

2023-2028

Transit Development Plan



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Americans with Disabilities Act (ADA) Information: In accordance with the Americans with Disability Act, this document is available in alternate formats upon request.

Title VI Notice to Public: Pierce Transit, as a recipient of federal funding, gives public notice of its policy to fully comply with Title VI of the Civil Rights Act of 1964 and all related laws and statutes. No person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any Pierce Transit program or activity, as provided by Title VI of the Civil Rights Act of 1964 and as amended, and the Civil Rights Restoration Act of 1987 (P.L. 100.259). Pierce Transit operates its programs without regard to race, color, or national origin.

Any person who believes that he or she has individually, or as a member of any specific class of persons, been excluded from participation in, been denied the benefits of, or otherwise subjected to discrimination under any Pierce Transit service, program, or activity, and believes the discrimination is based upon race, color, or national origin has the right to file a Title VI complaint with Pierce Transit's Civil Rights Officer. All complaints must be filed in writing with Pierce Transit within 180 days of the alleged discriminatory act or occurrence. Complaint forms may be obtained through the following contacts:

- Pierce Transit
Attention: Civil Rights Officer
3701 96th Street SW
Lakewood WA 98499
- Email: crofficer@piercetransit.org
- Visit the website: PierceTransit.org/title-vi-complaint-process/
- Call Customer Service: 253.581.8000 option 2

In addition to the Title VI process at Pierce Transit, Title VI complaints may be filed with the Federal Transit Administration, Attention: Complaint Team, East Building, 5th Floor – TCR 1200, New Jersey Avenue, SE Washington, DC 20590.

For information on the Title VI nondiscrimination policy regarding discrimination based on race, color, or national origin, contact the Pierce Transit Civil Rights Officer.

Translation Service

Translation service is available in more than 200 languages, by calling 253.581.8000.

Llame al 253.581.8000. Habrá un representante y servicio de traducción en español disponible para atenderle.

Заказать услуги представителя с переводом на русский язык можно по телефону 253-581-8000.

Xin gọi 253-581-8000 để nói chuyện với Nhân Viên Đại Diện Ban Phục Vụ Khách Hàng là người sẽ cung cấp dịch vụ thông dịch Việt Ngữ.

Tawagan ang 253-581-8000 upang makipag-usap sa Representatibo ng Pangserbisyong Kustomer na magbibigay ng serbiyong pagsasalin ng wika sa Tagalog.

한국어 번역 서비스를 제공하는 상담원과 통화하시려면 253-581-8000 으로 전화하십시오.

អាមេរិកាំងទំនងភ្នាក់ងារសេវាបកប្រែភាសាខ្មែរ (កម្ពុជា)
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致电253-581-8000 联系客户服务代表，
将提供中文翻译服务。

State Environmental Policy Act (SEPA): The 2023-2028 Transit Development Plan is categorically exempt from SEPA pursuant to WAC 197-11-800, Procedural Action and Information Collection and Research.

Plan Adoption – Public Participation Process – Distribution

Pierce Transit followed Open Public Meetings Act requirements including protocols for public noticing, public hearing and adoption of the 2023 Transit Development Plan as outlined in RCW 35.58.2795 and Chapter 42.30 RCW.

Information on the Pierce Transit Board of Commissioners meetings may be found at PierceTransit.org/board-meetings/.

Information on the Pierce Transit Community Transportation Advisory Group (CTAG) meetings may be found at PierceTransit.org/community-transportation-advisory-group/.

CTAG Study Session:	June 22, 2023
Public Comment Period:	June 15, 2023 – July 10, 2023
Board Hearing Notice:	June 29, 2023
Board Public Hearing:	July 10, 2023
Board Adoption Hearing:	August 14, 2023
Submit to WSDOT:	September 1, 2023



RESOLUTION NO. 2023-008

A RESOLUTION of the Board of Commissioners of Pierce Transit Adopting the
2023-2028 Transit Development Plan

WHEREAS, the 2023-2028 Transit Development Plan (TDP) reports on 2022 Pierce Transit activities, service area and operations, state and agency goals, local performance standards and measures, plan consistency, planned service and operating changes, planned capital expenses, a multiyear financial plan, projects of regional significance, and unfunded agency needs; and

WHEREAS, the Revised Code of Washington (RCW) Chapter 35.58 requires that municipal corporations, including Public Transportation Benefit Areas such as Pierce Transit, prepare and approve a Six-Year Transit Development Plan for that calendar year and the ensuing five years; and

WHEREAS, on June 15, 2023, the Draft TDP was distributed publicly for review and comment; and

WHEREAS, a public comment period was open from June 15, 2023, through July 10, 2023; and

WHEREAS, on June 22, 2023, the Community Transportation Advisory Group held a public meeting to review the Draft TDP; and

WHEREAS, on July 10, 2023, the Pierce Transit Board of Commissioners held a public hearing to review the Draft TDP; and

WHEREAS, ten (10) public comments were received during the public comment period; and

WHEREAS, the 2023-2028 TDP is categorically exempt from the State Environmental Policy Act pursuant to Washington Administrative Code 197-11-800 as Procedural Action and Information Collection and Research.

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

Section 1. The Transit Development Plan for 2023-2028, attached hereto as Exhibit A, is hereby adopted and constitutes Pierce Transit’s current Six-Year Transit Development Plan.

ADOPTED by the Board of Commissioners of Pierce Transit at their regular meeting thereof held on the 14th day of August 2023.

PIERCE TRANSIT



Kristina Walker, Chair
Board of Commissioners

ATTEST/AUTHENTICATED



Deanne Jacobson, CMC
Clerk of the Board

Glossary

ADA	Americans With Disabilities Act
APTA	American Public Transportation Association
BEB	Battery electric bus
Board	Pierce Transit Board of Commissioners
BRT	Bus Rapid Transit
CAD/AVL	Computer Aided Dispatch/Automated Vehicle Location System
CDL	Commercial Driver License
CIP	Capital Improvement Program
CNG	Compressed Natural Gas
CTAG	Community Transportation Advisory Group
CoLI	Center of Local Importance
FTA	Federal Transit Administration
JBLM	Joint Base Lewis-McChord
KPI	Key Performance Indicators
MOBI	Maintenance & Operations Base Improvements
POG	Pierce Transit Project Oversight Group
PSRC	Puget Sound Regional Council Metropolitan Planning Organization
PTBA	Public Transportation Benefit Area
RCW	Revised Code of Washington
RGS	Regional Growth Strategy
RTP	Regional Transportation Plan
TAMP	Transit Asset Management Plan
TDP	Transit Development Plan
TDS	Tacoma Dome Station
TIP	Transportation Improvement Program
VR	Virtual reality
WSDOT	Washington State Department of Transportation
ZEB	Zero emission bus

SECTION
01
SECTION

Background

The 2023-2028 Transit Development Plan is a six-year plan required by Washington State (RCW 35.58.2795). The plan is updated annually for submittal to WSDOT and has been prepared in accordance with applicable statutes. The Pierce Transit 2023-2028 TDP looks back at 2022, describes the present state of the Agency, and looks forward over a six-year planning period.

Specifically, the 2023-2028 TDP describes major Agency accomplishments and activities in 2022, Pierce Transit’s existing system, the Agency’s goals and strategies including how Pierce Transit meets state and local long-range priorities for public transportation, performance measures and targets, plan consistency, planned capital improvements, significant service and operating changes planned for the system, a multiyear financial plan, projects of regional significance, and unfunded project needs.

The Agency’s long-range plan—Destination 2040, updated in December 2020—envisions Pierce Transit’s future for a 20+ year time horizon. The TDP is a mid-range implementation plan for the Destination 2040 vision. The Agency’s annual budget looks at the short-term time horizon, operationalizing Pierce Transit’s needs over a one-year period. Pierce Transit’s Six-Year Financial Plan and Six-Year Capital Plan are updated during each annual budget process. In the future, the Agency expects to produce a Capital Improvement Program as a supplement to the budget’s Six-Year Capital Plan, with more detailed information that is automatically updated on an ongoing basis.



About Pierce Transit

Pierce Transit is a Public Transportation Benefit Area Corporation incorporated under the authority of RCW Chapter 36.57A. The adopted 2023 budget totals \$504,855,420 which is funded through a combination of sales tax revenues, fares, and grants, as further detailed in the TDP. A total of 987 staff positions (966 full-time-equivalent positions) are budgeted for 2023 and are distributed according to Figure 1.

Pierce Transit provides public transportation services for Pierce County, Washington’s second largest county with approximately 917,000 residents. The defined service area, or Public Transportation Benefit Area (PTBA), covers nearly 300 square miles in Pierce County’s urban area and contains about 70% 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.

2023 Budgeted Positions - 987

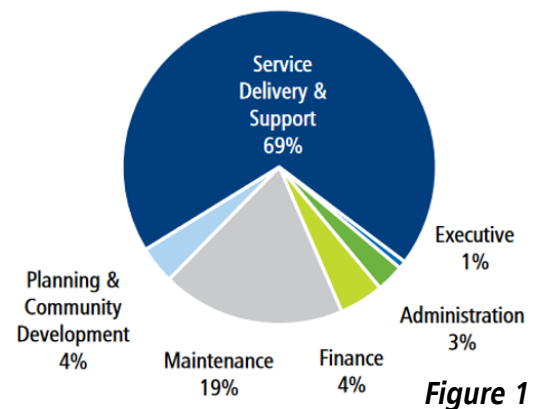


Figure 1

Pierce Transit is governed by a nine-member Board of Commissioners representing communities in the service area, plus a tenth non-voting member representing the Amalgamated Transit Union Local 758 and the International Labor Union of Machinists and Aerospace Workers. The nine voting Board members are comprised of elected officials representing Pierce County, Tacoma, Lakewood, Puyallup, University Place and the smaller cities and towns in Pierce County. Members provide direction on a variety of short-, medium-, and long-range planning efforts, strategic visions, as well operational and capital investments needed by the Agency. The current Board members may be found at [PierceTransit.org/board-commissioners/](https://www.piercetransit.org/board-commissioners/).

The Board of Commissioners has two subcommittees. The Executive Finance Committee oversees matters relating to Board governance, fiscal and administrative policy formation, and revision. The Service Delivery Capital Committee provides additional oversight on items including but not limited to the operational service needs of the system, the customer experience, and significant capital projects.

Pierce Transit engages community stakeholders through a chartered [Community Transportation Advisory Group](#). CTAG makes recommendations that go to the Board based on their knowledge of and interest in the community.



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. Pierce Transit connects communities with safe, reliable, customer-friendly transit options.

Vision: Your preferred transportation choice for today and tomorrow.

Tagline: Connecting you with life.

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.

Organizational Priorities:



Customer – Provide transportation service that meets our current and potential customers’ needs.



Internal – Develop a culture which fosters safety, collaboration, data-driven decisions, and innovation.

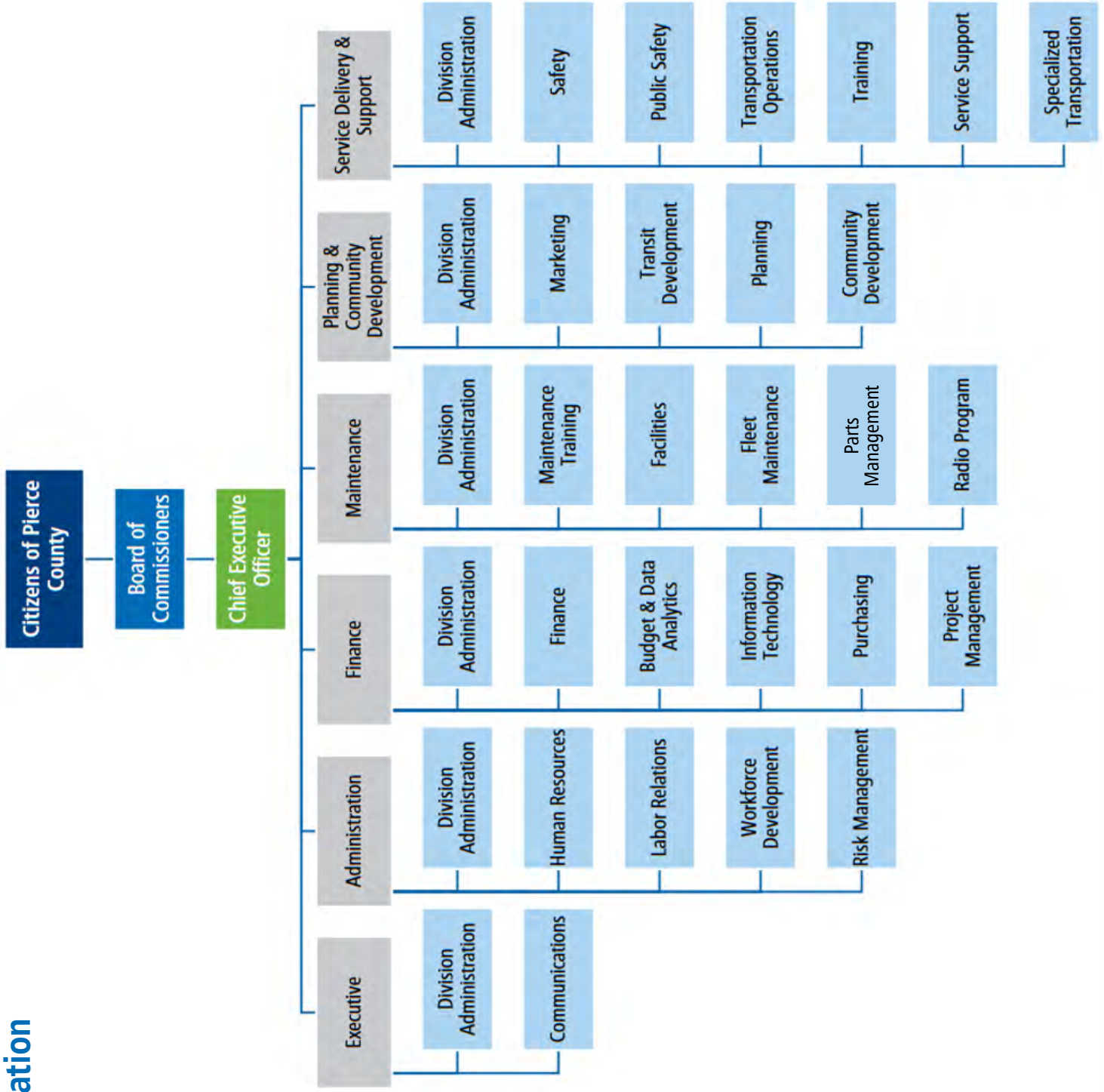


Financial – Act with financial accountability and transparency as stewards of the public trust.



Employee – Attract, cultivate, and maintain an engaged workforce.

Our Organization





*Looking Back:
2022 in Review*



Pierce Transit successfully weathered the COVID-19 pandemic and continued service recovery in 2022. The Agency's focus remains on restoring fixed route bus service and bringing riders back to the system while adapting and transforming transit to meet the needs of the communities served. The Agency now offers more transit options than ever, including Runner microtransit, vanpooling and vansharing, and other Commute Trip Reduction programs. The Agency still has lingering recovery challenges ahead, including:

- Continued reduced ridership and fare collections
- Recruiting for vacant positions, particularly operators and mechanics
- Continuing to take precautions to prevent COVID-19 spread and provide a safe workplace for employees and customers
- Improving the safety of customers and staff
- Accounting for higher prices and materials shortages, in both construction projects and operations
- Future potential economic downturns

Pierce Transit received Pierce Trips' Best Commuter Business award for 2022, an award given to organizations to recognize efforts supporting employee commute trip reduction. Pierce Transit was one of only three organizations in Pierce County to achieve the award's Gold Status. This designation shows that Pierce Transit encourages its employees to "walk the talk" and recognizes the Agency's commitment to reducing car congestion, fuel consumption, and air pollution in the region.

Transit Service

Over 2022, fixed route bus ridership continued to increase from the historic lows experienced during the COVID-19 pandemic, although ridership remains at 59% of pre-2020 levels. Throughout the pandemic, Pierce Transit took every measure available to maintain transit service, but 2022 was marked by staffing challenges which negatively impacted service levels. The Agency continues to add more trips, including on weekends, as staffing allows.

Bus Stop Balancing Project

In March 2022, the Agency completed its year-long Bus Stop Balancing project, resulting in the removal of 199 Pierce Transit bus stops. The Bus Stop Balancing project began with a thorough review of each Pierce Transit bus stop in the system along with feedback from the public. Pierce Transit conducted extensive outreach and received hundreds of comments regarding stops throughout its system. At the conclusion of the study, about 10% of bus stops systemwide were selected for removal. The goal of this project was to speed up trips since bus stops would no longer be too close together. To view a map showing stops removed, visit PierceTransit.org/busstops.

Replacement Vehicles

In 2022, a number of new vehicles necessary to support Pierce Transit's operations were delivered. Nine new 40-foot Compressed Natural Gas coaches were received as well as three support vehicles for use by public safety officers. Supply chain issues hindered vehicle deliveries in 2022; however, additional rolling stock is expected in 2023.

Flexible Services



Spanaway Runner Launch

In September 2022, Pierce Transit launched the Spanaway Runner, bringing on-demand, app-based transportation service to the unincorporated communities of Spanaway, Parkland and Midland. Spanaway Runner provides a link to fixed route transit and a quick and car-free way to access work, appointments, and resources. This service is especially valuable to seniors, youth, and people with limited mobility who cannot easily access fixed route transit or paratransit services. Spanaway Runner joins Ruston Runner, Tideflats Runner and Joint Base Lewis-McChord (JBLM) Runner to provide Pierce County residents with on-demand connections to fixed route service and to their communities.

Vanpool

In May 2022, Vanpool commuters transitioned to a new flat fare structure that simplified payments and options. Pierce Transit also rolled out a new part-time rider option that gives hybrid

commuters more flexibility to participate in Vanpool by paying a reduced part-time rate based on their commute miles. This provides Vanpool riders with a predictable and consistent fare, regardless of how many people are in their group or how many days per week they commute. And it's especially important to commuters with transportation subsidies offered by their employer, as they must often identify what their Vanpool fare is going to be months in advance when submitting subsidy choices.

Vanpool riders with unpredictable schedules were also provided a new flexible daily rider service to simply reserve and pay for open seats with qualifying Vanpool groups.

For new Vanpoolers, Pierce Transit offers the first month free to new riders, including previous Vanpool riders who had stopped using Vanpool during the COVID-19 pandemic.

Capital Projects

Spanaway Transit Center Groundbreaking

In a ceremony attended by elected officials and local dignitaries, Pierce Transit broke ground on its new Spanaway Transit Center in October. Located at 20712 Mountain Highway East in Spanaway, it will serve as the southern terminus for the current Route 1 and the Agency's first Stream Bus Rapid Transit line. This will be Pierce Transit's first new transit center since 1998, recognizing the increased need for services to support the significant growth in South Pierce County.

Customer Experience



Free Youth Transit Pass Launch

Pierce Transit celebrated the start of the school year in Fall 2022 by offering free fares for youth ages 18 and under on all Pierce Transit services. The Free Youth Transit Pass allows young people to ride free on regional transit systems, too. The pass reduces barriers for youth to access jobs and other life-enriching opportunities. This effort was made possible through the Washington State Legislature's *Move Ahead Washington* transportation package. Pierce Transit conducted a major youth outreach campaign including dedicated webpage, fact sheets distributed to schools, school newsletters, advertisements, multi-lingual brochures, and a bus wrap. So far, about 21,000 passes have been distributed through schools, outreach events, and the Customer Service Center.

Tacoma Dome Station Garage Wayfinding Signs Study

Tacoma Dome Station, the largest transit hub in the South Sound area, has a wide range of rail and transit services converging into an area of about 12 acres. The station is located in an industrial area that is set for rapid change and residential growth, situated on a hill with a grade change between facilities of approximately two building levels. The core of the site consists of two parking garages with capacity for roughly 2,300 vehicles, six bus platforms on one side, and a light rail stop located on the opposite side. Two additional commuter rail stations are located across the street. This leads to confusion for users trying to find their destinations due to the challenge of clearly visualizing pathways through this complex, multi-level site. Pierce Transit noted a need to support users getting to and from parking garages to bus and rail services and to facilitate transfers between bus and rail services. So, the Agency completed the Tacoma Dome Station Wayfinding Project in 2023 establishing a wayfinding design program for Tacoma Dome Station to address these user needs, guided by a strategic understanding of the site and its operations. Future funding will be required to implement the Tacoma Dome Station Wayfinding Program.

New and Improved ORCA

In May 2022, Pierce Transit joined with regional transit partners to launch the new and improved regional fare card called "ORCA," including a new website, a smartphone app, and real-time value card loading. The launch involved many Pierce Transit employees working hundreds of hours to prepare for the improvements, including updating software, installing new card readers on vehicles, placing vending machines at transit centers and conducting public outreach through street teams to help customers learn about new features. In the Fall, the region doubled the number of retail locations where customers could purchase and load ORCA cards. More features are anticipated in 2024, including a "pay-by-phone" feature.

Fare Free Days

Pierce Transit supports community wellness in many ways, including providing free rides when and where needed, especially to warming centers and cooling centers during extreme temperature days in winter and summer.

During several weeks in the summer of 2022, the Central Puget Sound region experienced unusually high temperatures. To help underserved people who needed access to transportation to get out of the heat, Pierce Transit worked with the Pierce County Department of Emergency Management to provide free bus rides, and ADA paratransit rides to those who were paratransit eligible, to cooling centers around Pierce Transit's service area. The free round-trip rides were made available throughout each high-temperature day for passengers traveling to or from a cooling center.

In partnership with Pierce County Council member Jani Hitchen and ForeverGreen Trails' 6th annual Pierce County Trails Day July 30, rides on Pierce Transit buses, ADA paratransit, and Runner on-demand transportation were fare-free, helping people more easily access Trails Day events, or their local trails or parks. Trails Day is an annual countywide celebration of outdoor active recreation, mobility, and stewardship focused on all types of trails.

Throughout 2022, Pierce Transit continued to provide free rides to COVID-19 vaccination centers and vaccination appointments. And to show thanks to Pierce Transit customers, and support for the community's small businesses, Pierce Transit provided free rides the day after Thanksgiving.

Sustainability

Electric Vehicles and Zero Emissions Buses

By early 2022, Pierce Transit had nine battery electric buses (BEBs) in service, providing clean, quiet public transportation to the community. In mid-2022, the Agency received an FTA Low- and No-Emission Vehicles program grant to purchase three more BEBs, plus related charging infrastructure and funds to train employees to maintain them. These are expected to arrive in 2025, dependent upon pre-award authorization to purchase and manufacturer production delays.



Pierce Transit operates a low-emissions fleet, with about 80% running on low-emission compressed natural gas. Another 13% are hybrid-electrics, 5% are battery-electrics, and just 2% of the Agency's bus fleet are diesel electric hybrid. Pierce Transit has been recognized by the US Department of Energy's Clean Cities program for its commitment to the use of cleaner, alternative fuels.

Pierce Transit's goal is to convert 20% of its revenue fleet to zero emissions by 2030 and is evaluating conversion of 100% of its fleet to zero emissions by 2042. In 2022, the Agency completed a Phase 1 Zero Emissions Bus Fleet Transition Plan which provided a framework for the near-term transition. A Phase 2 Transition Plan will provide further analyses and actions, including an implementation roadmap to achieve the goal in the near-term (2023-2028) and the long-term (2029-2042) time horizons. In addition, an evaluation of incorporating Hydrogen Fuel Cell Buses into the zero emissions fleet is expected in future years.

Community Engagement

Good To Give

Pierce Transit's "Good to Give" employee community service team kept up its momentum in 2022 by showing up for the community in a variety of ways. The Adopt-A-Street Team gathered to clean up Pierce Transit's sponsored stretch of South Tacoma Way, supplies and goods were collected to support children returning to school, and the United Way campaign expanded with new donor opportunities, including December holidays gift wrapping and a winter-themed gift basket silent auction. Helping those in the community facing food insecurity remained top of mind, too, with continued group events at Emergency Food Network. The Good to Give committee and Pierce Transit employees are honored to help lift up the Pierce County community and looks forward to serving in new and exciting ways in 2023.

Safety, Security, and Technology

The Agency's bus safety program was recently named one of the best in the nation by the American Public Transportation Association, recognized for the positive effect it has on the safety of operators, passengers, pedestrians and others in the transit environment

Mobile Ticketing Launch in Transit App

Pierce Transit expanded its partnership with Transit app to include in-app transit ticket purchases. Whether a customer is riding for the first time or uses Pierce Transit frequently and needs to plan a trip, they can download *Transit* to find the fastest way around Pierce County and the region. With Transit app, riders can:

- Find out when the next bus will arrive as soon as the app is opened
- Track real-time vehicle locations on the map
- Tap "GO" for step-by-step directions
- Tap "Buy Ticket" to purchase fare products
- Set favorite destinations for easy trip planning

Transit provides real-time arrival information for all Pierce Transit buses and other transit services across the region.

On-Site Security at Transit Centers

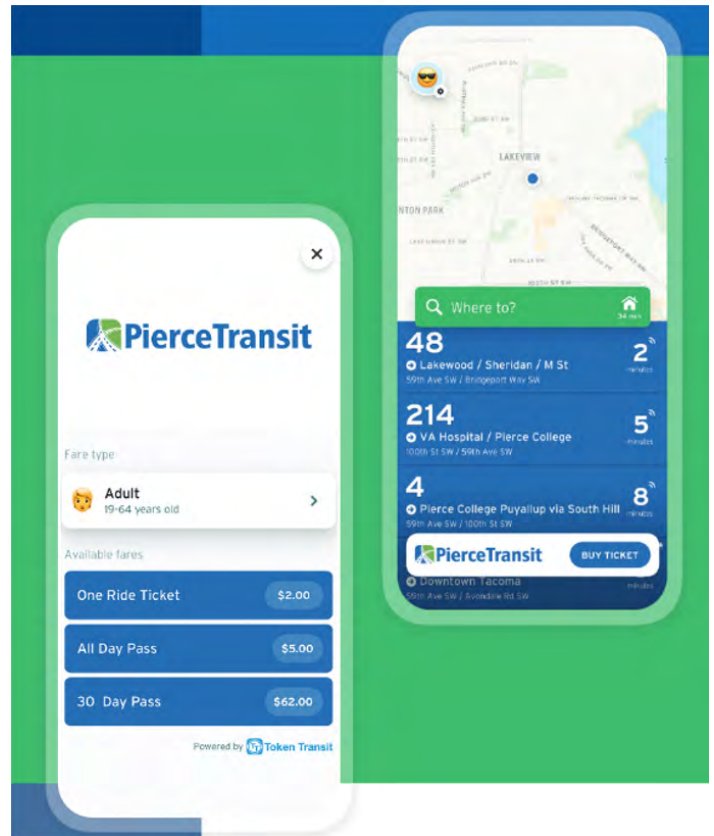
Pierce Transit continues to go the extra mile to provide its customers with a safe and comfortable riding experience. In 2022, the Agency implemented a new public safety model that includes having security staff on site at major transit centers.

Virtual Reality Operator Training

In 2022, Pierce Transit incorporated virtual reality into the operator training program. Phase One covered the Commercial Driver License pre-trip inspection and the essentials needed to pass the rigorous CDL examination. Trainees don the headset and learn vehicle components in the virtual world, within a classroom setting where they can stop, discuss, visualize, and learn. Students who need more practice can get it, helping them stay in step with more experienced trainees. Using VR as a supplemental training tool has increased CDL test passing rates, as trainees have built skills and practiced to CDL standards before taking the test. VR Phase Two, already underway, provides an immersive experience focused on driving skills such as turning radius, railroad crossings and route familiarization. In addition to giving students an auditory, visual, and hands-on experience, using VR to teach driving skills reduces the hours needed to use training buses, saving time, fuel, and the associated environmental impacts. It also offers a safer learning experience, as trainees become familiar with driving concepts before tackling an on-road situation.

Route Review Using Drones

Drones were incorporated into the Agency's operator training program in 2022. In addition to an instructor explaining from inside the bus how to approach and execute a turning radius exercise, the drone is sent up as the maneuver is performed. This drone view allows the trainee to see their own turns, walk through the entire maneuver, and view turn-by-turn instructions in the safe environment of a classroom. This technique is especially helpful for visual learners.



Transportation Security Administration Partnership

Pierce Transit embraced a new partnership with the Transportation Security Administration which helps both new and seasoned operators keep the system safe. This program includes drills to help operators identify bags or packages left on buses and people asleep on a coach at the end of a run, before returning to base. These exercises are followed up by targeted training. Transportation Security Administration staff are also now providing Security Awareness training to new operators.



SECTION
03
SECTION

*Description of
Service Area, Operations,
and Facilities*

Overview of Service Area and Operations

Pierce Transit provides public transportation services for Pierce County, including most of the county's urban areas. The defined service area covers approximately 292 square miles and contains an estimated 70% 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, University Place, and portions of unincorporated Pierce County. The Agency also operates a number of regional express bus routes under contract with Sound Transit.

The Agency currently offers four service types: fixed route bus, SHUTTLE (ADA Paratransit), Vanpool, and Runner (On-Demand Microtransit). A detailed system map can be found at: PierceTransit.org/system-map/.

As local travel patterns continue to change and smartphones are increasingly utilized as a real-time portal to transit options, the Agency has worked to adapt to these changes by offering new Runner on-demand microtransit service. Between 2021 and 2022, the Agency launched four micro-transit zones to provide more public transportation options to residents in areas with limited fixed route bus services and where there is not enough residential and employment densities to justify additional fixed route services. Spanaway Runner, the fourth zone, launched in Fall 2022 and serves the communities of Spanaway, Parkland, and Midland. All micro-transit services are operated using wheelchair accessible vans equipped with a ramp so mobility devices can easily board and alight. All Runner vehicles can accommodate mobility devices, strollers and bicycles.

Changing Lives, One Ride at a Time



Bus

4,946,334
Annual Passenger Boardings

4,816,628
Annual Miles Traveled

16,228
Average Weekday Boardings



Vanpool

382,751
Annual Passenger Boardings

3,028,154
Annual Miles Traveled

1,443
Average Weekday Boardings



SHUTTLE

211,890
Annual Passenger Trips

1,965,043
Annual Miles Traveled

718
Average Weekday Boardings



Runner

5,620
Trips

ELECTRIFYING YOUR RIDE IN 2022

9 electric buses

15 electric vehicle chargers on site for buses, other EVs

\$3.87 million grant to purchase 3 electric buses and infrastructure

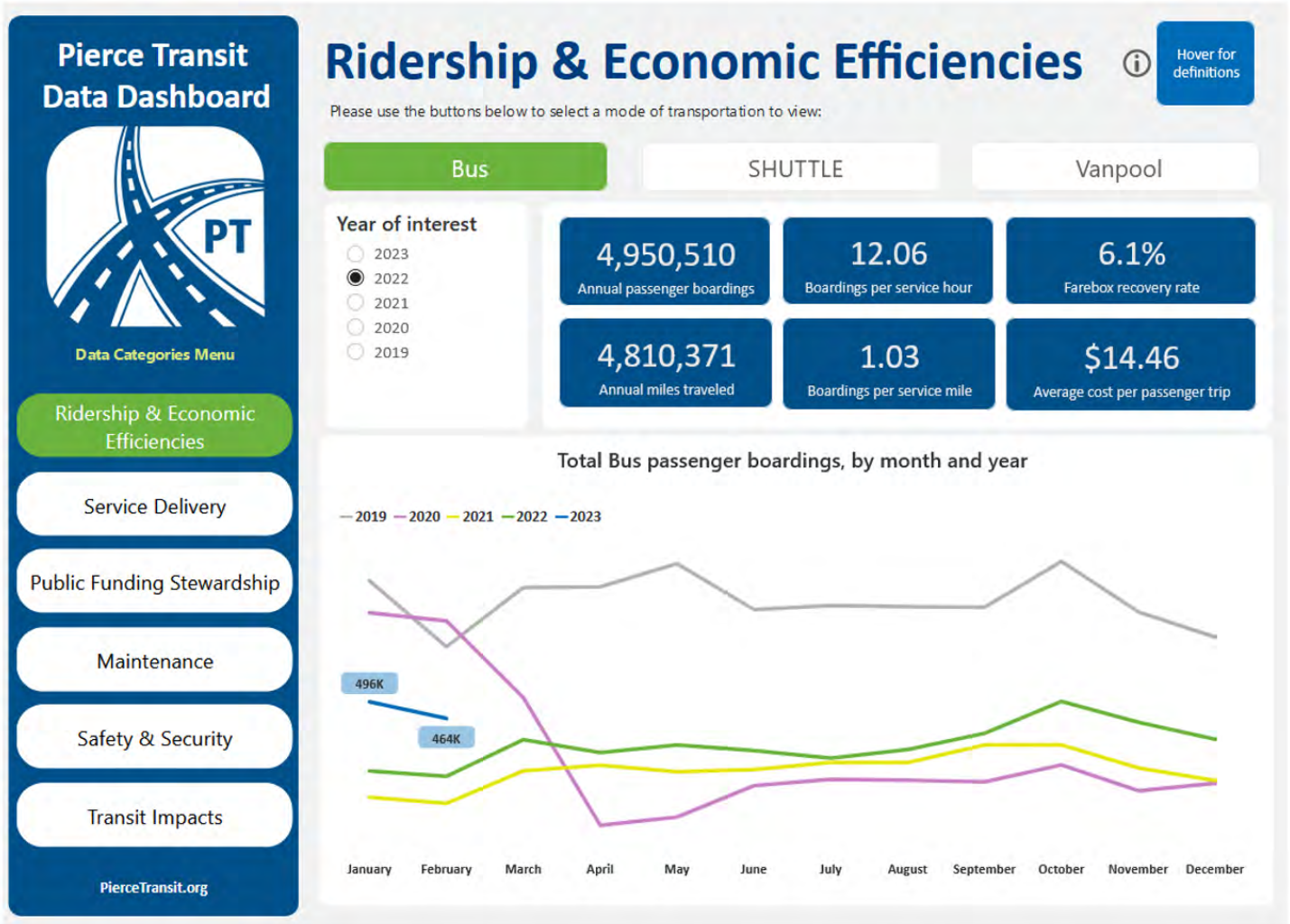
100,000+ miles driven by electric buses

Fixed Route Bus

Pierce Transit runs and operates 31 bus routes on set schedules, plus additional regional express bus routes under contract with Sound Transit.

- [Service Information](#)
- [Schedules / Operating Hours](#)
- [Fares](#)
- [Service Map](#)
- [Performance Data](#)

Figure 2 - Bus Performance Data

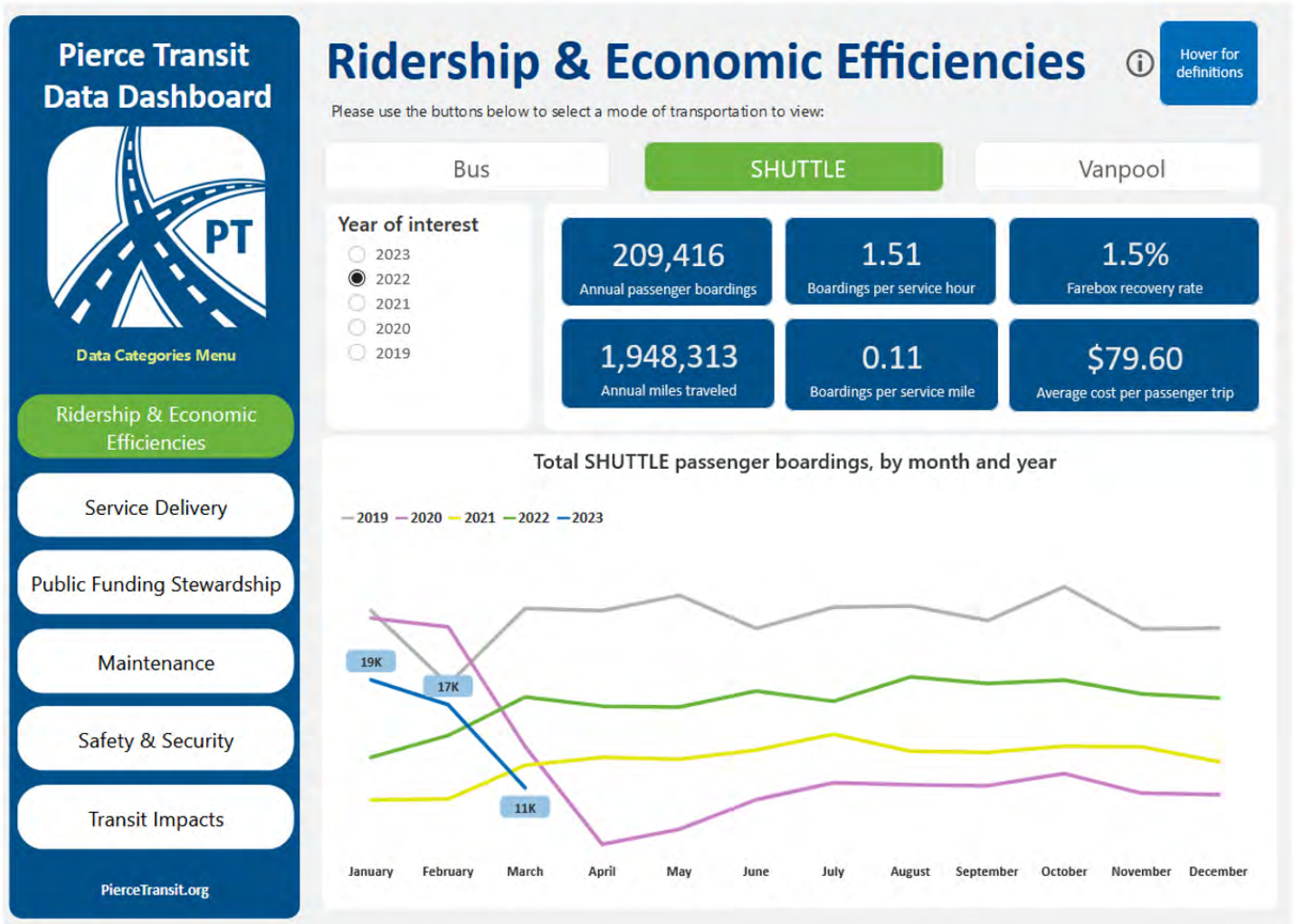


SHUTTLE (ADA Paratransit)

SHUTTLE is a ride-request transportation service providing door-to-door rides for qualifying persons with disabilities anywhere within 3/4-mile of a bus route. A portion of these services are operated under contract.

- [Service Information](#)
- [Schedules / Operating Hours](#)
- [Fares](#)
- [Service Map](#)
- [Performance Data](#)

Figure 3 - SHUTTLE Performance Data

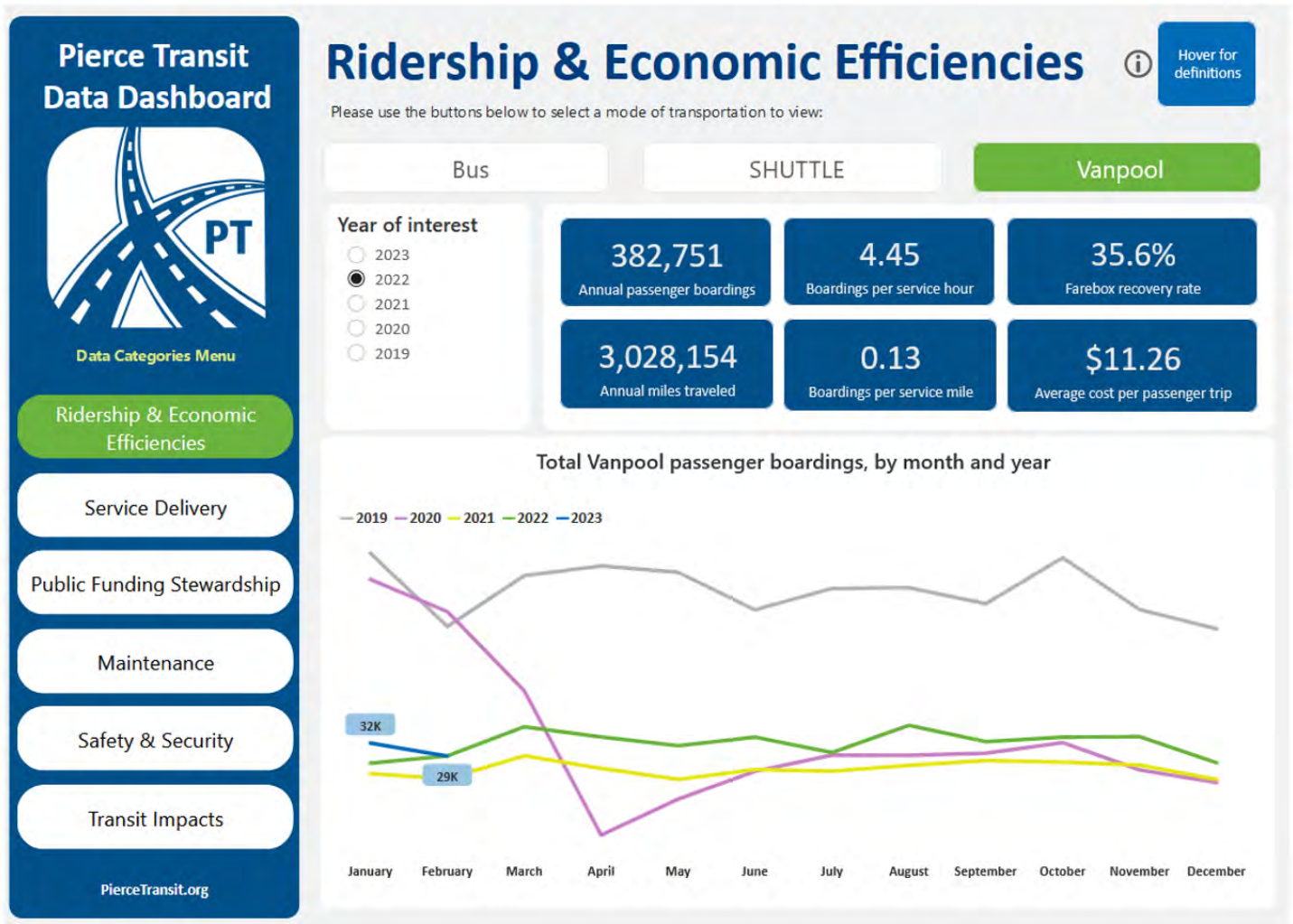


Vanpool and Vanshare

The Agency's vanpool program provides vehicles for three or more occupants to share a commute, reducing travel by single-occupancy-vehicles.

- [Vanpool Service Information](#)
- [Vanpool Schedules / Operating Hours](#)
- [Vanpool Fares](#)
- [Vanshare Service Information](#)
- [Vanshare Schedules / Operating Hours](#)
- [Vanshare Fares](#)
- [Performance Data](#)

Figure 4 - Vanpool Performance Data



Runner (On-Demand Microtransit)

Pierce Transit's Runner is on-demand public transportation that allows customers to book rides from a smartphone within dedicated microtransit zones, providing flexible rides and transit connections in the areas of Joint Base Lewis-McChord, Parkland/Spanaway/Midland, Ruston Way, and Port of Tacoma Tideflats. These services are currently operated under contract.


- [Service Information](#)
- [Schedules / Operating Hours](#)
- [Fares](#)
- [Service Map](#)
- [Performance Data](#)

Facilities

Pierce Transit has its headquarters and main operating base in Lakewood on 96th Street SW, just west of South Tacoma Way. The Agency owns and operates eight transit centers throughout the PTBA, with one new transit center in the Spanaway community now under construction. They are central and convenient connection points for several different local and regional bus routes. Connections are timed so riders can usually transfer between bus routes while minimizing wait times. Transit centers are well-lit, and have highly visible shelters, seating, and travel information.

The Agency also leases a base for its contracted SHUTTLE operations at 2410 104th Street Court South in Lakewood.

Figure 5 - Major Facilities

Headquarters	
<p>Pierce Transit Main Operating Base</p> <p>Address: 3701 96th Street SW, 3720 96th Street SW, 9622 40th Avenue SW, Lakewood, WA 98499</p> <p>Description: Building 1 – Vehicle Maintenance & Operations Building 2 – Bus Wash & Facilities Maintenance Building 3 – Fuel House & Island Building 4 – Administrative Offices and Operators’ Lobby Building 5 – Safety & Training Facility Building 6 – Facilities</p>	



Auxiliary Operations

Tacoma Dome Station Customer Service Center and Public Safety Office

Address: 505 East 25th Street, Tacoma

Description: Customer service and public safety functions for Pierce Transit are located at Tacoma Dome Station to provide centralized, easily accessible services for customers.

Transit Centers

Tacoma Dome Station

Address: 610 Puyallup Avenue, Tacoma

Description: Tacoma's premier transit center with bus bays and 2,337-space park & ride parking garage, covered waiting area, real-time bus arrival/departure displays, bicycle lockers and racks, secure bicycle parking area, 24-hour security, and ride-hailing pick-up and drop-off area. TDS is also the hub for Amtrak, regional Sounder rail, Link light rail, and intercity bus services.



Lakewood Transit Center

Address: Lakewood Towne Center Blvd SW, Lakewood

Description: Lakewood's premier transit center with eight loading zones and real-time bus arrival/departure displays



Parkland Transit Center

Address: 303 South 121st Street, Lakewood

Description: Pierce County's secondary transit center with six bus loading zones and a 62-stall park & ride lot



72nd Street Transit Center

Address: East 72nd Street & Portland Avenue

Description: This facility has bus loading zones, shelters, a 68-stall park & ride lot, and real-time bus arrival/departure displays



<p>South Hill Mall Transit Center</p> <p>Address: 39th Ave E, Puyallup</p> <p>Description: Provides four bus loading zones and real-time bus arrival/departure displays</p>	
<p>Tacoma Mall Transit Center</p> <p>Address: S. 48th Street, Tacoma</p> <p>Description: Bus loading zones, real-time bus arrival/departure displays.</p>	
<p>Tacoma Community College Transit Center</p> <p>Address: South 19th Street at South Mildred Street, Tacoma</p> <p>Description: Bus loading zones, real-time bus arrival/departure displays, adjacent 95-stall park & ride lot.</p>	
<p>Commerce Street Station</p> <p>Address: Commerce Street between South 9th & South 11th Streets, Tacoma</p> <p>Description: Includes seven passenger boarding zones, bus turnaround/layover facility for operators, SHUTTLE boarding access, real-time bus arrival/departure displays.</p>	
<p>Spanaway Transit Center (FUTURE)</p> <p>Address: 20712 Mountain Highway E, Spanaway, WA</p> <p>Description: Future park & ride and bus turnaround facility with drop off area at southern end of Route 1 and future Stream Community Line BRT corridor in Spanaway. Thirty-eight parking stalls are expected in initial phases, with up to 250 parking stalls total in the future.</p>	

Park & Ride Lots

In addition to eight transit centers, the fixed route bus system serves 18 standalone park & ride areas in Pierce County, as well as eight in King County. The locations of all park and ride areas served, including the availability of bike lockers, may be found at [PierceTransit.org/park-ride-lots/](https://www.piercetransit.org/park-ride-lots/).

Pierce Transit owns, leases, and/or maintains five of the standalone park & ride lots, listed below. WSDOT, the City of Tacoma, and other public or private entities manage the remaining 21 park & ride lots served by Pierce Transit.

- Narrows / Skyline – 7201 6th Avenue, Tacoma: 195-stall park & ride lot owned by City of Tacoma and maintained by Pierce Transit.
- North Purdy (Purdy Crescent) – 14301 Purdy Dr NW, Gig Harbor: 200-stall park & ride lot with covered passenger shelter area, owned by WSDOT and maintained by Pierce Transit.
- Kimball Drive – 6808 Kimball Drive, Gig Harbor: 306-stall park & ride lot with two passenger shelter areas, owned by City of Gig Harbor and maintained by Pierce Transit.
- SR 512 at I-5 – 10617 South Tacoma Way, Lakewood: 493-stall park & ride lot with two passenger shelter areas, owned by WSDOT and maintained by Pierce Transit.
- Roy Y - 19110 State Route 7 E, Spanaway, Uninc. Pierce County: Approximately 100-stall park & ride lot maintained by Pierce Transit.

Bus Stops and Other Amenities

The Agency serves 2,064 bus stops in Pierce and King Counties, with 1,952 managed by Pierce Transit. Of these, approximately 12 are cared for under the Adopt-a-Stop program. At Pierce Transit bus stops, there are 882 benches and 568 passenger shelters. Thirty-six (36) bus stops include bicycle racks, and seven stops include bicycle lockers.

Equipment and Other Assets

Rolling Stock

A full inventory of Agency-owned rolling stock is shown on the next page.



Figure 6 - Rolling Stock Inventory



Fixed Route Bus | Total: 172

- "Bus Plus" (Cutaway) Vehicles: 9
- Vintage Trolley (Replica) Vehicles: 3
- 30-foot CNG Coaches: 3
- 40-foot CNG Coaches: 127
- 40-foot Diesel-Electric Hybrid Coaches: 21
- 40-foot Battery Electric Buses: 9



SHUTTLE (Paratransit) | Total: 100

- Body-on-Chassis (Cutaway) Vehicles Operated by Pierce Transit: 32
- Body-on-Chassis (Cutaway) Vehicles Operated by Transdev: 68



Vanpool | Total: 271

- 7-passenger Vehicles: 93
- 12-passenger Vehicles: 111
- 15-passenger Vehicles: 67



Non-Revenue (Service & Support) | Total: 105

- Facilities Vehicles: 21
- Maintenance Vehicles: 8
- Public Safety Vehicles: 5
- Operator Relief Vehicles: 30
- Service Supervisor Vehicles: 23
- Administrative/Marketing/Other Assigned Vehicles: 15



Equipment | Total: 10

- Special Purpose Equipment (Not licensed and only used on base): 6
- Special Purpose Facilities Vehicles: 4

A graphic featuring the word "SECTION" in green, uppercase letters, arranged in a semi-circle at the top and bottom. In the center, the number "04" is written in large, bold, blue letters with a green outline. The background consists of light blue, curved lines that resemble a road or a stylized globe.

SECTION
04
SECTION

*State and Agency Goals,
Objectives, and
Action Strategies*

The State of Washington requires that all transit agencies report how they intend to meet the state’s statutory transportation policy goals in RCW 47.04.280 for the planning period of 2023-2028. These goals and related objectives are also identified in the Washington Transportation Plan 2040. In this section, Pierce Transit lists both State and Agency goals and specifies Agency strategies to meet those goals for the planning period.

Pierce Transit’s actions to implement the below strategies, consistent with state and local goals, are contained in subsequent chapters of the TDP. The Agency also tracks Key Performance Indicators related to the goals below; these KPIs are described in [Section 5 – Measuring Performance](#).

State and Agency Goal Alignment

Goals	Strategies/Objectives
<p>State: Economic Vitality Promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to ensure a prosperous economy.</p> <p>Pierce Transit: Economic Development Support growth of a strong local and regional economy with high-quality transportation options that connect people, jobs, education, and services.</p>	<p>Plan and invest in high-frequency, high-capacity fixed transit routes, including Bus Rapid Transit, to attract ridership and catalyze transit-oriented-development.</p> <p>Establish transit options aligned with regional development patterns.</p> <p>Explore opportunities to further transit-oriented-development and compact urban communities.</p>
<p>State: Preservation Maintain, preserve, and extend the life and utility of prior investments in transportation systems and services.</p>	<p>Monitor, manage, and invest in assets to ensure a state-of-good-repair as identified in the Transit Asset Management Plan.</p>
<p>State: Safety Provide for and improve the safety and security of transportation customers and the transportation system.</p> <p>Pierce Transit: Safety Provide a safe and attractive system that draws riders.</p>	<p>Ensure a minimal level of preventable accidents.</p> <p>Reduce number of public safety incidents.</p> <p>Improve public confidence in the safety of the system.</p> <p>Improve the safe operations of our services and Agency.</p> <p>Develop employee-led safety initiatives.</p>

Goals	Strategies/Objectives
<p>State: Mobility Improve the predictable movement of goods and people throughout Washington state, including congestion relief and improved freight mobility.</p> <p>Pierce Transit: Service Excellence Provide effective, efficient, and innovative services that respond to change and growth.</p>	<p>Increase ridership and reduce travel times, including through transit system optimization and Bus Rapid Transit.</p> <p>Incorporate innovative transportation solutions into Pierce Transit’s portfolio of services, including on-demand and flexible services, to expand transit coverage and access.</p> <p>Enhance Vanpool service quality and performance.</p>
<p>State: Environment & Health Enhance Washington’s quality of life through transportation investments that promote energy conservation, enhance healthy communities, and protect the environment.</p> <p>Pierce Transit: Sustainability Preserve the environment, be socially responsible, maintain economic vitality, commit to green technologies, and respond to climate change.</p>	<p>Position Pierce Transit as a South Sound leader in zero-emission policy and deployment.</p> <p>Integrate sustainable practices and strategies throughout Pierce Transit, including planning, designing, constructing, and operating transit systems and facilities.</p> <p>Develop and implement the Zero Emission Bus Strategy and Zero Emission Bus Transition Plan to transition at least 20% of bus fleet to zero emission vehicles.</p> <p>Reduce overall carbon footprint of Agency fleet and fuels.</p> <p>Explore opportunities to further transit-oriented-development and compact urban communities.</p> <p>Reduce single-occupant vehicle use, including through transit system optimization and Bus Rapid Transit.</p> <p>Educate employees and the community to raise awareness of sustainability and support Pierce Transit’s efforts.</p>

Goals	Strategies/Objectives
<p>State: Stewardship Continuously improve the quality, effectiveness, resilience, and efficiency of the transportation system.</p> <p>Pierce Transit: Service Excellence Provide effective, efficient, and innovative services that respond to change and growth.</p>	<p>Monitor key performance indicators agency-wide, including transit productivity, cost efficiency, safety, customer satisfaction, and reliability, and implement changes to improve performance.</p>
<p>Pierce Transit: Financial Responsibility & Stability Act with financial accountability and transparency as stewards of the public trust.</p>	<p>Identify additional revenue sources to maintain and enhance transit services.</p> <p>Implement processes that will lead to cost savings/increase efficiencies.</p> <p>Implement process/programs to improve financial accountability and reduce risk of loss.</p> <p>Continue to implement effective cyber security measures and ensure a robust data backup and business continuity system.</p> <p>Ensure effective information technology and data gathering governance structures through inter-departmental collaboration.</p> <p>Ensure effective information technology and data gathering governance structures through inter-departmental collaboration.</p>

Goals	Strategies/Objectives
<p>Pierce Transit: Customer and Community Focused Provide transportation services that benefit the community and are embraced by our customers.</p>	<p>Expand access, affordability, and legibility for transit riders.</p> <p>Develop and maintain programs that enhance the customer experience.</p> <p>Build trust through frequent dissemination of transparent and accurate Agency information.</p> <p>Reinforce and expand community partnerships to ensure active participation of community stakeholders.</p> <p>Collaborate with employers to increase use of Pierce Transit services.</p> <p>Develop Pierce Transit Tribal Consultation and Coordination Guidelines.</p> <p>Partner with other organizations to develop innovative solutions to meet their diverse needs.</p> <p>Improve and maintain safe, courteous, and reliable service to our customers.</p>
<p>Pierce Transit: Culture of Excellence and Innovation Attract and retain an engaged workforce and foster safety, collaboration, data-driven decisions, and innovation.</p>	<p>Incorporate innovative transportation solutions into Pierce Transit’s portfolio of services, including on-demand and flexible services, to expand transit coverage and access.</p> <p>Foster a culture of trust and open communication to ensure an engaged Agency workforce.</p> <p>Provide a comprehensive development program for employees.</p> <p>Provide tools and services that enable data-driven decisions.</p> <p>Foster a healthy work environment with the right work/life balance.</p> <p>Simplify and streamline internal systems and processes.</p>

Goals	Strategies/Objectives
<p>Pierce Transit: Diversity, Equity, and Inclusion Address transportation disparities in race, income, and power structures by using an equity framework for decision-making.</p>	<p>Comply with Title VI of the Civil Rights Act of 1964 that protects individuals and groups from discrimination in the provision of transit service.</p> <p>Strengthen and enhance the Equal Employment Opportunity and Diversity, Equity, and Inclusion programs.</p> <p>Use equity measures to inform Agency decisions, including around transit service planning.</p> <p>Develop an equity planning framework and use it to analyze and inform Agency decisions and activities, including public engagement and service delivery.</p> <p>Incorporate innovative transportation solutions into Pierce Transit’s portfolio of services, including on-demand and flexible services, to expand transit coverage and access.</p> <p>Expand access, affordability, and legibility for transit riders.</p> <p>Develop Pierce Transit Tribal Consultation and Coordination Guidelines.</p>



*Measuring
Performance*

Key Performance Indicators and Targets

Pierce Transit believes that making good decisions requires good data. To that end, the Agency tracks key performance indicators, a set of quantifiable measures used to gauge performance and determine if the system is meeting strategic and operational goals. By using KPIs to track Pierce Transit's progress and making data-driven decisions, the Agency can better serve its customers and the people of Pierce County who fund the services provided. Performance indicators and targets inform the Agency's service and capital investment priorities. Pierce Transit utilizes performance targets to quantify its progress towards adopted goals.

Recognizing that numerous factors affect the ability to achieve these goals, performance measures are considered the first step in assessing Agency objectives. Additional information on the KPIs can be found in Pierce Transit's long-range plan [Destination 2040](#) and most recent [Transit Asset Management Plan](#).

To view the Agency's current and historical operating and performance data, including measures of Key Performance Indicators, visit PierceTransit.org/PT-Key-Performance-Indicators/. Dashboard data includes service delivery, ridership and economic efficiencies, public funding stewardship, maintenance, safety and security, and transit impacts.

Figure 7 - Key Performance Indicators

KPIs applicable to specified mode?	Fixed Route	SHUTTLE	Vanpool	Agency Wide
1. Annual Service Hours	Yes	Yes	No	No
2. Annual Vehicle Revenue Hours	Yes	Yes	Yes	Yes
3. Annual Service Miles	Yes	Yes	Yes	Yes
4. Annual Vehicle Revenue Miles	Yes	Yes	Yes	Yes
5. Percentage of Time Points Departing On Time	Yes	Yes	No	No
6. Annual Unlinked Passenger Trips (Boardings)	Yes	Yes	Yes	Yes
7. Missed Vehicle Trips (Number of Service Interruptions ²)	Yes	Yes	Yes	Yes
8. Boardings per Capita	Yes	No	No	No
9. Peak Load Factor (Average Passenger Load)	Yes	No	No	No
10. Unlinked Passenger Trips per Vehicle Revenue Hour	Yes	Yes	Yes	Yes
11. Unlinked Passenger Trips per Vehicle Revenue Mile	Yes	Yes	Yes	Yes
12. Operating Expense per Unlinked Passenger Trip (Cost per Passenger)	Yes	Yes	Yes	Yes
13. Operating Expense per Vehicle Revenue Hour	Yes	Yes	Yes	Yes
14. Operating Expense per Vehicle Revenue Mile	Yes	Yes	Yes	Yes
15. Annual Operating Expenses	Yes	Yes	Yes	Yes
16. Annual Capital Expenses	Yes	Yes	Yes	Yes
17. Annual Farebox Revenues	Yes	Yes	Yes	Yes
18. Farebox Recovery Ratio	Yes	Yes	Yes	Yes
19. Employee Engagement Rate	---	---	---	Yes
20. Voluntary Employee Turnover Ratio (Percent to Total Turnover)	---	---	---	Yes
21. Number of Preventable Accidents per 100,000 Miles of Service	Yes	Yes	Yes	Yes
22. New or Reopened On-the-Job Injury Claims Filed	---	---	---	---
23. Percentage of Benches and Shelters in Urban versus Suburban Areas	No	No	No	Yes
24. Transit Accessible Park-and-Ride Spaces Provided	No	No	No	Yes
25. Transit Accessible Park-and Ride Utilization	No	No	No	Yes
26. Number of Complaints	Yes	Yes	Yes	Yes
27. Number of Compliments	Yes	Yes	Yes	Yes
28. Overall Satisfaction Index (Percentage)	---	---	---	Yes
29. Perception of Personal Safety and Security at Stations, Shelters, and Stops	---	---	---	Yes
30. Perception of Personal Safety and Security On Board Vehicles	---	---	---	Yes

Figure 8 - KPI Targets

	Fixed Routes	SHUTTLE	Vanpool	Agency Wide
Annual Service Hours per Capita	>0.7	N/A	N/A	N/A
Annual Boardings per Capita	>20	N/A	N/A	N/A
Farebox Recovery	20%	2%	100% ₍₁₎	15%
Boardings per Service Hour	>23	>2.5	N/A	N/A
Operating Cost per Vehicle Service Hour	<\$150 ₍₂₎	<\$150 ₍₂₎	N/A	N/A
Percent of Timepoints Departing on Time	>85%	N/A	N/A	N/A
Complaints per 1,000 Riders				<1
Compliments per 1,000 Riders	N/A	N/A	N/A	>1
Service Interruptions per 100,000 Miles of Service	<5	<7	<7	N/A
Overall Customer Satisfaction Index	>75% ₍₃₎	4 ₍₄₎		

(1) Direct Vanpool operating costs only.

(2) Fully allocated 2015 dollars.

(3) *Rating of excellent or good. Survey will be administered every 2-3 years. The goal is to show improvement from the last survey.

(4) Based on a scale of 1-5, with 1 being "unsatisfactory" and 5 being "outstanding."

Note: These performance targets exclude regional fixed route services operated under contract with Sound Transit.

Fixed Route Performance Targets

The Agency also has detailed performance targets for its fixed route system to assure optimal productivity levels. These standards are established for each route category: Trunk¹, Urban², Suburban³, Community Connectors⁴, and Express⁵. Within each category, performance levels are categorized as "Exceeds," "Satisfactory," "Marginal," or "Unsatisfactory". Routes operating at the Exceeds level are considered for headway improvements. Routes that are Marginal or Unsatisfactory are considered for headway reductions, redesign, or elimination, as appropriate.

¹"Trunk Route" means a major route that serves high-volume corridors within the service area with high frequencies and direct routing along arterial streets, carrying large passenger volumes.

²"Urban Route" means a significant route that serves arterial streets within the urban service area at moderate- to high-frequencies, and which has higher-than-average productivity carrying large passenger volumes.

³"Suburban Route" means a minor route that serves suburban neighborhoods at lower frequencies, and which has low productivity and passenger volumes.

⁴"Community Connector Route" or "Local Route" means a short, locally focused route which prioritizes accessibility over mobility and is therefore less direct.

⁵"Express Route" or "Regional Express Route" means a route that connects transit centers or park & ride lots with major transit destinations without intermediate stops, often traveling to distant locations with travel times comparable to automobiles.

Figure 9 – Fixed Route Performance Targets

	Passengers per Service Hour	Passengers per Revenue Mile	Farebox Recovery
<u>Trunk Routes</u>			
Exceeds	>35	>4.0	>25%
Satisfactory	26-35	2.1-3.9	19-25%
Marginal	20-25	1.7-2.0	14-18%
Unsatisfactory	<20	<1.7	<14%
<u>Urban Routes</u>			
Exceeds	>30	>2.5	>22%
Satisfactory	21-30	1.7-2.4	15-22%
Marginal	15-20	1.3-1.6	11-14%
Unsatisfactory	<15	<1.3	<11%
<u>Suburban Routes</u>			
Exceeds	>30	>2.5	>22%
Satisfactory	16-30	1.3-2.5	12-22%
Marginal	10-15	0.7-1.3	7-11%
Unsatisfactory	<10	<0.7	<7%
<u>Community Connectors</u>			
Exceeds	>20	>1.5	>20%
Satisfactory	15-20	1.1-1.5	11-20%
Marginal	10-15	0.5-1.0	5-10%
Unsatisfactory	<10	<0.5	<5%

PERFORMANCE STANDARDS FOR EXPRESS SERVICES

	Passengers per Service Hour	Passengers per Trip	Farebox Recovery
<u>Regional Express Routes</u>			
Exceeds	>30	>30	>30%
Satisfactory	21-30	26-30	26-30%
Marginal	15-20	20-25	15-25%
Unsatisfactory	<15	<20	<15%

Figure 10 – Fixed Route Performance Targets by Route Type

Peak hour, midday, night, and weekend trip groups are evaluated using the number of passengers they carry per hour as the service standard for the time period during which the trips operate.

	<u>Minimum</u>	<u>Maximum</u>
<u>Trunk Routes</u>		
Peak	20.0	50.0
Midday	15.0	40.0
Night	10.0	40.0
Weekends	15.0	40.0
<u>Urban Routes</u>		
Peak	15.0	50.0
Midday	10.0	40.0
Night	10.0	40.0
Weekends	10.0	40.0
<u>Suburban Routes</u>		
Peak	10.0	30.0
Midday	10.0	20.0
Night	10.0	20.0
Weekends	10.0	20.0
<u>Community Connector Routes</u>		
Peak	10.0	30.0
Midday	10.0	20.0
Night	10.0	20.0
Weekends	10.0	20.0
<u>Express Services</u>		
Peak	20.0	50.0
Midday	15.0	40.0
Night	10.0	40.0
Weekends	10.0	40.0

Figure 11 – Fixed Route Loading Targets

The maximum loading targets for individual trips, as a percentage of available seat capacity, are provided below.

<u>Period</u>	<u>Local</u>	<u>Express</u>
Peak Hour	150%	125%
Peak Period	100%	100%
Off-Peak	100%	100%

Interim Updates to Fixed Route Performance Targets

Fixed route ridership in 2022 continued to remain below pre-2020 levels, so almost all of Pierce Transit’s fixed routes did not meet the Agency’s minimum performance targets for farebox recovery, passengers per service hour, and passengers per revenue mile. Most routes operated at the lowest performance standard in 2022: Unsatisfactory. A few routes met the Marginal threshold for passengers per revenue mile, and one route met the Satisfactory standard for passengers per revenue mile. To better prioritize system recovery needs in 2023 and onward, the Agency needed to adjust these performance standards. As a result, new interim performance standards were adopted effective January 1, 2023. This change removed farebox recovery as a performance indicator and set passengers per revenue mile and passengers per

service hour targets relative to other fixed route service recovery levels each year across selected Washington transit agencies. The methodology is shown in Figure 12 - Interim Performance Standards Methodology below. Past fixed route performance, applying the new targets retroactively for illustration purposes, is shown in Figure 13 – Updated Scores Based on Interim Standards. These interim standards will be applied to fixed route performance for 2023 and onward until permanent standards can be adopted in the next long-range plan, Destination 2045.

Figure 12 - Interim Performance Standards Methodology

1

Identify comparable State of WA Urban transit agencies:

- Ben Franklin Transit
Tri-Cities, WA
- C-TRAN
Vancouver, WA
- Community Transit
Everett, WA
- Everett Transit
Everett, WA
- Spokane Transit
Spokane, WA

2

Determine the Pre-COVID Baseline*

Gathered by taking the average of January and February 2020 average weekday ridership for each agency

3

Average the average weekday ridership and divide by the baseline for each agency/year*

2020: March – December
January & February used as baseline
2021: January – December
Full year
2022: January – May
Most recent data available

4

Take the average recovery percentages of all 5 agencies for each year

2020: 46% average recovery
2021: 52% average recovery
2022: 56% average recovery

5

Multiply each year's average recovery by the old performance standards per metric

This was used to create the Passengers per Service Hour metrics and the Passengers per Revenue Mile metric

Figure 13 – Updated Scores Based on Interim Standards

		High Minority Route (As of ACS 2021)	Low Income Route (As of ACS 2021)	Passengers per Service Hour						Passengers per Revenue Mile						
				2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	
	EXCEEDS	SATISFACTORY														
	MARGINAL	UNSATISFACTORY														
Trunk Routes	1	6th Ave/Pacific Ave	Yes	Yes	23.8	23.6	22.1	14.0	12.5	18.7	2.4	2.4	2.2	1.4	1.2	1.9
	2	S. 19th/Bridgeport	Yes	Yes	21.9	21.3	19.8	12.4	12.0	15.6	2.3	2.2	2.1	1.3	1.2	1.6
	3	Lakewood - Tacoma	Yes	Yes	19.7	18.3	17.9	11.4	10.5	12.0	2.2	2.2	2.2	1.5	1.2	1.4
Urban Routes	4	Lakewood - South Hill	Yes	Yes	16.8	16.7	16.8	11.3	8.4	10.3	1.5	1.5	1.5	1.0	0.8	0.9
	10	Pearl St.	No	Yes	19.5	19.3	17.0	8.9	7.6	9.5	1.8	1.7	1.7	1.0	0.9	1.1
	28	S. 12th Ave.	No	Yes	20.6	20.1	20.3	11.9	10.4	14.2	2.2	2.2	2.1	1.3	1.0	1.4
	41	Portland Ave.	Yes	Yes	22.9	22.8	22.6	13.4	11.0	12.6	1.9	1.9	2.0	1.3	1.1	1.4
	42	McKinley Ave.	Yes	Yes	15.3	13.3	13.2	8.8	7.9	9.3	1.6	1.5	1.8	1.1	0.9	1.2
	45	Parkland	Yes	Yes	13.2	14.0	13.2	7.5	6.8	9.5	1.3	1.4	1.4	0.8	0.7	0.9
	48	Sheridan-M St.	Yes	Yes	21.3	22.8	22.8	12.9	11.4	12.8	1.8	1.9	1.9	1.2	1.0	1.2
	52	TCC-Tacoma Mall	Yes	Yes	24.4	22.5	22.5	13.4	10.5	13.1	2.7	2.5	2.5	1.6	1.2	1.5
	53	University Place	Yes	Yes	14.3	15.3	15.0	9.1	7.8	9.0	1.4	1.5	1.4	0.9	0.7	0.8
	54	38th St.	Yes	Yes	25.6	23.5	24.3	13.2	12.5	14.9	2.3	2.3	2.4	1.5	1.4	1.8
	55	Parkland-Tacoma Mall	Yes	Yes	23.4	21.3	19.4	10.3	10.2	11.4	1.9	1.8	1.7	1.0	0.9	1.0
	57	Tacoma Mall	Yes	Yes	21.6	19.7	18.7	12.4	10.3	12.3	2.7	2.5	2.3	1.6	1.3	1.5
	202	72nd St.	Yes	Yes	26.4	25.3	23.3	13.1	11.7	15.1	2.7	2.6	2.4	1.5	1.3	1.6
	206	Madigan	Yes	Yes	17.7	16.7	16.2	12.0	10.0	11.9	1.6	1.5	1.5	1.0	0.8	0.9
	212	Steilacoom	Yes	Yes	16.7	16.5	16.6	9.2	7.9	10.1	2.0	2.0	1.9	1.1	0.9	1.1
	214	Washington	Yes	Yes	13.5	12.6	12.5	8.5	6.0	7.2	1.1	1.1	1.1	0.7	0.5	0.6
	402	Meridian	Yes	Yes	11.6	11.3	11.4	9.0	8.4	9.7	1.1	1.1	1.1	0.9	0.8	0.9
500	Federal Way	Yes	Yes	17.4	16.2	16.3	13.7	13.1	15.6	1.7	2.0	1.6	1.3	1.2	1.5	
501	Milton/Federal Way	Yes	No	10.7	10.4	10.1	7.0	6.9	8.2	0.9	0.8	0.8	0.6	0.6	0.7	
Suburban Routes	11	Pt. Defiance	No	Yes	11.9	12.8	11.8	6.7	6.8	9.7	1.2	1.3	1.2	0.7	0.7	1.0
	16	UPS - TCC	No	Yes	18.7	19.4	18.2	10.6	9.5	13.1	1.7	1.8	1.8	1.1	1.0	1.4
	100	Gig Harbor	No	No	11.1	11.3	11.3	6.5	5.1	6.3	0.7	0.7	0.7	0.4	0.3	0.4
	400	Puyallup-Dwtn Tacoma	Yes	Yes	11.4	11.2	10.8	6.5	5.1	6.1	1.0	1.0	0.9	0.6	0.4	0.6
	409	Puyallup/Sumner	No	Yes	10.0	8.9	8.5	5.2	5.3	6.0	0.7	0.7	0.6	0.4	0.4	0.4
Community Connector Routes	13	N. 30th St.	Yes	No	9.1	9.4	9.4	5.5	3.2	4.5	0.8	0.9	0.9	0.6	0.6	0.8
	101	Gig Harbor Trolley	No	Yes	8.8	8.1	8.5		4.6		0.8	0.7	0.6		0.4	
	425	Puyallup Connector	Yes	Yes	3.1	2.7	2.5	1.6	0.9	0.6	0.3	0.3	0.3	0.2	0.1	0.1
Express Routes	63	Northeast Tacoma	Yes	No	4.3	4.5	5.2	2.3	1.8	1.7	5.0	5.6	0.6	0.3	0.2	0.2
	102	Gig Harbor-Tacoma	Yes	Yes	7.7	6.9	6.5	5.3			14.2	13.3	0.6	0.4		
	497	Lakeland Hills	Yes	Yes	18.4	17.9	18.1	7.8	4.2	5.3	18.9	17.5	3.4	1.5	0.8	0.9

Transit Asset Management Performance Measures and Targets

In 2022, Pierce Transit released an update to its Transit Asset Management Plan. Among other elements, this plan adopted new performance measures and targets for Capital Facilities, IT Equipment, and Rolling Stock. The measures and targets, shown in Figure 14 - State of Good Repair (SGR) Performance Measures & Targets, will be used to assess the Agency's assets over the four-year TAMP horizon and ensure they remain in a state of good repair.

Figure 14 - State of Good Repair (SGR) Performance Measures & Targets

Asset Category	Measured by	Revenue Vehicle Type	Performance Measure	Target
Facilities	Condition		Percent of capital facilities with a condition rating below 3.5 on the TERM scale.	Rehabilitate and restore at least 80 percent of capital facilities to a condition rating of 3.5 or above on the TERM scale by the end of calendar year 2025 (which is the end of the second four-year TAM horizon period).
Equipment	Age		Percentage of non-revenue, support, and service vehicles that have met or exceeded their Useful Life Benchmark (ULB).	No more than 10 percent of non-revenue, support, and service vehicles will be kept in operation beyond their ULB by the end of calendar year 2025.
	Condition		Percentage of equipment with a condition rating below 3.0 on the TERM scale.	Update, replace, or upgrade all equipment to a condition rating of 3.0 or above on the TERM scale by the end of calendar year 2025.
	IT Hardware's adherence to manufacturer defined hardware life cycle.		Percentage of Information Technology hardware in operation that is currently a model/configuration supported by the manufacturer.	Ninety (90) percent of Information Technology hardware will meet the performance measure of being a model/configuration supported by the manufacturer.
	IT Software's adherence to vendor supported versions and execution platform specifications. *			Percentage of Information Technology software in use that is at a version supported by the software vendor.
			Percentage of Information Technology software in use that is running on a platform configuration that meets the software vendor's specifications.	Ninety (90) percent of Information Technology software will meet the performance measure of running on a platform configuration that meets the software vendor's specifications.
Rolling Stock	Age	Fixed Route Motorbus (40-foot) & BRT Articulated Coach (60-foot)	Percentage of revenue vehicles within a particular asset class that have met or exceeded their ULB.	No more than 25 percent of fixed route buses will exceed their 16-year ULB by the end of calendar year 2025.
		SHUTTLE (Paratransit)		No more than 15 percent of paratransit vehicles will exceed their ULB by the end of calendar year 2025.
		Vanpool		No more than 10 percent of the other three revenue vehicle types will be kept in operation beyond their ULB by the end of calendar year 2025.
		Community Connector (Small Bus)		
		Rubber Tired Trolley		

*Indicates specific PMs and Targets for IT Equipment under a maintenance agreement that routinely receives software upgrades or is replaced on a regular basis.

Equity Measures and Analysis

Equity is at the forefront of how Pierce Transit plans its service. As a recipient of federal funds, Pierce Transit is required to comply with Title VI of the Civil Rights Act of 1964 which protects individuals and groups from discrimination in the provision of transit service. A component of Title VI requires the Agency to prepare a Service Equity Analysis for major service changes and a Fare Equity Analysis for all fare changes.

The Service Equity Analysis is used to determine whether the major service change results in a disparate impact on minority populations and whether the change results in a disproportionate burden on low-income populations. The Fare Equity Analysis evaluates the effects of fare changes on low-income and other protected groups.

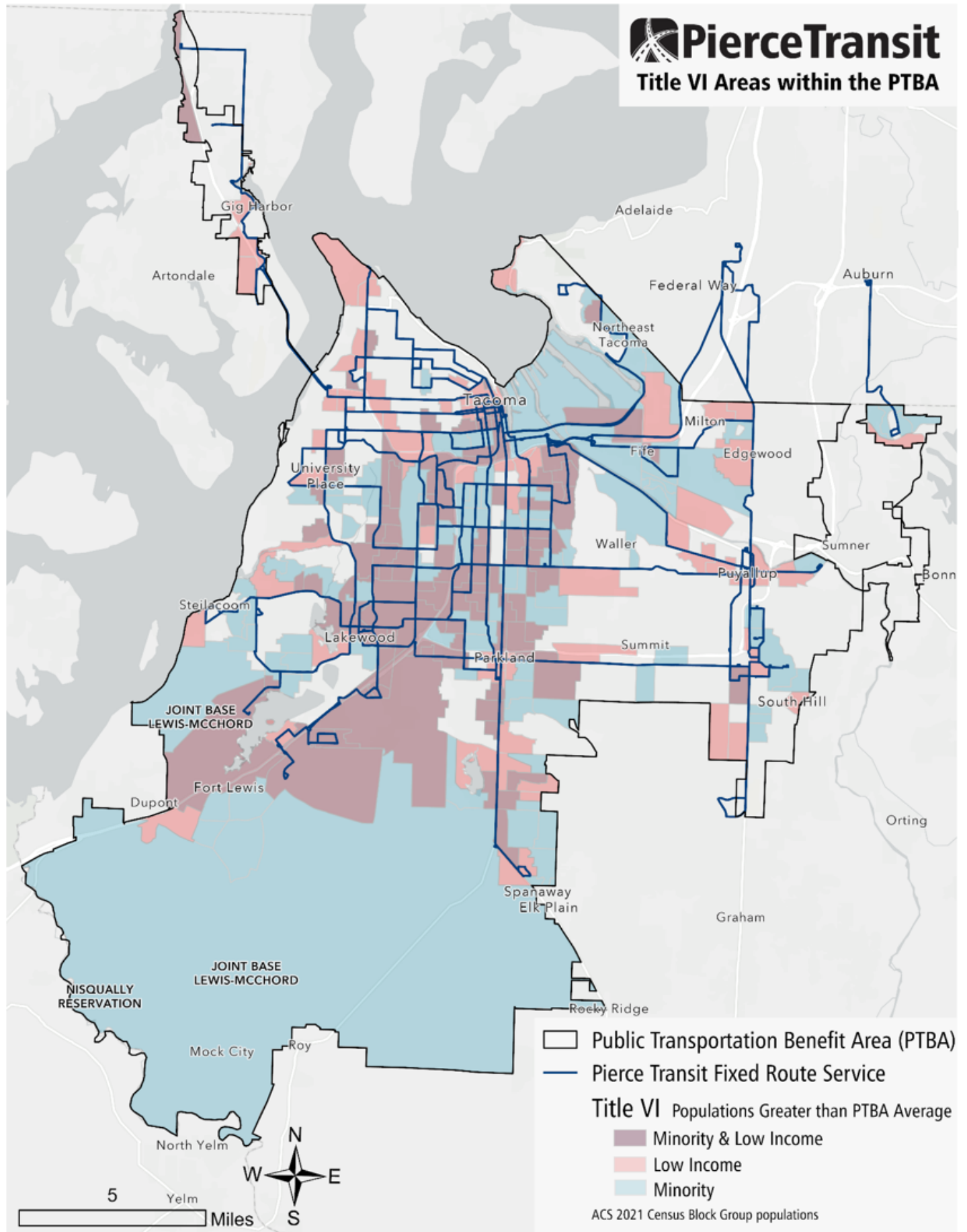
If Pierce Transit finds that protected populations are impacted by fare changes or major service changes, the Agency must avoid, minimize, or mitigate those impacts where practicable.

In addition to statutory requirements, the Agency uses publicly available equity data, such as the [Pierce County Equity Index](#), [Tacoma Equity Index](#), and the [US Department of Transportation Disadvantaged Community Tool](#) to inform its decisions on changes to transit service. These tools include equity measures in the areas of livability, accessibility, economy, education, and environmental health. With respect to additional environmental health measures, the Agency's service decisions are further informed by the [Washington State Environmental Health Disparities Map](#) and the [overburdened communities](#) identified through the Washington Climate Commitment Act to avoid environmental harms or health impacts to these communities.

Pierce Transit will also develop a cohesive equity planning framework to better guide the Agency in analyzing and informing its decisions and activities, including public engagement and service delivery.

⁶The Climate Commitment Act (SB 5126) was recently enacted by the legislature and works to improve air quality in Washington communities that are historically overburdened with health, social, and environmental inequities and face high levels of air pollution.

Figure 15 - Title VI Areas



Runner Performance Indicators and Targets

Because the Agency's Runner is a relatively new service, KPIs and performance standards have not yet been formally adopted. However, Pierce Transit tracks a wide variety of performance measures around cost effectiveness, service productivity, safety, accessibility, customer experience, and sustainability. While performance measures provide an objective window into on-demand operations, there are also important qualitative measures that must be considered for service success:

- Overall mobility improvements
- Customer experience
- Expanding access, especially for people with special needs and abilities
- Connections with important destinations such as job sites, health care facilities, and local services

Pierce Transit plans to adopt specific KPIs for Runner service in the future.

SECTION
06
SECTION

Plan Consistency

Introduction

Comprehensive planning in the four-county King-Snohomish-Pierce-Kitsap region is guided by the Puget Sound Regional Council Metropolitan Planning Organization through [VISION 2050](#) (formerly VISION 2040) and implemented through the Regional Transportation Plan. VISION 2050 provides a framework for how and where the region should grow by 2050—called the “Regional Growth Strategy”—and how the region supports efforts to manage growth.

Vision’s Regional Growth Strategy adopted in VISION 2050 changed course from the former plan to instead focus growth within a quarter- to a half-mile of current and planned high-capacity transit⁷ routes. Vision 2050 calls for attracting 65% of the region’s residential growth and 75% of its employment growth in these high-capacity transit communities.

Local comprehensive plans must be consistent with the Vision plan⁸, and in turn, the TDP must be consistent with local comprehensive plans. The TDP subsequently informs future updates to local comprehensive plans (RCW 36.70A.070(6)), the Regional Transportation Plan (RCW 47.80.030), commute trip reduction plans (RCW 70.94.527), and WSDOT’s Summary of Public Transportation (RCW 35.58.2796).

Pierce Transit continually coordinates with local jurisdictions in addressing transit needs in the service area. With updates to local comprehensive plans in the Puget Sound Region expected in 2023 and 2024, Pierce Transit will be a willing partner on aspects related to transit service. For example, the Agency is currently involved in Pierce County’s Comprehensive Plan Update project, as well as Tacoma’s Home in Tacoma land use plan.

Additionally, the Agency participates in the Pierce County Regional Council, Puget Sound Regional Council, Pierce County Coordinated Transportation Coalition, Regional Fares Committee, ORCA coordination groups, Sound Transit coordination groups, along with many other planning- and transit-related committees and subcommittees.

Current local comprehensive plans (adopted under VISION 2040) for jurisdictions within the service area were reviewed, including for Pierce County, Tacoma, Gig Harbor, Lakewood, University Place, Fircrest, Fife, Milton, Edgewood, Pacific, Auburn, Bonney Lake, Puyallup, Steilacoom, and Ruston. The TDP is consistent with these plans and their goals and policies. A sample of local comprehensive plans, goals, and policies related to Pierce Transit is provided below.

Vision 2050 and Regional Transportation Plan

Goal: Collaborative planning for a healthy environment, thriving communities, and opportunities for all.

Relevant Policy Direction

1. Prioritize services and access to opportunity for people of color people with low incomes, and historically underserved communities to ensure all people can attain the resources and opportunities to improve quality of life and address past inequities.
2. Give funding priority to centers and high-capacity transit areas.

⁷“High-capacity transit” means public transportation services operating principally on exclusive rights-of-way and providing substantially higher levels of passenger capacity, speed, and service frequency than traditional public transportation systems operating principally in general purpose roadways. RCW 81.104.015

⁸Note that local plans are currently undergoing updates for consistency with Vision 2050. These updates are due before December 31, 2024.

Goal: Substantial regional reductions in greenhouse gases and preparation for climate change impacts.

Relevant Policy Direction

1. Advance the adoption and implementation of actions that substantially reduce greenhouse gas emissions in support of state, regional, and local emissions reduction goals, including by expanding the use of alternative energy sources, electrifying the transportation system, and reducing vehicle miles traveled by increasing alternatives to driving alone.
2. Increase resilience by identifying and addressing the impacts of climate change and natural hazards on infrastructure. Advance the resilience of the transportation system by identifying and addressing the impacts of climate change, incorporating redundancies, preparing for disasters and other impacts, and coordinated planning for system recovery.

Goal: Prospering and sustainable regional economy through supporting businesses and job creation, investing in all people and their health, sustaining environmental quality, and creating great places and communities.

Relevant Policy Direction

1. Ensure the efficient flow of people, goods, services, and information in and through the region with infrastructure investments, particularly in and connecting designated centers, to meet the needs of the regional economy.

Goal: A sustainable, equitable, affordable, safe, and efficient multimodal transportation system, with specific emphasis on an integrated regional transit network that supports the Regional Growth Strategy and promotes vitality of the economy, environment, and health.

Relevant Policy Direction

1. Maintain, operate, and expand transportation systems to provide safe, efficient, and reliable movement of people, goods, and services.
2. Protect the investment in the existing system and lower overall life-cycle costs through effective maintenance and preservation programs.
3. Focus on investments that produce the greatest net benefits to people and minimize the environmental impacts of transportation.
4. Ensure mobility choices for people with special transportation needs, including persons with disabilities, seniors, youth, and people with low incomes. Implement transportation programs and projects that provide access to opportunities while preventing or mitigating negative impacts to people of color, people with low incomes, and people with special transportation needs.
5. Emphasize transportation investments that provide and encourage alternatives to single-occupancy vehicle travel and increase travel options, especially to and within centers and along corridors connecting centers. Increase the proportion of trips made by alternative modes by ensuring the availability of reliable and competitive transit options.
6. Support the transition to a cleaner transportation system through investments in zero emission vehicles, low carbon fuels and other clean energy options.
7. Prepare for and respond to changes in transportation technologies and mobility patterns to support communities with a sustainable and efficient transportation system, including through partnerships with the private sector.

Pierce County

Goal: Encourage and cooperate with transit agencies to provide services that meet the needs of residents.

Relevant Policy Direction

1. Provide transit amenities including bus stops, commuter parking, and transit-designated lanes.
2. The County will coordinate with local transit providers to support high-interval transit service that provides access to services with the Towne Center and access to transit facilities that access regional centers of activity.
3. Coordinate with transit agencies to increase the number of routes and frequency, as funding becomes available, especially to underserved areas and designated centers within the unincorporated area.
4. Support efforts to develop tourist-related transit service that reduces vehicle trips to local attractions, especially Mount Rainier.
5. Work with transit agencies to improve bus and rail connections to popular bicycle and pedestrian routes and ferry terminals.
6. Encourage transit agencies to add bicycle lockers and other amenities to accommodate multimodal connections.
7. Work with transit agencies to identify improvements within the County right-of-way to support transit operations and rider access to transit facilities.
8. Support the development of the regional park-and-ride lot system.
9. Encourage the placement of transit shelters that are well lit, clearly visible, posted with easy-to-read schedules and route maps, equipped with litter receptacles, and that protect users from inclement weather.
10. The County and Pierce Transit should periodically assess the County's land use goals, changing demographics, and travel needs of the Urban Growth Area in determining the potential demand for transit services and the need to re-examine the Pierce Transit's Public Transit Benefit Area boundary for unincorporated areas as allowed by state law.
11. Periodically review the changing demographics of the County to identify the degree to which the needs of minority and low-income communities are served by transit. The County should participate in review of the transit agencies assessment of the benefits, burdens, and relative impacts of transit plans and projects to help determine whether they will be equitably distributed among underserved and non-underserved persons and communities.
12. Support opportunities to serve or increase transit service to high-employment commercial and industrial centers within the Urban Growth Area.
13. Encourage Pierce Transit to explore and implement cost effective transit service to and from existing cities/towns in rural areas.
14. Integrate transit-supportive design, in coordination with transit agencies, into Pierce County infrastructure, such as well-connected street networks, transit signal priority/preemption, bus bulbs/islands, bus turnouts, and queue jump lanes.
15. Work with transit agencies to address first and last mile barriers to transit use and connections to jobs and housing including through locating bicycle lanes and sidewalks that best serve transit routes.
16. In areas not well served by fixed route transit, the County should work with partners to develop a range of alternative service options such as community shuttles, real-time rideshare, community vans, and other innovative options.

Tacoma

Goal: Promote future residential and employment growth in coordination with transit infrastructure and service investments.

Relevant Policy Direction

1. Encourage transit-oriented development and transit-supportive concentrations of jobs and housing, and multimodal connections, at and adjacent to high-frequency and high-capacity transit stations.
2. Integrate transit stations into surrounding communities and enhance pedestrian and bicycle connections to provide safe access to key destinations beyond the station area.
3. Encourage transit stations in centers to provide high density concentrations of housing and commercial uses that maximize the ability of residents to live close to both high-quality transit and commercial services.

Goal: Proactively develop partnerships to best serve all users of the regional transportation system.

Relevant Policy Direction

1. Integrate land use and transportation planning, promote transit-oriented or transit-supportive development (TOD) and multimodal transit access, and ultimately improve the reliability, availability, and convenience of bus, streetcar, and light rail transit options for all users and modes through partnerships with public transit agencies, local and regional government, and other regional agencies to leverage resources.
2. Use the Green Transportation Hierarchy which prioritizes modes in the following order: pedestrians, bicycles, public transit, commercial trucks and vehicles, car sharing, vanpools/carpools, single occupancy vehicles.
3. Establish transit level of service based on system completeness, considering elements such as presence of stop amenities, transit speed, reliability and frequency, and transit-accommodating treatments.
4. Support efficient transit operations through street and transit stop designs on transit priority streets that comply with standards and include transit-supportive elements for bus, streetcar, and light rail transit.
5. Support efficient transit operations through street and transit stop designs on transit priority streets that comply with standards and include transit-supportive elements for bus, streetcar, and light rail transit.
6. Create a Tacoma Streetcar network that moves and connects people efficiently and effectively throughout the City focusing on connections to regional destinations, mixed use centers, and local and regional transit centers and routes.
7. Decrease the use of SOVs and the environmental degradation associated with their use by encouraging and improving the appeal, convenience, and time competitiveness of travel by public transit.

Gig Harbor

Goal: Smart, efficient, and achievable transportation system.

Relevant Policy Direction

1. Promote transportation investments that support transit and pedestrian oriented land use patterns and provide alternatives to single-occupant automobile travel.
2. Partner with local and regional transit agencies to ensure a minimum transit level of service based on stop amenities and pedestrian access facilities.

Goal: Effective in connecting centers to the regional transportation system.

Relevant Policy Direction

1. Work with Pierce Transit to satisfy local travel needs, particularly between residential areas, the CoLIs, and major commercial areas along SR 16.
2. Work with Pierce Transit to locate Pierce Transit Park & Ride lots in areas which are accessible to transit routes and local residential collectors, but which do not unnecessarily congest major collectors or arterial roads or SR 16 interchanges.

Lakewood

Goal: Provide a balanced, multimodal transportation system that supports the safe and efficient movement of people and goods.

Relevant Policy Direction

1. Ensure mobility choices for people with special transportation needs, including persons with disabilities, the elderly, the young, and low-income populations.
2. Ensure Lakewood's transportation system is designed to enable comprehensive, integrated, safe access for all users of all ages and abilities including pedestrians, bicyclists, motorists, transit riders and operators, and truck operators.

Goal: Decrease dependence on single-occupant vehicles (SOVs) as a primary means of transportation.

Relevant Policy Direction

1. Ensure mobility choices for people with special transportation needs, including persons with disabilities, the elderly, the young, and low-income populations.
2. Maximize the availability of non-SOV transportation options to encourage people to use different modes.
3. Work with Pierce Transit to implement transit signal-priority systems that enhance the reliability of transit as an alternative transportation mode.
4. For the Lakewood Regional Growth Center, reduce the work-related SOV trip mode share from 83 percent (year 2010) to 70 percent by 2030 through coordinated improvements to HOV, transit, and non-motorized facilities within this area.

Goal: Develop and maintain collaborative working relationships with outside agencies to improve the transportation system.

Relevant Policy Direction

1. Support regional and high-capacity transit systems (e.g., buses and rail) that reliably and efficiently connect to local transit services.
2. Explore local shuttle service between high density areas within the urban center such as the Lakewood Station district, Lakewood Towne Center, the Sound Transit commuter rail station, the Colonial Center, and other high-density developments with high transit ridership potential.
3. Work with Pierce Transit to monitor transit service performance standards and to focus service expansion along high-volume corridors connecting high-density development centers with intermodal transfer points.

University Place

Goal: Encourage use of public transportation to accommodate a larger proportion of the traveling public.

Relevant Policy Direction

1. Work with Pierce Transit to support the provision of local transit service on principal, minor, and collector arterials providing feeder service to residential areas and connections to adjacent jurisdictions. Local transit service should be expanded to serve the entire community including underserved neighborhoods and those individuals with special needs.
2. Coordinate with Pierce Transit and the Tacoma and University Place school districts to develop bus stops and shelters with seating to provide greater comfort for riders and encourage higher ridership.
3. Use transit as a way to provide for access, circulation and mobility needs in University Place, especially in the City's Regional Growth Center, additional areas planned for higher intensity mixed-use development, and favorable pedestrian environments.



*Planned Service and
Operating Changes*

Fixed Route Services

Prior to the COVID-19 pandemic, Pierce Transit’s fixed route services were budgeted at 500,000 service hours, with actual service levels of 491,882 service hours and 8,376,891 boardings in calendar year 2019. Over the next six years, Pierce Transit will be looking to recover these pre-COVID-19 service levels on its bus network through increased frequencies, including on weekends. These service improvements are expected to be rolled out during quarterly service changes. The following table provides budgeted service hours and projected ridership for fixed route services. Note that rolling out any service hour increases is currently constrained by Transit Operator labor shortages. For example, while service hours for 2022 were budgeted at 435,000, actual service levels for 2022 were 411,323 service hours and 4,946,334 boardings—82% of pre-pandemic service and 59% of pre-pandemic ridership.

	2023	2024	2025	2026	2027	2028
Service Hours	475,000	475,000	500,000	500,000	500,000	510,000*
Service Hour Change		0.0%	5.3%	0.0%	0.0%	2.0%
Service Miles	5,565,933	5,565,933	5,858,877	5,858,877	5,858,877	5,976,054
Service Miles Change		0.0%	5.3%	0.0%	0.0%	2.0%
Ridership	3,747,285	3,784,758	3,822,606	3,860,832	3,899,440	3,938,434
Ridership Change		1%	1%	1%	1%	1%

*The addition of 10,000 service hours in 2028 reflects the planned opening of Stream Community Line BRT on Pacific Ave / SR 7

Pierce Transit plans to launch Stream BRT in 2027 or 2028; more immediately, service adjustments will be to route 57 coinciding with the opening of Hilltop Link light rail in 2023. In addition, the Agency expects to suspend Route 425 in Puyallup as a demonstration project to determine whether these trips can be fully shifted to the new Puyallup Runner service launching in 2023.

Finally, the Agency will be preparing a Service Allocation Recovery Plan in 2023-2024 which will determine how to reallocate and adjust fixed route services to reflect changes in travel patterns and transit demand post-pandemic. The plan may include rerouting, increases and decreases to frequencies and spans, and route consolidation. This plan will incorporate equity considerations into service allocation decisions. Public feedback will also be considered, with community engagement beginning in Summer 2023. The plan will be based on budgeted service hours, as shown above, with implementation planned after 2024.

Pierce Transit’s sustainability goals factor significantly into its fixed route bus services. As shown in [Section 8 – Planned Capital Expenses](#), and pending the availability of grant funding to support its transition, the Agency plans to undergo a full zero emissions fleet transition by 2042.

SHUTTLE ADA Paratransit

The Agency’s SHUTTLE service directly correlates to service areas and service spans of fixed route services by matching operating hours and providing on-call rides within ¾ mile of any bus route. Most fixed routes service operating hours were retained throughout the COVID-19 pandemic; however, Stream Community Line BRT is likely to have longer operating hours than other bus routes. SHUTTLE operating hours will need to be adjusted as a result.

In addition, some reroutes may be proposed in the Service Allocation Recovery Plan. SHUTTLE operating areas will thus be adjusted based on the implementation of those reroutes. Otherwise, SHUTTLE service is not expected to increase or decrease in the future.

	2023	2024	2025	2026	2027	2028
Service Hours	195,422	195,422	195,422	195,422	195,422	195,422
Service Hour Change		0.0%	0.0%	0.0%	0.0%	0.0%
Service Miles	2,521,861	2,521,861	2,521,861	2,521,861	2,521,861	2,521,861
Service Miles Change		0.0%	0.0%	0.0%	0.0%	0.0%
Ridership	298,490	298,490	298,490	298,490	298,490	298,490
Ridership Change		0.0%	0.0%	0.0%	0.0%	0.0%

Pierce Transit will be updating its SHUTTLE operations management software in 2023-2024. Through this software update, the Agency aims to improve service options for its customers, including same-day service, on-demand and app-based ride booking, and allocating some rides to non-dedicated providers if demand warrants.

Vanpool

Demand for Pierce Transit’s vanpool program continues to increase in lockstep with returning worker commutes, with projected growth of approximately 34% over the next six years. There is currently a waitlist for the Agency’s vanpool services, so additional vanpool vehicles are planned to be purchased as shown in [Figure 16 - New and Replacement Rolling Stock](#). From its current fleet of 271 vehicles, the program plans to grow to a fleet of 347 vehicles by 2028.

In addition to expanding vanpool capacity, the program will be conducting enhanced marketing and outreach to improve adoption and use of the program, getting more single-occupancy vehicles off the road. The vanpool program also expects to create an app for vanpoolers to more conveniently manage and reserve vanpool rides.

Runner On-Demand

Over the next six years, Pierce Transit’s on-demand Runner service is expected to continue to evolve. Spanaway Runner is currently operating using grant funds from WSDOT which are expected to fund operations until mid-2025. A new Runner zone is planned for the Puyallup area in 2023 using WSDOT grant funds through mid-2027.

Other Runner service areas and service characteristics may be adjusted based on demand and customer needs. In 2023, Tideflats, Ruston, Spanaway, and Puyallup Runners will begin grouping riders into single trips to improve service efficiency and rider convenience. With software being central to the on-demand service experience, the ability to book

rides in these areas through a smartphone app provides significant convenience for customers; this ability may be expanded to JBLM Runner in the future. Additionally, all Runner riders will soon be able to plan and pay for their trips using Transit App endorsed by Pierce Transit.

The primary service goal for all Runners is to ensure wait times of 15 minutes or less. As demand fluctuates, the number of in-service vehicles (or vehicle hours) will change to meet that goal. While all Runners are currently operated using contracted service, Pierce Transit aims to operate more Runners in-house in the future using Agency drivers and vehicles.

As with fixed route buses, Runner service is being impacted by economic conditions resulting in vehicle and labor shortages. The Agency will continue to seek creative ways to mitigate these economic and service impacts.

	2023	2024	2025	2026	2027	2028
Tideflats Vehicle Hours	2,907	5,921	TBD**	TBD**	TBD**	TBD**
Tideflats Ridership	1,624	3,308	TBD**	TBD**	TBD**	TBD**
Ruston Vehicle Hours	1,788	2,608	2,608	2,608	2,608	2,608
Ruston Ridership	1,270	1,853	1,853	1,853	1,853	1,853
Spanaway Vehicle Hours	4,917	4,915	TBD**	TBD**	TBD**	TBD**
Spanaway Ridership	7,147	7,332	TBD**	TBD**	TBD**	TBD**
JBLM Vehicle Hours	1,643	2,167	2,167	2,167	2,167	2,167
JBLM Ridership	3,873	5,107	5,107	5,107	5,107	5,107
Puyallup Vehicle Hours	1,832*	5,603	6,982	8,360	TBD**	TBD**
Puyallup Ridership	1,530*	6,786	8,456	10,125	TBD**	TBD**

*Puyallup Runner expected to begin service in Fall 2023.

**Grant funding expected to end; future funding and service to be determined.

Staffing and Recruitment

Like most public transportation providers nationwide, Pierce Transit dedicates much of its budget on training staff to operate and maintain its bus fleet. For its 2023 budget, the Agency dedicates 19% of its budget on Maintenance while 69% is dedicated to Service Delivery & Support. This means that 88% of Pierce Transit's budget is dedicated to either moving or maintaining buses every day. However, the new norm in the recruitment world is a shortage of qualified applicants for all jobs, including bus operators and mechanics. This staffing shortage has been and will continue to be a constraint on providing transit service. The Agency provides full training for new bus operators, including for the attainment of a Commercial Driver License. Pierce Transit will continue seeking ways to further incentivize hiring new employees and keeping existing employees.

A major focus for the Agency is retraining staff to manage and operate a zero-emissions bus fleet. In addition, the Maintenance Division will be evolving apprenticeship programs to handle the zero-emission bus fleet transition. The Agency's three apprenticeship programs will also help to support a steady stream of qualified technicians and tradespeople.

Marketing, Commute Trip Reduction, Community Engagement

Joint Marketing of Regional Services

Pierce Transit partners with Sound Transit, King County Metro, Community Transit, Everett Transit, Kitsap Transit, and City of Seattle on joint regional marketing of the Free Youth Transit Pass and ORCA/ORCA LIFT passes. Partners will learn from current campaign efforts, further refine and focus messaging to reach youth and families and continue to implement innovative strategies to build youth ridership, particularly where needs are greatest across the region. In addition, a future phase of the Free Youth Transit Pass regional campaign will allow partners to implement additional transportation demand management strategies, including messaging, outreach and education to deepen relationships with school districts and youth-serving organizations, expand desired behavior changes, build confident young riders, and continue to build the next generation of strong and committed transit users and advocates across the region.

Transit agencies across the region transitioned to the new ORCA fare payment system in May 2022. While the new system provides greater flexibility and convenience, partner transit agencies continue to identify opportunities for improvements and to seek enhancements to improve the passenger experience and administrative efficiency. This scalable project would provide enhancements to the ORCA/ORCA LIFT systems in these areas: 1) Integration of ORCA LIFT with the new ORCA system 2) Development of Regional ORCA LIFT outreach materials and 3) Automated Ticket Distribution for ORCA.

Safety, Security, and Technology

Behavioral Health Specialist Co-Responder Program

Pierce Transit aims to partner with University of Washington-Tacoma to develop a pilot program to field a Hardship Assistance Response Team consisting of Pierce Transit Public Safety staff and contracted behavioral health professionals. This team would assist individuals using Pierce Transit services, on or near Pierce Transit property, that experience mental health, substance abuse, and/or insecure housing issues in the Pierce County service area.

Customer Experience

ORCA LIFT

In 2023, Pierce Transit joined its regional transit partners in offering ORCA LIFT to eligible riders. ORCA LIFT is a reduced adult fare program available to individuals with incomes below or equal to 200% of Federal Poverty Level guidelines. Those who qualify pay \$1 per one-way trip, \$2.50 for a local all-day pass, \$4 for a regional all-day pass, \$31 for a local monthly pass, and \$36 for a regional monthly pass.

Destination 2045

In 2016, Pierce Transit finalized and adopted its first Long Range Plan, Destination 2040. Its objective was to create “a comprehensive guiding document of the Agency’s vision for providing dependable, safe, efficient, and fully integrated public transportation services throughout the South Sound Region of today, tomorrow, and beyond.” In December 2020, the Agency prepared a minor update to reflect a plan for future transit service constrained by existing funding mechanisms (i.e., a 0.9% sales tax rate within the service area boundaries).

Within a few years, a decade will have passed since the original long-range plan. So, in 2023, Pierce Transit is preparing a “Destination 2045” plan to provide a vision of how the Agency’s transit service could look through horizon year 2045. The new plan is scheduled for finalization and adoption in September 2024.

Thriving Communities at “Four Corners” Planning Area

The US Department of Transportation will be providing technical support to Pierce Transit and its partners the Tacoma Housing Authority, the City of University Place, and other local jurisdictions. This planning, technical assistance, and capacity-building support will enable disadvantaged and under-resourced communities to advance a pipeline of transformative infrastructure projects that will increase mobility, reduce pollution, and expand affordable transportation options, connecting communities to the essential opportunities and resources that will help them thrive.



*Planned
Capital Expenses*

At the beginning of each year, Pierce Transit departments identify strategies and priorities based on organizational goals, including those listed in [Section 4 – State and Agency Goals, Objectives, and Action Strategies](#). The current Agency strategic goals are:

1. Customer Focused - Provide transportation services that meet our current and potential customers’ needs.
2. Culture of Excellence - Develop a culture which fosters safety, collaboration, data-driven decisions, and innovation.
3. Financially Responsible - Act with financial accountability and transparency as stewards of the public trust.
4. Dedicated Employees - Attract, cultivate, and maintain an engaged workforce.

Pierce Transit’s Project Oversight Group oversees all capital projects. It is a committee consisting of representatives from each Division. Capital Project Selection is a process during which capital projects are proposed from throughout the Agency, and the POG determines which projects to recommend and prioritize to the Executive Team for funding in the annual budget for the following year. These projects are also included in the six-year plan. Projects that are not included in the annual budget or six-year plan may be placed on the Unfunded Needs List in [Appendix A – Unfunded Needs List](#).

Pierce Transit’s 2023-2028 Six-Year Capital Plan, as adopted in the 2023 Budget, is shown in Figure 17. The Capital Plan is consistent with the goals and strategies discussed in [Section 4 – State and Agency Goals, Objectives, and Action Strategies](#). A selection of notable capital projects is provided in Figure 16 - New and Replacement Rolling Stock.

In the future, Pierce Transit will publish a more detailed Capital Improvement Program that includes project descriptions, costs, financing and dynamically updated monthly status reports for each approved capital project in the Agency’s portfolio.

Rolling Stock and Battery Electric Bus Fleet Transition

Pierce Transit’s rolling stock and revenue vehicles are replaced on a regular cycle, which meets or exceeds FTA useful life benchmarks. For fixed route buses, routine replacement occurs when the 40-foot vehicles reach their 16-year lifespan or 640,000 miles. Replacement of 25-foot cutaway (body-on-chassis) vehicles is done at eight years or 150,000 miles. Routine replacement for SHUTTLE vehicles follows a 10-year or 150,000 miles limit; whichever comes first. New and replacement rolling stock delivered in 2022 and planned for 2023-2028 is shown in Figure 16 - New and Replacement Rolling Stock.

Figure 16 - New and Replacement Rolling Stock

	2023	2024	2025	2026	2027	2028
Bus Coaches	13	19	7	12	6	9
SHUTTLE Coaches	16	47	25	25	16	20
Vanpool Vehicles	29	50	69	45	79	15
Runner Vehicles	2	0	1	0	0	0
Support Vehicles	9	5	0	16	11	12

Maintenance & Operations Base Improvements (MOBI) - \$321M

Pierce Transit's maintenance and operations facility was constructed in 1986 and designed to serve a fleet of 200 revenue vehicles. Today it supports a fleet of 300 buses, plus additional SHUTTLE vehicles, Vanpool vehicles, and non-revenue service and support vehicles. The facility maintains and houses both Pierce Transit and Sound Transit vehicles but is operating at capacity and no longer meets industry standards. Buses are now built wider and fleet styles have changed dramatically since 1986. The fleet maintained on the base currently includes 60-foot articulated buses and BEBs. Current facilities are not capable of servicing additional articulated or electric buses. They also cannot support Sound Transit Express double-decker buses planned for introduction in 2025.

MOBI is a multi-year base upgrade project, currently underway, which will expand Pierce Transit's Lakewood headquarters base to enable it to meet significant projected bus and support vehicle fleet growth through 2040, including to support the Agency's future zero-emissions fleet. This involves demolition, new construction, and refurbishment in a series of phased steps. MOBI will also optimize buildings and land use to expand and improve Pierce Transit's core functions, including bus maintenance, vehicle parking, safety, fuel-and-wash capacity, transit vehicle circulation, and vehicle charging capabilities. Completion of this project is critical to support Stream BRT projects in the region. Over the next six years, construction is expected to occur on the Building 6 remodel to house the Facilities division, construction of a new Building 1 along 39th Ave Ct. SW for the Maintenance Division (replacing Buildings 1, 2, and 3), and an enlarged and realigned bus lot area where Buildings 1-3 are currently located. Completion of all phases of the MOBI project is expected by 2030.

Stream Community Line Bus Rapid Transit - \$187M

Planning and design continues for the South Sound's first Bus Rapid Transit (BRT) line, Stream Community Line, which will run 14.4 miles between downtown Tacoma and Spanaway along Pacific Avenue / State Route 7 (replacing part of today's Route 1). The Community Line is the only Agency project identified as regionally significant in the Puget Sound Regional Council's Transportation Improvement Program.

Through the Stream System Expansion Study, the Agency continues to study its next Stream BRT line, which may include Route 2, Route 3, Route 4, or Route 402. Additional BRT routes may be identified in the next long-range-plan update, Destination 2045.

Bus Shelters

Through the Bench at Every Stop Program, twenty new benches were installed in 2022 and up to 120 additional benches are in the queue for 2023. Shelter glass replacement has been identified in at least 59% of existing shelters.

Spanaway Transit Center - \$24.1M

The new Spanaway Transit Center, which broke ground in 2022, will be located at 20712 Mountain Highway East in the unincorporated community of Spanaway. It will serve as the southern terminus for the current Route 1 and the Agency's first Stream BRT line. This will be Pierce Transit's first new transit center since 1998, recognizing the increased need for services to support the significant growth in South Pierce County. The Transit Center project component, currently under construction, will feature a bus turnaround, an approximately 40-stall Park & Ride lot, a comfort station for bus operators, and a passenger drop-off area. The Transit Center Parking Lot Expansion component, currently in planning, will increase parking to 250 stalls and include enhanced entrance/exit infrastructure.

Computer Aided Dispatch/Automated Vehicle Location System - \$11M

A CAD/AVL system is a critical part of any transit fleet, providing reliable voice communications between individuals and locations such as the Communication Center, Operators, and Service Supervisors. Pierce Transit's current CAD/AVL system was first installed in 2009 and no longer meets the Agency's needs. The current software and hardware are proprietary with excessive maintenance costs; the system does not meet the current industry standards necessary to work with the Agency's Next Generation ORCA system.

Upon completion of this project, all CAD/AVL equipment installed on Pierce Transit vehicles and the Sound Transit fleet will provide reliable voice communications, streamline and integrate incident logging with the CAD system, improve data and reporting capabilities, and provide an automated process to alert customers and Pierce Transit staff. Additionally, customers will benefit from increased reliability of service, real-time arrival prediction, and decreased wait times.

Commerce Facility Bus Charging Station - \$2M

Pierce Transit is expanding its fleet of battery electric buses, which requires additional charging stations. This project will construct three electric chargers in the Commerce tunnel behind the Commerce Street Station transit center in downtown Tacoma. These chargers will be standard "plug-in" (conductive) style, a more universal fit for a variety of bus models, as not all bus manufacturers offer overhead gantry charging systems.

Tacoma Dome Station Elevator Modernization - \$3.4M

Pierce Transit's Tacoma Dome Station is served by two linked parking garages: East Parking Garage and West Parking Garage. Transit customers depend on this location for quick, easy access to multiple transit services. The East Parking Garage contains three elevators and West Parking Garage contains two. All elevators are reaching the end of their typical life cycle, resulting in more frequent mechanical issues. The purpose of this project is to modernize all five elevators, thereby improving their performance and reliability.

Future Pierce Transit Second Base

Pierce Transit will begin studying the need for a second base to support service needs and zero emission transition and operational needs. Even with the planned completion of the Maintenance and Operations Base Improvement Project, there will be unmet needs such as CDL training, ADA assessments and service scheduling efficiencies which can be realized with a second base location. The Agency will seek funding for preliminary studies through its 2024 operating budget.

2023-2028 Six-Year Capital Plan

Figure 17 - Six-Year Capital Plan

#	Replacement/Expansion	NTD Category	Completed?	Project Name	Project Budget	Spent Thru 2021	2022 YE Est	2022 Est Carryover	2023 New Request	2024	2025	2026	2027	2028	Total Capital									
																CPR Project #								
1	Expansion	Base Facilities		Building 4 Modifications	4,255,020	4,043,300	21,830	187,890	187,890						187,890									
2	Replacement	Technology		Security Systems Replacement	3,765,990	628,630	1,159,880	1,977,680	1,977,680						1,977,680									
3	Expansion	Other	Yes	High-Capacity Transit (HCT) Feasibility Study	1,716,630	1,267,350		449,280	449,280						449,280									
4	Replacement	Technology		ngORCA	6,154,830	2,317,340	607,700	3,229,790	3,229,790						3,229,790									
5	Replacement	Passenger Facilities		Narrows Park & Ride Renewal	1,013,060	77,490	21,200	914,370	914,370						914,370									
6	Replacement	Technology		Hastus Upgrade 2017	961,980	897,530	34,560	29,890	29,890						29,890									
7	Expansion	Technology	Yes	Collision Avoidance System	2,364,890	2,280,830	13,260	70,800	70,800						70,800									
8	Replacement	Technology		Commerce Tunnel Refurbishment	3,635,360	3,278,020	275,940	83,400	83,400						83,400									
9	Expansion	Base Facilities		Maintenance & Operations Base Improvements (MOBI)	84,500,000	22,330,800	62,169,200	-	55,762,220	20,613,870	42,875,320	45,410,840	21,278,030	9,628,350	195,568,630									
10	Replacement	Technology		Backup Software Replacement 2018	85,000	-	-	85,000	85,000						85,000									
11	Expansion	Technology	Yes	Bus Driving Simulator 2018	507,580	347,760	116,440	43,380	43,380						43,380									
12	Replacement	Other		Corridor Speed & Reliability Improvements 2018	4,500,000	1,847,270	100,170	2,552,560	2,552,560						2,552,560									
13	Expansion	Passenger Facilities		Spanaway Transit Center Park & Ride - Phase I	8,742,890	3,402,790	1,407,660	3,932,440	500,000	4,432,440					4,432,440									
14	Replacement	Revenue Vehicle		SHUTTLE Replacement 2019	1,051,610	-	-	1,051,610	1,051,610						1,051,610									
15	Expansion	Other		Bus Rapid Transit (BRT)	236,900,000	18,242,360	5,810,570	212,847,070	212,847,070						212,847,070									
16	Replacement	Passenger Facilities		South Hill Mall Transit Center Renewal	1,832,370	1,216,620	320,610	295,140	295,140						295,140									
17	Replacement	Technology		CAD-AVL System Replacement 2019	11,000,000	1,819,870	5,553,180	3,626,950	3,626,950						3,626,950									
18	Replacement	Technology		Facilities Workorder Management System - EAM Replacement 2019	48,880	-	-	48,880	48,880						48,880									
19	Replacement	Technology		Storage Area Network 2019	329,700	30,610	-	299,090	299,090						299,090									
20	Replacement	Other		Tacoma Dome Station Elevator Repair & Upgrades	3,451,550	254,210	753,330	2,444,010	2,444,010						2,444,010									
21	Replacement	Passenger Facilities		Kimball Drive Park & Ride 2020	96,970	-	96,970	282,210	282,210						282,210									
22	Replacement	Passenger Facilities		North Purdy Park & Ride 2020	259,890	-	60,590	199,300	199,300						199,300									
23	Replacement	Passenger Facilities		Parkland Transit Center 2020	360,940	-	79,430	281,510	281,510						281,510									
24	Replacement	Technology	Yes	Bus Systems Mobile Access Routers	808,940	121,910	-	687,030	687,030						687,030									
25	Replacement	Other	Yes	Building 5 Shuttle & Public Safety Office Moves	317,000	49,960	115,700	151,340	151,340						151,340									
26	Expansion	Other	Yes	Maintenance Power Pusher	32,480	-	22,370	10,110	10,110						10,110									
27	Replacement	Revenue Vehicle	Yes	Bus Fleet Replacement 2021	6,209,100	-	5,662,510	546,590	546,590						546,590									
28	Replacement	Technology		Network Infrastructure Replacement 2021	760,000	102,760	285,260	371,980	371,980						371,980									
29	Replacement	Technology		Call Center Software Replacement 2021	159,000	-	-	159,000	159,000						159,000									
30	Expansion	Passenger Facilities		Spanaway Transit Center Park & Ride - Phase II Design	1,000,000	370	100,650	898,980	898,980	3,927,000	3,583,000				159,000									
31	Replacement	Technology		NeoGov HRIS Module	90,200	-	-	90,200	90,200						90,200									
32	Replacement	Revenue Vehicle		Vanpool Replacement 2021	814,120	-	400,000	414,120	414,120						414,120									
33	Expansion	Other		Commerce Facility Bus Charging Station	2,000,000	350	-	1,999,650	1,999,650						1,999,650									
34	Expansion	Other		Bus Rapid Transit (BRT) System Expansion Study	837,300	225,830	258,020	353,450	353,450						353,450									
35	Replacement	Other		Building 4 Lobby Hardening	150,520	-	13,510	137,010	137,010						137,010									
36	Replacement	Other		Building 5 AV Equip Replacement	220,390	-	67,210	153,180	153,180						153,180									
37	Replacement	Revenue Vehicle		Bus Fleet Replacement 2022	7,061,430	-	-	7,061,430	7,061,430						7,061,430									
38	Replacement	Revenue Vehicle		SHUTTLE Replacement 2022	2,928,530	-	-	2,928,530	2,928,530						2,928,530									
39	Replacement	Other		Support Vehicle Replacement 2022	334,840	-	-	184,840	184,840						184,840									
40	Replacement	Technology		ADEPT Upgrade or Replacement 2022	2,200,000	-	2,260	2,197,740	2,197,740						2,197,740									
41	Replacement	Technology		Network Infrastructure Replacement 2022	440,000	-	-	440,000	440,000						440,000									
42	Replacement	Other	Yes	Parts Washers Replacement 2022	46,530	-	-	46,530	46,530						46,530									
43	Replacement	Revenue Vehicle		Vanpool Replacement 2022	1,453,060	-	700,000	753,060	753,060						753,060									
44	Replacement	Other	Yes	Consolidate IT Work Area & Storage 2022	57,480	-	57,480	57,480	57,480						57,480									
45	Replacement	Technology		Computer & Laptop Replacement	300,000	-	79,210	220,790	220,790						220,790									
46	Replacement	Other		Building 5 Chair Replacement	35,000	-	-	35,000	35,000						35,000									
47	Replacement	Other		Bus Stop Shelter Refurbishment	1,000,000	-	-	1,000,000	1,000,000						1,000,000									
48	Expansion	Other	Yes	Rivet Gun	16,000	-	-	16,000	16,000						16,000									
49	Expansion	Revenue Vehicle		Barrier Door Install	606,580	-	-	606,580	606,580						606,580									
50	Replacement	Other		Misc. Capital Equipment	68,520	-	-	68,520	100,000	168,520					168,520									
Subtotal Carry-Over & Additional															407,764,370	64,785,760	86,457,220	256,521,390	56,422,020	24,540,870	45,410,840	21,278,030	9,628,350	460,259,820

#	Project Name	Project #	Project Budget	Spent Thru 2021	2022 YE Est	2022 Est Carryover	2023 New Request	2023	2024	2025	2026	2027	2028	Total Capital	
51	Replacement Revenue Vehicle	NEW					3,114,390	3,114,390						3,114,390	
52	Replacement Revenue Vehicle	NEW					7,704,850	7,704,850						7,704,850	
53	Replacement Other	NEW					626,830	626,830						626,830	
54	Replacement Technology	NEW					732,050	732,050						732,050	
55	Replacement Technology	NEW					284,500	284,500						284,500	
56	Replacement Base Facilities	NEW					130,000	130,000						130,000	
57	Replacement Base Facilities	NEW					273,160	273,160						273,160	
58	Replacement Other	NEW					58,710	58,710						58,710	
59	Replacement Technology	NEW					43,070	43,070						43,070	
60	Replacement Revenue Vehicle	NEW					1,933,230	1,933,230						1,933,230	
61	Replacement Technology	NEW					332,750	332,750						332,750	
62	Expansion Technology	NEW					314,780	314,780						314,780	
63	Replacement Base Facilities	NEW					266,110	266,110						266,110	
64	Expansion Technology	NEW					250,000	250,000						250,000	
65	Expansion Technology	NEW					42,000	42,000						42,000	
66	Expansion Base Facilities	NEW					92,900	92,900						92,900	
67	Expansion Other	NEW					4,838,400	4,838,400						4,838,400	
68	Expansion Other	NEW					3,000,000	3,000,000						3,000,000	
69	Expansion Revenue Vehicle	NEW					138,340	138,340		69,170				207,510	
70	Expansion Technology	NEW					200,000	200,000						200,000	
								24,376,070		69,170				24,445,240	
								24,376,070							24,445,240

#	Project Name	Project #	Project Budget	Spent Thru 2021	2022 YE Est	2022 Est Carryover	2023 New Request	2023	2024	2025	2026	2027	2028	Total Capital					
71	Replacement Revenue Vehicle	OUTYEAR						1,743,040		3,247,170	2,804,200	1,581,140	3,663,620	13,039,170					
72	Replacement Other	OUTYEAR						336,560			703,730	483,830	372,700	1,896,820					
73	Replacement Passenger Facilities	OUTYEAR											609,400	609,400					
74	Replacement Passenger Facilities	OUTYEAR									1,569,370			1,569,370					
75	Replacement Passenger Facilities	OUTYEAR								23,400				23,400					
76	Replacement Revenue Vehicle	OUTYEAR						9,408,180	5,635,820	6,134,840	9,928,130	10,612,250	41,719,220	41,719,220					
77	Replacement Revenue Vehicle	OUTYEAR						3,618,130	2,571,610	3,212,790	3,694,030	3,938,030	17,034,590	17,034,590					
78	Replacement Technology	OUTYEAR							2,300,000					2,300,000					
79	Replacement Technology	OUTYEAR						1,255,980	2,613,600	1,276,550	1,276,550	847,000	1,397,550	7,390,680					
80	Replacement Technology	OUTYEAR						363,000	453,750	453,750	453,750	453,750	453,750	2,178,000					
								16,724,890	16,845,350	16,155,230	16,987,880	21,047,300	87,760,650	87,760,650					
								407,764,370	64,785,760	86,457,220	256,521,390	80,798,090	337,319,480	41,265,760	63,372,840	61,566,070	38,265,910	30,675,650	572,465,710

A portion of the project is funded by grants



*Multiyear
Financial Plan*

Even as ridership returns closer to pre-pandemic levels, the post-COVID-19 emergency economic disruption continues. Pierce Transit experiences the impacts of this ongoing disruption on many levels. Controlling the overall cost of services and projects is a priority; however, inflation, including a level of uncertainty related to future fuel and service vehicle prices, will have a magnifying effect on the cost of service delivery over the next few years. Supply-chain delays and ever-increasing delivery times are exacerbating the complexity of capital projects. While the pandemic caused a sudden and severe downturn in the economy and revenue collections in 2020, signs point to continued recovery into 2023 and beyond.

Local economic conditions and retail spending play major roles in the generation of sales tax revenue, which is Pierce Transit's primary source of operating revenue. While economic expansion halted abruptly in March 2020, consumer spending rebounded significantly in 2021 and continues to slowly increase in 2022 and 2023. The impact of the economy including the threatened recession will affect future revenue.

The Puget Sound region is one of the fastest-growing metropolitan areas in the U.S. Locally, residents continue to move into Pierce County due to higher housing prices in King County and employment growth continues despite low workforce availability.

Recruitment challenges for positions across the Agency could hinder Pierce Transit's growth. Operators and maintenance positions are particularly impacted. While the region's working-age population is expanding, the labor force participation rate is down. The return to previous years' service delivery levels will depend on increased workforce availability and funding that keeps up with service costs that currently outpace overall average inflation.

Future Revenue Sources

Most of Pierce Transit's operating revenue comes from local sales taxes, currently being collected at a rate of 0.6%. The maximum sales tax levy allowed under State law is 0.9%. While passenger fare revenue remains low due to ridership, federal relief funds and steady sales tax revenues improve stability to help rebuild services. Pierce Transit maintains a healthy reserve and carries no debt. Reserves and operating transfers will be used over the next six years to provide capital infrastructure that supports service plans. Additional grants and/or other funding sources will be required to fully implement the planned capital program, particularly the MOBI project and inaugural Stream BRT project.

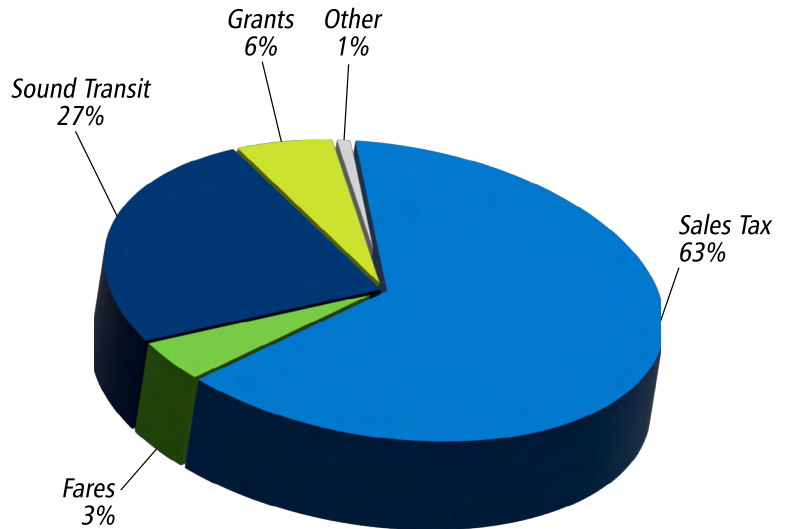
Pierce Transit is coordinating with the US Department of Transportation, Build America Bureau, and the Federal Transit Administration, Region X, on a Transportation Infrastructure Finance Innovation Act loan to fully fund the MOBI project to realize efficiencies in construction sequencing and timing to complete this critical infrastructure project.

Figure 18 - Revenue Sources

2023 Operating Revenue

Sales Tax	\$110,557,130
Fares	\$5,446,210
Sound Transit*	\$47,986,720
Grants	\$10,795,670
Other	\$1,623,270
Total Operating Revenue	\$176,409,000

**Sound Transit contracts with Pierce Transit to provide Regional transit service*



Pierce Transit continues to seek out additional revenue sources, such as sales tax increase, formula funds distribution, and contracted services. The Agency will participate in Washington’s new Clean Fuel Standard, a market-based compliance program designed to reduce the carbon intensity of transportation fuels in the state. Under the umbrella of the Washington State Transit Association and working with a credit trading company, transit agencies in the state may earn credits related to the “fuels” they use (Compressed Natural Gas, electricity or hydrogen). Those credits will be sold to higher-polluting organizations that need to purchase credits to stay on balance, and the earned funds (minus administrative fees) will be returned to the transit agencies in proportions equal to how many credits each agency generated. The program is likely to get underway in 2023.

Six-Year Financial Plan and Cash Flow Analysis

The following pages contain the Agency’s multiyear financial plan and cash flow analysis. The operating financial plan is sustainable and generally balanced for each year.

The capital improvement program is provided in [Section 8 – Planned Capital Expenses](#).

2023 – 2028 Six-Year Plan Revenues & Expenditures

	2021 Actuals	2022 YE Est	2023 Budget	2024	2025	2026	2027	2028
OPERATING								
Revenues								
Operating Income								
Passenger Fares	6,008,335	5,451,320	5,446,210	5,477,690	5,509,480	5,541,590	5,574,020	5,606,770
Advertising	493,154	372,500	350,000	350,000	350,000	350,000	522,500	702,350
Sound Transit Reimbursement								
ST Express	46,377,943	41,478,550	47,008,150	62,047,140	62,292,860	64,885,380	56,183,400	58,520,280
ST Tacoma Dome Station	872,291	796,890	934,840	955,410	976,430	997,910	1,019,860	1,042,300
ST ADA Travel Trainer	-	-	43,730	45,550	47,450	49,430	51,490	53,640
Total Operating Income	53,751,723	48,099,260	53,782,930	68,875,790	69,176,220	71,824,310	63,351,270	65,925,340
Non-Operating Income								
Non-Operating Income								
Sales Tax	107,084,956	107,151,530	110,557,130	115,034,240	119,511,350	123,988,460	128,465,570	132,942,680
Interest	89,200	331,800	250,000	288,040	254,190	146,370	151,630	153,370
Other Miscellaneous	3,645,016	427,630	1,023,270	887,390	1,275,440	1,177,080	884,070	1,417,810
Total Non-Operating Income	110,819,172	107,910,960	111,830,400	116,209,670	121,040,980	125,311,910	129,501,270	134,513,860
Operating Contributions								
Operating Contributions								
Federal	32,142,764	47,429,190	729,920	729,920	729,920	729,920	729,920	729,920
State	2,088,833	4,798,020	9,940,750	9,970,250	10,023,330	9,977,840	9,761,840	9,479,040
Local	1,437	-	125,000	-	-	-	-	-
Total Operating Contributions	34,233,034	52,227,210	10,795,670	10,700,170	10,753,250	10,707,760	10,491,760	10,208,960
Total Operating Revenue	198,803,929	208,237,430	176,409,000	195,785,630	200,970,450	207,843,980	203,344,300	210,648,160
Expenditures								
Operating Expenditures								
Wages	68,615,575	76,362,210	81,402,050	86,346,240	89,143,620	92,860,030	93,527,340	97,426,500
Benefits	24,993,808	27,721,270	31,237,330	33,675,030	34,766,010	36,215,440	36,475,700	37,996,340
M&O	39,464,911	46,538,890	49,970,850	50,626,070	51,739,860	52,878,120	54,041,440	55,230,350
Total Operating Expenditures	133,074,294	150,622,370	162,610,230	170,647,340	175,649,490	181,953,590	184,044,480	190,653,190
(less Debt, Depreciation, & Non-Departmental)								
Non-Operating Expenditures								
Payment to Pierce Co. for 5307 Agreement	4,063,915	5,606,440	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000
Long-Term Debt Payments	-	-	-	-	-	-	-	-
Total Expenditures	137,138,209	156,228,810	163,760,230	171,797,340	176,799,490	183,103,590	185,194,480	191,803,190

	2021 Actuals	2022 YE Est	2023 Budget	2024	2025	2026	2027	2028
Transfers								
To Capital Fund	20,312,788	59,412,380	55,548,410	26,875,220	41,735,100	19,569,890	13,557,740	13,372,440
To Insurance Fund	334,904	2,098,100	5,835,100	3,882,980	3,999,650	4,119,820	4,243,600	4,371,080
Total Transfers	20,647,692	61,510,480	61,383,510	30,758,200	45,734,750	23,689,710	17,801,340	17,743,520
Total Expenditures & Transfers								
	157,785,901	217,739,290	225,143,740	202,555,540	222,534,240	206,793,300	202,995,820	209,546,710
Change in Reserves	41,018,028	(9,501,860)	(48,734,740)	(6,769,910)	(21,563,790)	1,050,680	348,480	1,101,450
CAPITAL								
Revenues								
Federal Grants	11,729,684	4,575,050	157,436,630	14,348,040	14,948,950	7,478,100	9,289,510	7,412,070
State Grants	7,905,372	559,840	24,791,200	-	55,340	-	-	-
Other Grants/Contributions	11,590,582	15,578,900	52,403,760	-	-	-	-	-
Interest	60,408	181,170	175,000	42,500	42,500	42,500	42,500	42,500
TIFIA Loan Proceeds	-	-	-	-	6,590,950	34,475,580	15,376,160	18,348,640
Total Revenue	31,286,046	20,894,960	234,806,590	14,390,540	21,637,740	41,996,180	24,708,170	25,803,210
Transfers								
From Operating	20,312,788	59,412,380	55,548,410	26,875,220	41,735,100	19,569,890	13,557,740	13,372,440
Total Revenue & Transfers	51,598,834	80,307,340	290,355,000	41,265,760	63,372,840	61,566,070	38,265,910	39,175,650
Expenditures								
Revenue Vehicles	23,610,313	6,775,510	26,452,730	14,769,350	11,523,770	12,151,830	15,203,300	18,213,900
Base Facilities	14,508,122	62,271,750	61,899,580	20,613,870	42,875,320	45,410,840	21,278,030	9,628,350
Passenger Facilities & Amenities	5,444,928	3,149,380	9,831,360	3,927,000	3,606,400	-	-	-
Technology	4,704,589	7,851,750	15,595,150	1,618,980	5,367,350	1,730,300	1,300,750	1,851,300
Other	9,300,489	6,682,300	223,540,660	336,560	-	2,273,100	483,830	982,100
Total Expenditures	57,568,440	86,730,690	337,319,480	41,265,760	63,372,840	61,566,070	38,265,910	30,675,650
Change in Reserves	(5,969,606)	(6,423,350)	(46,964,480)	-	-	-	-	8,500,000
INSURANCE								
Revenues								
Interest	4,860	10,680	25,000	6,000	6,000	6,000	6,000	6,000
Transfers								
From Operating	334,904	2,098,100	5,835,100	3,882,980	3,999,650	4,119,820	4,243,600	4,371,080
Total Revenue & Transfers	339,764	2,108,780	5,860,100	3,888,980	4,005,650	4,125,820	4,249,600	4,377,080
Expenditures								
Workers' Compensation	3,285,201	3,348,620	3,575,710	3,682,980	3,793,470	3,907,270	4,024,490	4,145,220
Unemployment Insurance	194,588	120,000	200,000	206,000	212,180	218,550	225,110	231,860
Total Expenditures	3,479,789	3,468,620	3,775,710	3,888,980	4,005,650	4,125,820	4,249,600	4,377,080
Change in Reserves	(3,140,025)	(1,359,840)	2,084,390	-	-	-	-	-

2023 – 2028 Six-Year Plan Ending Balances

	2021 Actuals	2022 YE Est	2023 Budget	2024	2025	2026	2027	2028
OPERATING								
Beginning Balance	74,827,192	115,845,220	106,343,360	57,608,620	50,838,710	29,274,920	30,325,600	30,674,080
Revenue	198,803,929	208,237,430	176,409,000	195,785,630	200,970,450	207,843,980	203,344,300	210,648,160
Total	273,631,121	324,082,650	282,752,360	253,394,250	251,809,160	237,118,900	233,669,900	241,322,240
Expenditures	137,138,209	156,228,810	163,760,230	171,797,340	176,799,490	183,103,590	185,194,480	191,803,190
Transfers to Capital/Insurance	20,647,692	61,510,480	61,383,510	30,758,200	45,734,750	23,689,710	17,801,340	17,743,520
Total	157,785,901	217,739,290	225,143,740	202,555,540	222,534,240	206,793,300	202,995,820	209,546,710
Ending Balance	115,845,220	106,343,360	57,608,620	50,838,710	29,274,920	30,325,600	30,674,080	31,775,530
Required Reserve Margin / (Deficit)	22,179,049	25,103,730	27,101,710	28,441,220	29,274,920	30,325,600	30,674,080	31,775,530
	93,666,171	81,239,630	30,506,910	22,397,490	-	-	-	-
CAPITAL								
Beginning Balance	67,857,436	61,887,830	55,464,480	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000
Revenue	31,286,046	20,894,960	234,806,590	14,390,540	21,637,740	41,996,180	24,708,170	25,803,210
Transfer from Operating	20,312,788	59,412,380	55,548,410	26,875,220	41,735,100	19,569,890	13,557,740	13,372,440
Total	119,456,270	142,195,170	345,819,480	49,765,760	71,872,840	70,066,070	46,765,910	47,675,650
Expenditures	57,568,440	86,730,690	337,319,480	41,265,760	63,372,840	61,566,070	38,265,910	30,675,650
Ending Balance	61,887,830	55,464,480	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000	17,000,000
Required Reserve Margin / (Deficit)	9,500,000	9,300,000	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000	17,000,000
	52,387,830	46,164,480	-	-	-	-	-	-
INSURANCE								
Beginning Balance	3,615,475	475,450	(884,390)	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Revenue	4,860	10,680	25,000	6,000	6,000	6,000	6,000	6,000
Transfer from Operating	334,904	2,098,100	5,835,100	3,882,980	3,999,650	4,119,820	4,243,600	4,371,080
Total	3,955,239	2,584,230	4,975,710	5,088,980	5,205,650	5,325,820	5,449,600	5,577,080
Expenditures	3,479,789	3,468,620	3,775,710	3,888,980	4,005,650	4,125,820	4,249,600	4,377,080
Ending Balance	475,450	(884,390)	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Required Reserve Margin / (Deficit)	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
	(724,550)	(2,084,390)	-	-	-	-	-	-
AGENCY-WIDE								
Operating Ending Balance	178,208,500	160,923,450	67,308,620	60,538,710	38,974,920	40,025,600	40,374,080	49,975,530
Required Reserve Margin / (Deficit)	32,879,049	35,603,730	36,801,710	38,141,220	38,974,920	40,025,600	40,374,080	49,975,530
	145,329,451	125,319,720	30,506,910	22,397,490	-	-	-	-



*Projects of
Regional Significance*

Projects of regional significance are critical to improving the quality of public transportation services in the region.

Pierce Transit has seven projects identified as regionally significant by PSRC's Transportation Improvement Program.

Sponsor: PIERCE TRANSIT

MTP Status: Candidate

Project ID: 5320

Estimated Cost: \$171,663,638

Title: BRT: Pacific Avenue S/SR 7 Corridor from Downtown Tacoma to Spanaway

Description:

New Bus Rapid Transit service on Pacific Avenue S/SR 7 from downtown Tacoma to Spanaway (14.4-mile corridor). This route was identified in the Transit Competitive Index and is a Pierce County Congested Corridor. In 2015, Route 1, which operates in the same corridor, had 1.7 million boardings out of 9.1 million system-wide (i.e., 19 percent of the entire fixed route network's boardings in 2015). Route 1 recorded 27.3 passengers per service hour in 2015; the highest ranking of the trunk routes. Based on existing ridership plus population and employment densities, an initial conversation with the FTA confirmed that the Pacific Avenue/SR 7 corridor is an ideal candidate to evaluate for a BRT system. Therefore, Pierce Transit currently has a High Capacity Transit Feasibility Study underway and assumes that BRT will be the Locally Preferred Alternative (LPA).

Location / Facility:

From:

Pacific Avenue S/SR 7

Downtown Tacoma

To:

Spanaway

County:

Pierce County

Completion Year:

2024

Prioritization Score:

62

Sponsor: PIERCE TRANSIT

MTP Status: Candidate

Project ID: 5615

Estimated Cost: \$10,097,861

Title: HCT: Route 2 Corridors - Downtown Tacoma to Tacoma Community College to Lakewood

Description:

HCT, BRT, enhanced bus, or limited stop bus service in the 5.1-mile corridor on S. 19th Street from Downtown Tacoma (10th & Commerce Streets) west to Tacoma Community College. Adds HCT to the corridor prior to the Tacoma Link Extension opening in 2039. Would also connect to the Route 1 BRT Downtown Tacoma or become its extension project (Phase 2). HCT, BRT, enhanced bus, or limited stop bus service in the 6.8-mile Bridgeport Way W corridor from Tacoma Community College south to the Lakewood Towne Center Transit Center; both currently served by Route .

Location / Facility:

From:

Route 2:

Downtown Tacoma

To:

Lakewood Towne Center Transit Center

County:

Pierce County

Completion Year:

2028

Prioritization Score:

49

Sponsor: PIERCE TRANSIT
Project ID: 5616

Title: HCT: Route 3 Corridor - Downtown Tacoma to Lakewood Transit Center

MTP Status: Unprogrammed
Estimated Cost: \$141,370,055

Description:

HCT, BRT, enhanced bus, or limited stop bus service in the 11.3-mile corridor from Downtown Tacoma (10th & Commerce Streets) to the Lakewood Towne Center Transit Center currently served by Route 3. Route 3 operates between Lakewood TC and Commerce Street Transit Area, stair stepping northeast along 59th Avenue, Steilacoom Boulevard, Tacoma Way, 74th Street, Oakes Street, Pine Street, Center Street, and Tacoma Avenue. Destinations served include Clover Park Technical College and Tacoma Mall. With respect to alignment, Route 3 will be revised to create a more direct, faster route between downtown Tacoma, Tacoma Mall, SR-512 Park-and-Ride, and Lakewood Transit Center via South Tacoma Way and 108th Street SW. This will provide more service along major arterials and help enhance regional mobility by improving better access between key destinations. The corridor is also identified in the Sound Transit 3 (ST3) plan as a potential BRT corridor.

Location / Facility:

Pierce Transit Route 3 Corridor

From:

Downtown Tacoma

To:

Lakewood Towne Center Transit Center

County:

Pierce County

Completion Year:

2031

Prioritization Score:

55

Sponsor: PIERCE TRANSIT
Project ID: 5749

Title: HCT: Route 4 Corridor Lakewood to Puyallup

MTP Status: Unprogrammed
Estimated Cost: \$161,565,777

Description:

Pierce Transit's Route 4 went into service in June 2015 when the Routes 204 and 410 were combined into one. Since that time, Route 4 continues to be one of Pierce Transit's most productive. The proposed project, once constructed, would finalize the agency's vision of upgrading all four Pierce Transit trunk routes to Bus Rapid Transit within the next 10 to 15 years. Once constructed, the fifth (and likely final) Stream BRT route will connect two Regional Growth Centers (Lakewood and Puyallup South Hill). The proposed project will be analyzed as part of the Stream BRT System Expansion Study to commence in mid-2021.

Location / Facility:

Lakewood to Puyallup

From:

To be determined

To:

To be determined

County:

Pierce County

Completion Year:

2040

Prioritization Score:

54

Sponsor: PIERCE TRANSIT

Project ID: 5489

Title: HCT: Route 402 S. Meridian /SR 161 Corridor

MTP Status: Unprogrammed

Estimated Cost: \$109,056,899

Description:

High Capacity Transit: S. Meridian/SR 161 from Downtown Puyallup to 176th Street E. Beginning in July 2021, a Stream BRT System Expansion Study will be conducted, beginning in mid-2021, that recommends a Locally Preferred Alternative (LPA). Although Bus Rapid Transit is still the most likely HCT mode. Once constructed, the BRT route will connect two Regional Growth Centers (Puyallup Downtown and Puyallup South.

Location / Facility:

S. Meridian / WA State Route 161 Corridor Downtown Puyallup

To:

Pierce County Airport - Thun Field

County:

Pierce County

Completion Year:

2035

Prioritization Score:

50

Sponsor: PIERCE TRANSIT

Project ID: 2596

Title: South Hill:Meridian Avenue E/SR 161 Park-and-Ride

MTP Status: Unprogrammed

Estimated Cost: \$16,302,768

Description:

The project will build a new 350-space Park-and-Ride and bus turnaround facility with improved bicycle and pedestrian access for northbound travelers in the Meridian Avenue E Corridor (SR 161). Replaces a Route 402 bus pullout and single shelter at the south end of the service area in South Hill that is currently operating over capacity. The proposed Park-and-Ride project will also provide multiple bus shelters and other passenger amenities, plus an operator comfort station and passenger safety and security improvements where none exist today. 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. Constructing a full service passenger and operator facility at this location will create a hub for higher capacity, limited stop, or Bus Rapid Transit service in the future.

Location / Facility:

South Hill Park-and-Ride

From:

Meridian Avenue E/SR 161

To:

176th Street E/Sunrise Blvd. E

County:

Pierce County

Completion Year:

2030

Prioritization Score:

39

Sponsor: PIERCE TRANSIT

MTP Status: Candidate

Project ID: 2602

Estimated Cost: \$18,500,000

Title: Spanaway Transit Center

Description:

The scope of the project constructs a new transit facility in Spanaway, Washington, at the south end of Pierce Transit's service area boundary. The new facility will include a bus loading and unloading area, a transit user parking lot with room for 250 vehicles, secure bicycle parking for active transportation connections, a comfort station for bus operators, and a passenger drop-off area. Associated work includes constructing an onsite sewer system, extending electric and water service, and installing site landscaping and security lighting, sidewalks, curb ramps, and possibly install electric vehicle (EV) charging infrastructure on-site.

Location / Facility:

From:

To:

State Route 7 in Spanaway

Mountain Highway E

8th Avenue E

County:

Completion Year:

Prioritization Score:

Pierce County

2024

41



*Unfunded
Needs List*

Name	Description	Cost (if known)
<p>Stream Community Line Improvement/expansion</p>	<p>Planning and design continues for the South Sound's first Bus Rapid Transit (BRT) line, Stream Route 1 "Community Line," which will run 14.4 miles between downtown Tacoma and Spanaway along Pacific Avenue / State Route 7. The Community Line is the only Agency project identified as Regionally Significant in the Puget Sound Regional Council's Transportation Improvement Program (TIP).</p>	<p>\$187,000,000 (partially funded)</p>
<p>Stream BRT System Expansion Improvement/expansion</p>	<p>Corridor A: Downtown Tacoma to Lakewood, traveling via S 19th St and Bridgeport Way. Approx. 12 miles. Generally aligns with existing Route 2.</p> <p>Corridor B: Downtown Tacoma to Lakewood, traveling via Pacific Ave, S Tacoma Way and 108th St SW. Approx. 11.4 miles. Generally aligns with existing Route 3.</p> <p>Corridor C: Sunrise Community to Puyallup and Federal Way, traveling via S Meridian Ave / SR 161. Approx. 8.7 miles. Generally aligns with existing Route 402.</p> <p>Corridor D: Lakewood to South Hill, traveling via 112th St E. Approx. 13.5 miles. Generally aligns with existing Route 4.</p> <p>BRT is characterized by fast, frequent, and reliable buses with greater passenger capacity/amenities and operating all day every day. To achieve this, a BRT line may incorporate capital elements such as wider stop spacing, in-lane stops, transit priority signals, exclusive transit lanes, and enhanced stations with ticket vending machines, real-time arrival information, and raised boarding platforms.</p>	<p>Corridor A: \$237,888,000</p> <p>Corridor B: \$144,198,500</p> <p>Corridor C: \$87,860,000</p> <p>Corridor D: \$91,885,000</p>
<p>Transit Speed and Reliability Improvements Improvement/expansion</p>	<p>Apply targeted speed and reliability improvements along transit routes where needed. Speed and reliability elements may include stop consolidation, fewer route turns/diversions, larger capacity buses, queue jumps and bypass lanes, signal priority or preemption, enhanced stops/stations, longer operating hours, more widely spaced transit stops (every 1/4 to 1/2 mile), off-board fare collection and all-door boarding, real-time arrival information, in-lane stops, in-street transfers, and transit stop location optimization.</p> <p>Lines will operate with enough frequency to allow for untimed transfers with intersecting rapid routes.</p>	

Name	Description	Cost (if known)
Transit Speed and Reliability Improvements Improvement/expansion <i>(continued)</i>	These services have the potential to attract additional riders and could eventually be converted to full Stream Bus Rapid Transit corridors.	
Bus Frequency and Span Improvements Improvement/expansion	Extend operating hours of all routes to 10pm on weekdays and Saturdays, and to 8pm on Sundays. Increase frequency of highest ridership routes: <ul style="list-style-type: none"> • 15- to 20-min on weekdays • 20- to 30-min on weekends Increase frequency on all other routes: <ul style="list-style-type: none"> • 30-min on weekdays and weekends 	
New Bus Routes (See Figure 19 - New and Extended Bus Routes Concept Map for concept map of selected lines) Improvement/expansion	Note: Any new or extended routes outside Pierce Transit's service area would require a partnership agreement. Route 5: Combines Routes 52 & 55 from Tacoma Community College Transit Center to Parkland Transit Center Route 15: Tacoma Dome Station to Point Defiance Ferry following Ruston Way Route 17: Commerce Street Station to Point Ruston Route 25: Tacoma Community College to Tacoma Dome Station via 6th Avenue Route 40: Commerce Street Station to 72nd Street Transit Center via Portland Avenue and Port of Tacoma Route 51: Lakewood Transit Center to Tacoma General Hospital via S. Tyler Street Route 58: Tacoma Mall Transit Center to Proctor Business District	

Name	Description	Cost (if known)
<p>New Bus Routes (See Figure 19 - New and Extended Bus Routes Concept Map for concept map of selected lines) Improvement/expansion <i>(continued)</i></p>	<p>Route 66: Fife to Puyallup Station via Valley Ave Route 68: Fife to Frederickson via Canyon Road Route 102: Purdy – Gig Harbor – Tacoma Express Route 103: West Gig Harbor Route 240: Lakewood to Orting Route 403: South Hill to Bonney Lake Route 404 South Hill to Frederickson Route 491: Puyallup Sounder Station to South Hill via Shaw Road Route 498: Fife Light Rail Station to Auburn Sounder Station Route 499: Fife to Frederickson</p>	
<p>Bus Route Extensions (See Figure 19 - New and Extended Bus Routes Concept Map for concept map) Improvement/expansion</p>	<p>Route 42: Extend from current terminus to Parkland Transit Center Route 54: Extend from current terminus to Parkland Transit Center via Portland Avenue</p>	
<p>Runner Microtransit Expansion Improvement/expansion</p>	<p>Launch additional Runner on-demand microtransit zones to fill gaps in transit coverage areas, provide service during low-demand hours, support or replace underperforming routes, provide hub-to-hub connections, and provide first- and last-mile service to fixed route transit. Enhance the customer experience and simplify existing services. Intermingle vehicle fleets for more efficient service delivery.</p>	

Name	Description	Cost (if known)
Autonomous Vehicles Testing - Pilot Project Improvement/expansion	Explore a partnership to test autonomous vehicle technology under the Runner microtransit service to further expand transportation access. Any such pilot would also include partnering with a research institution such as the University of Washington to assist with data analysis and study reporting. Autonomous vehicle operation may include "teleoperation," where the vehicle is remotely operated by a human driver.	
Fixed Route Bus Fleet Replacement (2024-2028) Replacement/preservation	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 Benchmark (ULB) is 14 years 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.	\$60,094,729
SHUTTLE (Paratransit) Vehicle Replacement (2024- 2028) Replacement/preservation	The Agency's SHUTTLE vehicle fleet has a useful life of eight years or 150,000 miles; whichever comes first; however FTA's useful life benchmark is ten (10) years.	\$42,421,379
Vanpool Vehicle Replacement (2024-2028) Replacement/preservation	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.	\$9,515,700
Support/Non-Revenue Vehicle Replacement (2024- 2028) Replacement/preservation	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.	\$3,499,185
Meridian Ave SR 161 Park & Ride Lot: South Meridian Corridor/SR 161 at 176th Street E Improvement/expansion	Constructs a new 350-stall park & 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.	\$16,302,768

Name	Description	Cost (if known)
Maintenance and Operations Base Improvements (2024-2028) Replacement/preservation	<p>This project allows for the Agency to continue to implement the recommendations of the Base Master Plan update that was concluded in 2017. Preliminary Engineering through Final Design is moving forward for Phase I. Schematic design is complete for the overall phased improvements, which include:</p> <ul style="list-style-type: none"> • Adding bus parking and maintenance capacity • Constructing a new Fuel and Wash Facility • Constructing charging system and battery storage for Electric Bus Fleet • Building remodels to provide for efficient operations and maintenance 	\$321,000,000
Agency-wide Sustainability Evaluation & Environmental Management System Implementation Improvement/expansion	<p>In order to adopt sustainability measures and take action to reduce its carbon footprint, Pierce Transit needs an agency-wide assessment of current environmental practices at all levels; from operations to administration. Many transit agencies nationwide have implemented an Environmental Management System by following best practices and setting conservation goals, per FTA and APTA sustainability guidelines, but first an objective evaluation is needed before sustainability measures are established. All facilities should be considered, but significant potential sites include:</p> <ul style="list-style-type: none"> • Pierce Transit's Operations & Maintenance Base • Commerce Street Station 	
Zero Emissions Fleet Transition Replacement/preservation	<p>Pierce Transit has a target of making 20 percent of its revenue fleet zero emissions by 2030, and a target of making 100 percent of its fleet zero emissions by 2042.</p> <ul style="list-style-type: none"> • Transition to 206 total Zero Emissions Buses by 2042 • Replace other vehicles beyond ULB with zero emissions vehicles, as feasible • Hydrogen Fuel Study: evaluate feasibility of incorporating hydrogen coaches into zero emissions fleet. (\$357,500) 	
Electric Vehicle (EV) and Zero Emissions Bus Charging and Infrastructure Expansion Improvement/expansion	<p>This project would seek to provide charging and fueling infrastructure in each of the following categories:</p> <p>Public & Headquarters Infrastructure</p> <ul style="list-style-type: none"> • An additional 86 battery electric bus (BEB) charging stations (including some overhead gantries) for fixed route vehicles would be constructed, for a total of 95 • Lakewood headquarters Building 5 parking lot: three (3) additional EV charging stations needed to accommodate fleet needs (\$64,350) 	

Name	Description	Cost (if known)
<p>Electric Vehicle (EV) and Zero Emissions Bus Charging and Infrastructure Expansion Improvement/expansion (continued)</p>	<ul style="list-style-type: none"> • Lakewood headquarters visitor parking: One EV charging station • Park & Rides: EV charging stations for public • Lakewood headquarters: At minimum, two hydrogen fuel dispensers with associated infrastructure • Lakewood headquarters Building 4: Three (3) EV charging stations for revenue and support vehicles (\$64,350) <p>On-Route Charging Infrastructure</p> <ul style="list-style-type: none"> • Tacoma Community College Transit Center: Four new 450kW chargers (\$5,770,800) • Commerce Street Station: Four new 450kW chargers (\$5,770,800) • South Hill Mall Transit Center: Three new 450 kW chargers (\$4,328,100) • Tacoma Mall Transit Center: Three new 450 kW chargers (4,328,100) • Lakewood Transit Center: Four new 450 kW chargers (\$5,040,000) 	
<p>Overhead Solar in Parking Lots Improvement/expansion</p>	<p>Construct solar photovoltaic panels over existing parking areas to generate energy on-site and provide shading and protection for vehicles and equipment.</p>	
<p>Battery Electric Backup Power Bank on Base Improvement/expansion</p>	<p>Provide energy storage and backup solutions on base for Agency use when electric infrastructure is not available and to provide load management for electrical grid.</p>	
<p>Bus Exportable Power Improvement/expansion</p>	<p>Provide portable power to communities using BEBs during emergencies in partnership with Pierce County Department of Emergency Management.</p>	
<p>Tacoma Dome Station – Dynamic Parking Guidance & Management System Improvement/expansion</p>	<p>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.</p>	<p>\$1,569,372</p>

Name	Description	Cost (if known)
<p>Tacoma Dome Station Parking Payment System Improvement/expansion</p>	<p>Purchase and implement new parking payment technologies at TDS (East and West) garages as a Transportation Demand Management (TDM) tool to manage anticipated parking demand due to population and job growth in Tacoma. The Parking Payment system would facilitate revenue collection, parking enforcement, and usage reporting. A 2015 parking management study identified that a system would pay for itself in two years and generate +\$200K revenue annually thereafter.</p>	<p>\$743,046</p>
<p>6th Avenue Enhanced Passenger Amenities Improvement/expansion</p>	<p>This portion of 6th Avenue will be a significant segment of the Route 1 which is not included in the Pacific Ave BRT corridor. Ridership is high in this area, but there was not adequate right-of-way to place stations or operate articulated coaches. This project could resolve these issues. Pierce Transit would propose partnering with the City of Tacoma to study and design complete streets which could include bike lanes, transit boarding islands, and installation of transit signal priority features at intersections in the corridor. Work with the City to include the electrical connection needed for real time passenger information and/or potential fare payment technology at the bus stops that would be included in the City's project. Pierce Transit could explore promoting "BRT Lite" along this corridor with these types of elements and communicate this enhanced corridor in conjunction with the outreach and improvements the Agency is implementing along the Pacific Ave BRT corridor.</p>	
<p>Finance ERP Replacement/Implementation Replacement/preservation</p>	<p>Financial software implementation replacing legacy system(s).</p>	<p>\$3,300,000</p>
<p>Network Infrastructure Replacement Replacement/preservation</p>	<p>IT will continue to replace aging equipment in use including older cradlepoint modems, wireless point to point arrays, standalone servers, intrusion protection devices, firewalls, and cloud-based network devices.</p>	<p>\$7,390,680</p>
<p>72nd Street Park & Ride Seal Coat and Striping Replacement/preservation</p>	<p>Identified in Facilities Conditions database (EAM). This project will clean and prep an approximately 25,000 square foot lot. Provide crack fill, seal coat, line striping, and traffic markings.</p>	<p>\$23,400</p>
<p>Computer & Laptop Replacement Replacement/preservation</p>	<p>Computers and laptops are at the end of the lifecycle. The project will replace laptops and computers on a rolling schedule.</p>	<p>\$2,178,000</p>

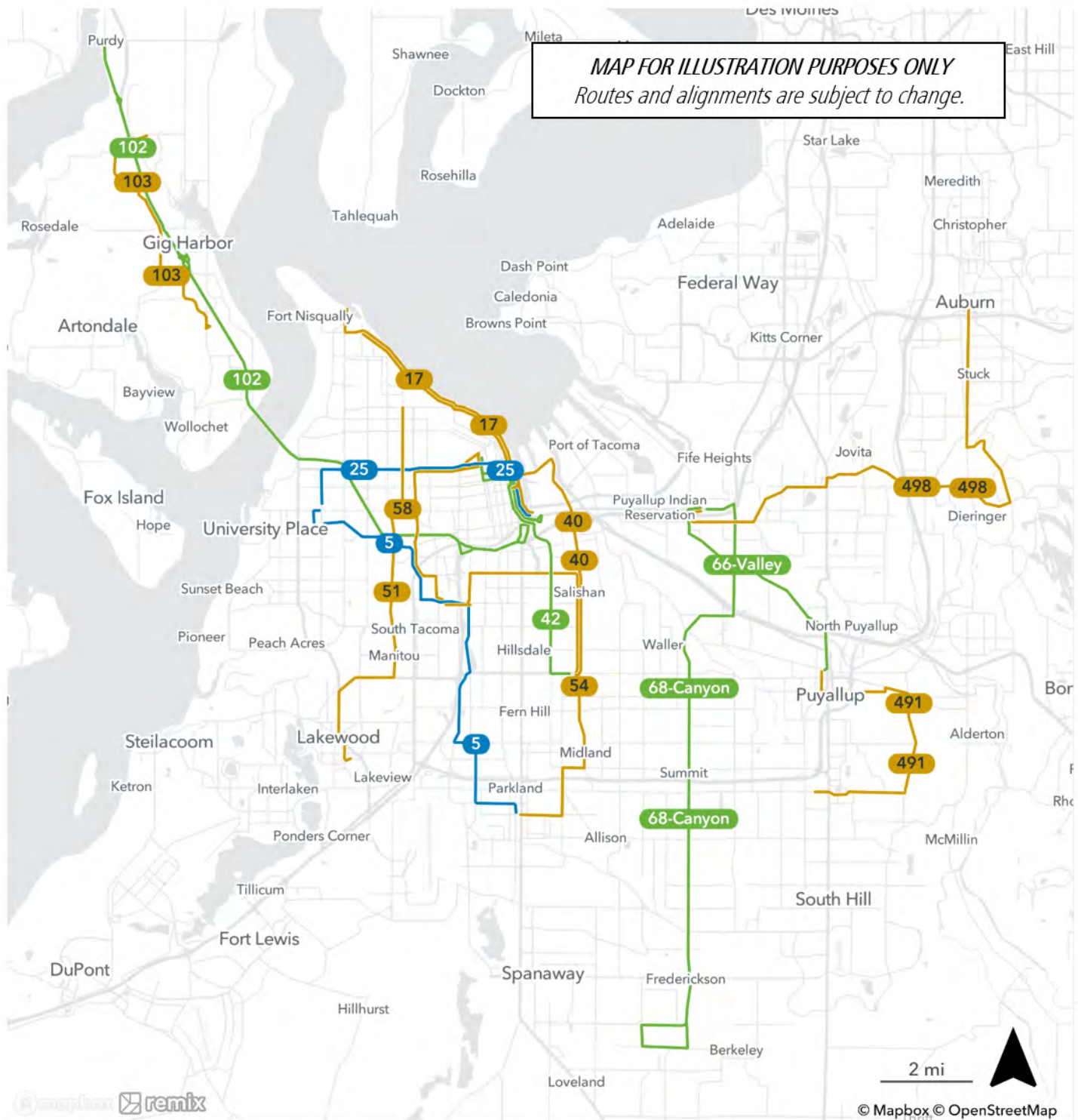
Name	Description	Cost (if known)
System-wide Bus Shelters Modernization and Passenger Amenities Upgrades Replacement/preservation	Replace worst condition or most vandalized bus shelters with new redesigned and resilient shelters, including improved lighting options.	\$2,500,000 (partially funded)
Bus Stop Sign Update Replacement/preservation	Update approximately 2,000 bus stop signs in Pierce Transit system to display route destinations.	
File Digitization, Archiving, and Storage Replacement/preservation	Digitizing and proper organization of historic Human Resource personnel files that are in paper format. Seek grant funding to support this effort.	\$50,000
Enterprise Asset Management System Replacement/preservation	The agency currently has an EAM for tracking both revenue and non-revenue (Service & Support) vehicles, but no such system is in use today for monitoring and reporting on the condition of capital facilities at either the Lakewood headquarters (six buildings on base) or the customer- or passenger-focused transit centers, transit stations, and park & ride lots.	\$313,778
HASTUS Bus Scheduling Software Upgrade 2023 Replacement/preservation	Upgrade the HASTUS System from the current 2017 version to the latest 2023 version. HASTUS is system that optimizes Pierce Transit's bus and operator usage. It is used throughout the planning process to make the schedule that the CAD/AVL system needs. Additionally, HASTUS tracks and assigns the work that individual operators perform during a transit day. Without HASTUS CAD/AVL would not work. This system is essential to the operation of Pierce Transit.	\$631,850
DriveCam Equipment Replacement 2024 Replacement/preservation	Purchase 476 Event Recorder units to replace currently equipped fleet of DC SF1 installed on revenue and support vehicle device. The system provides data and allows us to interact with drivers to foster safe operation of vehicles. The video will have higher quality with the ability to continue to utilize video for defensive driver training for all personnel.	\$256,302

Name	Description	Cost (if known)
Public Safety Officer / Behavioral Health Specialist Co-Responder Program Improvement/expansion	Pierce Transit aims to partner with University of Washington-Tacoma to develop a pilot program to field a Hardship Assistance Response Team (HART) consisting of Pierce Transit Public Safety staff and contracted behavioral health professionals. This team would assist individuals using Pierce Transit services, on or near Pierce Transit property, that experience mental health, substance abuse, and/or insecure housing issues in the Pierce County service area.	
Joint Marketing of Regional Services Improvement/expansion	Pierce Transit plans to partner with Sound Transit, King County Metro, Community Transit, Everett Transit, Kitsap Transit, and City of Seattle on joint regional marketing of the Free Youth Transit Pass and ORCA/ORCA LIFT passes. This would be a regionally coordinated effort that is grant funded.	
Pierce County Coordinated Transportation Project Improvement/expansion	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.	
General State-of-Good-Repair Projects (2023-2025) Maintenance/preservation	Proactively repair/replace facilities and equipment that is nearing the end of its useful life.	\$6,022,582
Aerosol Can Crusher Improvement/expansion	Purchase aerosol can crusher equipment to replace current manual can crushing.	\$25,285
Heavy-duty Box and Pan Bending Brake Replacement Maintenance/preservation	Replace current Box and Pan Bending Brake, which is nearing the end of its useful life. The equipment is used for vehicle repairs.	\$13,744
Paint Booth Equipment Replacement Maintenance/preservation	Replace deteriorating paint booth controls and burner.	\$190,575

Name	Description	Cost (if known)
Three Phase Spot Welder Maintenance/preservation	Replace current welder for vehicle repairs.	\$50,000
Sand Blast Cabinet Replacement Maintenance/preservation	Replace current sand blast cabinet in Fleet Division, which is nearing the end of its useful life.	\$39,031
Maintenance & Training Division Office Renovation Maintenance/preservation	Upgrade the computers, technology and desks in training room, repaint room, remove overhead projector, deep clean floor tiles.	\$75,500
Tacoma Dome Station HVAC Management Improvement/expansion	Integrate Tacoma Dome HVAC system into central Building Management platform.	\$17,250
Specialized Transportation Office Renovation Maintenance/preservation	Replace desks/Cubicles, add workspaces.	\$158,400
Evaporative Cooling Fans Improvement/expansion	Evaporative cooling fans for health and wellbeing of staff during summer months.	\$30,000
Hunter Wheel Alignment Machine Maintenance/preservation	Replace old wheel alignment machine in maintenance area as it is beyond its useful life.	\$103,000
Thermoking UV-A Filter Retrofit Improvement/expansion	Installation of a new UV-A style filter from Thermoking to install on 108 Pierce Transit buses. The filter is designed to eliminate more bacteria and foul odors than standard filters.	\$429,750
72nd Street Transit Center Roof Replacement Maintenance/preservation	Replace roof on structure at 72nd Street Transit Center, which is at the end of its useful life.	\$37,363

Name	Description	Cost (if known)
Building 4 Landscaping Maintenance/preservation	Overhaul landscaping at Pierce Transit base headquarters building.	\$115,500
Fuel Island Floor Scrubber Maintenance/preservation	Purchase a floor scrubber to maintain cleanliness of floors at new fuel island.	\$12,300

Figure 19 - New and Extended Bus Routes Concept Map



Mission

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

Vision

Your preferred transportation choice for today and tomorrow.



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