce Transit has been extending its network of east-west routes to serve major arterial streets south of Downtown Tacoma. Like S. 84th Street, 96th Street is a logical new service.
More Frequent Night Service on Route 1	Provide 15-minute weeknight headways until 9:00 p.m.	Because many patrons transfer from regional express service onto Route 1 in the evening, commute demands on this route extend beyond the traditional rush hours. This would provide services that address those demands.

SERVICE AND SUPPORT NEEDS		
Project	**Description**	**Benefits**
Route 58 Proposal	Provide a new service linking Proctor to Tacoma Mall	This new service would provide a link from the Tacoma's North End to the Tacoma Mall Transit Center to replace service lost with the elimination of the Route 51.
Route 103 Proposal	New community connector service in West Gig Harbor	Service connecting to Olympic Village from Borgen Boulevard.
Route 206B Proposal	Extension of existing 206 to DuPont	New extension from Madigan Hospital to DuPont assuming either contracted service or DuPont opting back into the PTBA.
Route 240 Proposal	Service linking Lakewood to Orting	New community connector service from Lakewood Transit Center to Orting via Frederickson assuming either contracted service or Orting opting back into the PTBA. A more cost-effective option could be to extend the route 402 turn-around to Frederickson.
Route 403 Proposal	Service linking South Hill to Bonney Lake	New community connector service from South Hill to Bonney Lake assuming either contracted service or Bonney Lake opting back into the PTBA.
Route 404 Proposal	South Hill to Frederickson	New service linking the South Hill area of Frederickson to the growing manufacturing and industrial area of Frederickson. This is vision combined with truncated, high frequency 402 route which would service South Hill to Federal Way.
Route 491 Proposal	Puyallup Sounder Station to Pierce College	New service operating from Puyallup Sounder Station to South Hill via Pierce College – contingent upon areas outside service area opting back in to PTBA.
Route 498 Proposal	Fife to Auburn	A hybrid of the current Routes 497 and 501, it would connect the future Tacoma Dome Link Light Rail expansion in Fife and existing Sounder Station in Auburn.
Route 499 Proposal	Fife to Frederickson	Would connect the future Tacoma Dome Link Light Rail expansion in Fife to the Frederickson Manufacturing and Industrial Center (MIC) via Canyon Road.
Local Express Limited Stop Services	Begin new limited stop, frequent express type services on key corridors with high transit ridership. These express routes would offer 15-minute headways that would offer a faster connection due to their limited stop nature. These routes would be an overlay on top of the existing local fixed route service.	Express limited stop services have the benefit of offering passengers frequent trips with fewer stops thereby reaching their ultimate destination sooner than a local fixed-route trip. These services have the potential to build ridership and could ultimately be a precursor or starting point to introduce future BRT corridors. Potential corridors include Pacific (Route 1), Bridgeport (Route 2), Tacoma to Lakewood (Route 3), 112th Street (Route 4), TCC-Tacoma Mall (Route 52), Parkland-Tacoma Mall (Route 55), and Meridian (Route 402).

SERVICE AND SUPPORT NEEDS		
Project	**Description**	**Benefits**
Innovative Service Solutions Tailored to Community Needs	Communities have asked for a more tailored service that would be specifically designed for their community's needs.	Pierce Transit will continue to work with communities on tailored services to meet their needs. These could be a circulator type service, a hybrid, or another unique custom solution using new modes or technologies.
Customized Bus Program	The Customized Bus program would operate on a case-by-case basis as partnerships are identified. The routes would operate on a limited stop basis; provide premium amenities to encourage use such as high back seats, Wi-Fi, tinted windows and special branding of the bus itself. The size of the bus would vary depending on demand.	The program will operate at a Board of Commissioners approved direct operating cost recovery rate. Businesses, non-profit organizations, public agencies, and other possible partnerships would identify their transportation needs and work with Pierce Transit to partner in providing a level of service for their unmet needs.
First Mile-Last Mile Connections (Pierce Transit operated or through a Transportation Network Company/Mobility Services Provider)	On demand first and last mile service utilizing app-based technology connecting riders to fixed route bus services. Generally located in zones with limited or no scheduled local transit service, this service takes into consideration wheelchair accessible boardings and ensures access to those who do not have smart phones or are unbanked.	First Mile-Last Mile Connections provide a lower cost, easy-to-use mode to connect riders to public transportation services. The benefit can be easy to start, and easy to access wheelchair accessible service in an area where traditional fixed route services are not cost effective.

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
167	64888C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
168	64871C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
169	64872C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
170	64879C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
171	64873C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
172	A9781C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
173	64887C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
174	64881C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
175	64882C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
176	64886C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
177	64874C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
178	64875C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
179	64876C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
180	64885C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
181	64883C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
182	64877C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
183	64878C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
184	64884C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
185	72922C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
186	72931C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
187	72932C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
188	72923C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
189	72919C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
190	72918C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
191	72917C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
192	72920C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
193	72921C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
194	72924C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
195	72925C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
196	72926C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
197	72927C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
198	72928C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
199	72933C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
200	A9780C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
201	72935C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
202	72938C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
203	72936C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
204	72937C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
205	75349C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
206	75350C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
207	75351C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
208	75352C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
209	75353C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
210	75354C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
211	75368C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
212	75355C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
213	75369C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
214	75370C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
215	76887C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
216	76888C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
217	A9784C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
218	76890C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
219	76891C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
220	76892C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
221	76893C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
222	76894C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
223	76895C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
224	76896C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
225	77840C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
226	76897C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
227	76898C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
228	77841C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
229	77851C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
230	80845C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
231	80846C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
232	80847C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
233	80848C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
234	80849C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
235	80886C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
236	80887C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
237	80888C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
238	80889C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
239	80890C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
240	88329C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
241	86100C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
242	88320C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
243	88321C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
244	A9783C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
245	88323C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
246	88324C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
247	88325C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
248	88326C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
249	88327C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
250	88328C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
251	A8162C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
252	A8163C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
253	A8164C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
254	A8165C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
255	A8166C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
256	A8167C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
257	A8183C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
258	A8184C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
259	A8185C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
260	A8186C	CNG	Cummins 280 HP ISL G	2015	Gillig	G27D102N4	40-ft	
261	B2145C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
262	B2146C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
263	B2147C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
264	B2148C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
265	B2149C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
266	B2150C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
267	B2151C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
268	B2152C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
269	B2153C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
270	B2154C	CNG	Cummins 280 HP ISL G	2016	Gillig	G27D102N4	40-ft	
271	B6842C	CNG	Cummins 280 HP ISL G	2017	Gillig	G27D102N5	40-ft	
272	B6848C	CNG	Cummins 280 HP ISL G	2017	Gillig	G27D102N6	40-ft	
273	B6843C	CNG	Cummins 280 HP ISL G	2017	Gillig	G27D102N7	40-ft	
274	B6844C	CNG	Cummins 280 HP ISL G	2017	Gillig	G27D102N8	40-ft	
275	B6845C	CNG	Cummins 280 HP ISL G	2017	Gillig	G27D102N9	40-ft	
276	B6846C	CNG	Cummins 280 HP ISL G	2017	Gillig	G27D102N10	40-ft	

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
277	B6847C	CNG	Cummins 280 HP ISL G	2017	Gillig	G27D102N11	40-ft	
312	69985C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft	
313	69984C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft	
324	75343C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
325	75344C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
326	75345C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
327	75346C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
328	75347C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
329	75348C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
501	94729C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
502	94730C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
503	94791C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
504	94792C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
505	94793C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
506	94794C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
507	94795C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
508	94796C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
509	94797C	Diesel	Cummins ISB 280 HP HE	2010	Gillig	G30D102N4	40-ft	
510	A4671C	Diesel	Cummins ISB 280 HP HE	2013	Gillig	G30D102N4	40-ft	
511	A4672C	Diesel	Cummins ISB 280 HP HE	2013	Gillig	G30D102N4	40-ft	
512	A4672C	Diesel	Cummins ISB 280 HP HE	2013	Gillig	G30D102N4	40-ft	
513	A4674C	Diesel	Cummins ISB 280 HP HE	2013	Gillig	G30D102N4	40-ft	

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
514	A4675C	Diesel	Cummins ISB 280 HP HE	2013	Gillig	G30D102N4	40-ft	
515	A4676C	Diesel	Cummins ISB 280 HP HE	2013	Gillig	G30D102N4	40-ft	
516	A7298C	Diesel	Cummins ISB 280 HP HE	2014	Gillig	G30D102N4	40-ft	
517	A7297C	Diesel	Cummins ISB 280 HP HE	2014	Gillig	G30D102N4	40-ft	
518	A7296C	Diesel	Cummins ISB 280 HP HE	2014	Gillig	G30D102N4	40-ft	
519	A7295C	Diesel	Cummins ISB 280 HP HE	2014	Gillig	G30D102N4	40-ft	
520	A7492C	Diesel	Cummins ISB 280 HP HE	2014	Gillig	G30D102N4	40-ft	
521	A7493C	Diesel	Cummins ISB 280 HP HE	2014	Gillig	G30D102N4	40-ft	
5820	RS12081	Unleaded	10 cylinder	2016	Ford	E450	25-ft	
5821	RS12082	Unleaded	10 cylinder	2016	Ford	E450	25-ft	
5822	RS12083	Unleaded	10 cylinder	2016	Ford	E450	25-ft	
5823	RS12084	Unleaded	10 cylinder	2016	Ford	E450	25-ft	
5824	RS12085	Unleaded	10 cylinder	2016	Ford	E450	25-ft	
8020	94535C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft	
8035	52084C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft	
8044	99623C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft	
8056	99625C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft	
8057	99626C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft	
8059	A9778C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft	
8063	53204C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft	
8066	53316C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft	

TROLLEYS

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

SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5101	RS09666	Unleaded	10 cylinder	2012	Ford	E450	PT	
5102	RS09667	Unleaded	10 cylinder	2012	Ford	E450	PT	
5103	RS09668	Unleaded	10 cylinder	2012	Ford	E450	PT	
5104	RS09658	Unleaded	10 cylinder	2012	Ford	E450	PT	
5105	RS09659	Unleaded	10 cylinder	2012	Ford	E450	PT	
5106	RS09660	Unleaded	10 cylinder	2012	Ford	E450	PT	
5107	RS09730	Unleaded	10 cylinder	2012	Ford	E450	PT	
5108	RS09669	Unleaded	10 cylinder	2012	Ford	E450	PT	
5109	RS09670	Unleaded	10 cylinder	2012	Ford	E450	PT	
5110	RS09731	Unleaded	10 cylinder	2012	Ford	E450	PT	
5111	RS09661	Unleaded	10 cylinder	2012	Ford	E450	PT	
5112	RS09732	Unleaded	10 cylinder	2012	Ford	E450	PT	
5113	RS09733	Unleaded	10 cylinder	2012	Ford	E450	PT	
5114	RS09734	Unleaded	10 cylinder	2012	Ford	E450	PT	
5115	RS09735	Unleaded	10 cylinder	2012	Ford	E450	PT	

SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5116	RS09662	Unleaded	10 cylinder	2012	Ford	E450	PT	
5117	RS09663	Unleaded	10 cylinder	2012	Ford	E450	PT	
5118	RS09664	Unleaded	10 cylinder	2012	Ford	E450	PT	
5119	RS09736	Unleaded	10 cylinder	2012	Ford	E450	PT	
5120	RS09737	Unleaded	10 cylinder	2012	Ford	E450	PT	
5121	RS09738	Unleaded	10 cylinder	2012	Ford	E450	PT	
5122	RS09665	Unleaded	10 cylinder	2012	Ford	E450	PT	
5123	RS09671	Unleaded	10 cylinder	2012	Ford	E450	PT	
5124	RS09739	Unleaded	10 cylinder	2012	Ford	E450	PT	
5125	RS09740	Unleaded	10 cylinder	2012	Ford	E450	PT	
5126	RS09741	Unleaded	10 cylinder	2012	Ford	E450	PT	
5127	RS09742	Unleaded	10 cylinder	2012	Ford	E450	PT	
5128	RS09914	Unleaded	10 cylinder	2012	Ford	E450	PT	
5129	RS09913	Unleaded	10 cylinder	2012	Ford	E450	PT	
5130	RS09912	Unleaded	10 cylinder	2012	Ford	E450	PT	
5131	RS09911	Unleaded	10 cylinder	2012	Ford	E450	PT	
5132	RS09910	Unleaded	10 cylinder	2012	Ford	E450	PT	
5133	RS09920	Unleaded	10 cylinder	2012	Ford	E450	PT	
5134	RS09919	Unleaded	10 cylinder	2012	Ford	E450	First Transit	
5135	RS09918	Unleaded	10 cylinder	2012	Ford	E450	First Transit	
5136	RS09917	Unleaded	10 cylinder	2012	Ford	E450	First Transit	
5137	RS09916	Unleaded	10 cylinder	2012	Ford	E450	First Transit	

SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5138	RS09915	Unleaded	10 cylinder	2012	Ford	E450	First Transit	
5139	RS11007	CNG	10 cylinder	2014	Ford	E450	Pierce Transit	
5140	RS11008	CNG	10 cylinder	2014	Ford	E450	Pierce Transit	
5141	RS11009	CNG	10 cylinder	2014	Ford	E450	Pierce Transit	
5142	RS11010	CNG	10 cylinder	2014	Ford	E450	Pierce Transit	
5143	RS11011	CNG	10 cylinder	2014	Ford	E450	Pierce Transit	
5144	RS11015	CNG	10 Cylinder	2014	Ford	E450	Pierce Transit	
5145	RS11012	CNG	10 Cylinder	2014	Ford	E450	Pierce Transit	
5146	RS11016	CNG	10 Cylinder	2014	Ford	E450	Pierce Transit	
5147	RS11013	CNG	10 Cylinder	2014	Ford	E450	Pierce Transit	
5148	RS11014	CNG	10 Cylinder	2014	Ford	E450	Pierce Transit	
5149	RS10835	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5150	RS10834	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5151	RS10805	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5152	RS10806	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5153	RS10817	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5154	RS10807	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5155	RS10808	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5156	RS10809	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5157	RS10810	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5158	RS10811	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5159	RS10812	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	

SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5160	RS10813	Unleaded	10 Cylinder	2014	Ford	E450	First Transit	
5161	RS10831	CNG	10 Cylinder	2014	Ford	E450	First Transit	
5162	RS10832	CNG	10 Cylinder	2014	Ford	E450	First Transit	
5163	RS10833	CNG	10 Cylinder	2014	Ford	E450	First Transit	
5164	RS10814	CNG	10 Cylinder	2014	Ford	E450	First Transit	
5165	RS10836	Unleaded	10-Cylinder	2014	Ford	E450	First Transit	
5166	RS10837	Unleaded	10-Cylinder	2014	Ford	E450	First Transit	
5167	RS10815	Unleaded	10-Cylinder	2014	Ford	E450	First Transit	
5168	RS10838	Unleaded	10-Cylinder	2014	Ford	E450	First Transit	
5169	RS10839	Unleaded	10-Cylinder	2014	Ford	E450	First Transit	
5170	RS10816	Unleaded	10-Cylinder	2014	Ford	E450	First Transit	
5171	RS11987	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5172	RS11826	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5173	RS11827	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5174	RS11828	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5175	RS11829	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5176	RS11830	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5177	RS11831	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5178	RS11832	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5179	RS11935	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5180	RS11820	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5181	RS11997	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	

SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5182	RS11819	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5183	RS11991	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5184	RS11821	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5185	RS11822	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5186	RS11823	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5187	RS11824	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5188	RS11992	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5189	RS11993	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5190	RS11825	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5191	RS11936	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5192	RS11937	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5193	RS11994	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5194	RS11938	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5195	RS11995	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5196	RS11939	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5197	RS11940	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5198	RS11941	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5199	RS11996	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	
5200	RS11990	Unleaded	10-Cylinder	2016	Ford	E450	First Transit	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
5087	RS07160	Unleaded	10 cylinder	2007	FORD	E450	
5800	RS05746	Unleaded	10 cylinder	2005	FORD	E450	
5811	RS05746	Unleaded	10 cylinder	2005	FORD	E450	
7092	RS05731	Unleaded	8 cylinder	2006	FORD	E350	
7094	RS05733	Unleaded	8 cylinder	2006	FORD	E350	
7095	RS05734	Unleaded	8 cylinder	2006	FORD	E350	
7096	RS05782	Unleaded	8 cylinder	2006	FORD	E350	
7109	RS05759	Unleaded	8 cylinder	2006	FORD	E350	
7113	RS05763	Unleaded	8 cylinder	2006	FORD	E350	
7114	RS05764	Unleaded	8 cylinder	2006	FORD	E350	
7115	RS05765	Unleaded	8 cylinder	2006	FORD	E350	
7118	RS06143	Unleaded	8 cylinder	2006	FORD	E350	
7135	RS06140	Unleaded	8 cylinder	2006	FORD	E350	
7136	RS06139	Unleaded	8 cylinder	2006	FORD	E350	
7137	RS06138	Unleaded	8 cylinder	2006	FORD	E350	
7138	RS06137	Unleaded	8 cylinder	2006	FORD	E350	
7139	RS06136	Unleaded	8 cylinder	2006	FORD	E350	
7147	RS06128	Unleaded	8 cylinder	2006	FORD	E350	
7151	RS06356	Unleaded	8 cylinder	2006	FORD	E350	
7153	RS06354	Unleaded	8 cylinder	2006	FORD	E350	
7157	RS06350	Unleaded	8 cylinder	2006	FORD	E350	
7163	RS06882	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7164	RS06891	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7165	RS06892	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7171	RS06874	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7174	RS06896	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7175	RS06876	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7180	RS06879	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7184	RS06918	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7186	RS06919	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7187	RS06900	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7190	RS06902	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7192	RS06929	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7195	RS06932	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7198	RS06935	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7199	RS06936	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7201	RS06938	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7205	RS06904	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7206	RS06905	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7208	RS06907	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7209	RS06908	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7210	RS06909	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7211	RS06910	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7212	RS06911	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7213	RSO6912	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7214	RS06921	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7217	RS06922	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7219	RS07138	Unleaded	8 cylinder	2007	CHEVROLET	EX/SV	
7220	RS07137	Unleaded	8 cylinder	2008	CHEVROLET	EX/SV	
7221	RS07136	Unleaded	8 cylinder	2008	CHEVROLET	EX/SV	
7222	RS07135	Unleaded	8 cylinder	2008	CHEVROLET	EX/SV	
7224	RS07133	Unleaded	8 cylinder	2008	CHEVROLET	EX/SV	
7225	RS07132	Unleaded	8 cylinder	2008	CHEVROLET	EX/SV	
7226	RS07027	Unleaded	8 cylinder	2008	CHEVROLET	EX/SV	
7227	RS07232	Unleaded	8 cylinder	2008	CHEVROLET	EX/SV	
7228	RS07233	Unleaded	8 cylinder	2008	FORD	ECONO XL S/D WAGON	
7229	RS07234	Unleaded	8 cylinder	2008	FORD	ECONO XL S/D WAGON	
7230	RS07235	Unleaded	8 cylinder	2008	FORD	ECONO XL S/D WAGON	
7231	RS07236	Unleaded	8 cylinder	2008	FORD	ECONO XL S/D WAGON	
7232	RS07237	Unleaded	8 cylinder	2008	FORD	ECONO XL S/D WAGON	
7233	RS07238	Unleaded	8 cylinder	2008	FORD	ECONO XL S/D WAGON	
7234	RS07239	Unleaded	8 cylinder	2008	FORD	ECONO XL S/D WAGON	
7235	RS07322	Unleaded	8 cylinder	2008	FORD	ECONO XL S/D WAGON	
7236	RS07367	Unleaded	8 cylinder	2008	FORD	ECONO XL S/D WAGON	
7237	RS07368	Unleaded	8 cylinder	2008	FORD	ECONO XL S/D WAGON	
7238	RS07369	Unleaded	8 cylinder	2008	FORD	E3WAGON	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7239	RS07370	Unleaded	8 cylinder	2008	FORD	E3WAGON	
7240	RS07371	Unleaded	8 cylinder	2008	FORD	E3WAGON	
7241	RS07372	Unleaded	8 cylinder	2008	FORD	E3WAGON	
7242	RS07395	Unleaded	8 cylinder	2008	FORD	E3WAGON	
7243	RS07373	Unleaded	8 cylinder	2008	FORD	E3WAGON	
7244	RS07374	Unleaded	8 cylinder	2008	FORD	WAGON	
7245	RS07375	Unleaded	8 cylinder	2008	FORD	E3WAGON	
7246	RS07394	Unleaded	8 cylinder	2008	FORD	E3WAGON	
7247	RS07376	Unleaded	8 cylinder	2008	FORD	E3WAGON	
7248	RS07377	Unleaded	8 cylinder	2008	FORD	WAGON	
7249	RS07540	Unleaded	8 cylinder	2008	FORD	E3WAGON	
7250	RS07541	Unleaded	8 cylinder	2008	FORD	E3WAGON	
7251	RS07542	Unleaded	8 cylinder	2008	FORD	EXPRESS VAN	
7252	RS07543	Unleaded	8 cylinder	2008	FORD	EXPRESS VAN	
7253	RS07544	Unleaded	8 cylinder	2008	FORD	EXPRESS VAN	
7254	RS07545	Unleaded	8 cylinder	2008	FORD	EXPRESS VAN	
7255	RS07546	Unleaded	8 cylinder	2008	FORD	EXPRESS VAN	
7256	RS08275	Unleaded	8 cylinder	2008	FORD	EXPRESS VAN	
7257	RS08240	Unleaded	8 cylinder	2008	FORD	EXPRESS VAN	
7258	RS08222	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7259	RS08274	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7260	RS08241	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7261	RS08273	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7262	RS08252	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7263	RS08276	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7264	RS08253	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7265	RS08223	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7266	RS08197	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7267	RS08224	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7268	RS08198	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7269	RS08254	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7270	RS08255	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7271	RS08199	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7272	RS08242	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7273	RS08243	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7274	RS08225	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7275	RS08277	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7276	RS08200	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7277	RS08201	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7278	RS08249	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7279	RS08202	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7280	RS08244	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7281	RS08272	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7282	RS08226	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7283	RS08227	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7284	RS08203	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7285	RS08204	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7286	RS08205	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7287	RS08245	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7288	RS08271	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7289	RS08270	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7290	RS08269	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7291	RS08206	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7292	RS08268	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7293	RS08207	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7294	RS08267	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7295	RS08208	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7296	RS08209	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7297	RS08538	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7298	RS08211	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7299	RS08266	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7300	RS08257	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7301	RS08218	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7302	RS08219	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7303	RS08212	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7304	RS08213	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7305	RS08258	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7306	RS08259	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7307	RS08265	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7308	RS08260	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7309	RS08214	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7310	RS08215	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7311	RS08246	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7312	RS08220	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7313	RS08264	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7314	RS08216	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7315	RS08247	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7316	RS08221	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7317	RS08248	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7318	RS08263	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7319	RS08261	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7320	RS09431	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7321	RS09432	Unleaded	8 cylinder	2010	CHEVROLET	EXPRESS VAN	
7322	RS09433	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7323	RS09434	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7324	RS09435	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7325	RS09436	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7326	RS09437	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7327	RS09438	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7328	RS09439	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7329	RS09440	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7330	RS09441	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7331	RS09442	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7332	RS09443	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7333	RS09444	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7334	RS09445	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7335	RS09498	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7336	RS09447	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7337	RS09448	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7338	RS09449	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7339	RS09450	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7340	RS10418	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7341	RS10416	Unleaded	8 cylinder	2012	CHEVROLET	EXPRESS VAN	
7342	RS10417	Unleaded	8 cylinder	2013	FORD	E350XL	
7343	RS10419	Unleaded	8 cylinder	2013	FORD	E350XL	
7344	RS10420	Unleaded	8 cylinder	2013	FORD	E350XL	
7345	RS10421	Unleaded	8 cylinder	2013	FORD	E350XL	
7346	RS10422	Unleaded	8 cylinder	2013	FORD	E350XL	
7347	RS10423	Unleaded	8 cylinder	2013	FORD	E350XL	
7348	RS10424	Unleaded	8 cylinder	2013	FORD	E350XL	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7349	RS10425	Unleaded	8 cylinder	2013	FORD	E350XL	
7350	RS10426	Unleaded	8 cylinder	2013	FORD	E350XL	
7351	RS10427	Unleaded	8 cylinder	2013	FORD	E350XL	
7352	RS10428	Unleaded	8 cylinder	2013	FORD	E350XL	
7353	RS10429	Unleaded	8 cylinder	2013	FORD	E350XL	
7354	RS10430	Unleaded	8 cylinder	2013	FORD	E350XL	
7355	RS10431	Unleaded	8 cylinder	2013	FORD	E350XL	
7356	RS10432	Unleaded	8 cylinder	2013	FORD	E350XL	
7357	RS10433	Unleaded	8 cylinder	2013	FORD	E350XL	
7358	RS10434	Unleaded	8 cylinder	2013	FORD	E350XL	
7359	RS10460	Unleaded	8 cylinder	2013	FORD	E350XL	
7360	RS10461	Unleaded	8 cylinder	2013	FORD	E350XL	
7361	RS10462	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7362	RS10463	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7363	RS10464	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7364	RS10465	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7365	RS10575	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7366	RS10576	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7367	RS10577	Unleaded	8 cylinder	2014	FORD	E-350 SUPER DUTY	
7368	RS10578	Unleaded	8 cylinder	2014	FORD	E-350 SUPER DUTY	
7369	RS10579	Unleaded	8 cylinder	2014	FORD	E-350 SUPER DUTY	
7370	RS10580	Unleaded	8 cylinder	2014	FORD	E-350 SUPER DUTY	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7371	RS10550	Unleaded	8 cylinder	2014	FORD	E-350 SUPER DUTY	
7372	RS10552	Unleaded	8 cylinder	2014	FORD	E-350 SUPER DUTY	
7373	RS10551	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7374	RS10553	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7375	RS10554	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7376	RS10555	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7377	RS10556	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7378	RS10557	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7379	RS10558	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7380	RS10559	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7381	RS10560	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7382	RS10561	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7383	RS10562	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7384	RS10540	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7385	RS10541	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7386	RS10549	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7387	RS10542	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7388	RS10543	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7389	RS10544	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7390	RS10545	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7391	RS10546	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7392	RS10547	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7393	RS10548	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7394	RS11123	Unleaded	8 cylinder	2014	CHEVROLET	EXPRESS VAN	
7395	RS11124	Unleaded	V-6	2015	DODGE	GRAND CARAVAN	
7396	RS11125	Unleaded	V-6	2015	DODGE	GRAND CARAVAN	
7397	RS11126	Unleaded	V-6	2015	DODGE	GRAND CARAVAN	
7398	RS11127	Unleaded	V-6	2015	DODGE	GRAND CARAVAN	
7399	RS11128	Unleaded	V-6	2015	DODGE	GRAND CARAVAN	
7400	RS11132	Unleaded	V-6	2015	DODGE	GRAND CARAVAN	
7401	RS11129	Unleaded	V-6	2015	DODGE	GRAND CARAVAN	
7402	RS11130	Unleaded	V-6	2015	DODGE	GRAND CARAVAN	
7403	RS11131	Unleaded	V-6	2015	DODGE	GRAND CARAVAN	
7404	RS11420	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7405	RS11421	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7406	RS11422	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7407	RS11423	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7408	RS11413	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7409	RS11414	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7410	RS11415	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7411	RS11416	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7412	RS11417	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7413	RS11418	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7414	RS11515	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7415	RS11516	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7416	RS11517	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7417	RS11518	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7418	RS11519	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7419	RS11520	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7420	RS11521	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7421	RS11522	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7422	RS11523	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7423	RS11524	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7424	RS11419	Unleaded	4-cylinder	2015	FORD	TRANSIT CONNECT	
7425	RS11492	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7426	RS11493	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7427	RS11494	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7428	RS11495	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7429	RS11496	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7430	RS11497	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7431	RS11498	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7432	RS11499	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7433	RS11500	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7434	RS11501	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7435	RS11502	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7436	RS11503	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7437	RS11504	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7438	RS11505	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7439	RS11506	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7440	RS11507	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7441	RS11508	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7442	RS11509	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7443	RS11510	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7444	RS11511	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7445	RS11512	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7446	RS11513	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7447	RS11514	Unleaded	V-6	2015	CHEVROLET	EXPRESS 2500	
7448	RS11593	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7449	RS11594	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7450	RS11595	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7451	RS11596	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7452	RS11597	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7453	RS11598	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7454	RS11614	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7455	RS11599	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7456	RS11600	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7457	RS11677	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7458	RS11601	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7459	RS11602	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7460	RS11603	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7461	RS11604	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7462	RS11605	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7463	RS11606	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7464	RS11607	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7465	RS11608	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7466	RS11609	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7467	RS11610	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7468	RS11591	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7469	RS11592	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7470	RS11611	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7471	RS11612	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7472	RS11613	Unleaded	4-cylinder	2016	FORD	TRANSIT CONNECT	
7473	RS11833	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7474	RS11834	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7475	RS11835	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7476	RS11836	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7477	RS11837	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7478	RS11838	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7479	RS11839	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7480	RS11840	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7481	RS11841	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7482	RS11842	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7483	RS11843	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7484	RS11844	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7485	RS11845	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7486	RS11846	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7487	RS11847	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7488	RS11848	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7489	RS11942	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7490	RS11943	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7491	RS11944	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7492	RS11945	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7493	RS11946	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7494	RS11984	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7495	RS11985	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7496	RS12010	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7497	RS11807	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7498	RS11801	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7499	RS11802	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7500	RS11803	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7501	RS11804	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7502	RS11805	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7503	RS11806	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7504	RS11808	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7505	RS11809	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7506	RS11810	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7507	RS11811	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7508	RS11812	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7509	RS11813	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7510	RS11849	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7511	RS11850	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7512	RS11851	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7513	RS11852	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7514	RS11853	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7515	RS11854	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7516	RS11855	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7517	RS11856	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7518	RS11857	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7519	RS11858	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7520	RS11859	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7521	RS11860	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7522	RS11861	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7523	RS11947	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7524	RS11948	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7525	RS11949	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7526	RS11950	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7527	RS11951	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7528	RS11952	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7529	RS11953	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7530	RS11954	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7531	RS11986	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7532	RS12072	Unleaded	V-6	2016	CHEVROLET	EXPRESS 3500	
7533	RS12547	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7534	RS12548	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7535	RS12549	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7536	RS12550	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7537	RS12551	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7538	RS12552	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7539	RS12553	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7540	RS12554	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7541	RS12555	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7542	RS12556	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7543	RS12557	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7544	RS12558	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7545	RS12559	Unleaded	V-6	2017	DODGE	GRAND CARAVAN	
7546	RS12578	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7547	RS12575	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7548	RS12576	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7549	RS12577	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7550	RS12579	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7551	RS12580	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7552	RS12581	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7553	RS12582	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7554	RS12583	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7555	RS12584	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7556	RS12585	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7557	RS12586	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7558	RS12594	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7559	RS12599	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7560	RS12595	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7561	RS12597	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7562	RS12596	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7563	RS12598	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7564	RS12600	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7565	RS12601	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7566	RS12602	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7567	RS12619	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7568	RS12620	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7569	RS12621	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7570	RS12622	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7571	RS12627	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7572	RS12628	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7573	RS12626	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7574	RS12629	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7575	RS12587	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7576	RS12588	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7577	RS12589	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7578	RS12590	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7579	RS12603	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7580	RS12604	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7581	RS12605	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7582	RS12606	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7583	RS12623	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7584	RS12624	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7585	RS12625	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	
7586	RS12630	Unleaded	V-6	2017	CHEVROLET	EXPRESS 3500	

ADMIN & SUPERVISOR

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2042	B7794C	Unleaded	6 cylinder	2017	Dodge	Promaster	Marketing

ADMIN & SUPERVISOR

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2250	71150C	Unleaded		2005	Dodge	Grand Caravan	Admin Vehicle
2251	71918C	Unleaded		2005	Ford	Taurus Wagon	Risk
2252	71917C	Unleaded		2005	Ford	Taurus Wagon	Admin Vehicle
2253	71948C	Unleaded (hybrid)		2005	Toyota	Prius	Dispatch/Relief
2254	71949C	Unleaded (hybrid)		2005	Toyota	Prius	Admin Vehicle
2255	71191C	Unleaded		2004	Chevrolet	Silverado 1500	Marketing
2256	77867C	Hybrid	1.5 L	2006	Toyota	Prius	Admin Vehicle
2257	77868C	Hybrid	1.5 L	2006	Toyota	Prius	Admin Vehicle
2258	80892C	Unleaded	8 cylinder	2007	Chevrolet	Express	Service Supervisor Vehicle
2259	80993C	Unleaded	8 cylinder	2007	Chevrolet	Van EX	Ops S & T
2260	85137C	Unleaded	6 cylinder	2007	Dodge	Caravan	Planning
2262	C1030C	Unleaded	I-4 Hybrid	2017	Ford	Energi Hybrid	Admin Vehicle
2263	C1093C	Unleaded	I-4 Hybrid	2017	Ford	Energi Hybrid	Admin Vehicle
2451	94828C	Unleaded	4 cylinders	2010	Ford	Escape Hybrid	Public Safety
2452	94827C	Unleaded	4 cylinder	2010	Ford	Escape Hybrid	Public Safety
2453	94829C	Unleaded	4 cylinder	2010	Ford	Escape Hybrid	Public Safety
2501	74089C	Unleaded	6 cylinder	2005	Dodge	Grand Caravan	Safety - Accident Investigation
2508	76861C	Unleaded	8 cylinder	2006	Ford	E350	Supervisor (Shuttle), Surplused 4/10/17
2518	80810C	Unleaded	6 cylinder	2007	Dodge	Caravan	Supervisor, Surplused 4/10/17
2522	89148C	Unleaded (hybrid)	4 cylinder	2009	Ford	103 Escape Hybrid	Supervisor
2523	89149C	Unleaded (hybrid)	4 cylinder	2009	Ford	103 Escape Hybrid	Supervisor
2524	89180C	Unleaded (hybrid)	4 cylinder	2009	Ford	103 Escape Hybrid	Supervisor

ADMIN & SUPERVISOR

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2525	89182C	Unleaded (hybrid)	4 cylinder	2009	Ford	103 Escape Hybrid	Supervisor
2526	89181C	Unleaded (hybrid)	4 cylinder	2009	Ford	103 Escape Hybrid	Supervisor
2527	A7236C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2528	A4779C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2529	A4778C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2530	A4777C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2531	A7291C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2532	A4776C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2533	A4775C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2534	A7292C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2535	A4774C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2536	A4773C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2537	A7237C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2538	A7238C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2539	A7239C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan 29E	Supervisor
2540	B7777C	Unleaded	6 cylinder	2015	Mobility Vent	MV1	SHUTTLE Supervisor
2541	B7776C	Unleaded	6 cylinder	2015	Mobility Vent	MV1	SHUTTLE Supervisor
2542	B7793C	Unleaded	6 cylinder	2017	Dodge	Grand Caravan	Supervisor
2543	B7795C	Unleaded	6 cylinder	2017	Dodge	Grand Caravan	Supervisor
2544	B7796C	Unleaded	6 cylinder	2017	Dodge	Grand Caravan	Supervisor
2545	B7797C	Unleaded	6 cylinder	2017	Dodge	Grand Caravan	Supervisor
2546	B7798C	Unleaded	6 cylinder	2017	Dodge	Grand Caravan	Supervisor

ADMIN & SUPERVISOR

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2820	A7240C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2821	A7241C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2822	A7242C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2823	A7245C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2824	A7243C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2825	A7244C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2826	A7246C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2827	A7247C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2828	A7248C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2829	A7249C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2830	A7275C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2831	A7276C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2832	A7277C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2833	A7278C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2834	A7279C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2835	A7280C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2836	A7281C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2837	A7282C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2838	A7283C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2839	A7284C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2840	A7285C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2841	A7286C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle

ADMIN & SUPERVISOR

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2842	A7287C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2843	A7288C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2844	A7289C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
2845	A7290C	Unleaded	6 cylinder	2014	Dodge	Grand Caravan	Relief Vehicle
4125	94059C	Unleaded	6 cylinder	2003	Chevrolet	Astro	Transit Dev Admin/Previously VP van
4131	94798C	Unleaded	6 cylinder	2003	Chevrolet	Astro	Relief Vehicle
4653	65066C	Unleaded	32.2	2003	Dodge	Grand Caravan	Marketing
5050	RS11154	Unleaded	10 cylinder	2005	Ford	E450	I.T.
7004	B1620C	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	Risk
7050	B2249C	Unleaded	8 cylinder	2005	Ford	E350XL	Service Impacts, Surplused 9/2016
7216	C1642C	Unleaded	8 cylinder	2017	Chevrolet	Express 3500	I.T./Former VP van Surplused 4/10/17

MAINTENANCE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
661	69561C	Unleaded	CC25903	2003	Chevrolet	C2500	Maint Radio – Surplused 4/25/13
665	A9785C	Diesel		1995	GMC	Topkick	Facilities Boom Truck
2000	71903C	Unleaded		2004	Ford	F-450 XL	Shop Truck
2001	71923C	Unleaded		2004	Ford	F-450 XL	Facilities flatbed
2010	79482C	Unleaded	8 cylinder	2007	Chevrolet	C1500 Ext Cab Pickup	Facilities pick up
2011	80840C	Unleaded	8 cylinder	2007	Ford	Econoline Van	Facilities
2012	80836C	Unleaded	8 cylinder	2007	Chevrolet	Silverado 1500	Facilities pick up

MAINTENANCE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2013	85114C	Unleaded	10 cylinder	2008	Ford	F350	Facilities flatbed truck/pressure washer
2014	85111C	Unleaded	10 cylinder	2008	Ford	F450	Facilities flatbed truck
2015	85112C	Unleaded	10 cylinder	2008	Ford	F350	Facilities flatbed truck/pressure washer
2016	B2128C	Unleaded	6 cylinder	2016	Dodge	Promaster	Warehouse
2017	B2128C	Unleaded	6 cylinder	2016	Dodge	Promaster	Warehouse
2020	85113C	Unleaded	8 cylinders	2008	Ford	E350 Econoline	Facilities
2021	85116C	Unleaded	10 cylinder	2008	Ford	F350	Facilities flatbed truck/pressure washer
2023	94718C	Unleaded		2011	Ford	F3D	ST Service Truck
2024	A2904C	Unleaded	6 cylinder	2012	Chevrolet	Silverado w/ Serv Body	ST Service Truck
2025	A5274C	Diesel		2014	Isuzu	Broom Badger	Sweeper
2026	B2221C	Unleaded	6 cylinder	2016	Dodge	Promaster	Facilities Van
2027	B2244C	Unleaded	6 cylinder	2016	Dodge	Promaster	Facilities Van
2028	B2245C	Unleaded	6 cylinder	2016	Dodge	Promaster	Facilities Van
2029	B2248C	Unleaded	6 cylinder	2016	Dodge	Promaster	Facilities Van
2030	B2222C	Unleaded	6 cylinder	2016	Dodge	Promaster	Facilities Van
2031	B2191C	Unleaded	8 cylinder	2016	Ford	F150	Facilities Pick up
2032	B2194C	Unleaded	8 cylinder	2016	Ford	F150	Facilities Pick up
2033	B2192C	Unleaded	8 cylinder	2016	Ford	F150	Facilities Pick up
2034	B2193C	Unleaded	8 cylinder	2016	Ford	F150	Facilities Pick up
2035	B2190C	Unleaded	8 cylinder	2016	Ford	F150	Facilities Pick up
2036	B2188C	Unleaded	8 cylinder	2016	Ford	F150	Facilities Pick up
2037	B2189C	Unleaded	8 cylinder	2016	Ford	F150	Facilities Pick up

MAINTENANCE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2038	B2195C	Unleaded	8 cylinder	2016	Ford	F150	Facilities Pick up
2039	B2195C	Unleaded	10 cylinder	2017	FORD	F450XL	Fleet Shop Truck
2040	B7719C	Unleaded	8 cylinder	2017	FORD	F150	Facilities Pick up
2041	B7750C	Unleaded	6 cylinder	2017	DODGE	PROMASTER	Facilities Van
2043	B7794C	Unleaded	10 cylinder	2017	FORD	F450XL	Facilities Switch-N-Go
2450	85118C	Unleaded	8 cylinder	2008	Ford	Expedition XLT	Radio Shop
2504	74092C	Unleaded	6 cylinder	2005	Dodge	Grand Caravan	Radio Shop
2816	80829C	Unleaded	8 cylinder	2007	Dodge	Grand Caravan	Fleet Maintenance - Surplused 9/8/14
2817	80830C	Unleaded	8 cylinder	2007	Dodge	Grand Caravan	Fleet Maintenance - Surplused 9/8/14
4590	85117C	Unleaded	8 cylinder	2007	Ford	E3Wagon	Spill Response Vehicle
7001	B1623C	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	Fleet Lot Vehicle
7009	B1624C	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	Fleet Lot Vehicle

RESERVE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
305	69990C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
306	69977C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
307	69978C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
308	69989C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
309	69988C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
310	69987C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve

RESERVE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
311	69986C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
314	69983C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
315	69982C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
316	69981C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
317	A9782C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve
318	69980C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve, Painted Trolley
319	69979C	CNG	Cummins HP C+	2004	New Flyer	C30LF	Active Reserve, Painted Trolley
320	75339C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	Active Reserve
321	75340C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	Active Reserve
322	75341C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	Active Reserve
323	75342C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	Active Reserve
5825	RS12086	Unleaded	10 cylinder	2016	Ford	E450	Active Reserve
5826	RS12087	Unleaded	10 cylinder	2016	Ford	E450	Active Reserve
5827	RS12088	Unleaded	10 cylinder	2016	Ford	E450	Active Reserve
5828	RS12089	Unleaded	10 cylinder	2016	Ford	E450	Active Reserve
8018	94533C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8021	94536C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8023	99614C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8024	99615C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8025	99616C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8028	99617C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8029	99618C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve

RESERVE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
8031	A9779C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8032	99619C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8033	99620C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8034	99621C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8043	99622C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	Active Reserve
8055	99624C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	Active Reserve
8068	99628C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	Active Reserve
8069	53319C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	Active Reserve

Appendix E – Asset Inventories: Equipment and Facilities

Note: The information and data in this appendix were compiled and submitted to the Washington State Department of Transportation (WSDOT) on February 28, 2018, as part of the annual *Transit Asset Management Plan Certification* requirement.

Public Transportation Management System
Owned Equipment Inventory

Agency: Pierce Transit - Lakewood, WA

Equipment with a acquisition value greater than $50,000
Refer to instructions for equipment code

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

Kevin Zinski Fleet Manager February 15, 2018

Signature and Title *Date*

No.	Code	Equipment Description	Condition (points)	Age (years)	Remaining Useful Life (years)	Replacement Cost ($)	Comments *(If more than two lines, attach a separate comment page)*
1	28	#80/2007 Hyster Forklift	50	11	**9**	**$47,644**	Fleet Maintenance
2	28	#82/1988 Yale Forklift	5	30	**0**	**$32,784**	Fleet Maintenance
3	28	#661/2003 C2500 Chevrolet Pick-up	25	16	**0**	**$28,511**	Facilities Maintenance
4	28	#665/1995 GMC Topkick Boom Truck	10	23	**0**	**$55,605**	Facilities Maintenance
5	28	#2000/2004 Ford F-450 XL	30	14	**0**	**$38,108**	Fleet Maintenance
6	28	#2001/2004 Ford F-450 XL Flatbed	40	14	**1**	**$38,108**	Facilities Maintenance
7	28	#2010/2007 Chevrolet C1500 Ext Cab Pick-up	60	11	**4**	**$43,799**	Facilities Maintenance
8	28	#2011/2007 Ford Econoline Van	30	11	**0**	**$25,916**	Facilities Maintenance
9	28	#2012/2007 Chevrolet C1500 Ext Cab Pick-up	60	11	**4**	**$43,799**	Facilities Maintenance
10	28	#2013/2008 Ford F350 Flatbed w/pressure washer	60	10	**5**	**$38,410**	Facilities Maintenance
11	28	#2014/2008 Ford F450 Flatbed truck	60	10	**5**	**$49,384**	Facilities Maintenance
12	28	#2015/2008 Ford F350 Flatbed truck w/pressure washe	60	10	**5**	**$38,410**	Facilities Maintenance
13	28	#2016/2016 Dodge Promaster	90	1	**14**	**$34,129**	Warehouse
14	28	#2017/2016 Dodge Promaster	90	1	**14**	**$35,539**	Warehouse
15	28	#2018/2016 Eagle Tow Tractor	95	1	**19**	**$94,875**	Fleet Maintenance
16	28	#2019/2016 Toyota Forklift	95	1	**19**	**$30,131**	Fleet Maintenance
17	14	#2020/2008 Ford F350 Econoline Van	45	10	**0**	**$25,996**	Facilities Maintenance
18	28	#2021/2008 Ford F350 Flatbed truck w/pressure washe	60	10	**5**	**$38,410**	Facilities Maintenance
19	28	#2023/2010 Ford F350 truck w/service body	65	8	**7**	**$49,094**	Fleet Maintenance
20	28	#2024/2012 Chevrolet Silverado truck w/service body	70	6	**9**	**$56,566**	Fleet Maintenance
21	28	#2025/2014 Isuzu Broom Badger Sweeper	75	4	**16**	**$184,878**	Facilities Maintenance
22	14	#2026/2016 Dodge Promaster	90	1	**14**	**$43,992**	Facilities Maintenance
23	14	#2027/2016 Dodge Promaster	90	1	**14**	**$43,992**	Facilities Maintenance
24	14	#2028/2016 Dodge Promaster	90	1	**14**	**$43,992**	Facilities Maintenance

No.	Code	Equipment Description	Condition (points)	Age (years)	Remaining Useful Life (years)	Replacement Cost ($)	Comments *(If more than two lines, attach a separate comment page)*
25	14	#2029/2016 Dodge Promaster	90	1	**14**	**$43,992**	Facilities Maintenance
26	14	#2030/2016 Dodge Promaster	90	1	**14**	**$43,992**	Facilities Maintenance
27	28	#2031/2016 Ford F150	90	1	**9**	**$32,087**	Facilities Maintenance
28	28	#2032/2016 Ford F150	90	1	**9**	**$32,087**	Facilities Maintenance
29	28	#2033/2016 Ford F150	90	1	**9**	**$32,087**	Facilities Maintenance
30	28	#2034/2016 Ford F150	90	1	**9**	**$32,087**	Facilities Maintenance
31	28	#2035/2016 Ford F150	90	1	**9**	**$32,087**	Facilities Maintenance
32	28	#2036/2016 Ford F150	90	1	**9**	**$32,087**	Facilities Maintenance
33	28	#2037/2016 Ford F150	90	1	**9**	**$32,087**	Facilities Maintenance
34	28	#2038/2016 Ford F150	90	1	**9**	**$32,087**	Facilities Maintenance
35	28	#2039/2017 Ford F450XL	100	0	**15**	**$29,755**	Fleet Maintenance
36	28	#2040/2017 Ford F150	100	0	**10**	**$24,552**	Facilities Maintenance
37	14	#2041/2017 Dodge Promaster	100	0	**10**	**$39,004**	Facilities Maintenance
38	14	#2042/2017 Dodge Promaster	100	0	**10**	**$26,794**	Marketing
39	28	#2043/2017 Ford F450	100	0	**15**	**$64,937**	Facilities Maintenance
40	14	#2250/2005 Dodge Grand Caravan	30	13	**0**	**$22,388**	Admin/Relief
41	28	#2251/2005 Ford Taurus Wagon	30	13	**0**	**N/A**	Admin/Relief
42	28	#2252/2005 Ford Taurus Wagon	30	13	**0**	**N/A**	Admin/Relief
43	28	#2253/2005 Toyota Prius	30	13	**0**	**$32,707**	Admin/Relief
44	28	#2254/2005 Toyota Prius	30	13	**0**	**$32,707**	Admin/Relief
45	28	#2255/2004 Chevrolet Silverado truck	25	14	**0**	**$22,328**	Marketing
46	28	#2256/2006 Toyota Prius	30	12	**0**	**$22,328**	Service Supervisor
47	28	#2257/2006 Toyota Prius	30	12	**0**	**$22,328**	Admin/Relief
48	14	#2258/2007 Chevrolet Express Van	45	11	**0**	**$32,198**	Safety & Service Quality
49	14	#2259/2007 Chevrolet Express Van	45	11	**0**	**$32,198**	Ops Safety & Training
50	28	#2260/2007 Dodge Grand Caravan	45	11	**0**	**$23,058**	Planning
51	28	#2262/2017 Ford Fusion Energi	100	0	**10**	**$33,065**	Admin/Relief
52	28	#2263/2017 Ford Fusion Energi	100	0	**10**	**$33,065**	Admin/Relief
53	28	#2450/2008 Ford Expedition XLT	80	10	**5**	**$46,165**	Public Safety
54	28	#2451/2010 Ford Escape (hybrid)	55	6	**4**	**$23,058**	Public Safety
55	28	#2452/2010 Ford Escape (hybrid)	55	6	**4**	**$23,058**	Public Safety
56	28	#2453/2010 Ford Escape (hybrid)	55	6	**4**	**$23,058**	Public Safety
57	14	#2501/2005 Dodge Grand Caravan	35	13	**0**	**$23,058**	Safety - Accident Investigation
58	14	#2504/2005 Dodge Grand Caravan	35	13	**0**	**$23,058**	Radio Shop
59	14	#2508/2006 Ford E350 van	40	12	**0**	**$23,058**	Shuttle Supervisor

No.	Code	Equipment Description	Condition (points)	Age (years)	Remaining Useful Life (years)	Replacement Cost ($)	Comments *(If more than two lines, attach a separate comment page)*
60	28	#2522/2009 Ford Escape (hybrid)	60	7	**3**	**$23,058**	Supervisor
61	28	#2523/2009 Ford Escape (hybrid)	60	7	**3**	**$23,058**	Supervisor
62	28	#2524/2009 Ford Escape (hybrid)	60	7	**3**	**$23,058**	Supervisor
63	28	#2525/2009 Ford Escape (hybrid)	60	7	**3**	**$23,058**	Supervisor
64	28	#2526/2009 Ford Escape (hybrid)	60	7	**3**	**$23,058**	Supervisor
65	14	#2527/2014 Dodge Grand Caravan 29E	75	4	**6**	**$23,058**	Supervisor
66	14	#2528/2014 Dodge Grand Caravan 29E	75	4	**6**	**$23,058**	Supervisor
67	14	#2529/2014 Dodge Grand Caravan 29E	75	4	**6**	**$23,058**	Supervisor
68	14	#2530/2014 Dodge Grand Caravan 29E	75	4	**6**	**$23,058**	Supervisor
69	14	#2531/2014 Dodge Grand Caravan 29E	75	4	**6**	**$23,058**	Supervisor
70	14	#2532/2014 Dodge Grand Caravan 29E	75	4	**6**	**$23,058**	Supervisor
71	14	#2533/2014 Dodge Grand Caravan 29E	75	4	**6**	**$23,058**	Supervisor
72	14	#2534/2014 Dodge Grand Caravan 29E	75	4	**6**	**$23,058**	Supervisor
73	14	#2535/2014 Dodge Grand Caravan 29E	75	4	**6**	**$23,058**	Supervisor
74	14	#2536/2014 Dodge Grand Caravan 29E	75	4	**6**	**$23,058**	Supervisor
75	14	#2537/2014 Dodge Grand Caravan 29E	75	4	**6**	**$23,058**	Supervisor
76	14	#2538/2014 Dodge Grand Caravan 29E	75	4	**6**	**$23,058**	Supervisor
77	14	#2539/2014 Dodge Grand Caravan 29E	75	4	**6**	**$23,058**	Supervisor
78	14	#2540/2015 MV1	100	0	**10**	**$50,662**	Shuttle Supervisor
79	14	#2541/2015 MV1	100	0	**10**	**$50,662**	Shuttle Supervisor
80	14	#2542/2017 Dodge Grand Caravan	100	0	**10**	**$27,452**	Supervisor
81	14	#2543/2017 Dodge Grand Caravan	100	0	**10**	**$27,452**	Supervisor
82	14	#2544/2017 Dodge Grand Caravan	100	0	**10**	**$27,452**	Supervisor
83	14	#2545/2017 Dodge Grand Caravan	100	0	**10**	**$27,452**	Supervisor
84	14	#2546/2017 Dodge Grand Caravan	100	0	**10**	**$27,452**	Supervisor
85	14	#2816/2007 Dodge Grand Caravan	25	11	**0**	**$20,723**	Relief
86	14	#2817/2007 Dodge Grand Caravan	25	11	**0**	**$20,807**	Relief
87	14	#2820/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
88	14	#2821/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
89	14	#2822/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
90	14	#2823/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
91	14	#2824/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
92	14	#2825/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
93	14	#2826/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
94	14	#2827/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief

No.	Code	Equipment Description	Condition (points)	Age (years)	Remaining Useful Life (years)	Replacement Cost ($)	Comments *(If more than two lines, attach a separate comment page)*
95	14	#2828/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
96	14	#2829/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
97	14	#2830/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
98	14	#2831/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
99	14	#2832/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
100	14	#2833/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
101	14	#2834/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
102	14	#2835/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
103	14	#2836/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
104	14	#2837/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
105	14	#2838/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
106	14	#2839/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
107	14	#2840/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
108	14	#2841/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
109	14	#2842/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
110	14	#2843/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
111	14	#2844/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
112	14	#2845/2014 Dodge Grand Caravan	75	4	**6**	**$22,388**	Relief
113	14	#4125/2003 Chevrolet Astro Van	20	15	**0**	**$22,388**	Construction
114	14	#4131/2003 Chevrolet Astro Van	20	15	**0**	**$22,388**	Relief
115	28	#4590/2007 Ford E3	40	11	**0**	**$22,388**	Spill Resonse
116	14	#4653/2003Dodege Grand Caravan	25	15	**0**	**$29,507**	Admin/Relief
117	11	#5050/2005Ford ElDorado Aerotech A240	35	13	**0**	**$81,316**	Admin/Relief
118	14	#7001/2005 Dodge Grand Caravan	35	13	**0**	**$24,872**	Fleet Maintenance
119	14	#7004/2005 Dodge Grand Caravan	35	13	**0**	**$24,872**	Admin/Relief
120	14	#7009/2005 Dodge Grand Caravan	35	13	**0**	**$24,872**	Fleet Maintenance
121	14	#7050/2005 Ford E350XL	35	13	**0**	**$20,418**	Admin/Relief

Public Transportation Management System
Owned Facility Inventory

Agency Pierce Transit - Lakewood, WA

Refer to instructions for facility code

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

Darin L. Stavish, Principal Planner — February 15, 2018

Signature and Title — *Date*

No.	Facility Code	Facility Name	Condition (points)	Age (Year)	Remaining Useful Life	Replacement Cost ($)*	Comments *(If more than two lines, attach a separate comment page)*
1	10	Administration - Building 4	3.4	1987		$7,239,642	
2	21/23	Facilities - Building 2 (includes Bus Wash)	3.4	1987		$1,287,801	
3	21/23	Fuel House - Building 3	3.5	1987		$1,003,001	
4	23	Training Center - Building 5	3.6	2005		$5,834,931	
5	11	Maintenance - Building 1	3.4	1987		$13,338,747	
6	21	Compressed Natural Gas (CNG) Station	Not Rated	2005		$3,835,478	
7	(All)	Headquarters Infrastructure (combined)	Not Rated	1987		$15,191,879	
8	23	New Property Acquisition - Building 6	3.7	1978		$1,500,000	
9	23	Radio & Service Supervisors - Building 7	3.0	1977		$1,250,000	Previously owned by Pierce County Public Works but acquired by Pierce Transit on January 31, 2018.
10	22	Screaming Eagle Warehouse - Building 8	3.0	1977		$900,300	
11	6	72nd Street & Portland Avenue Transit Center	3.4	1995		$2,576,037	
12	6	Commerce Street Transit Center	3.1	1993		$12,407,645	
13	9	Kimball Drive Park-and-Ride	3.0	1997		$2,578,049	
14	6	Lakewood Towne Center Transit Center	3.8	1992		$1,351,850	
15	9	Narrows/Skyline Park-and-Ride	3.3	1986		$742,000	
16	9	North Purdy Park-and-Ride	3.3	1991		$1,266,780	
17	6	Parkland Transit Center	3.4	1984		$2,068,476	
18	17	Point Defiance Bus Layover Facility	3.5	1992		$339,741	
19	6	South Hill Mall Transit Center	3.4	1998		$1,434,807	
20	9	WA State Route 512 Park-and-Ride	2.4	1988		$2,639,405	
21	6	Tacoma Community College Transit Center	3.4	1984		$2,148,589	
22	17	Tacoma Dome Station (East & West Garages)	3.1	1997		$55,552,795	
23	6	Tacoma Mall Transit Center	3.1	1985		$1,737,749	

* Source: VFA.facility database (Asset Overview Reports ran 2/14/2018). Costs include both buildings and infrastructure.

In memory of the co-workers and friends we lost in 2017. Gone but never forgotten.