



Transit Development Plan: 2014 - 2019

PIERCE
TRANSIT

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Section 1: Organization

Governance and Structure

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



BOARD OF COMMISSIONERS

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



Commissioner Rick Talbert
Pierce County Council
Chair
Term Expires 12/31/16



Commissioner Steve Vermillion
Puyallup Council
Vice Chair
Term Expires 5/1/15



Commissioner Don Anderson
Mayor of Lakewood
Term Expires 12/31/15



Commissioner Daryl Eiding
Represents Fife, Milton and Edgewood
Term Expires 4/30/15



Commissioner Lauren Walker
Tacoma City Council
Term Expires 12/31/15



Commissioner Marilyn Strickland
Mayor of Tacoma
Term Expires 12/31/15



Commissioner Pat McCarthy
Pierce County Executive
Term Expires 5/1/15



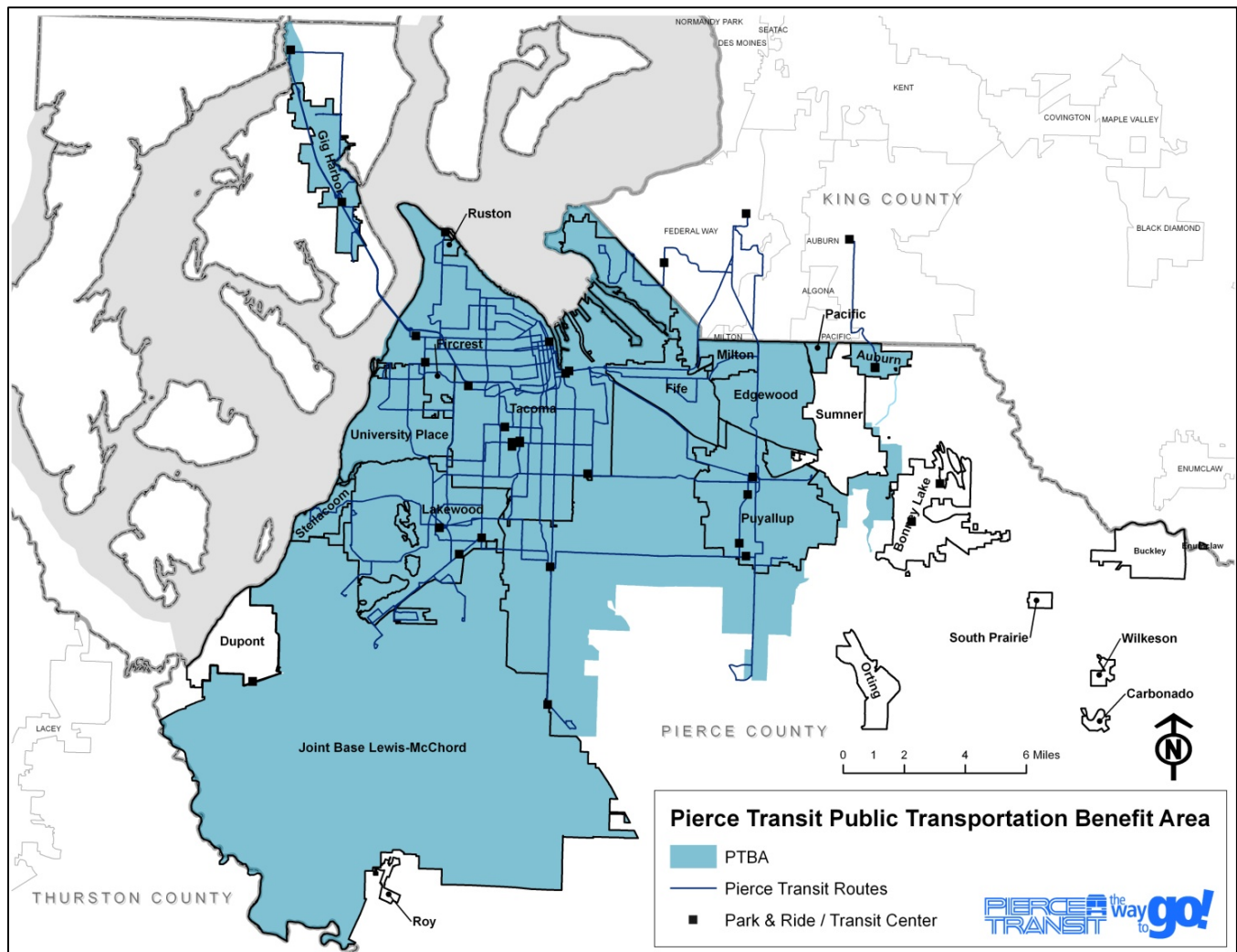
Commissioner Kent Keel
University Place Council
Term Expires 12/31/15



Commissioner Nancy Henderson
Represents Cities of:
Pacific, Auburn, Ruston,
Fircrest, Steilacoom and
Gig Harbor
Term Expires 4/30/15

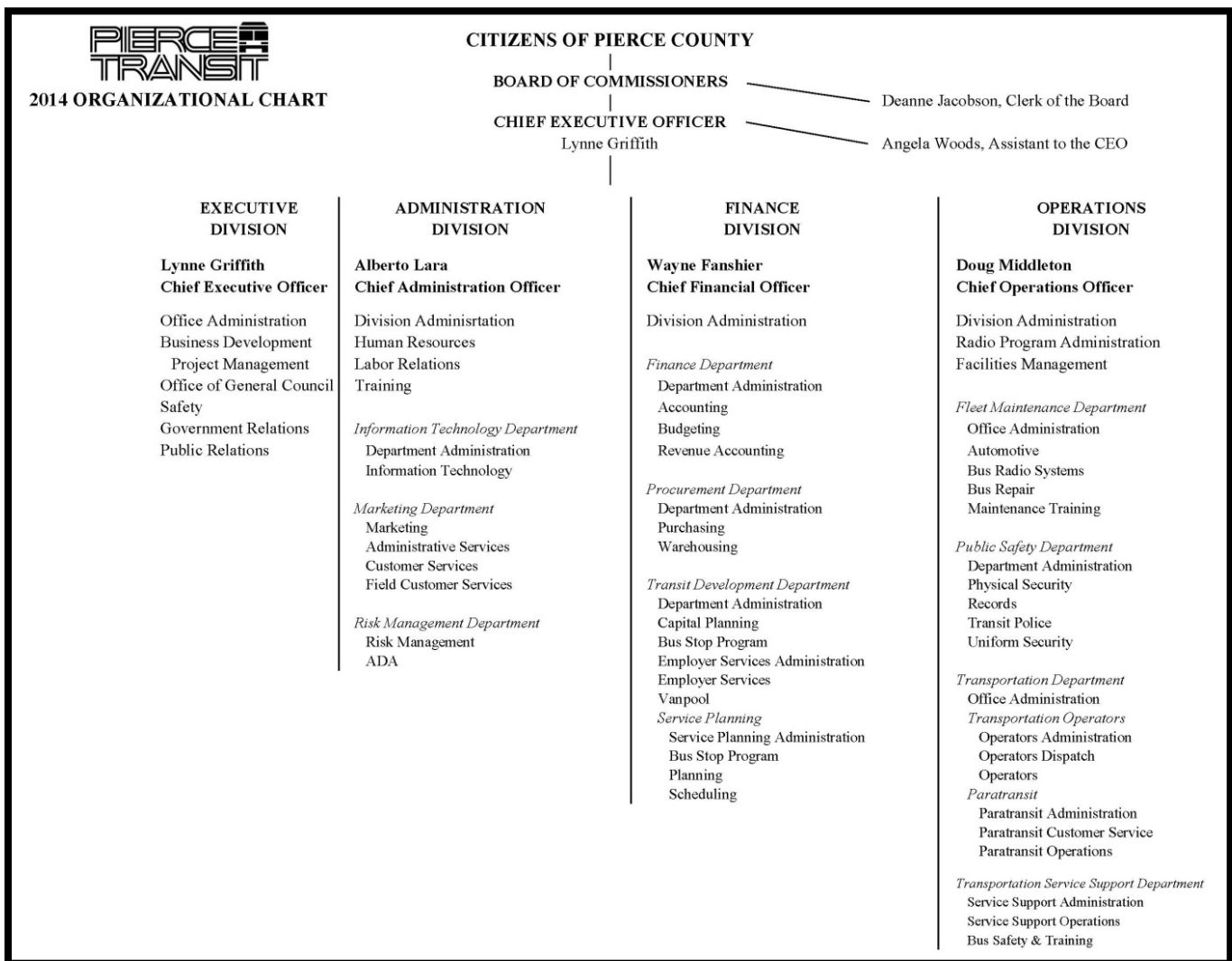
Pierce Transit provides public transport services in the urbanized portions of Pierce County, as illustrated in Figure 1-1. This is an area covering 292 square miles that generally conforms to the county's growth management boundary and contains an estimated 70 percent of the county population. The service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

Figure 1-1 Pierce Transit Service Area



The adopted 2014 budget includes 866 positions and 844 full-time equivalent (FTE) employees. The Operations Division, which includes Maintenance personnel, represents 737 or 85 percent of total positions. The remaining 129 positions or 15 percent are in the Office of the Chief Executive Officer (CEO), Office of Public Safety, Transit Development Division, Finance Division, and the Administration Division.

Figure 1-3 2014 Organizational Chart



MISSION

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

VISION

Pierce Transit is the safest transit organization on the West Coast.

ORGANIZATIONAL VALUES

- **Integrity**...we do what is right, legally and ethically
- **Accountability**...we are responsible stewards of resources
- **Teamwork**...we make it all happen

Section 2: Physical Plant

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

Transit Centers and Stations

- **72nd Street Transit Center** - The 72nd Street Transit Center is located on the northwest corner of E. 72nd Street and Portland Avenue E in Tacoma. This facility has a 68-stall Park-and-Ride lot and is served by five bus routes.
- **Commerce Transfer Facility** - Located along Commerce Street between S. 9th and S. 13th Streets in Tacoma's downtown core, Commerce includes nine passenger boarding zones, and a bus turnaround/layover facility that is served by 18 Pierce Transit, three Intercity Transit, and two Sound Transit bus routes.
- **Lakewood Towne Center Transit Center** - This facility is located in the northern peripheral area of the Lakewood Towne Center. It is served by nine Pierce Transit and one Sound Transit bus routes.
- **Parkland Transit Center** - The Parkland Transit Center is located on the northwest corner of Pacific Avenue and S. 121st Street in Parkland. Five bus routes make trips through this facility, which includes a 62-stall Park-and-Ride lot.
- **South Hill Mall Transit Center** - The South Hill Mall Transit Center is located in Puyallup on the northwest corner of 5th Street SE and 112th Street E, on the south end of the South Hill Mall. Five Pierce Transit bus routes make trips through this facility.
- **Tacoma Community College Transit Center** - Located on the Tacoma Community College campus on the northeast corner of S. 19th and Mildred Streets in Tacoma, this facility is served by eight Pierce Transit and one Sound Transit bus routes. Adjacent to the transit center is a 95-stall Park-and-Ride lot.
- **Tacoma Dome Station** - This facility is located two blocks north of the Tacoma Dome on Puyallup Avenue between E Street and G Street. It is served by seven Pierce Transit, four Sound Transit, and three Intercity bus routes. It consists of a 2,353-space parking stall garage, of which 80 spaces are reserved for short-term parking for Freighthouse Square, connected to a covered waiting area that serves eight local bus routes and seven regional express bus routes. Other amenities include bike lockers and racks, 24-hour security, and a customer service outlet. In 2015 three additional bus bays with passenger amenities will be constructed on G Street, on the east side of the station. The Tacoma Dome Station is also Tacoma's hub for Sounder Commuter Rail, Sound Transit Link Light Rail, and Greyhound Bus.
- **Tacoma Mall Transit Center** - The Tacoma Mall Transit Center is located across S. 48th Street on the south side of the Tacoma Mall. Eight Pierce Transit, one Sound Transit, and one Intercity bus routes serve this facility.

Park-and-Ride Lots and Bus Stops

- **Park-and-Ride Lots** - Pierce Transit's fixed route bus service operates in proximity to 18 of the 20 Park-and-Ride lots in Pierce County, as well as two in King County (Federal Way). Pierce Transit owns five of these lots. The Washington State Department of Transportation (WSDOT), the City of Tacoma, and other public or private entities own the remaining Park-and-Ride lots. A total of 5,743 parking spaces (including the Tacoma Dome Station, transit centers, and carpool-only lots) are available within these Pierce County facilities, plus another 633 parking spaces at the Sounder station in Auburn.
- **Bus Stops** - There are approximately 2,500 bus stops in Pierce Transit's system. Pierce Transit owns 549 shelters and has more than 799 benches installed at bus stops throughout the county. Currently, all but 12 of the stops meet the Americans with Disabilities Act (ADA) accessibility standards. But note that those 12 stops were established prior to the passage of the ADA in 1990 and will continue to be upgraded within budgetary and physical limitations.

Other Facilities

- **2410 104th Street Court South (Tacoma), First Transit SHUTTLE Base** - This facility is leased by Pierce Transit and is an important part of the agency's service delivery component. This facility serves as the First Transit contract SHUTTLE base of operations. All First Transit SHUTTLE vehicles are stored and maintained at this facility.

Sound Transit facilities served jointly by Pierce Transit

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

Other facilities served by Pierce Transit

- **Sound Transit Link Light Rail** connecting the Tacoma Dome Station, a regional hub for local or regional express buses and related commuter services, with downtown Tacoma.

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



Section 3: Service Characteristics

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

Table 3-1 2014 Passenger Fare Structure for Local Fixed Route, Regional Express, and SHUTTLE Service

Local Adult Cash Fare	\$2.00
Local Adult Weekend & Holiday All-Day Pass	\$4.00
Regional Adult Monthly Pass (ORCA – \$2.00 Puget Pass)	\$72.00
Local Youth & Senior /Disabled Cash Fare	\$0.75
SHUTTLE Cash Fare	\$0.75
Local Youth & Senior /Disabled Weekend & Holiday All-Day Pass	\$1.50
SHUTTLE Monthly Pass	\$27.00
Regional Youth & Senior /Disabled Monthly Pass (ORCA – \$.75 Puget Pass)	\$27.00

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

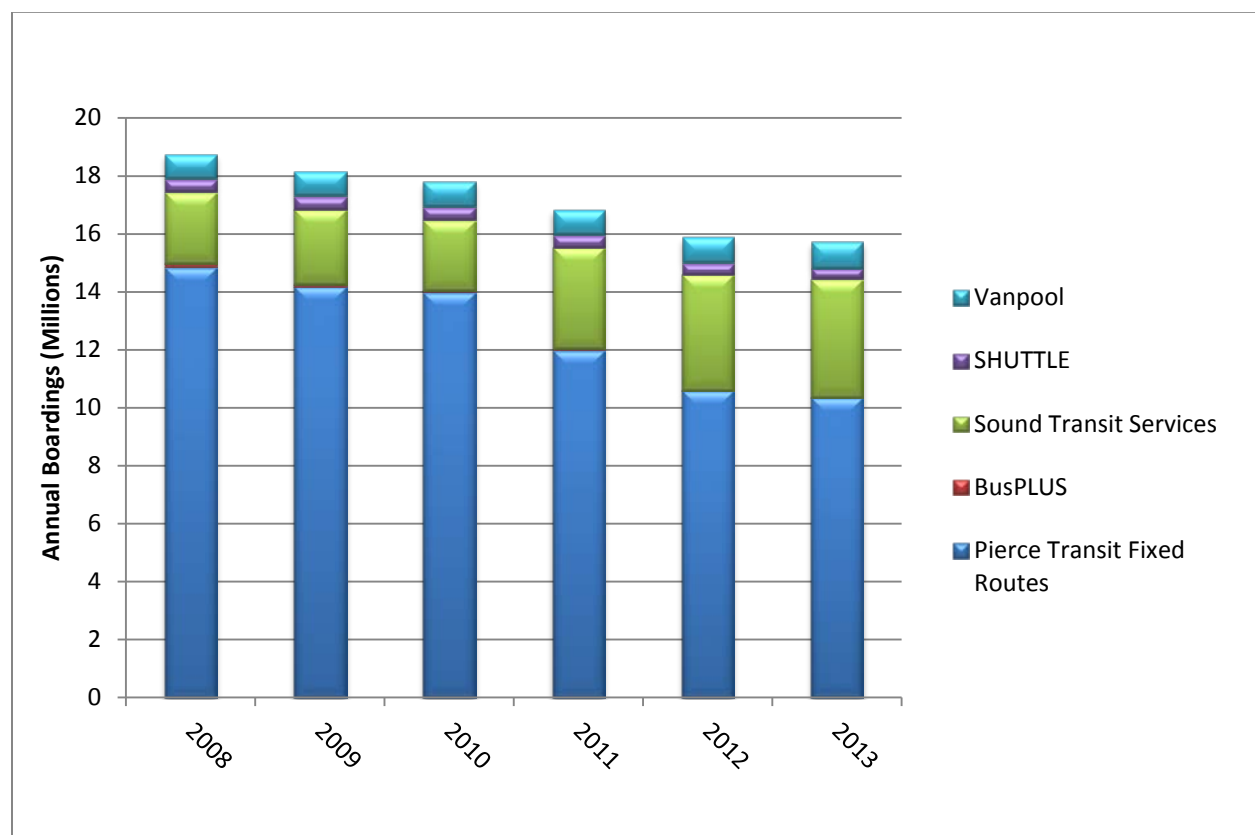
- Trunk routes serve high volume corridors and provide the most frequent service within urbanized portions of Pierce County. Trunk routes are Pierce Transit's most intensive services.
- Urban routes serve arterial streets within urbanized areas. They operate most days of the week, providing somewhat frequent service on weekdays with some night and weekend service.
- Suburban routes are minor routes that serve suburban neighborhoods. Typically, they operate every 60 minutes or less and may not provide weekend service.
- Express routes connect transit centers or park-and-ride lots with major transit destinations, offering travel times comparable to automobiles.
- Pierce Transit also operates a number of express routes under contract with Sound Transit. Because Pierce Transit is not responsible for their design or funding, this plan does not address their performance in detail.
- SHUTTLE services provide demand responsive services for individuals who are eligible for specialized transportation services under the ADA.
- Vanpools provide grouped transportation opportunities to employment sites throughout the Puget Sound region.
- Special Needs vans are provided to local communities and organizations that have unique travel needs that cannot be met by utilizing regular Pierce Transit services.

Separate performance standards are established for each service category. While local fixed route services record about 80 percent of all boarding riders, the number of Vanpool riders, as well as Express patrons, has been growing in recent years. Table 3-2 summarizes boarding trends on each Pierce Transit service during the past seven years. Figure 3-1 illustrates this information graphically.

Table 3-2 Pierce Transit Ridership Trends: 2007-2013 (Millions of Annual Boardings)

	2007	2008	2009	2010	2011	2012	2013
Pierce Transit Fixed Routes	13.22	14.87	14.18	14.00	12.00	10.60	10.35
BusPLUS ¹	0.091	0.124	0.081	0.051	0.035	0.000	0.000
Sound Transit Services	2.09	2.46	2.60	2.43	3.50	4.00	4.10
SHUTTLE	0.42	0.45	0.45	0.46	0.44	0.40	0.37
Vanpool	0.77	0.85	0.85	0.89	0.86	0.88	0.93
System Total	16.59	18.75	18.16	17.83	16.84	15.88	15.75

Figure 3-1 Pierce Transit Ridership History by Service Type: 2008-2013



¹ BusPlus service was eliminated in October 2011.

Local Fixed Route Service

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

Local fixed route bus service is provided on 41 routes travelling more than 16.1 million miles annually throughout Pierce County (a system map is illustrated in Figure 3-2). All of these services are wheelchair accessible. Pierce Transit reported nearly 10.35 million boardings on the local fixed route system during 2013. Figure 3-3 illustrates local fixed route ridership, but does not include ridership on Pierce Transit's Vanpool, SHUTTLE paratransit, or on Sound Transit's regional express services.



Figure 3-2 Pierce Transit Fixed Route Network

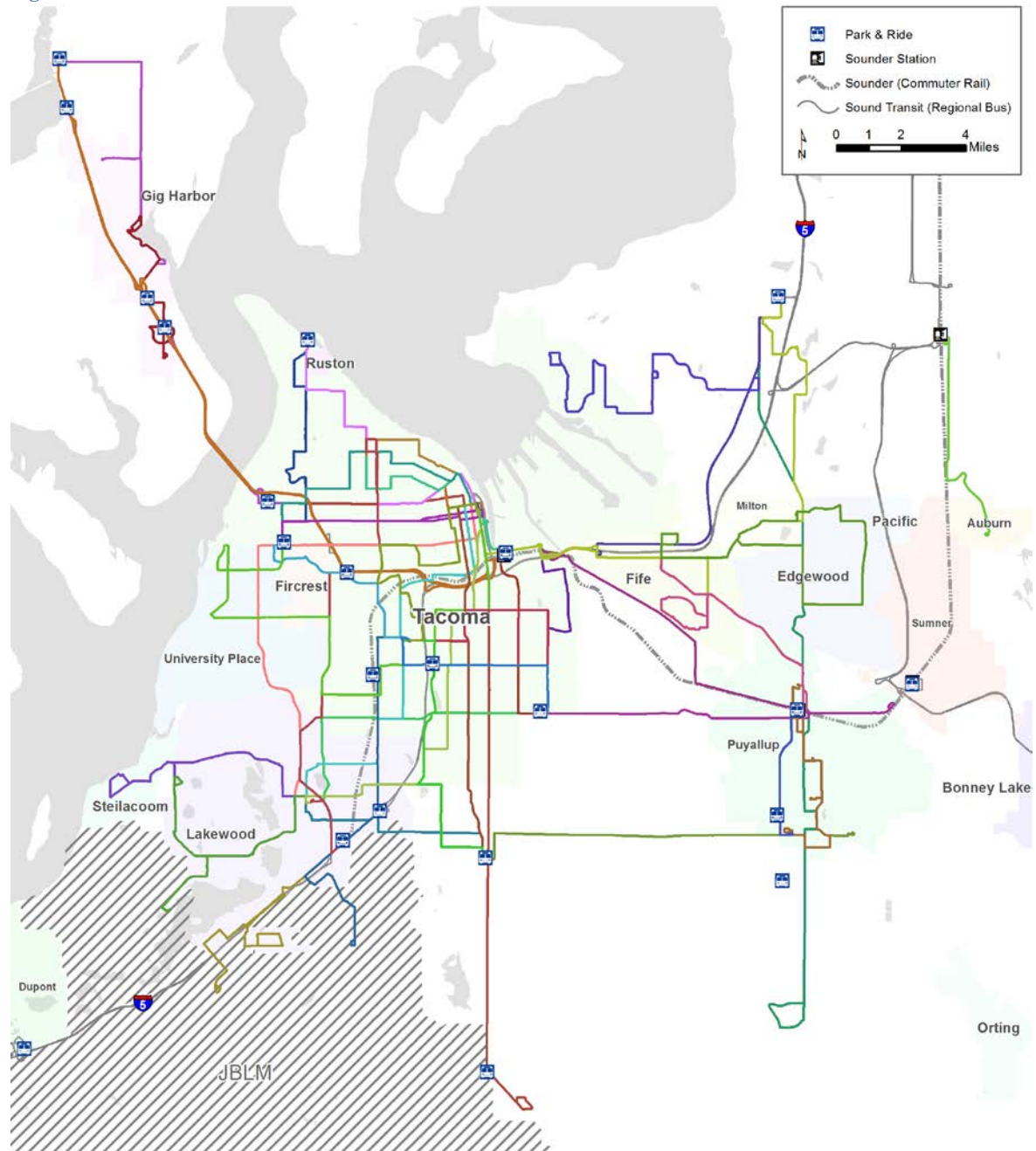
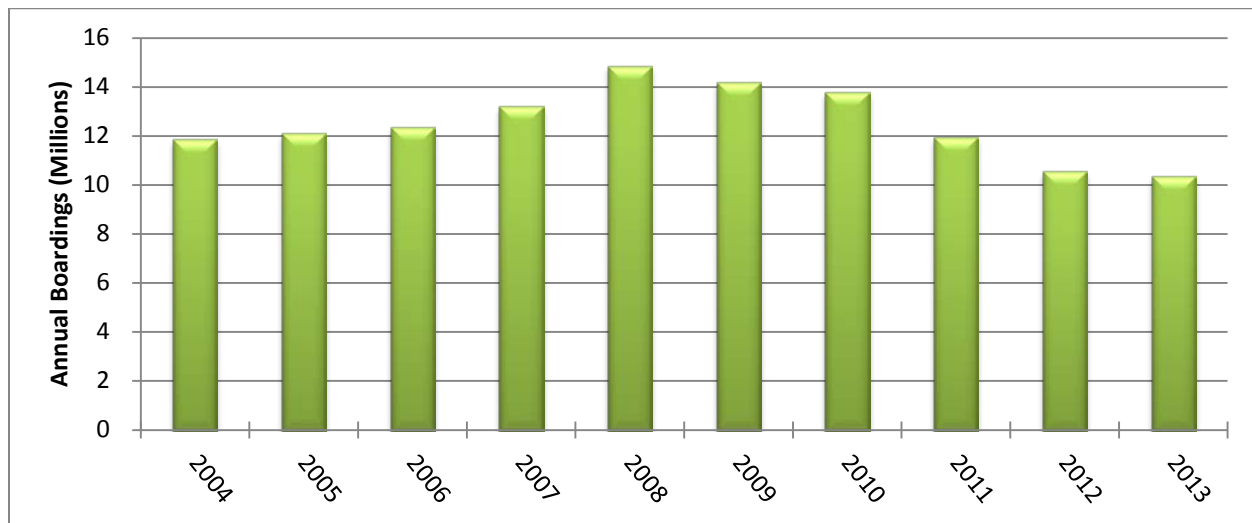


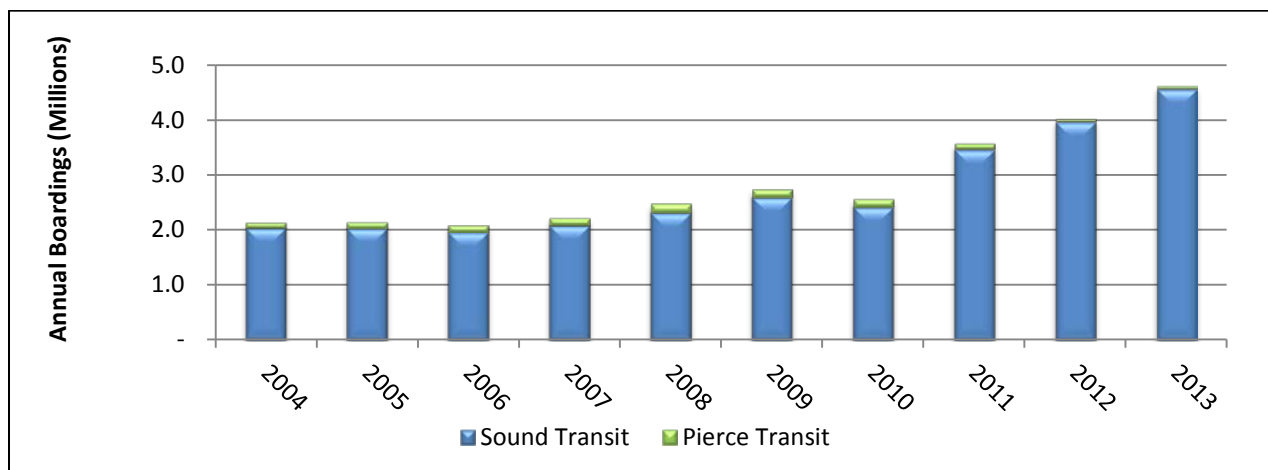
Figure 3-3 Pierce Transit Local Fixed Route Ridership: 2004-2013²



Express Service

Fixed route buses also provide express commuter service to locations in Pierce and King Counties. Pierce Transit offers express service to and from the Gig Harbor Peninsula, plus offered demonstration service south to Thurston County in 2013. Pierce Transit express ridership accounted for 53,000 boardings in 2013. Under contract with Sound Transit, Pierce Transit operates express service to and between many King County locations such as Federal Way, the University of Washington, and Sea-Tac Airport, in addition to the Seattle express routes. These routes accounted for approximately 4.6 million boardings in 2013. Figure 3-4 summarizes ridership trends on Pierce Transit's network of express buses, including Sound Transit's regional express services.

Figure 3-4 Pierce Transit/Sound Transit Express Ridership Trends: 2004-2013³



² The gradual decline in ridership from 2009-2013 is due to the economic recession and the failure of Proposition 1 in February 2011 and again in November 2012. This forced a cumulative 37 percent reduction in annual service hours (i.e., from 622,000 to 447,000) to address the agency's budget shortfall.

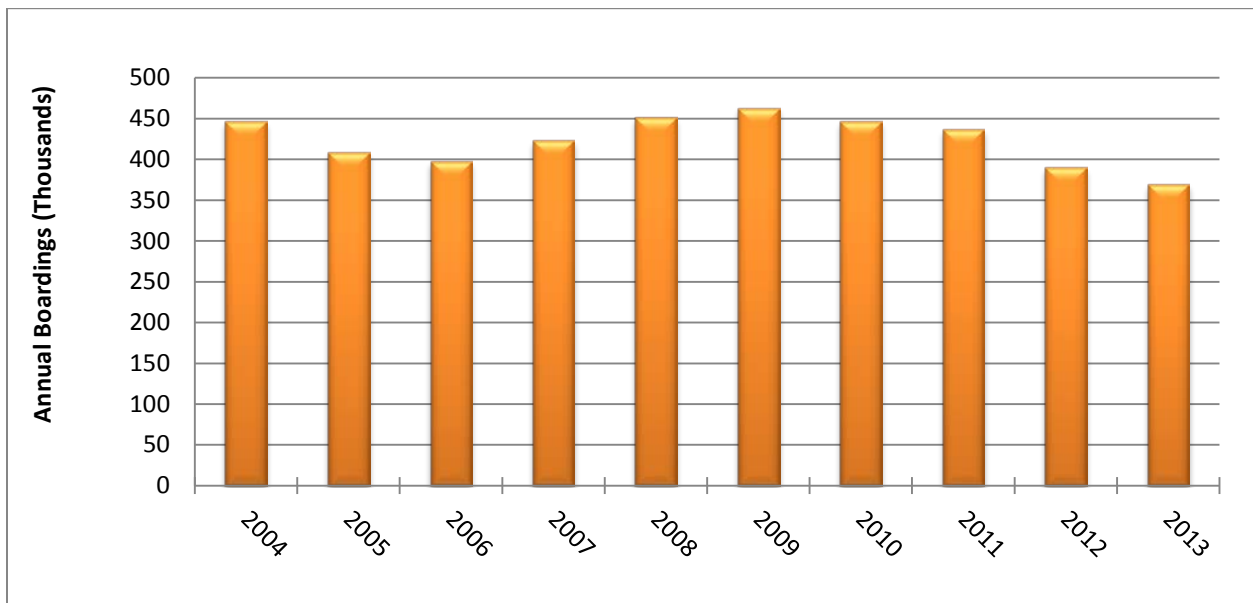
³ Pierce Transit Express Routes 490 (South Hill-Tacoma), 601 & 603A (Olympia Express) were eliminated in October 2011.

SHUTTLE

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

As a transit provider, Pierce Transits' responsibility under the ADA is to integrate services for people with disabilities to the highest degree possible. Figure 3-5, illustrates SHUTTLE ridership over the last 10 years. In 2013 SHUTTLE provided over 370,000 rides. Recent service area reductions along with an increased focus on providing travel-training and community education programs for potential SHUTTLE patrons have helped manage demand. Implementation of trip-by-trip service for individuals with conditional eligibility has also proven to be effective in integrating services for individuals with disabilities.

Figure 3-5 SHUTTLE Ridership: 2004–2013



Coordinated Transportation

Pierce Transit is a founding member of the Pierce County Coordinated Transportation Coalition (PCCTC) and continues to be involved in both local and regional human services transportation planning. The Coalition seeks to identify unmet transportation needs, create partnerships, and find resources to create services to fill the gaps. The target population includes individuals with disabilities, the elderly, youth between the ages of 12 and 18, low income individuals, and veterans. Pierce County is the lead agency for the coalition and the Community Connections department sponsors a Mobility Manager position, along with recruiting a group facilitator currently. These two positions will manage local coalition activities and facilitate planning processes. Current PCCTC projects include:

South Sound 2-1-1

2-1-1 is the three digit number for the One Call/One Click Transportation Resource Center for Pierce, Thurston, and Lewis Counties. South Sound 2-1-1 maintains a centralized database of transportation resources available to the public via over the phone referrals or online at 211wa.org. By dialing 2-1-1, those in need of transportation reach a Specialist who will work with them to assess their needs, identify available transportation options, connect them with appropriate services, and provide advocacy and follow-up for callers with complex transportation needs. A recent grant funded collaboration between 2-1-1, Pierce County, and the Veterans Administration seeks to expand infrastructure and improve outreach to veterans and their families.

Beyond the Borders

Beyond the Borders provides service in rural Pierce County where there is no public transit. The service also connects riders with Pierce Transit fixed route buses or SHUTTLE. This grant funded demand response service is for older adults, individuals with disabilities, and people with low incomes living outside the PTBA, to the South and Eastern portions of the County. Pierce County Community Connections is the lead agency with *TransPro* handling eligibility, scheduling and driving. Pierce Transit provides local funding matched by regional human services competitive grant awards from the Washington Department of Transportation (WSDOT) and Puget Sound Regional Council (PSRC). The program offers both demand response and connector routes that deviate to pick up passengers up to a half mile off the route. One route connects Sumner with Puyallup, the other goes from South Hill to Spanaway.

KPN School Bus Connections

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

Mustard Seed Project Community Use Van

A second option for seniors and individuals with disabilities living on the Key Peninsula is the Mustard Seed Project's Community Use Van. Volunteer drivers operate a van, leased from Pierce Transit, travelling to and from local destinations including the Silver Sneakers Fitness program at the Gig Harbor YMCA, Senior Lunch at Key Peninsula Community Services, as well as accommodating local stops along the way. The Community Use Van runs a regular schedule several days each week plus special events throughout the year. The van also provides a feeder service for seniors who would like to use the KP School Bus Connections but are not close enough to a scheduled stop.

Catholic Community Services Volunteer Transportation Services

Catholic Community services Volunteer Transportation program provides door through door service for low income adults, the elderly, and individuals with disabilities. These customers cannot afford to pay for transportation and cannot drive themselves due to physical or mental limitations. The transportation is provided free of charge by screened and trained volunteers who use their own vehicles. The program provides transportation for grocery shopping, medical trips, and other essential errands such as accessing vital services (e.g., banking, governmental services, etc.).

Travel Ambassador

The Catholic Community Services (CCS) grant-funded Travel Ambassador project operates in partnership with Pierce Transit and other local transportation providers to conduct workshops to educate the public about the types of transportation options available for individuals with special needs, and how to access them. Targeted stakeholders include human service professionals and their clients. As a part of this project, CCS and Pierce Transit host Travel Ambassador workshops and conduct numerous other educational outreach activities. Catholic Community Services (CCS) is the lead agency and partners with Pierce Transit as well as the PCCTC membership. In 2012 this grant-funded program completed a video project to use as a training tool to promote safe bus system use and in 2014 the video will be updated. This tool is used by Pierce Transit Travel Trainers as part of their group orientations and at Travel Ambassador training sessions.

Bus Buddies

A function of the Travel Ambassador grant, Bus Buddies help create familiarity and comfort with bus use for elderly individuals and people with disabilities. Bus Buddies are volunteers that ride fixed route with the elderly and individuals with disabilities. CCS conducts volunteer recruitment, performs background checks, and matches volunteers with riders referred by Pierce Transit Travel Trainers. Pierce Transit trains the Bus Buddies.

Road to Independence

The Puget Sound Educational Services District (PSESD) operates The Road to Independence WorkFirst Van Program. The program provides both a training program and a transportation program. This grant funded program provides free rides to low income and special needs individuals to work and employment-related activities for eligible participants in East Pierce County and South King County. The program also trains low income and volunteer drivers who operate the vans, thereby gaining on-the-road skills prior to being placed in the Class B CDL class with an S endorsement. Upon completion of training, they move into employment in the transportation field. The PSESD will also be partnering with RallyPoint6, a Veterans Resource Center to not only train veterans as drivers but provide transportation for veterans to various locations.

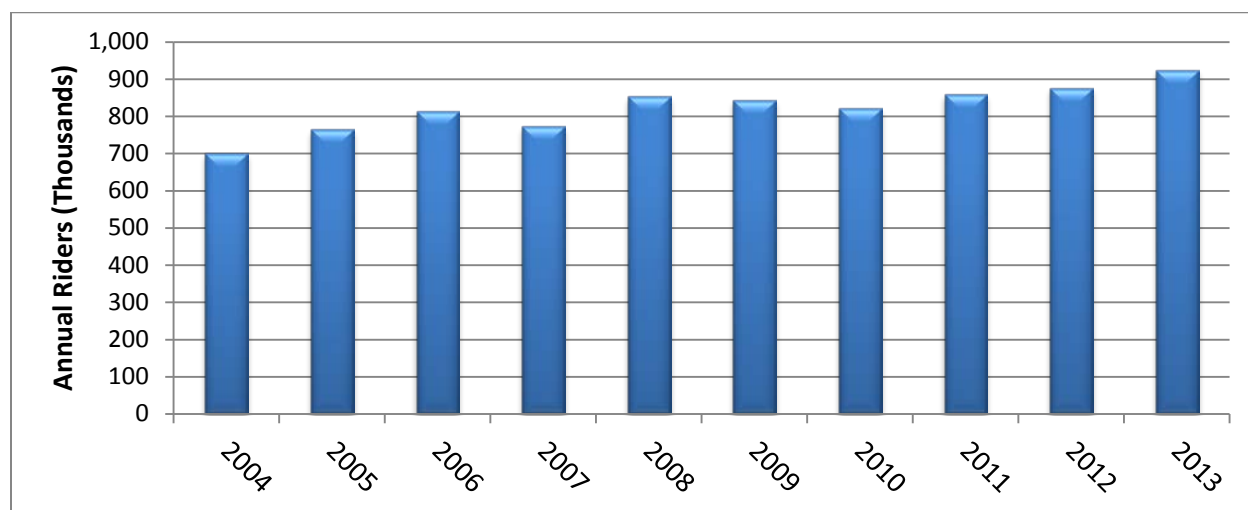
MultiCare Adult Day Health Express (ADHE)

The MultiCare Adult Day Health Express (ADHE) program began in 2010 as a demonstration project with the Pierce County Coordinated Transportation Coalition (PCCTC). This program marked the first time Pierce Transit has received any shared funding for Medicaid sponsored service. The program created a new model of service, a simple cost sharing mechanism, and has proven to be economical.

February of 2014 marked the fourth anniversary of the ADHE and the program will have surpassed the milestone of 150,000 trips by the end of 2014. Current partners include MultiCare ADH, who provides \$15 a day per participant, Local Motion as transportation provider, and Pierce Transit as the primary funding and fiscal agent. This program is a great example of what can be accomplished

through participation in coordinated transportation programming while taking advantage of cost sharing opportunities.

Figure 3-6 Vanpool Ridership: 2004-2013



Vanpool Services

Since its inception in 1986, the Vanpool program has expanded to an active fleet of 346 vans commuting to and from major employment centers. This successful program complements Pierce Transit's network of local and express services, providing commute alternatives to many destinations that cannot be effectively served by fixed route services. Vanpools are also very cost-effective because participants pay about 96 percent of direct operating costs through fares. In 2013 Pierce Transit vanpools provided over 926,000 rides or nearly seven percent of the agency's total ridership. Figure 3-6 depicts vanpool ridership during each year since 2004.

Pierce Transit's Special Use Van program provides service to organizations as a way of meeting their specialized transportation needs. In 2013, Pierce Transit launched a demonstration project, the Special Use Community Solutions, designed to provide Pierce County social service agencies with vehicles to transport their clients. At least 25 percent of the total boardings must include ADA-eligible clients.



Ridematch Services

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

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

Employer Services

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

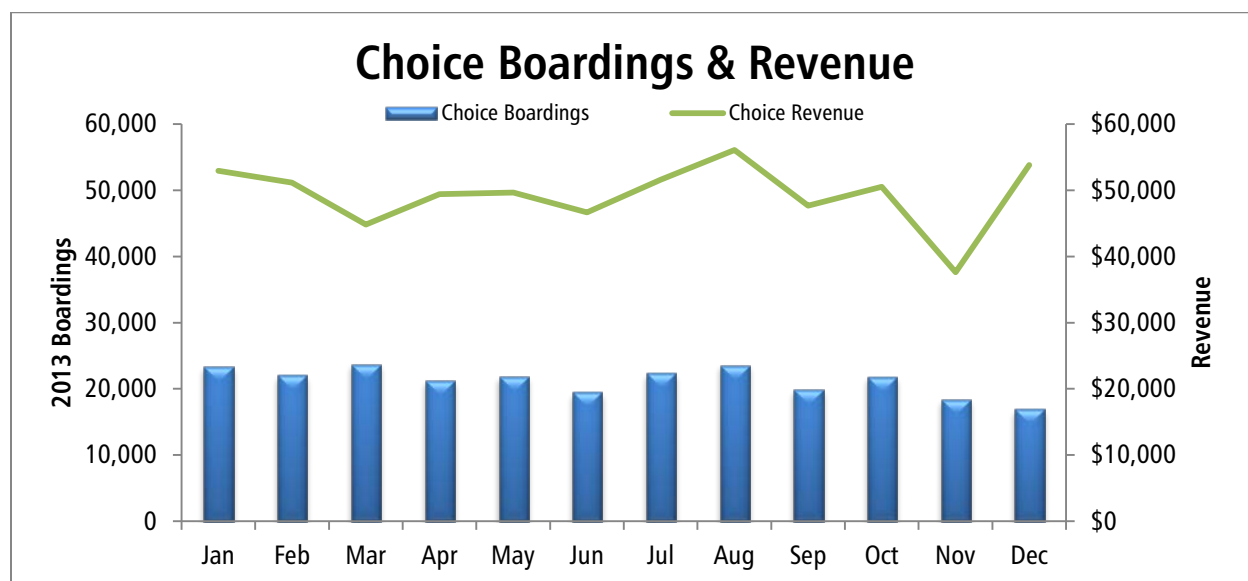
Since 1991, as part of the statewide Commute Trip Reduction Law, now known as the Commute Trip Reduction (CTR) Efficiency Act, major employers in the county (i.e., with 100 or more employees) are required to develop trip reduction programs that encourage the use of non-drive alone commute modes. Employer Services engages directly with these employers to create an effective suite of services to meet their needs. These services include providing one-on-one assistance in setting up ORCA⁴ Business Accounts to subsidize transit passes, forming carpools and vanpools, educating employees and managers through on-site meetings, and providing incentives to encourage smart commutes. We work with businesses of all sizes. Currently, over 180 employers are partners of Pierce Transit including large worksites and voluntary sites throughout the county. Local active businesses include Propel Insurance, Franciscan Health System, Joint Base Lewis-McChord, Port of Tacoma, University of Washington-Tacoma, University of Puget Sound, Pacific Lutheran University, and State Farm Insurance.

As part of developing individual worksite transportation programs, Employer Services manages ORCA Business Accounts. ORCA Business Accounts provide entities with the option of purchasing retail products they load themselves (Choice Accounts) or annual regional products pre-loaded (Passport Accounts). Pierce Transit is the administrator (Lead Agency) of 48 Choice and 12 Passport Accounts.

In 2013 Choice accounts generated an average of 21,000 boardings each month for an annual total of over 250,000 boardings. Monthly Choice revenue averaged \$49,000 with nearly \$600,000 in annual revenue for Pierce Transit.

⁴ ORCA, meaning "One Regional Card for All," is a contactless, stored value smart card, used for payment of public transportation fares throughout the Puget Sound region. ORCA is accepted on Community Transit, Everett Transit, King County Metro Transit, Kitsap Transit, Pierce Transit, Sound Transit, and Washington State Ferries.

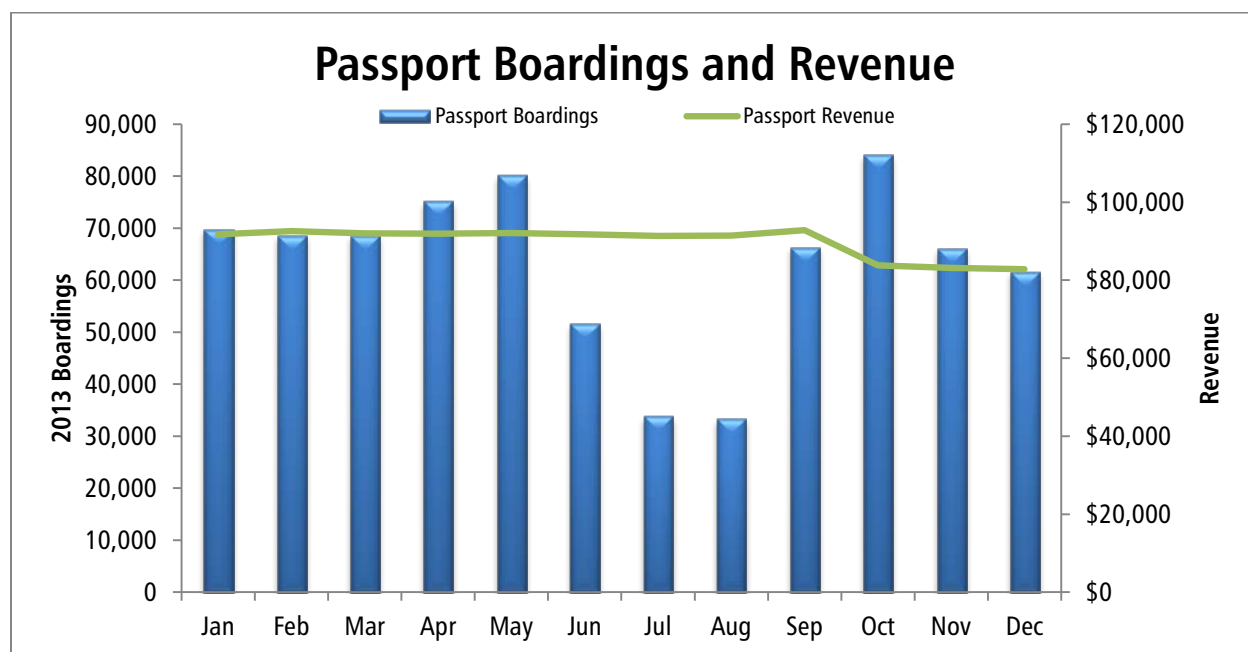
Figure 3-7 2013 Choice Boardings and Revenue by Month



*The ORCA Business Account reporting cycle is longer than for standard ORCA transactions.

In 2013 Passport accounts generated an average of 63,000 boardings each month for an annual total of 760,000 boardings. Average monthly revenue was \$90,000 for a total of \$1 million in annual revenue.

Figure 3-8 2013 Passport Boardings and Revenue by Month



In addition to being the Lead Agency for 48 Choice and 12 Passport accounts, Pierce Transit participates in additional regional accounts. These regional accounts began in 2007 and have grown from a mere 20 accounts representing approximately \$228,000 in annual vanpool revenue for Pierce Transit, to 876 accounts representing \$1.52 million in annual transit and vanpool revenue for Pierce Transit. This increase in accounts was due primarily to the fact that all Passport Accounts became

fully regional beginning in 2009. Figures 3-9 and 3-10 (below) demonstrate this exceptional growth over the past seven years.

Figure 3-9 Regional Accounts: 2007-2013

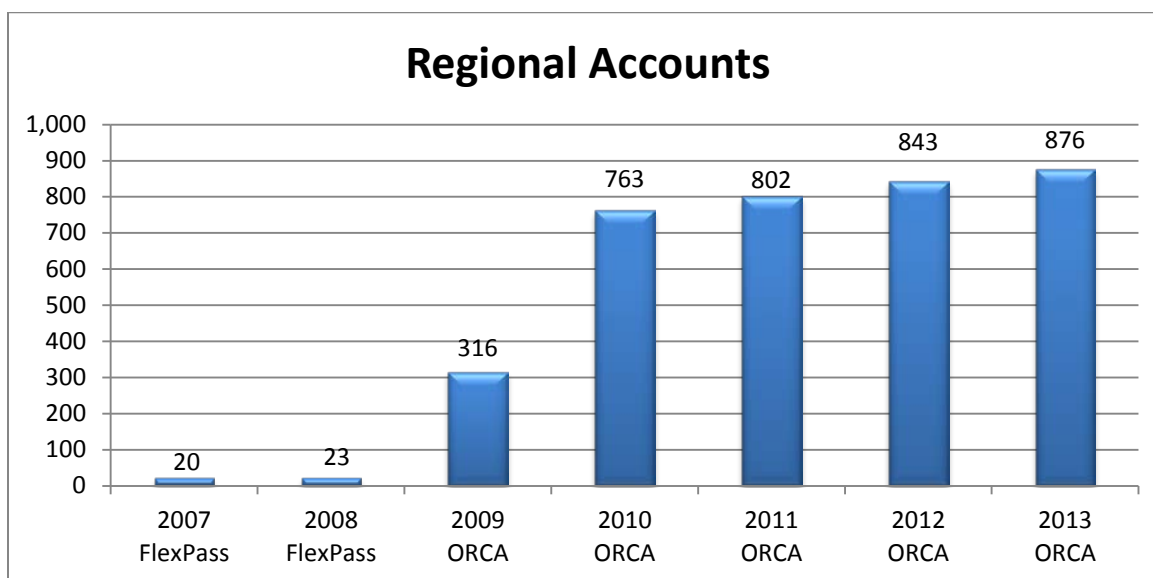
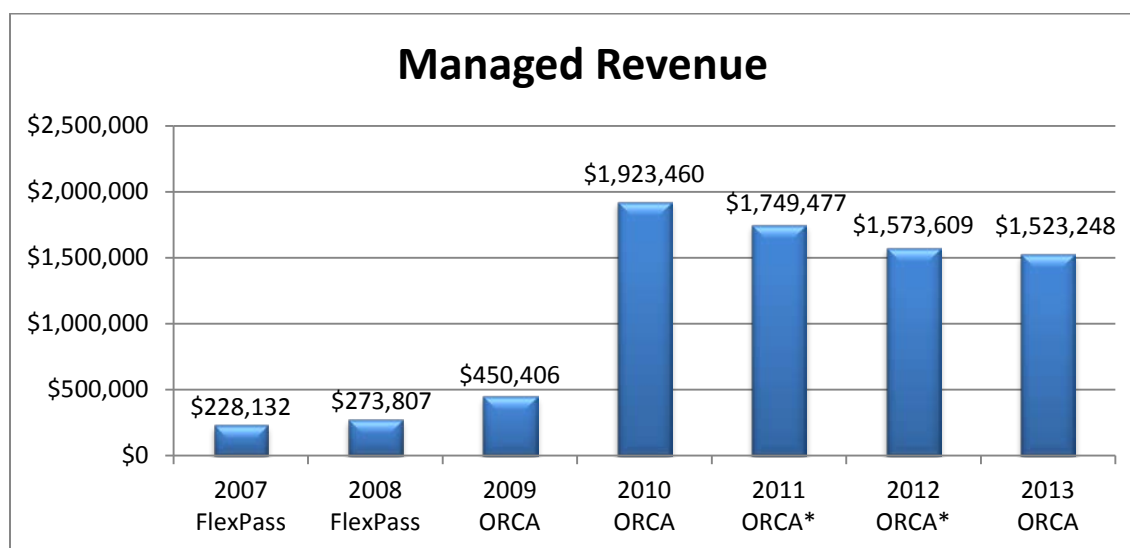


Figure 3-10 Managed Revenue: 2007-2013



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

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



Section 4: Service Connections

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

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

- **Beyond the Borders** - Through a partnership with the Pierce County Coordinated Transportation Coalition, seniors, persons with a disabilities, and low income residents of Pierce County living outside of the Pierce Transit service area are eligible for free transportation services from their home to the closest Pierce Transit bus stop. From these stops they can connect to the Pierce Transit service area.
- **Intercity Transit** –Intercity Transit operates Olympia - Tacoma Express service linking Pierce and Thurston counties. Intercity Transit provides four weekday routes (603, 605, 609, and 612) and one weekend route (620) providing service to Lakewood and Tacoma from Olympia and Lacey in Thurston County.
- **King County Metro** – Pierce Transit Routes 402, 500, and 501 all make connections with King County Metro services at the Federal Way Transit Center. Additional connections with King County Metro Routes 179, 181, and 197 can be made at the Twin Lakes Park-and-Ride in Northeast Tacoma via Pierce Transit Route 62 route and at the Auburn Sounder Station via Pierce Transit Route 497.
- **Kitsap Transit** – Kitsap Transit provides the Purdy Connection route with connections from the Port Orchard Ferry to Pierce Transit Routes 100 and 102 at the Purdy Park-and-Ride.
- **Sound Transit** – Pierce Transit provides convenient connections to Sound Transit express bus service and Sounder Commuter Rail service at several transit centers, Park-and-Rides, and Sounder stations throughout Pierce County. These include: Auburn Sounder Station, Commerce Street Transfer Area, Kimball Drive Park-and-Ride, Lakewood Sounder Station, Lakewood Transit Center, Narrows/Skyline Park-and-Ride, Purdy Park-and-Ride, Puyallup Sounder Station, South Hill Mall Transit Center, South Hill Park-and-Ride, South Tacoma Sounder Station, SR 512 Park-and-Ride, Tacoma Community College Transit Center, and Tacoma Dome Station.
- **Pierce County Ferries** – Connections to Anderson Island via the Pierce County Ferry can be made at the Steilacoom Dock via Pierce Transit Route 212.
- **Washington State Ferries** – The Tahlequa connection to Vashon Island can be made at Point Defiance via Pierce Transit Routes 10 and 11.
- **Greyhound** – The Greyhound Bus terminal is located at the Tacoma Dome Station facility and is serviced by seven local Pierce Transit routes: 13, 14, 41, 102, 400, 500, and 501.
- **Amtrak** – Pierce Transit routes 41, 500, and 501 provide regular weekday and some weekend service to the Tacoma Amtrak train station at 1001 Puyallup Avenue.

- Park-and-Ride Lots** - Pierce Transit also operates a network of Park-and-Ride facilities that are located throughout Pierce County. There are currently 5,743 parking spaces provided, a majority at facilities owned and operated by Pierce Transit. On average, 78 percent of the county's Park-and-Ride lots' parking capacity is occupied on any given weekday. Table 4-1 identifies those facilities and locations, owned by both Pierce Transit and others.



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

Park-and-Ride Lots Owned or Leased by Pierce Transit			
Facility	Stalls	Facility	Stalls
72nd Street Transit Center <i>72nd Street E & E. Portland Avenue - Tacoma</i>	68	Roy "Y" <i>SR 7 at SR 507 - Spanaway</i>	100
Kimball Drive Park-and-Ride <i>SR 16 at Kimball Drive – Gig Harbor</i>	306	Tacoma Community College Transit Center <i>S. 19th Street & S. Mildred Street</i>	95
Parkland Transit Center <i>121st Street E & Pacific Avenue S</i>	62	Tacoma Dome Station <i>Puyallup Avenue between E & G Streets</i>	2,363

Park-and-Ride Lots Owned by Others			
Facility (Owner)	Stalls	Facility (Owner)	Stalls
Center Street (WSDOT) <i>SR 16 at Center Street - Tacoma</i>	75	South Tacoma Sounder Station (Sound Transit) 5650 S. Washington Street	220
Narrows/Skyline (City of Tacoma) <i>6th Avenue & S. MacArthur Street</i>	195	SR 512 (WSDOT) <i>S. Tacoma Way at I-5/SR 512 Interchange - Lakewood</i>	489
Lakewood Sounder Station (Sound Transit) 11424 Pacific Highway SW	600	Sumner Sounder Station (Sound Transit) 810 Maple Street	286
North Purdy (WSDOT) <i>144th Street NW at Purdy Drive NW</i>	200	Tacoma Mall East (WSDOT) <i>S. Alaska Street at S. 56th Street (Southeast Side)</i>	78
South Purdy (WSDOT) <i>SR 16 at Goodnough Drive NW</i>	20	Tacoma Mall North (WSDOT) <i>S. Alaska Street at S. 56th Street (Northwest Side)</i>	48
Puyallup Sounder Station (Sound Transit) 131 W. Main Avenue	364	Tacoma Mall South (WSDOT) <i>S. Alaska Street at S. 56th Street (Southwest Side)</i>	44
South Hill (Sound Transit) <i>9th Street SW at 31st Avenue SW - Puyallup</i>	350		

The acronym "WSDOT" in parentheses indicates a Washington State Department of Transportation-owned facility.

Section 5: Activities in 2013

Business Development Office

In May 2013 the CEO created the Business Development Office (BDO). Its mission is to focus on solutions that respond to the Board's strategic direction to find ways to quickly design and implement innovative solutions specifically tailored to the priorities of the communities the agency serves. The BDO team is tasked with increasing revenue, ridership, public perception, and jurisdictional support for Pierce Transit by proactively building strong relationships and partners in the community. The innovative community solutions will make for a more productive and efficient transit system, serving the needs of all of our communities. The team is also charged with implementing Pierce Transit's strategic plan so division goals are aligned and incorporate Pierce Transit's vision statement throughout.

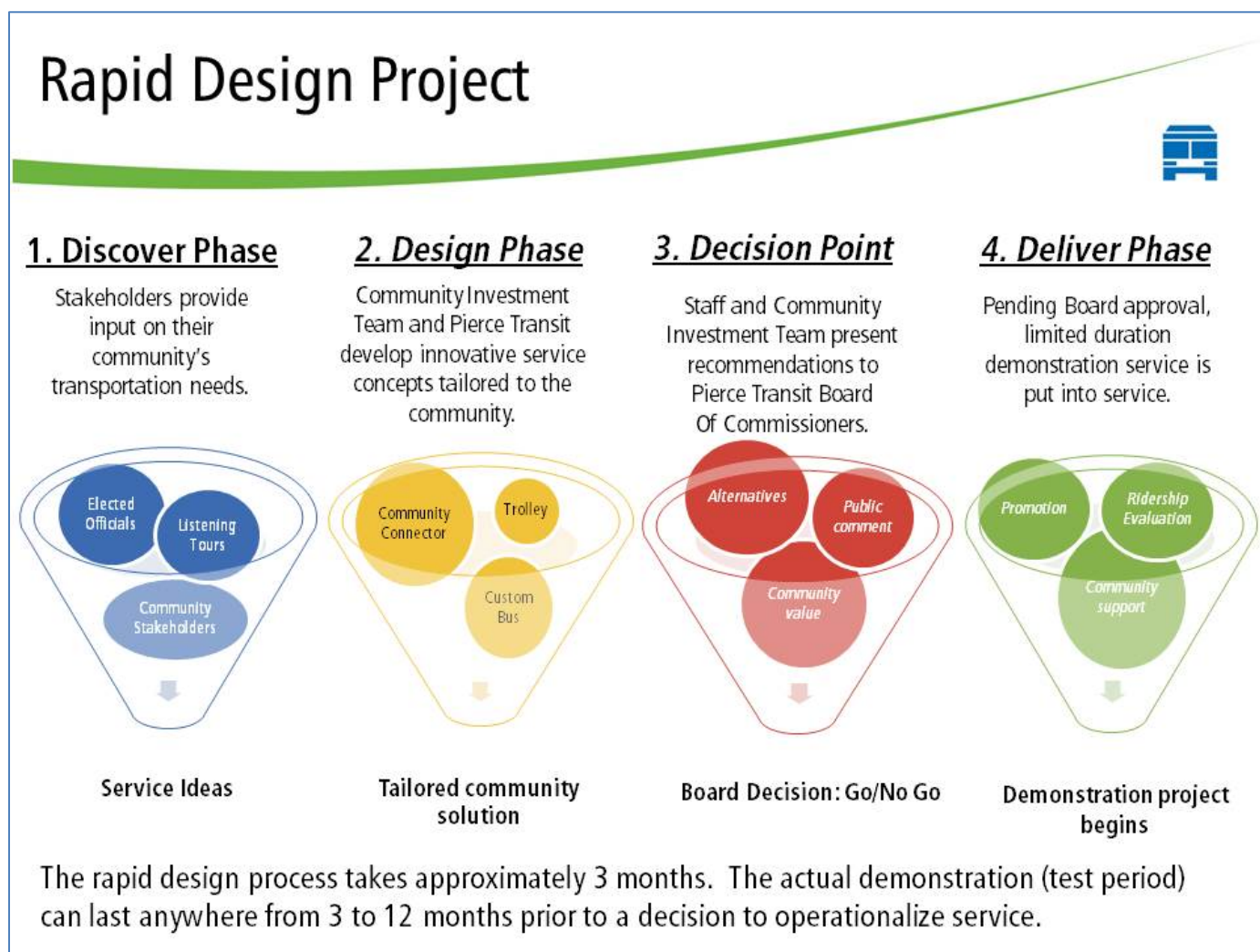
A key strategy for meeting the agency's goals of safety and efficiency is through a "balanced service hours allocation" approach. The Board of Commissioners Strategic Direction for allocating 85 percent of Pierce Transit's service hours to the existing and most efficient transit routes. In addition to maintaining a highly efficient network of routes, the Board has directed the agency to allocate 15 percent of its service hours to innovative community solutions that include carefully designed demonstration projects and improvement of current service that is not performing at the desired standard. Similar to the partnerships identified in the innovative community solutions, partnerships and collaboration will be necessary to ensure that these lower performing routes achieve the desired performance during a demonstration period. At the conclusion of the research and development phase, better known as the demonstration, the BDO makes recommendations to continue to improve demonstration services, operationalize those services, or terminate the demonstration altogether.

Rapid Design Process

To implement the goal of innovative community solutions, the BDO created a rapid design process (as shown in Figure 5-1) that radically changed how some service is designed and prepared for delivery. Service concepts for potential community solutions come from many sources, including elected officials, community leaders, staff or other local governments, and Pierce Transit employees.

Pierce Transit staff, working with the proposers, takes the initial concept and builds a high level design that has some potential routing, estimated service levels, promotional and branding concepts, and estimated costs. The proposers work to develop a Community Investment Team (CIT) that is representative of several different community groups that represent the stakeholders who have a vested interest in the success of the proposed service concept.

Figure 5-1 Rapid Design Project Process



Once the design is drafted and a CIT is in place, BDO staff formally request Board approval for a demonstration project. If the Board approves a demonstration project to move forward, the BDO and CIT work closely together to prepare implementation of the service. During the delivery phase, the CIT meets regularly to evaluate the service and its performance. Adjustments are made on an as-needed basis to ensure that the service is designed for success. At the conclusion of the demonstration period, the CIT meets to conduct a final evaluation and makes a recommendation to the Board as to whether the service should become part of Pierce Transit's regular operations or not. The Board of Commissioners then makes a final decision on whether to make the demonstration project service a part of regular operations. If yes, then the service moves from the BDO to the Operations Division and is funded in their budget.

The initial rollout of this concept commenced in 2013 with the formation of the BDO. Specific projects targeted by the BDO included:

Gig Harbor Trolley

A project team, "Team Trolley," was formed to implement this rapid design project with representatives from throughout the agency. Agency staff contributed time, energy, and passion in developing Pierce Transit's first rapid design project. Their efforts included coordinating with the

Gig Harbor Community Investment Team in order to tailor this transit service to fit their needs, finding and leasing trolley vehicles, and branding and implementing the new route. They were able to bring this service to fruition in less than four months; from concept to ribbon cutting. The inaugural service operated from July 9th thru September 28th while providing connections seven days a week from Uptown to Downtown Gig Harbor. The service carried over 28,000 riders during the initial three-month period. Additionally, Pierce Transit was recognized with the “Tied Together Award” from the Gig Harbor Downtown Waterfront Alliance, which was a direct result of their effort and work with the Gig Harbor Trolley Community Investment Team. This project helped to change the public’s perception of Pierce Transit in Gig Harbor and throughout the Pierce Transit Benefit Area.

Custom Bus

In March of 2013 Pierce Transit was contacted by the Economic Development Board of Tacoma-Pierce County to assist in the potential relocation of Western Institutional Review Board (WIRB) to Puyallup. Staff immediately began discussions with WIRB regarding transportation alternatives for the 230-employee company. WIRB was relocating to the Benaroya Business Park located in Puyallup. WIRB employees would potentially be travelling 50-100 additional round-trip miles to Pierce County, so a solution was needed for these individuals to reach their new job site. The BDO developed an innovative concept of a Custom Bus Demonstration to meet this need. The express, limited-stop service operated as Route 485 from Olympia to Puyallup. Service began December 9th as a six-month demonstration to gauge market demand and test farebox recovery. Passengers on this service not only enjoyed limited stops and comfortable high-back seats, but also free WiFi service on board. As a result, WiFi technology and related services are now being tested on several other Pierce Transit buses in 2014.

Community Events

In 2013 the BDO focused on researching inventive ways to bring back service to community events that included working with local community partners to providing financial support for those services. Initially, their work was to better understand the FTA charter regulations and options to obtain waivers to be able to provide FTA-compliant community transportation services. The team also developed a Community Transportation Event request form that sponsors are required to submit in order to formally request these types of services. The BDO engaged partners in a better understanding of requirements of the charter regulations and introduced the need for funding partnerships for possible future community events, including the Washington State Fair, US Open Championship at Chambers Bay (University Place), Taste of Tacoma, and Tacoma’s 4th of July Freedom Fair. In 2014 the BDO anticipates receiving multiple requests to operate community transportation services to major events and will be following the federal guidelines in order to be able to provide those services.

Title VI Policies and Activities

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

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

On February 11, 2013 the Board of Commissioners approved three policies which guide the Title VI Equity Analyses: 1) Major Service Change Policy; 2) Disparate Impact Policy; and 3) Disproportionate Burden Policy. Subsequently, two Title VI Equity Analyses were completed in 2013.

The proposed September 2013 service change was anticipated to include a “major service change” on 23 routes. Staff conducted a service equity analysis and determined that there were no disparate impacts to minority populations or disproportionate burdens to low income populations as a result of those planned reductions. Fortunately, these reductions were avoided due to an upturn in the economy and the resulting increase in sales tax revenue.

Also in 2013, a Fife-Milton-Edgewood Demonstration Project was established in response to Pierce Transit’s Board of Commissioners’ Strategic Direction that includes developing innovative services tailored to community needs. The communities of Fife, Milton, and Edgewood had asked for a more tailored service that circulates through their communities while providing localized transportation options. Part of the project includes elimination of some trips on the Route 501 to avoid duplication of service. A Title VI service equity analysis was completed to examine the impact of both the eliminated trips and the addition of the new tailored service. The analysis found no disparate impacts to minority populations or disproportionate burdens to low income population as a result of the new and revised service that was planned for implementation in February 2014.



Community Transportation Advisory Group

On August 13, 2012 the Pierce Transit Board of Commissioners adopted a charter that created the Community Transportation Advisory Group (CTAG). The nine-member CTAG has been created as an advisory body to the Board of Commissioners whose purpose is to offer an opportunity for community stakeholders to provide feedback and suggest improvements and recommendations on plans, policies, and services offered by Pierce Transit. Members provide a forum for interactive discussions with community stakeholder input, creating an environment to exchange information with the public. In addition, they represent the interests of the community and assist staff and the Board of Commissioners in meeting the agency’s strategic priorities. They provide input to the

Board of Commissioners on local public transportation issues such as: service changes, Title VI requirements, strategic plans, the budget, fare structures, transit amenities, and other issues.

The CTAG meets the third Thursday of every month. The meetings are open to the public and include a forum for community comment.

The following individuals were appointed as members of the Community Transportation Advisory Group for 2013:

- Dennis Townsend - Chair, Spanaway – Engineer and Planner, Century Link
- Penny Grellier – Vice Chair, Tacoma – Transportation Program Manager, Catholic Community Services
- Paul Bala, University Place – Aeronautical Engineer (Retired)
- Ken Gibson, Tacoma – Executive Director, Tacoma Area Center for Individuals with Disabilities
- Karen D. Hausrath, Tacoma - Long-Term Care Ombudsman, Pierce County (Retired)
- Bridgett Johnson – Student/Certified Nurse Assistant, Pierce College South Hill
- Chris Karnes, Tacoma – Data Analyst, Public Transit Advocate
- Randall Stearnes, Fircrest – Community Relations Officer, Tacoma Public Utilities
- Sheryl Tate, Tacoma – Retail Skills Instructor, Tacoma Goodwill Industries

Bus Stop Program

There are approximately 2,500 bus stops within Pierce Transit's service area. Bus stops are often Pierce Transit's first and principal contact point with our passengers. The spacing, location, and design of bus stops significantly influence transit system performance and, more importantly, customer satisfaction.

The Bus Stop Program has several key functions:

- Prioritizing bus stop improvements through coordination with other departments in Pierce Transit, local jurisdictions, and other key stakeholders;
- Reviewing Land Use Actions through comments to local jurisdictions and developers to ensure that bus stops are designed and positioned appropriately;
- Evaluating all bus stop issues from operators, bus riders and the general public; and
- Managing the Adopt-A-Stop program.

A summary of bus stops serviced by Pierce Transit, amenities, and land use recommendations:

- 696 shelters (either publicly or privately owned, and at transit centers) including 81 advertising shelters and 151 illuminated shelters
- 1,357 trash cans
- 385 blinky lights, which alerts the bus operator that a passenger is at a bus stop
- 82 bike lockers in 23 locations
- 41 bike racks in 31 locations
- 53 adopted bus stops

- Reviewed 171 land use actions submitted by municipalities both within and outside of the PTBA, resulting in 29 recommendations for transit facilities improvements totaling \$58,000



In addition to the Bus Stop Program's regular functions there were several key noteworthy projects:

Through the creation of the Business Development Office (BDO) in 2013, five new Custom Bus routes have been implemented to date, resulting in a total of 54 additional bus stops installed. These stops were created through recommendations from the Community Investment Teams (CIT), public feedback, and agreements with private property owners.

The agency also conducted a "Bus Stop Diet" study in an effort to determine whether or not reducing the number of bus stops along Routes 1 and 48 would improve operational efficiencies or have an impact on ridership. Based on boarding and

alighting comparisons from before and after the removals, passengers whose stop was removed did shift to the next nearest stop and continued using transit. Other performance measures such as average dwell time, average run time, and on time performance varied. As a result of the analysis, the agency did opt to increase the bus stop spacing standards for future installations.

In addition, there were several smaller scale bus stop-related projects:

In 2013 Pierce Transit partnered with the City of Tacoma on their *Pacific Avenue Streetscape* project. It included four custom bus stop shelters, enhanced bus stop signage and passenger information, and six improved bus stops within the downtown corridor. The Bus Stop Program has also participated in the *North Downtown Subarea Master Plan* steering committee, which includes City of Tacoma staff, Bates Technical College, neighborhood residents and business owners. A draft of the plan has been released and is expected to be finalized in the near future.

Another noteworthy project included marking every bus stop shelter and transit center as a non-smoking zone with separate, designated smoking areas at every transit center.

Economic Condition and Outlook

Due to declining sales tax revenues as a result of the recession, Pierce Transit has implemented fixed route service reductions over the last several years, in order to bring expenditures more in alignment with revenues. Over the past six years, the agency was forced to reduce fixed route service hours to 412,704 in 2013 from a high of 660,657 in 2008. On a positive note, sales tax revenues, while not at pre-recession levels, are increasing over the prior year and are expected to grow modestly in the future. An increase of 3 percent is projected for 2014. In addition, projected expenditures are now in alignment with projected revenues and 2014 service levels are anticipated to be sustainable over the next six years, as reflected in the next Six-Year Financial Plan.

Local economic conditions and retail spending play major roles in the generation of sales tax revenue, which is Pierce Transit's primary operating revenue source. In fact, the agency relies heavily on sales tax collected within its Public Transportation Benefit Area (PTBA) for its operating revenue. Sales tax contributed 51 percent of total operating revenues in 2013 (69 percent excluding Sound Transit regional transit service revenue), and is expected to generate \$63 million in sales tax revenue in 2014. Pierce Transit's sales tax collections made slow improvements during 2013. Changes in Gross Domestic Product (GDP) and increased employment are some of the main drivers of the growth in sales tax. GDP is expected to grow by about 2.9 percent in 2014 and Washington State employment is expected to increase by about 1.9 percent in 2014. Together, these factors should contribute to a modest growth in sales tax revenue for Pierce Transit.

2014-2016 Strategic Plan

On July 8, 2013, Pierce Transit's Board of Commissioners adopted its Strategic Plan, defined by five Strategic Focus Areas. The 2014-2016 Strategic Plan aligns the Board's direction with the agency's mission, vision, values, and annual budget process. It will also be used to guide staff in achieving the following:

- **Operational Excellence:** Pierce Transit is committed to achieving excellence in the way the agency performs its work and delivers transit service.
- **Financial Stability:** In order to maximize and sustain a consistent level of service to the public, maintaining long-term financial stability continues to be a high priority for the agency.
- **Improved Public Perception:** Achieving a high level of confidence from our riders and the general public is a priority for the agency.
- **Innovative Community Solutions:** As the agency rebuilds service, innovative community solutions will be designed to meet the diverse needs of the communities served.
- **Balanced Service Allocation:** To ensure a balanced allocation of service hours between efficiency and developing markets, the agency will allocate 85 percent of its service hours to existing efficient transit routes and 15 percent of its service hours to innovative community solutions that include carefully designed demonstration projects and improvement of current service that is not performing at the desired standard.



Section 6: Proposed Action Strategies, 2014 - 2019

The Washington State Department of Transportation (WSDOT) requires that transit agencies report their progress towards accomplishing the state's six statutory transportation policy goals in RCW 47.04.280. These goals and related objectives are identified in the *Washington Transportation Plan 2030* (WTP 2030). In this section Pierce Transit reports its success at achieving the state's objectives for 2013, and strategies for continuing to achieve the state's objectives for 2014 through 2019.

1. ECONOMIC VITALITY:

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

2013	2014-2019
Continued Effort	Continuing Effort

2013

- Pierce Transit maintained existing and sought new business partnership opportunities with major employers to encourage the use of high occupancy and express modes of transportation to work sites.
- Pierce Transit continued to operate local fixed route services that provide transportation to work sites, educational opportunities, regional connection points, manufacturing and industrial centers, major businesses, and shopping centers.
- Pierce Transit implemented its first demonstration project routes: Express Route 475 from University Place to Olympia and Custom Bus 475 Olympia to Puyallup, in order to test the market for additional transportation options for commuters.
- Pierce Transit tested and eventually operationalized a summer trolley service in the Gig Harbor area, designed to support economic development during the city's peak tourist season.
- Pierce Transit Vanpool patronage trends and the demand for public transportation to employment centers continued to grow.

2014-2019

- Pierce Transit will work with service area jurisdictions and stakeholders to design innovative transportation options that contribute to the economic vitality of individual communities.
- Pierce Transit will utilize future employment and population projections, plus regional modeling tools developed by the Puget Sound Regional Council (PSRC), in order to design local and express services that contribute to the economic vitality of the region.

2. PRESERVATION:

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

2013	2014-2019
Continued Effort	Continuing Effort

2013

- Pierce Transit purchased 6 new replacement diesel-hybrid buses.
- Pierce Transit purchased 11 new replacement SHUTTLE vehicles.
- Pierce Transit purchased 38 new replacement Vanpool vehicles.
- Pierce Transit continued to routinely maintain or upgrade its equipment and facilities to the highest level possible.
- Pierce Transit restored and reutilized spare vehicles for its demonstration routes to test in new and emerging markets.
- Pierce Transit extended the lives of some retired SHUTTLE paratransit vehicles by providing them to community charitable organizations.
- Pierce Transit fixed route motorbus services were adjusted based on factors such as schedule adherence, regional connections, and demand.

2014-2019

- Pierce Transit will continue to modify and even eliminate unproductive trips or routes and redeploy resources from unproductive routes and route segments to areas where latent demand is the greatest.
- Pierce Transit recognizes that all communities desire transit services, therefore it will continue designing demonstration projects that test the most effective means to connect underserved communities.
- Pierce Transit will continue to offer a safe and reliable public transportation system that the people value, while matching operational funding available to the agency with levels of service that are sustainable.
- SHUTTLE paratransit services will continue to meet the requirements of the Americans with Disabilities Act (ADA) of 1990 and conform to new FTA policy mandates under the USDOT's *Moving Ahead for Progress in the 21st Century* (MAP-21) multi-year transportation authorization of 2012.
- Pierce Transit will continuously replace older vehicles in conformity with its adopted fleet replacement standards.
- Pierce Transit maintains a six-year replacement plan for technology infrastructure such as servers, printers/plotters, LAN equipment (e.g., routers, firewalls and switches), GIS and HASTUS System upgrades.
- Pierce Transit will move forward with flexible, phased improvements to the Main Base, South Base, and West Base sites as funding becomes available. The *2030 Base Master Plan*

has been updated to ensure that any capital investment in the base serves the agency well into the future by accounting for capacity issues as the various fleets are planned to grow over time.

3. SAFETY

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

2013	2014-2019
Continued Progress	Continuing Effort

2013

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

2014-2019

- Pierce Transit will continue to maintain its fleet to agency standards and replace vehicles when necessary to assure continued safety in operations.
- Pierce Transit will begin the installation of a digital camera security system on buses as part of an agency-wide security focus. This project will increase both passenger and operator security while reducing claims against Pierce Transit.
- Pierce Transit will continue to coordinate in-house police resources, off-duty uniformed police resources, in-house security, and local or regional emergency preparedness teams.



4. MOBILITY

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

2013	2014-2019
Continued Progress	Continuing Effort

2013

- Pierce Transit is an active participant in the Pierce County Coordinated Transportation Coalition (PCCTC) as well as the PSRC Regional Special Needs Transportation planning committee tasked with increasing mobility options for this segment of the population.
- Pierce Transit worked with WSDOT and City of Tacoma to provide transit signal prioritization along major corridors and at intersections where Pierce Transit vehicles routinely encounter delays because of traffic congestion.
- Pierce Transit actively participated in development of the Joint Base-Lewis McChord Master Plan as a member of the South Sound Military & Communities Partnership.
- Pierce Transit cooperatively participates in Commute Trip Reduction (CTR) efforts with major employers in Pierce County.
- Pierce Transit staff regularly reviews land use and community design proposals to comment on public transportation access and integration.
- Pierce Transit provides regional connections with four other public transportation providers (Sound Transit, King County Metro Transit, Kitsap Transit, Intercity Transit), as well as interstate bus (Greyhound), passenger rail (Amtrak), and both Pierce County and Washington State Ferry services.
- Pierce Transit is an active participant in Pierce Trips, an ongoing partnership between local governments, transit, employers, and schools in Pierce County to promote transportation by carpooling, vanpooling, riding the bus or train, walking, bicycling, working a compressed week, and teleworking or telecommuting.
- Pierce Transit continued its membership with *Downtown on the Go*, a multimodal transportation advocacy group offering services, resources, and programs specific to Downtown Tacoma commuters, businesses, and residents.

2014-2019

- Pierce Transit will continue exploring partnerships and testing innovative services designed to transport people to jobs, along with providing access to their daily needs.
- Pierce Transit remains committed to supporting alternative special needs transportation services, such as the MultiCare Adult Day Health Express program, Pierce County's Beyond the Borders Connector rural transportation program, and special use vanpools.
- Pierce Transit will continue and expand a growing number of cooperative projects involving local communities, Pierce County, King County Metro Transit, Sound Transit, and WSDOT. This includes neighborhood development and planning efforts, regional fare coordination, integrated route scheduling, Sounder commuter rail feeder services,

Tacoma Link light rail transit expansion, express bus service coordination, and high occupancy vehicle access projects.

- Pierce Transit will continue to work with local jurisdictions to implement transit-supportive improvements to the built environment wherever practicable.

5. ENVIRONMENT

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

2013	2014-2019
Continued Effort	Continuing Effort

2013

- Pierce Transit staff continued to participate in regional and local planning efforts to develop and improve viable alternatives to single occupant vehicle (SOV) travel.
- The majority of Pierce Transit's fleet is powered by compressed natural gas (CNG) which reduces nitrogen oxide and carbon monoxide emissions by 90 percent compared to their diesel-powered counterparts. Smog-producing hydrocarbon emissions are 80 percent lower, and CNG buses significantly reduce carbon monoxide (CO) and nitrogen oxide (NOx) emissions, while virtually eliminating particulate emissions, when compared to conventional diesel-powered vehicles.
- Pierce Transit has begun to diversify its fleet by replacing CNG-burning buses with hybrid (diesel-electric) vehicles.
- Pierce Transit participates in comprehensive recycling programs for office paper, cardboard material, printer ink cartridges, as well as helping to maintain water quality standards through the recycling of antifreeze and engine oil.

2014-2019

- Since CNG is a proven alternative fuel that significantly improves local air quality and reduces greenhouse gasses, Pierce Transit will continue to utilize low emission CNG as the primary fuel for the bus fleet.
- Pierce Transit will continue to maintain and increase recycling programs that help reduce energy consumption and improve both air and water quality.
- Pierce Transit will explore low impact development or elements in construction projects that improve efficiencies and reduce energy usage.



6. STEWARDSHIP

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

2013	2014-2019
Continued Effort	Continuing Effort

2013

- Actively participated in a number of local and regional planning efforts by having both a primary and alternate representative on various committees.
- Continuing operational and planning coordination with the region's other public transportation providers, especially King County Metro Transit, Sound Transit, and Intercity Transit.
- Participated in Pierce County's *Realize 2030* long range transportation planning initiatives and update process.
- Continued membership in the Regional Access and Mobility Partnership (RAMP), which combines public and private sector initiatives to upgrade transportation in Pierce County.
- Continued participation in the ORCA program, an effort to further streamline and integrate the region's fare structure.
- Participated in Pierce County's Growth Management Coordinating Committee and Transportation Coordinating Committee.
- Ongoing coordination with the Puget Sound Regional Council Metropolitan Planning Organization (PSRC MPO) and South County Area Transportation Board (SCATBd).

2014-2019

- Staff will continue to work with local jurisdictions and participate in community based efforts to implement transit-supportive improvements in the built environment.
- Participation in the City of Tacoma and Sound Transit's Streetcar as a member of the Technical Advisory Committee.
- Pierce Transit will continue its strong partnerships with other transit agencies, municipalities, and the PSRC MPO to address transportation demand issues, both locally and throughout the region, to promote active transportation and transit usage as viable alternatives to the automobile.

Section 7: Proposed Changes, 2014 – 2019

Marketing & Promotions

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

- Promoting Pierce Transit’s demonstration services, through multi-media campaigns;
- Promoting ridership on Pierce Transit’s special event services;
- Developing materials for Pierce Transit’s Employer Services group, who reach out to employers and employees at major worksites, promoting services and ORCA programs to this market group;
- Increasing overall public awareness of local transit, Vanpool, and Rideshare services, and connections to regional transit;
- Conducting periodic ridership promotions to households near established fixed routes, targeted through ridership statistics and/or potential for growth;
- Continuing to enhance the content on our public website, which includes features such as real-time arrival information, interactive maps showing all bus stops, adjustable type size for easy reading, foreign language translations, video capabilities, and remitting Vanpool fare payments;
- Increasing awareness of Pierce Transit’s translation services, which include Google Translate on our public website, and third-party translation services available through our Customer Services staff;
- Working closely with our *Downtown On the Go* partners, who market Pierce Transit services to downtown Tacoma employers, employees and residents;
- Raising awareness of Pierce Transit’s commitment to safety;
- Sharing Pierce Transit’s success stories through our communication channels to riders and the general public;
- Striving to help retain current customers by providing timely, accurate, effective route and schedule information through various digital and traditional print media;
- Providing excellent service and training to our ORCA retail distribution partners, who in turn serve Pierce Transit’s passengers; and
- Providing input on the agency’s periodic market research projects, which generally assess trends in public perception about transit services, and evaluate the effectiveness of service plans, route promotions, and marketing techniques.

Coordinated Transportation

As a member of the Pierce County Coordinated Transportation Coalition (PCCTC), Pierce Transit is working with local agencies, service providers, WSDOT, and the PSRC in finding ways to improve transportation services for individuals with special needs. This includes individuals with disabilities, the elderly, and people with low incomes, youth, limited English proficiency populations,

and veterans. The objective is to identify unmet needs and implement strategies to coordinate resources, address gaps in transportation, reduce service duplications, and improve service quality for specialized transportation services operating throughout the county.

Pierce Transit service reductions, along with some municipalities leaving the PTBA, have created new gaps in service for the coalition to consider. The PCCTC has conducted outreach to better identify unmet needs. Beyond the Borders has adjusted to help fill in some gaps in the East County by adding connector service routes, and the Road to Independence program has also helped a well-attended social service program that is outside the PTBA solve their transportation challenges. The new local plan will also include increased emphasis on veterans' transportation, including outreach, information and referral.

Pierce Transit continues to experience an influx of Medicaid eligible customers on to expensive ADA paratransit service. Medicaid transportation information indicates that Pierce Transit is the most impacted transit provider in the State. During the last year, Pierce Transit has been involved in efforts to raise political awareness of the issue. CEO Lynn Griffith, along with representatives from WSDOT and WSTA, provided a presentation on this topic to a Statewide Transportation Commission, a sub group of the Joint Transportation Committee. Pierce Transit also took part in a national information gathering effort on this topic, conducted by APTA. Pierce Transit will continue to look for opportunities to address the issue.

Extending the life of retired transit vanpool and paratransit vehicles by granting the vehicles to social services organizations has proven to be an effective paratransit demand management tool for neighboring counties. Over the last year, Pierce Transit has developed a new program named Community Solutions. This program makes accessible vehicles available for social service organizations through the Vanpool program. The first vehicle has recently been placed with CenterForce, a program that serves individuals with developmental disabilities. Extending the life of transit vehicles creates a win/win outcome for the public as well as Pierce Transit. The community gains mobility options and Pierce Transit reduces the costs of providing service.

Pierce Transit will continue to utilize resources to fund two key programs:

1. Directing \$150,000 per year to Pierce County's Beyond the Borders program to initiate transportation services in neighborhoods that are outside the boundaries of Pierce Transit's Public Transportation Benefit Area in south Pierce County;
2. Funding partner and fiscal agent for Multi-Care's Adult Day Health Express program

It is worth noting that Pierce Transit chaired the PSRC Regional Special Needs Transportation Committee through 2013. The primary focus of this group's workplan in 2013 included updates to the PSRC 2040 Coordinated Transit-Human Services Plan, review of the consolidated grant process, and refinement of human services transportation objectives.

Section 8: Capital Improvement Program, 2014 - 2019

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

Revenue Vehicles

Pierce Transit currently operates an active fleet of 132 buses, 346 vanpool vans, and 100 SHUTTLE (paratransit) vehicles. Revenue vehicles are replaced on a regular cycle. The replacement schedule meets or exceeds Federal Transit Administration (FTA) requirements that a vehicle not be removed from service prior to the completion of its useful life. Pierce Transit has a fixed route fleet with an average age of 7.9 years. The actual replacement of vehicles will be on an as-needed basis and the agency continues to extend the useful life of vehicles wherever possible. Review and analysis is being conducted regarding the certainty of funding and to determine service and vehicle needs in the future.



Fixed Route Buses: Pierce Transit operates a fleet of 132 buses (excluding Sound Transit vehicles). At present, the fleet consists of 30-foot buses and 40-foot buses. The 30-foot buses are deployed on routes appropriate to their size and maneuverability. Expansion includes two trolley-type buses for seasonal service.

Table 8-1 Planned Bus Orders

	2014	2015	2016	2017	2018	2019
Replacement Buses	9	0	0	0	0	0
Expansion Buses	2	0	0	0	0	0

Delivery expected to be in the year after funds are encumbered

SHUTTLE Vans: Pierce Transit's SHUTTLE program provides Americans with Disabilities Act (ADA) paratransit service to individuals who are not able to utilize Pierce Transit's regular fixed route services. Using lift equipped vehicles; SHUTTLE provides a door-to-door service that is comparable to fixed route service in a geographic area and hours of service within each area. The

current fleet consists of 100 vans. Routine replacement occurs on the basis of seven years or 200,000 miles. No expansion of the fleet is planned at this time.

Table 8-2 Planned SHUTTLE Vehicle Purchases

	2014	2015	2016	2017	2018	2019
Replacement Vans	42	0	0	0	0	0
Expansion Vans	0	0	0	0	0	0

Delivery expected to be in the year after funds are encumbered

Vanpool Vans: The Vanpool program complements Pierce Transit's network of local and express services, providing commute alternatives to many destinations that cannot be effectively served by fixed route services. A vanpool is a group of 5 to 15 people sharing a ride in a 7-, 8-, 12-, or 15-passenger van. The Vanpool program also administers a special use van program which provides vehicles to local communities and organizations as a way of meeting their specialized transportation needs. The current fleet consists of 346 vans. Routine replacement occurs on the basis of seven years or 120,000 miles, per agency policy. A minor expansion of the fleet is planned at this time.

Table 8-3 Planned Vanpool Vehicle Purchases

	2014	2015	2016	2017	2018	2019
Replacement Vans	107	0	0	0	0	0
Expansion Vans	10	10	10	10	10	10

Delivery expected to be in same year as funds are encumbered

Passenger Facilities

Funds are budgeted for necessary repairs and refurbishments at several locations including the Parkland Transit Center, Tacoma Dome Station, and 112th and Pacific Avenue.

Base Facilities

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

South Base is an 11.5-acre site located across the street from the Main Base. Approximately five acres of the 11.5-acre site is developed. Constructed in 2005, it currently functions as an employee and fleet parking area and includes a 26,500 square-foot Training/Administration building. The southern undeveloped portion of the site contains a pond which currently receives storm water from the developed portion of the site. This portion of the site may become developable when a storm water treatment and infiltration facility is constructed.

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

Funds are budgeted for necessary repairs and refurbishments to base facilities and systems such as Building 4.

Technology

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

There are over 350 agency computer users; an Agency Wide-Area-Network consisting of 153 servers (of which 70 are virtual), numerous firewalls, switches and routers, printers, and both in-vehicle and desktop computers.

These systems operate 24 hours a day, seven days a week. Capital projects that have a significant technical component and/or require integration with existing technology systems are included in this category.

The 2014 Capital Budget includes funds for maintenance and upgrade of several critical software systems, as well as replacement of infrastructure that has reached the end of its useful life. Some of these projects include the new maintenance management system implementation, farebox replacement, telephone and email system version upgrades, cameras on buses system, server replacement, and wireless network replacement.

Routine Technology Infrastructure Replacement

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

Other Projects

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



Section 9: Operating Revenues and Expenditures, 2014 - 2019

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

Operating Revenues

Income that supports Pierce Transit's day-to-day services and capital improvements primarily comes from sales taxes, reimbursements from Sound Transit, fares, and grants. Annual operating revenues are expected to grow from \$118.0 million in 2013 to \$154.3 million in 2019. The graphics below illustrate the various revenue sources Pierce Transit utilized during 2013 and for the 2014–2019 Six-Year Financial Plan.

Table 9-1
Pierce Transit Operating Income
Revenue Sources – 2013 Year-End Estimate
(Millions \$)

Sales Tax	\$ 61.5
Sound Transit	34.5
Fares	12.0
Other Revenues	2.6
Operating Assistance/Special Needs Program	1.1
Preventive Maintenance	6.3
	<u>\$ 118.0</u>

Throughout the next six years, Pierce Transit's largest source of operating revenue will remain the 0.6% sales tax. Annual proceeds are expected to change from \$61.5 million in 2013 to \$80.1 million in 2019, a 30 percent increase.

Fare revenues are projected to provide about \$90 million in revenue over the next six years. Fare increases are planned every two years in 2014, 2016, and 2018. Sound Transit reimburses Pierce Transit for the actual costs of operating regional express services. These reimbursements will total \$256 million over six years.

While primarily utilized to fund current operating expenses, operating revenues also finance a number of non-operating expenses including capital projects, and funding of an insurance reserve fund. The size of these transfers varies from year to year based upon capital and insurance expenditure levels. During 2013, a total of \$15.1 million was transferred from the Operating Fund to the Capital and Insurance funds.

Operating Expenditures

Table 9-2 summarizes estimated expenditures by type for 2013. This information is graphically presented in Figure 9-2. Total operating expenses, excluding capital transfers and insurance, for 2013 was \$107.7 million. Wages and benefits will account for almost 70 percent of this total. While operating expenses, excluding fuel costs, remain fairly constant from year to year, transfers to other funds, especially to the capital fund, have historically varied substantially depending upon the number and size of capital projects being undertaken each year.

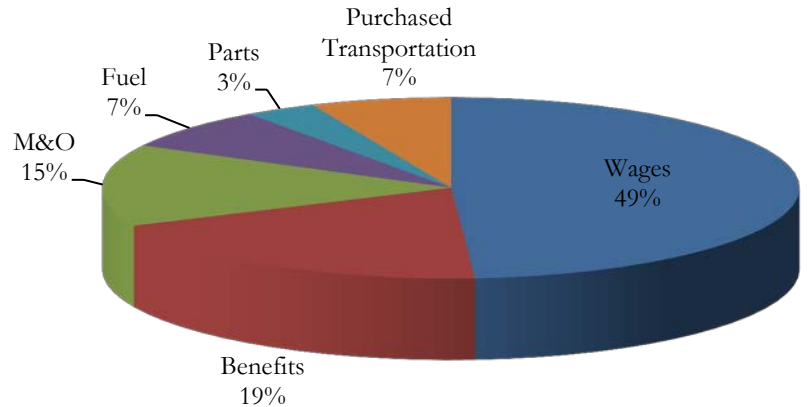
Table 9-2

Pierce Transit Operating Expenditures 2013 Year-End Estimate (Millions \$)

Wages	\$ 53.2
Benefits	20.9
Maintenance & Operating (M&O)	15.9
Fuel	7.0
Parts	3.6
Purchased Transportation	7.1
	<u>\$107.7</u>

Figure 9-2

Pierce Transit Operating Expenditures 2013 Year-End Estimate



Six-year expenditures for 2014 through 2019 are \$799.8 million to support operating expenses, \$92.1 million for capital investments, \$17.3 million for self-insurance costs, and \$5.2 million for non-operating costs.

This financial plan assumes that costs per unit of service provided may be higher than inflation because costs associated with contributions to the Public Employees Retirement System (PERS) will increase faster than inflation. Overall, operating costs are expected to increase from \$120.1 million in 2014 to \$147.7 million in 2019.

Pierce Transit recognizes that its heavy reliance on sales tax revenues makes it more susceptible to economic fluctuations than most government agencies. A reserve policy is maintained to assist with the changes. The reserve policy is equal to two months' of operating expenses and is reviewed annually. The policy sets the appropriate level of operating reserves to be equal to two months' operating expenses. This amounts to about \$19.9 million in 2014 and will increase in rough proportion to the increase in operating expenses. The line chart below demonstrates the fluctuations in net sales tax collections over the past six years.

Figure 9-3 Net Sales Tax Collections: 2008-2013



Capital Fund

Over the six-year life of this plan, the capital projects included are estimated to cost about \$92.1 million. Projected 2014 funding includes projects that were funded in prior years with activity continuing into the 2014 budget year.

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

The plan assumes that federal funding assistance will continue at a somewhat lower level due to reduced service levels. During the next six years, Pierce Transit expects to receive about \$29 million in federal formula funds plus \$7 million in federal earmarks (authorized under SAFETEA-LU) and federal flexible funding.

Six-Year Financial Forecast

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

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

	2014	2015	2016	2017	2018	2019	Summary
<u>Operating Fund</u>							
Beginning Balance	70.6	79.4	68.9	57.4	50.7	44.2	
Revenues	130.3	127.9	134.2	138.9	146.0	154.2	831.5
Expenses (Including Debt Repayment)	120.1	125.1	130.2	135.4	141.3	147.7	799.8
Transfers to Capital Fund	0.0	10.6	12.7	7.3	8.2	9.1	47.9
Transfers to other funds	1.3	2.7	2.8	2.9	3.0	3.1	15.9
Ending Balance	79.4	68.9	57.4	50.7	44.2	38.6	
Capital Project Spending	38.6	14.9	13.1	7.6	8.5	9.4	92.1
Capital Reserve Balance	5.6	5.6	5.6	5.6	5.6	5.6	

Areas of Concern

Financial assumptions remain highly sensitive to changing economic conditions occurring locally and on the state and national levels. Pierce Transit recognizes that its heavy reliance on sales tax revenues makes it more susceptible to economic fluctuations than most government agencies. While these conditions can dramatically affect Pierce Transit's Financial Plan, it is sustainable at 2014 services levels through 2019, and will continue to be carefully reviewed during future Transit Development Plan updates.

Appendices

Appendix A:	Six-Year Financial Plan: 2014-2019
Appendix B:	Operating Data
Appendix C:	Unfunded & Unprogrammed Needs
Appendix D:	Rolling Stock Inventories
Appendix E:	Equipment & Facilities Inventories

PIERCE TRANSIT
2014-2019 Six-Year Financial Plan
Operating Revenues & Expenditures

(Millions)	2013 YE Est	2014 Budget	2015	2016	2017	2018	2019
REVENUES -							
BEGINNING WORKING CASH	\$75.889339	\$70.618068	\$79.429001	\$68.884796	\$57.386657	\$50.743247	\$44.217179
OPERATING INCOME							
FARES AND PASSES							
Local Fares	8.742541	8.822297	9.381915	10.567336	10.645874	11.838427	11.956812
Express Fares (Excludes ST)	0.049916	0.054910	0.055459	0.062308	0.062931	0.069980	0.070680
Shuttle	0.336266	0.342405	0.352677	0.404073	0.416195	0.471982	0.486142
Vanpool	2.920000	3.210000	3.825800	3.825800	4.295800	4.295800	4.765800
Subtotal- Fares and Passes	12.048723	12.429612	13.615851	14.859517	15.420801	16.676190	17.279434
SALES TAX	61.503864	63.348980	65.882939	69.177086	72.635940	76.267737	80.081124
OPER. ASSIST. CTR/VANPOOL	0.104698	0.119219	0.100990	0.100990	0.100990	0.100990	0.100990
SPECIAL NEEDS PROGRAM FUNDS	1.017119	1.085589	1.012155	1.012155	1.012155	1.012155	1.012155
INTEREST	0.136278	0.137961	0.732844	0.623181	0.000000	0.000000	0.000000
ADVERTISING							
Contract Advertising - Pierce Transit Revenue	0.690000	0.725000	0.750000	0.750000	0.750000	0.750000	0.750000
SOUND TRANSIT							
ST Express Reimb.	33.901145	37.682481	38.611624	40.459981	42.383460	44.591002	48.388006
ST TDS Reimb.	0.408200	0.408200	0.416364	0.424691	0.437432	0.450555	0.464072
Special Service	0.200000	0.200000	0.204000	0.208080	0.214322	0.220752	0.227375
Other ST Reimb.	0.040000	0.040000	0.040000	0.040000	0.040000	0.040000	0.040000
MISCELLANEOUS							
Operating Grant - Other (Homeland Sec/Reg Mot	0.000000	1.455601	0.631772	0.631772	0.000000	0.000000	0.000000
Operating Grant (5307)/Pierce County	0.704437	1.075376	1.075376	1.075376	1.075376	1.075376	1.075376
Preventive Maint. (5307) / ADA	6.254458	6.254458	4.627700	4.627700	4.627700	4.627700	4.627700
Other Miscellaneous	1.032725	5.312885	0.200000	0.200000	0.200000	0.200000	0.200000
TOTAL OPERATING INCOME	118.041647	130.275362	127.901615	134.190530	138.898177	146.012457	154.246231
TOTAL REVENUES & WORKING CASH	\$193.930986	\$200.893430	\$207.330616	\$203.075325	\$196.284834	\$196.755704	\$198.463410

PIERCE TRANSIT
2014-2019 Six-Year Financial Plan
Operating Revenues & Expenditures

(Millions)	2013 YE Est	2014 Budget	2015	2016	2017	2018	2019
EXPENDITURES -							
Ongoing Operations							
Wages	\$53.160602	\$55.965496	\$57.651489	\$59.425634	\$61.291479	\$63.657631	\$66.116786
Benefits	20.901044	22.847011	25.326644	27.746087	29.867999	32.297478	34.950157
M & O	15.741857	20.095344	20.486959	20.899187	21.523599	22.169307	22.834386
Fuel	6.952402	7.617717	7.764700	7.947557	8.179502	8.357192	8.540213
Parts	3.640427	4.355786	4.423896	4.516970	4.647745	4.787177	4.930792
Purchased Trans.	7.129783	8.244499	8.451672	8.650229	8.854880	9.065812	9.283220
Bridge Tolls	0.132504	0.138340	0.141439	0.144607	0.148597	0.152698	0.156912
TOTAL EXPENDITURES: w/out Debt Payment and Depreciation	107.658619	119.264193	124.246799	129.330272	134.513802	140.487295	146.812467
Non-Operating Costs							
Payments to Pierce Co for 5307 Agreement	0.563550	0.860301	0.860301	0.860301	0.860301	0.860301	0.860301
Subtotal	0.563550	0.860301	0.860301	0.860301	0.860301	0.860301	0.860301
EXPENDITURES (w/ Debt & Reimbursements)	108.222169	120.124494	125.107100	130.190573	135.374102	141.347596	147.672768
CURRENT REVENUES LESS CURRENT EXPENDITURES	9.819478	10.150868	2.794515	3.999956	3.524074	4.664861	6.573463
TRANSFERS -							
Capital Reserve	11.513873	0.000000	10.620250	12.697771	7.272851	8.209456	9.117883
Insurance	3.576876	1.339936	2.718470	2.800324	2.894634	2.981473	3.070917
Subtotal Transfers	15.090749	1.339936	13.338720	15.498095	10.167485	11.190929	12.188800
TOTAL EXPENDITURES AND TRANSFERS	123.312918	121.464430	138.445820	145.688668	145.541587	152.538525	159.861568
ENDING WORKING CASH	70.618068	79.429001	68.884796	57.386657	50.743247	44.217179	38.601842
REQUIRED CASH	17.943103	19.877366	20.707800	21.555045	22.418967	23.414549	24.468745
TOTAL EXPENDITURES & WORKING CASH	\$193.930986	\$200.893430	\$207.330616	\$203.075325	\$196.284834	\$196.755704	\$198.463410
MARGIN / (DEFICIT)	\$52.674965	\$59.551635	\$48.176996	\$35.831612	\$28.324280	\$20.802630	\$14.133097

PIERCE TRANSIT

2014-2019 Six-Year Financial Plan

Ending Balances

(Millions)	2013 YE Est	2014 Budget	2015	2016	2017	2018	2019
OPERATING FUND							
Operating Fund Beginning Balance	75.889339	70.618068	79.429001	68.884796	57.386657	50.743247	44.217179
Revenue							
Operating Income	118.041647	130.275362	127.901615	134.190530	138.898177	146.012457	154.246231
Subtotal - Operating Revenue	118.041647	130.275362	127.901615	134.190530	138.898177	146.012457	154.246231
Expenditures							
Operating Expenditures	108.222169	120.124494	125.107100	130.190573	135.374102	141.347596	147.672768
Transfers	15.090749	1.339936	13.338720	15.498095	10.167485	11.190929	12.188800
Subtotal - Operating Expenditures	123.312918	121.464430	138.445820	145.688668	145.541587	152.538525	159.861568
Operating Fund Ending Balance	\$70.618068	\$79.429001	\$68.884796	\$57.386657	\$50.743247	\$44.217179	\$38.601842
Required Margin	17.943103	19.877366	20.707800	21.555045	22.418967	23.414549	24.468745
Margin / (Deficit)	52.674965	59.551635	48.176996	35.831612	28.324280	20.802630	14.133097
CAPITAL FUND							
Beginning Reserves	\$0.000000	\$0.000000	\$0.000000	\$0.000000	\$0.000000	\$0.000000	\$0.000000
Revenue							
5307 Funding							
5307 Earned Share	6.254458	6.254458	4.627700	4.627700	4.627700	4.627700	4.627700
5307 Competitive Funds	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Less Preventive Maintenance	-6.254458	-6.254458	-4.627700	-4.627700	-4.627700	-4.627700	-4.627700
5307 Funds Available for Capital Projects	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Pierce County 5307							
5307 Revenues from Pierce Co Agreement	0.704437	1.075376	1.075376	1.075376	1.075376	1.075376	1.075376
Pierce Co. 5307	-0.704437	-1.075376	-1.075376	-1.075376	-1.075376	-1.075376	-1.075376
Pierce County 5307 Available for Capital	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Flexible Funds & Earmarks							
Federal Flex Funds - Regional	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Federal Flex Funds - Countywide	1.396000	0.627471	0.000000	0.000000	0.000000	0.000000	0.000000
Earmarks - 5309	0.000000	6.401986	0.000000	0.000000	0.000000	0.000000	0.000000
Sound Transit							
Sound Transit Base Expansion	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Sound Transit - Other Capital	0.000000	0.300000	0.000000	0.000000	0.000000	0.000000	0.000000
Other Funding							
State Funding	0.135200	1.840165	0.308750	0.308750	0.308750	0.308750	0.308750
Interest	0.038194	0.038575	0.095032	0.056329	0.000000	0.000000	0.000000
Other Capital Revenues	3.596173	5.014758	0.000000	0.000000	0.000000	0.000000	0.000000
Contributions from Other Funds							
Transfer from Operating Fund	11.513873	0.000000	10.620250	12.697771	7.272851	8.209456	9.117883
Proceeds from Bond Debt	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Total Capital Revenues & Reserves	16.679440	14.222955	11.024032	13.062850	7.581601	8.518206	9.426633

PIERCE TRANSIT
2014-2019 Six-Year Financial Plan

Ending Balances

(Millions)	2013 YE Est	2014 Budget	2015	2016	2017	2018	2019
Expenditures							
Revenue Vehicles	0.811240	11.303382	0.325000	0.325000	0.325000	0.325000	0.325000
Passenger Facilities & Amenities	0.223110	7.390890	7.959784	6.535135	4.509069	5.570720	3.768250
Base Facilities	0.060000	2.588139	0.775189	4.889068	0.000000	0.000000	3.916970
Technology	3.401167	15.245039	5.615087	1.248007	1.517792	1.543718	1.416413
Other	0.026125	2.098593	0.219238	0.065640	1.229740	1.078768	0.000000
Total Capital Expenditures (Inflated)	4.521642	38.626043	14.894298	13.062850	7.581601	8.518206	9.426633
USE OF CAPITAL RESERVE	12.157798	-24.403088	-3.870266	0.000000	0.000000	0.000000	0.000000

CAPITAL RESERVE

Revenue							
Beginning Reserves	\$21.748469	\$33.906267	\$9.503179	\$5.632913	\$5.632913	\$5.632913	\$5.632913
Total Capital Revenues	16.679440	14.222955	11.024032	13.062850	7.581601	8.518206	9.426633
TOTAL CAPITAL RESERVE REVENUES & BEGINNING RESERVE	38.427909	48.129222	20.527211	18.695763	13.214514	14.151119	15.059546
Expenditures							
Capital Expenditures	4.521642	38.626043	14.894298	13.062850	7.581601	8.518206	9.426633
CAPITAL RESERVE - Req'd \$5.632913	\$33.906267	\$9.503179	\$5.632913	\$5.632913	\$5.632913	\$5.632913	\$5.632913

INSURANCE FUND

Revenue							
Beginning Balance	\$1.050631	\$2.303106	\$1.000000	\$1.000000	\$1.000000	\$1.000000	\$1.000000
ST Reimbursement	0.000000	0.025000	0.025750	0.026523	0.027318	0.028138	0.028982
Interest on Insurance Fund	0.005899	0.005958	0.010000	0.010000	0.000000	0.000000	0.000000
Transfer	3.576876	1.339936	2.718470	2.800324	2.894634	2.981473	3.070917
Expenditures							
Payments from Insurance Fund	2.330300	2.674000	2.754220	2.836847	2.921952	3.009611	3.099899
Insurance Fund Ending Balance	\$2.303106	\$1.000000	\$1.000000	\$1.000000	\$1.000000	\$1.000000	\$1.000000
TOTAL ENDING BALANCES	\$106.827441	\$89.932180	\$75.517709	\$64.019570	\$57.376159	\$50.850092	\$45.234755

Annual Ridership Report
January – December 2013

Annual Average Ridership

Route Performance Summary

Pierce Transit Local Routes		Boardings		Percent Change	Pass/ Svc Hour	Avg. Weekday Boardings	
		2013	2012			2013	2012
1	6th Avenue/Pacific Avenue	1,993,704	1,984,587	0.5%	34.1	6,373	6,347
2	S. 19 th St./Bridgeport Way	897,776	924,261	-2.9%	28.8	2,921	3,029
3	Lakewood-Downtown Tacoma	691,568	687,362	0.6%	29.8	2,243	2,190
10	Pearl Street	186,402	205,301	-9.2%	27.9	631	689
11	Point Defiance	116,445	119,069	-2.2%	17.8	391	402
13	N. 30th Street	41,611	45,277	-8.1%	13.9	154	165
14	Proctor District	50,413	56,044	-10.0%	11.7	192	212
16	Downtown Tacoma -TCC	171,797	165,423	3.9%	26.3	564	532
28	S. 12th Street	193,235	205,849	-6.1%	27.9	665	708
41	Portland Avenue	295,367	303,409	-2.7%	27.3	982	1,010
42	McKinley Avenue	140,475	147,132	-4.5%	24.4	450	472
45	Yakima Avenue-Parkland	135,714	142,336	-4.7%	20.9	493	516
48	Sheridan-S. M Street	344,631	353,470	-2.5%	25.0	1,148	1,175
51	Union Avenue	151,251	151,917	-0.4%	16.3	494	498
52	TCC-Tacoma Mall	286,187	290,837	-1.6%	31.8	969	990
53	University Place	329,819	344,906	-4.4%	22.9	1,107	1,153
54	38th Street	203,371	201,761	0.8%	28.4	697	683
55	Tacoma Mall-Parkland	292,136	296,221	-1.4%	30.3	955	957
56	56th Street	108,900	111,784	-2.6%	24.6	340	345
57	Tacoma Mall	340,009	325,087	4.6%	24.3	1,168	1,107
62	Browns/Dash Point	7,285	7,455	-2.3%	4.0	29	29
100	Gig Harbor	128,934	133,050	-3.1%	14.0	428	441
101	Gig Harbor Trolley (Demo)	28,514	0		16.1	328	0
202	72nd Street	393,918	402,382	-2.1%	31.5	1,337	1,367
204	Lakewood-Parkland	351,782	377,029	-6.7%	35.8	1,167	1,256

Route Performance Summary

206	Pacific Hwy-Tillicum-Madigan	267,307	282,114	-5.2%	22.0	877	918
212	Steilacoom	231,270	238,316	-3.0%	23.0	812	828
214	Washington	226,604	237,726	-4.7%	18.3	798	834
300	S. Tacoma Way	288,361	290,568	-0.8%	25.2	984	992
400	Puyallup-Downtown Tacoma	204,939	194,539	5.3%	16.9	805	763
402	Meridian	293,286	341,167	-14.0%	16.9	942	1,102
409	Puyallup-72 nd Street TC	66,453	84,697	-21.5%	13.4	215	284
410	112th Street	219,309	220,630	-0.6%	23.4	724	721
495	Puyallup-South Hill Mall	55,281	52,210	5.9%	34.7	217	204
496	Sumner Sounder Connector	0	33,308	-100.0%		0	197
497	Lakeland Hills	48,762	43,789	11.4%	13.3	191	172
500	Federal Way	352,239	356,868	-1.3%	26.2	1,044	1,052
501	Milton/Federal Way	156,735	168,425	-6.9%	13.9	556	598
	Uncorrelated	0	0			0	0
Total Local		10,291,790	10,526,306	-2.2%	25.3	34,392	34,939

PT Express Routes:		Monthly Boardings		Percent Change	Pass/ Svc Hour	Avg. Weekday Boardings	
		2013	2012			2013	2012
102	Gig Harbor-Tacoma	52,783	49,444	6.8%	12.8	207	194
475	University Place - Olympia (Demo)	33	0		0.3		0
485	Olympia - Puyallup (Demo)	386	0		4.1	18	0
Total Pierce Express		53,202	49,444	7.6%	12.4	227	194
Total Pierce Transit		10,344,991	10,575,750	-2.2%	25.19	34,618	35,133

Route Performance Summary

Sound Transit (ST) Routes							
560	Bellevue/West Seattle/SeaTac	143,148	0		14.4	1,834	0
566	Auburn/Overlake	520,087	575,971	-9.7%	15.6	2,037	2,256
567	Kent/Overlake	71,550	0		13.8	483	0
574	Lakewood/SeaTac	751,549	686,973	9.4%	17.2	2,289	2,084
577	Federal Way/Seattle	447,451	382,977	16.8%	27.1	1,549	1,305
578	Puyallup/Federal Way/Seattle	542,830	448,673	21.0%	18.5	1,692	1,469
582	Bonney Lake	99,508	99,846	-0.3%	13.9	582	582
586	Tacoma/U District	559,041	401,704	39.2%	14.9	2,179	1,552
590	Tacoma/Seattle	414,975	368,499	12.6%	13.1	1,634	1,451
592	Lakewood/Seattle	78,446	149,111	-47.4%	11.3	933	589
592X	Lakewood/DuPont/Olympia	5,493	7,866	-30.2%	6.4	87	414
593	South Tacoma/Seattle		2,080				
594	Lakewood/TDS/Seattle	703,449	667,220	5.4%	16.2	1,872	1,796
595	Gig Harbor/Seattle	102,954	95,788	7.5%	13.9	404	375
596	Bonney Lake/Sumner	91,321	43,049	112.1%	32.0	358	276
Extra Service - ST		13,339	20,494	-34.9%	5.7	0	0
Spec/400		15,347	16,371	-6.3%	22.2	0	0
Other Special		52	663	-92.2%	8.5	0	0
Bus Bridge		4,004	869	360.8%	6.1	0	0
		4,564,544	3,968,153	15.0%	16.3	17,934	14,565
Total All Services		14,909,535	14,543,903	2.5%	21.6	52,552	49,698

Route Performance Summary

Special Event Services – Pierce Transit	0
Special Event Services – Sound Transit	0
Total Annual Ridership	14,909,535

- A COMBINED 5% SERVICE REDUCTION ON PIERCE TRANSIT SERVICE IN 2013
- A COMBINED 34% SERVICE REDUCTION ON PIERCE TRANSIT SERVICE IN 2012
- A COMBINED 35% SERVICE REDUCTION ON PIERCE TRANSIT SERVICE IN 2011

Annual Ridership Report
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Route Service Summary

Pierce Transit (PT) Local Routes		Total Riders	Total Miles	Revenue Miles	Total Hours	Revenue Hours	Cost	Pass. Revenues
1	6th Avenue/Pacific Avenue	1,993,704	652,394	580,097	58,409	54,620	\$8,653,114	\$1,655,394
2	S. 19 th St./Bridgeport Way	897,776	341,838	307,590	31,163	28,017	\$4,617,982	\$745,147
3	Lakewood-Downtown Tacoma	691,568	236,874	211,280	23,195	21,112	\$3,437,326	\$574,590
10	Pearl Street	186,402	87,272	73,953	6,681	6,158	\$990,185	\$154,639
11	Point Defiance	116,445	82,080	66,495	6,529	5,763	\$967,793	\$96,638
13	N. 30th Street	41,611	38,991	34,776	2,990	2,837	\$443,262	\$34,498
14	Proctor District	50,413	44,751	38,370	4,302	4,077	\$637,442	\$41,854
16	Downtown Tacoma -TCC	171,797	74,950	69,426	6,521	6,104	\$966,360	\$142,720
28	S. 12th Street	193,235	76,045	62,496	6,930	6,329	\$1,027,077	\$160,242
41	Portland Avenue	295,367	124,158	100,366	10,808	9,302	\$1,601,560	\$245,095
42	McKinley Avenue	140,475	62,652	49,339	5,755	4,819	\$852,880	\$116,536
45	Yakima Avenue-Parkland	135,714	72,909	62,240	6,490	5,578	\$961,972	\$112,524
48	Sheridan-S. M Street	344,631	164,165	144,141	13,796	12,586	\$2,044,443	\$286,066

Route Service Summary

51	Union Avenue	151,251	114,042	105,141	9,285	8,935	\$1,375,919	\$125,563
52	TCC-Tacoma Mall	286,187	96,500	84,564	9,006	8,380	\$1,334,692	\$237,581
53	University Place	329,819	158,083	143,737	14,418	13,209	\$2,136,582	\$273,679
54	38th Street	203,371	82,719	72,554	7,161	6,564	\$1,061,132	\$168,885
55	Tacoma Mall-Parkland	292,136	120,851	114,826	9,627	9,184	\$1,426,685	\$242,578
56	56th Street	108,900	47,419	44,033	4,427	4,215	\$656,140	\$90,373
57	Tacoma Mall	340,009	128,455	113,770	14,008	12,325	\$2,075,973	\$282,374
62	Browns/Dash Point	7,285	36,318	14,388	1,819	995	\$269,561	\$6,040
100	Gig Harbor	128,934	181,552	154,637	9,218	8,204	\$1,366,038	\$106,900
101	Gig Harbor Trolley (Demo)	28,514	28,136	22,838	1,771	1,583	\$259,688	\$37,131
202	72nd Street	393,918	128,967	121,672	12,488	12,043	\$1,850,632	\$326,919
204	Lakewood-Parkland	351,782	102,129	93,476	9,833	9,279	\$1,457,179	\$291,877
206	Pacific Hwy-Tillicum-Madigan	267,307	141,728	126,518	12,133	11,397	\$1,798,132	\$222,020
212	Steilacoom	231,270	124,274	116,210	10,034	9,542	\$1,487,101	\$191,748
214	Washington	226,604	147,521	140,475	12,364	11,936	\$1,832,346	\$187,823
300	S. Tacoma Way	288,361	132,014	127,924	11,450	11,162	\$1,696,901	\$239,094
400	Puyallup-Downtown Tacoma	204,939	179,978	144,093	12,105	10,320	\$1,794,305	\$170,074
402	Meridian	293,286	231,066	176,649	17,387	15,331	\$2,576,403	\$243,418
409	Puyallup-72 nd Street TC	66,453	75,768	68,963	4,958	4,589	\$734,865	\$55,214
410	112th Street	219,309	129,178	120,300	9,369	9,026	\$1,388,323	\$181,974
495	Puyallup-South Hill Mall	55,281	19,726	5,903	1,592	902	\$235,919	\$45,915
497	Lakeland Hills	48,762	75,225	18,870	3,657	1,842	\$541,880	\$40,447
500	Federal Way	352,239	162,205	135,632	13,455	11,579	\$1,993,562	\$292,252
501	Milton/Federal Way	156,735	155,716	133,674	11,277	9,771	\$1,670,997	\$129,965
	Uncorrelated	0	0	0	0	0	\$0	\$0
Total Local		10,291,790	4,858,648	4,201,416	406,411	369,615	\$60,222,353	\$8,555,785

Route Service Summary

Pierce Transit Express Routes:								
102	Gig Harbor-Tacoma	52,783	102,667	50,290	4,114	2,520	\$683,817	\$43,785
475	University Place - Olympia (Demo)	33	3,032	2,636	96	75	\$0	\$0
485	Olympia - Puyallup (Demo)	386	3,415	2,737	93	72	\$0	\$0
Total Pierce Express		53,202	109,114	55,662	4,304	2,667	\$683,817	\$43,785
Total Pierce Transit		10,344,991	4,967,762	4,257,078	410,715	372,282	\$60,906,170	\$8,599,570

Sound Transit (ST) Routes			Scheduled	Scheduled	Scheduled	Scheduled		
560	Bellevue/West Sea/SeaTac	143,148	253,750	146,678	9,972	7,876	\$1,122,857	
566	Auburn/Overlake	520,087	892,999	501,362	33,267	22,856	\$3,757,193	
567	Kent/Overlake	71,550	183,107	49,272	5,175	2,137	\$585,016	
574	Pierce/SeaTac	751,549	1,016,138	837,264	43,701	37,821	\$5,544,929	
577	Fed Way/Seattle	447,451	508,418	286,762	16,503	10,245	\$1,860,581	
578	Puyallup/Fed Way/Seattle	542,830	748,557	709,617	29,376	27,388	\$3,311,682	
582	Bonney Lake	99,508	245,366	111,595	7,140	3,248	\$905,652	
586	Tacoma/U District	559,041	1,027,756	627,701	37,443	24,463	\$4,749,389	
590	Tacoma/Seattle	414,975	901,952	596,026	31,739	21,557	\$4,028,491	
592	Lakewood/Seattle	78,446	217,396	150,002	6,970	4,853	\$885,285	
592X	Lakewood/DuPont/Olympia	5,493	23,051	12,824	865	475	\$109,800	
594	Lakewood/TDS/Seattle	703,449	1,097,150	1,016,597	43,526	40,370	\$5,522,660	
595	Gig Harbor/Seattle	102,954	220,202	134,370	7,380	4,439	\$936,491	
596	Bonney Lake/Sumner	91,321	70,000	19,357	2,857	1,560	\$322,069	
Extra Service - ST		13,339	22,047	13,187	2,321	239	\$259,702	
Spec/400		15,347	4,289	824	691	276	\$77,806	

Route Service Summary

Other Special		52	106	44	6	2	\$688	
Bus Bridge		4,004	12,868	3,494	652	102	\$73,188	
Total Sound Transit		4,564,544	7,445,152	5,216,975	279,585	209,907	\$34,053,478	-

Total All Routes	14,909,535	12,412,914	9,474,053	690,300	582,189	\$94,959,649	-
Special Event Services – Pierce Transit	-						
Special Event Services – Sound Transit	-						
Total Annual Ridership	14,909,535						

CAPITAL PROJECTS			
Project	Description	Capital Cost	Benefits
South Hill Park-and-Ride Lot: South Meridian Avenue Corridor/SR 161 at 176th Street (PMO 214)	Constructs a new 250-space Park-and-Ride lot at the southern terminus of Route 402, including passenger shelters, boarding zones, operator comfort station, and added security.	\$7,208,250	This area in southeastern Pierce County is considered an emerging transit ridership market with high growth expected in both residential and commercial sectors that could immediately benefit from new Park-and-Ride capacity. The new facility would also be designed to accommodate Sound Transit HCT or Regional Express service in the future.
Pacific Avenue/Mountain Highway (SR 7) at 8th Avenue East: New Park-and-Ride Lot and Bus Turnaround Facility with Passenger Shelters and Boarding Zones, Operator Comfort Station, and Added Security (PMO 53)	Constructs a new 350-space Park-and-Ride lot with a bus staging and turnaround facility. Operational efficiencies are expected to improve as the current on-street turnaround used to end the route would be eliminated. The project would include additional security features and passenger boarding zones, as well as an operator comfort station and restroom facilities for passengers.	\$7,209,000	The site would provide additional parking capacity for new riders while serving as a catalyst to Bus Rapid Transit or limited stop service along Pacific Avenue north to Tacoma Dome Station and Downtown Tacoma, or as a marketing location for select special event services. Since automobile-oriented growth in southern Pierce County is expected to continue, a multimodal facility of this type would provide a viable option to reduce the number of single occupant vehicles traveling up and down the Pacific Avenue/SR 7 corridor. In fact, Pierce Transit's Route 1 is the most heavily utilized of its 37 fixed local routes, carrying almost 2 million passengers in 2013 or over 19 percent of the total system's ridership on fixed local routes.
Tacoma Dome District Transit Oriented Development (TOD) <ul style="list-style-type: none"> Air Spares/Tacoma Dome Station Area Transit Oriented Development (PMO 47) 	Construct transit oriented development in the vicinity of the Tacoma Dome Station.	Not Yet Determined	This project would provide a development that encourages pedestrians, bicycles, and transit use, while meeting anticipated future demands in the Tacoma Dome District. Pierce Transit partnered with Tacoma Housing Authority in 2013 on a HUD-funded Enterprise grant for a feasibility study and development program for mixed income and mixed use transit oriented development on Pierce Transit's FTA-funded property. Pierce Transit anticipates a need for agency space in the development and is working with Federal Transit Administration, City of Tacoma, and other partners in 2014 on determining interest in development of the property.
Transit Oriented Development Feasibility Study	Transit Oriented Development at the Parkland Transit Center and 72nd Street East Transit Center properties.	Not yet determined	A feasibility study will examine the possibility of transitioning these agency-owned properties into mixed-use developments. Such Transit Oriented Development (TOD) could provide increased ridership and revenue to the agency. The analysis could also align Pierce Transit with future TOD funding opportunities at the MPO, state, and federal levels.

CAPITAL PROJECTS			
Project	Description	Capital Cost	Benefits
Pierce Transit 2030 Base Master Plan Implementation	<p>The 2030 Pierce Transit Base Master Plan was finalized in September 2011. This is a phased strategy to provide adequate capacity for Maintenance and Operations at the existing Pierce Transit headquarters.</p> <ul style="list-style-type: none"> West Base Maintenance Facility (PMO 123) Building 1 Expansion (PMO 130) 	\$16,800,000	The Base Master Plan will be implemented as capacity expansion needs are necessary at the PT headquarters facility. With recent service reductions, plans for major expansion are not programmed. Certain phases or elements within the plan may be beneficial to implement sooner, however. A need for the investment in articulated coaches would require portions of the Base Master Plan to move forward so that the articulated coaches could be adequately maintained on site.
Puyallup Avenue Intermodal Improvements (per City of Tacoma South Downtown Subarea Plan) <ul style="list-style-type: none"> Phase 1 Options Analysis/Traffic Study (PMO 209) Phase 2 Implementation 	Addition of transit supportive elements and access improvements to Portland Avenue, Puyallup Avenue, and I-5 (Current Traffic Conditions Analysis and Transit Treatment Operational Analysis) - Phase 1 (Options Analysis/Traffic Study) & Phase 2 (Implementation of transit supportive elements to improve bus access and circulation in the Tacoma Dome Station area)	Phase 1 - \$250,000 Phase 2 - \$6,550,000	The City of Tacoma is moving forward with the Puyallup Avenue Multimodal Improvement Project. The focus of the City's project is pedestrian and bicycle improvements. The corridor is the gateway to the multimodal Tacoma Dome Station. Transit supportive components such as possible "transit only" lane, business access and transit (BAT) lanes, queue jumps or other elements are necessary to ensure transit's reliability and speed are maintained. These types of features make transit service more convenient and competitive to car travel.
Underground Fuel Tank Replacement	Replacement of aging underground fuel tanks at the Maintenance & Operations base.	Not Yet Determined	Pierce Transit's Maintenance & Operations base opened for service in 1988. The underground fuel tanks are the original tanks and are located below the bus lot. Evaluation of the tank integrity to determine appropriate replacement cycle will protect the environment and ensure Pierce Transit is a continuously good steward of the properties we operate and maintain.
Transit Signal Priority (TSP) Corridor Study for Possible Expansion (PMO 202)	Conducts a study to reevaluate existing TSP corridors for timing adjustments, range settings, and to account for changes in traffic patterns and transit route modifications on principal arterial roadways.	\$100,000	Pierce Transit currently has TSP operational throughout Downtown Tacoma, in University Place and Lakewood, and along SR 7 through coordination with WSDOT. TSP projects throughout Pierce County have demonstrated improved traffic flow, reduced traffic conflicts, improved air quality and improved the reliability of transit service. Once implemented, this project would extend these benefits to other corridors in the service area.
Route 1 Bus Zone Enhancements (PMO 150)	Route 1 is experiencing overcrowding and delays to service due to heavy trip loads. This project will complete bus zone enhancements along the Route 1 corridor to	\$161,000	Currently during peak hour commute times, Route 1 buses are overcrowded and passengers cannot board in some locations. Utilizing articulated buses for Route 1 service would increase seating

CAPITAL PROJECTS			
Project	Description	Capital Cost	Benefits
	accommodate the future use of higher capacity articulated buses.		capacity from 42 passengers per 40-foot bus to 60 passengers per 60-foot articulated coach increasing the availability of seats per trip. The current configuration of some of the bus zones along the corridor, however, cannot accommodate articulated buses with accessible boarding areas. This project will design and construct enhancements at bus zones to allow for the use of articulated buses on Route 1.
Electric Vehicle Infrastructure	Develop policies and an implementation plan for acquisition of electric support or other fleet vehicles, public charging stations, and employee charging stations. This project would use consultant services and would require coordination with the state, PSRC, manufacturers, etc. RCW 43.19.648 requires all local government subdivisions of the state to have 100% of their fuel usage for publicly owned vehicles from electricity or biofuel by June 1, 2018. The RCW was amended to exempt transit agencies using compressed natural gas. Rulemaking is planned by the State for 2014-2015.	Not Yet Determined	Planning for electric vehicles and their necessary infrastructure is expected to result in potential cost savings in fuel associated with use of electric vehicles for fleet and/or support vehicles. Charging stations at workplaces and public destinations may also increase the market acceptance of personal electric vehicles, and supports the greater public goals of reduced emissions and increased energy security.
Bus Rapid Transit (BRT)	<p>Six different corridors have been suggested for potential evaluation for the initiation of BRT service:</p> <ul style="list-style-type: none"> • Pacific Avenue/SR 7 from Downtown Tacoma to the Roy 'Y' • Meridian Avenue from Graham to Downtown Milton • The general 6th Avenue Corridor from Downtown Tacoma to Mildred Avenue • Pacific Highway from the King County Line to Downtown Tacoma • SR 16 from Gig Harbor to Downtown Tacoma • South Tacoma Way from Downtown Tacoma to the Lakewood Sounder Station <p>(Note that no studies have been conducted yet to evaluate the feasibility of BRT or market potential of any of these corridors.)</p>	Not Yet Determined	<p>BRT has the potential to provide customers with travel times that compete with or exceed private autos. As such, they have the potential to increase ridership while also increasing the average speed of individual vehicles that are in route service.</p> <p>This potential will be a major focus of future planning efforts of the corridors identified for potential future consideration.</p> <p>In order to build ridership for BRT lines, limited stop/express overlays could be developed as an interim measure.</p> <p>The Pacific Avenue corridor has the current highest transit ridership and would likely realize the greatest benefit.</p>

CAPITAL PROJECTS			
Project	Description	Capital Cost	Benefits
Facilities Energy & Resource Assessment and Upgrades	<p>Conduct a system wide Facilities Energy & Resource Study that includes lighting, HVAC and water consumption at Pierce Transit's major capital facilities and complete upgrades at key locations. All facilities should be considered, but significant potential sites include:</p> <ul style="list-style-type: none"> • Pierce Transit's Operations & Maintenance Base • Tacoma Dome Station • Commerce Transit Center • Kimball Park & Ride 	Not Yet Determined	Pierce Transit has started improving efficiency of our facilities with recent lighting upgrades at our Operations & Maintenance Base. This project will continue to improve the efficiency and resource utilization of aging capital facilities by replacing out of date technology and with newer efficient components or systems. The project can save the agency financially as fewer resources such as water and energy would be utilized at these sites. Also, when lighting is a component of the project, security is also improved at the sites as the newer more efficient lights generally provide better visibility which improves on site visibility and security. This project addresses climate action strategies and implements Pierce Transit's Executive Order#1 addressing a commitment to utilize green technologies and strategies.
Enterprise Operations Management Systems Replacement (PMO 213)	Replacement of StrataGen's Adept software for SHUTTLE program; Operations Management/Scheduling & Runcutting System Replacement in HASTUS; ODDS Module in Customer Resource Management System; Plus the addition of a business Intelligence System to allow data mining, exec dashboards, cross system reporting and increase timely management decision making ability.	\$3,420,387	Scalable project that could be completed in phases over a three-year period.

SERVICE AND SUPPORT NEEDS		
Project	Description	Benefits
System wide service frequency and span improvements	<p>With the loss of sales tax revenue due to the recession and the withdrawal of five cities from the PTBA we do not have enough revenue to fund service at current levels. Service hours will be reduced in September to 300,000 hours.</p> <p>Frequency of trips and span of service each day would be improved on all routes. In an effort to benefit the most riders as possible, service increases would be targeted to the most efficient services in the system.</p>	Service enhancements would eliminate overcrowding on existing services and provide schedule reliability. More frequency and dependable bus service, and providing services earlier in the morning and later in the evenings will provide access to jobs and provide economic benefits to the community.
Pierce County Coordinated Transportation Project	Expand the Beyond the Borders project to provide lifeline transportation services to people living outside Pierce Transit's service area throughout the entire South Pierce County area.	For Pierce County residents who live outside the boundary for Pierce Transit's public transit benefit area. This project would expand the boundaries of the project and accommodate more travel needs.
Connect upper Tacoma with Tacoma Dome Station	Route 26 (Martin Luther King, Jr. Way) was eliminated with Pierce Transit's 2011 service reductions. Provide a fixed route service to link Upper Tacoma with the Tacoma Dome Station	Would provide a connection between Upper Tacoma employment sites and the Tacoma Dome Station while preserving frequently used stops along Martin Luther King, Jr. Way and the Stadium District. Completion of grade reduction on S. 25 th Street. would be necessary
Route 4 – Lakewood/Puyallup via 112 th Street	Begin a new trunk route that combines routes 204 and 410, offering 15-minute headways between Lakewood and Puyallup via 112 th Street.	This route would provide a Lakewood to Puyallup connection, bypassing the Parkland Transit Center with 15-minute frequency on weekdays and 30-minute frequency on weekends. This trunk route would connect two regionally designated centers and eliminate the unnecessary diversion of service that currently exists to the Parkland Transit Center. (Funding has been received for upgrades to a key transfer area at 112 th Street and SR 7/Pacific Avenue and the project is expected to be complete by late 2014/early 2015).
Route 5 – East Tacoma/72 nd Street E	Begin a new trunk route that combines routes 41 and 202, offering 15-minute headways between Downtown Tacoma and Lakewood via Portland Avenue and 72 nd Street E.	This route would provide valuable transportation links that are not fully served today.

SERVICE AND SUPPORT NEEDS		
Project	Description	Benefits
East Tacoma – Parkland Local Route Service	Extend Route 42 from its current terminus at the 72 nd & Portland Transit Center to the Parkland Transit Center.	This route extension would provide a direct link between East Tacoma and Parkland.
Shaw Road Local Fixed Route Service	Begin a new fixed route linking 176 th & Meridian with Downtown Puyallup via Shaw Road.	This route would provide fixed route service to Sunrise area residents, as well as established neighborhoods along portions of Shaw Road that are not currently served by Pierce Transit.
Hipkins Road – Steilacoom Blvd. to Veterans Hospital	Begin a new fixed route linking the Veterans Hospital with the Transit Center via Hipkins Road.	No service currently operates in the vicinity of Hipkins Road in Lakewood. This would also eliminate a significant deviation on Route 214 (Washington).
S. 84 th Street – S. Tacoma Way to McKinley	Begin a new fixed route operating along S. 84 th Street, linking Lakewood with the 72 nd Street E & Portland Avenue Transit Center	Pierce Transit has been extending its network of east-west routes to serve major arterial streets south of Downtown Tacoma. 84 th Street is the next logical new service.
S. 96 th Street – Steele to McKinley Local Route Service	Begin a new fixed route operating along 96 th Street, linking Lakewood with the 72 nd Street E & Portland Avenue Transit Center.	Pierce Transit has been extending its network of east-west routes to serve major arterial streets south of Downtown Tacoma. Like S. 84 th Street, 96 th Street is a logical new service.
Tacoma Mall Blvd. Local Route Service	Begin a new route that operates along Tacoma Mall Blvd.	This would provide service along a major retail corridor, as well as serving Bates Technical College.

SERVICE AND SUPPORT NEEDS

Project	Description	Benefits
Local Express Limited Stop Services	Begin new limited stop, frequent express type services on key corridors with high transit ridership. These express routes would offer 15-minute headways that would offer a faster connection due to their limited stop nature. These routes would be an overlay on top of the existing local fixed route service.	Express limited stop services have the benefit of offering passengers frequent trips with fewer stops thereby reaching their ultimate destination sooner than a local fixed-route trip. These services have the potential to build ridership and could ultimately be a precursor or starting point to introduce future BRT corridors. Potential corridors include Pacific (Route 1), Bridgeport (Route 2), Parkland-Tacoma Mall (Route 55), TCC-Tacoma Mall (Route 52), 112th Street (Routes 204, 410), and Meridian (Route 402).
Innovative service solutions tailored to community needs	Communities have asked for a more tailored service that circulates through the community on a more frequent basis.	Circulator services will reduce the amount of time riders wait while alleviating traffic congestion in the heavier traveled areas. These services circulate throughout a community with routes designed to highlight the higher traffic areas such as the business district, farmers market, shops, etc.
Customized Bus Program	Customized bus program would operate on a case by case basis as partnerships are identified. The routes would operate on a limited stop basis; provide premium amenities to encourage use such as high back seats, WiFi, tinted windows and special branding of the bus itself. The size of the bus would vary depending on demand.	Program will operate at a board approved direct operating cost recovery rate. Businesses, non-profit organizations, public agencies and other possible partnerships would identify their transportation needs and work with Pierce Transit to partner in providing a level of services for their unmet need.
Service along Ruston Way	Begin a new route linking Downtown Tacoma with Point Defiance via Ruston Way, serving residences and retail at the Point Ruston development.	This would provide transit service along Tacoma's waterfront, offering the potential to reduce auto congestion in this busy corridor.
More Frequent Night Service On Route 1	Provide fifteen-minute weeknight headways until 9:00 p.m.	Because many patrons transfer from regional express service onto Route 1 in the evening, commute demands on this route extend beyond the traditional rush hours. This would provide services that address those demands.

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
147	58105C	CNG	Cummins 8.3L 275 HP C	2000	New Flyer	C40LF	40-ft	
148	69931C	CNG	Cummins 8.3L 275 HP C	2000	New Flyer	C40LF	40-ft	
149	57256C	CNG	Cummins 8.3L 275 HP C	2000	New Flyer	C40LF	40-ft	
150	69408C	CNG	Cummins 8.3L 275 HP C	2000	New Flyer	C40LF	40-ft	
151	69409C	CNG	Cummins 8.3L 275 HP C	2000	New Flyer	C40LF	40-ft	
152	69410C	CNG	Cummins 8.3L 275 HP C	2000	New Flyer	C40LF	40-ft	
153	57260C	CNG	Cummins 8.3L 275 HP C	2000	New Flyer	C40LF	40-ft	
154	69411C	CNG	Cummins 8.3L 275 HP C	2000	New Flyer	C40LF	40-ft	
155	57262C	CNG	Cummins 8.3L 275 HP C	2000	New Flyer	C40LF	40-ft	
156	69932C	CNG	Cummins 8.3L 275 HP C	2000	New Flyer	C40LF	40-ft	
157	69933C	CNG	Cummins 8.3L 275 HP C	2000	New Flyer	C40LF	40-ft	
158	58108C	CNG	Cummins 8.3L 275 HP C	2000	New Flyer	C40LF	40-ft	
159	69934C	CNG	Cummins 8.3L 275 HP C	2000	New Flyer	C40LF	40-ft	
160	58109C	CNG	Cummins 8.3L 275 HP C	2000	New Flyer	C40LF	40-ft	
161	57264C	CNG	Cummins 8.3L 275 HP C	2000	New Flyer	C40LF	40-ft	
162	57265C	CNG	Cummins 8.3L 275 HP C	2000	New Flyer	C40LF	40-ft	
163	69412C	CNG	Cummins 8.3L 275 HP C	2000	New Flyer	C40LF	40-ft	
164	57267C	CNG	Cummins 8.3L 275 HP C	2000	New Flyer	C40LF	40-ft	
165	69413C	CNG	Cummins 8.3L 275 HP C	2000	New Flyer	C40LF	40-ft	
166	58110C	CNG	Cummins 8.3L 275 HP C	2000	New Flyer	C40LF	40-ft	
167	64888C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
168	64871C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
169	64872C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
170	64879C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
171	64873C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
172	64880C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
173	64887C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
174	64881C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
175	64882C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
176	64886C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
177	64874C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
178	64875C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
179	64876C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
180	64885C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
181	64883C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
182	64877C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
183	64878C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
184	64884C	CNG	Cummins 8.3L 280 HP C Plus	2002	New Flyer	C40LF	40-ft	
185	72922C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
186	72931C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
187	72932C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
188	72923C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
189	72919C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
190	72918C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
191	72917C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
192	72920C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
193	72921C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
194	72924C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
195	72925C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
196	72926C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
197	72927C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
198	72928C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
199	72933C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
200	72934C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
201	72935C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
202	72938C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
203	72936C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
204	72937C	CNG	Cummins 8.3L 280 HP C Plus	2004	New Flyer	C40LF	40-ft	
205	75349C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
206	75350C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
207	75351C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
208	75352C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
209	75353C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
210	75354C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
211	75368C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
212	75355C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
213	75369C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
214	75370C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
215	76887C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
216	76888C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
217	76889C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
218	76890C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
219	76891C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
220	76892C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
221	76893C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
222	76894C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
223	76895C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
224	76896C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
225	77840C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
226	76897C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
227	76898C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
228	77841C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
229	77851C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C40LF	40-ft	
230	80845C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
231	80846C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
232	80847C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
233	80848C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
234	80849C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
235	80886C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
236	80887C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
237	80888C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
238	80889C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
239	80890C	CNG	Cummins 8.3L 280 HP C Plus	2007	New Flyer	C40LFR	40-ft	
240	88329C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
241	86100C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
242	88320C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
243	88321C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
244	88322C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
245	88323C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
246	88324C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
247	88325C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
248	88326C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
249	88327C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
250	88328C	CNG	Cummins 8.9L 280 HP ISL G (EGR)	2008	New Flyer	C40LFR	40-ft	
318	69980C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft	

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
319	69979C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft	
320	75339C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	X
321	75340C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
322	75341C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
323	75342C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
324	75343C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
325	75344C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
326	75345C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
327	75346C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
328	75347C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
329	75348C	CNG	Cummins 8.3L 280 HP C Plus	2005	New Flyer	C30LF	30-ft	
501	94729C	Diesel	Cummins ISB 280 HP Hybrid-electric	2010	Gillig	G30D102N4	40-ft	
502	94730C	Diesel	Cummins ISB 280 HP Hybrid-electric	2010	Gillig	G30D102N4	40-ft	
503	94791C	Diesel	Cummins ISB 280 HP Hybrid-electric	2010	Gillig	G30D102N4	40-ft	
504	94792C	Diesel	Cummins ISB 280 HP Hybrid-electric	2010	Gillig	G30D102N4	40-ft	
505	94793C	Diesel	Cummins ISB 280 HP Hybrid-electric	2010	Gillig	G30D102N4	40-ft	
506	94794C	Diesel	Cummins ISB 280 HP Hybrid-electric	2010	Gillig	G30D102N4	40-ft	
507	94795C	Diesel	Cummins ISB 280 HP Hybrid-electric	2010	Gillig	G30D102N4	40-ft	
508	94796C	Diesel	Cummins ISB 280 HP Hybrid-electric	2010	Gillig	G30D102N4	40-ft	
509	94797C	Diesel	Cummins ISB 280 HP Hybrid-electric	2010	Gillig	G30D102N4	40-ft	
510	A4671C	Diesel	Cummins ISB 280 HP Hybrid-electric	2013	Gillig	G30D102N4	40-ft	

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
511	A4672C	Diesel	Cummins ISB 280 HP Hybrid-electric	2013	Gillig	G30D102N4	40-ft	
512	A4672C	Diesel	Cummins ISB 280 HP Hybrid-electric	2013	Gillig	G30D102N4	40-ft	
513	A4674C	Diesel	Cummins ISB 280 HP Hybrid-electric	2013	Gillig	G30D102N4	40-ft	
514	A46745C	Diesel	Cummins ISB 280 HP Hybrid-electric	2013	Gillig	G30D102N4	40-ft	
515	A4676C	Diesel	Cummins ISB 280 HP Hybrid-electric	2013	Gillig	G30D102N4	40-ft	
5810	RS07106	Unleaded	10 cylinder	2007	Ford	E450	25-ft	
5811	RS07107	Unleaded	10 cylinder	2007	Ford	E450	25-ft	
5812	RS07123	Unleaded	10 cylinder	2007	Ford	E450	25-ft	
5814	RS07109	Unleaded	10 cylinder	2007	Ford	E450	25-ft	
5815	RS07110	Unleaded	10 cylinder	2007	Ford	E450	25-ft	
5816	RS07111	Unleaded	10 cylinder	2007	Ford	E450	25-ft	Spare for Fife-Milton service
8018	94533C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service
8020	94535C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service
8021	94536C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service
8023	99614C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service
8024	99615C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service
8025	99616C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service
8028	99617C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service
8029	99618C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service
8031	52080C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service
8032	99619C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service

BUSES

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
8033	99620C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service
8034	99621C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft	Currently in ST service

TROLLEYS

Vehicle#	License #	Fuel Type	Engine Type	Year	Make	Model	Size	Notes
330	71790C	D	Cummins	2000	Chance	AH-28 Streetcar	28-feet	Purchased used from LINK Transit
331	71792C	D	Cummins	2000	Chance	AH-28 Streetcar	28-feet	4/15/2014
332	71789C	D	Cummins	2000	Chance	AH-28 Streetcar	28-feet	

SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5003	RS08052	Unleaded	10 cylinder	2004	Ford	E450	First Transit	
5005	RS08054	Unleaded	10 cylinder	2004	Ford	E450	First Transit	
5006	RS08055	Unleaded	10 cylinder	2004	Ford	E450	First Transit	
5008	RS08057	Unleaded	10 cylinder	2004	Ford	E450	First Transit	
5012	RS08061	Unleaded	10 cylinder	2004	Ford	E450	First Transit	
5013	RS08062	Unleaded	10 cylinder	2004	Ford	E450	First Transit	
5014	RS08063	Unleaded	10 cylinder	2004	Ford	E450	First Transit	
5015	RS08090	Unleaded	10 cylinder	2004	Ford	E450	First Transit	
5016	RS08064	Unleaded	10 cylinder	2004	Ford	E450	First Transit	
5022	RS08068	Unleaded	10 cylinder	2004	Ford	E450	First Transit	

SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5023	RS08069	Unleaded	10 cylinder	2004	Ford	E450	First Transit	
5024	RS08070	Unleaded	10 cylinder	2004	Ford	E450	First Transit	
5029	RS08075	Unleaded	10 cylinder	2004	Ford	E450	First Transit	
5035	RS08079	Unleaded	10 cylinder	2004	Ford	E450	First Transit	
5039	RS08082	Unleaded	10 cylinder	2004	Ford	E450	First Transit	
5041	RS08084	Unleaded	10 cylinder	2004	Ford	E450	First Transit	
5044	RS08086	Unleaded	10 cylinder	2004	Ford	E450	First Transit	
5048	RS10343	Unleaded	10 cylinder	2004	Ford	E450	First Transit	
5050	RS10344	Unleaded	10 cylinder	2005	Ford	E450	First Transit	
5051	RS10345	Unleaded	10 cylinder	2005	Ford	E450	First Transit	
5052	RS10346	Unleaded	10 cylinder	2005	Ford	E450	First Transit	
5053	RS04911	Unleaded	10 cylinder	2004	Ford	E450	First Transit	
5054	RS10347	Unleaded	10 cylinder	2005	Ford	E450	First Transit	
5055	RS10348	Unleaded	10 cylinder	2005	Ford	E450	First Transit	
5056	RS10349	Unleaded	10 cylinder	2005	Ford	E450	First Transit	
5057	RS10350	Unleaded	10 cylinder	2005	Ford	E450	First Transit	
5058	RS10351	Unleaded	10 cylinder	2005	Ford	E450	First Transit	
5059	RS05405	Unleaded	10 cylinder	2005	Ford	E450	First Transit	
5060	RS05406	Unleaded	10 cylinder	2005	Ford	E450	Decommissioned	
5061	RS05622	Unleaded	10 cylinder	2005	Ford	E450	First Transit	
5062	RS05623	Unleaded	10 cylinder	2005	Ford	E450	First Transit	

SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5063	RS05624	Unleaded	10 cylinder	2005	Ford	E450	First Transit	
5065	RS05626	Unleaded	10 cylinder	2005	Ford	E450	First Transit	
5069	RS05630	Unleaded	10 cylinder	2005	Ford	E450	Decommissioned	
5071	RS08008	Unleaded	10 cylinder	2006	Ford	E450	First Transit	
5073	RS08010	Unleaded	10 cylinder	2006	Ford	E450	First Transit	
5075	RS08012	Unleaded	10 cylinder	2006	Ford	E450	First Transit	
5076	RS08013	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5077	RS08014	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5078	RS08015	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5079	RS06621	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5080	RS06622	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5081	RS06623	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5082	RS06624	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5083	RS06625	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5084	RS06626	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5085	RS06627	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5086	RS07172	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5087	RS07160	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5088	RS07185	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5089	RS07184	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5090	RS07171	Unleaded	10 cylinder	2007	Ford	E450	First Transit	

SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5091	RS07183	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5092	RS07182	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5093	RS07170	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5094	RS07169	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5095	RS07161	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5096	RS08592	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5097	RS07181	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5098	RS07167	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5099	RS07180	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5100	RS07179	Unleaded	10 cylinder	2007	Ford	E450	First Transit	
5101	RS09666	Unleaded	10 cylinder	2012	Ford	E450	PT	
5102	RS09667	Unleaded	10 cylinder	2012	Ford	E450	PT	
5103	RS09668	Unleaded	10 cylinder	2012	Ford	E450	PT	
5104	RS09658	Unleaded	10 cylinder	2012	Ford	E450	PT	
5105	RS09659	Unleaded	10 cylinder	2012	Ford	E450	PT	
5106	RS09660	Unleaded	10 cylinder	2012	Ford	E450	PT	
5107	RS09730	Unleaded	10 cylinder	2012	Ford	E450	PT	
5108	RS09669	Unleaded	10 cylinder	2012	Ford	E450	PT	
5109	RS09670	Unleaded	10 cylinder	2012	Ford	E450	PT	
5110	RS09731	Unleaded	10 cylinder	2012	Ford	E450	PT	
5111	RS09661	Unleaded	10 cylinder	2012	Ford	E450	PT	

SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5112	RS09732	Unleaded	10 cylinder	2012	Ford	E450	PT	
5113	RS09733	Unleaded	10 cylinder	2012	Ford	E450	PT	
5114	RS09734	Unleaded	10 cylinder	2012	Ford	E450	PT	
5115	RS09735	Unleaded	10 cylinder	2012	Ford	E450	PT	
5116	RS09662	Unleaded	10 cylinder	2012	Ford	E450	PT	
5117	RS09663	Unleaded	10 cylinder	2012	Ford	E450	PT	
5118	RS09664	Unleaded	10 cylinder	2012	Ford	E450	PT	
5119	RS09736	Unleaded	10 cylinder	2012	Ford	E450	PT	
5120	RS09737	Unleaded	10 cylinder	2012	Ford	E450	PT	
5121	RS09738	Unleaded	10 cylinder	2012	Ford	E450	PT	
5122	RS09665	Unleaded	10 cylinder	2012	Ford	E450	PT	
5123	RS09671	Unleaded	10 cylinder	2012	Ford	E450	PT	
5124	RS09739	Unleaded	10 cylinder	2012	Ford	E450	PT	
5125	RS09740	Unleaded	10 cylinder	2012	Ford	E450	PT	
5126	RS09741	Unleaded	10 cylinder	2012	Ford	E450	PT	
5127	RS09742	Unleaded	10 cylinder	2012	Ford	E450	PT	
5128	RS09914	Unleaded	10 cylinder	2012	Ford	E450	PT	
5129	RS09913	Unleaded	10 cylinder	2012	Ford	E450	PT	
5130	RS09912	Unleaded	10 cylinder	2012	Ford	E450	PT	
5131	RS09911	Unleaded	10 cylinder	2012	Ford	E450	PT	
5132	RS09910	Unleaded	10 cylinder	2012	Ford	E450	PT	

SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5133	RS09920	Unleaded	10 cylinder	2012	Ford	E450	PT	
5134	RS09919	Unleaded	10 cylinder	2012	Ford	E450	First Transit	
5135	RS09918	Unleaded	10 cylinder	2012	Ford	E450	First Transit	
5136	RS09917	Unleaded	10 cylinder	2012	Ford	E450	First Transit	
5137	RS09916	Unleaded	10 cylinder	2012	Ford	E450	First Transit	
5138	RS09915	Unleaded	10 cylinder	2012	Ford	E450	First Transit	
5139		Unleaded		2014				
5140		Unleaded		2014				
5141		Unleaded		2014				
5142		Unleaded		2014				
5143		Unleaded		2014				
5144		Unleaded		2014				
5145		Unleaded		2014				
5146		Unleaded		2014				
5147		Unleaded		2014				
5148		Unleaded		2014				
5149		Unleaded		2014				
5150		Unleaded		2014				
5151		Unleaded		2014				
5152		Unleaded		2014				
5153		Unleaded		2014				

SHUTTLE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Operated By	Notes
5154		Unleaded		2014				
5155		Unleaded		2014				
5156		Unleaded		2014				
5157		Unleaded		2014				
5158		Unleaded		2014				
5159		Unleaded		2014				
5160		Unleaded		2014				
5161		CNG		2014				
5162		CNG		2014				
5163		CNG		2014				
5164		CNG		2014				
5165		CNG		2014				
5166		CNG		2014				
5167		CNG		2014				
5168		CNG		2014				
5169		CNG		2014				
5170		CNG		2014				

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
4122	RS04658	Unleaded		2003	Chevrolet	Astro	Surplused 5/12/14

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
4127	RS04616	Unleaded		2003	Chevrolet	Astro	Surplused 5/12/14
4129	RS04614	Unleaded		2003	Chevrolet	Astro	Surplused 5/12/14
4132	RS04613	Unleaded		2003	Chevrolet	Astro	Surplused 5/12/14
4139	RS04652	Unleaded		2003	Chevrolet	Astro	Surplused 5/12/14
4151	RS04709	Unleaded		2003	Ford	E350	Surplused 5/12/14
4165	RS04715	Unleaded		2003	Ford	E350	Surplused 5/12/14
5817	RS07112	Unleaded	10 cylinder	2007	Ford	E450	Formerly a Shuttle van/assigned to IT thru Jan 2013
5818	RS07113	Unleaded	10 cylinder	2007	Ford	E450	Formerly a Shuttle van
5819	RS07114	Unleaded	10 cylinder	2007	Ford	E450	Formerly a Shuttle van
7000	RS04933	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7001	RS04934	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7002	RS04945	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7003	RS04935	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	Surplused 5/12/14
7004	RS04936	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7005	RS04940	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7006	RS05035	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7007	RS04944	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7008	RS04937	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7009	RS04938	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7010	RS04942	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7011	RS04941	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7012	RS04943	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	
7013	RS04939	Unleaded	8 cylinder	2005	Dodge	Grand Caravan	Surplused 5/12/14
7014	RS07124	Unleaded	8 cylinder	2005	Ford	E350XL	Surplused 5/12/14
7015	RS05366	Unleaded	8 cylinder	2005	Ford	E350XL	
7016	RS05353	Unleaded	8 cylinder	2005	Ford	E350XL	
7017	RS05352	Unleaded	8 cylinder	2005	Ford	E350XL	
7018	RS05351	Unleaded	8 cylinder	2005	Ford	E350XL	
7019	RS05350	Unleaded	8 cylinder	2005	Ford	E350XL	
7020	RS05349	Unleaded	8 cylinder	2005	Ford	E350XL	
7021	RS05348	Unleaded	8 cylinder	2005	Ford	E350XL	Surplused 5/12/14
7022	RS05347	Unleaded	8 cylinder	2005	Ford	E350XL	
7023	RS05346	Unleaded	8 cylinder	2005	Ford	E350XL	Surplused 5/12/14
7024	RS05345	Unleaded	8 cylinder	2005	Ford	E350XL	
7025	RS05344	Unleaded	8 cylinder	2005	Ford	E350XL	
7026	RS05343	Unleaded	8 cylinder	2005	Ford	E350XL	
7027	RS05342	Unleaded	8 cylinder	2005	Ford	E350XL	
7028	RS05382	Unleaded	8 cylinder	2005	Ford	E350XL	
7029	RS05381	Unleaded	8 cylinder	2005	Ford	E350XL	Surplused 5/12/14
7030	RS05380	Unleaded	8 cylinder	2005	Ford	E350XL	
7031	RS05379	Unleaded	8 cylinder	2005	Ford	E350XL	Surplused 5/12/14
7032	RS05378	Unleaded	8 cylinder	2005	Ford	E350XL	Surplused 5/12/14

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7033	RS05377	Unleaded	8 cylinder	2005	Ford	E350XL	
7034	RS05376	Unleaded	8 cylinder	2005	Ford	E350XL	
7035	RS07028	Unleaded	8 cylinder	2005	Ford	E350XL	Replaced plate # RS05375 8/07
7036	RS05374	Unleaded	8 cylinder	2005	Ford	E350XL	
7037	RS07131	Unleaded	8 cylinder	2005	Ford	E350XL	RS05373/RS07122 - damaged plate
7038	RS05372	Unleaded	8 cylinder	2005	Ford	E350XL	
7039	RS05371	Unleaded	8 cylinder	2005	Ford	E350XL	
7040	RS05369	Unleaded	8 cylinder	2005	Ford	E350XL	Surplused 5/12/14
7041	RS05370	Unleaded	8 cylinder	2005	Ford	E350XL	
7042	RS05368	Unleaded	8 cylinder	2005	Ford	E350XL	
7043	RS05412	Unleaded	8 cylinder	2005	Ford	E350XL	
7044	RS05413	Unleaded	8 cylinder	2005	Ford	E350XL	Surplused 5/12/14
7045	RS05414	Unleaded	8 cylinder	2005	Ford	E350XL	
7046	RS05415	Unleaded	8 cylinder	2005	Ford	E350XL	Surplused 5/12/14
7047	RS05416	Unleaded	8 cylinder	2005	Ford	E350XL	Surplused 5/12/14
7048	RS05417	Unleaded	8 cylinder	2005	Ford	E350XL	
7049	RS05418	Unleaded	8 cylinder	2005	Ford	E350XL	
7050	RS05419	Unleaded	8 cylinder	2005	Ford	E350XL	
7051	RS05420	Unleaded	8 cylinder	2005	Ford	E350XL	
7052	RS05421	Unleaded	8 cylinder	2005	Ford	E350XL	
7053	RS05422	Unleaded	8 cylinder	2005	Ford	E350XL	Surplused 5/12/14

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7055	RS05424	Unleaded	8 cylinder	2005	Ford	E350XL	
7056	RS05425	Unleaded	8 cylinder	2005	Ford	E350XL	
7057	RS05426	Unleaded	8 cylinder	2005	Ford	E350XL	
7058	RS05427	Unleaded	8 cylinder	2005	Ford	E350XL	
7059	RS05429	Unleaded	8 cylinder	2005	Ford	E350XL	
7060	RS05428	Unleaded	8 cylinder	2005	Ford	E350XL	
7061	RS05453	Unleaded	8 cylinder	2005	Ford	E350XL	
7062	RS05452	Unleaded	8 cylinder	2005	Ford	E350XL	Surplused 5/12/14
7064	RS05656	Unleaded	8 cylinder	2005	Chevrolet	3500	
7065	RS05655	Unleaded	8 cylinder	2005	Chevrolet	3500	
7066	RS05654	Unleaded	8 cylinder	2005	Chevrolet	3500	
7067	RS05653	Unleaded	8 cylinder	2005	Chevrolet	3500	
7068	RS05652	Unleaded	8 cylinder	2005	Chevrolet	3500	
7069	RS05720	Unleaded	8 cylinder	2005	Chevrolet	3500	Surplused 5/12/14
7070	RS05651	Unleaded	8 cylinder	2005	Chevrolet	3500	
7071	RS05721	Unleaded	8 cylinder	2005	Chevrolet	3500	
7072	RS05722	Unleaded	8 cylinder	2005	Chevrolet	3500	
7073	RS05723	Unleaded	8 cylinder	2005	Chevrolet	3500	
7074	RS05650	Unleaded	8 cylinder	2005	Chevrolet	3500	
7075	RS05724	Unleaded	8 cylinder	2005	Chevrolet	3500	Surplused 5/12/14
7076	RS05735	Unleaded	8 cylinder	2006	Ford	E350	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7077	RS05736	Unleaded	8 cylinder	2006	Ford	E350	
7078	RS05737	Unleaded	8 cylinder	2006	Ford	E350	
7079	RS05738	Unleaded	8 cylinder	2006	Ford	E350	
7080	RS05739	Unleaded	8 cylinder	2006	Ford	E350	
7081	RS05740	Unleaded	8 cylinder	2006	Ford	E350	
7082	RS05741	Unleaded	8 cylinder	2006	Ford	E350	
7083	RS05742	Unleaded	8 cylinder	2006	Ford	E350	
7084	RS05743	Unleaded	8 cylinder	2006	Ford	E350	
7085	RS05744	Unleaded	8 cylinder	2006	Ford	E350	
7086	RS05725	Unleaded	8 cylinder	2006	Ford	E350	
7087	RS05726	Unleaded	8 cylinder	2006	Ford	E350	
7088	RS05727	Unleaded	8 cylinder	2006	Ford	E350	
7089	RS05728	Unleaded	8 cylinder	2006	Ford	E350	
7090	RS05729	Unleaded	8 cylinder	2006	Ford	E350	
7091	RS05730	Unleaded	8 cylinder	2006	Ford	E350	
7092	RS05731	Unleaded	8 cylinder	2006	Ford	E350	
7093	RS05732	Unleaded	8 cylinder	2006	Ford	E350	
7094	RS05733	Unleaded	8 cylinder	2006	Ford	E350	
7095	RS05734	Unleaded	8 cylinder	2006	Ford	E350	
7096	RS05782	Unleaded	8 cylinder	2006	Ford	E350	
7097	RS05747	Unleaded	8 cylinder	2006	Ford	E350	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7098	RS05748	Unleaded	8 cylinder	2006	Ford	E350	
7099	RS05749	Unleaded	8 cylinder	2006	Ford	E350	
7100	RS05750	Unleaded	8 cylinder	2006	Ford	E350	
7101	RS05751	Unleaded	8 cylinder	2006	Ford	E350	
7102	RS05752	Unleaded	8 cylinder	2006	Ford	E350	
7103	RS05753	Unleaded	8 cylinder	2006	Ford	E350	
7104	RS05754	Unleaded	8 cylinder	2006	Ford	E350	
7105	RS05755	Unleaded	8 cylinder	2006	Ford	E350	
7106	RS05756	Unleaded	8 cylinder	2006	Ford	E350	
7107	RS05757	Unleaded	8 cylinder	2006	Ford	E350	
7108	RS05758	Unleaded	8 cylinder	2006	Ford	E350	
7109	RS05759	Unleaded	8 cylinder	2006	Ford	E350	
7110	RS05760	Unleaded	8 cylinder	2006	Ford	E350	
7111	RS05761	Unleaded	8 cylinder	2006	Ford	E350	
7112	RS05762	Unleaded	8 cylinder	2006	Ford	E350	
7113	RS05763	Unleaded	8 cylinder	2006	Ford	E350	
7114	RS05764	Unleaded	8 cylinder	2006	Ford	E350	
7115	RS05765	Unleaded	8 cylinder	2006	Ford	E350	
7116	RS05766	Unleaded	8 cylinder	2006	Ford	E350	
7117	RS05767	Unleaded	8 cylinder	2006	Ford	E350	
7118	RS06143	Unleaded	8 cylinder	2006	Ford	E350	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7119	RS06020	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7120	RS06021	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7121	RS06022	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7122	RS06023	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7123	RS06024	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7124	RS06025	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7125	RS06026	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7126	RS06027	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7127	RS06028	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7128	RS06029	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7129	RS06030	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7130	RS06031	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7131	RS06032	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7132	RS06033	Unleaded	8 cylinder	2006	Ford	E3 Wagon	
7133	RS06142	Unleaded	8 cylinder	2006	Ford	E350	
7134	RS06141	Unleaded	8 cylinder	2006	Ford	E350	
7135	RS06140	Unleaded	8 cylinder	2006	Ford	E350	
7136	RS06139	Unleaded	8 cylinder	2006	Ford	E350	
7137	RS06138	Unleaded	8 cylinder	2006	Ford	E350	
7138	RS06137	Unleaded	8 cylinder	2006	Ford	E350	
7139	RS06136	Unleaded	8 cylinder	2006	Ford	E350	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7140	RS06135	Unleaded	8 cylinder	2006	Ford	E350	
7141	RS06134	Unleaded	8 cylinder	2006	Ford	E350	
7142	RS06133	Unleaded	8 cylinder	2006	Ford	E350	
7143	RS06132	Unleaded	8 cylinder	2006	Ford	E350	
7144	RS06131	Unleaded	8 cylinder	2006	Ford	E350	
7145	RS06130	Unleaded	8 cylinder	2006	Ford	E350	
7146	RS06129	Unleaded	8 cylinder	2006	Ford	E350	
7147	RS06128	Unleaded	8 cylinder	2006	Ford	E350	
7148	RS06358	Unleaded	8 cylinder	2006	Ford	E350	
7149	RS06512	Unleaded	8 cylinder	2006	Ford	E350	
7150	RS06357	Unleaded	8 cylinder	2006	Ford	E350	
7151	RS06356	Unleaded	8 cylinder	2006	Ford	E350	
7152	RS06355	Unleaded	8 cylinder	2006	Ford	E350	
7153	RS06354	Unleaded	8 cylinder	2006	Ford	E350	
7154	RS06353	Unleaded	8 cylinder	2006	Ford	E350	
7155	RS06352	Unleaded	8 cylinder	2006	Ford	E350	
7156	RS06351	Unleaded	8 cylinder	2006	Ford	E350	
7157	RS06350	Unleaded	8 cylinder	2006	Ford	E350	
7158	RS06349	Unleaded	8 cylinder	2006	Ford	E350	
7159	RS06348	Unleaded	8 cylinder	2006	Ford	E350	
7160	RS06347	Unleaded	8 cylinder	2006	Ford	E350	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7161	RS06346	Unleaded	8 cylinder	2006	Ford	E350	
7162	RS06870	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7163	RS06882	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7164	RS06891	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7165	RS06892	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7166	RS06871	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7167	RS06893	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7168	RS06872	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7169	RS06894	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7170	RS06873	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7171	RS06874	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7172	RS06895	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7173	RS06875	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7174	RS06896	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7175	RS06876	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7176	RS06877	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7177	RS06878	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7178	RS06897	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7179	RS06898	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7180	RS06879	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7181	RS06916	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7182	RS06917	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7183	RS06899	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7184	RS06918	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7185	RS06880	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7186	RS06919	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7187	RS06900	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7188	RS06901	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7189	RS06881	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7190	RS06902	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7191	RS06903	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7192	RS06929	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7193	RS06930	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7194	RS06931	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7195	RS06932	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7196	RS06933	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7197	RS06934	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7198	RS06935	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7199	RS06936	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7200	RS06937	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7201	RS06938	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7202	RS06939	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7203	RS06940	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7204	RS06920	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7205	RS06904	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7206	RS06905	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7207	RS06906	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7208	RS06907	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7209	RS06908	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7210	RS06909	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7211	RS06910	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7212	RS06911	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7213	RS06912	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7214	RS06921	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7215	RS06913	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7216	RS06914	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7217	RS06922	Unleaded	8 cylinder	2007	Chevrolet	EX/SV	
7218	RS07139	Unleaded	8 cylinder	2008	Chevrolet	EX/SV	
7219	RS07138	Unleaded	8 cylinder	2008	Chevrolet	EX/SV	
7220	RS07137	Unleaded	8 cylinder	2008	Chevrolet	EX/SV	
7221	RS07136	Unleaded	8 cylinder	2008	Chevrolet	EX/SV	
7222	RS07135	Unleaded	8 cylinder	2008	Chevrolet	EX/SV	
7223	RS07134	Unleaded	8 cylinder	2008	Chevrolet	EX/SV	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7224	RS07133	Unleaded	8 cylinder	2008	Chevrolet	EX/SV	
7225	RS07132	Unleaded	8 cylinder	2008	Chevrolet	EX/SV	
7226	RS07027	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	
7227	RS07232	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	
7228	RS07233	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	
7229	RS07234	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	
7230	RS07235	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	
7231	RS07236	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	
7232	RS07237	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	
7233	RS07238	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	
7234	RS07239	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	
7235	RS07322	Unleaded	8 cylinder	2008	Ford	Econo XL S/D Wagon	
7236	RS07367	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7237	RS07368	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7238	RS07369	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7239	RS07370	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7240	RS07371	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7241	RS07372	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7242	RS07395	Unleaded	8 cylinder	2008	Ford	Wagon	
7243	RS07373	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7244	RS07374	Unleaded	8 cylinder	2008	Ford	E3Wagon	

VANPOOL

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7245	RS07375	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7246	RS07394	Unleaded	8 cylinder	2008	Ford	Wagon	
7247	RS07376	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7248	RS07377	Unleaded	8 cylinder	2008	Ford	E3Wagon	
7249	RS07540	Unleaded	8 cylinder	2008	Ford	Express Van	
7250	RS07541	Unleaded	8 cylinder	2008	Ford	Express Van	
7251	RS07542	Unleaded	8 cylinder	2008	Ford	Express Van	
7252	RS07543	Unleaded	8 cylinder	2008	Ford	Express Van	
7253	RS07544	Unleaded	8 cylinder	2008	Ford	Express Van	
7254	RS07545	Unleaded	8 cylinder	2008	Ford	Express Van	
7255	RS07546	Unleaded	8 cylinder	2008	Ford	Express Van	
7256	RS08275	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7257	RS08240	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7258	RS08222	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7259	RS08274	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7260	RS08241	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7261	RS08273	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7262	RS08252	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7263	RS08276	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7264	RS08253	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7265	RS08223	Unleaded	8 cylinder	2010	Chevrolet	Express Van	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7266	RS08197	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7267	RS08224	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7268	RS08198	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7269	RS08254	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7270	RS08255	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7271	RS08199	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7272	RS08242	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7273	RS08243	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7274	RS08225	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7275	RS08277	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7276	RS08200	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7277	RS08201	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7278	RS08249	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7279	RS08202	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7280	RS08244	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7281	RS08272	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7282	RS08226	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7283	RS08227	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7284	RS08203	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7285	RS08204	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7286	RS08205	Unleaded	8 cylinder	2010	Chevrolet	Express Van	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7287	RS08245	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7288	RS08271	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7289	RS08270	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7290	RS08269	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7291	RS08206	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7292	RS08268	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7293	RS08207	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7294	RS08267	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7295	RS08208	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7296	RS08209	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7297	RS08538	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7298	RS08211	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7299	RS08266	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7300	RS08257	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7301	RS08218	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7302	RS08219	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7303	RS08212	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7304	RS08213	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7305	RS08258	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7306	RS08259	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7307	RS08265	Unleaded	8 cylinder	2010	Chevrolet	Express Van	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7308	RS08260	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7309	RS08214	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7310	RS08215	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7311	RS08246	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7312	RS08220	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7313	RS08264	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7314	RS08216	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7315	RS08247	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7316	RS08221	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7317	RS08248	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7318	RS08263	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7319	RS08261	Unleaded	8 cylinder	2010	Chevrolet	Express Van	
7320	RS09431	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7321	RS09432	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7322	RS09433	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7323	RS09434	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7324	RS09435	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7325	RS09436	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7326	RS09437	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7327	RS09438	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7328	RS09439	Unleaded	8 cylinder	2012	Chevrolet	Express Van	

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7329	RS09440	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7330	RE09497	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7331	RS09442	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7332	RS09443	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7333	RS09444	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7334	RS09445	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7335	RS09498	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7336	RS09447	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7337	RS09448	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7338	RS09449	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7339	RS09450	Unleaded	8 cylinder	2012	Chevrolet	Express Van	
7340	RS10418	Unleaded	8 cylinder	2013	Ford	E350XL	
7341	RS10416	Unleaded	8 cylinder	2013	Ford	E350XL	
7342	RS10417	Unleaded	8 cylinder	2013	Ford	E350XL	
7343	RS10419	Unleaded	8 cylinder	2013	Ford	E350XL	
7344	RS10420	Unleaded	8 cylinder	2013	Ford	E350XL	
7345	RS10421	Unleaded	8 cylinder	2013	Ford	E350XL	
7346	RS10422	Unleaded	8 cylinder	2013	Ford	E350XL	
7347	RS10423	Unleaded	8 cylinder	2013	Ford	E350XL	
7348	RS10424	Unleaded	8 cylinder	2013	Ford	E350XL	
7349	RS10425	Unleaded	8 cylinder	2013	Ford	E350XL	

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

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

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
7392	RS10547	Unleaded	8 cylinder	2014	Chevrolet	Express Van	
7393	RS10548	Unleaded	8 cylinder	2014	Chevrolet	Express Van	

ADMIN & SUPERVISOR

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
55	36560C	Unleaded	6 cylinder	1995	Ford	Taurus Sedan	Admin/Relief
59	47578C	Unleaded	6 cylinder	1998	Ford	Taurus Sedan LX	Admin/Relief
60	47576C	Unleaded	6 cylinder	1998	Ford	Taurus Sedan LX	Admin/Relief
2250	71150C	Unleaded		2005	Dodge	Grand Caravan	Admin Vehicle
2251	71918C	Unleaded		2005	Ford	Taurus Wagon	Admin Vehicle
2252	71917C	Unleaded		2005	Ford	Taurus Wagon	Admin Vehicle
2253	71948C	Unleaded (hybrid)		2005	Toyota	Prius	Admin Vehicle
2254	71949C	Unleaded (hybrid)		2005	Toyota	Prius	Admin Vehicle
2255	71191C	Unleaded		2004	Chevrolet	Silverado 1500	Marketing
2256	77867C	Hybrid		2006	Toyota	Prius	Service Supervisor Vehicle
2257	77868C	Hybrid		2006	Toyota	Prius	Admin Vehicle
2258	80892C	Unleaded	8 cylinder	2007	Chevrolet	Express	Safety and Service Quality
2259	80993C	Unleaded		2007	Chevrolet	Van EX	Ops S & T
2260	85137C	Unleaded	6 cylinder	2007	Dodge	Caravan	Planning
2450	85118C	Unleaded	8 cylinder	2008	Ford	Expedition XLT	Public Safety
2451	94828C	Unleaded	4 cylinders	2010	Ford	Escape Hybrid	Public Safety

ADMIN & SUPERVISOR

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2452	94827C	Unleaded	4 cylinder	2010	Ford	Escape Hybrid	Public Safety
2453	94829C	Unleaded	4 cylinder	2010	Ford	Escape Hybrid	Public Safety
2500	71149C	Unleaded	6 cylinder	2005	Dodge	Grand Caravan	Supervisor
2501	74089C	Unleaded	6 cylinder	2005	Dodge	Grand Caravan	Safety - Accident Investigation
2502	74090C	Unleaded	6 cylinder	2005	Dodge	Grand Caravan	Supervisor
2506	76859C	Unleaded	8 cylinder	2006	Ford	E350	Supervisor
2507	76860C	Unleaded	8 cylinder	2006	Ford	E350	Supervisor (Shuttle)
2508	76861C	Unleaded	8 cylinder	2006	Ford	E350	Supervisor (Shuttle)
2509	77728C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Supervisor
2510	77729C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Supervisor
2511	77730C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Supervisor
2512	92577C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Supervisor
2513	79480C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Supervisor
2514	79481C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Supervisor
2515	89147C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Supervisor
2516	80808C	Unleaded	6 cylinder	2007	Dodge	Caravan	Surplused 6/28/13
2517	80809C	Unleaded	6 cylinder	2007	Dodge	Caravan	Supervisor
2518	80810C	Unleaded	6 cylinder	2007	Dodge	Caravan	Supervisor
2519	80811C	Unleaded	6 cylinder	2007	Dodge	Caravan	Supervisor
2520	80812C	Unleaded	6 cylinder	2007	Dodge	Caravan	Supervisor
2521	85119C	Unleaded	6 cylinder	2008	Dodge	Grand Caravan SE	Relief Vehicle

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Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2522	89148C	Unleaded (hybrid)	4 cylinders	2009	Ford	103 Escape Hybrid	Supervisor
2523	89149C	Unleaded (hybrid)	4 cylinders	2009	Ford	103 Escape Hybrid	Supervisor
2524	89180C	Unleaded (hybrid)	4 cylinders	2009	Ford	103 Escape Hybrid	Supervisor
2525	89182C	Unleaded (hybrid)	4 cylinders	2009	Ford	103 Escape Hybrid	Supervisor
2526	89181C	Unleaded (hybrid)	4 cylinders	2009	Ford	103 Escape Hybrid	Supervisor
2800	65067C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Surplused 5/12/14
2801	65068C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Relief Vehicle
2802	65054C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Relief Vehicle
2803	65055C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Relief Vehicle
2804	69816C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Relief Vehicle
2805	69819C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Relief Vehicle
2806	69817C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Relief Vehicle
2807	69818C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Relief Vehicle
2808	69945C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Relief Vehicle
2809	69815C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Relief Vehicle
2810	69802C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Relief Vehicle
2811	69803C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Relief Vehicle
2812	75238C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Relief Vehicle
2813	69801C	Unleaded	6 cylinder	2006	Dodge	Grand Caravan	Relief Vehicle
2814	80813C	Unleaded	8 cylinder	2007	Dodge	Grand Caravan	Relief Vehicle
2815	80814C	Unleaded	8 cylinder	2007	Dodge	Grand Caravan	Relief Vehicle

ADMIN & SUPERVISOR

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2816	80829C	Unleaded	8 cylinder	2007	Dodge	Grand Caravan	Relief Vehicle
2817	80830C	Unleaded	8 cylinder	2007	Dodge	Grand Caravan	Relief Vehicle
2818	80831C	Unleaded	8 cylinder	2007	Dodge	Grand Caravan	Relief Vehicle
2819	80837C	Unleaded	6 cylinder	2007	Dodge	Grand Caravan SE	Relief Vehicle
4121	94060C	Unleaded		2003	Chevrolet	Astro	Planning
4125	94059C	Unleaded		2003	Chevrolet	Astro	Construction/Previously VP van
4131	94798C	Unleaded		2003	Chevrolet	Astro	Relief Vehicle
4420	94728C	Unleaded	6 cylinder	1997	Chevrolet	Astro	Relief Vehicle
4649	61766C	Unleaded	CNG	2001	Dodge	Ram 2500	Service Impact
4651	65060C	Unleaded	32.2	2003	Dodge	Caravan	Surplused 4/25/13
4652	65065C	Unleaded	32.2	2003	Dodge	Caravan	Surplused 4/25/13
4653	65066C	Unleaded	32.2	2003	Dodge	Grand Caravan	Marketing
4654	65061C	Unleaded	32.2	2003	Dodge	Caravan	Surplused 4/11/2013
4655	65062C	Unleaded	32.2	2003	Dodge	Caravan	Surplused 4/11/2013
4656	65063C	Unleaded	32.2	2003	Dodge	Caravan	Surplused 4/11/2013
4657	65064C	Unleaded	32.2	2003	Dodge	Caravan	
4659	69572C	Unleaded	8 cylinder	2003	Ford	Club Wagon E350	Marketing
5800	RS05746	Unleaded	10 cylinder	2005	Ford	E450	Planning Mobile

MAINTENANCE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
80	N/A	Diesel		2007	Hyster	Forklift	
81	N/A	CNG		1986	Tug	Tug	
82	N/A	CNG		1988	Yale	Forklift	
83	N/A	Unleaded		1988	Prime Mover	Electric Forklift	
84	N/A	Unleaded		Not in Spear	Tennant		Sweeper/Body Shop
86	N/A	N/A		1992	Lift-A-Lot	Electric	Scissor Lift
87	N/A	Unleaded		1992	Nissan		Forklift
95	C67824	N/A		1986	Wilson	Trailer	Utility
96	53584C	N/A		2000	Maxi	Trailer	Dump
660	69568C	Unleaded	CC25903	2003	Chevrolet	S-10	Facilities' Lead Truck
661	69561C	Unleaded	CC25903	2003	Chevrolet	C2500	Surplused 4/25/13
662	69562C	Unleaded	CC25903	2003	Chevrolet	C2500	Facilities pick up
663	69563C	Unleaded	CC25903	2003	Chevrolet	C2500	Facilities pick up
665	35421C	Diesel		1995	GMC	Topkick	Boom Truck
682	48615C	Unleaded	51.2	1998	Chevrolet	P30	Utility van
683	48614C	Unleaded	51.2	1998	Chevrolet	P30	Utility van
684	53539C	Unleaded		1999	Chevrolet	P30	Utility van
686	94711C	Diesel	175	2000	GMC	Sweeper	New Plate 10/6/10, Old Plate 50302C
2000	71903C	Unleaded		2004	Ford	F-450 XL	Shop Truck
2001	71923C	Unleaded		2004	Ford	F-450 XL	Facilities flatbed
2002	71919C	Unleaded		2004	Chevrolet	C1500 Ext Cab Pickup	Facilities pick up

MAINTENANCE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
2003	71922C	Unleaded		2004	Chevrolet	C1500 Ext Cab Pickup	Facilities pick up
2005	71920C	Unleaded		2004	Chevrolet	C1500 Ext Cab Pickup	Facilities pick up
2006	74083C	Unleaded	44.8	2005	Chevrolet	C1500 Silverado	Facilities pick up
2007	75387C	Unleaded	8 cylinder	2005	Chevrolet	P31442	Utility van
2008	75386C	Unleaded	8 cylinder	2005	Chevrolet	P31442	Utility van
2009	74100C	Unleaded	44.8	2005	Chevrolet	Express	Warehouse
2010	79482C	Unleaded	8 cylinder	2007	Chevrolet	C1500 Ext Cab Pickup	Facilities pick up
2011	80840C	Unleaded	8 cylinder	2007	Ford	Econoline Van	Facilities
2012	80836C	Unleaded	8 cylinder	2007	Chevrolet	Silverado 1500	Facilities pick up
2013	85114C	Unleaded	10 cylinder	2008	Ford	F350	Facilities flatbed truck/pressure washer
2014	85111C	Unleaded	10 cylinder	2008	Ford	F450	Facilities flatbed truck
2015	85112C	Unleaded	10 cylinder	2008	Ford	F350	Facilities flatbed truck/pressure washer
2020	85113C	Unleaded	8 cylinders	2008	Ford	E350 Econoline	Facilities
2021	85116C	Unleaded	10 cylinder	2008	Ford	F350	Facilities flatbed truck/pressure washer
2022	85115C	Unleaded	8 cylinder	2008	Ford	F150PU Supercab	Facilities pick up
2023	94718C	Unleaded		2011	Ford	F3D	ST Service Truck
2024	A2904C	Unleaded	6 cylinder	2012	Chevrolet	Silverado w/ Service Body	ST Service Truck
2025	A5274C	Diesel		2014	Isuzu	Broom Badger	Sweeper
2504	74092C	Unleaded	6 cylinder	2005	Dodge	Grand Caravan	Radio Shop
4124	94061C	Unleaded		2003	Chevrolet	Astro	
4137	94058C	Unleaded		2003	Chevrolet	Astro	Maintenance lot/drug testing transport vehicle

MAINTENANCE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
4419	97356C	Unleaded	6 cylinder	1997	Chevrolet	Astro Van	Maintenance lot vehicle
4590	85117C	Unleaded	8 cylinder	2007	Ford	E3Wagon	Spill Response Vehicle
4658	69571C	Unleaded	8 cylinder	2003	Ford	Club Wagon E351	Warehouse

RESERVE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
5814	RS07109	Unleaded	10 cylinder	2007	Ford	E450	25-ft
5815	RS07110	Unleaded	10 cylinder	2007	Ford	E450	25-ft
305	69990C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft
306	69977C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft
307	69978C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft
308	69989C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft
309	69988C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft
310	69987C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft
311	69986C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft
312	69985C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft
313	69984C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft
314	69983C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft
315	69982C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft
316	69981C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft
317	69993C	CNG	Cummins HP C+	2004	New Flyer	C30LF	30-ft

RESERVE

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Notes
8035	52084C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft
8043	99622C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft
8044	99623C	Diesel	Cummins M11, 270 hp	1999	Gillig	Phantom	40-ft
8055	99624C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft
8056	99625C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft
8057	99626C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft
8059	52200C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft
8063	53204C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft
8066	53316C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft
8068	99628C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft
8069	53319C	Diesel	Cummins M11, 270 HP	1999	Gillig	Phantom	40-ft

SURPLUSED

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Disposal Date	Comments
140	48692C	CNG	Cummins 8.3L 275 HP C	1998	New Flyer	C40LF	7/3/2013	
141	48693C	CNG	Cummins 8.3L 275 HP C	1998	New Flyer	C40LF	7/3/2013	
142	48681C	CNG	Cummins 8.3L 275 HP C	1998	New Flyer	C40LF	7/3/2013	
143	48680C	CNG	Cummins 8.3L 275 HP C	1998	New Flyer	C40LF	7/3/2013	
144	69930C	CNG	Cummins 8.3L 275 HP C	1998	New Flyer	C40LF	6/6/2014	Sold to Pierce County Risk Management
145	48695C	CNG	Cummins 8.3L 275 HP C	1998	New Flyer	C40LF	8/3/2013	
2503	74091C	Unleaded	6 cylinder	2005	Dodge	Grand Caravan	5/17/2013	

SURPLUSED

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Disposal Date	Comments
4418	65053C	Unleaded	6 cylinder	1997	Chevrolet	Astro	7/1/2013	
5001	RS08050	Unleaded	10 cylinder	2004	Ford	E450	7/1/2013	
5002	RS08051	Unleaded	10 cylinder	2004	Ford	E450	5/17/2013	
5004	RS08053	Unleaded	10 cylinder	2004	Ford	E450	5/17/2013	
5007	RS08056	Unleaded	6.8 10 cylinder	2004	Ford	E450	3/21/2013	
5009	RS08058	Unleaded	6.8 10 cylinder	2004	Ford	E450	3/21/2013	
5010	RS08059	Unleaded	6.8 10 cylinder	2004	Ford	E450	3/21/2013	
5011	RS08060	Unleaded	10 cylinder	2004	Ford	E450	8/3/2013	
5017	RS08065	Unleaded	10 cylinder	2004	Ford	E450	4/23/2013	Sold to Link Transit
5018	RS08066	Unleaded	6.8 10 cylinder	2004	Ford	E450	5/17/2013	
5019	RS08067	Unleaded	10 cylinder	2004	Ford	E450	7/3/2013	
5020	RS05897	Unleaded	10 cylinder	2004	Ford	E450	8/29/2013	
5021	RS05232	Unleaded	10 cylinder	2004	Ford	E450	5/17/2013	
5025	RS08071	Unleaded	10 cylinder	2004	Ford	E450	7/1/2013	
5026	RS08072	Unleaded	6.8 10 cylinder	2004	Ford	E450	12/20/12	
5027	RS08073	Unleaded	10 cylinder	2004	Ford	E450	5/17/2013	
5028	RS08074	Unleaded	10 cylinder	2004	Ford	E450	5/17/2013	
5030	RS08076	Unleaded	10 cylinder	2004	Ford	E450	5/17/2013	
5031	RS08077	Unleaded	10 cylinder	2004	Ford	E450		
5032	RS07993	Unleaded	10 cylinder	2004	Ford	E450	8/3/2013	
5033	RS07231	Unleaded	10 cylinder	2004	Ford	E450	5/17/2013	

SURPLUSED

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Disposal Date	Comments
5034	RS08078	Unleaded	10 cylinder	2004	Ford	E450	5/17/2013	
5036	RS08080	Unleaded	10 cylinder	2004	Ford	E450	5/17/2013	
5037	RS08091	Unleaded	10 cylinder	2004	Ford	E450	4/23/2013	Sold to Link Transit
5038	RS08081	Unleaded	10 cylinder	2004	Ford	E450		
5040	RS08083	Unleaded	10 cylinder	2004	Ford	E450	5/17/2013	
5042	RS05359	Unleaded	10 cylinder	2004	Ford	E450	5/17/2013	
5043	RS08085	Unleaded	6.8 10 cylinder	2004	Ford	E450	12/20/12	
5045	RS08087	Unleaded	10 cylinder	2004	Ford	E450	5/17/2013	
5046	RS08088	Unleaded	10 cylinder	2004	Ford	E450	5/17/2013	
5047	RS05389	Unleaded	10 cylinder	2004	Ford	E450	5/17/2013	
5049	RS08089	Unleaded	10 cylinder	2004	Ford	E450	5/17/2013	
5064	RS05625	Unleaded	10 cylinder	2005	Ford	E450	4/23/2013	Sold to Link Transit
5066	RS05627	Unleaded	10 cylinder	2005	Ford	E450	5/17/2013	
5067	RS05628	Unleaded	10 cylinder	2005	Ford	E450	8/3/2013	
5068	RS05629	Unleaded	10 cylinder	2005	Ford	E450	5/17/2013	
5070	RS08007	Unleaded	10 cylinder	2005	Ford	E450	5/17/2013	
5072	RS08009	Unleaded	10 cylinder	2006	Ford	E450	5/17/2013	
5074	RS08011	Unleaded	10 cylinder	2006	Ford	E450	5/17/2013	
5801	RS05657	Unleaded	10 cylinder	2005	Ford	E450	6/18/12	
5802	RS05658	Unleaded	10 cylinder	2005	Ford	E450	6/19/12	
5803	RS05659	Unleaded	10 cylinder	2005	Ford	E450	6/19/12	

SURPLUSED

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Disposal Date	Comments
5804	RS05660	Unleaded	10 cylinder	2005	Ford	E450	6/19/12	
5805	RS05661	Unleaded	10 cylinder	2005	Ford	E450	6/16/12	
5806	RS05662	Unleaded	10 cylinder	2005	Ford	E450	6/19/12	
5807	RS05781	Unleaded	10 cylinder	2005	Ford	E450	6/19/12	
5808	RS05663	Unleaded	10 cylinder	2005	Ford	E450	6/19/12	
5809	RS05664	Unleaded	10 cylinder	2005	Ford	E450	6/19/12	
5813	RS07108	Unleaded	10 cylinder	2007	Ford	Aerotech 240	7/13/12	
7054	RS05423	Unleaded	8 cylinder	2005	Ford	E350XL	8/3/13	
8064	99627C	Diesel		1999	Gillig	Phantom	5/21/2013	Sold to ATF
9001	98994C	Diesel	Cummins M11 270 HP	1999	Gillig	Phantom	11/27/2012	Sold to Ben Franklin Transit
9002	98995C	Diesel	Cummins M11 270 HP	1999	Gillig	Phantom	11/27/2012	Sold to Ben Franklin Transit
9003	51873C	Diesel	Cummins M11 270 HP	1999	Gillig	Phantom	11/27/2012	Sold to Ben Franklin Transit
9004	98996C	Diesel	Cummins M11 270 HP	1999	Gillig	Phantom	11/27/2012	Sold to Ben Franklin Transit
9005	98997C	Diesel	Cummins M11 270 HP	1999	Gillig	Phantom	11/27/2012	Sold to Ben Franklin Transit
9006	98998C	Diesel	Cummins M11 270 HP	1999	Gillig	Phantom	11/27/2012	Sold to Ben Franklin Transit
9007	98999C	Diesel	Cummins M11 270 HP	1999	Gillig	Phantom	11/27/2012	Sold to Ben Franklin Transit
9008	99000C	Diesel	Cummins M11 270 HP	1999	Gillig	Phantom	11/27/2012	Sold to Ben Franklin Transit
9009	99601C	Diesel	Cummins M11 270 HP	1999	Gillig	Phantom	11/27/2012	Sold to Ben Franklin Transit
9010	99602C	Diesel	Cummins M11 270 HP	1999	Gillig	Phantom	11/28/2012	Sold to LINK
9011	99603C	Diesel	Cummins M11 270 HP	1999	Gillig	Phantom	11/28/2012	Sold to LINK
9012	99604C	Diesel	Cummins M11 270 HP	1999	Gillig	Phantom	11/28/2012	Sold to LINK

SURPLUSED

Vehicle #	License #	Fuel Type	Engine Type	Year	Make	Model	Disposal Date	Comments
9013	99605C	Diesel	Cummins M11 270 HP	1999	Gillig	Phantom	11/27/2012	Sold to Ben Franklin Transit
9014	99606C	Diesel	Cummins M11 270 HP	1999	Gillig	Phantom	11/28/2012	Sold to LINK
9015	99607C	Diesel	Cummins M11 270 HP	1999	Gillig	Phantom	11/28/2012	Sold to LINK
9037	99609C	Diesel	Cummins M11 270 HP	1999	Gillig	Phantom	11/27/2012	Sold to Ben Franklin Transit
9038	99610C	Diesel	Cummins M11 270 HP	1999	Gillig	Phantom	11/27/2012	Sold to Ben Franklin Transit

**Public Transportation Management System
Fixed Assets Owned Equipment Inventory**

Agency/Organization: Pierce Transit

Reporting Date: July 22, 2014

Inventory Reporting Code and Description	Age (years)	Remaining Useful Life (years)	Replacement Cost	Upgrade or Update Cost ¹	Comments
15660 - Chassis Dynamometer	8	7	\$135,214		
15807 - Regional Trip Planning System	5	9	\$599,092	\$78,183	Last updated in 2012.
15808 - Highline Human Resources Payroll System	0	10	\$600,00	—————>	Included in annual support contract.
17018 - Financial Management System	4	3	\$943,575	—————>	Included in annual support contract.
17057 - Adept SHUTTLE Software	0	10	\$968,834	\$157,119	
17084 - HASTUS Scheduling System	0	10	Unknown	\$501,625	
22005 – Motorola Mobile Communications System	0	10	\$35,439,722	\$718,554	
TBD - Fleetwatch Fluids Management System	3	7	\$146,234	—————>	Included in annual support contract.

¹ Where applicable and if cost estimate to upgrade or update is known.

VFA.facility System**Owned Building Assets, Transit Centers, and Park & Ride Facilities****Agency/Organization:** Pierce Transit**Reporting Date:** July 22, 2014

VFA Asset Number(s)	Facility Name	Facility Condition Index ² (Avg.)	Age (Years)	Requirements Index ³ (Avg.)	Replacement Value ⁴	Comments
68	Commerce Street Transit Center	.11	22	.51	\$11,100,940	
526/534	South Hill Mall Transit Center	.02	16	.08	\$1,364,033	Owned by Sound Transit
527/536	Tacoma Community College Transit Center	.04	30	.16	\$1,992,441	Owned by TCC
610	Tacoma Dome Station (East) - Phase 1	.08	17	.29	\$25,266,481	
510	Tacoma Dome Station (West) – Phase 2	.07	14	.28	\$25,356,763	Contains the sole Bus Shop
43/56	Lakewood Towne Center Transit Center	.03	22	.11	\$1,303,371	
521/529	72nd Street Transit Center	.05	19	.16	\$2,265,929	

² FCI is an industry standard index that objectively measures the relative condition of a facility by considering the costs of deferred maintenance and repairs as well as the value of a facility. Generally speaking, $\leq .05$ is considered excellent, $\leq .15$ is considered good, and $\leq .30$ is considered fair.

³ RI is an internal measure of the total long term needs of a facility determined by using the costs from all Requirements, regardless of category and recommended action date, and dividing it by the current replacement value. For Pierce Transit, $\leq .10$ is considered excellent, .11-.20 is considered good, .21-.29 is considered fair, and $\geq .30$ is considered poor.

⁴ Building assets plus all infrastructure.

VFA Asset Number(s)	Facility Name	Facility Condition Index ² (Avg.)	Age (Years)	Requirements Index ³ (Avg.)	Replacement Value ⁴	Comments
528/537	Tacoma Mall Transit Center	.06	29	.34	\$1,590,155	Owned by the Tacoma Mall
523/531	Kimball Drive Park & Ride	.02	17	.11	\$2,380,482	Owned by TPU
522/530	Bonney Lake Park & Ride	.01	13	.04	\$2,686,865 ⁵	Being sold to Sound Transit
520/535	SR 512 Park & Ride	.15	26	.49	\$2,473,788	Owned by WSDOT
525	Point Defiance Intermodal Facility	.15	22	.22	\$327,606	Owned by Metro Parks
63	Pierce Transit - Maintenance - Building 1	.14	22	.46	\$12,233,181	Building assets only
66	Pierce Transit – Facilities - Building 2	.21	22	.50	\$904,198	Building assets only
65	Pierce Transit – Fuel House - Building 3	.19	22	.50	\$1,008,871	Building assets only
64	Pierce Transit - Administration - Building 4	.18	22	.48	\$6,393,721	Building assets only
67	Pierce Transit - Training - Building 5	.00	8	.16	\$5,351,502	Building assets only
–	Pierce Transit Headquarters Buildings 1-5	.44	–	.53	\$13,841,355	Combined infrastructure RV for all five buildings

⁵ Appraised value.