

Board of Commissioners Regular Meeting Agenda
August 14, 2023 - 4:00 p.m.



Virtual Meeting Participation Information:

Dial: 1-253-215-8782 Meeting ID No. 87928335650

Webinar link: <https://us02web.zoom.us/j/87928335650>

Physical Meeting Location:

Pierce Transit Training Center

3720 96th Street SW

Lakewood, WA 98499

A Special Study Session Meeting will be held prior to this meeting at 3:00 p.m.

Call to Order

Roll Call

Flag Salute

Presentations

1. Honoring Ian Barlis for Operator of the Month for July 2023 Eric Gallagher
Transportation Manager
2. 2023 Q2 Community Transportation Advisory Group (CTAG) Update Linda Moran
CTAG Chair

Public Comment

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

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

Consent Agenda

1. Approval of Vouchers: July 1-31, 2023
2. Approval of Minutes: July 10, 2023, Special Board Meeting and Regular Board Meeting
3. FS 2023-031, Approval of Resolution No. 2023-008, Adopting the 2023-2028 Transit Development Plan as Presented in Exhibit A

Action Agenda

1. FS 2023-032, Adopting the 2023-2024 Pierce Transit Public Transportation Agency Safety Plan Jason Hovde
Safety Administrator
2. FS 2023-033, Authority to Amend the 2023 Capital Budget to Add the Purchase of Two New Police Type Vehicles Grantley Martelly
Chief Operating Officer

Staff Updates

1. CEO's Report

Mike Griffus
Chief Executive Officer

Informational Items

1. Chair Report
2. Sound Transit Update
3. Puget Sound Regional Council Transportation Policy Board Update
4. Commissioners' Comments

Chair Walker
Vice Chair Roscoe
Commissioner Ryan Mello

Executive Session - Evaluate the Performance of a Public Employee, Pursuant to RCW 42.30.110 (1) (g).

The Board may take final action in open session.

Handouts: 2023 Q2 Financial Update
2022 Sustainability Report

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



**Pierce
Transit**

**Operator of the Month
July 2023**

524

Pierce Transit

WASHINGTON
C4313C

Ian Barlis

July 2023

- Operator since 2020
- Outstanding Safety Record
- Excellent Customer Service

Meet one of Pierce Transit's finest drivers.

TRANSIT OPERATOR OF THE MONTH

Ian



July 2023

"I am blessed to be part of Pierce Transit working with a lot of wonderful people and having the privilege to serve my community."

PIERCE TRANSIT
Board Payments Over \$50,000
Payments From: Jul 1, 2023 to Jul 31, 2023
Cash and Investment Balance: \$223,788,892.95

Payment Numbers CK 00381188 through CK 00381379
 Wire Numbers EFT 00014205 through EFT 00014448
 No Advance Travel Checks

Total \$7,246,927.78

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

Operating Fund

Check	Vendor	Item/Service	Amount
CHK 00381250	NATIONAL CINEMEDIA LLC	ADS THEAT TF/RR 06/09-06/30/23	77,600.00
CHK 00381262	SECURITY SOLUTIONS NORTHWEST I	REPAIR CARD READER B5 05/18/23	950.00
CHK 00381275	UNIVOX MEDIA LLC	AD DIGITAL RUN 06/09-06/30/23	70,217.00
CHK 00381286	CITY OF LAKEWOOD	POLICING SVCS JUNE 2023	54,580.11
CHK 00381322	VOYAGER FLEET SYSTEMS INC	FUEL VP 06/02-07/01/23	80,684.78
CHK 00381376	WA ST DEPT OF L&I - ELEVATOR	SELF INS RPT Q223	72,796.39
EFT 00014265	FIRST TRANSIT	ADA PARATRANSIT SVCS 06/23	785,267.29
EFT 00014268	GILLIG LLC	MISC INVENTORY BUS PARTS	67,094.45
EFT 00014289	SOUND TRANSIT	FARES COLLECTED 06/23	79,235.42
EFT 00014306	US BANK CORPORATE PAYMENT SYST	MISC BUSN EXPENSES	94,697.53
EFT 00014307	GREAT WEST RETIREMENT	DEF COMP CEO PP14 2023	66,244.14
EFT 00014308	ICMA RETIREMENT	DEF COMP LOAN PP14 2023	201,030.17
EFT 00014336	HIGH LINE SOFTWARE INC	HOSTING 07/01/23-06/30/24	151,680.87
EFT 00014351	PACIFIC POWER PRODUCTS	MISC INVENTORY BUS PARTS	53,085.85
EFT 00014362	SOUND TRANSIT	2023-1Q-035 O&M	58,748.12
EFT 00014375	UNITED ENERGY TRADING LLC	CNG USAGE 06/23	114,362.55
EFT 00014380	ASSOCIATED PETROLEUM	DIESEL USAGE	103,368.63
EFT 00014385	AWC EMPLOYEE BENEFIT TRUST	ER BGLI 07.23	1,258,607.02
EFT 00014391	BRIDGESTONE AMERICA	DAMAGE PT/ST BUSES 23-042777	61,064.57
EFT 00014403	INTERSECTION MEDIA LLC	KING AD/PROD 06/12-06/30/23	74,379.51
EFT 00014443	ASSOCIATED PETROLEUM	DIESEL USAGE	206,765.76
EFT 00014444	GREAT WEST RETIREMENT	DEF COMP CEO PP15 2023	62,986.82
EFT 00014445	ICMA RETIREMENT	DEF COMP LOAN PP15 2023	191,345.95
Payments for Fund 1 Total			\$ 3,986,792.93

Self Insurance Fund

Check	Vendor	Item/Service	Amount
CHK 00381376	WA ST DEPT OF L&I - ELEVATOR	SELF INS RPT Q223	6,273.84
Payments for Fund 4 Total			\$ 6,273.84

Capital Fund

Check	Vendor	Item/Service	Amount
CHK 00381255	PEASE CONSTRUCTION, INC.	CONCRETE FINISH TDS ELEVATOR 05/23	388,623.03
CHK 00381262	SECURITY SOLUTIONS NORTHWEST I	RET SECSOL 3408290 1162A	186,479.65
EFT 00014258	CONSTRUCT, INC.	CEMENT PAVE SPANTC 06/23	228,202.48
EFT 00014306	US BANK CORPORATE PAYMENT SYST	MISC BUSN EXPENSES	4,550.06
EFT 00014319	BUD CLARY CHEVROLET	2023 CHEVY TRAVERSE VP 7688	239,421.00
EFT 00014321	CLEVER DEVICES	RET CLEVDEV PI00012554 1065	302,606.84
EFT 00014354	PARAMETRIX ENGINEERING	ADV SVCS MOBI 05/28-06/30/23	57,922.26
EFT 00014362	SOUND TRANSIT	ngORCA 23-030 WAGES/STARTUP 1Q	27,062.40
EFT 00014381	WSP USA, INC.	PROF SVC BRT 05/06-06/02/23	123,762.54
EFT 00014387	ABSHER CONSTRUCTION COMPANY	B&O TAX BMP F/W 06/23	70,379.08
Payments for Fund 9 Total			\$ 1,629,009.34

Total Payments in Excess of \$50,000.00

Aug 1, 2023 1:16:01 PM

\$ 5,622,076.11

Pierce Transit
Payment Certification for Jul 31, 2023
Payments Jul 1, 2023 to Jul 31, 2023

Payment Numbers CK 00381188 through CK 00381379
 Wire Numbers EFT 00014205 through EFT 00014448
 No Advance Travel Checks

Bank ID	Check Numbe	Check Date	Amount	Vendor Name	Status
01	CHK	00381188	07/06/2023	333.33 AMPLIFIED WIRELESS SOLUTIONS I	
01	CHK	00381189	07/06/2023	28.86 AT&T	
01	CHK	00381190	07/06/2023	353.78 AUTOZONE	
01	CHK	00381191	07/06/2023	250.85 COMCAST	
01	CHK	00381192	07/06/2023	163.85 COMCAST	
01	CHK	00381193	07/06/2023	158.91 COMCAST	
01	CHK	00381194	07/06/2023	1,792.50 DM RECYCLING CO INC	
01	CHK	00381195	07/06/2023	219.11 FASTENAL	
01	CHK	00381196	07/06/2023	466.40 FLEET MOBILE LUBE-WASH INC	
01	CHK	00381197	07/06/2023	269.79 FRUITLAND MUTUAL WATER COMPANY	
01	CHK	00381198	07/06/2023	1,184.04 GENES TOWING CORP	
01	CHK	00381199	07/06/2023	7,897.97 HAROLD LEMAY ENTERPRISES	
01	CHK	00381200	07/06/2023	387.00 LEMAY MOBILE SHREDDING	
01	CHK	00381201	07/06/2023	224.00 OCCUPATIONAL HEALTH CENTERS OF	
01	CHK	00381202	07/06/2023	4,006.20 PETER E DOVE	
01	CHK	00381203	07/06/2023	536.40 PURCELL TIRE & RUBBER COMPANY	
01	CHK	00381204	07/06/2023	3.08 RAINIER SUPPLY	
01	CHK	00381205	07/06/2023	1,458.12 RIDER LEVETT BUCKNALL LTD	
01	CHK	00381206	07/06/2023	3,750.00 SIMON AND COMPANY INC	
01	CHK	00381207	07/06/2023	420.00 T-MOBILE USA, INC	
01	CHK	00381208	07/06/2023	7,000.00 TACOMA ARTS LIVE	
01	CHK	00381209	07/06/2023	4,356.76 TCF ARCHITECTURE PLLC	
01	CHK	00381210	07/06/2023	213.20 ULINE	
01	CHK	00381211	07/06/2023	198.20 WEH TECHNOLOGIES	
01	CHK	00381212	07/06/2023	664.14 WURTH USA INC	
01	CHK	00381213	07/06/2023	2,436.28 ZEP MANUFACTURING COMPANY	
01	CHK	00381214	07/13/2023	375.00 MARK GAMACHE	
01	CHK	00381215	07/13/2023	2,823.65 4IMPRINT	
01	CHK	00381216	07/13/2023	3,038.00 APEX ENGINEERING LLC	
01	CHK	00381217	07/13/2023	22,512.43 AT&T	
01	CHK	00381218	07/13/2023	22,424.29 AT&T	
01	CHK	00381219	07/13/2023	2,125.00 ATU LOCAL 758 CORP	
01	CHK	00381220	07/13/2023	84.83 CENTURY LINK	
01	CHK	00381221	07/13/2023	70.36 CENTURY LINK	
01	CHK	00381222	07/13/2023	918.20 CENTURY LINK	
01	CHK	00381223	07/13/2023	313.38 CHAPTER 13 TRUSTEE	
01	CHK	00381224	07/13/2023	4,774.23 CITY TREASURER - TPU	
01	CHK	00381225	07/13/2023	1,778.40 CITY TREASURER - TPU	
01	CHK	00381226	07/13/2023	2,894.15 COLONIAL SUPPLEMENTAL LIFE	
01	CHK	00381227	07/13/2023	158.87 COMCAST	
01	CHK	00381228	07/13/2023	158.91 COMCAST	
01	CHK	00381229	07/13/2023	204.59 COMCAST	
01	CHK	00381230	07/13/2023	93.34 COMM ON POLITICAL EDUCATION	
01	CHK	00381231	07/13/2023	287.12 CONSERVE	
01	CHK	00381232	07/13/2023	244.75 DAILY JOURNAL OF COMMERCE INC	
01	CHK	00381233	07/13/2023	109.12 DISH	
01	CHK	00381234	07/13/2023	5,000.00 ECONOMIC DEVELOPMENT BOARD	
01	CHK	00381235	07/13/2023	161.42 FASTENAL	
01	CHK	00381236	07/13/2023	720.00 FIFE MILTON EDGEWOOD CHA	
01	CHK	00381237	07/13/2023	50.00 FORMFOX, INC.	
01	CHK	00381238	07/13/2023	4,057.68 GENES TOWING CORP	
01	CHK	00381239	07/13/2023	330.54 GILCHRIST CHEVROLET	
01	CHK	00381240	07/13/2023	1,104.00 IAM & AW	
01	CHK	00381241	07/13/2023	1,440.00 IBI GROUP A CALIFORNIA PARTNER	
01	CHK	00381242	07/13/2023	220.00 INTERNAL REVENUE SERVICE	
01	CHK	00381243	07/13/2023	380.50 JAMES GUERRERO ARCHITECT	
01	CHK	00381244	07/13/2023	20.00 KELVIN HOANG	
01	CHK	00381245	07/13/2023	47.64 LANGUAGE LINE SERVICES	
01	CHK	00381246	07/13/2023	1,074.61 LEVEL 3 (CENTURY LINK)	
01	CHK	00381247	07/13/2023	5,162.84 LEVEL 3 (CENTURY LINK)	
01	CHK	00381248	07/13/2023	1,278.55 LOOMIS ARMORED US LLC	
01	CHK	00381249	07/13/2023	654.73 LOWE'S COMPANIES INC	
01	CHK	00381250	07/13/2023	77,600.00 NATIONAL CINEMEDIA LLC	
01	CHK	00381251	07/13/2023	419.50 NH DEPT OF H & HS	
01	CHK	00381252	07/13/2023	1,570.14 NORTHWEST IAM BENEFIT TRUST	
01	CHK	00381253	07/13/2023	247.39 ODP BUSINESS SOLUTIONS LLC	
01	CHK	00381254	07/13/2023	296.97 PACIFIC TORQUE	
01	CHK	00381255	07/13/2023	388,623.03 PEASE CONSTRUCTION, INC.	
01	CHK	00381256	07/13/2023	122.75 PENINSULA LIGHT	
01	CHK	00381257	07/13/2023	5,017.50 PIERCE COUNTY BUDGET & FINANCE	
01	CHK	00381258	07/13/2023	36.68 PTBA PETTY CASH	
01	CHK	00381259	07/13/2023	21,224.04 PUGET SOUND ENERGY	
01	CHK	00381260	07/13/2023	1,137.53 PURCELL TIRE & RUBBER COMPANY	
01	CHK	00381261	07/13/2023	2,100.00 PUYALLUP SUMNER CHAMBER OF COM	
01	CHK	00381262	07/13/2023	187,429.65 SECURITY SOLUTIONS NORTHWEST I	
01	CHK	00381263	07/13/2023	844.50 SNIDER ENERGY	
01	CHK	00381264	07/13/2023	1,000.00 SOURCE PANEL	
01	CHK	00381265	07/13/2023	800.00 SRS LLC	

01	CHK	00381266	07/13/2023	2,463.73 STANTEC
01	CHK	00381267	07/13/2023	34,467.81 SM STEMPEER ARCHITECTS PLLC
01	CHK	00381268	07/13/2023	12,294.47 TCF ARCHITECTURE PLLC
01	CHK	00381269	07/13/2023	250.00 TX CHILD SUPPORT SDU
01	CHK	00381270	07/13/2023	359.26 TODAY CASH
01	CHK	00381271	07/13/2023	280.28 TRANSWORLD SYSTEMS INC
01	CHK	00381272	07/13/2023	1,108.74 ULINE
01	CHK	00381273	07/13/2023	2,307.89 UNITED SITE SERVICES (Everson)
01	CHK	00381274	07/13/2023	1,243.83 UNITED WAY OF PIERCE COUNTY
01	CHK	00381275	07/13/2023	70,217.00 UNIVOX MEDIA LLC
01	CHK	00381276	07/13/2023	180.19 WALTER E NELSON CO.
01	CHK	00381277	07/13/2023	1,050.00 WASHINGTON SELF-INSURERS ASSOC
01	CHK	00381278	07/13/2023	710.21 WURTH USA INC
01	CHK	00381279	07/20/2023	2,425.85 4IMPRINT
01	CHK	00381280	07/20/2023	1,792.27 AMERICAN SEATING
01	CHK	00381281	07/20/2023	113.77 AT&T
01	CHK	00381282	07/20/2023	750.85 AUTOZONE
01	CHK	00381283	07/20/2023	60.00 BUILDERS EXCHANGE OF WA
01	CHK	00381284	07/20/2023	134.73 BUNCE RENTALS INC
01	CHK	00381285	07/20/2023	8,906.69 CENTURY LINK
01	CHK	00381286	07/20/2023	54,580.11 CITY OF LAKEWOOD
01	CHK	00381287	07/20/2023	27,103.73 CITY OF PUYALLUP
01	CHK	00381288	07/20/2023	17,253.37 CITY TREASURER - TPU
01	CHK	00381289	07/20/2023	4,380.75 CITY TREASURER - TPU
01	CHK	00381290	07/20/2023	19,784.70 CITY TREASURER - TPU
01	CHK	00381291	07/20/2023	4,275.00 CITY TREASURER - TPU
01	CHK	00381292	07/20/2023	1,696.50 COASTAL COMMERCE GROUP LLC
01	CHK	00381293	07/20/2023	158.87 COMCAST
01	CHK	00381294	07/20/2023	8,344.68 COMCAST
01	CHK	00381295	07/20/2023	976.08 CREDIT INTERNATIONAL CORP
01	CHK	00381296	07/20/2023	3,960.00 CURVED GLASS COMPANY
01	CHK	00381297	07/20/2023	2,280.00 EMERGENT DEVICES INC
01	CHK	00381298	07/20/2023	26.37 FEDERAL EXPRESS CORP
01	CHK	00381299	07/20/2023	4,478.90 GENES TOWING CORP
01	CHK	00381300	07/20/2023	177.28 GILCHRIST CHEVROLET
01	CHK	00381301	07/20/2023	232.91 HARBOR FREIGHT TOOLS
01	CHK	00381302	07/20/2023	5,201.84 HDR ENGINEERING INC
01	CHK	00381303	07/20/2023	804.62 HOME DEPOT CREDIT SERVICES
01	CHK	00381304	07/20/2023	988.00 KAISER PERMANENTE
01	CHK	00381305	07/20/2023	4,157.86 KING COUNTY FINANCE
01	CHK	00381306	07/20/2023	557.64 LAKEWOOD WATER DISTRICT
01	CHK	00381307	07/20/2023	4,385.96 LEVEL 3 (CENTURY LINK)
01	CHK	00381308	07/20/2023	78.10 MOUSER ELECTRONICS
01	CHK	00381309	07/20/2023	6,458.73 MULTICARE HEALTH SYSTEM
01	CHK	00381310	07/20/2023	1,533.00 OCCUPATIONAL HEALTH CENTERS OF
01	CHK	00381311	07/20/2023	40.20 WASHINGTON STATE SCHOOL FOR TH
01	CHK	00381312	07/20/2023	1,560.00 OLYMPIC SPORTS & SPINE PLLC
01	CHK	00381313	07/20/2023	436.65 PARKLAND LIGHT & WATER CO
01	CHK	00381314	07/20/2023	227.75 PUGET SOUND COLLECTIONS, INC
01	CHK	00381315	07/20/2023	494.56 PURCELL TIRE & RUBBER COMPANY
01	CHK	00381316	07/20/2023	2,314.44 SMITH FIRE SYSTEMS INC
01	CHK	00381317	07/20/2023	8,208.68 SM STEMPEER ARCHITECTS PLLC
01	CHK	00381318	07/20/2023	11,228.00 SUBTERRA INC
01	CHK	00381319	07/20/2023	299.28 DON SMALL AND SONS
01	CHK	00381320	07/20/2023	1,298.05 TRUIVIEW BSI LLC
01	CHK	00381321	07/20/2023	556.25 UNITED SITE SERVICES (Everson)
01	CHK	00381322	07/20/2023	80,684.78 VOYAGER FLEET SYSTEMS INC
01	CHK	00381323	07/20/2023	2,791.19 WSDOT
01	CHK	00381324	07/20/2023	151.81 WALTER E NELSON CO.
01	CHK	00381325	07/27/2023	2,428.06 4IMPRINT
01	CHK	00381326	07/27/2023	333.33 AMPLIFIED WIRELESS SOLUTIONS I
01	CHK	00381327	07/27/2023	375.00 APEX ENGINEERING LLC
01	CHK	00381328	07/27/2023	2,993.89 ARTISTIC SOLUTIONS LLC
01	CHK	00381329	07/27/2023	49,593.81 ATU LOCAL 758 CORP
01	CHK	00381330	07/27/2023	999.40 BUNCE RENTALS INC
01	CHK	00381331	07/27/2023	313.38 CHAPTER 13 TRUSTEE
01	CHK	00381332	07/27/2023	22,793.68 CITY OF FEDERAL WAY
01	CHK	00381333	07/27/2023	635.00 CITY TREASURER - TPU
01	CHK	00381334	07/27/2023	317.40 CONSERVE
01	CHK	00381335	07/27/2023	4,128.00 CSCHED
01	CHK	00381336	07/27/2023	10,111.58 CWA INC
01	CHK	00381337	07/27/2023	3,145.77 GENES TOWING CORP
01	CHK	00381338	07/27/2023	817.56 GILCHRIST CHEVROLET
01	CHK	00381339	07/27/2023	769.95 HAUGEN GRAPHICS
01	CHK	00381340	07/27/2023	220.00 INTERNAL REVENUE SERVICE
01	CHK	00381341	07/27/2023	977.62 RPAI US MANAGEMENT LLC
01	CHK	00381342	07/27/2023	293.08 MICHAEL G MALAIER
01	CHK	00381343	07/27/2023	419.50 NH DEPT OF H & HS
01	CHK	00381344	07/27/2023	263.52 O'REILLY AUTO PARTS
01	CHK	00381345	07/27/2023	897.17 PACIFIC TORQUE
01	CHK	00381346	07/27/2023	425.57 PENINSULA LIGHT
01	CHK	00381347	07/27/2023	1,054.42 PUGET SOUND ENERGY
01	CHK	00381348	07/27/2023	1,151.30 QUADIENT LEASING USA INC
01	CHK	00381349	07/27/2023	116.93 RAINIER SUPPLY
01	CHK	00381350	07/27/2023	4,131.34 RIDER LEVETT BUCKNALL LTD
01	CHK	00381351	07/27/2023	31.69 SAFETY VISION
01	CHK	00381352	07/27/2023	616.00 SCHINDLER ELEVATOR CORPORATION
01	CHK	00381353	07/27/2023	510.86 SNAP-ON TOOLS - Robert Mustain
01	CHK	00381354	07/27/2023	518.65 SNIDER ENERGY
01	CHK	00381355	07/27/2023	5,197.70 STANTEC

01	CHK	00381356	07/27/2023	257.98 TACOMA DAILY INDEX
01	CHK	00381357	07/27/2023	5,124.47 TACOMA MALL PARTNERSHIP
01	CHK	00381358	07/27/2023	250.00 TX CHILD SUPPORT SDU
01	CHK	00381359	07/27/2023	290.70 TODAY CASH
01	CHK	00381360	07/27/2023	376.51 TRANSWORLD SYSTEMS INC
01	CHK	00381361	07/27/2023	1,243.83 UNITED WAY OF PIERCE COUNTY
01	CHK	00381362	07/27/2023	1,298.46 VERIZON WIRELESS
01	CHK	00381363	07/27/2023	80.02 VERIZON WIRELESS
01	CHK	00381364	07/27/2023	556.57 VERIZON WIRELESS
01	CHK	00381365	07/27/2023	1,360.06 VERIZON WIRELESS
01	CHK	00381366	07/27/2023	556.57 VERIZON WIRELESS
01	CHK	00381367	07/27/2023	302.55 VERIZON WIRELESS
01	CHK	00381368	07/27/2023	3,726.55 VERIZON WIRELESS
01	CHK	00381369	07/27/2023	826.57 VERIZON WIRELESS
01	CHK	00381370	07/27/2023	556.57 VERIZON WIRELESS
01	CHK	00381371	07/27/2023	556.57 VERIZON WIRELESS
01	CHK	00381372	07/27/2023	556.57 VERIZON WIRELESS
01	CHK	00381373	07/27/2023	1,138.81 VERIZON WIRELESS
01	CHK	00381374	07/27/2023	556.57 VERIZON WIRELESS
01	CHK	00381375	07/27/2023	255.46 WA ST DEPT OF ENTERPRISE SVCS
01	CHK	00381376	07/27/2023	79,070.23 WA ST DEPT OF L&I - ELEVATOR
01	CHK	00381377	07/27/2023	38.80 WA ST DEPT OF L&I - ELEVATOR
01	CHK	00381378	07/27/2023	1,862.50 WA ST DEPT OF L&I - ELEVATOR
01	CHK	00381379	07/27/2023	2,340.07 WALTER E NELSON CO.
01	EFT	00014205	07/06/2023	6,306.66 ALL STARZ STAFFING AND CONSULT
01	EFT	00014206	07/06/2023	1,300.37 AMAZON CAPITAL SERVICES INC
01	EFT	00014207	07/06/2023	210.98 CONTINENTAL BATTERY COMPANY
01	EFT	00014208	07/06/2023	373.90 BRAUN CORPORATION
01	EFT	00014209	07/06/2023	2,085.00 BUD CLARY CHEVROLET
01	EFT	00014210	07/06/2023	300.00 CHARLES KAVER
01	EFT	00014211	07/06/2023	1,135.91 CUMMINS INC
01	EFT	00014212	07/06/2023	260.16 DANNY DORSEY
01	EFT	00014213	07/06/2023	137.50 EDGARDO BAUTISTA (EMPLOYEE)
01	EFT	00014214	07/06/2023	1,000.00 FIFE MILTON EDGEWOOD CHA
01	EFT	00014215	07/06/2023	2,647.54 FINISHMASTER, INC
01	EFT	00014216	07/06/2023	25,359.88 GILLIG LLC
01	EFT	00014217	07/06/2023	1,877.17 GRAINGER
01	EFT	00014218	07/06/2023	2,820.71 INTERCLEAN EQUIPMENT LLC
01	EFT	00014219	07/06/2023	3,497.15 JENCO DEVELOPMENT
01	EFT	00014220	07/06/2023	1,256.07 WESTERN FLUID COMPONENTS
01	EFT	00014221	07/06/2023	46.20 MALLORY SAFETY & SUPPLY LLC
01	EFT	00014222	07/06/2023	455.96 MICHAEL GRIFFUS
01	EFT	00014223	07/06/2023	4,425.78 MINUTEMAN PRESS
01	EFT	00014224	07/06/2023	1,032.78 MOHAWK MFG & SUPPLY
01	EFT	00014225	07/06/2023	1,022.05 MUNCIE RECLAMATION & SUPPLY CO
01	EFT	00014226	07/06/2023	43.02 NATIONAL AUTO PARTS WAREHOUSE
01	EFT	00014227	07/06/2023	9,648.12 PACIFIC POWER PRODUCTS
01	EFT	00014228	07/06/2023	613.75 PARAMETRIX ENGINEERING
01	EFT	00014229	07/06/2023	50.05 PRAVEEN SATTARU
01	EFT	00014230	07/06/2023	106.91 PROTERRA INC
01	EFT	00014231	07/06/2023	7,372.12 QBSI-XEROX
01	EFT	00014232	07/06/2023	1,010.05 QUALITY PRESS
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01	EFT	00014238	07/06/2023	1,710.78 STAPLES
01	EFT	00014239	07/06/2023	2,978.10 TACOMA DESIGN COMPANY
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01	EFT	00014241	07/06/2023	916.12 TACOMA SCREW
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01	EFT	00014243	07/06/2023	10,179.88 THE AFTERMARKET PARTS CO LLC
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01	EFT	00014286	07/13/2023	55.69 SCHETKY NORTHWEST SALES INC
01	EFT	00014287	07/13/2023	12.00 SHANE HALL
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01	EFT	00014304	07/13/2023	16.00 ZAK SCHUMAKER
01	EFT	00014305	07/13/2023	55.00 ZONAR SYSTEMS INC
01	EFT	00014306	07/13/2023	99,247.59 US BANK CORPORATE PAYMENT SYST
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01	EFT	00014323	07/20/2023	13,648.79 COMMONSTREET CONSULTING LLC
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01	EFT	00014328	07/20/2023	450.00 EASTER SEALS WASHINGTON
01	EFT	00014329	07/20/2023	1,355.94 FINISHMASTER, INC
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01	EFT	00014331	07/20/2023	1,325.86 FIVE9 INC
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01	EFT	00014333	07/20/2023	8,207.89 FREIGHTLINER NORTHWEST PACIFIC
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01	EFT	00014336	07/20/2023	151,680.87 HIGH LINE SOFTWARE INC
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01	EFT	00014338	07/20/2023	19,365.65 JENCO DEVELOPMENT
01	EFT	00014339	07/20/2023	790.68 K & L GATES
01	EFT	00014340	07/20/2023	2,112.50 KIDDER MATHEWS, INC.
01	EFT	00014341	07/20/2023	39,256.48 LAKEVIEW LIGHT & POWER CO
01	EFT	00014342	07/20/2023	124.04 MARK ANSTEY
01	EFT	00014343	07/20/2023	672.11 MCGUIRE BEARING CO
01	EFT	00014344	07/20/2023	2,181.29 SIRENNET.COM
01	EFT	00014345	07/20/2023	35,570.24 MEDSTAR CABULANCE INC
01	EFT	00014346	07/20/2023	193.96 MOHAWK MFG & SUPPLY
01	EFT	00014347	07/20/2023	121.47 MOOD MEDIA
01	EFT	00014348	07/20/2023	1,033.33 MUNCIE RECLAMATION & SUPPLY CO
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01	EFT	00014354	07/20/2023	57,922.26 PARAMETRIX ENGINEERING
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01	EFT	00014356	07/20/2023	165.00 RED WING SHOE STORE
01	EFT	00014357	07/20/2023	38,535.00 VIA TRANSPORTATION INC
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01	EFT	00014359	07/20/2023	568.28 SEATTLE AUTOMOTIVE DIST.
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01	EFT	00014361	07/20/2023	434.75 SITECRAFTING INC.
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01	EFT	00014363	07/20/2023	876.57 SOUND UNIFORM SOLUTIONS INC
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01	EFT	00014365	07/20/2023	283.25 SOUTH TACOMA GLASS
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01	EFT	00014373	07/20/2023	6,956.57 THE AFTERMARKET PARTS CO LLC
01	EFT	00014374	07/20/2023	740.47 TITUS WILL FORD INC
01	EFT	00014375	07/20/2023	114,362.55 UNITED ENERGY TRADING LLC
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01	EFT	00014377	07/20/2023	657.08 WAXIE SANITARY SUPPLY
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01	EFT	00014383	07/20/2023	8,514.00 ZONAR SYSTEMS INC
01	EFT	00014384	07/24/2023	16,429.64 WA ST DEPT OF REVENUE
01	EFT	00014385	07/21/2023	1,258,607.02 AWC EMPLOYEE BENEFIT TRUST
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01	EFT	00014387	07/27/2023	70,379.08 ABSHER CONSTRUCTION COMPANY
01	EFT	00014388	07/27/2023	4,957.20 ALL STARZ STAFFING AND CONSULT
01	EFT	00014389	07/27/2023	3,687.33 AMAZON CAPITAL SERVICES INC
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01	EFT	00014391	07/27/2023	61,064.57 BRIDGESTONE AMERICA
01	EFT	00014392	07/27/2023	5,227.50 CENTRAL PUGET SOUND REGIONAL T
01	EFT	00014393	07/27/2023	380.36 CINTAS FIRE PROTECTION
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01	EFT	00014397	07/27/2023	3,417.29 DIAMOND PARKING SERVICES LLC
01	EFT	00014398	07/27/2023	10,552.39 GENFARE
01	EFT	00014399	07/27/2023	29,785.79 GILLIG LLC
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01	EFT	00014402	07/27/2023	2,883.04 INTERCLEAN EQUIPMENT LLC
01	EFT	00014403	07/27/2023	74,379.51 INTERSECTION MEDIA LLC
01	EFT	00014404	07/27/2023	51.89 JON NEWMAN
01	EFT	00014405	07/27/2023	212.92 WESTERN FLUID COMPONENTS
01	EFT	00014406	07/27/2023	29.00 KYLE FELLMAN
01	EFT	00014407	07/27/2023	194.83 LAKEVIEW LIGHT & POWER CO
01	EFT	00014408	07/27/2023	595.84 LARSCO INC
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01	EFT	00014410	07/27/2023	5,192.00 LUMINATOR MASS TRANSIT LLC
01	EFT	00014411	07/27/2023	1,149.84 MALLORY SAFETY & SUPPLY LLC
01	EFT	00014412	07/27/2023	300.00 MAYES TESTING ENGINEERS INC
01	EFT	00014413	07/27/2023	236.61 MCGUIRE BEARING CO
01	EFT	00014414	07/27/2023	4,447.38 SIRENNET.COM
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01	EFT	00014417	07/27/2023	814.92 NEOPART TRANSIT LLC
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01	EFT	00014419	07/27/2023	60.58 NORTHWEST PUMP & EQUIPMENT CO
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01	EFT	00014422	07/27/2023	313.84 REGINALD REESE
01	EFT	00014423	07/27/2023	32.76 ROBBLEES TOTAL SECURITY INC
01	EFT	00014424	07/27/2023	82.56 ROBERT MCRAE
01	EFT	00014425	07/27/2023	227.50 RYAN WHEATON
01	EFT	00014426	07/27/2023	257.30 SARCO SUPPLY
01	EFT	00014427	07/27/2023	18.00 SCOTT CHENOWETH
01	EFT	00014428	07/27/2023	74.64 SEATTLE AUTOMOTIVE DIST.
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01	EFT	00014431	07/27/2023	2,509.24 STANDARD PARTS CORP
01	EFT	00014432	07/27/2023	294.19 STAPLES
01	EFT	00014433	07/27/2023	3,795.50 SUMMIT LAW GROUP PLLC
01	EFT	00014434	07/27/2023	6,278.62 TACOMA DODGE CHRYSLER JEEP
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01	EFT	00014436	07/27/2023	8,595.36 THE AFTERMARKET PARTS CO LLC
01	EFT	00014437	07/27/2023	37,520.44 SIJ HOLDINGS LLC
01	EFT	00014438	07/27/2023	864.86 TITUS WILL FORD INC
01	EFT	00014439	07/27/2023	2,617.48 REDDAWAY
01	EFT	00014440	07/27/2023	8,685.60 WA ST CORRECTIONAL IND
01	EFT	00014441	07/27/2023	15,809.90 WESTERN PETERBILT
01	EFT	00014442	07/27/2023	7,261.69 WOOD HARBINGER INC
01	EFT	00014443	07/27/2023	206,765.76 ASSOCIATED PETROLEUM
01	EFT	00014444	07/28/2023	62,986.82 GREAT WEST RETIREMENT
01	EFT	00014445	07/28/2023	191,345.95 ICMA RETIREMENT
01	EFT	00014446	07/28/2023	15,053.52 NAVIA BENEFIT SOLUTIONS
01	EFT	00014447	07/28/2023	14,604.85 TACOMA EMPLOYEES RETIREMENT SY
01	EFT	00014448	07/28/2023	5,197.90 WA ST CHILD SUPPORT REGISTRY

Total Payments

\$7,246,927.78

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

July 10, 2023

CALL TO ORDER

Chair Walker called the special study session meeting to order at 3:01 p.m.

ROLL CALL

Commissioners present:

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

Commissioners excused:

Jason Whalen, City of Lakewood Mayor

OPENING REMARKS AND HOUSEKEEPING

Chair Walker welcomed attendees and gave instructions for meeting protocol.

REVIEW/DISCUSSION

Preliminary and Conceptual Design Changes to the Pacific Avenue/SR-7 Bus Rapid Transit Project to Improve Cost Savings and Project Delivery to the Public

CEO Griffus opened discussion and noted that today's presentation will include an overview of the BRT project, the current status of the project, the challenges that exist, and a path forward.

Sr. Construction Manager Sean Robertson gave a (*Commissioner Mello arrived at 3:04 p.m.*) short overview of the BRT project from its formation to current status and discussed the factors that led to the increased costs (i.e. inflation, property impacts, and other project requirements) of the project and factors that led to applying value engineering design concepts to reduce costs, speed up project delivery, and reduce property takings.

CEO Griffus reviewed the lessons learned on the project, noting that the corridor is already congested and greatly worsens by 2045, including some intersections within the corridor projected

to fail (by WSDOT standards) as soon as 2030. The proposed corridor has not seen any significant investments and significant infrastructure improvements would need to be addressed. He expressed concern about the impacts the project would have on the approximate 317 property owners and businesses who would be affected by the project as well as the logistical and financial challenges associated with property acquisitions.

With regards to the proposed Median Stations, CEO Griffus explained that the stations don't easily fit on the corridor and require WSDOT and the City of Tacoma to deviate from their standards.

CEO Griffus also advised that WSDOT is planning a "Complete Streets" project along SR-7, and introduced Steve Roark, Region 10 Administrator for WSDOT, who briefly spoke about some of the intersection improvements and pedestrian safety improvements within the "Complete Streets" project that will be done along the corridor but are unable to complete all the improvements until additional funding is obtained in the future.

Mr. Robertson reviewed the current budget for the project and the risks and challenges that could place the project over \$300 million.

CEO Griffus recommended that the project be scaled down to a model that the agency can afford. He advised that in order to retain the FTA rating and related funding Pierce Transit must continue to retain a medium rating, noting the project may be close to losing the current rating. He reviewed the goals for the reimagined BRT design and noted that the target budget to scale the project to is \$187 million.

Mr. Robertson reviewed the Reimagined BRT Design Concepts, noting that the proposed corridor would not change, however, the new plan would not have dedicated transit lanes, would have a reduced number of roundabouts, less transit stations, and less pedestrian improvements. The Reimagined Design would also reduce the property takes from over 300 to approximately 67 properties and would most likely consist of just partial takes.

Mr. Robertson reviewed the findings/takeaways of the value engineering session for the BRT project. The new design estimates show about 20 minutes transit time savings, mostly because the number of stops would be reduced. He noted that these changes could impact the FTA rating, thus jeopardizing funding. He continued to review the Discretionary Enhancements and other cost-saving features derived from the value engineering session.

Mr. Robertson emphasized that Pierce Transit must maintain a medium/medium-high rating to retain the FTA funding, noting that the overall project rating could fall to a medium-low rating.

Planning Manager Tina Lee reviewed an alternate plan to provide Enhanced Bus Service until the BRT project could be delivered, noting that this service was also weighed and considered in 2017 and scored well when Pierce Transit evaluated High-Capacity Transit options.

Ms. Lee provided an overview of an alternative plan to run an Enhanced Bus Service overlay on top of the existing Route 1 from the Spanaway Transit Center to the Tacoma Dome Station, which will serve as a terminus and connect riders to a regional hub. Under this proposed plan the agency would operate 40 ft. buses currently in Pierce Transit's fleet along 14 major stops that have the highest ridership along the corridor. The Enhanced Bus Service overlay on top of the existing Route 1 would provide more peak trips for customers than in the proposed BRT project. This

service proposal would provide immediate relief for this corridor that currently experiences over crowdedness and requests for additional trips. The travel time savings for this service is estimated between 11-14 minutes each direction, and travel time savings could improve more when the agency introduces Transit Signal Priority features.

Ms. Lee advised that the overlay model would not utilize FTA funding and the goal would be to access FTA funding when the agency can transition to BRT service. She advised Pierce Transit envisions working in partnership with WSDOT, the Federal Highway Administration, the City of Tacoma, and Pierce County to move WSDOT's Complete Streets Program and the BRT project along at the same time. She expressed that the BRT project would remain as an option to move forward with when the project is viable and full funding resources are available.

Upon inquiry, CEO Griffus reiterated that staff recommends pursuing the Enhanced Bus Service option as soon as possible while the agency works with the FTA to determine whether the project will still qualify for the FTA grant funding.

Commissioner Mello commented that it is important that the Enhanced Bus Service include customer-focused features such as transit signal priority, time savings, and covered bus stops. He noted that he appreciates the creativity to provide customers with an immediate service.

Discussion shifted to whether there would still be value in having prepaid stations at the BRT stations given the use of ORCA cards and the recent implementation of the Youth Ride Free Program. Staff advised that Pierce Transit was looking at installing ORCA card readers at each of the stations. Staff also reported that the number of cash payments remain high in the system, and so installing vending machines that would allow either credit card or cash payments at the stations has been considered, but it may not be feasible to install both systems and at all stops. It was reported that Pierce Transit receives a lot of cash payments and ORCA card utilization remains low.

Commissioner Campbell encouraged staff to continue to look at payment options that accommodate customers who pay in cash too.

Commissioner Eidinger noted his support for the Enhanced Bus Service given that ridership numbers have fallen and that there is a shortage of operators. A pivot to this service would give the agency a chance to see if ridership improves to a level to where the BRT would be functional. He expressed concern about the shortage of operators and the affect it has on service.

Upon inquiry about whether Pierce Transit was able to secure additional \$43 million in funding for the BRT project, CEO Griffus confirmed that the FTA did not grant those monies.

Upon inquiry, Mr. Robertson confirmed that the proposed roundabouts planned for the BRT project are estimated to cost \$5 million each and discussed roundabout implications and costs at certain locations where they are being considered within the proposed BRT corridor. He also advised of possible grant monies that WSDOT could provide for roundabouts, however, no decision has been made and a significant funding gap would most likely still exist even if grant monies were received. Staff indicated that they have not received a timeline from WSDOT as to when they would make any grant funding decisions relating to the roundabouts.

Staff responded to questions about the FTA project rating and process, noting that the agency does not expect to be ready to submit the final scope, schedule, and budget for the BRT project to the FTA for final rating until the end of this year or early 2024.

The Board requested that a timeline of the FTA re-rating process be provided to the Board.

Upon inquiry, Mr. Robertson confirmed that the Traffic Impact Analysis and Intersection Control Evaluation assumptions and costs are included in the \$187 million project costs.

Chair Walker announced that the Board is still finishing up with study session and welcomed the attendees who joined the 4:00 p.m. regular meeting.

Upon inquiry, staff responded to questions pertaining to headway comparisons between the original BRT project and the reimagined BRT project, noting that they would be the same and estimated at approximately 10-15 minutes. Staff confirmed that under the Enhanced Bus Service, Pierce Transit could provide 10, 15, or 20-minute headways. Staff also confirmed that the Enhanced Bus Service will include Transit Signal Priority and 12 of the 14 bus stops along the corridor already have shelters, and the agency would add shelters to the remaining two stops.

Upon inquiry, staff responded to questions about Enhanced Bus Service being rolled out as a service model to other areas and noted that the Enhanced Bus Service would be in place until the BRT project can be delivered. Staff will begin planning for BRT 2 and 3 and expect to come back to the Board to help identify which corridors should be next.

PUBLIC COMMENT

Chair Walker opened public comment.

Upon inquiry, Clerk Jacobson confirmed that written comments were received pertaining to the BRT project and have been distributed to the Full Board and will be incorporated into the minutes.

- Laura Svancarek, CTR and Advocacy Manager for Downtown on the Go (DTOG), expressed that BRT 1 is a critical project for the region and has the highest ridership and sets the stage for future large projects and could truly shift regional travel patterns. She noted that she understands the need for reductions in project scope because the project needs to be affordable. She noted that less utility locations and reduced property takes are all good things and improve goodwill in the community; however, she expressed significant concerns about the proposed reduced scope and its ability to draw in new riders, highlighting that changes such as routing the bus through general purpose lanes and leaving transit stations unimproved will make the BRT less appealing to riders by increasing travel time and creating an inconsistent rider experience. Less ridership also leads to questions about whether ridership would increase enough to offset the carbon costs of the construction of the project.

She encouraged that transit riders be prioritized above all else, such as providing a consistent, easy, and comfortable rider experience and with fast travel times. She also noted that under this project, it would be a good opportunity to prioritize bicycle and pedestrian safety along a corridor that is known to be dangerous.

Ms. Svancarek advocated that the project provides level boarding capabilities and off-board payment options as well as Business Access Lanes, dedicated transit lanes, and signal prioritization wherever possible.

She noted DTOG is interested in the Enhanced Bus service as a stopgap but wants to be assured that there will not be negative impacts to local riders in Parkland and Spanaway areas, meaning no reduction in Route 1 service and that there be clear communication on the buses to avoid confusion.

Ms. Svancarek called on the commissioners to be champions of the BRT project outside of the Pierce Transit and to support staff with the project and to explore more opportunities for collaboration and funding within their respective agencies and with organizations such as the Puget Sound Regional Council, Washington State Department of Transportation, and Sound Transit. She advised that she will be sending a follow-up letter to the Board over the next few days.

- Richard Gardner, Tacoma Transportation Commission, noted he has been involved with the High-Capacity Transit study since 2017 and would like to see this project proceed. He expressed concern about the long-term population densities along this corridor and being able to adequately address the travel times and the movement of people back and forth.

He suggested the agency look to the future and not necessarily what the current ridership is, even though the federal government is looking at the current level of service now.

He advised that current and future Transit Oriented Development projects are not and will not be sustainable without transit investments along the corridor.

With regards to Enhanced Bus Service, he noted concerns about getting into the downtown and the increased density that is occurring downtown. He reported nobody knows about the return of people to the downtown area as far as employment, but outlying communities are being turned into bedroom communities by shipping people to the Tacoma Dome Station instead of downtown and suggested that further research be done on that.

He expressed concerns about the Hwy 512 corridor study that is underway, noting that the bridge on Pacific Avenue over Hwy 512 is a definite key linchpin as well as the 512/I-5 non-intersection that creates a lot of bypass through Tacoma and unincorporated Pierce County to avoid those two areas. Hopefully there will be a solution for these areas 5-10 years out, but it shouldn't be on Pierce Transit to come up with the solution for two state highways and an interstate joining.

No further comments were received, and public comment was closed.

Chair Walker facilitated discussion and staff responded to additional questions relating to additional costs that would be incurred should further delays in the project occur and with regards to FTA funding.

Commissioners Mello and Roscoe **moved** and seconded to direct staff to conduct additional feasibility analysis to implement Enhanced Bus Service along the proposed Pacific Highway/SR-7 Bus Rapid Transit corridor and bring back said analysis for Board

consideration later this year and bring back for discussion the value engineering design changes to the BRT project to the August Board of Commissioners meeting.

Motion **carried**, 8-0.

EXECUTIVE SESSION

None scheduled.

ADJOURNMENT

Commissioner Campbell and Hines **moved** and seconded to adjourn the meeting at 4:32 p.m.

Motion **carried**, 8-0.

Deanne Jacobson
Clerk of the Board

Kristina Walker, Chair
Board of Commissioners

From: [Chris Karnes](#)
To: [Deanne Jacobson](#)
Cc: [Ryan Mello](#); [Walker, Kristina](#); john.hines@cityoftacoma.org; odiaz@cityoftacoma.org; marty.campbell@piercecounitywa.gov
Subject: 7-10-2023 Study Session | BRT
Date: Friday, July 7, 2023 9:16:09 PM

You don't often get email from chris.tacoma@gmail.com. [Learn why this is important](#)

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Chair Walker-

It is with much disappointment that I must suggest that the Board consider suspending the Pierce Transit Pacific Avenue Bus Rapid Transit project until the completion of the City of Tacoma's Pacific Avenue Subarea Plan. Further I must suggest that it not be restarted until such time that the Washington State Department of Transportation is able to reach a policy stance towards bus rapid transit along SR7 that is consistent with the sustainability, health, housing, and equity objectives of other agency partners, such as Pierce County, the City of Tacoma, and the Federal Transit Administration. At present, WSDOT's traffic engineers have an oversized influence over constraints to the project, while transit riders, Tacoma's relevant boards and commissions, and the community at-large have not been consulted in some time.

Speaking as a former Chair of the Pierce Transit Community Transportation Advisory Group, a former member of the Pierce Transit BRT Technical Advisory Committee, and as the Chair of the Tacoma Planning Commission representing public transportation, and as a 20+ year Pierce Transit rider, I am compelled to recognize and elevate the potential impacts to vulnerable low-income, disabled, and BIPOC populations from what staff are proposing as a reimaged mixed traffic BRT concept.

While staff's efforts are well-intentioned, stop consolidation of this magnitude and decoupling of transit on Pacific Avenue from 6th Avenue, is likely to have substantial access reductions to those living in Tacoma's South End, Parkland and Spanaway. These access reductions are to critical daily needs like education, medical care, and employment. Without delivering commensurate enhancements to mobility, speed, connectivity and reliability, as the Preferred Alternative would have, the effect of this new BRT concept is more likely to harm than help existing passengers. With no bus lanes, no BAT lanes, no queue jumps, reduced off-coach fare collection, scaled down stations, using 40' coaches, an alternating terminus between DT Tacoma and Tacoma Dome Station, this is a project worn so thin from its financial and modal constraints that it can scarcely be called BRT by any real measure. Sound Transit, which funds part of this project, is legally obligated to fund only projects that can be classified as high capacity transit. The definition of high capacity transit from State Law is below:

RCW [81.104.015](#)

(3) "High capacity transportation system" means a system of public transportation services within an urbanized region operating principally on exclusive rights-of-way, and the supporting services and facilities necessary to implement such a system, including interim express services and high occupancy vehicle lanes, which taken as a whole, provides a

substantially higher level of passenger capacity, speed, and service frequency than traditional public transportation systems operating principally in general purpose roadways.

The "enhanced bus" route overlay concept being considered for Route 1 along Pacific Avenue, which would be an interim limited stop, peak-weekday service is worthy of further consideration as an immediate remedy to connect Route 1 with Tacoma Dome Station and should be studied for quick implementation in partnership with Pierce County, the City of Tacoma, and Sound Transit. This interim concept would qualify for a high capacity transit designation under the State's definition. This would have a number of advantages, such as making it possible to develop transit-oriented housing along the corridor given recent changes to State Law on middle housing (HB1110).

In the meantime, the City of Tacoma will continue to develop its Pacific Avenue Subarea Plan (Picture Pac Ave), which should help to inform revised project criteria, corridor and design considerations in a subsequent effort to consider bus rapid transit on Pacific Avenue. It is anticipated that Picture Pac Ave will conclude within a year's time, yielding a potentially stronger foundation to have these project discussions.

Again, I urge the Board to consider the enhanced bus alternative and to suspend development of the Pacific Avenue BRT project until the City of Tacoma has a chance to finish its subarea plan. Such time may make it possible to come to a better understanding with the Washington State Department of Transportation.

Thank you for your time.

Respectfully,

Chris Karnes

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

July 10, 2023

CALL TO ORDER

Chair Walker called the regular board meeting to order at 4:35 p.m.

ROLL CALL

Commissioners present:

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

Commissioners excused:

Shannon Reynolds, City of Fircrest Councilmember (*representing Fircrest and University Place*)
Jason Whalen, City of Lakewood Mayor

Staff present:

Mike Griffus, Chief Executive Officer
Grantley Martelly, Chief Operating Officer
Deanne Jacobson, Clerk of the Board
Brittany Carbullido, Assistant to the CEO/Deputy Clerk of the Board
Abraham Weill, Counsel from K&L Gates

FLAG SALUTE

Chair Campbell stated that we gratefully honor and acknowledge that we rest on the traditional lands of the Puyallup People.

Chair Campbell led attendees in the Flag Salute, followed by a moment of silence.

OPENING REMARKS AND HOUSEKEEPING ITEMS

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

SPECIAL BUSINESS

(The agenda was re-order to move the first item first scheduled under the Special Business to the beginning of the meeting)

- 1. A Resolution of the Board of Commissioners of Pierce Transit Honoring Senator Emily Randall, Representative Jake Fey, Representative Dan Bronoske and Representative Mari Leavitt for Their Transit Support and Advocacy in Pierce County During the 2023 State Legislative Session and for Being True Champions of Transit for the Pierce County Region and Beyond**

Chair Walker read the full resolution into the record.

Government Relations Administrator Alex Mather presented on the item, and she recapped the advocacy and accomplishments the senators and representatives achieved during the 2023 State Legislative Session in support of transit in Pierce County.

Various commissioners expressed their gratitude and appreciation for their transit advocacy and support of transit and their efforts to solve issues.

Representative Leavitt expressed her gratitude for being honored, and noted she appreciates being able to partner with Pierce Transit.

Senator Randall expressed appreciation for being honored and spoke about the importance of transit in the community.

Commissioners Roscoe and Campbell **moved** and seconded to approve Resolution No. 2023-006, honoring Senator Emily Randall, Representative Jake Fey, Representative Dan Bronoske and Representative Mari Leavitt for their transit support and advocacy in Pierce County during the 2023 State Legislative Session and for being true champions of transit for the Pierce County region and beyond.

Motion **carried**, 7-0.

PRESENTATIONS

- 1. Honoring Bill Narvaez for Operator of the Month for June 2023**

Transportation Assistant Manager Scott Gaines honored Operator Bill Narvaez for being selected Operator of the Month for June 2023, noting that Mr. Narvaez has 27 years of service and is a member of the Million Mile Club and is working on another million miles.

Mr. Gaines also reported that Mr. Narvaez provides excellent service to customers, and that safety is always a top priority for him. Customer comments were read into the record as a testament to Mr. Narvaez's service.

On behalf of the Board, Chair Walker thanked Mr. Narvaez for his service and a round of applause was given.

SPECIAL BUSINESS Cont'd

2. Honoring Commissioner Marty Campbell for Serving as Chair of the Board from July 2021 through June 2023.

Commissioner Campbell was honored for his service of serving as the Chair of the Pierce Transit Board from July 2021 through June 2023, and he was presented with an engraved gavel as a token of gratitude for his service on the Board.

Various commissioners expressed their thanks and gratitude to Commissioner Campbell for serving as Chair the last two years.

Commissioner Campbell expressed his thanks and gratitude for the opportunity to serve as the Chair.

PUBLIC COMMENT

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

No public comments were provided orally or submitted in written format.

Public comment was closed.

PUBLIC HEARING NO. 1

Proposed 2023-2028 Transit Development Plan (TDP)

Senior Planner Erik Jaszewski provided a full review of the proposed plan and responded to questions.

Chair Walker provided instructions for giving public testimony and the public hearing was opened at 5:06 p.m.

Laura Svancarek, CTR and Advocacy Manager from Downtown on the Go from Downtown on the Go, noted that she appreciates the updates to the TDP and reported that she is happy to see an increase in transit benches. She provided comments relating to service levels, noting that she understands that there is still an operator shortage and ridership is down. She detailed the priorities her organization would like to see from Pierce Transit

No other comments were received; the public hearing was closed at 5:08 p.m.

PUBLIC HEARING NO. 2

Title VI Equity Analysis for Route 101 - Gig Harbor Trolley Temporary Service Reduction

Planning Manager Tina Lee provided a full overview of the Title VI Analysis for the Route 101 – Gig Harbor Trolley service and reported that service has been in place since 2014. She

advised that Pierce Transit can only operate the service on a reduced schedule due to the ongoing staffing shortage with operators and maintenance personnel, and the agency has coordinated with the City of Gig Harbor on the service level.

Ms. Lee advised that Title VI Equity Analysis will be considered for adoption by the full Board later in the meeting.

Chair Walker provided instructions to give public testimony. The public hearing was opened at 5:13 p.m., and subsequently closed, with no public testimony received orally or written.

CONSENT AGENDA

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

Commissioners Roscoe and Campbell **moved** and seconded to approve the consent agenda as presented.

Motion **carried**, 7-0.

1. Approval of Vouchers, June 1-30, 2023
Operating Fund #10
Self-Insurance Fund #40
Capital Fund #90
Payment Nos. 380953 through 381187
Wire Nos. 13906 through 14204
No Advance Travel Checks
Total \$16,807,389.38
2. 2023 Q2 Sole Source/Contracts Executed Over \$100,000 Report
3. Approval of Minutes: June 12, 2023, regular board meeting

ACTION AGENDA

1. **FS 2023-026, Approval of Resolution No. 2023-007, Adopting the Title VI Service Equity Analysis for the Route 101 – Gig Harbor Trolley Service**

Ms. Lee advised that there are no additional details to present on this item other than what was already provided during the public hearing earlier in the meeting.

Commissioners Roscoe and Campbell moved and seconded to approve Resolution No. 2023-007, adopting the Title VI Service Equity Analysis for the Route 101, Gig Harbor Trolley Service, as presented in Exhibit A.

The motion **carried**, 7-0.

2. FS 2023-027, Authority to Increase the 2023 Capital Budget, Project No. 638 Bus Fleet Replacement 2023, and Authorize the Chief Executive Officer to Execute a Contract with Gillig, LLC, Contract No. 1712, for the Purchase of Fifteen (15) Forty-Foot, Low Floor, Compressed Natural Gas (CNG) Replacement Buses

Fleet Manager Marah Harris presented on the item and reported that due to the grant monies received, Pierce Transit can increase the number of buses to purchase than what was budgeted in the 2023 Capital Budget.

Commissioners Roscoe and Campbell moved and seconded to authorize increasing the Capital Budget, Project No. 638 Bus Fleet Replacement 2023, to \$13,541,174, and authorizing the Chief Executive Officer to execute a contract with Gillig, LLC, Contract No. 1712, for the purchase of fifteen (15) forty-foot, Low Floor, Compressed Natural Gas (CNG) replacement buses for a contract spending authority amount of \$13,295,071.

Motion **carried**, 6-0. [*Commissioner Mello temporarily left the room and was not present for the vote.*]

3. FS 2023-028, Authority to Purchase 10 Tesla, Model Y, Relief Replacement Vehicles and 15 Model Y, Long Range Replacement Vanpool Vehicles Utilizing the Washington State Department of Enterprise Services (DES) Contract No. 05916

Warranty Coordinator Brenda Lacy presented on the item and advised the Board that since approving the last contract for Replacement Vehicles and Vanpool Vehicles, Pierce Transit has not been able to procure any vehicles due to the ongoing supply chain issues. She advised that staff has learned that it can purchase Replacement and Vanpool Vehicles through Washington State Department of Enterprise Services, that the costs are comparable to hybrid vehicle models, and that Tesla can fulfill the vehicle order.

Commissioners Campbell and Roscoe **moved** and seconded to authorize the Chief Executive Officer to Purchase 10, five-passenger, Tesla, Model Y, Long Range Relief Replacement Vehicles and 15, seven-passenger, Model Y, Long Range Replacement Vanpool Vehicles utilizing DES Contract No. 05916 in the amount of \$1,407,193.00, and acknowledging that staff will continue to pursue vehicle purchases when opportunities arise from DES Contract No. 05916, as approved by FS 2023-007, up to the remaining project budget of \$1,152,867.00 and up to 35 Replacement Vanpool Vehicles and one Replacement Support Vehicle.

Motion **carried**, 6-0. [*Commissioner Mello temporarily left the room and was not present for the vote.*]

STAFF UPDATES

1. CEO'S Report

CEO Griffus reported on the following items:

- Pierce Transit will be providing free express bus service to and from the **JBLM Airshow and Warrior Expo** on July 15 and 16 from the Lakewood Station and SR 512 Park and Ride.
- In June, Pierce Transit received formal notification that it had secured a \$450,000 Washington State Department of Transportation grant. The grant will help the agency move forward with electrification goals by funding an evaluation of utility grid infrastructure for up to six sites, including headquarters. It will also help us with site development and cost estimates for battery electric bus infrastructure, battery storage evaluation, and development of a strategy for working with local utilities on rates.

INFORMATIONAL BOARD ITEMS

1. Chair's Report

Chair Walker reported on the following:

- The next Executive Finance Committee meeting will be held Thursday, July 20, beginning at 3:00 p.m.
- Announced that distributed in today's agenda packet for informational purposes is the 2023 Q1 Public Safety Report, and a Status and Funding Report for the MOBI Project.

2. Sound Transit Update

Vice Chair Roscoe reported on the following:

- Sound Transit service to the Major League All-Star Game events will be free and detailed the additional transit services that will be deployed to move patrons to and from the event.
- Work continues on the Hilltop Link Extension, with the project on track to open in the Fall.
- The Sound Transit Board recently authorized the award of a contract for a new parking garage at Auburn Station, as well as other access improvements in the station area.
- Reported on outreach events Sound Transit staff is planning to hold in the South Sound.

3. Puget Sound Regional Council Transportation Policy Board Update

Commissioner Mello provided an overview of the work the committee will be covering during their July meeting, noting there will be a Safety Summit debrief,

including a Safe Streets update, and an update from the Equity Advisory Committee and an update from the Equity Advisory Committee on a Regional Equity Strategy.

4. Commissioners' Comments

No comments were provided.

EXECUTIVE SESSION

At 5:28 p.m., the regular meeting was recessed into Executive Session for approximately 40 minutes, pursuant to RCW 42.30.110(1)(g), to evaluate the performance of a public employee. No formal action from the Board is expected to occur when the Board returns to open session at approximately 6:10 p.m.

At 6:10 p.m., it was announced to attendees that the executive session meeting will be extended for 10 minutes, until 6:20 p.m.

At 6:20 p.m., it was announced to attendees that the executive session meeting will be extended for five minutes, until 6:25 p.m.

RECONVENE/ADJOURNMENT

The regular meeting was reconvened back to open session at 6:30 p.m.

Commissioners Campbell and Eidinger **moved** and seconded to adjourn the meeting at 6:28 p.m.

Motion **carried**, 5-0.

Deanne Jacobson
Clerk of the Board

Kristina Walker, Chair
Board of Commissioners

TITLE: Adopting the 2023-2028 Transit Development Plan (TDP) DIVISION: Planning & Community Development

SUBMITTED BY: Erik Jaszewski, Senior Planner

RELATED ACTION: N/A

ATTACHMENTS:

Proposed Resolution

Exhibit A, 2023-2028 Transit Development Plan

Exhibit B, Written Public Comments

RELATION TO STRATEGIC PLAN: Financial

BUDGET INFORMATION: N/A

BACKGROUND:

The Board of Commissioners received an overview of the proposed 2023-2028 Transportation Development Plan at its July 10, 2023, meeting as part of the public hearing process; therefore, this item is being placed on the consent agenda for consideration, as WSDOT requires Pierce Transit to submit an updated plan annually.

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

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

A public comment period was held from June 15, 2023, through July 10, 2023. During this time, the plan was widely distributed through e-newsletters (nearly 10,000 subscribers), social media, the Pierce Transit website, a news release, local jurisdictions in Pierce County, Community Transportation Advisory Group members, Pierce Transit Commissioners, the Puget Sound Regional Council (PSRC) Metropolitan Planning Organization, the Pierce County Regional Council, and the Washington State Transportation Improvement Board.

On June 22, an information session was held at the Community Transportation Advisory Group public meeting. On July 10, a public hearing was held as part of the regular Pierce Transit Board of Commissioners meeting. During the public comment period, 10 written public comments were received during this time, which are attached as Exhibit B.

Several changes were made to the TDP since the draft was released on June 15. In Section 8 *Planned Capital Expenses* and Appendix A, costs were updated for the Stream Community Line BRT project, the Maintenance and Operations Base Improvement project, and the Spanaway Transit Center project to reflect more recent estimates. In Section 10 *Projects of Regional Significance*, additional projects were added to reflect the currently adopted 2050 Regional Transportation Plan based on a comment received from the Puget Sound Regional Council.

STAFF RECOMMENDATION:

Adopt the Pierce Transit 2023-2028 Transit Development Plan as presented in Exhibit A.

ALTERNATIVES:

Do not adopt the Pierce Transit 2023-2028 Transit Development Plan and direct staff to make specific revisions.

PROPOSED MOTION:

Move to: Approve Resolution No. 2023-008, adopting the 2023-2028 Transit Development Plan as presented in Exhibit A.

RESOLUTION NO. 2023-008

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

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

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

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

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

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

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

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

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

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

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

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

PIERCE TRANSIT

Kristina Walker, Chair
Board of Commissioners

ATTEST/AUTHENTICATED

Deanne Jacobson, CMC
Clerk of the Board

2023-2028

Transit Development Plan



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

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

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

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

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

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

Translation Service

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

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

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

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

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

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

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

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

Plan Adoption – Public Participation Process – Distribution

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

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

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

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



[Pierce Transit Board Resolution placeholder]

Glossary

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

SECTION
01
SECTION

Background

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

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

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



About Pierce Transit

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

Pierce Transit provides public transportation services for Pierce County, Washington’s second largest county with approximately 917,000 residents. The defined service area, or Public Transportation Benefit Area (PTBA), covers nearly 300 square miles in Pierce County’s urban area and contains about 70% of the county population. The service area includes the incorporated cities and towns of Auburn, Edgewood, Fife, Fircrest, Gig Harbor, Lakewood, Milton, Pacific, Puyallup, Ruston, Steilacoom, Tacoma, and University Place. It also includes multiple population centers within unincorporated Pierce County.

2023 Budgeted Positions - 987

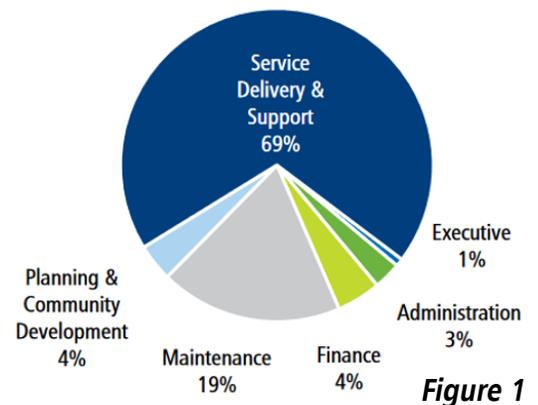


Figure 1

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

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

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



Mission: Pierce Transit improves people’s quality of life by providing safe, reliable, innovative, and useful transportation services that are locally based and regionally connected. Pierce Transit connects communities with safe, reliable, customer-friendly transit options.

Vision: Your preferred transportation choice for today and tomorrow.

Tagline: Connecting you with life.

Organizational Values:

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

Organizational Priorities:



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



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

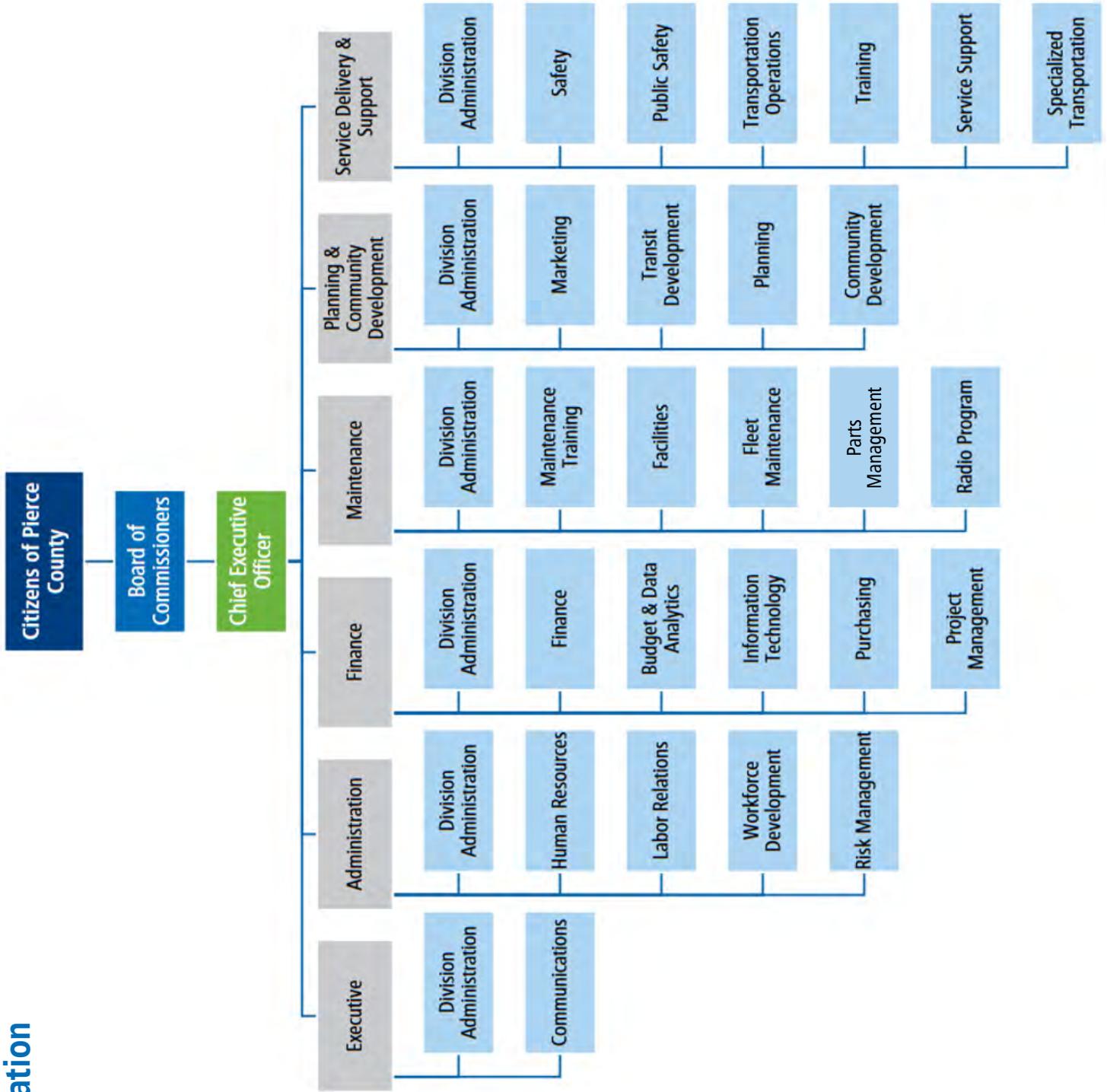


Financial – Act with financial accountability and transparency as stewards of the public trust.



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

Our Organization





SECTION
02
SECTION

*Looking Back:
2022 in Review*



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

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

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

Transit Service

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

Bus Stop Balancing Project

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

Replacement Vehicles

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

Flexible Services



Spanaway Runner Launch

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

Vanpool

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

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

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

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

Capital Projects

Spanaway Transit Center Groundbreaking

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

Customer Experience



Free Youth Transit Pass Launch

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

Tacoma Dome Station Garage Wayfinding Signs Study

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

New and Improved ORCA

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

Fare Free Days

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

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

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

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

Sustainability

Electric Vehicles and Zero Emissions Buses

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



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

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

Community Engagement

Good To Give

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

Safety, Security, and Technology

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

Mobile Ticketing Launch in Transit App

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

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

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

On-Site Security at Transit Centers

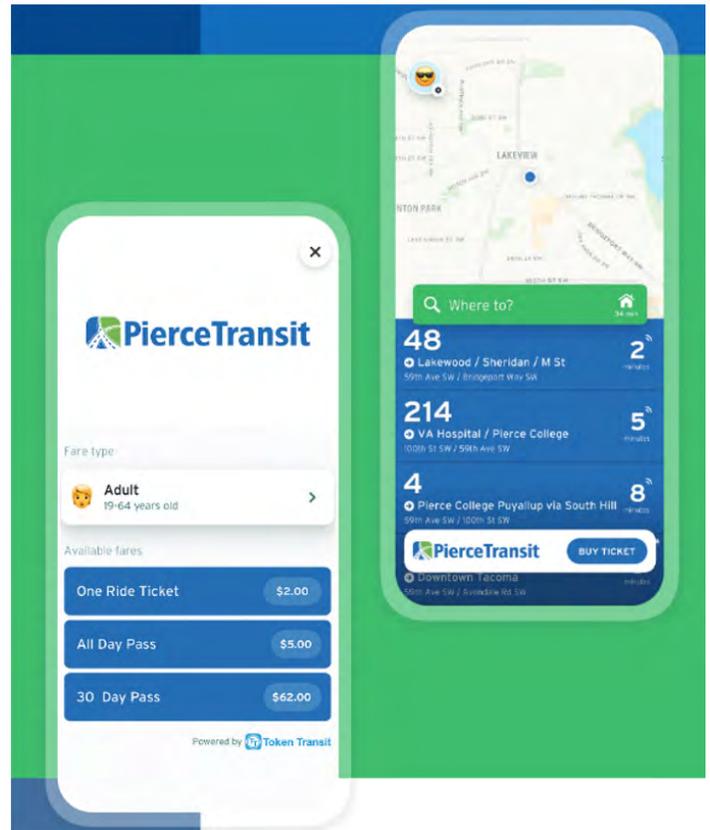
Pierce Transit continues to go the extra mile to provide its customers with a safe and comfortable riding experience. In 2022, the Agency implemented a new public safety model that includes having security staff on site at major transit centers.

Virtual Reality Operator Training

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

Route Review Using Drones

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



Transportation Security Administration Partnership

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

A large graphic for Section 03. The word "SECTION" is written in green, uppercase letters along the top arc of a green circle. The number "03" is written in large, bold, blue, sans-serif font in the center of the circle. The word "SECTION" is also written in green, uppercase letters along the bottom arc of the circle. The background features faint, light blue curved lines and dashed lines.

SECTION
03
SECTION

*Description of
Service Area, Operations,
and Facilities*

Overview of Service Area and Operations

Pierce Transit provides public transportation services for Pierce County, including most of the county's urban areas. The defined service area covers approximately 292 square miles and contains an estimated 70% of the county population. The service area includes the incorporated cities and towns of Auburn, Edgewood, Fife, Fircrest, Gig Harbor, Lakewood, Milton, Pacific, Puyallup, Ruston, Steilacoom, Tacoma, University Place, and portions of unincorporated Pierce County. The Agency also operates a number of regional express bus routes under contract with Sound Transit.

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

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

Changing Lives, One Ride at a Time



Bus

4,946,334
Annual Passenger Boardings

4,816,628
Annual Miles Traveled

16,228
Average Weekday Boardings



Vanpool

382,751
Annual Passenger Boardings

3,028,154
Annual Miles Traveled

1,443
Average Weekday Boardings



SHUTTLE

211,890
Annual Passenger Trips

1,965,043
Annual Miles Traveled

718
Average Weekday Boardings



Runner

5,620
Trips

ELECTRIFYING YOUR RIDE IN 2022

9 electric buses

15 electric vehicle chargers on site for buses, other EVs

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

100,000+ miles driven by electric buses

Fixed Route Bus

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

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

Figure 2 - Bus Performance Data

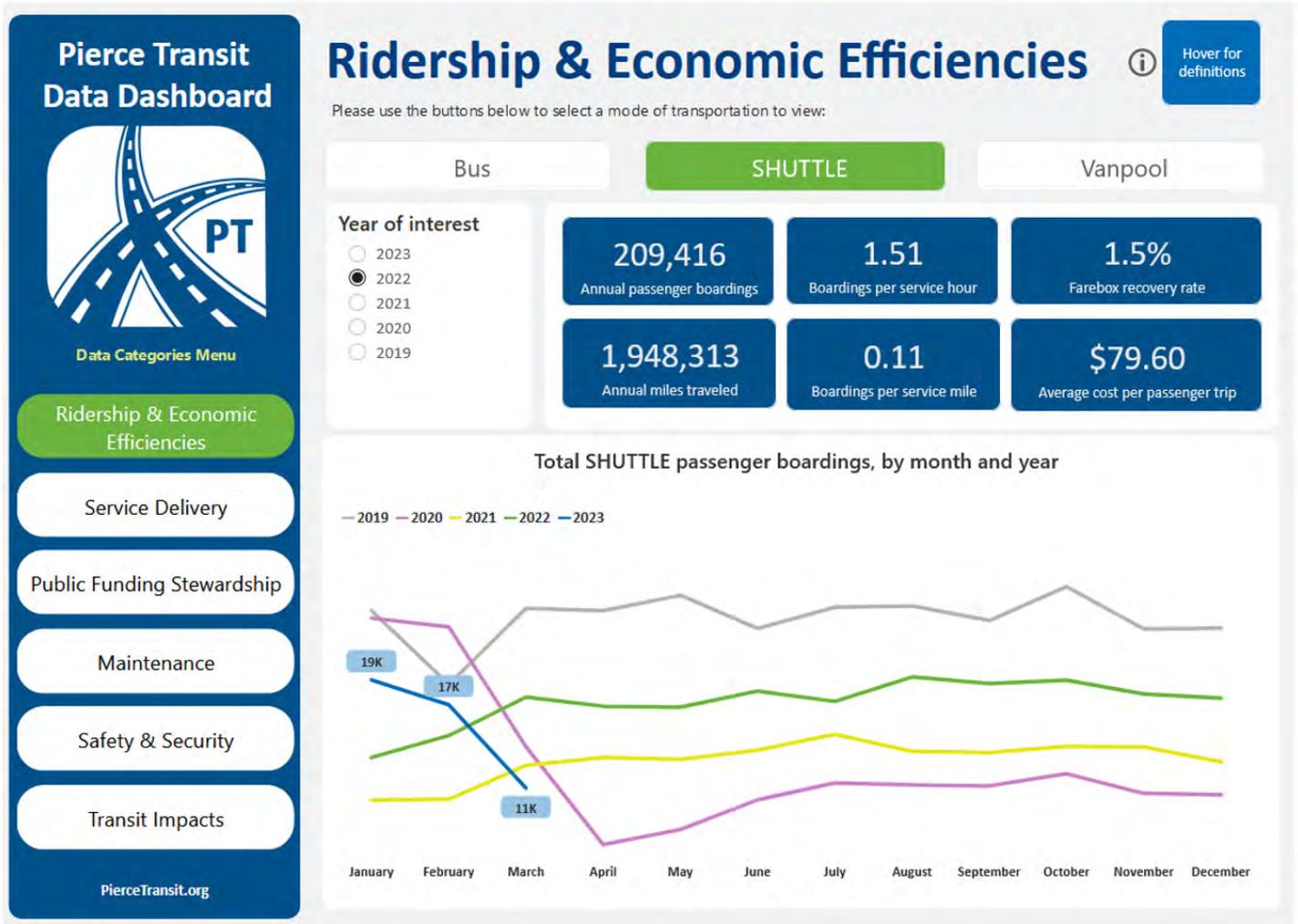


SHUTTLE (ADA Paratransit)

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

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

Figure 3 - SHUTTLE Performance Data

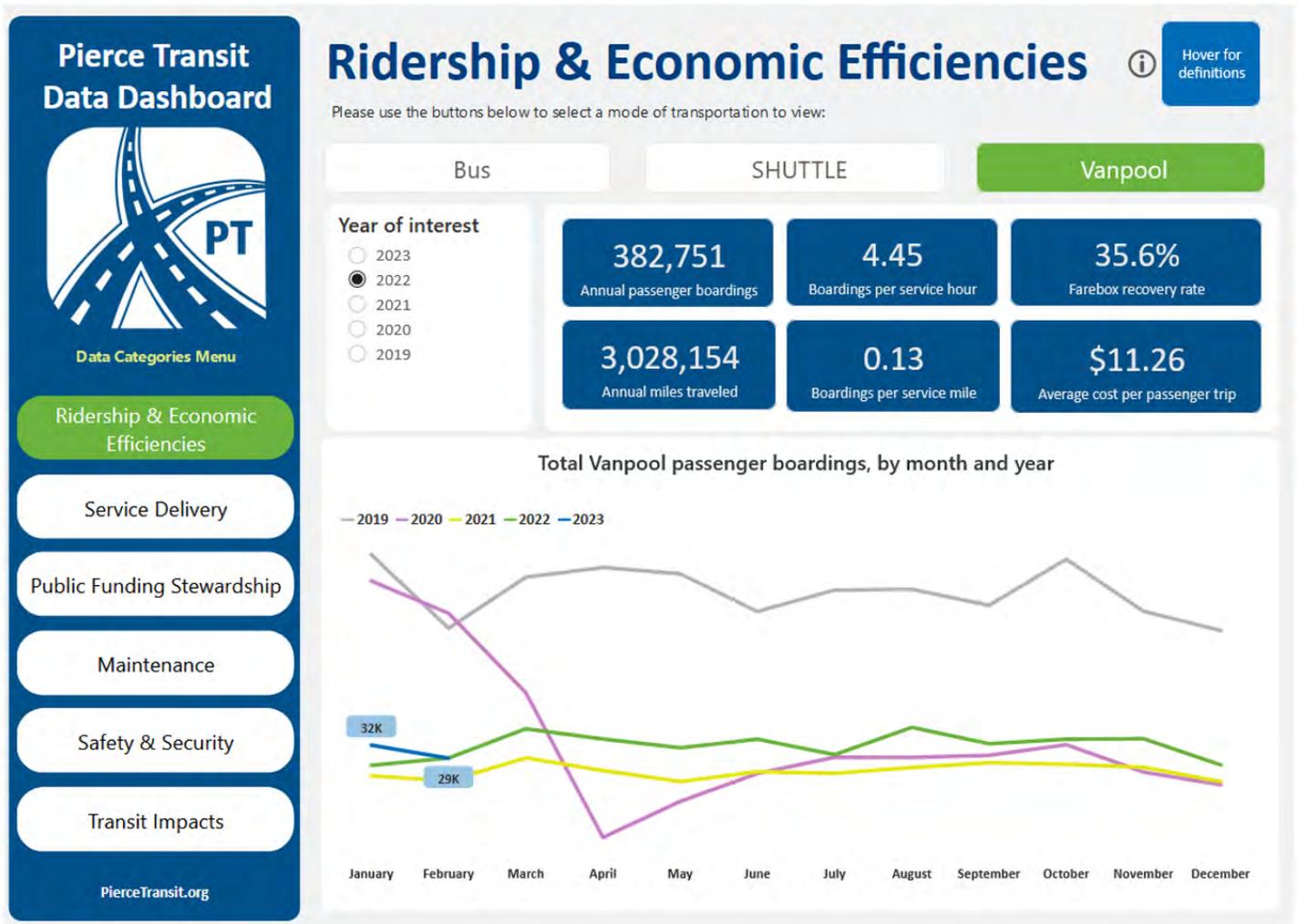


Vanpool and Vanshare

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

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

Figure 4 - Vanpool Performance Data



Runner (On-Demand Microtransit)

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

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

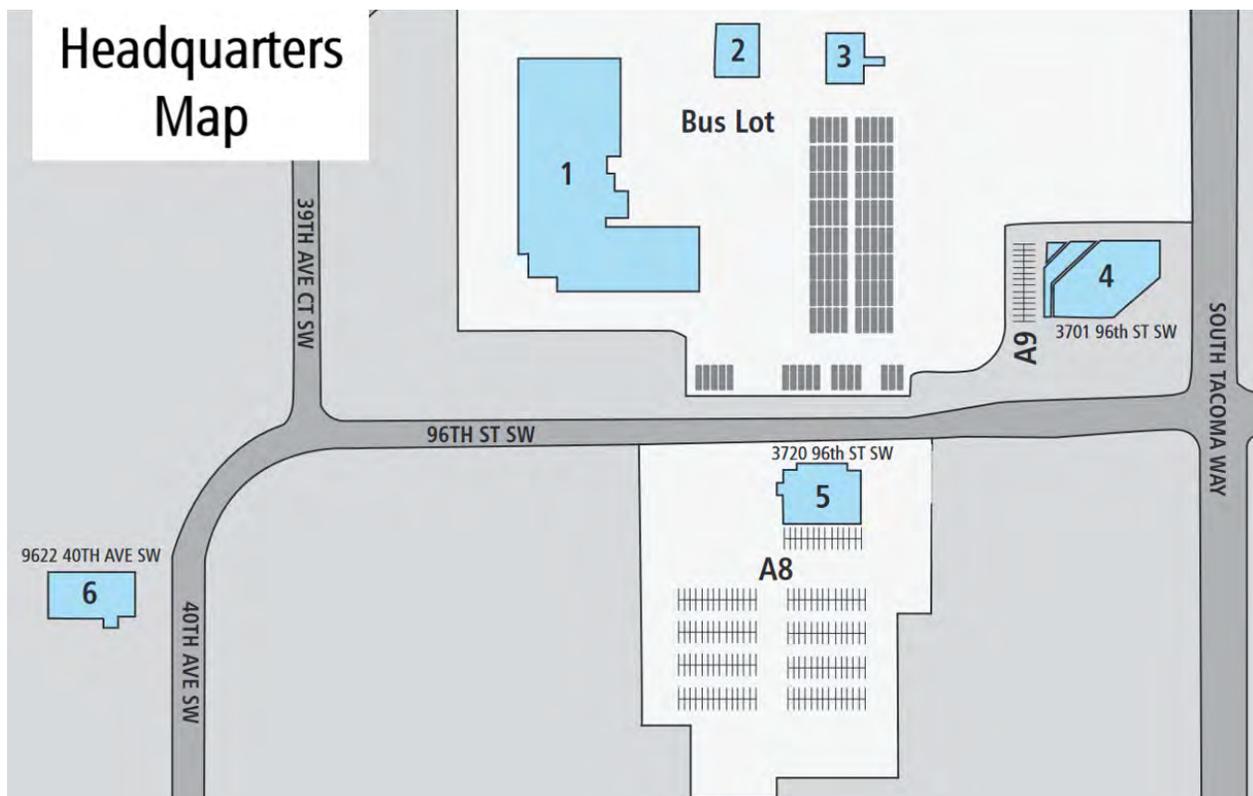
Facilities

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

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

Figure 5 - Major Facilities

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



Auxiliary Operations

Tacoma Dome Station Customer Service Center and Public Safety Office

Address: 505 East 25th Street, Tacoma

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

Transit Centers

Tacoma Dome Station

Address: 610 Puyallup Avenue, Tacoma

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



Lakewood Transit Center

Address: Lakewood Towne Center Blvd SW, Lakewood

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



Parkland Transit Center

Address: 303 South 121st Street, Lakewood

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



72nd Street Transit Center

Address: East 72nd Street & Portland Avenue

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



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

Park & Ride Lots

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

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

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

Bus Stops and Other Amenities

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

Equipment and Other Assets

Rolling Stock

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



Figure 6 - Rolling Stock Inventory



Fixed Route Bus | Total: 172

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



SHUTTLE (Paratransit) | Total: 100

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



Vanpool | Total: 271

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



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

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



Equipment | Total: 10

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

A graphic for Section 04. The word "SECTION" is written in green, uppercase letters along the top arc of a green circle. The number "04" is written in large, bold, blue letters with a green outline in the center of the circle. The word "SECTION" is also written in green, uppercase letters along the bottom arc of the circle.

SECTION
04
SECTION

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

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

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

State and Agency Goal Alignment

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

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

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

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

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

SECTION
05
SECTION

*Measuring
Performance*

Key Performance Indicators and Targets

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

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

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

Figure 7 - Key Performance Indicators

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

Figure 8 - KPI Targets

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

(1) Direct Vanpool operating costs only.

(2) Fully allocated 2015 dollars.

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

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

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

Fixed Route Performance Targets

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

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

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

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

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

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

Figure 9 – Fixed Route Performance Targets

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

PERFORMANCE STANDARDS FOR EXPRESS SERVICES

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

Figure 10 – Fixed Route Performance Targets by Route Type

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

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

Figure 11 – Fixed Route Loading Targets

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

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

Interim Updates to Fixed Route Performance Targets

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

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

Figure 12 - Interim Performance Standards Methodology

1

Identify comparable State of WA Urban transit agencies:

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

2

Determine the Pre-COVID Baseline*

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

3

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

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

4

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

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

5

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

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

Figure 13 – Updated Scores Based on Interim Standards

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

Transit Asset Management Performance Measures and Targets

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

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

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

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

Equity Measures and Analysis

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

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

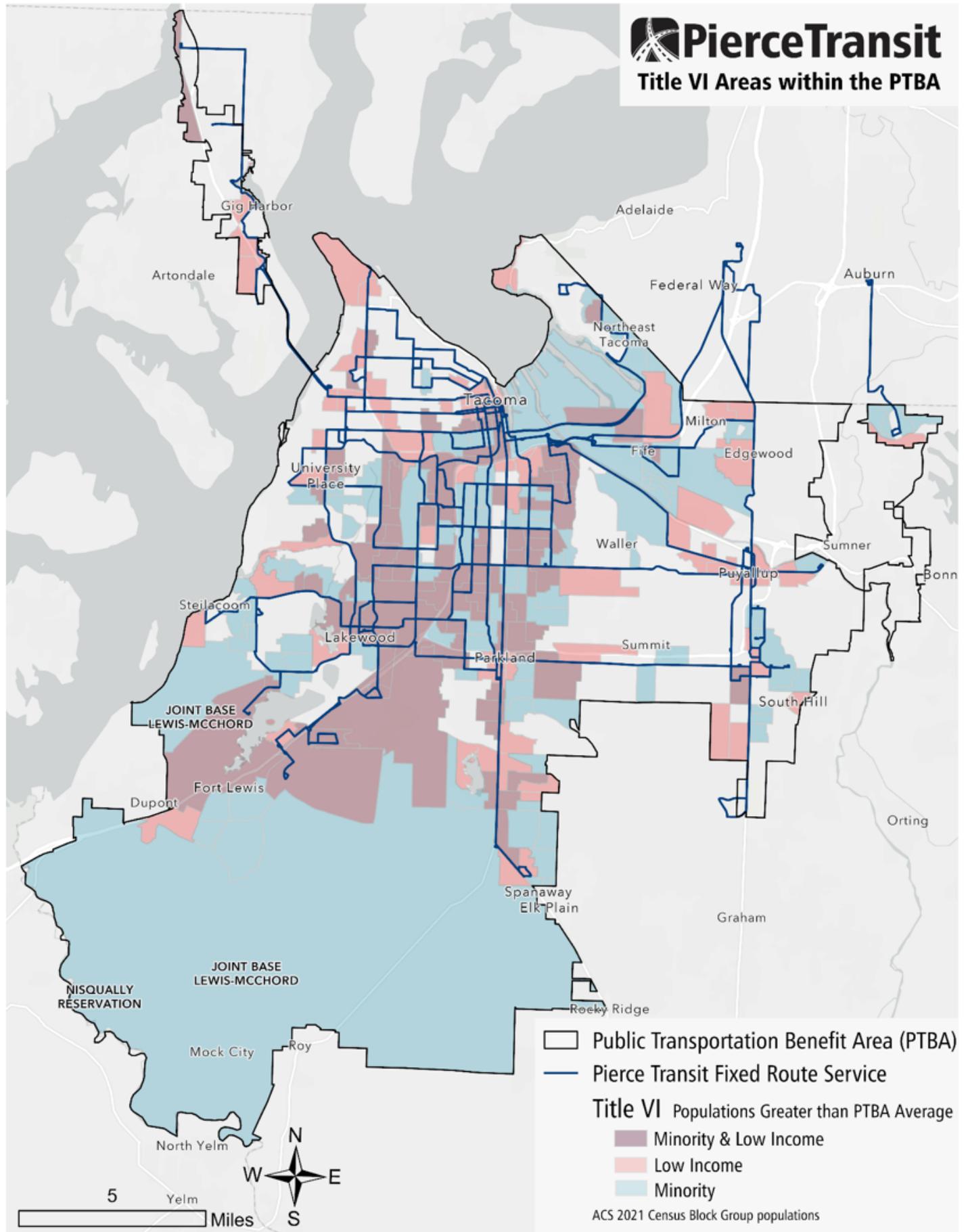
If Pierce Transit finds that protected populations are impacted by fare changes or major service changes, the Agency must avoid, minimize, or mitigate those impacts where practicable.

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

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

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

Figure 15 - Title VI Areas



Runner Performance Indicators and Targets

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

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

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

SECTION
06
SECTION

Plan Consistency

Introduction

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

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

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

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

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

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

Vision 2050 and Regional Transportation Plan

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

Relevant Policy Direction

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

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

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

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

Relevant Policy Direction

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

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

Relevant Policy Direction

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

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

Relevant Policy Direction

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

Pierce County

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

Relevant Policy Direction

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

Tacoma

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

Relevant Policy Direction

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

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

Relevant Policy Direction

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

Gig Harbor

Goal: Smart, efficient, and achievable transportation system.

Relevant Policy Direction

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

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

Relevant Policy Direction

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

Lakewood

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

Relevant Policy Direction

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

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

Relevant Policy Direction

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

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

Relevant Policy Direction

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

University Place

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

Relevant Policy Direction

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

A circular logo with the word "SECTION" at the top and "07" in the center. The word "SECTION" is written in green, uppercase letters, following the curve of the top half of a green circle. The number "07" is written in large, bold, blue letters with a green outline, centered within the circle. The bottom half of the circle is also green, with the word "SECTION" written in green, uppercase letters, following the curve of the bottom half. The background features faint, light blue curved lines.

SECTION
07
SECTION

*Planned Service and
Operating Changes*

Fixed Route Services

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

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

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

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

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

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

SHUTTLE ADA Paratransit

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

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

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

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

Vanpool

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

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

Runner On-Demand

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

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

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

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

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

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

*Puyallup Runner expected to begin service in Fall 2023.

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

Staffing and Recruitment

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

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

Marketing, Commute Trip Reduction, Community Engagement

Joint Marketing of Regional Services

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

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

Safety, Security, and Technology

Behavioral Health Specialist Co-Responder Program

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

Customer Experience

ORCA LIFT

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

Destination 2045

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

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

Thriving Communities at “Four Corners” Planning Area

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

SECTION
08
SECTION

*Planned
Capital Expenses*

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

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

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

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

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

Rolling Stock and Battery Electric Bus Fleet Transition

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

Figure 16 - New and Replacement Rolling Stock

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

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

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

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

Stream Community Line Bus Rapid Transit - \$187M

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

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

Bus Shelters

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

Spanaway Transit Center - \$24.1M

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

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

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

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

Commerce Facility Bus Charging Station - \$2M

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

Tacoma Dome Station Elevator Modernization - \$3.4M

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

Future Pierce Transit Second Base

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

2023-2028 Six-Year Capital Plan

Figure 17 - Six-Year Capital Plan

#	Replacement/Expansion	NTD Category	Completed?	Project Name	Project Budget	Spent Thru 2021	2022 YE Est	2022 Est Carryover	2023 New Request	2023	2024	2025	2026	2027	2028	Total Capital
1	Expansion	Base Facilities		Building 4 Modifications	4,255,020	4,043,300	21,830	187,890		187,890						187,890
2	Replacement	Technology		Security Systems Replacement	3,765,990	628,630	1,159,880	1,977,680		1,977,680						1,977,680
3	Expansion	Other	Yes	High-Capacity Transit (HCT) Feasibility Study	1,716,630	1,267,350		449,280		449,280						449,280
4	Replacement	Technology		ngORCA	6,154,830	2,317,340	607,700	3,229,790		3,229,790						3,229,790
5	Replacement	Passenger Facilities		Narrows Park & Ride Renewal	1,013,060	77,490	21,200	914,370		914,370						914,370
6	Replacement	Technology		Hastus Upgrade 2017	961,980	897,530	34,560	29,890		29,890						29,890
7	Expansion	Technology	Yes	Collision Avoidance System	2,364,890	2,280,830	13,260	70,800		70,800						70,800
8	Replacement	Technology		Commerce Tunnel Refurbishment	3,635,360	3,278,020	275,940	83,400		83,400						83,400
9	Expansion	Base Facilities		Maintenance & Operations Base Improvements (MOBI)	84,500,000	22,330,800	62,169,200	-	55,762,220	55,762,220	20,613,870	42,875,320	45,410,840	21,278,030	9,628,350	195,568,630
10	Replacement	Technology		Backup Software Replacement 2018	85,000	-	-	85,000		85,000						85,000
11	Expansion	Technology	Yes	Bus Driving Simulator 2018	507,580	347,760	116,440	43,380		43,380						43,380
12	Replacement	Other		Corridor Speed & Reliability Improvements 2018	4,500,000	1,847,270	100,170	2,552,560		2,552,560						2,552,560
13	Expansion	Passenger Facilities		Spanaway Transit Center Park & Ride - Phase I	8,742,890	3,402,790	1,407,660	3,932,440	500,000	4,432,440						4,432,440
14	Replacement	Revenue Vehicle		SHUTTLE Replacement 2019	1,051,610	-	-	1,051,610		1,051,610						1,051,610
15	Expansion	Other		Bus Rapid Transit (BRT)	236,900,000	18,242,360	5,810,570	212,847,070		212,847,070						212,847,070
16	Replacement	Passenger Facilities		South Hill Mall Transit Center Renewal	1,832,370	1,216,620	320,610	295,140		295,140						295,140
17	Replacement	Technology		CAD-AVL System Replacement 2019	11,000,000	1,819,870	5,553,180	3,626,950		3,626,950						3,626,950
18	Replacement	Technology		Facilities Workorder Management System - EAM Replacement 2019	48,880			48,880		48,880						48,880
19	Replacement	Technology		Storage Area Network 2019	329,700	30,610		299,090		299,090						299,090
20	Replacement	Other		Tacoma Dome Station Elevator Repair & Upgrades	3,451,550	254,210	753,330	2,444,010		2,444,010						2,444,010
21	Replacement	Passenger Facilities		Kimball Drive Park & Ride 2020	379,180		96,970	282,210		282,210						282,210
22	Replacement	Passenger Facilities		North Purdy Park & Ride 2020	259,890		60,590	199,300		199,300						199,300
23	Replacement	Passenger Facilities		Parkland Transit Center 2020	360,940		79,430	281,510		281,510						281,510
24	Replacement	Technology	Yes	Bus Systems Mobile Access Routers	808,940	121,910		687,030		687,030						687,030
25	Replacement	Other	Yes	Building 5 Shuttle & Public Safety Office Moves	317,000	49,960	115,700	151,340		151,340						151,340
26	Expansion	Other	Yes	Maintenance Power Pusher	32,480		22,370	10,110		10,110						10,110
27	Replacement	Revenue Vehicle	Yes	Bus Fleet Replacement 2021	6,209,100		5,662,510	546,590		546,590						546,590
28	Replacement	Technology		Network Infrastructure Replacement 2021	760,000	102,760	285,260	371,980		371,980						371,980
29	Replacement	Technology		Call Center Software Replacement 2021	159,000			159,000		159,000						159,000
30	Expansion	Passenger Facilities		Spanaway Transit Center Park & Ride - Phase II Design	1,000,000	370	100,650	898,980		898,980	3,927,000	3,583,000				8,408,980
31	Replacement	Technology		NeoGov HRIS Module	90,200			90,200	59,800	150,000						150,000
32	Replacement	Revenue Vehicle		Vanpool Replacement 2021	814,120		400,000	414,120		414,120						414,120
33	Expansion	Other		Commerce Facility Bus Charging Station	2,000,000	350		1,999,650		1,999,650						1,999,650
34	Expansion	Other		Bus Rapid Transit (BRT) System Expansion Study	837,300	225,830	258,020	353,450		353,450						353,450
35	Replacement	Other		Building 4 Lobby Hardening	150,520		13,510	137,010		137,010						137,010
36	Replacement	Other		Building 5 AV Equip Replacement	220,390		67,210	153,180		153,180						153,180
37	Replacement	Revenue Vehicle		Bus Fleet Replacement 2022	7,061,430			7,061,430		7,061,430						7,061,430
38	Replacement	Revenue Vehicle		SHUTTLE Replacement 2022	2,928,530		150,000	184,840		184,840						184,840
39	Replacement	Other		Support Vehicle Replacement 2022	334,840			334,840		334,840						334,840
40	Replacement	Technology		ADEPT Upgrade or Replacement 2022	2,200,000		2,260	2,197,740		2,197,740						2,197,740
41	Replacement	Technology		Network Infrastructure Replacement 2022	440,000			440,000		440,000						440,000
42	Replacement	Other	Yes	Parts Washers Replacement 2022	46,530			46,530		46,530						46,530
43	Replacement	Revenue Vehicle		Vanpool Replacement 2022	1,453,060		700,000	753,060		753,060						753,060
44	Replacement	Other	Yes	Consolidate IT Work Area & Storage 2022	57,480		57,480	57,480		57,480						57,480
45	Replacement	Technology		Computer & Laptop Replacement	300,000		79,210	220,790		220,790						220,790
46	Replacement	Other		Building 5 Chair Replacement	35,000			35,000		35,000						35,000
47	Replacement	Other		Bus Stop Shelter Refurbishment	1,000,000			1,000,000		1,000,000						1,000,000
48	Expansion	Other	Yes	Rivet Gun	16,000			16,000		16,000						16,000
49	Expansion	Revenue Vehicle		Barrier Door Install	606,580			606,580		606,580						606,580
50	Replacement	Other		Misc. Capital Equipment	68,520			68,520	100,000	168,520						168,520
					407,764,370	64,785,760	86,457,220	256,521,390	56,422,020	312,943,410	24,540,870	46,458,320	45,410,840	21,278,030	9,628,350	460,259,820
					Subtotal Carry-Over & Additional											

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

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

A portion of the project is funded by grants



*Multiyear
Financial Plan*

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

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

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

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

Future Revenue Sources

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

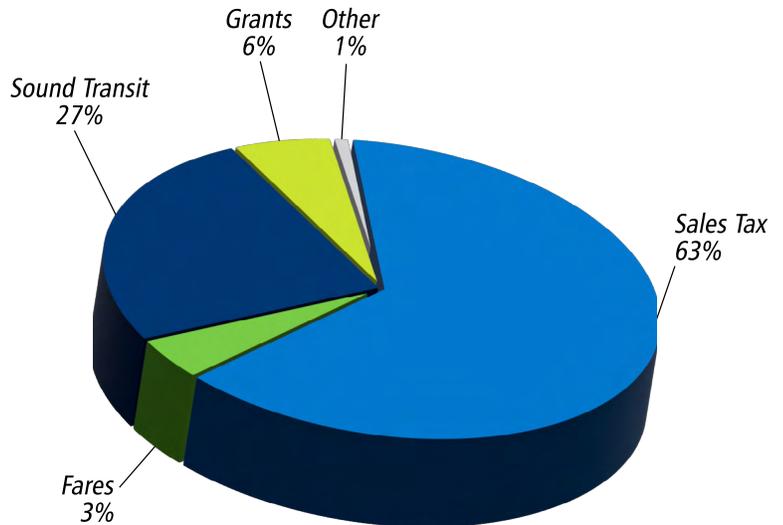
Pierce Transit is coordinating with the US Department of Transportation, Build America Bureau, and the Federal Transit Administration, Region X, on a Transportation Infrastructure Finance Innovation Act loan to fully fund the MOBI project to realize efficiencies in construction sequencing and timing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

Figure 18 - Revenue Sources

2023 Operating Revenue

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

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



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

Six-Year Financial Plan and Cash Flow Analysis

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

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

2023 – 2028 Six-Year Plan Revenues & Expenditures

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

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

2023 – 2028 Six-Year Plan Ending Balances

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



*Projects of
Regional Significance*

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

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

Sponsor: PIERCE TRANSIT

MTP Status: Candidate

Project ID: 5320

Estimated Cost: \$171,663,638

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

Description:

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

Location / Facility:

To:

Pacific Avenue S/SR 7

From: Downtown Tacoma

Spanaway

County:

Completion Year:

Pierce County

2024

Prioritization Score:

62

Sponsor: PIERCE TRANSIT

MTP Status: Candidate

Project ID: 5615

Estimated Cost: \$10,097,861

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

Description:

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

Location / Facility:

To:

Route 2:

From: Downtown Tacoma

Lakewood Towne Center Transit Center

County:

Completion Year:

Pierce County

Prioritization Score:

49

Sponsor: PIERCE TRANSIT
Project ID: 5616

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

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

Description:

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

Location / Facility:

Pierce Transit Route 3 Corridor

From:

Downtown Tacoma

To:

Lakewood Towne Center Transit Center

County:

Pierce County

Completion Year:

2031

Prioritization Score:

55

Sponsor: PIERCE TRANSIT
Project ID: 5749

Title: HCT: Route 4 Corridor Lakewood to Puyallup

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

Description:

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

Location / Facility:

Lakewood to Puyallup

From:

To be determined

To:

To be determined

County:

Pierce County

Completion Year:

2040

Prioritization Score:

54

Sponsor: PIERCE TRANSIT**Project ID: 5489****Title: HCT: Route 402 S. Meridian /SR 161 Corridor****MTP Status: Unprogrammed****Estimated Cost: \$109,056,899****Description:**

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

Location / Facility:

S. Meridian / WA State Route 161 Corridor From: Downtown Puyallup

To:

Pierce County Airport - Thun Field

County:

Pierce County

Completion Year:

2035

Prioritization Score:

50

Sponsor: PIERCE TRANSIT**Project ID: 2596****Title: South Hill:Meridian Avenue E/SR 161 Park-and-Ride****MTP Status: Unprogrammed****Estimated Cost: \$16,302,768****Description:**

The project will build a new 350-space Park-and-Ride and bus turnaround facility with improved bicycle and pedestrian access for northbound travelers in the Meridian Avenue E Corridor (SR 161). Replaces a Route 402 bus pullout and single shelter at the south end of the service area in South Hill that is currently operating over capacity. The proposed Park-and-Ride project will also provide multiple bus shelters and other passenger amenities, plus an operator comfort station and passenger safety and security improvements where none exist today. By providing improved drop off or Kiss-and-Ride facilities at this location, Pierce Transit can set the foundation for even more frequent and direct service from the southeastern end of the county into Downtown Tacoma, a designated regional growth center. Constructing a full service passenger and operator facility at this location will create a hub for higher capacity, limited stop, or Bus Rapid Transit service in the future.

Location / Facility:

South Hill Park-and-Ride

From:

Meridian Avenue E/SR 161

To:

176th Street E/Sunrise Blvd. E

County:

Pierce County

Completion Year:

2030

Prioritization Score:

39

Sponsor: PIERCE TRANSIT

Project ID: 2602

Title: Spanaway Transit Center

MTP Status: Candidate

Estimated Cost: \$18,500,000

Description:

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

Location / Facility:

State Route 7 in Spanaway

From:

Mountain Highway E

To:

8th Avenue E

County:

Pierce County

Completion Year:

2024

Prioritization Score:

41



Unfunded Needs List

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

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

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

Name	Description	Cost (if known)
Autonomous Vehicles Testing - Pilot Project Improvement/expansion	Explore a partnership to test autonomous vehicle technology under the Runner microtransit service to further expand transportation access. Any such pilot would also include partnering with a research institution such as the University of Washington to assist with data analysis and study reporting. Autonomous vehicle operation may include "teleoperation," where the vehicle is remotely operated by a human driver.	
Fixed Route Bus Fleet Replacement (2024-2028) Replacement/preservation	The Agency's bus fleet has a useful life of 16 years or 640,000 miles; whichever comes first. This is Pierce Transit's adopted replacement policy. However, the FTA's Useful Life Benchmark (ULB) is 14 years so keeping buses for 16 years (i.e., an additional two years) increases the costs of maintenance in terms of engine and transmission overhaul requirements.	\$60,094,729
SHUTTLE (Paratransit) Vehicle Replacement (2024- 2028) Replacement/preservation	The Agency's SHUTTLE vehicle fleet has a useful life of eight years or 150,000 miles; whichever comes first; however FTA's useful life benchmark is ten (10) years.	\$42,421,379
Vanpool Vehicle Replacement (2024-2028) Replacement/preservation	The Agency's Vanpool vehicle fleet has a useful life of eight years or 120,000 miles; whichever comes first. This is Pierce Transit's adopted replacement policy.	\$9,515,700
Support/Non-Revenue Vehicle Replacement (2024- 2028) Replacement/preservation	The Agency is still utilizing many non-revenue support vehicles that range from 10 to 20 years old and are now operating well beyond the end of their useful lives. The 64 vehicles to be replaced include automobiles, pick-up trucks, and cargo vans.	\$3,499,185
Meridian Ave SR 161 Park & Ride Lot: South Meridian Corridor/SR 161 at 176th Street E Improvement/expansion	Constructs a new 350-stall park & ride lot at the southeastern boundary of Route 402, including passenger shelters, boarding zones, an operator comfort station, and added security where none exists today.	\$16,302,768

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

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

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

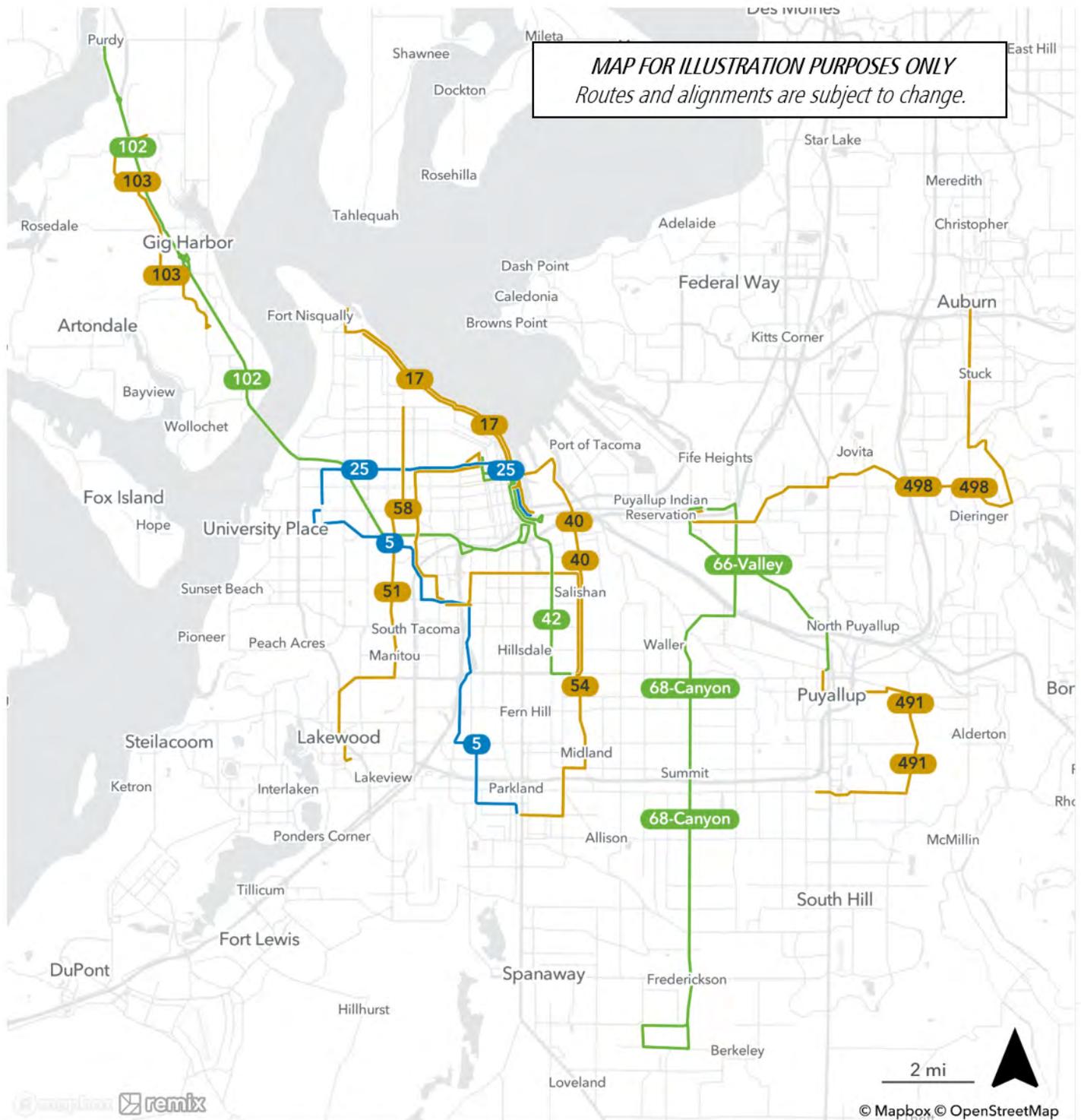
Name	Description	Cost (if known)
System-wide Bus Shelters Modernization and Passenger Amenities Upgrades Replacement/preservation	Replace worst condition or most vandalized bus shelters with new redesigned and resilient shelters, including improved lighting options.	\$2,500,000 (partially funded)
Bus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

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

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

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

Figure 19 - New and Extended Bus Routes Concept Map



Mission

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

Vision

Your preferred transportation choice for today and tomorrow.



253.581.8000 | TTY: 711 | PierceTransit.org



Erik Jaszewski

From: Em N Millican <mm194@uw.edu>
Sent: Thursday, June 15, 2023 12:54 PM
To: Erik Jaszewski
Subject: Comments on Pierce Transit draft TPD

You don't often get email from mm194@uw.edu. [Learn why this is important](#)

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Hello,

I'm writing today to comment on the draft Transit Development Plan. I'd like to say I'm extremely excited for the plan put forward and would like to express particular support for the new proposed bus route 58. My partner used to work at the Target by the highway, and the existing bus routes took over an *hour* to travel what would otherwise be a 10 minute car drive. This would cut the transit time in half and spur economic activity for the entire region. I love the mall but wish we had better methods to move the north end into key destinations in south Tacoma.

Furthermore, I'd like to express support for increasing bus frequency. Waiting an hour for the bus is never fun and I'm already noticing bus volumes are starting to return back to pre-covid levels from increasingly crowded busses.

Thank you for your time and I look forward to the future of Pierce Transit!

Em Millican

Erik Jaszewski

From: Morgan Dorner <morgan@cityofedgewood.org>
Sent: Thursday, June 15, 2023 9:05 AM
To: Erik Jaszewski
Subject: RE: NEWS RELEASE: Pierce Transit Seeks Input on Proposed Transit Development Plan

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Hi Erik,

Will Pierce Transit be issuing a SEPA determination for this plan? Looks like Pierce Transit hasn't done SEPA since 2007: <https://apps.ecology.wa.gov/separ/Main/SEPA/Search.aspx?SearchFields=All&LeadAgency=pierce%20transit&PageSize=10&SortColumn=SEPANumberDescending>

I do see that it mentions using the WAC 197-11-800(19) Procedural Action exemption, but the procedural exemption is only for internal agency procedures such as administration not transit policy or plans. Six-year transportation plans are subject to SEPA.

Thanks,



Morgan Dorner | Senior Planner
Direct: 253-831-4252 | **City Hall:** 253-952-3299
morgan@cityofedgewood.org
2224 104th Ave E, Edgewood, WA 98372



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From: Erik Jaszewski <ejaszewski@piercetransit.org>
Sent: Thursday, June 15, 2023 8:51 AM
To: Erik Jaszewski <ejaszewski@piercetransit.org>
Subject: FW: NEWS RELEASE: Pierce Transit Seeks Input on Proposed Transit Development Plan

Hello,

I'm sending this along for your review and input, as a critical stakeholder on planning and/or transportation issues for your organization. And of course feel free to forward to anyone else you think may be interested.

All comments can be sent directly to me. Thanks!

Erik Jaszewski (He/Him/His)

Interim Service Planning Assistant Manager | Planning & Community Development



Note: All emails sent to and from this address may be publicly disclosed in accordance with the Washington Public Records Act (RCW 42.56)

From: Penny Grellier <pgrellier@piercetransit.org>
Sent: Thursday, June 15, 2023 7:17 AM
To: Penny Grellier <pgrellier@piercetransit.org>
Subject: NEWS RELEASE: Pierce Transit Seeks Input on Proposed Transit Development Plan

For Immediate Release

June 15, 2023
Contact: Penny Grellier, Communications Administrator
pgrellier@piercetransit.org, 253.589.6886

Pierce Transit Seeks Input on Proposed Transit Development Plan

The public comment period for Pierce Transit's proposed Transit Development Plan (TDP) for 2023-2028 is now open and will close on July 10. The proposed plan may be viewed at PierceTransit.org/documents.

Pierce Transit's TDP report looks back at work accomplished in 2022 and looks forward at planned agency activities from 2023 through 2028. The report describes the agency's services and operations; goals and strategies; performance measures; TDP consistency with other plans; planned service and operating changes; planned capital expenses; multiyear financial plans; and projects of regional significance. The TDP is submitted to the Washington State Department of Transportation (WSDOT) annually.

Those wishing to submit comments on Pierce Transit's draft TDP may provide them in writing to Erik Jaszewski, Senior Planner, via email at ejaszewski@piercetransit.org or via mail at 3701 96th St. SW, attn: Erik Jaszewski, Lakewood, WA 98499 no later than Monday, July 10.

The TDP will be presented at the Pierce Transit Community Transportation Advisory Group (CTAG) public meeting on Thursday, June 22. The meeting begins at 5:30 p.m. and members of the public may attend the meeting in person or virtually to view the informational presentation. Meeting information may be found at PierceTransit.org/ctag-agenda/.

The TDP is scheduled for a public hearing at the Pierce Transit Board of Commissioner's July 10 meeting, which will conclude the public comment period. Formal adoption of the TDP will be considered at the Board of Commissioners' August 14 meeting. Pierce Transit Board meeting information may be found at PierceTransit.org/board-meetings/.

To receive updates on the 2023-2028 TDP and future agency plans, visit PierceTransit.org/StayConnected, subscribe using your email, and select the option for the “Planning Pierce Transit’s Future Services” newsletter.

For information on services provided by Pierce Transit, visit PierceTransit.org.

#

Link to news release [here](#)

Penny Grellier (she/her/hers)

Communications Administrator

Pierce Transit

P: 253.589.6886 C: 253.318.1244

3701 96th St. SW, Lakewood, WA 98499



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Erik Jaszewski

From: Chris Karnes <chris.tacoma@gmail.com>
Sent: Friday, June 16, 2023 7:08 PM
To: Erik Jaszewski
Subject: re: Pierce Transit TDP 2023-2028

You don't often get email from chris.tacoma@gmail.com. [Learn why this is important](#)

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Erik-

I hope this email finds you well. I am unfortunately writing to express my disappointment regarding the current proposed Transit Development Plan. While I appreciate the effort put into the plan, I believe it falls short.

Firstly, the proposed plan does not align with regional or State strategies to intensify urban development around transit corridors. In order to foster sustainable and vibrant communities, it is essential that Pierce Transit plans are designed to encourage compact and transit-oriented development. By integrating land use and transportation planning, we can create efficient systems that support our region's long-term growth and environmental goals. The principal problem is that current service levels do not consistently yield all-day frequent headways for priority corridors established by the City of Tacoma to support future conversion to high capacity transit.

Secondly, the proposed plan's level of service, both existing and future, is woefully inadequate when compared to the reasonable goals outlined in the Destination 2040 long-range plan. If we are to meet the evolving needs of our communities and effectively address the challenges of congestion and pollution, it is imperative that we have transit services that are robust, reliable, and accessible. The proposed plan falls short of these expectations and does not reflect the urgency required to fulfill the objectives set forth in the Destination 2040 plan. The TDP should be accurately accounting and publishing for the public the delta between the Destination 2040 service levels and those levels that are proposed in the TDP's planning horizon. The TDP should show the difference in service levels in terms of service frequency and span for Weekdays, Saturdays and Sundays and account for the potential annual cost to bring such routes into alignment with the service trend needed to reach the Destination 2040 goals by 2040.

In light of these concerns, I urge Pierce Transit to redouble its efforts in acquiring additional transit resources through financial and policy partnerships with larger cities in Pierce County. Collaborations with these municipalities can provide the necessary support and resources to improve transit services and expand coverage across the region. The City of Seattle has since 2012 employed its Transportation Benefit District (TBD), for example, to boost service levels on key routes to meet city growth and VMT objectives. It is a national example in our own backyard that we could emulate in partnership with the City of Tacoma, which is nearing planning for renewal of its citywide "Streets Initiative" which includes a TBD funding component.

Furthermore, I encourage Pierce Transit to proactively identify and pursue initiatives aimed at structurally shifting the composition of paratransit riders to fixed-route given the enormous per passenger cost of that service. This may involve exploring innovative strategies to support affordable and accessible housing in areas where those who qualify for Shuttle service can meet more of their daily needs with trips of shorter distances and have the choice of using other modes. It may prove more cost effective to support accessible housing with capital grants for housing units versus permanent ongoing costs for individual Shuttle trips at \$80 a ride.

In conclusion, I strongly believe that the proposed Transit Development Plan requires revision, acknowledging the yawning gap between stagnant service levels and the aspirations of Destination 2040. Finally, I'll note why this is critical, as the City of Tacoma Planning Commission will be undertaking a comprehensive review of our Transportation Master Plan and Comprehensive Plan as required by the Growth Management Act in 2024 and will need accurate data from plans such as the TDP to update municipal transit oriented development policy, maps, and supportive municipal code.

Thank you for your attention to this matter, and I appreciate your commitment to enhancing our local transit system.

Sincerely,

Chris Karnes,
Chair, Tacoma Planning Commission

Erik Jaszewski

From: pat richmond <outlook_0587C057CD4E5FC1@outlook.com>
Sent: Friday, June 16, 2023 10:59 AM
To: Erik Jaszewski
Subject: Transit comments

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Still no bus service to Browns Point and Dash Point and the 63 route is only on weekdays and only two late afternoon trips. I would like to see the return to the long ago 61 route which could possibly combine with the many school bus routes for Stadium students Sept. through June. There are many in the two "points" communities that could use bus service if it is ever established.

Pat Richmond

Sent from [Mail](#) for Windows

Erik Jaszewski

From: Jim Wellman <jwellman253@gmail.com>
Sent: Tuesday, June 20, 2023 9:38 AM
To: Erik Jaszewski
Subject: TDP Input

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Hello Mr. Ejaszewski,

First, I haven't had to pay so much attention to my typing since I was emailing my friend Joe Niedzwiedski.

I live in Gig Harbor, and have been looking into transportation for people with intellectual and developmental disabilities (IDD). The current PT options don't work for a majority of the people with IDD in our area. I got interested in the Runner service, and wondered if that might be a better solution than regular bus and the paratransit options in our area. And not just for people with IDD, but for the general population.

My career was in commercial logistics and transportation, and I was involved in a lot of transportation analysis. I wonder how much rider data PT captures from its different transit options, and whether it is available to the public. That would paint a much clearer picture of how the current services function, and better inform my advocacy.

Is there someone you could direct me to who deals with data collection, route planning, cost evaluations, etc.?

Thanks,

Jim Wellman



Geoff Cribb
3415 Viewpoint Circle NE
Tacoma WA 98422
gacribb@gmail.com

6/21/2023

Erik Jaszewski
Pierce Transit
3701 96th St. SW
Lakewood, WA 98499

Dear Erik

Thank you for the opportunity to provide input to the 2023-2028 Transit Development Plan. Below are three potential areas where enhancements could be added to the plan.

Electric Buses

In reading the Development Plan the purchasing strategy for new buses isn't clearly outlined. Given the expected life of a 40-foot bus is 16 years and the stated goal to be 100% electric by 2042 (16 years from now). I am assuming (and hoping) that the strategy is to purchase only electric buses going forward.

Given the following, would it be cost effective and make sense to retire the last of natural gas (and diesel) buses several years earlier... to target the retirement of these buses in 2038 rather than 2042:

- The infrastructure for the natural gas (and diesel) buses needs to be maintained until the whole fleet (last of the natural gas / diesel busses) is retired
- The older vehicles require more costly maintenance
- The operating cost of electric buses is significant less than natural gas (and diesel)
- The environmental and economic impacts of carbon based fuels

Non-Revenue (Service & Support) Vehicles

The plan does not include the need to convert these non-revenue vehicles to electric vehicles. Electric vehicles have lower operating and maintenance costs, and lower environmental impacts.

The conversion of these vehicles to electric vehicles should be part of the Transit Development Plan. It would be aligned with goals / objectives listed on page 31 of reducing the carbon footprint, showing leadership on zero emissions policy and development, and promoting energy conservation, enhancing healthy communities, and protecting the environment.

Facilities' Solar Panels

The plan should include the installation of solar panels on facilities. Overtime, solar panel installations will help with meeting the goals / objectives listed on page 31 and 48; and reduce the overall operating costs.

Warm regards,
Geoff Cribb

- The environmental and economic impact of carbon based fuels
- The operating cost of electric buses is significant less than natural gas (and diesel)
- The older vehicles require more costly maintenance
- The whole fleet (not just the natural gas / diesel buses) is retired
- The infrastructure for the natural gas (and diesel) buses needs to be maintained until

Erik Jaszewski

From: Sara Kiesler <sara.kiesler1@gmail.com>
Sent: Friday, June 23, 2023 12:19 PM
To: Erik Jaszewski
Subject: Comment on Pierce Development Plan - Parking at Tacoma Dome Station

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Hi Erik,

Thank you for providing the opportunity to comment on the new Pierce Transit Development Plan. As someone who regularly takes the bus and the Sounder between Tacoma and Seattle for work and school, please do not charge a fee for parking at the Tacoma Dome Station.

Because the 41 bus takes between 40 and 45 minutes to get from my front door to the Tacoma Dome Station (and only runs every 30 minutes), it's an unsustainable option to get home to my family on time.

Like many Tacoma residents, I am more willing to take the bus and transit because I know I can reliably get to and from work or school on the 594 and the Sounder, and then reliably get home by car.

If there was an express route from South Tacoma to the Tacoma Dome Station, or if there was more frequent service on the 41, OR even better if there were safe biking options between South Tacoma and the Tacoma Dome Station, I would be more willing to pay for parking as it would be a luxury and not a necessity. But at this time, it is not a good option for people with families who are balancing tight work and school schedules.

Thank you for your time and consideration,
Sara Kiesler

Sara Kiesler
206.650.8590
@sarabkiesler

Erik Jaszewski

From: Steve Wells <slwmusicman@gmail.com>
Sent: Friday, June 30, 2023 3:11 PM
To: Erik Jaszewski
Subject: South G Street

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Dear E.,

How would my neighborhood attempt (again) to get a north south route again on South G Street? There are two public housing communities (elderly & disabled) {30 units + 58 units} managed by Tacoma Housing Authority just 4 blocks north of Lincoln High School whose least solvent of residents relied on that 48 bus for not only shopping but getting to community events, such as The Farmers Market and several Community Center events.

I know there was a problem with some of the LHS students from time to time but in 6 years of riding (before it was removed from the G Street route) I only saw 1 incident where the kid on the bus was out of line. Joyce was driving and nipped it right in the bud by reminding him that he should be setting a better example for his cronies. I have heard stories (hearsay to be sure) of some gangbanging on the 48. I turned in 2 petitions (to get a bus back on G St.) to the desk of Sure Dreier, and never got a response. Most of us that need the bus can't get to the 96th & S. Tacoma Way meeting place for the public meetings you have. I missed the last one.

Yes, I am both a senior and disabled but I am advocating more for my neighborhood's needs. Anyway if anyone can help, it would be greatly appreciated.

Thank You
Steve Wells



Puget Sound Regional Council

1011 WESTERN AVENUE, SUITE 500 ||| SEATTLE, WA 98104•1035 ||| psrc.org ||| 206•464•7090

July 10, 2023

Erik Jaszewski
Senior Planner
Pierce Transit
3701 96th St. SW
Lakewood, WA 98499

Re: PSRC Comments on the draft Pierce Transit 2023-2028 Transit Development Plan

Dear Mr. Jaszewski:

Thank you for the opportunity to comment on Pierce Transit's draft 2023-2028 Transit Development Plan. We appreciate the ongoing collaboration and information sharing between our two agencies as we work to ensure consistency across regional plans, goals, and processes.

As the Metropolitan Planning Organization for the central Puget Sound region, the Puget Sound Regional Council (PSRC) is responsible for developing a Regional Transportation Plan (RTP) every four years to meet both state and federal requirements. We review Transit Development Plans (TDPs) to ensure consistency between the RTP and the plans of each transit agency within the region. In particular, we review consistency of identified regionally significant projects within the RTP planning horizon, performance-based safety and transit asset management data to support regional target development and reporting, and coordination activities between transit agencies to support the state-required annual Transit Integration Report.

With this regional consistency lens, PSRC reviewed the draft TDP and offers these comments:

- **Performance Measures: Safety & Transit Asset Management**

The draft plan includes references to the most recently adopted Transit Asset Management (TAM) plan (page 36) and State of Good Repair (SGR) targets for rolling stock of revenue vehicles (page 42), with a goal year of 2025. To achieve regional consistency, PSRC requires specific information on agency revenue vehicles for 2022 as well as targets for 2023. Pierce Transit provided this information to PSRC via email.

Broad agency-wide safety goals were included on page 30 of the TDP, however specific safety data for 2022 and 2023 targets for regional measures were not included. Pierce Transit staff have been working with PSRC to collect and share this data separately this year, given the advanced state of the TDP draft when PSRC made this request.

We appreciate Pierce Transit staff working with us to provide the necessary data PSRC

uses for regional reporting in order to comply with federal requirements. Beginning with the 2024-2029 TDP next year, please include the completed regional TAM and safety tables in the TDP document to streamline this process.

- **Plan Consistency & Transit Coordination**

Thank you for a very thorough analysis of plan consistency in Section 6, with references to regional plan consistency (VISION 2050 and the RTP) and an explanation with several examples of local plan consistency with county and city comprehensive plans. Pierce Transit has done an exceptional job in this TDP addressing its role in the broader planning process.

We encourage staff to add to the TDP more detailed examples of coordination with other transit agencies, such as Sound Transit and King County Metro, or other agencies with connections to the Pierce Transit service area. This might fit well on page 47 after the paragraph discussing Pierce Transit’s involvement in regional planning groups. Alternatively, some of the planned changes in Section 7 (page 57) allude to coordination with other agencies. Adding more detail on the coordination efforts that supported those projects would also address this issue. This information will be useful in meeting the state-required annual Transit Integration Report for our region.

- **Regionally Significant Projects**

Thank you for including Section 10 of the TDP with a detailed list of projects meeting the threshold for regional significance. We reviewed this section and compared it to the projects Pierce Transit submitted for the [Regional Capacity Project List](#) in the current Regional Transportation Plan (2022-2050).

The table below includes all Pierce Transit projects from the RTP’s Regional Capacity Project List. The first project (highlighted in orange) is scheduled for 2024 completion and was correctly included in the TDP. The next two projects (highlighted in red) have completion years within the 2023-2028 TDP horizon and should be added to the TDP before it is finalized if those completion years are still accurate and work is planned to commence within the 2023-2028 timeframe. The final four projects are unprogrammed, and as such are not included in the current, financially constrained RTP; no action is necessary.

Project (Project ID)	Status in RCP List	Completion Year	Included in Draft TDP?
BRT: Pacific Avenue S/SR 7 Corridor from Downtown Tacoma to Spanaway (5320)	Candidate	2024	Yes
Spanaway Transit Center (2602)	Candidate	2024	No
HCT: Route 2 Corridors – Downtown Tacoma to Tacoma Community College to Lakewood (5615)	Candidate	2028	No
South Hill: Meridian Avenue E/SR 161 Park & Ride (2596)	Unprogrammed	2030	No

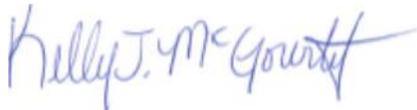
July 10, 2023

Page 3

Project (Project ID)	Status in RCP List	Completion Year	Included in Draft TDP?
HCT: Route 3 Corridor – Downtown Tacoma to Lakewood TC (5616)	Unprogrammed	2031	No
HCT: Route 402 S Meridian/SR 161 Corridor (5489)	Unprogrammed	2035	No
HCT: Route 4 Corridor Lakewood to Puyallup (5749)	Unprogrammed	2040	No

Thank you again for providing an opportunity to review the draft plan. If you have any questions or need additional information, please contact Gil Cerise at gcerise@psrc.org or (206) 971-3053.

Sincerely,



Kelly McGourty
Director of Transportation Planning

cc: Gil Cerise, PSRC Program Manager
Erin Hogan, PSRC Associate Planner

Erik Jaszewski

From: LJP Privato <linnaeapagni@gmail.com>
Sent: Monday, July 10, 2023 1:31 PM
To: Erik Jaszewski
Subject: Pierce Transit Public Comment

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July 10, 2023

To: Eric Jaszewski, Sr. Planner, Pierce Transit

Fr: Linnaea Pagni, Citizen, Eatonville, WA

Re: Pierce Transit Service/Graham-Eatonville Area – Public Comment

Dear Mr. Jaszewski:

This morning at 11:30 am I stopped at the USPS in Graham. Standing in front of the post office, on the curb on 224th St. E., attempting to cross the street to go toward the Safeway pad, was a man in need. I've seen him before, crossing Meridian (5 lanes) near the 224th intersection. This man is about 5'5" tall, slim with concave cheeks, likely no teeth, a scruffy beard and dirty clothes. His left foot is perpendicular to his body, pointing directly outward and is wrapped with a purple band. He uses crutches, appears to have almost no ability to walk, yet hobbles slowly across the streets in impatient traffic, or waits patiently for the opportunity to do so. This morning I decided to help him cross 224th if he was still there waiting to cross after I left of the post office. Which he was and I did.

Earlier this spring, at the base of the Graham hill walking south on the shoulder of Meridian/161, was a woman with beautiful shoulder length gray hair, walking alone and limping. (Have you, Mr. Jaszewski, ever driven the Graham hill? That context, and the knowledge of what it is to drive, let alone walk, that portion of Meridian allows one to understand the inherent danger to a walker.) I stopped well ahead on the shoulder to ask this woman if she would like a ride up the hill, which she did. This lovely woman's husband had recently died, leaving her alone with their beautiful home on acreage and a car in need of repair.

Last winter, on Meridian at about 190th at late afternoon, was a hitch hiker. In the black pelting rain at about 34F, this man needed transportation. He is a veteran, who lives in small housing at the Orting Soldier's Home, an able-bodied man who just needed a lift. Again, in the freezing rain and near complete darkness.

Nearly every day since I moved to the rural area near NW Trek last fall, I have driven 161/Meridian between that area and Puyallup-Tacoma. Every day and every evening, from 6:15 a.m. into the later evening hours there are people walking on the shoulder of this dangerous road. They are mothers and fathers, sometimes holding a child's hand or pushing a stroller, or a fast food worker huffing their way in the cold –or heat- to their job somewhere on south hill, or a student with a backpack headed wherever. Occasionally there are also animals trekking next to traffic that waits for no one and travels between 55-70 mph.

I lack the time to research Pierce Transit routes and know exactly what service is – or is not. However there seems to be no service, or service is so limited that it is not helpful. I've managed many budgets...corporate, non profit and federal, state and local grant budgets. I also know that many public employees move from one position to another, sometimes leaving with a solid retirement from one position as they take yet another salaried position within government. Pierce Transit board members are paid for their service. Tax dollars could be realigned to allow for service to the Graham/Eatonville area if, perhaps, a board position or other management positions were eliminated.

People across the US and the globe are tired of stale old rationale that posits ideology which stifles helping the citizens that government is paid to help. Economic excuses relevant to this as well as other situations are unacceptable. The idea that ridership does not support service is not OK. It is wrong thinking. Paying public employees while not serving the public is unethical.

Pierce Transit needs to provide service to this area, and do it with a well thought out plan. Perhaps full size buses are unnecessary where small ones could be utilized. They could run 2-3x per day, with specific scheduled pickup possible on the same runs and with the same buses able to also stop at bus stops. There are ways to serve both people who cannot walk to a bus stop and individuals who can. This area needs this service, and from my view there is no acceptable excuse as to why it is not in place.

I expect these ideas to be considered.

Sincerely,

Linnaea J. Pagni

PO Box 1181

Graham, WA 98338

253 881-9839



Pierce Transit

Public Transit Agency Safety Plan 2023-2024

Board of Commissioners

August 14, 2023

The [Public Transportation Agency Safety Plans \(PTASP\)](#) regulation [49 CFR Part 673](#) requires certain operators of public transportation systems that receive federal funds under the FTA [Urbanized Area Formula Grants](#) to develop an Agency Safety Plan (ASP) that includes the processes and procedures to implement a Safety Management System (SMS), a comprehensive, collaborative, and systematic approach to managing safety.

In accordance with requirements set forth in 49 U.S.C. Section 5329(d), and subsequent changes brought forth by the Bipartisan Infrastructure Law, The **Pierce Transit Safety Committee** has been provided a detailed review of the 2023-2024 PTASP updates (annual occurrence) and *has approved* the revision before the document was forwarded to the Board of Commissioners for approval this year.



Revision Summary

Version Number	Date	Approved By -	Version Number	Date	Approved By -
090117	09/01/2017	Sue Dreier	032621 (Rev. 3)		
072319 (Rev. 1)	07/23/2019	Sue Dreier		03/26/2021	Sue Dreier
	09/09/2019	The Pierce Transit Board	04/12/2021	Puget Sound Regional Council	
102519	10/25/2019	Safety Department	012122 (Rev. 4)	6/28/2022	Puget Sound Regional Council
112519	11/25/2019	Safety Department		08/10/2021	The Pierce Transit Board
				06/23/2022	Safety Committee
062620 (Rev. 2)	06/26/2020	Sue Dreier		7/25/2022	Mike Griffus
	09/14/2020	The Pierce Transit Board		8/8/2022	The Pierce Transit Board

Mike Griffus
 Mike Griffus, Chief Executive Officer

7/25/2022
 Date



Pierce Transit's Pierce Transit Public Transit Agency Safety Plan (PTASP) must include directions and language toward the FTA's **Required Actions Regarding Transit Worker Assaults.**

To this end, the Safety Department will be **documenting the following system information** (or plans for implementation) for admission into the Pierce Transit Public Transit Agency Safety Plan and SMS based mitigation strategies.

Key Takeaways and Questions for Consideration

➤ Safety Risk Assessment is critical for understanding the risk to workers and developing mitigations

Has your agency performed a Safety Risk Assessment for transit worker assault?

➤ Data can inform effectiveness of mitigations for assaults on transit workers

Does your agency have enough data to monitor mitigation effectiveness?

➤ Consider prioritizing mitigations that are completely or mostly within an agency's control to implement and measure

How are you applying this at the agency and individual transit worker levels?
How can you empower employees to use de-escalation mindset and techniques?



10 Primary Areas of Consideration.....

1. **Operator Area Protective Barriers** – *Types, general installation schedules and plans for future procurement. General information here concerning fleet installation process.*
2. **Event Investigation:**
 - **Employee Assessment**
 - **Event Review w/Employee**
 - **Coaching (if warranted)**
 - **Training Program Components**– *Training materials used, deployment schedules (new hire, refresher, coaching)*
3. **Video and Audio Surveillance** – *Types used in vehicles, transit stations, buildings, etc. (non SSI)*
4. **Policing Strategies** – *General language toward response, proactive route/location deployments, strategies for mitigation*
5. **Operating Procedures and Training** – *CAPP program, purpose and use; Describe using post-event analysis and reviews to monitor mitigation effectiveness. Gathering key performance indicators relating to transit worker assaults.*
6. **Emergency/Silent Alarms** – *General information about present abilities and equipment, response process, etc. (non SSI)*
7. **Automatic Vehicle Location** – *General information on our AVL systems in place presently and any future upgrades*
8. **Communication Devices and Protocols** – *General information, include sub systems and emergency channel capabilities*
10. **Public Awareness Campaigns** – *Utilize social media and external communication platforms to educate and influence public on the issues of transit worker assaults.*
11. **Surveillance/Penalty Signage** - *The FTA expects that there be signage on consequences (federal/state) of assaulting or interfering with transit workers posted in areas where transit patrons and public can observe them (on transit vehicles, transit centers, business offices, etc.) In addition, signage should disclose that there is active surveillance of transit vehicles and areas as a deterrent to assaults or aggressive behaviors.*



Thank you.

The Safety Department welcomes your questions, comments, or feedback.



TITLE: Adopting the 2023-2024 Pierce Transit Public Transportation Agency Safety Plan

DIVISION: Service Delivery & Support

RELATED ACTION: N/A

SUBMITTED BY: Reginald Reese, Chief Safety Officer

ATTACHMENTS: Proposed Resolution
Exhibit A, Proposed PTASP

RELATION TO STRATEGIC PLAN: Financial

BUDGET INFORMATION: N/A

BACKGROUND:

Effective July 19, 2019, and in accordance with the Federal Transportation Administration’s final rule 49 C.F.R. Part 673, which applies to recipients or sub-recipients of financial assistance under 49 U.S.C. § 5307 that operate a public transportation system, Pierce Transit is required to have a Public Transportation Agency Safety Plan (PTASP) that includes the processes and procedures necessary for implementing Safety Management Systems (SMS). Pierce Transit met this requirement and continues to be in compliance with this Rule.

The agency’s PTASP is reviewed and updated yearly to address trending safety occurrences, policy or process change, organizational structure changes, as well as new requirements from the FTA and other regulatory entities. In addition to the revision purposes stated above and detailed below, the 2023-2024 PTASP also includes requirements of the Bipartisan Infrastructure Law signed into law in November 2021 (see Exhibit B).

The FTA requires that the agency’s PTASP and future amendments be approved by the agency’s Safety Committee prior to approval by the Pierce Transit Board. Pierce Transit’s Safety Committee approved the proposed PTASP on June 29, 2023. Board approval is the final step required to complete the process.

The revised PTASP includes the following components below:

Revision Number	Date	Section	Update By	Approved By
022723 Annual Review	02/27/2023	Multiple – See below.	Reggie Reese Jason Hovde Chelsea Kelter Rodney Chandler	Mike Griffus
2.3.2 – Replaced chart with an updated version excluding year.				
2.5 – Added a new bullet point for Employee Safety Reporting Program.				
2.5.4 – Moved verbiage from 3.1.8.2 to 2.5.4; everything from the bullet stating: Directors and managers responsible for managing outside contractors will adhere to the following. All verbiage below said bullet point to next section was moved as well.				
2.6 – Added hyperlink to All Hazards Emergency Plan.				
2.6 – 2. The Department of Public Safety, added verbiage to include the City of Puyallup, City of Lakewood, and City of Federal Way.				

3.1.4 – Changed name from Tacoma Dome Station Bus Shop to new name of Pierce Transit Customer Service Center at the Tacoma Dome Station.
3.1.5.1 – Removed verbiage – ‘in Guest Rides twice per year.’
4.1 – Removed verbiage – ‘These can be found in Appendix O.’
4.1.2 – Replaced the word ‘effected’ with ‘individual’.
4.1.3 – Replaced the word ‘Audits’ in heading to ‘Safety Review’.
4.1.3 – Removed the following verbiage in this section: ‘and Audit’, ‘This process, however, does not take the place of regular safety inspections’ ‘audit’, ‘Department’, and ‘the’.
4.1.3 – Replaced the word ‘auditing’ to ‘reviews’.
4.2 – Added in two new paragraphs, replacing old verbiage. New verbiage is as follows: In addition, when new vehicle orders are considered, the Safety, Risk, and Training departments are to be involved in determining the specifications for those vehicles before final order decisions are made. The Safety Department conducts facility safety inspections which examine key items such as sidewalks, condition of pavement, paint markings, clearance impediments, exposed electrical hazards and lighting. Identified hazards are submitted to the responsible party and/or by work order for correction. Also new bullet point added: ‘Modification of maintenance goals.’
5.1.4 – Added verbiage – ‘created through the LMS.’
5.2.1 – Removed wording ‘2-hour’.
5.2.6 – Added three new bullet points: Employee of the Year Annual Safety Bonus Program Excellence in Safety Award
14-Appendix I – Replaced with updated guidelines.
18-Appendix M – Replaced with updated Safety Committee policy.
20-Appendix O – Updated Facilities Preventive (Safety) Repairs with 2022 numbers provided by Facilities Manager.
20-Appendix O – Replaced Monthly Safety Report with an updated version.
*Replaced the photo on the first page to this year’s Safety Committee members poster.
3.1.7 Added verbiage to Category III – Marginal.
3.1.8.2 Changed verbiage to show near event/incident instead of near miss/incident.
5.1.2 Added new bullet for Defensive Driving.
5.1.4 Removed Operations Decisions Database System since we no longer use it.
13-Appendix H – Replaced with current copy of Contractor Safety Checklist.
20-Appendix O – Updated the following calculations for 2022 and 2023 Targets: Accident Frequency Rate, Accident Severity, Passenger Accidents, Employee Injury Accidents, Employee Injury Severity, Facility & System Safety Inspections, System Security Vehicle Inspections (Quality), Safety Training, Safety Communications, and Systems/Equipment, NTD Goals to Puget Sound Regional Council. *Replaced Safety Dept Monthly Report with a current copy.
3.2.1 Replaced Risk Matrix with the current version.
17-Appendix L – Replaced course list with current list from WFD.

2.6 – Added in a new paragraph explaining the exercises and tabletops that we do from Rodney.
3.2.1 Included updated Risk Matrix with definitions of terms.
23-Appendix R – Added new Appendix with ICS Requirements by Position chart.
4 – Added #2 verbiage.
4.3 Moved from section 5 to 4.3
21 Appendix P – Replaced CAPPs program with updated version.

STAFF RECOMMENDATION:

Staff recommends approval of the 2023-2024 Pierce Transit Public Transportation Agency Safety Plan (PTASP) as presented in Exhibit A.

ALTERNATIVES:

Do not approve the PTASP as presented and direct staff to make certain identifiable edits to the Plan.

PROPOSED MOTION:

Move to: Approve Resolution No. 2023-009, adopting the 2023-2024 Pierce Transit Public Transportation Agency Safety Plan as presented in Exhibit A.

RESOLUTION NO. 2023-009

1 A RESOLUTION of the Board of Commissioners of Pierce Transit Adopting the 2023-2024 Pierce Transit Public
2 Transportation Agency Safety Plan
3

4 WHEREAS, the Public Transportation Agency Safety Plan (PTASP) final rule (49 C.F.R. Part 673) requires
5 certain operators of public transportation systems that are recipients or sub-recipients of Federal Transportation
6 Administration (FTA) grant funds to develop safety plans that include the processes and procedures necessary
7 for implementing Safety Management Systems (SMS); and

8 WHEREAS, the final rule became effective on July 19, 2019; and

9 WHEREAS, each transit operator is required to certify that it meets the requirements of the PTASP final
10 rule; and

11 WHEREAS, the agency's PTASP is reviewed and updated yearly to address trending safety concerns,
12 policy or process change, organizational structure changes, as well as new requirements from the FTA and other
13 regulatory agencies; and

14 WHEREAS, the agency's Safety Committee reviewed and approved the 2023-2024 PTASP Plan on June
15 29, 2023, as required by the FTA; and

16 WHEREAS, the FTA requires that the PTASP and future amendments be approved by the Pierce Transit
17 Board.

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

19 Section 1. The Board of Commissioners hereby adopts the 2023-2024 Pierce Transit Public
20 Transportation Agency Safety Plan in substantially the same form as Exhibit A.

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

23 PIERCE TRANSIT

24
25 _____
26 Kristina Walker, Chair
27 Board of Commissioners

28 ATTEST/AUTHENTICATED

29
30 _____
31 Deanne Jacobson, CMC
Clerk of the Board

2023-2024

PUBLIC TRANSPORTATION AGENCY SAFETY PLAN



2023 Safety Committee



Reggie Reese
Chief Safety Officer
Committee Sponsor



Amy Maxwell
Contract Analyst



Ashley DeGraffenreid
Project Mgmt. Coordinator
Committee Chair



Brentt Mackie
Safety Coordinator



Bonnie Mitchell
Transit Operator



Brittany Carbullido
Asst. to CEO/Deputy Clerk



Casey Leifson
Instructor



Chelsea Kelber
Safety Division Assistant



Delmar Sherrell
Transit Operator



Docc Howard
Transportation Asst. Manager



Ellen Scott
Community Development Analyst



Gavin Paulky
Maintenance Mechanic



Jared Plephoff
Public Safety Officer



Jason Howde
Safety Administrator



Joseph Webber
Service Station Attendant



Karen Thesing
Risk Manager



Kelly Harp
Digital Content Coordinator



Leo Dylina Jr.
Service Supervisor



Phil Eargle
Upholsterer



Ronnie Strong
Transit Operator



Selena Ngo
Risk Analyst



Sherry Tate
Transit Operator



Tara Schack
Human Resources Manager



Tina Givens
Human Resources Analyst



Pierce Transit

3701 96th ST SW

Lakewood, WA 98499

Safety Hotline

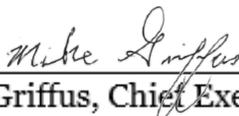
253-983-3330

safetyhotline@piercetransit.org

Revision 060523

Revision Summary

Version Number	Date	Approved By
090117	09/01/2017	Sue Dreier
072319 (Rev. 1)	07/23/2019	Sue Dreier
	09/09/2019	The Pierce Transit Board
102519	10/25/2019	Safety Department
112519	11/25/2019	Safety Department
062620 (Rev. 2)	06/26/2020	Sue Dreier
	09/14/2020	The Pierce Transit Board
032621 (Rev. 3)	03/26/2021	Sue Dreier
	04/12/2021	Puget Sound Regional Council
012122 (Rev. 4)	06/28/2021	Puget Sound Regional Council
	08/10/2021	The Pierce Transit Board
	06/23/2022	Safety Committee
	07/25/2022	Mike Griffus
	08/08/2022	The Pierce Transit Board
022723	5/30/2023	Puget Sound Regional Council
060523 (Rev. 2)	06/29/2023	Safety Committee
		Mike Griffus
		The Pierce Transit Board



 Mike Griffus, Chief Executive Officer

7/5/23

 Date

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1 Acronym Glossary and Definitions

Acronym	Definition
APP	Accident Prevention Plan
BBP	Bloodborne Pathogen
BIL	Bipartisan Infrastructure Law
BRT	Bus Rapid Transit
BS&T	Bus Safety & Training
CBA	Collective Bargaining Agreement
CDL	Commercial Driver License
CEO	Chief Executive Officer
CAPP	Conflict and Assault Prevention Program
COO	Chief Operating Officer
CPA	Corrective and Preventable Actions
CSO	Chief Safety Officer
DC	DriveCam
DCC	DriveCam Coordinator
EA	Emergency Alarm
EAM	Enterprise Asset Management
EIR	Employee Injury Rates
EOC	Emergency Operations Center
EWS	Early Warning System
FTA	Federal Transit Administration
HD	Hard Drive
IWRP	Inclement Weather Response Plan
JBSC	Joint Bus Safety Committee
JHA	Job Hazard Analysis
KPIs	Key Performance Indicators
LMS	Learning Management System
My-EOP	Pierce Transit's app for Emergency Operation Procedures

NIMS	National Incident Management System
NTD	National Transit Database
OB	Operator Observation
OPS	Operations
PIR	Passenger Injury Rate
PRC	Public Records Clerk
PRPTs	Policies, Rules, Procedures and Tasks
PT	Pierce Transit
PTASP	Public Transportation Agency Safety Plan
RAIA	Risk Assessment and Impact Analysis
RCA	Root Cause Analysis
RCL	Radio Control Log
REM	Risk Evaluation Matrix
SA	Safety Assurance
SD	Safety Department
SDS	Service Delivery and Support
SMS	Safety Management System
SOP	Standard Operating Procedure
SRM	Safety Risk Management
SSEPP	System Security & Emergency Preparedness Plan
SSI	Sensitive Security Information
ST	Sound Transit
TSA	Transportation Security Administration
TAMP	Transit Asset Management Plan
WSTIP	Washington State Transit Insurance Pool

Part 673 Definitions of Terms Used in the Safety Plan

Pierce Transit incorporates all of FTA's definitions that are in 49 CFR § 673.5 of the Public Transportation Agency Safety Plan regulation.

- Accident means an Event that involves any of the following: A loss of life; a report of a serious injury to a person; a collision of public transportation vehicles; a runaway train; an evacuation for life safety reasons; or any derailment of a rail transit vehicle, at any location, at any time, whatever the cause.
- Accountable Executive means a single, identifiable person who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a public transportation agency; responsibility for carrying out the agency's Transit Asset Management Plan; and control or direction over the human and capital resources needed to develop and maintain both the agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the agency's Transit Asset Management Plan in accordance with 49 U.S.C. 5326.
- Agency Safety Plan means the documented comprehensive agency safety plan for a transit agency that is required by 49 U.S.C. 5329 and Part 673.
- Chief Safety Officer means an adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer. A Chief Safety Officer may not serve in other operational or maintenance capacities, unless the Chief Safety Officer is employed by a transit agency that is a small public transportation provider as defined in Part 673, or a public transportation provider that does not operate a rail fixed guideway public transportation system.
- Equivalent Authority means an entity that carries out duties similar to that of a Board of Directors, for a recipient or subrecipient of FTA funds under 49 U.S.C. Chapter 53, including sufficient authority to review and approve a recipient or subrecipient's Agency Safety Plan.
- Event means any Accident, Incident, or Occurrence.
- Hazard means any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.
- Incident means an event that involves any of the following: A personal injury that is not a serious injury; one or more injuries requiring medical transport; or damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a transit agency.
- Investigation means the process of determining the causal and contributing factors of an accident, incident, or hazard for the purpose of preventing recurrence and mitigating risk.
- National Public Transportation Safety Plan means the plan to improve the safety of all public transportation systems that receive Federal financial assistance under 49 U.S.C. Chapter 53.

-
- Occurrence means an Event without any personal injury in which any damage to facilities, equipment, rolling stock, or infrastructure does not disrupt the operations of a transit agency.
 - Operator of a public transportation system means a provider of public transportation as defined under 49 U.S.C. 5302(14).
 - Performance measure means an expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets.
 - Performance target means a quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time period required by the FTA.
 - Risk means the composite of predicted severity and likelihood of the potential effect of a hazard.
 - Risk mitigation means a method or methods to eliminate or reduce the effects of hazards.
 - Safety Assurance means processes within a transit agency's Safety Management System that functions to ensure the implementation and effectiveness of safety risk mitigation, and to ensure that the transit agency meets or exceeds its safety objectives through the collection, analysis, and assessment of information.
 - Safety Management Policy means a transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities of its employees in regard to safety.
 - Safety Management System (SMS) means the formal, top-down, organization-wide approach to managing safety risk and assuring the effectiveness of a transit agency's safety risk mitigation. SMS includes systematic procedures, practices, and policies for managing risks and hazards.
 - Safety Management System (SMS) Executive means a Chief Safety Officer or an equivalent.
 - Safety performance target means a performance target related to safety management activities.
 - Safety Promotion means a combination of training and communication of safety information to support SMS as applied to the transit agency's public transportation system.
 - Safety risk assessment means the formal activity whereby a transit agency determines Safety Risk Management priorities by establishing the significance or value of its safety risks.
 - Safety Risk Management (SRM) means a process within a transit agency's Agency Safety Plan for identifying hazards and analyzing, assessing, and mitigating safety risk.
 - Serious injury means any injury which: (1) requires hospitalization for more than 48 hours, commencing within 7 days from the date when the injury was received; (2) results in a fracture of any bone (except simple fractures of fingers, toes, or noses); (3) causes severe hemorrhages, nerve, muscle, or tendon damage; (4) involves any internal organ; or (5) involves second- or third-degree burns, or any burns affecting more than 5 percent of the body surface.

-
- State means a State of the United States, the District of Columbia, Puerto Rico, the Northern Mariana Islands, Guam, American Samoa, and the Virgin Islands.
 - Transit agency means an operator of a public transportation system.
 - Transit Asset Management Plan means the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost-effective, and reliable public transportation, as required by 49 U.S.C. 5326 and 49 CFR Part 625.

Executive Summary

Pierce Transit improves our service area's quality of life by providing safe, reliable, innovative and useful transportation services that are locally based and regionally connected. The Agency provides bus service throughout 70 percent of Pierce County, including the cities of Auburn, Edgewood, Federal Way, Fife, Fircrest, Gig Harbor, Joint Base Lewis-McChord, Milton, Puyallup, Ruston, Steilacoom, Tacoma and University Place. The agency also provides service into King County through contracted service with Sound Transit, Puget Sound's Regional Transit Authority.

Recipients or sub-recipients of financial assistance under 49 U.S.C. § 5307 that operate a public transportation system. Pierce Transit as it is known today is a Public Transportation Benefit Area Corporation, incorporated under authority of Chapter 36.75A of the Revised Code of Washington State. Serving Washington's second largest county, Pierce Transit provides four types of service: fixed route, specialized transportation (SHUTTLE) services for the disabled, Vanpool ridesharing transportation services for long distance commuters, and seasonal trolley services. We also provide SHUTTLE services through contracted service with Transdev (formerly First Transit). Today the agency's service area covers 292 square miles of Pierce County. The agency only receives .006% (or 6/10 of 1 percent) of the maximum .009% in local sales and use taxes allowed under the Washington State Department of Revenue.

Managing risk and safety is at the core of our safety culture and an essential part of our business activities. Pierce Transit has adopted a Safety Management Systems (SMS) framework as an explicit element of the Agency's responsibility by establishing safety policies; identifying hazards and controlling risks; goal setting; planning; prioritizing resources and measuring performance. Furthermore, the Agency's SMS is a means to foster Agency-wide support for transit safety by establishing a culture where management is held accountable for safety and everyone in the organization takes an active role in securing transit safety.

To ensure transit safety in our system, Pierce Transit has developed this Public Transit Agency Safety Plan (PTASP or the "Plan") which includes setting performance targets based upon collected data and performance-based criteria.

Pierce Transit's PTASP is consistent with and supports the Safety Management System (SMS) approach to safety risk management. SMS is an integrated collection of Agency policies, processes, and behaviors that ensures a formalized, proactive, and data-driven

approach to safety risk management.

Pierce Transit’s Agency Safety Plan addresses all applicable requirements and standards as set forth in FTA’s PTASP and the National Public Transportation Safety Plan. The goal of Pierce Transit’s PTASP is to increase the safety of our transit system by proactively implementing the four components of SMS: Safety Management Policy, Safety Risk Management, Safety Assurance and Safety Promotion. This strategic approach is flexible and scalable where effectiveness is determined by attaining safety performance targets and standards. The PTASP for Pierce Transit addresses the following elements:

Policy Statement Conveys top-level management’s commitment and support for the SMS. The policy statement is signed by the Pierce Transit CEO, the accountable executive for the operation of the Agency, and to the Board of Commissioners.

Accountable Executive means a single, identifiable person who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a public transportation agency; responsibility for carrying out the agency’s Transit Asset Management Plan; and control or direction over the human and capital resources needed to develop and maintain both the agency’s Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the agency’s Transit Asset Management Plan in accordance with 49 U.S.C. 5326.

Safety Objectives Specifies measurable and attainable safety objectives to reach the Agency’s annual and overall safety goals.

Safety Performance Targets Establishes a list of quantifiable levels of safety performance that the Agency has established as a base for safety performance measurability.

Safety Accountabilities and Responsibilities Clearly defines roles and responsibilities for safety management that provides for ownership at every level including assurance of safety.

Employee Safety Reporting Program Formalizes a reporting structure that empowers and encourages employees to report safety conditions to all management personnel void of any repercussions.

SMS Review and Recordkeeping Outlines an annual process to review and update the plan including a timeline for implementation of the process.

Safety Risk Management Approach Provides the formal hazard control processes the Agency uses to identify hazards; analyze, evaluate and prioritize safety risks; and develop, implement and evaluate risk controls strategies.

Safety Assurance

Provides a framework for establishing Key Performance Indicators (KPIs) and associated processes; continuously monitors and evaluates the effectiveness of how the Agency's SMS manages safety risks; manages changes and supports continuous improvement regarding the Agency's safety performance.

Safety Training and Communication

Outlines the comprehensive safety training program for Agency staff that ensures staff members are trained and competent to perform their safety duties and provides the means for effectively communicating safety performance and safety management information.



2 Safety Management Policy

2.1 Mission and Policy Statement

Pierce Transit plans, builds, and operates a transit system that provides services to improve mobility for Pierce County with regional connections. Safety is first and foremost in the delivery of services that are dependable and cost effective, thereby enhancing the quality of life in our community.

Managing risk and safety is one of our core business functions. Pierce Transit is committed to developing, implementing, maintaining, and continuously improving processes to ensure the delivery of our transit services takes place under a balanced allocation of organizational resources aimed at achieving the industry's best, safe work practices and meeting established standards.

The Pierce Transit Safety and Risk departments are directed to plan, implement, and administer a comprehensive and coordinated Safety Management System (SMS) with a safety plan that identifies activities to prevent, eliminate, control and/or reduce hazards that may occur during the design, construction, procurement and or operational stages of the Agency's transportation modes (bus, paratransit, and van pool).

It is the policy of Pierce Transit to fully support a proactive Safety Program that uses preventative concepts to identify and resolve hazards. However, the success of the safety program depends on the sincere and cooperative efforts and active participation of all employees. It is therefore the responsibility of each Pierce Transit employee to actively participate in the safety process, provide requested information, aid in investigations, and actively prevent hazards.

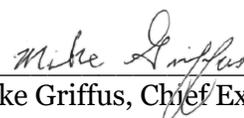
All levels of Pierce Transit management, employees, contractors, and partner agencies are responsible for upholding the best safety performance, with final responsibility resting with the Chief Executive Officer (CEO) as the Accountable Executive.

The Chief Safety Officer (CSO) has the oversight authority and responsibility for implementation of the Agency's Safety Management System (SMS) and reports directly to the CEO. The CSO is responsible for providing resources, executive-level safety advocacy, direction to the Safety Department and collaborates with all Agency departments for managing day-to-day implementation and operation of the Agency's SMS.

Pierce Transit commits to:

- **Support** the risk and safety management program by providing appropriate resources and visible top-level commitment to safety;

- **Foster a** positive safety culture and embed best practices among all managers and employees;
- **Clearly define** to all managers and other employees their responsibilities for the delivery of the organization’s safety performance and the performance of our Safety Management System;
- **Establish** a systematic and comprehensive approach to identify, analyze, evaluate, and mitigate safety risks to ensure the Agency meets or exceeds the acceptable level of safety performance;
- **Integrate** the Safety Management System into all departmental levels;
- **Ensure** there are no repercussions when employees report unsafe work practices and hazards. As an Agency, we encourage participation and contribution of all employees in the management of safety. We ensure that no action will be taken against any employee who discloses a safety concern unless such a disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures;
- **Provide** adequate and appropriate safety-related information and job-specific safety training for our employees and ensure that they are competent in safe work performance;
- **Ensure** the Agency has established Emergency Plans and a focus on exercising these plans once established, in addition establish relationships with other county agencies to collaborate and participate in county wide exercises;
- **Ensure** that sufficient skilled and trained human resources are available to implement safety management processes;
- **Establish and measure** our safety performance with realistic and data-driven safety performance indicators and safety performance targets;
- **Comply** with and exceed wherever possible, legislative and regulatory requirements and standards;
- **Continuously improve** our safety performance through management processes that ensure the Agency is taking appropriate and effective safety management actions; and
- **Ensure** that systems and services supplied from outside the Agency are delivered in timely manner that meets our safety performance standards.
- **Ensure** that Pierce Transit’s Board of Commissioners is kept apprised of Agency safety management initiatives.



 Mike Griffus, Chief Executive Officer

7/5/2023

 Date

2.2 Purpose and Applicability

The purpose of this plan is to provide a structured safety management approach that effectively controls operational safety risks and continuously improves the Agency's safety performance:

- Document a top-down commitment from management and a commitment from employees, partners, and contractors to archive safety performance goals.
- Establish a chain of control to document implementation of the PTASP through guidelines, policies, and provisions.
- Identify safety management roles and responsibilities that outline ownership at every level.
- Establish the Agency's safety goals and objectives while ensuring we are following industry safety practices and federal recommendations.
- Set safety performance targets and Key Performance Indicators (KPIs) to ensure the Agency achieves its safety objectives.
- Define acceptable levels of safety performance for provided services.
- Provide a framework and guidance to implement, evaluate, and continuously improve safety policies, the safety risk management processes, and the achievement of related goals and objectives.
- Establish safety programs that document Pierce Transit's commitment to safety.

This PTASP applies to all Pierce Transit operations. All divisions and departments are required to ensure that facilities, equipment, supplies, practices, and procedures meet or exceed applicable federal, state, and local standards as well as the Pierce Transit SMS. Individual departments are responsible for documenting specific procedures tailored to their operations as needed.

2.3 Safety Goals

2.3.1 GOAL 1: SMS to Reduce Casualties/Occurrences.

Use a Safety Management Systems framework to identify safety hazards, mitigate risk and reduce injuries and property losses.

2.3.2 GOAL 2: SMS to Foster a Robust Safety Culture

Foster Agency-wide support for transit safety by establishing a culture that holds Agency leaders accountable for safety and ensures all employees take an active role in securing transit safety; and cultivating a safety culture in which employees are comfortable and encouraged to bring safety concerns to the attention of Agency leaders.

SAFETY DEPARTMENT INTERNAL GOALS



2.3.3 GOAL 3: SMS to Enhance System/Equipment Reliability

Provide safe and reliable transit operations by assuring that all vehicles, equipment, and facilities are regularly inspected, maintained, and serviced as needed.

2.3.4 GOAL 4: Annual Safety Goals and Objectives

Each year all Agency departments will be required to establish safety goals and objectives that include benchmarks and KPIs.

2.4 Concept of SMS Operations:

The four components of the Pierce Transit Safety Management System are:

- **Safety Policy** — Establishes our commitment to continually improve safety; defines the methods, processes, and organizational structure needed to meet safety goals.
- **Safety Risk Management (SRM)** — Determines the need for, and adequacy of, new or revised risk controls based on the assessment of acceptable risk.
- **Safety Assurance (SA)** — Evaluates the continued effectiveness of implemented risk control strategies; supports the identification of new hazards.
- **Safety Promotion** — Includes training, communication, and other actions necessary to create a positive safety culture at all levels within the Agency.



Figure 1 - Four Pillars of SMS

2.5 Safety Accountability and Responsibility

Employee safety is a critical component of a transit safety program. In Washington State, employee safety is regulated by the Washington State Department of Labor and Industry’s Department of Safety and Health (DOSH), and requires:

- A workplace free of recognized hazards
- A written Accident Prevention Program
- Safety Committees
- Safety Bulletin Boards
- First Aid
- Personal Protective Equipment (PPE)
- Lighting
- Housekeeping
- Drinking water, restrooms and washing facilities
- Accident Reporting
- Employee Safety Reporting Program
- Other requirements as specified in Chapter 296 Washington Administrative Code

The CEO, as the Accountable Executive, has the ultimate responsibility for safe and secure operations of Pierce Transit and contract service operators. Each employee is required to carry out specific system safety responsibilities, depending on their position, in compliance with the PTASP. The Pierce Transit SMS Organization Chart below (Figure 2) outlines who is responsible for the performance of the SMS and the relationship between the Accountable Executive (CEO) and the transit Agency’s governance structure. This chart reflects the Agency’s commitment to safety.

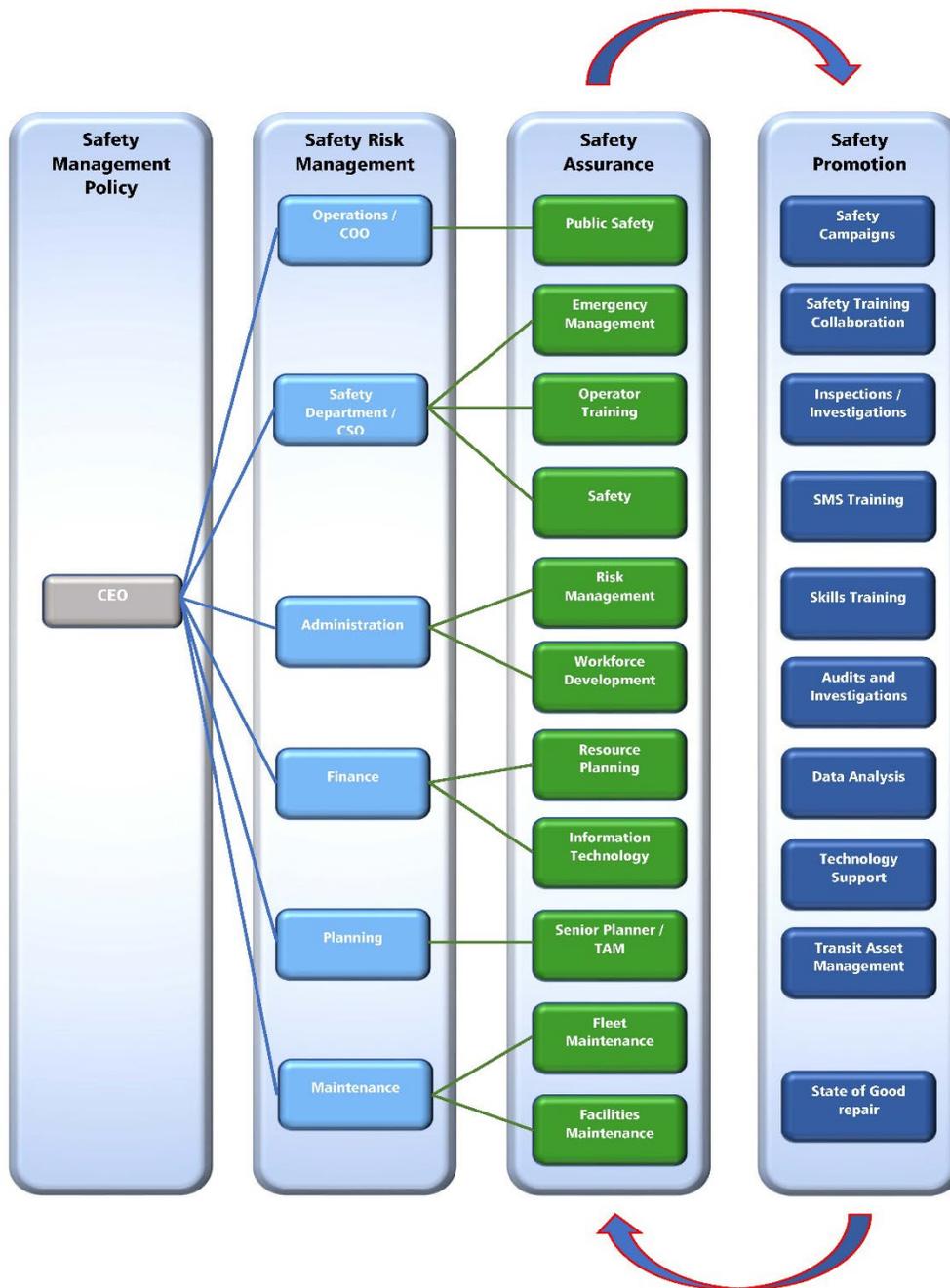


Figure 2 - Pierce Transit SMS Organization Chart

2.5.1 Safety Responsibilities of Chief Executive Officer (CEO)

The CEO’s authorities and responsibilities for the SMS Plan include:

- Acts as the Agency's safety advocate;
- Has full authority for human resource issues;
- Maintains authority for major financial issues;
- Directs responsibility for the conduct of the Agency's affairs;

- Has final authority over agency operations;
- Establishes and promotes safety policy;
- Collaborates with the Safety Department to establish the Agency's safety objectives and safety targets and;
- Has final responsibility for the resolution of all safety issues.

2.5.2 Safety Responsibilities of Chief Safety Officer (CSO)

The Chief Safety Officer (CSO) has the oversight authority and responsibility for implementation of the Agency's Safety Management System (SMS) and reports directly to the CEO. The CSO is responsible for providing resources, executive-level safety advocacy, direction to the Safety Department and collaborates with all Agency departments for managing day-to-day implementation and operation of the Agency's SMS.

2.5.3 Duties of the Chief Safety Officer

The safety of operations rests with the relevant agency managers. The Chief Safety Officer's role is to assist those managers with safe operations. The duties of the Chief Safety Officer include taking a lead role in:

- Developing/maintaining safety policies, plans, procedures, and processes and developing and maintaining a proactive SMS Plan/program.
- Providing advice for developing realistic and data-driven safety performance indicators and safety performance targets.
- Jointly engaging, with Risk Management, in safety audit activities, including verifying compliance with the SMS Plan with relevant legislation, guidelines and standards.
- Providing advice, interpretation, and recommendations over technical matters such as safety design and systems in new bus purchases; facility renovations; decommissioning of old equipment; and other areas (e.g., standards for safe working, job hazard analyses and assisting with the development of Standard Operating Procedures (SOPs)).
- Collaborating with all departments on policies, plans, standards, and programs related to bus operator and system safety activities that involve passenger injuries or incidents (e.g., aggressive behavior), pedestrian incidents or incidents with other road users (e.g., collisions caused by aggressive behavior), preventing and mitigating transit worker assaults, emergency response and security procedures for Agency-wide initiatives.
- Providing support, direction and/or advice on programs with region-wide significance, such as best practices and transit center safety guidelines, in which the Agency works with the Sound Transit (ST) Joint Bus Safety Committee and/or Washington State Transit Insurance Pool (WSTIP).
- Leading the development of safety training, competency and awareness programs

and providing advice, input, and final review in the development of training activities.

- Supporting and participating in Health and Wellness Programs covering the policies, plans, procedures, and processes related to employee health and wellness, including health promotions, Safety Day, fitness for work, vaccinations and the Employee Assistance Program.
- Developing a coherent system safety management program that will ensure the Agency meets environmental, safety and health requirements.
- Tailoring safety management plans for conduct of operations based upon risk.
- Allocating safety resources based on work, associated hazards, and importance of facilities/activities.
- Providing training and education programs that maintain competency in safety-critical areas.
- Measuring and reporting program effectiveness in a form that is useful and relevant.

2.5.4 Safety Responsibilities of Executive Directors and Managers

- The SMS plan roles, responsibilities, and accountabilities of the positions on the Pierce Transit SMS Organization Chart (Figure 2) are explicitly outlined in this document.
- Executive Directors and Managers are accountable to ensure that employees have been familiarized and comply with safety processes/procedures and reporting contained within this document.
- All managers are to ensure that sufficient resources are available to achieve the outcomes of the SMS plan.
- The structure of the Agency is documented so everyone understands their roles and responsibilities.
- To demonstrate their ongoing support for the SMS plan, managers will:
 - Actively support and promote the SMS plan by reviewing each year the sections that apply to their respective departments and managerial job duties;
 - Cooperate with the Safety Department staff;
 - Ensure due processes and procedures are in place for safe operations;
 - Make sufficient resources available to support the SMS plan;
 - Continually monitor all Agency areas, as outlined in the SMS plan.
- Directors and managers responsible for managing outside contractors will adhere to the following:

When contractors work on transit property, certain requirements must be applied to all members of the contractor work force. This is essential for the safety of passengers, transit employees, contractors, and protection of transit property.

Responsibility for safety on multi-employer worksites is not addressed by the State of Washington in a specific WAC Code; however, responsibility has been established through case law, WISHA Regional Directives, and instruction documents for OSHA and Washington Department of Safety and Health (DOSH) inspectors. Pierce Transit has a duty to inform contractors when known hazards exist. Any unsafe act observed by the contracting agency must be addressed, up to and including work stoppage.

Before working onsite, all contractors agree to abide by all local, state and federal safety regulations in the contract with Pierce Transit. Contractors must submit site-specific safety plans before starting any work onsite and are expected to perform their work in a safe manner and not expose themselves, Pierce Transit employees or the public to risk of harm. The Safety Department will discuss any special safety issues, procedures or circumstances the contractor expects to encounter onsite. The pre-work safety process includes a Contractor Safety Checklist, which is a documented dialog of safety expectations from Pierce Transit to the contractor. The Contractor Safety Checklist, which may be found in Appendix H of this document, includes (but may not be limited to) the following:

- General Work Rules
- Personal Protective Equipment
- Hazardous Chemicals
- Emergency Equipment
- Reporting Injuries, Illness & Incidents
- Material Storage and Movement
- Safe Electrical Work Practices
- Personal Hygiene/Housekeeping
- Doorways
- Smoking
- Hot Work Permits
- Lockout – Tagout
- Asbestos Encapsulation
- Drug Free Workplace
- Other Safety Systems and Components as Applicable
- COVID-19 Prevention Plan

A copy of our Safety Guidelines for Visitors and Contractors can be found in Appendix I.

2.5.5 Safety Responsibilities of Emergency Management Administrator

The Emergency Management Administrator develops, implements, coordinates and facilitates the Agency's All Hazards Emergency Response Plans per the guidelines set by the National Incident Management System (NIMS), including the incident command configurations. The Emergency Management Administrator:

- Develops and maintains the implementation of the Agency's emergency response plans ensuring the plans integrate the Agency's strategic goals with emergency preparedness measures.

-
- Functions as liaison representing Pierce Transit’s participation as a partner Agency in the Pierce County Comprehensive Emergency Management Plan (presently occupying Emergency Support Function 1).
 - Functions as the liaison to Pierce County for the Department of Homeland Security Region 5 activities to include completing the Agency’s annex to the Region 5 Hazard Mitigation Plan.
 - Reconciles resource availability and service capability “gaps” across the departments to ensure division objectives support the Agency’s vision, mission and goals.
 - Facilitates the Agency Emergency Operation Center (EOC) work groups that are comprised of representatives from various departments and divisions. Develops an annual work plan and sets milestones to evaluate the effectiveness of the Agency’s readiness and response plans. The work group identifies recommendations to the Leadership Team regarding new policies and practices that distinguish Pierce Transit as a regional and national leader in emergency preparedness within the transit industry.
 - Responsible for the Agency Emergency Operation Center and ensuring that it is operationally ready for activation.
 - Collaborates with all departments and obtain their feedback when revising plans or creating new Agency plans.
 - Ensures that Agency emergency plans are up-to-date and consistent with local, state, and federal guidelines.

2.5.6 Safety Responsibilities of Supervisor

Provide adequate supervision in monitoring operations, providing information, instruction and training to ensure Pierce Transit effectively develops and implements its safety policies.

Supervisors are accountable to ensure that employees have been familiarized and comply with safety processes/procedures and reporting referenced within this document. When work assigned to an employee includes executing safety-critical tasks, the supervisor shall ensure the safety-critical task can be completed, even if it requires putting other work aside until the safety-critical task is completed.

Duties and responsibilities of key personnel are also found in one or more of the following:

- Safety manuals (e.g., Accident Prevention Plan (APP), etc.);
- Operator’s manual;
- Safety-related Policies, Rules, Procedures and Tasks (PRPTs) on the agency’s Intranet;
- Information in this SMS plan documentation;
- Job descriptions;
- My-EOP App

2.5.7 Safety Responsibilities of Pierce Transit Employees

All employees are responsible for and empowered to:

- Ensure that they are familiar and comply with safety processes/procedures and reporting contained within this document.
- Ensure their work areas and equipment are in safe operating condition;
- Ensure every task/job performed is completed safely and free from recognized hazards;
- Identify, assess, control and report hazards;
- Cooperate with Safety Department staff and Safety Committee members;
- Safeguard and identify hazards that could effect co-workers;
- Follow established procedures and policies;
- Identify and report situations where procedures are not adequate;
- Ask for assistance if their skills, physical capabilities and/or knowledge are not adequate to complete the task;
- Stop and report work and situations they deem unsafe; and
- Demonstrate safe work behaviors.

2.5.8 Safety Responsibilities Matrix

This safety responsibility matrix below outlines the duty assigned to each position or role and the ways these responsibilities are measured. There are sufficient staffing levels to carry out these risk-management tasks.

	Facilities Maintenance	Finance / PMO	IT	Planning/Dev	Safety	Risk Mgt.	Public Safety	Training	Service Delivery	Human Resources	Fleet Maintenance	Executive
1. Policy Statement and Authority for SMS Plan					R							P
2. Description of Purpose for SMS Plan					P	S						R
3. Goals for the SMS Plan	S	S	S	S	P	S	S	S	S	S	S	R
4. Identifiable and Attainable Objectives	S	S	S	S	P	S	S	S	S	S	S	S
5. System Description/Organizational Structure	S				P	S				R		S
Key Code: P=Primary Responsibility S=Support Responsibility R=Review Responsibility												

	Facilities Maintenance	Finance / PMO	IT	Planning/Dev	Safety	Risk Mgt.	Public Safety	Training	Service Delivery	Human Resources	Fleet Maintenance	Executive
6. Plan Control and Update Procedures	R	R	R	R	P	R	R	R	R	R	R	S
7. Hazard Identification/Resolution Process	S	S	S	S	P	S	S	P	S	S	S	S
8. Accident/Incident Reporting and Investigation	S	S			R / S	R / S	P	S	P	S	S	S
9. Facilities Inspections (Includes Systems Equipment and Rolling Stock) – See APP	P	P	P	P	R	P	P	P	P	P	P	S
10. Maintenance Audits/Inspections (All Systems and Facilities) – See APP	P		S		R	S					P	S
11. Rules/Procedures Review	S	S	S	S	P	S	S	S	S	S	S	S
12. Training and Certification Review/Audit	P				R	P		P	P	P	P	
13. Emergency Planning and Response	S	S	S	S	P	S	P	S	S	S	S	R
14. System Modification Review/Approval Process	P	P	P	P	P	R / S	P	P	P	P	P	P
15. Safety Data Acquisition/Analysis	P	P	S	P	P	P	P	P	P	P	P	R / S
16. Interdepartmental/ Interagency Coordination	P	P	P	P	P	P	P	P	P	P	P	P

Key Code: P=Primary Responsibility S=Support Responsibility R=Review Responsibility

	Facilities Maintenance	Finance / PMO	IT	Planning/Dev	Safety	Risk Mgt.	Public Safety	Training	Service Delivery	Human Resources	Fleet Maintenance	Executive
17. Configuration Management	P	P	P	P	P	R / S	P	P	P	P	P	P
18. Employee Safety Programs – See APP	P	P	P	P	P	P	P	P	P	P	P	P
19. Hazardous Materials Programs – See APP	P	S	S	S	R / S	S	S	S	S	S	P	S
20. Drug and Alcohol Abuse Programs	R / S	R / S	R / S	R / S	R / S	P	R / S	R / S	R / S	R / S	R / S	P
21. Contractor Safety Coordination	P	P	P	P	P	P	P	P	P	P	P	P
22. Procurement	P	P	P	P	P	P	P	P	P	P	P	P
23. Alternative Fuels and Safety	P	S	S	S	R / S	R / S	S	R / S	R / S	S	P	R / S
24. Operating Environment and Passenger Facility Management	P	P	R / S	S	P	P	R	P	P	S	S	S
25. Security	R / S	R / S	P	S	P	R / S	P	R / S	R / S	R / S	R / S	R / S
26. Internal Safety Audit Process	P	P	P	P	P	P	P	P	P	P	P	S
Key Code: P=Primary Responsibility S=Support Responsibility R=Review Responsibility												

2.6 Public Safety and Emergency Management Interaction

The Safety Department (SD) is responsible for developing plans and procedures to contend with emergencies and making contingency plans to return to normal operations. Each department within the Agency takes part in and collaborates with the SD in the emergency planning for the Agency.

1. **Emergency Management Administrator (under the direction of CSO)**

takes the lead in coordinating the agency’s emergency responses and the Emergency Operations Center (EOC). The Emergency Management Administrator serves as the Pierce Transit Emergency Management Liaison and works closely with the Pierce County Emergency Management Office to arrange training and exercises for Pierce Transit employees. During an emergency, this position helps with the following:

- Notifications to Agency personnel
- Emergency evacuation assistance
- Detour preparation when an emergency plan is implemented (working closely with Scheduling, Planning and Service Delivery Departments to coordinate the detour)
- Public Safety, SHUTTLE and Fixed Route radio communications
- Emergency Management liaison
- Pierce Transit EOC activation
- Situational Report (SIT Rep)
- Returning to normal operations

The position of Emergency Management Administrator is working to maintain the following*:

- [Emergency Communications Plan](#)
- [Inclement Weather Response Plan](#)
- [Emergency CNG Refueling Plan](#)
- [Pandemic Response Plan](#)
- [COVID-19 Prevention Plan](#)
- [Private Medication Center Plan](#)
- [Active Shooter Plan](#)
- [Emergency Evacuation Plan](#)
- [Continuity of Operations Plan \(COOP\)](#)
- [All Hazards Emergency Plan](#)
- Narcan (Naloxone) Administration Protocols
- Wildfire Smoke – Accident Prevention Plan Addendum

* Plans completed will have a hyperlink to their location on the PULSE page (current as of 2/27/2023) unless protected by Sensitive Security Information (SSI).

The Emergency Management Administrator works collaboratively with the Department of Public Safety to work on public safety and security emergency response. This collaboration is responsible for developing, implementing, and

updating public safety and security emergency response procedures, including but not limited to:

- Early Warning System (EWS)
- Bomb Threats
- Active Shooter Training (posted in NEOGOV)
- Workplace Violence
- Physical Security

The Agency’s security plan is covered under the SSEPP (System Security Emergency Preparedness Plan) this plan is continuously updated through each year and reviewed annually.

The Agency uses the “My-EOP” mobile application (app) to help first responders such as managers, field supervisors and emergency support staff stay on top of the latest emergency response procedures and plans, emergency operating procedures, and emergency contact list. My-EOP is maintained and updated regularly by the Emergency Management Administrator.

Below is the general summary of resources available in the My-EOP mobile application:

- Bus Bridge Request
- Peer Support Team
- Community Resources
- Emergency Alarms
- Emergency Procedures
- Events
- Field Shift Duties
- Manuals/User Guides
- PT Alerts (Everbridge)
- PT and ST Fares
- PT Emergency Plans
- Telephone Numbers and Addresses (for key PT personnel)

2. **The Department of Public Safety** is responsible for providing security at transit centers that are served by Pierce Transit buses.

Pierce Transit contracts with the Pierce County Sheriff’s Department for Transit Police. Under the Washington Police Powers Act, police departments in Washington State are required to issue letters of concurrence with all other police departments for mutual assistance. If an emergency is declared, assistance is provided.

At Pierce Transit, a contracted Chief of Public Safety reports to the Chief Operating Officer. Uniformed police officers serve Pierce Transit under contract through the Pierce County Sheriff’s Office, City of Puyallup, City of Lakewood, City of Federal Way, along with uniformed private security, and our in-house Public Safety Officers (PSOs) that report to the Public Safety Chief.

Threat and Vulnerability Assessments are an important part of the Security Program. At Pierce Transit, the department of Public Safety in collaboration with the Safety Department is responsible for the Threat and Vulnerability Assessment at regular intervals. Coordination of Threat and Vulnerability Assessment revision in 2022.

Pierce Transit partners with the Transportation Security Administration (TSA) annually to conduct Security Enhancement Through Assessment (SETA) exercises and Exercise Information System (EXIS) tabletops. These exercises challenge our established security policies and procedures and allow us to examine are readiness through tabletop scenarios.

Through this partnership, Pierce Transit conducted three SETA exercises and one EXIS exercise in 2022. In 2023, we have planned for three SETA exercises and three EXIS tabletop scenarios. IN addition, we have also planned for two SETA exercises specific to our Fleet Maintenance team.

We also partner with local law enforcement agency, in 2023 we hosted the Tacoma Police Department SWAT team for training on our coaches. Training included coach operations and mechanical considerations, breech, and assault and how our camera system could be used by the SWAT team. In 2023, we have this same training scheduled with the Pierce County Sheriff Department SWAT team to allow them familiarization and to exercise the same training as the Tacoma SWAT team.

We also conduct Active Shooter training through tabletop exercises and Stop the Bleed training with our local fire department.

Security Awareness Training and ICS Overview is provided for employees. The Safety Department collaborates with the TSA to provide initial training during new employee orientation as well as refresher training annually or as needed. See Appendix R for matrix of required ICS courses by position at agency.

Crime Prevention through Environmental Design (CPTED) is an important concept used within the Security Program. It is important that security is involved in review of new projects. Base Master Plan includes CPTED planning for existing upgrades and new facility designs. SSMP currently being revised to include Bus Rapid Transit (BRT).

Pierce Transit maintains a Passenger Exclusion Program, which is currently shared within Law Enforcement.

2.7 Interface with Internal and External Documents

The following Pierce Transit documents* are incorporated by reference as part of the Agency's Public Transportation Agency Safety Plan:

- Accident Prevention Plan (APP)
- Risk Management Manual
- Risk and Insurance Handbook
- Transit Asset Management Plan (TAMP)
- Inclement Weather Response Plan (IWRP)
- Workplace Security Plan
- System Security & Emergency Preparedness Plan (SSEPP), which includes Threat and Vulnerability Assessments
- Collective Bargaining Agreement (CBA)
- Maintenance Work Rules
- Operator’s Handbook
- Job Descriptions (competency-based provisions)
- Job Hazard Analysis
- FTA Drug and Alcohol Policy
- Emergency CNG Refueling Plan
- Safety Data Sheets (SDSs)
- Safety and Security Management Plan (SSMP)

* These documents are available upon request.

2.7.1 Workplace Chemicals

Pierce Transit will comply with state and federal Hazard Communication, or Right to Know laws. All chemical products are inventoried, and Safety Data Sheets (SDSs under Global Harmonization) are made available for each chemical on the inventory.

Pierce Transit uses the Washington State Transit Insurance Pool (WSTIP) program for managing SDSs. The WSTIP database includes many SDSs, and Pierce Transit can add SDSs if they are not already included. Pierce Transit maintains a folder of SDSs in their inventory. A pre-screen approval process for chemicals is included in the purchasing process: Anyone ordering a chemical must first check to see if the SDS is in the system. Periodic physical audits are conducted.

In managing inventory, it is very important to establish policies that vendors cannot provide “free samples” (Pierce Transit has such policies in place). “Free” chemical product can result in high disposal costs as hazardous waste and having chemical products on site that have not been approved and added to the inventory can result in fines by regulatory agencies.

All employees must receive Hazard Communication training as required by state and federal laws. Even office employees may be exposed to chemicals, such as printer toner, whiteboard cleaner or other office chemicals, and must receive a basic level of Hazard Communication training. At Pierce Transit, this is covered in New Employee Orientation.

Employees who work regularly with industrial chemicals may require additional training on the hazards of those chemicals. Chemicals that are corrosive or require

higher levels of personal protective equipment may require chemical hazard specific training. Employees are required to read and comply with warnings and precautions on Safety Data Sheets of all chemicals before use.

2.8 Plan Reviews and Recordkeeping

Note: This document is submitted for review to the FTA Technical Assistance Center annually as part of the annual revision process.

The Safety and Risk Management departments are responsible for coordinating the annual review and update of the Agency's PTASP. Representatives from participating departments are required to contribute to the review process. Changes, updates or additions to the PTASP might be prompted by such occurrences as change in trends, policy or process change, organizational structure or recommendations by qualified internal/external reviewing entities. Major substantive changes to the PTASP will be presented annually on or around the 2nd quarter meeting to the Board of Commissioners for approval after being reviewed and accepted by the Safety Committee and then signed by the CEO (Accountable Executive). This document will be retained for 3 years after creation and be made available upon request by the FTA or other regulatory entities according to retention schedules.

I. PLAN REVIEW OBJECTIVE:

Evaluate the effectiveness of implementing the agency's Safety Management System (SMS), especially how the new PTASP lays a foundation of safety management, sets safety objectives, identifies roles and responsibility, and communicates to all members of the agency. Plan components are to be reviewed by section quarterly each year in order to complete entire plan components annually. Internal review is scheduled to be conducted by an ISO 45001 certified auditor.

II. REVIEW SCOPE:

This review focuses on the first of the four pillars of Pierce Transit PTASP under Section 2 – Safety Management Policy. The review covers all four (4) main parts of Safety Management Policy, which includes:

- a) Safety Management Policy Statement
- b) Safety Accountability and Responsibility
- c) Public Safety and Emergency Management Interaction
- d) SMS Communication, Documentation, and Records

III. REFERENCE & CRITERIA:

ISO 45001 standard for management systems of occupational health and safety (OH&S), published in March 2018. (The goal of ISO 45001 is the reduction of occupational

injuries and diseases) [PTASP Final Rules (49 C.F.R Part 673), Pierce Transit PTASP, and its related procedures are used as the reference and criteria for this internal review.

3 Safety Risk Management

Pierce Transit’s Safety Risk Management (SRM) component comprises the process, activities, and tools that the Agency uses to identify and analyze hazards, the mitigation of those hazards and any residual risk. The flow chart below describes the SRM process. Furthermore, the Risk Management Department will serve as a central receiving hub for safety-related data and will serve as a resource for Agency departments as they establish goals, benchmarks and KPIs. Each year the Risk Management Department will conduct an internal assessment of one component of the PTASP - Safety Policy, Safety Risk Management, Safety Assurance or Safety Promotion. Findings will be shared with the appropriate Agency employees and executive staff.

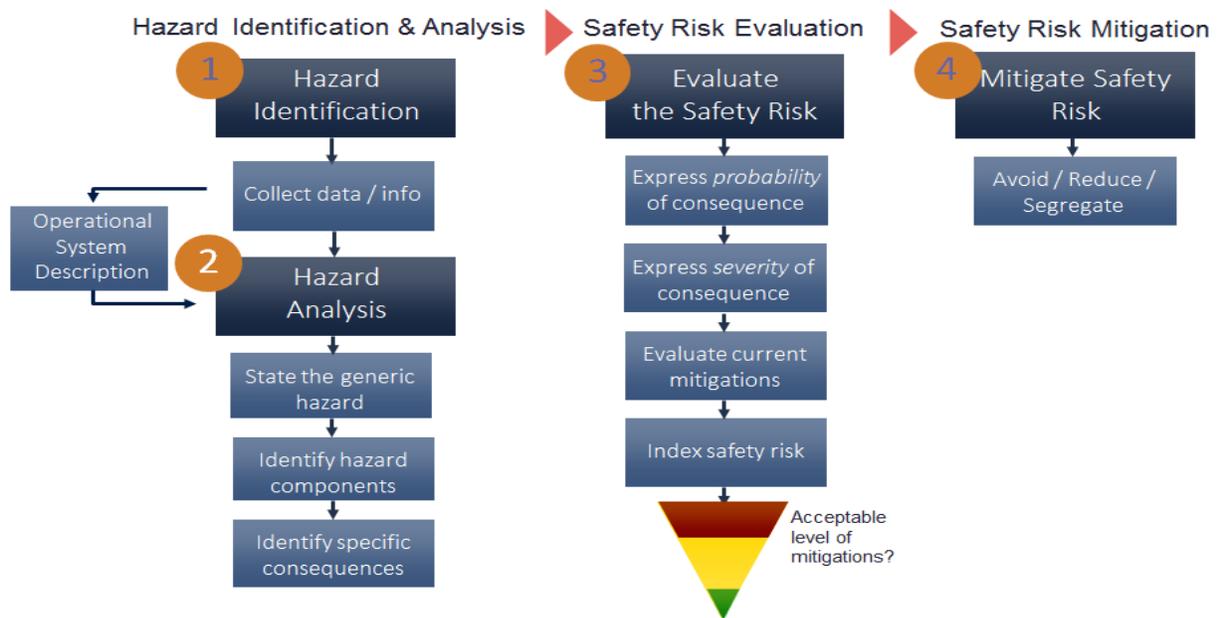


Figure 3 – Safety Risk Management Flow Chart

3.1 Hazard Identification and Analysis

The Federal Transit Administration (FTA) defines a hazard in 49 C.F.R. Part 673.5 as “any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.”

As the first two steps in the Safety Risk Assessment process, hazard identification and analysis are tools the Agency uses to identify and address hazards before they escalate into incidents or accidents. At Pierce Transit, hazards are identified through the following activities:

- Risk Assessment and Impact Analysis (RAIA)*
- Employee safety reporting
- Customer service reporting

- Observations of operations
- Safety inspections
- Incident reporting and investigation
- Incident, injuries, and accident history
- Items discussed at the Agency Safety Committee
- Items discussed at the Sound Transit Joint Bus Safety Committee (JBSC)
- Legislation, industry standards, checklists, or external consultants
- Data trending reports made available through incident, injury and accident history, insurance carriers and pools (e.g., WSTIP), and local authorities
- Data and information from FTA and other oversight authorities
- Review and audit of safety policies and procedures, and safety instructions for equipment and materials

*The Pierce Transit RAIA is being reformatted to reflect changing projects and updated associated plans. Portions of the RAIA may be available upon request to those with a legitimate need to know, as the RAIA does contain Sensitive Security Information (SSI). Please contact the Emergency Management Administrator or the Pierce Transit Risk Management Department to apply.

3.1.1 Job Hazard Analysis (JHA)

A Job Hazard Analysis (JHA) describes the high-risk work activities that take place in a workplace, the hazards and risks arising from these activities, and the measures that should be put in place to control the risks. A JHA focuses on:

- The job steps
- The potential hazards associated in undertaking the job steps
- The hazard control measures required to eliminate the risk of injury, or reduce the risk to an acceptable level

The primary purpose of a JHA is to help supervisors and workers implement and monitor workplace control measures that are established to ensure high risk work is carried out safely.

A Job Hazard Analysis (JHA) must:

- 1) Specify hazards relating to the work and risks to health and safety associated with those hazards
- 2) Describe the measures that must be put in place to control the risks
- 3) Describe how the control measures are to be implemented, monitored, and reviewed
- 4) Take into account all relevant matters, including circumstances in the workplace that may affect the way in which the task is carried out. This must be expressed in a way that is readily available and understandable to employees who use it.

The JHA must be reviewed, approved, and signed by the supervisor before the task is started. When training the employee, the supervisor should give the employee a copy of the JHA and document any training which has taken place. Understanding every job

step is very important. Whenever a job step changes or a new step is introduced, the JHA must be reviewed/updated, and employee retraining is to take place.

The key reasons for completing a JHA are to encourage teamwork (especially with new employees), involve everyone performing the job in the process, and elevate awareness.

An example of a completed JHA can be found in Appendix A.

3.1.2 Risk Assessment Survey

The Risk Assessment Survey (part of the Risk Assessment and Impact Analysis (RAIA)) is used to identify the potential hazard exposures related to an activity or operations, analyze the potential impacts associated with those exposures, and propose controls to reduce the level of risk. The Risk Assessment Survey provides a comprehensive assessment of operational risks. For Safety Assurance, the Risk Assessment Survey is also designed to help evaluate the effectiveness of existing controls that often lead to the identification of emerging risks.

3.1.3 Employee Safety Reporting Program

At Pierce Transit, our objective is to cultivate and foster a proactive safety culture in which employees are comfortable and encouraged to bring safety concerns to the attention of Agency leaders. We recognize that our employees are most familiar with the details of their respective jobs and work environment, which makes their input crucial to maintaining safety in the workplace. Therefore, when witnessing an unsafe act or noticing an unsafe condition or near miss, employees must promptly report the unsafe condition or act to their direct supervisor, manager, the Safety Department, and/or Safety Committee Representatives, and should receive a clear answer to their concern.

No person will be penalized or retaliated against for bringing safety issues to the attention of management. This statement does not apply to information received from a source other than the employee, or which involves an illegal act, or a deliberate or willful disregard of regulations or procedures.

There are several ways employees can report their safety concerns to management:

- 1) Report directly to their supervisors or managers
- 2) Report directly to the Safety Department
- 3) Report through a Safety Committee Representative
- 4) Entry on the Route and Schedule Reporting Form
- 5) Create and submit an Incident Report
- 6) Report through the Communication Center
- 7) Call or email the Safety Hotline at 253-983-3330 or safetyhotline@piercetransit.org
- 8) Form submitted to the Safety Suggestion Box
- 9) Electronic safety suggestion submitted via QR code



All safety concerns and comments are investigated and reviewed with response to the submitter (if identified) by the direct supervisor, manager or the Safety Department in a timely manner. All submissions and responses are logged in our Corrective Action Log in Trackit.

3.1.4 Customer Service Reporting

Customers are also our partners in safety. We encourage our customers to bring their safety concerns to our attention, whether through our bus operators or our Customer Service Team. Customer Service’s contact information is available on every coach, or they can be reached through our website (PierceTransit.org), by telephone or in person at the Pierce Transit Customer Service Center at Tacoma Dome Station. The Customer Service Team is responsible for documenting and forwarding the customer’s concern to the appropriate individual or department for resolution. The flowchart for customer comments is below.

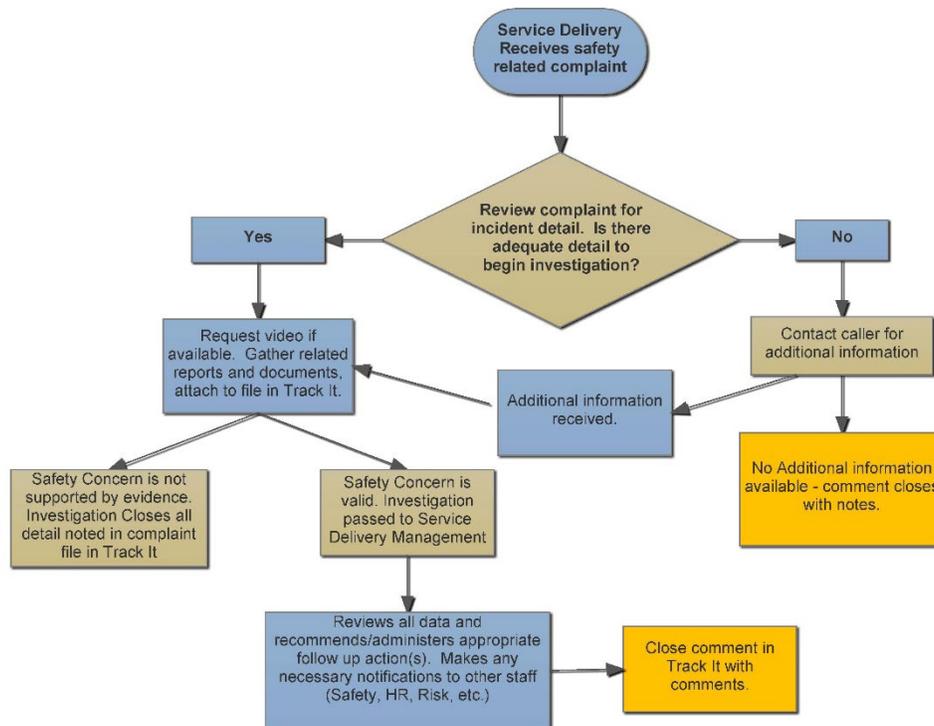


Figure 4 – Customer Comment Flowchart

3.1.5 Observations of Operations

Pierce Transit adopts programs to help identify and monitor the safety of our transit system including driving behavior, facility and operational safety. The purpose of these programs is to identify hazardous behaviors, locations and system processes for quick resolution.

3.1.5.1 Guest Rider Program

The Guest Rider Program provides a framework and guidelines for transit agencies to exchange experienced, knowledgeable staff (supervisors and operators) that can

anonymously observe and provide feedback on individual operators and the entire transit system’s performance. This program is sponsored by Washington State Transit Insurance Pool (WSTIP) and transit agencies that commit to participate. Participating agencies work together to determine the appropriate staff and Guest Ride dates based on available resources and needs.

Feedback is provided on a Guest Rider Feedback Form. This form provides observations on:

- 1) Driving skills
- 2) Passenger relations
- 3) Bus stops
- 4) Schedules
- 5) Customer service
- 6) Basic routing
- 7) Bus conditions
- 8) Transfer centers

Pierce Transit uses this feedback to identify individual areas for operator development and/or identify gaps in our training program that need to be addressed. This program also provides an objective look at our transit service from a rider’s point of view.

A copy of the Guest Rider Feedback Form can be found in Appendix B.

3.1.5.1.1 Mystery Shopper Services

Our Service Delivery and Support Department has contracted with vendors to provide “mystery rider” services for our transit system. This project is intended to provide an assessment of the agency’s overall performance against its stated customer service objectives: ensure safety, provide outstanding customer service, enable organizational development, and exemplify financial stewardship, and retain the community’s trust. Collected information is used to assess organizational strengths and weaknesses and improve where necessary. The information is used to provide feedback to employees as to their performance in providing excellent customer service and performing safely.

3.1.5.2 Operator Observations made by Service Supervisors and Instructors

Service Supervisors and Instructors also provide observations as outlined below:

- Service Support Supervisors are required to complete a minimum of one Operator Observation (OB) per week.
- Training Department Instructors complete several “onboard” Operator Performance Evaluations (PE) per month.
- Service Supervisors follow the selected vehicle unobserved to evaluate the performance of the operator for 20 minutes or more.
- Operator Observations and Performance Evaluations are conducted using an electronic form in the Trackit program.
- Supervisors and Instructors select operators to evaluate based on the information in the Trackit and DriveCam systems. Observations are

documented by the day and time they are completed on the Tracking Sheet. When the form is updated, all the most recent observation stats are extracted from the Trackit and DriveCam systems. Generally, senior operators are required to receive one annual OB and one PE. New hire operators will receive more than one PE and OB during their first year.

Operators with frequently identified or reported risky behaviors may receive additional OB's or PE's to evaluate and coach more frequently as necessary to help change behavior. Those groups are:

- Operators identified in specific risk groups (e.g., two years or less experience, or with a specific focus based on trends)
- Operators with preventable events or multiple events of any safety-related nature
- Special requests from the Safety Department, Operations or Training Department
- Special evaluations due to reported trends or concerns
- Customer Service complaints specific to safe operation

The Trackit system records information and maintains a record of the evaluation. Managers; Training; Risk; Safety; and Service Support employees may access the information to work on needed training and/or corrective coaching.

The following charts are examples of the work done in 2020:



3.1.5.3 DriveCam

The DriveCam (DC) Safety System is a complete driver safety program proven to change driver behavior through a combination of expert event review and analysis, advanced analytics, prioritization, and comprehensive driver coaching. The system helps Pierce Transit actively manage employees who drive agency vehicles (revenue and non-revenue alike) with dedicated support from a team of experts that monitor driver safety

behavior. The system uses:

- A camera with sensors and LTE cellular with Bluetooth connectivity to communicate incidents;
- 8 high-lumen, infrared LED lighting for inside view at night with a 130+ degree view;
- 10 Frames Per Second video capture;
- 9 axis accelerometer;
- Built in g-force sensor; and
- Built in GPS.

This system is;

- Compatible with 12VDC and 24VDC vehicles;
- Capable of capturing drivers with left- and right-hand steering;
- Tamper-resistant with fault indicators; and
- Capable of storing up to 800 events for remote sites that may experience extended periods between downloads.

The result of this technology is a 12-second video recorded when a triggering event occurs (8 seconds before the event, 4 seconds after). These clips are reviewed with each vehicle driver within 24 hours of the event. The DriveCam program analytics and clips are intended to reduce risky behavior by helping employees identify ways to stop unsafe driving behaviors.

In addition, use of this system allows Pierce Transit to identify and recognize employees who exhibit safe, professional defensive driving behaviors in the performance of their duties. A sample DriveCam “Distinguished Driver Award” can be found in Appendix C. A DriveCam Safety Program Presentation can be found in Appendix D.

DriveCam Incident

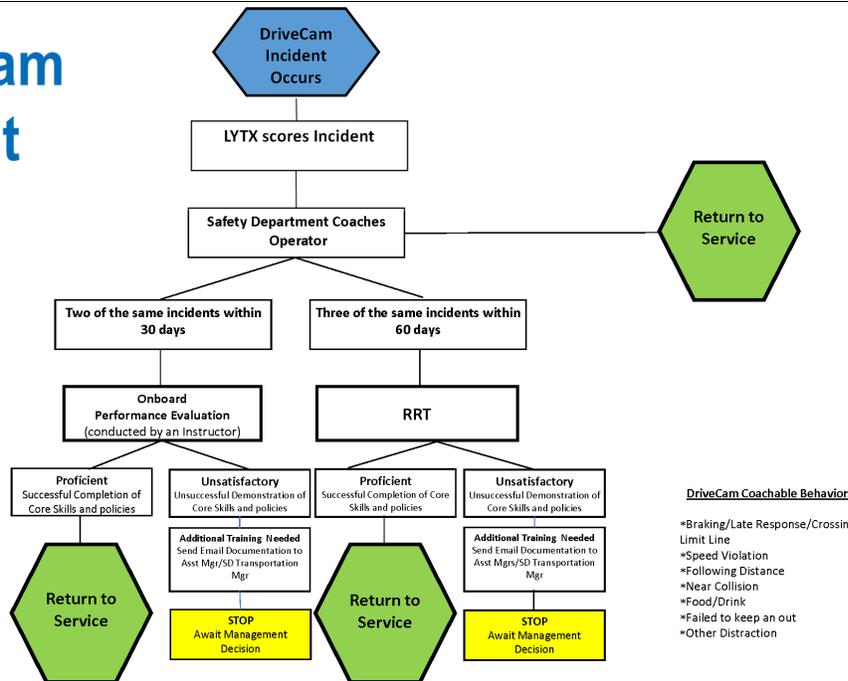


Figure 5 – Pierce Transit DriveCam Incident Flowchart

3.1.6 Conflict and Assault Prevention Program

The Pierce Transit Conflict and Assault Prevention Program (CAPP) takes a multi-tiered approach to prevent violence against our employees. This program was created by a collaboration of the Pierce Transit Department of Public Safety, Service Delivery & Support, the Safety Department, and the Training Department. The program focuses on employee well-being and protection, priority police responses (all jurisdictions), up to the minute data analysis, and de-escalation training for operators and maintenance employees.

Pierce Transit Management places a high priority on police responding to every assault reported to the Communications Center (Comm Center), and each case is thoroughly reviewed. While Service Delivery staff ensures that operators receive timely medical and personal attention, they will also conduct internal hazard analyses on how to further reduce the risks to operators and determine whether training and/or additional support is needed.

Regular policy reviews concerning relevant customer service will occur when trending warrants additional training opportunities or when requested by employees. Post incident coaching and training will be conducted by Service Delivery staff; the Training Department, Customer Satisfaction Coordinator or the Department of Public Safety as outlined in this document. A copy of the CAPP can be found in Appendix P.

The CAPP Process

Assaults and acts of aggression should be reported to the Comm Center as soon as they can practically be forwarded and processed. However, not all these incidents will be reported through this normal channel. Managers and Supervisors should be alert to capture and process verbal conversations, written event reports, E-alerts from the Comm Center, Security Incident Reports, Employee Injury Reports, and radio log entries. Management should endeavor to quickly identify these occurrences to Pierce Transit entities involved in the processing of information in order to assist the employee(s) involved. Communicating this information and ensuring it is acted upon will be the combined responsibility of the CAPP Team:

- **Pierce Transit (PT) Communications Center:**
CommCenterControllers@piercetransit.org,
- **PT Department of Public Safety:**
PublicSafetyDepartment@piercetransit.org,
- **Service Delivery and Support, Transportation Manager, Assistant Managers and Customer Satisfaction Coordinator:**
TransportationManagementServiceDelivery@piercetransit.org,
- **PT Training Department:** BusSafetyandTraining@piercetransit.org
- **PT Safety Department** - Safety Administrator: jhovde@piercetransit.org, Safety Coordinator, DriveCam Administrator: bmackie@piercetransit.org, Chief Safety Officer: rreese@piercetransit.org, Safety Division Assistant: ckelter@piercetransit.org
- **Peer Support (CISM) -** CISMTeam@piercetransit.org

3.1.7 Safety Inspections

Safety inspections are performed to:

- Identify hazards, risks and unsafe practices by inspecting areas with a designated department representative.
- Proactively take corrective actions by noting and photographing concerning findings and abatement issues. Items which can be abated immediately will be done on the spot and a record of the abatement notated.
- Promote a safe and healthy working environment by providing a systematic and consistent inspection schedule to identify hazards, risk and unsafe practices.
- Serve as a positive performance indicator and encourage safe work practices by documenting that we are achieving our safety goals and acknowledging employees who are observing safety policies when performing their work.

- Observe employees performing duties in order to ensure safe work procedures are taking place.

Each department is required to complete safety walkthroughs. These are conducted informally each day and formally each month. Daily walkthroughs will consist of a department representative walking their immediate work area and correcting any unsafe findings. If the finding requires assistance, the inspector will document and forward to the appropriate department.

Monthly formal walkthroughs will include completing an area-specific safety walkthrough form. Completed forms and photos of deficient area or equipment will be submitted to the Safety Department by the last working day of the month via the Safety Hotline or Trackit. Safety Inspection forms are located on the PULSE page and an example can be found in Appendix E of this document.

The Safety Department will conduct formal Facility Safety inspections each quarter. These inspections may include Pierce Transit headquarter buildings as well as transit centers operated by Pierce Transit or occupied by Pierce Transit personnel. The Safety Department will ensure that facility safety concerns are routed to the appropriate department for immediate investigation and mitigation.

Hazards are rated in terms of their effects on employees and/or the transit system. Severity categories are defined as:

- **Category I – Catastrophic**
Operating conditions are such that human error, environment, design deficiencies, element, sub-system or component failure or procedural deficiencies may cause ***death or major system loss***, thereby requiring immediate cessation of the unsafe activity or operation.
- **Category II – Critical**
Operating conditions are such that human error, environment, design deficiencies, element, sub-system or component failure or procedural deficiencies may cause ***severe injury or illness or major system damage*** thereby requiring immediate action including immediate cessation of the unsafe activity or operation.
- **Category III – Marginal**
Operating conditions may cause ***serious injury or illness or serious systems damage*** and human error, environment, design deficiencies, sub- system or component failure or procedural deficiencies can be counteracted or controlled without serious injury, illness or major system damage.
- **Category IV – Negligible**
Operating conditions are such that human error, environment, design deficiencies, sub-system or component failure or procedural deficiencies will result in ***no, or less than minor illness, injury, or system damage***.

The Safety Department will use the *Trackit Manager* program for both the inspection forms and a record of the Safety Department inspections. Completed inspection forms are generated from the Trackit Manager program and forwarded to the responsible employee(s) for timely correction. An example of a completed inspection form can be found in Appendix F.

Every inspection is recorded and retained in Trackit. This record is used to follow up on accident reports and hazard mitigation.

The Risk Department may assign inspections of first aid kits, fire extinguishers or other components of safety systems using employees assigned to Transitional (light) Duty. These paper inspection forms use a pass/fail inspection sheet and are forwarded to the Facilities and Safety departments for correction and retention. A blank fire extinguisher inspection form is in Appendix G.

3.1.8 Event/Incident Reporting and Investigation3.1.8 Event/Incident Reporting and Investigation

The goal of incident reporting and investigation is to identify the cause of a safety concern or event and record relevant facts to prevent recurrence and mitigate risk. Root Cause Analysis (RCA) is a structured process that uncovers the physical, human and latent causes of any undesirable event in the workplace. The Root Cause Analysis can be used in:

- Single or multidiscipline cases
- Small or large cases

In general, there are seven basic root causes of most accidents: Procedures, Training, Communication, Quality Control, Management Systems, Human Engineering and Work Direction.

A Root Cause Analysis will disclose:

- Why the incident, failure or breakdown occurred.
- How future failures can be eliminated through:
 - Changes to procedures
 - Changes to operation
 - Staff training
 - Design modifications
 - Verification that new and rebuilt equipment are free of defects which may shorten life
 - Confirmation that repairs or reinstallation is performed to acceptance standards
 - Identifying factors adversely affecting service life and implementation of mitigating actions

At Pierce Transit, the term “Event” is commonly referred to as “any occurrence, incident, safety event, or situation where reporting is appropriate or required regardless of whether contact was made, a collision occurred, or whether it results in

property damage, bodily injury, a claim of property damage and/or bodily injury, or a statement of injury.

3.1.8.1 Reporting Criteria

The table below summarizes Pierce Transit’s reporting criteria:

Report Level	Consists of	Type of Event
1	<ul style="list-style-type: none"> Event/Incident Report 	Incidents – An event where there is no evidence that contact was made, where there is no property damage, injury and/or loss, where no medical care was required, and in which no claim was filed. Incidents will not栖 not be included in an employee's personnel record.
2	<ul style="list-style-type: none"> Event/Incident Report Supervisor Report with Evaluation and Review Law enforcement report Radio Log Review Submitted passenger courtesy card 	Incidents - when, at the discretion of the Supervisor or Safety/Risk Management Department, an additional level of investigation is warranted.
3	Everything in Level 1, plus: <ul style="list-style-type: none"> Post-accident review and evaluation 	Events, Near Mishaps or High Severity Incidences Any National Transit Database (NTD) Reportable Occurrence
4	Everything in Level 2, plus: <ul style="list-style-type: none"> Formal Incident Investigation with Root Cause Analysis 	Events, Near Mishaps or High Severity Incidences, and any NTD Reportable Occurrence when, at the discretion of the Supervisor or Safety/Risk Management Department, an additional level of investigation is warranted.
5	Third party investigation and report, including fault-tree analysis	Very significant occurrences of any kind, major events, and when multiple events of a similar nature occur.

3.1.8.2 Reporting Policy and Procedures:

At Pierce Transit, all employees involved in all events/incidents as defined above must complete the event/incident report within 24 hours.

Notification of events/incidents must be reported by the end of the shift or as soon as possible.

A near event/incident reporting process is a means of allowing an employee an opportunity for confidentially reporting an incident (or a near mishap or a potentially high severity incident) in a non-punitive environment. Near event/incident reporting is an opportunity to identify root causes that can be prevented to thwart future incidents or events with potentially more serious outcomes.

The flow chart in Figure 6 describes the reporting procedures:

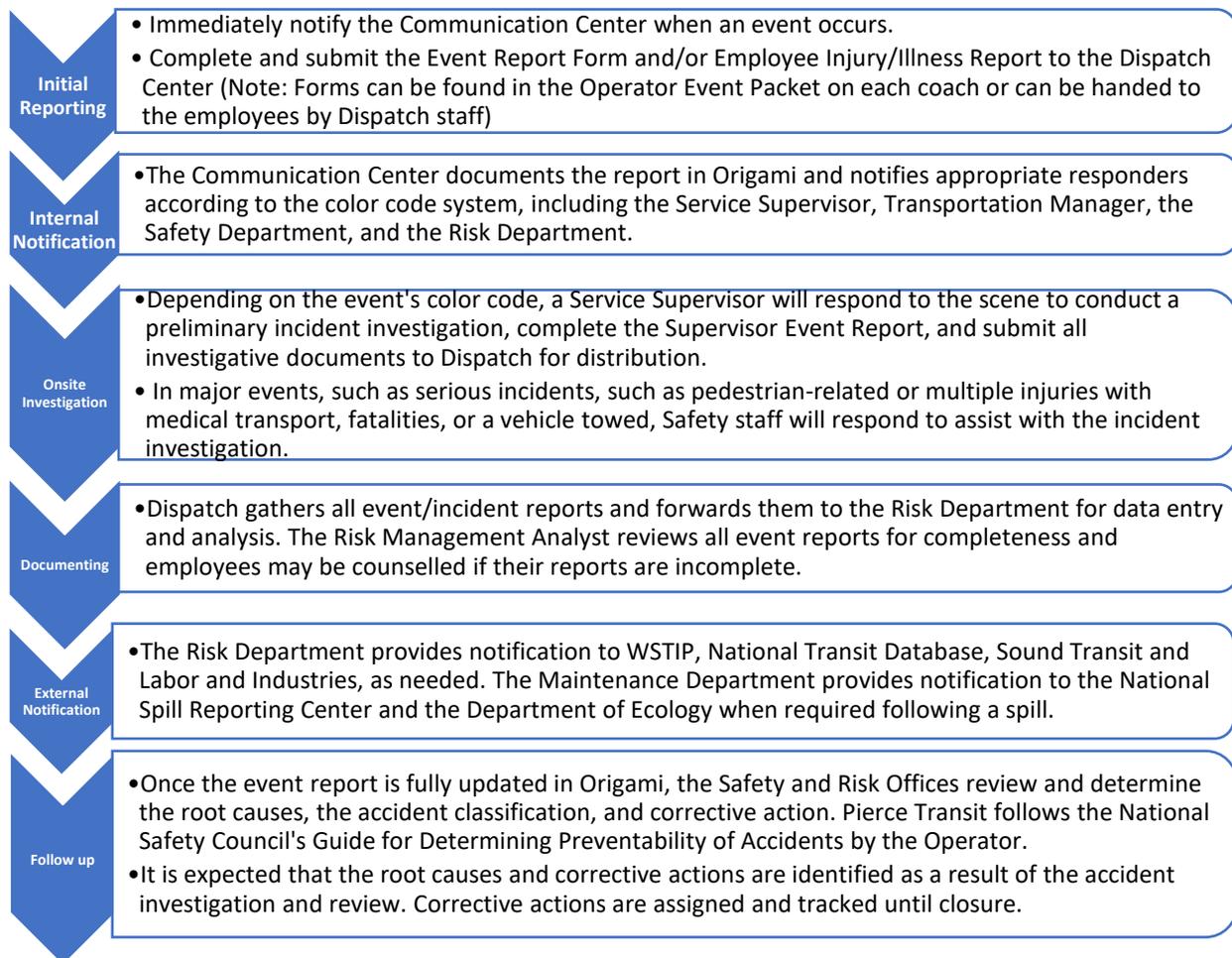


Figure 6 - Reporting Procedures Flow Chart

3.1.9 Incident, Injury and Accident History

Pierce Transit uses incident, injury, and accident statistics to monitor trends, identify areas of risk, and measure the effectiveness of safety programs. Pierce Transit tracks and maintains the incident, injury and accident history via Origami Risk and Safety Management Software managed by WSTIP. The Risk Management Department regularly reviews and updates the database.

3.2 Safety Risk Assessment

A Hazard is a condition with the potential to cause harm. Risk Management is a systematic approach to manage workplace hazards. It is a key component in any organizational management that identifies, evaluates, and determines the means of reducing risks to an acceptable level to protect employees, visitors, third party contractors, casual laborers and others who are physically present in the workplace.

Risk Management also protects assets and considers how to avoid losses.

After hazards and their potential impact have been identified, Pierce Transit's Safety and Risk Departments conduct a Safety Risk Assessment to determine the seriousness of the risk. Factors considered include the likelihood of occurrence, the severity of the consequences should there be an occurrence, and the level of exposure to the hazard.

The evaluation consists of:

- Existing controls – Existing processes, devices, practices, or controls that act to minimize threats or enhance opportunities, including an indication of how they might be of influence.
- Consequence – A description and rating of the consequence of a risk, in terms of the loss or gain that may be experienced if the risk event occurs (refer to section 3.2.1 Safety Risk Evaluation Matrix Severity for consequence ratings).
- Likelihood – A description and rating of the likelihood of the risk for the full range of risk event consequences (refer to section 3.2.1 Safety Risk Evaluation Matrix Likelihood for likelihood ratings). For opportunities, it is the likelihood of the stated gain being realized if the opportunity is pursued.

Qualified Pierce Transit employees assess safety risks subjectively using a Safety Risk Assessment Matrix. Results of the risk evaluation process will help prioritize the risk and determine whether it is being appropriately managed or controlled. If the risks are acceptable, the hazard will simply need monitoring. If the risks are unacceptable, Pierce Transit will take steps to lower the risk to an acceptable or tolerable level, or to remove or avoid the hazard.

3.2.1 Safety Risk Assessment Matrix

		IMPACT			
Severity		Catastrophic 1	Critical 2	Marginal 3	Negligible 4
PROBABILITY	Probability				
	Frequent (A)	1A-HIGH	2A-HIGH	3A-HIGH	4A-MEDIUM
	Probable (B)	1B-HIGH	2B-HIGH	3B-MEDIUM	4B-MEDIUM
	Occasional (C)	1C-HIGH	2C-MEDIUM	3C-MEDIUM	4C-LOW
	Remote (D)	1D-MEDIUM	2D-MEDIUM	3D-LOW	4D-LOW
	Improbable (E)	1E-MEDIUM	2E-LOW	3E-LOW	4E-LOW
	Eliminated (F)	ELIMINATED			

SEVERITY CATEGORIES		
Description	Severity Category	Mishap Result Criteria
Catastrophic	1	Could result in one or more of the following: death, permanent total disability, irreversible significant environmental impact, or monetary loss equal to or exceeding \$10M.
Critical	2	Could result in one or more of the following: permanent partial disability, injuries or occupational illness that may result in hospitalization of at least three personnel, reversible significant environmental impact, or monetary loss equal to or exceeding \$1M but less than \$10M.
Marginal	3	Could result in one or more of the following: injury or occupational illness resulting in one or more lost work day(s), reversible moderate environmental impact, or monetary loss equal to or exceeding \$100K but less than \$1M.
Negligible	4	Could result in one or more of the following: injury or occupational illness not resulting in a lost work day, minimal environmental impact, or monetary loss less than \$100K.

PROBABILITY LEVELS			
Description	Level	Specific Individual Item	Fleet or Inventory
Frequent	A	Likely to occur often in the life of an item.	Continuously experienced.
Probable	B	Will occur several times in the life of an item.	Will occur frequently.
Occasional	C	Likely to occur sometime in the life of an item.	Will occur several times.
Remote	D	Unlikely, but possible to occur in the life of an item.	Unlikely, but can reasonably be expected to occur.
Improbable	E	So unlikely, it can be assumed occurrence may not be experienced in the life of an item.	Unlikely to occur, but possible.
Eliminated	F	Incapable of occurrence. This level is used when potential hazards are identified and later eliminated.	Incapable of occurrence. This level is used when potential hazards are identified and later eliminated.

3.3 Safety Risk Mitigation

If the risk is unacceptable, risk controls are developed that will either eliminate the risk or mitigate the risk to an acceptable level (see Appendix J). After risk controls are developed, Risk Management will reassess the new controls to ensure they do not produce an alternative risk. A second assessment of the new control will be conducted following the same SRM procedure, beginning at System Description and Task Analysis through the Safety Risk Evaluation. Once satisfied that residual risk has been mitigated to an acceptable level, the new process/solution will be implemented and documented.

Many different means are employed to resolve identified hazards. These include design changes, the installation of controls and warning devices, and the implementation of special procedures. The steps for resolving hazards are as follows:

- **Design for Minimum Risk** – From the initial design, eliminate hazards through design selection.
- **Safety Devices** - Hazards that cannot be eliminated or controlled through design selection shall be controlled using fixed, automatic, or other protective safety design features or devices. The agency will perform periodic checks of safety devices.
- **Warning Devices** - When neither design nor safety devices can effectively eliminate or control an identified hazard, devices may be used to detect and generate an adequate warning signal to correct the hazard or evacuate employees. Warning signals shall be designed to minimize the probability of employees responding incorrectly to signals and shall be standardized within similar systems.
- **Procedures and Instruction** - Where it is impossible to eliminate or adequately control a hazard through design selection, engineering or use of safety and warning devices, the agency will use procedures and training to

control the hazard. Procedures may include the use of personal protective equipment. Precautionary notations shall be standardized as specified by management. Safety-critical tasks and activities may require employees to be certified.

Other sources of information:

- Risk Management or Safety Guidelines – Provide requirements across Pierce Transit based on legislation, regulation, or insurers advisement of probability based on risk assessment (e.g., manual handling and handling of hazardous substances).
- Safe Work Instructions/Job Hazard Analyses – Pierce Transit-specific procedures and instructions developed and used by teams to manage health and safety and implement the SMS within the team.

When to use Safety Risk Mitigation:

- Daily Operational Systems Assessment – Methods that provide real-time feedback of safety compliance, adherence to established safety norms, or identified job hazards.
- Design – Steps taken to ensure safety requirements are considered in the planning, operation and disposal of all items including shops, facilities, and equipment.
- Purchasing Goods – Steps taken to ensure purchased items and equipment are safe to use.
- Purchasing Services – Steps taken to ensure that purchased services are performed in a safe manner.
- State of Good Repair – Perform asset condition assessments and SMS hazard analyses to ensure compliance with standards.

4 Safety Assurance

The purpose of Safety Assurance is to evaluate the overall effectiveness of safety risk controls established under Safety Risk Management (SRM) and Pierce Transit's PTASP. The Safety and Risk Management Departments are responsible for monitoring and evaluating the operations system to ensure that: 1) emerging risks are identified, 2) monitors the effectiveness of individual safety risk mitigations to determine if they are ineffective, inappropriate, or were not implemented as intended, 3) Pierce Transit is in compliance with the regulatory requirements applicable to the SMS plan, and 4) the organization meets or exceeds its safety objectives through the collection, analysis and assessment of data regarding the organization's performance.

The Agency considers Safety Inspections and the follow-up process as being relevant to 2 different pillars of SMS, Safety Assurance and Safety Risk Management.

Pierce Transit's safety assurance activities for supporting oversight and performance evaluation includes, but is not limited to:

- Monthly KPI Reviews (published for all departments to review)
- Safety Inspections and Field Observations
- Risk Assessment Surveys
- Internal and External Audits
- Employee Surveys
- Internal and External Findings through Observations of Operations
- Committee Reviews

Many activities used in Safety Assurance are the same activities used for hazard identification and analysis. If hazards or system weaknesses are identified, they must be reevaluated using the Safety Risk Management process. The figure below demonstrates the interaction of Safety Risk Management and Safety Assurance components in SMS structures.

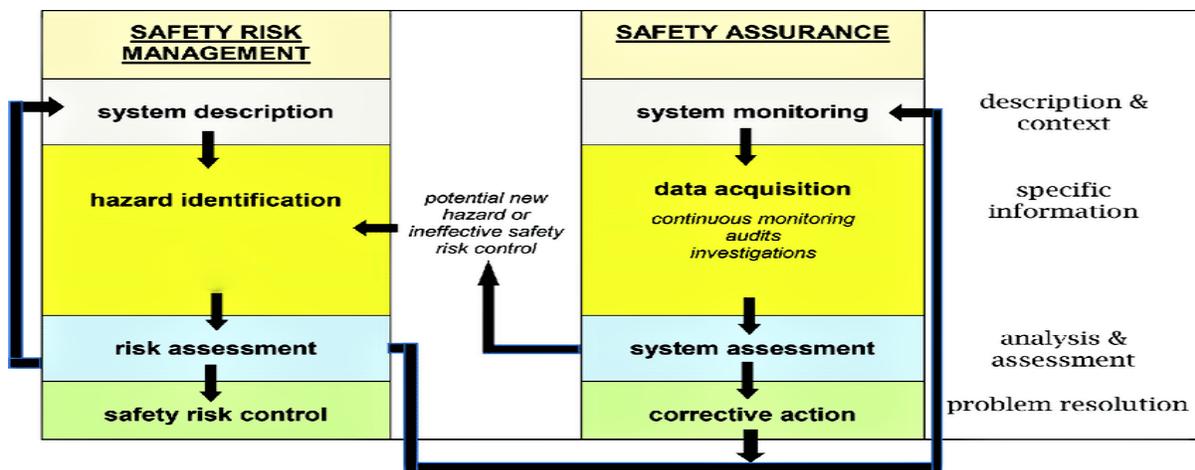


Figure 8 – Safety Risk Management and Safety Assurance Flow Chart

There are three subcomponents under Safety Assurance:

- 1) Safety Performance Monitoring and Measurement
- 2) Management of Change
- 3) Continuous Improvement

The following sections describe the processes and activities that take place under each subcomponent.

4.1 Safety Performance Monitoring and Measurement

Pierce Transit’s first step in Safety Assurance is establishing Safety Objectives and Performance Targets to meet the Agency’s safety goals. Key Performance Indicators (KPIs) are established that indicate trending, identification of risk, severity, and frequency of our losses and whether the Agency is achieving its safety objectives and performance targets.

4.1.1 Data Collection

Safety, Risk Management, Maintenance, the Training and Operations Departments

work collaboratively as a team to collect, analyze, and disseminate the data necessary to demonstrate the effectiveness of the Agency operations system and the SMS. This data comes from several sources including, but not limited to:

- Event reports on safety and security incidents, accidents, injuries, and illnesses
- Observations of operations reports
- Internal and external inspection, survey, and audit reports
- Safety Hotline comments and suggestions
- Historic recall
- Seasonal events and effects
- Environmental considerations
- Deployment of new equipment
- Maintenance common fleet issues
- Process review and improvement
- Leadership training
- Emergency planning
- SORT training content
- Zonar vehicle inspection system (see Appendix Q for detailed information)
- Collaboration on ongoing safety performance, targets, and processes

This safety data is reviewed, discussed, and shared at the management meetings, monthly Safety Committee Meetings, Joint Bus Safety Committee meetings with our partner agencies, and at the quarterly Safety Meetings with all employees. In addition, this document and accompanying reference documents are permanently posted on appropriate Agency sites and updated annually.

This data is also used to determine opportunities to tailor training to the trends observed. For example, data analysis determined there was a higher frequency of preventable accidents in employees with 2 years of tenure or less over any other tenure. For instance, right-side clearance was determined to be the most common preventable accident type with employees with 2 years of tenure or less. With this data, additional training for employees within this tenure has been created along with a new cone course designed to provide practice maintaining right-side clearance while maneuvering.

4.1.2 Key Performance Indicators (KPIs)

The Safety Department uses collected data from all divisions to establish Key Performance Indicators and baselines for realistic safety performance targets. Safety also uses Key Performance Indicators to assess and communicate with individual departments within the Agency in a timely manner. An example of monthly KPIs is included in Appendix O.

4.1.3 Internal and External Safety Review

A Safety Review is a formal safety and quality assurance process used to evaluate the overall effectiveness, efficiency, and reliability of any transit Agency's SMS. Our internal review program also helps prepare the Agency for the Triannual Review with the FTA.

Pierce Transit performs reviews to determine compliance with the Agency’s safety plan, and implements corrective action plans related to findings in order to:

- Verify safety programs have been developed/implemented in accordance with plan requirements;
- Assess effectiveness of the agency’s system safety programs;
- Identify program deficiencies;
- Identify potential hazards in the operational system and weaknesses in the system safety programs;
- Verify prior corrective actions are being tracked for effectiveness;
- Recommend improvements to the system safety program;
- Provide management with assessment of status and adequacy of system safety program;
- Ensure continuing evaluation of safety-related programs, issues, awareness and reporting;
- Promote a clear understanding of success measures;
- Promote continuous improvement of the Pierce Transit PTASP; and
- Determine if they are inappropriate, ineffective, or not implemented as intended.

The Risk Management and Safety Departments work collaboratively with other departments to develop and perform the annual internal review.

4.1.4 Employee Surveys

The Agency conducts employee surveys to evaluate the work environment, including employee engagement and overall safety culture. The feedback of our employees helps us identify the need for continuous improvement in our systems and practices. We use the employees’ survey ratings as one of our Key Performance Indicators.

4.1.5 Corrective and Preventive Actions Tracking Log

Tracking Corrective and Preventive Actions (CPA) is a safety and quality assurance process for monitoring and measuring the effectiveness of the Safety Risk Management processes. The Corrective Action Tracking Log aims to track and address critical safety items and recurring safety issues. The Safety Department reviews all findings and follows up on the mitigation plan on a regular basis.

A sample Corrective Action Tracking Log can be found in Appendix J.

4.2 Management of Changes

Hazards may inadvertently be introduced into an organization whenever change occurs. Safety management practices require that hazards that are a by-product of change be systematically and proactively identified and corrected.

Changes may be internal or external to the organization. Examples of external changes include changes in regulatory requirements and changes to service areas. Examples of internal changes include management changes, new equipment, and new procedures.

A formal process for change management should take into account the following considerations:

- Criticality of systems and activities
- Stability of systems and operational environments
- Past performance
- Organizational, Agency Leadership and Accountable Executive changes
- Design and implementation of new systems and other capital projects
- Existing systems or service
- New services provided to the public
- New operations or maintenance procedures
- Existing operations or maintenance procedures
- Capabilities and organizational capacity
- Procurement process
- Relevant regulations, laws, policies, or the FTA’s National Public Transportation Safety Plan that may impact safety programs, SRM process or safety performance
- New equipment, system expansion or modification, and system rehabilitation

Within Pierce Transit, the Operations Department submits changes such as bus retrofits to the Safety, Risk Management and Training Departments. Fleet uses EAM to track modifications to bus systems. When we make configuration changes to a bus that are not within the original scope, the changes are passed through the Safety, Risk Management and Training Departments for review and analysis. Once the change is made, operators need to be trained on the item that was changed.

Pierce Transit Safety, Risk Management, Planning, Procurement, Training, and Operations Departments review issues, such as:

- Construction areas
- Hazardous locations
- Public/employee safety concerns
- Maintenance/vehicle-related safety issues
- All-Hazard incidents

The Safety, Risk Management, Training and Operations Departments also conduct facility safety inspections of transit centers and submit work orders to correct hazards.

The Safety, Risk Management, Training and Operations Departments issue inspection reports, which outline key items such as sidewalks, condition of pavement paint markings and similar items.

It is a good practice to conduct annual condition assessments and audits on equipment to cross check that they are being maintained per manufacturer recommendations.

Modifications to maintenance schedules may be needed based upon the results of the

condition assessments. Items that may result in a need to modify schedules include:

- Fleet defects;
- Part failures beyond the warranty period (feedback to fleet engineering to assess); and/or
- Out-of-service causes, such as braking systems or slack in the steering wheel.

The SOP for management of change can be found in Appendix K.

4.3 Continuous Improvement Process

The Agency’s assessment of safety performance includes developing and carrying out a plan (or plans), under the direction of the Accountable Executive, to address safety deficiencies identified during a safety performance assessment.

Through the process of monitoring, measuring, and reassessing our safety risk controls, we gather data to identify the areas where we can improve and strengthen our operating systems.

The aim of continuous improvement in the SMS plan are applied to three general operational areas:

1. Operational Safety Management (such as policies and procedures, infrastructure, and equipment);
2. Individual performance (such as employee performance monitoring); and
3. Systems of control (Utilization of Comm Center, Dispatch to engage employees who are in service and actively performing critical job functions).

Pierce Transit will implement proven industry best practices in transportation Safety Management Systems:

- Evidence of lessons learned incorporated into safety policies;
- Agency benchmarks (SMS program performance) compared to the rest of the transit industry;
- Surveys of safety cultures are carried out and acted upon; and
- Contractors are required to participate in the safety program.

5 Safety Promotion, Training and Communication

Pierce Transit believes safety promotion is critical to the success of SMS by ensuring the entire organization understands and embraces its SMS program, policies, procedures, and structure. It involves establishing a culture that recognizes safety as a priority core value, training employees in safety principles, and allowing open communication of safety issues.

5.1 Training

5.1.1 Employee Safety Training

All employees receive training as required under the Agency’s Accident Prevention

Program (also see Section 2.5.8, number 18, Employee Safety Program). All employees receive New Employee Orientation Training and annual training on the basic elements of employee safety. Depending upon job classification, some employees may receive additional training in programs such as Bloodborne Pathogens, Confined Space, Lockout/Tagout and others as required to perform their job safely.

These e-learning courses are for safety-sensitive employees, all transit agency employees and contractors designated as directly responsible for safety, for new hire, refresher, post incident and new process/procedure training. This includes training for dispatchers, managers/supervisors, agency leadership/executive management, Chief Safety Officer, Accountable Executive, and any other personnel designated as directly responsible for safety.

Pierce Transit keeps an e-library with multiple courses for certification, qualification, refresher, equipment, and process changes. A list of these courses as of can be found in Appendix L.

5.1.2 Operator Training

Pierce Transit offers Commercial Driver License (CDL) training for bus operators. Pierce Transit's Training Department documents CDL training, which includes a self-certification process audited by the state. Training programs are also subject to internal auditing that includes auditing of trainer performance and content. Auditing the number of accidents incurred by new operators is one measure to evaluate the effectiveness of new operator training.

Training begins with the operator selection process. An evaluation of skill sets must be considered during selection.

Prospective operators must meet thresholds to advance to the next stage of training; for example, a trainee must obtain a permit before starting classroom training and must pass a skills test prior to moving on to the balance of the class. If a trainee fails a step at a critical point in the training, they may be dropped from the program. Achieving threshold scores is necessary to progress to the next step and is an important component of the training program.

Pierce Transit provides approximately 10 weeks of instruction for new operators, including time spent with an operator mentor operating the coach in regular service. This is followed by route training, which includes observing videos of the routes.

Ride checks provide a chance to correct actions before an accident occurs. A systematic process is used to identify who needs a ride check and when. Ride checks should be conducted with the goal of evaluating performance in a holistic manner, and includes evaluation of:

- Health and wellbeing as it relates to safety
- Customer service
- Diffusing angry customers

-
- De-escalation techniques
 - Operation skills
 - Ergonomics
 - Defensive Driving

5.1.3 Mechanical Certification and Training

Pierce Transit encourages vehicle maintenance staff to obtain Automotive Service Excellence (ASE) certification by providing extra pay for staff who have obtained certification. This is provided in the employee contract.

Vehicle Maintenance employees receive training in Preventative Maintenance and Standard Operating Procedures (SOPs).

5.1.4 Training Assignments and Recordkeeping

Each department maintains training requirements and transcripts for their respective employees. A Learning Management System (LMS) is further used to track employee training.

Additional recordkeeping and training documentation can be accessed in:

- Trackit
- Workforce Development Department

At Pierce Transit, the Workforce Development Department tracks and maintains training records.

5.1.5 Training Curriculums

Training curriculums are based on adult learning principles. Training also focuses on local and regional needs of all stakeholders.

5.2 Safety Promotion and Communication

5.2.1 Employee Safety Meetings

The Safety Department will conduct quarterly employee Safety Meetings. This 2-hour safety meeting may be recorded and covers topics such as:

- Accident and injury trends
- Accident and injury prevention
- Hazard identification
- Hazard abatement
- DriveCam trends and instructional videos
- Safety Committee report
- Management safety presentation
- Employee recognition
- Guest speakers
- SMS Training
- Agency Safety Plan
- De-escalation Training

- Employee Safety Concerns Reporting

The Maintenance Department conducts its own department-specific Safety Meetings each quarter. This is an ongoing effort to keep employees aware of our past experiences while identifying new areas of risk. It is also important in highlighting historic trends and involves each employee as part of our culture of safety accountability.

5.2.2 Safety Committee

Safety Committees are required by state law to serve as the basic forum to review safety issues and hazards. Safety Committee Representatives communicate safety concerns from their work areas to the Safety Committee and report back to their workgroups. In addition, the Safety Committee is responsible for the administration of the Agency’s Million Mile Club.

Safety Committee identifies and recommends risk-based mitigation or strategies necessary to reduce likelihood and severity of consequences identified through the agency Safety Risk process.

The Safety Committee meets monthly. Committee members form a working group committed to safety and are actively involved in improving our safety culture. Committee members may be expected to present at Quarterly Safety Meetings or other safety-related functions.

Safety Committee meeting minutes are made available to all employees via the Safety PULSE page and Safety bulletin boards.

The Safety Committee is presented a detailed review of the PTASP annually for approval before the document is forwarded to the Board of Commissioners.

Safety Committee Guidelines & structure can be found in Appendix M.

5.2.3 Safety Bulletins

Pierce Transit communicates trends and alerts using a one-page bulletin on display monitors in commonly located areas (e.g. lunchrooms, employee breakrooms, lobbies and transit centers) to display safety and emergency alerts, accident statistics, and other safety education materials. Safety posters are also used to raise safety awareness throughout the Agency and operating area.

5.2.4 Weekly Safety Chats

The Safety Department publishes weekly “Safety Chats” via email to all Pierce Transit employees with agency email addresses, via the PULSE page and posted on the Safety Bulletin Board in the Ops Lobby. This communication tool is used to enhance health and safety awareness on and off the job.

5.2.5 Safety Hotline, Safety Suggestion Box, Safety Suggestion QR

The Safety Hotline, Safety Suggestion Box and Safety Suggestion QR code are tools that allow employees to share their safety ideas and concerns. All safety-related comments

and concerns are reviewed by the Safety Department and documented. The Safety Department will exercise one or more of the following options:

- Mitigate/resolve by the Safety Department
- Forward (with expectations) to Agency department responsible for mitigation
- Elevate to Executive level for action
- Discuss and address at the Safety Committee Meeting
- Respond to the employee (if known) who submitted the concern

5.2.6 Employee Recognition Programs

Pierce Transit has established recognition programs for employees to promote safety performance, build morale and focus attention on achieving the Agency's safety goals. Some safety-related recognition programs include:

- Operator of the Month
- Quarterly Smooth Driver Award
- Yearly Honor Roll Award
- Employee of the Quarter
- Million Mile Club
- Distinguished Driver Awards
- Good Job Cards
- "Safety Starts with Me" Recognition Program

6 APPENDIX A – Job Hazard Analysis Example

	PierceTransit Job Hazard Analysis Forklift Operation
	3701 96th St. SW, Lakewood, WA 98499 Maintenance Training Department, Telephone: :253.984.8169

Picture of task/equipment:	Task:	Operating a Forklift
	Name of Shop or Dept:	Maintenance Training
	Job Title(s):	All Qualified Staff
	Analyzed by:	Brent Riffel, Maintenance Training Coordinator Information Officer, P.M.
	Date:	02/15/18

Required PPE:
Non-slip work shoes 

Required/Recommended Trainings
Forklift operator (OSHA certification)

TASK	HAZARDS	CONTROLS
Driving a Forklift 	Concussion Whiplash Laceration Contusion Trauma	<ul style="list-style-type: none"> ❖ Always wear a seatbelt when operating a forklift and always operate the forklift from the operator's seat. ❖ Slow down for turns, uneven or slippery surfaces. ❖ Watch for clearances for forks, mast, guards and swing radius. ❖ <u>When traveling with an empty load:</u> <ul style="list-style-type: none"> ➢ Travel with the lifting mechanism slightly raised off the ground, keep vision clear ➢ Travel with the lifting mechanism in front of you when traveling down hill ❖ <u>When traveling with a weighted load:</u> <ul style="list-style-type: none"> ➢ Make sure forks are spaced as far as load permits ➢ Loads should be evenly and securely stacked. ➢ Never handle loads that are higher than the load bracket. ➢ Avoid any sudden stops, starts, turns or changes in direction. ➢ Never angle or turn on an incline ➢ When traveling uphill, always have the load in front of you. ➢ Never exceed rated capacity. ➢ Keep clear view of travel path, if load is blocking view then travel with load behind you.

	Job Hazard Analysis Administrative Professional					
<p>The following assessment has been prepared to assist Pierce Transit in the identification of hazards that may be present in administrative work classifications. It is only a guide and should not be taken to imply that only the listed hazards are the only risk present in the applicable work classification. It is the responsibility of all employees, supervisors and managers to constantly evaluate each work tasks (before, during and after performance of the task) and identify any hazards that could be a danger to the worker and take steps to control, reduce and/or eliminate the risk to the worker.</p>						
Job Hazard	Hazard Control					
Removal and replacement of files in cabinets	Keep doors, overheads and file drawers closed when not in use					
Transfers to a department with job associated hazards	Retrain employee on new job related hazards					
Potential trip and fall hazards	Keep all aisles and areas around desk free of boxes; tie-wrap and all cords					
Potential exposure to hazardous materials or hazardous waste	Instruct employees on Hazard Communication fundamentals					
Range of motion injuries	Use proper Ergonomic procedures, evaluate work station for proper setup and equipment					
Constant lifting, bending, and stooping	Body mechanics instruction (ergonomics)					
Fire/Emergency Procedures; response to evacuation and injuries for Area Monitors	Instruction on fire extinguisher use, phone communication, regularly scheduled drills, first aid, CPR, and bloodborne pathogens					
Automobile injuries/incidents while driving/traveling on campus/business	Good driving practices, foreign travel awareness, vehicle inspection					
Emergency situations and their related potential for injuries	Remove all boxes and objects on top of cabinets,--practice good housekeeping, train--first aid, CPR, and bloodborne pathogens					
Walking across bus lot/maintenance service areas	Closed toe and heel shoes are required to walk onto/into this area for any purpose.					
<p>Recommended Instruction: New Employee Orientation Hazard Communication Fire Safety and Emergency Evacuation Ergonomics Defensive Driving First Aid / CPR Bloodborne Pathogens</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">EMPLOYEE NAME:</td> </tr> <tr> <td style="padding: 2px;">EMPLOYEE NUMBER:</td> </tr> <tr> <td style="padding: 2px;">HIRE DATE:</td> </tr> <tr> <td style="padding: 2px;">EMPLOYEE SIGNATURE:</td> </tr> <tr> <td style="padding: 2px;">ADMINISTRATOR:</td> </tr> </table>	EMPLOYEE NAME:	EMPLOYEE NUMBER:	HIRE DATE:	EMPLOYEE SIGNATURE:	ADMINISTRATOR:
EMPLOYEE NAME:						
EMPLOYEE NUMBER:						
HIRE DATE:						
EMPLOYEE SIGNATURE:						
ADMINISTRATOR:						

7 APPENDIX B – Guest Rider Form

Guest Rider 2017

Page 1 of 2



WASHINGTON STATE TRANSIT INSURANCE POOL | RISK MANAGEMENT IN MOTION
2629 12th Court SW | Olympia, WA 98502 | 360-786-1620 | www.wstip.org

Guest Ride Form 2017

<p>Host Agency * <input type="text" value=""/></p> <p>Transit Operator: (Name if Known) <input type="text" value=""/></p> <p>Vehicle #: <input type="text" value="0126"/></p> <p>Boarding Location: <input type="text" value="4th and Pine"/></p> <p>Deboarding Location: <input type="text" value="Madison and Washington"/></p>	<p>Guest Rider Agency * <input type="text" value=""/></p> <p>Date: * <input type="text" value="05/15/2016"/></p> <p>Brd Start Time: <input type="text" value="9:00 am"/></p> <p>Brd End Time: <input type="text" value="9:30 am"/></p> <p>Route Number: <input type="text" value="121"/></p>
--	---

SCORE: 3 - Exceeds Expectations, 2 - Meets Expectations, 1 - Needs Improvement, N/O - Not Observed

<p>1. Smooth * <input type="text" value="N/O"/></p> <p>2. Turns * <input type="text" value="N/O"/></p> <p>3. Bus Stops * <input type="text" value="N/O"/></p> <p>4. Lane Use * <input type="text" value="N/O"/></p> <p>5. Mirror use * <input type="text" value="N/O"/> <small>(checks every 5-10 seconds)</small></p> <p>6. Intersection awareness * <input type="text" value="N/O"/></p> <p>7. Defensive driving skills * <input type="text" value="N/O"/></p> <p>8. Steering control * <input type="text" value="N/O"/></p>	<p>15. Wears seatbelt * <input type="text" value="N/O"/></p> <p>16. Door operation * <input type="text" value="N/O"/></p> <p>17. ADA compliance * <input type="text" value="N/O"/></p> <p>18. Climate control * <input type="text" value="N/O"/></p> <p>19. Proper uniform * <input type="text" value="N/O"/></p> <p>20. Radio use * <input type="text" value="N/O"/></p> <p>21. Route turnover * <input type="text" value="N/O"/></p> <p>22. Proper body mechanics * <input type="text" value="N/O"/></p>
--	--

<https://form.jotform.com/70047166723959>

5/10/2019

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23. Proper fare & transfer procedures *
N/O

10. Yields right-of-way* *
N/O

11. Vehicle securement* *
N/O

12. Obeys traffic signs/signals* *
N/O

13. Speed control* *
N/O

14. Stopping distance *
N/O

24. Passenger relations* *
N/O

25. Bus interior* *
N/O

26. Distracted driving* *
N/O

27. Miscellaneous Observations* *
N/O

28. On time/schedule *
N/O
(early or late)

On time/schedule

General Comments:

Full Name *
First Name Last Name

Signature

Clear

Submit

8 APPENDIX C – DriveCam Sample Distinguished Driving Award



9 APPENDIX D – DriveCam Safety Program

APPENDIX B

LYTX DRIVECAM™ SAFETY PROGRAM BEHAVIOR MATTERS

August 2, 2017



AGENDA

- Introduction
- Myths about the Lytx DriveCam™ safety program
- Why are we adopting the DriveCam® safety program?
- How does the program work?
- Q&A



DRIVECAM SAFETY PROCESS

Focus on what matters



MYTHS ABOUT THE LYTX DRIVECAM SAFETY PROGRAM

ONLY SAVES VIDEO WHEN TRIGGERED

Video is not continuously saving



*Some companies save 20 seconds of video

DRIVERS ARE IN CONTROL

- Driving maneuvers are the main things that trigger an event
- Event recorder only saves 12 seconds of video*



NO SPYING

No one has access into the cab to watch the driver



MANAGEMENT CANNOT

- Look into the cab
- Turn on the event recorder
- Remotely trigger the event recorder to save video

Nor do we want to



NOT INTENDED TO BE PUNITIVE

Helps identify unknown habits



THE PURPOSE IS TO

- Protect the driver!
- Help during litigation
- Improve driving skills
- Reduce collisions

lytx
DriveCam.

WHY WE ARE ADOPTING THE DRIVECAM SAFETY PROGRAM

lytx
DriveCam.

SAFETY HAS ALWAYS BEEN A TOP PRIORITY AT PIERCE TRANSIT

Our culture is built around safety

Safety
Service
Schedule



The DriveCam program is another safety tool that will help us achieve our goals.

lytx
DriveCam.

MANY KEY BENEFITS

The DriveCam program has many benefits



FOR THE DRIVERS

Protection!

- Against false accusations
- Protect your reputation

Keep You Safe!

- Raise awareness of risk
- Improve your driving habits



FOR THE ORGANIZATION

Protection!

- Against false accusation
- Our reputation—win new business

Save Money!

- Fewer collisions
- Avoid a big lawsuit payout
- Less maintenance

lytx
DriveCam.

HOW DOES THE PROGRAM WORK?

lytx
DriveCam.

DRIVERS ARE IN CONTROL

The event recorder:

- Only saves video when triggered by an event
- Typically captures fewer than five minutes of video per driver per month
- Driver-activated button for additional protection



lytx
DriveCam.

COMMON TYPES OF TRIGGERS THAT CAN CAUSE AN EVENT TO BE SAVED



JUST SO YOU KNOW: ROAD CONDITIONS CAN ALSO TRIGGER EVENTS

Events triggered by rough roads are not sent for coaching.



Potholes



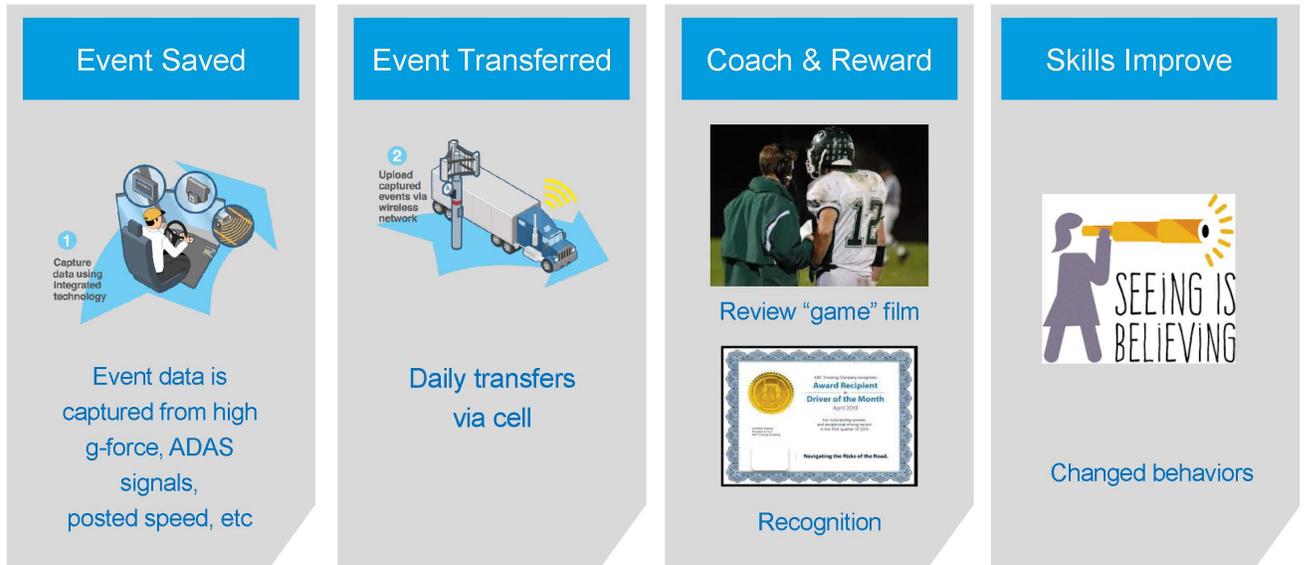
Rough Roads



Railroad Crossings



DRIVECAM SAFETY PROGRAM PROCESS



RECOGNIZING SAFE DRIVERS



SF-1 EVENT RECORDER

- Mounted on the windshield or dashboard
- ✓ Enhanced video quality with 10 fps plus image quality tuning
- ✓ ECM connection captures speed, fuel and vehicle data
- ✓ Multiple camera support, road-facing continual recording*



EXONERATIONS



QUESTIONS



WHAT'S ON YOUR MIND?



10 APPENDIX E – Department Inspection Sheets

PIERCE TRANSIT SAFETY INSPECTION CHECKLIST ACCOUNTING/PAYROLL

S	U	Items Checked	Comments if Unsatisfactory
		Aisles – clean and clear	
		Fire extinguishers – accessible	
		Exits – clearly marked; not blocked inside or out	
		Electrical Panels - 3' clearance and not blocked	
		First aid kits – full and accessible	
		Emergency lights – visible, not blocked	
		Emergency evacuation signs – posted and legible	
		Safety postings – replaced when necessary	
		Walking surfaces – clean/clear of debris, boxes & equipment	
		Electrical cords – good condition, no exposed wiring	
		Electrical outlets – good condition, not broken	
		Employee(s) performing work in a safe manner and in line with established safety policies	
		Check for Bomb Threat cards at each workstation	
		Other:	

Person(s) checking: _____ Date: _____

PIERCE TRANSIT SAFETY INSPECTION CHECKLIST
FACILITIES MAINTENANCE - BLDG 2

S	U	Items Checked	Comments
		Aisles – clean and clear	
		Fire extinguishers – accessible	
		Exits – clearly marked; not blocked inside or out	
		Electrical panels – 3’ clearance and not blocked	
		First aid kits – full and accessible	
		Emergency lights – good working order	
		Emergency evacuation signs – posted and legible	
		Lockout/tagout stations – clean, stocked and in use	
		SDS program present on workstations & employee(s) showed proficiency in looking up chemical information	
		Walking/driving surfaces – clean/clear of debris, oil & equipment	
		Electrical cords – good condition/not frayed	
		Electrical outlets – good condition, not broken	
		“Wet Floor” signs – in use when appropriate	
		P.P.E. – in use, checked and cleaned regularly	
		Air hoses – proper tips being used (30 psi max.)	
		Compressed gas cylinders – secured and in proper area	
		Ladders – in good condition and being used properly	
		Bench grinder guards and shields – set properly	
		Grinding wheels – properly tested and initialed	
		All portable tools - in good condition, cords OK	
		Flammables – stored properly	
		Chemical labels – on all containers as required	
		Emergency spill equipment accessible, stocked	
		Employee(s) performing work in a safe manner and in line with established safety policies	
		Eye Wash Stations - Refill/Replace/other deficiency	
		Below Ground Pit Working Areas	
		Check for Bomb Threat cards at each workstation	
		Other:	

Person(s) checking: _____

Date: _____

PIERCE TRANSIT SAFETY INSPECTION CHECKLIST
PUBLIC SAFETY - TDS

S	U	<i>Items Checked</i>	<i>Comments if Unsatisfactory</i>
		Aisles – clean and clear	
		Fire extinguishers – accessible	
		Exits – clearly marked; not blocked inside or out	
		Electrical Panels - 3' clearance and not blocked	
		First aid kits – full and accessible	
		Emergency lights – visible; not blocked	
		Emergency evacuation signs – posted and legible	
		Safety postings – replaced when necessary	
		Walking surfaces – clean/clear of debris, boxes & equipment	
		Electrical cords – good condition, no exposed wiring	
		Electrical outlets – good condition, not broken	
		Employee(s) performing work in a safe manner and in line with established safety policies	
		Check for Bomb Threat cards at each workstation	
		Other:	

Person(s) checking: _____

Date: _____

11 APPENDIX F – Sample Quarterly Safety Inspection Report from Trackit



FACILITY SAFETY INSPECTION CHECKLIST

Location ID: LOC3	Location Name: Building 3
Inspector ID: 2032	Inspector Name: Jason L. Hovde
Date: 08/Jan/2021	

Life Safety Issues/Housekeeping:

Egress routes marked and accessible:

Comment: connect on back of building 3 as unsecured access point



Comment:

Final Grade Recommendation:

Issues Found

12 APPENDIX G – Fire Extinguisher Inspection Sheet

Fire Extinguisher Checklist							
NO.	LOCATION	BUILDING #4	EXT. TYPE	GAUGE	TAG	PIN	SIGN
Level 1							
B4-L1-1	Inside Risk Management Office		5# ABC				
B4-L1-2	Outside Risk Management Office door		5# ABC				
B4-L1-3	Operators Lobby		5# ABC				
B4-L1-4	Mounted in hallway near TS assistant managers		5# ABC				
B4-L1-5	Near receptions desk at the bottom of the stairs		5# ABC				
B4-L1-6	Outside human resources door		5# ABC				
Level 2							
B4-L2-1	Upstairs SW entrance / exit door		5# ABC				
B4-L2-2	Waiting area outside CEO's office		5# ABC				
B4-L2-3	REMOVED		5# ABC				
B4-L2-4	Inside door of break room		5# ABC				
B4-L2-5	Across from upstairs break room door		5# ABC				
B4-L2-6	Inside payroll door		5# ABC				
B4-L2-7	Inside server room (1 #5ABC)		5# ABC				
Level 3							
B4-L3-1	Exercise Room (Penthouse)		5# ABC				

Inspected By: _____

Date: _____

Print & Sign

Revised: 11/2014

13 APPENDIX H – Contractor Safety Checklist



I. Work Rules

Safety is the first priority at Pierce Transit, so we ask all contractors to also make it a priority. While working onsite contractors agree to abide by all local, state and federal safety regulations. Contractors are expected to perform their work in a safe manner, not exposing either themselves or Pierce Transit employees to risk of harm. (The Safety Office will also discuss any special safety issues, procedures or circumstances expected to be encountered by the contractor while onsite.)

II. Personal Protective Equipment

While working at Pierce Transit, contractors are to provide, use and maintain all required PPE, including but not limited to safety glasses, gloves, shoes, hearing protection, hard hats, fall protection and respiratory protection. Proper attire must be worn at all times.

III. Hazardous Chemicals

During the course of a contractor's work they may encounter hazardous chemicals/materials. Pierce Transit will provide the contractor with information of potential exposure, prior to the commencement of work at the facility. The contractor must provide a list to the Safety Office of hazardous materials they expect to bring onsite. Contractors must also maintain (at Pierce Transit) a current copy of SDSs for all materials used on site and ensure the SDSs are available to Pierce Transit personnel upon request.

IV. Emergency Equipment

Fire extinguishers are located throughout the agency. Locations are marked with red signs on the walls/beams. If a contractor discharges a fire extinguisher, please inform the Safety Office or Communications Center of the incident. Safety eye washes and showers are located throughout Buildings 1-3, with signs indicating their locations.

The fire alarm is a tone on which all persons are to immediately evacuate the building. The Early Warning System is a message that will be broadcast through all buildings telling employees specific instructions in the event of bomb threat, chemical release, or potential violent situations on premise. Follow direction of the area monitor in your area or verbal directions announced over the EWS system.

V. Reporting Injuries, Illness & Incidents

Contractors must report all injuries, illnesses and incidents (fire, chemical spill, accidents, etc.) immediately to the Project Manager, Safety Office or the Communication Center at 589-6371 or 581-8109.

It will be the responsibility of the contractors to have their own first aid kits on site and know of the nearest hospital/clinic for medical situations. In emergency situations the Pierce Transit Safety Office may be available for assistance.

VI. Material storage and movement

Toolboxes are the responsibility of contractors. For the protection of contractors, their employees and Pierce Transit employees, tools/equipment shall not be left out when not in use. Toolboxes are to be kept in a mutually agreed upon location. Contractors shall not use Pierce Transit tools or equipment.

The contractor is responsible for providing their own means of transporting materials and personnel throughout the plant (Pierce Transit's lift trucks are not available for use). Transportation equipment must meet with Pierce Transit management approval prior to being brought onsite.

VII. Personal Hygiene / Housekeeping

The contractor has a responsibility to clean up and diligently maintain their work areas in a sanitary and orderly fashion. Material or storage may never block access to emergency exits, fire extinguishers, eyewashes, or electrical panels.

VIII. Doorways

Outside doors are not allowed to be propped open and must be closed. Contractors must close all interior doors they pass through while working in the building.

IX. Smoking

Smoking is only allowed in designated areas. All smoking areas are located outside of buildings. See RCW 70.160.075

Cigarette butts must be properly disposed of in approved containers.

X. Hot Work Permits

Contractors are required to obtain a Hot Work Permit (from the Safety office), prior to beginning hot work, for all welding, brazing, cutting and other hot work.

XI. Lockout – Tagout

Contractors engaging in activities in which Lockout-Tagout is required shall provide a copy of their procedures to Pierce Transit. Pierce Transit employees working with contractors are required to follow Pierce Transit lockout-tagout procedures. All Lockout-Tagout procedures involving Pierce Transit employees are to be overseen or performed by Pierce Transit personnel. Pierce Transit lockout-tagout procedures for specific machines/equipment are located in binders within the Assistant Maintenance Managers office.

XII. Asbestos Encapsulation

Contractors who encounter asbestos containing materials unexpectedly must immediately stop work and notify the project manager for proper procedures.

XIII. Drug Free Work Place

Pierce Transit is a drug free workplace and will not tolerate violators. Contractors found under the influence of alcohol or illegal drugs will be escorted from the premises.

XIV. Lot Safety

Review **Policy 2.11 PEDESTRIAN AND VEHICLE SAFETY ON PIERCE TRANSIT LOTS**

XV. Other

When working around employees and/or the public, cordon off areas as needed to assure all parties are removed from hazards present. (i.e roping off areas with overhead work or equipment laydown areas)

Pierce Transit will be conducting frequent job-site safety inspections for compliance with safety requirements.

Contractors are not allowed to wander outside their immediate work areas, unless accompanied by Pierce Transit personnel.

All employees of contractors must check in and out of building four, at the reception desk, on a daily basis. The Pierce Transit Project Manager may make arrangements for long-term contractors through the Public Safety Department if daily check-in is not feasible. Bags and other items brought into the facility are subject to search by the Public Safety Department.

XVI. Safety Orientation Checklist

- Contractor Brochure
- Site Specific Safety Plan submitted?
- Scope and location of work?
- Power tools used in performance of work?
- Vehicles used in performance of work?
- Parking Areas Permitted
- Prohibited Building Areas
- Use flaggers and delineators as required by law while working on the street.
- When trenching & excavating use shoring and/or sloping as required by law.
- All open pits/excavation must be guarded during construction.

The Contractor is responsible for reviewing the contractor checklist with all its employees, and all of its sub-contractors that perform work on behalf of the contractor and Pierce Transit.

As required under the terms and conditions of the contract, the contractor and its employees, the contractor's subcontractors and its employees have reviewed the above Contractor's Safety Checklist and shall adhere to the requirements of the Contractor's Safety Checklist.

Contractor Representative's Signature, Date

Pierce Transit - Safety Office, Date

Company Name

5/06

Special comments:

14 APPENDIX I – Safety Guidelines for Visitors & Contractors

At Pierce Transit... Safety Guidelines

...Your Safety is Our Highest Priority

The safety and health of not just our employees, but also our guests, is the utmost concern of Pierce Transit.

While we recognize safety is a choice everyone makes individually, by accepting mutual responsibility to operate safely, we all contribute to the well-being of everyone else around us.

Thank you for joining us in making safety the highest priority at Pierce Transit.



- All visitors must display Pierce Transit issued ID badge while on the premises.
- All vehicles must obey the posted speed limit in all parking lots.
- While in bus lot, wearing ANSI high-visibility II apparel and closed-toe shoes is required at all times.
- Read and obey all posted signage.
- Observe and become familiar with EXIT routes.
- Stay clear of machinery, equipment and welding activity. If the nature of your work requires you to approach machinery or a welding area, wear appropriate protective equipment, remove jewelry, and secure loose clothing and hair.
- Do not distract operators or employees who are working.
- Watch out for forklifts and stay clear of overhead hazards.
- Avoid contact with shop chemicals. Safety Data Sheets (SDS) are available electronically on all agency computers.
- In the event of an emergency, an alarm will sound. If no verbal prompts follow this alarm, carefully move to the designated evacuation area for your location. Report to a supervisor to complete a head count.
- Smoking is only permitted in designated outdoor smoking areas. Place cigarette butts in proper receptacles.
- Avoid using personal electronic devices including cell phones, or other distractions in operational areas.



PierceTransit
253.581.8000 | PierceTransit.org

Nov 2022

PierceTransit
SAFETY
GUIDELINES
FOR VISITORS & CONTRACTORS

For Visitors and Contractors

Pierce Transit Base Evacuation Map

All non-Pierce Transit staff are **required to sign the Visitor In/Out Log sheet at the Building 4 Lobby Front Desk**. In the event of an emergency, this helps account for everyone who is at the facility.

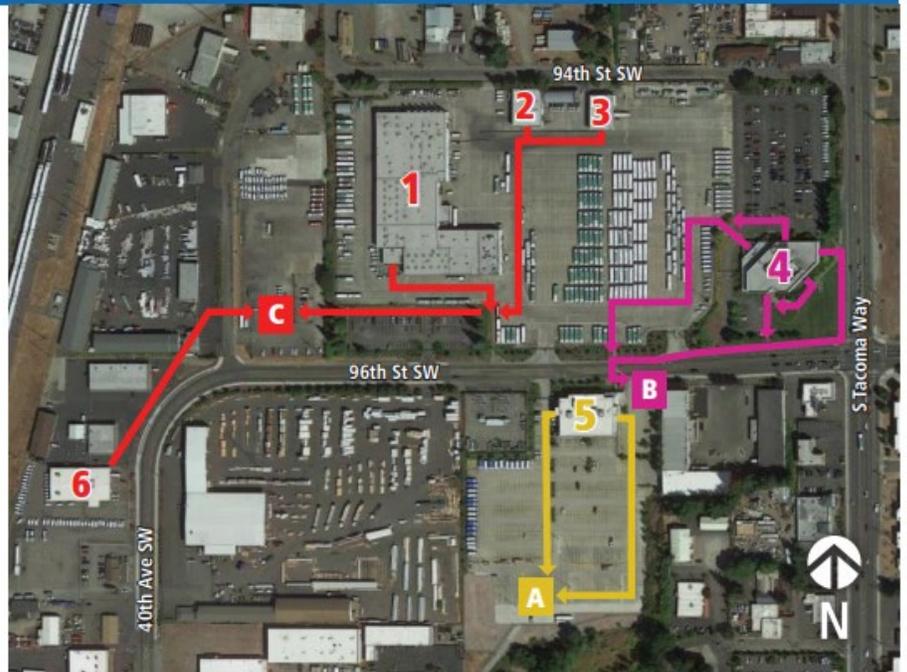
For your health and welfare please follow these safety guidelines:

General Guidelines

- Obey the posted parking lot speed limit.
- Display the Pierce Transit-issued ID badge while on the premises.
- Wear safety glasses in operational areas.
- Wear hearing protection where posted.
- Do not bring food into operational areas.
- ANSI Class II vest required in bus lot.

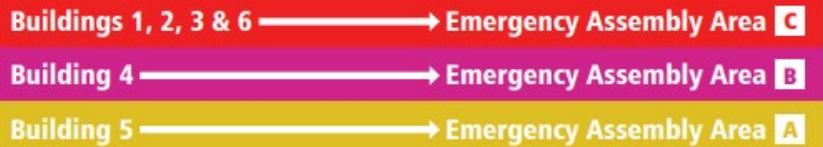
Additional Guidelines for Contractors

- Wear closed-toe, work-type shoe.
- Use barricades as necessary.
- Wear necessary personal protective equipment as work requires.
- Dispose of waste fluids and material appropriately.



Emergency Phone Numbers

From Pierce Transit Phone 911
 From Personal Cell Phone 911
 Front Desk 253.581.8000
 Comm Center 253.581.8109



15 APPENDIX J – Sample Corrective Actions Tracking Log

- This corrective action log was replaced in May of 2023.

Item #	Hazard	Hazard Type	Location	Category	Identification Date	Identification Source	Reporting Party	Analysis Date	Severity of Consequences	Likelihood of Consequences	Safety Risk Index
1	No pedestrian warning system for when buses exit the bus wash.	Technical - Design	Fuel & Wash Station	Structural	4/24/2023	Safety Department	Safety Department	5/2/2023	Catastrophic (1)	Probable (B)	1B

Existing Mitigation(s)	Further Mitigation Action	Revised Safety Risk Index	Revised Safety Risk Index Date	Department Responsible for Mitigation	Assign Date	Estimated Implementation Date	Completion Date	Contact Person	Pierce Transit Opportunities/Rationale
Proposed (No Pedestrian Zone). Have Operators sound horn upon exiting all bays. Extending no pedestrian zone from 5' to 15'. Operators must stop, activate windshield wipers/defroster, then proceed when safe to do so.	Warning system to notify all in the vicinity that a coach is exiting the wash bay.	1D	Contingent on PM Change Order	Project Management	Contingent on PM Change Order	Contingent on PM Change Order	Contingent on PM Change Order	Brian Matthews, Project Manager	On 4/27 the Safety Committee recommended warning system be placed at the exit of the new wash bays for pedestrian safety. On 5/1 Safety Committee Chair emailed concerns to PM & Project Sponsor. During mock up walkthrough on 4/24 this was identified to the PM. Project Manager & ED Maintenance acknowledged and committed to retrofit ASAP. Once the PM submits a change order matrix will be updated.

16 APPENDIX K – Lean Problem Solving & Change Management

LEAN PROBLEM SOLVING AND CHANGE MANAGEMENT PROCESS



Pierce Transit has adopted two methodologies for managing change: Lean Problem Solving and Change Management. The two methods function in partnership to provide a process for both recognizing the need for change, identifying the change, and implementing the change.

Pierce Transit’s Lean Program is modeled on an amalgamation of the Deming Cycle and Lean Six Sigma which result in an 8-step problem solving process:

1. Clarify the problem
2. Identify performance gaps
3. Set improvement targets
4. Determine root causes
5. Develop countermeasures
6. See countermeasures through
7. Confirm results and processes
8. Follow-up

Pierce Transit’s Change Management Program is based on Prosci’s methodology of:

1. Prepare for Change
2. Manage Change
3. Reinforce Change

Each program includes standardized training offered at both the basic and intermediate levels with additional training tailored for leaders of the organization.

17 APPENDIX L – Safety E-Learning Courses

NEOGOV Course List as of 04/13/2023	
A COVID-19 Response: Returning to Work	Chemical Safety
A Workplace Cautionary Tale	Compressed Gas Safety
Accident Incident Investigation	Confined Space Entry
Active Shooter and Workplace Violence Response (Workplace)	Contact Tracing in Your Community
Active Shooter: In The Workplace	COVID-19: A Pandemic Response
Aggressive Driving and Road Rage	Crossing Guard Training
Arc Flash Safety	Dealing With Hazardous Spills
Asbestos Awareness	Defensive Driving
Asbestos Cement Pipe Safety (Public Agency)	Defensive Driving for Vanpool Drivers
Avoiding Animal Bites	Driving Around Animals
Avoiding Collisions While Backing & Parking	Driving in Adverse Weather
Avoiding the Crush Zone	Driving While Impaired
Back Safety	Driving with Distractions
Basic Construction Safety	Dump Truck Safety
Basic Industrial Safety	Electrical Safety
Behavior-Based Safety for Supervisors	Electrical Safety and the 2021 NFPA 70E for Supervisors
Bloodborne Pathogens	Electrical Safety and the 2021 NFPA 70E for Workers
Bloodborne Pathogens Condensed	Electrical Safety for Qualified Workers
Bloodborne Pathogens for Campus Law Enforcement	Emergency Communication in the Workplace
Bloodborne Pathogens for Law Enforcement	Emergency Planning
Brain Bites - Covid 19 and Healthy Workspaces	Emergency Preparedness: Continuity of Operations
Brain Bites - Navigating Stress and Anxiety	Emergency Response in the Workplace
Brian's Story: You Can Make A Difference	Employee Safety Awareness
Caught-In or Between Hazards in Construction Environments	Evacuation Procedures
Chainsaw Safety	Eye and Face Protection
Fall Protection	General Safety Boost Episode 8: Drug-Free Workplace
Fall Protection: Comprehensive	General Safety Boost Episode 9: Bloodborne Pathogens
Field Biological Hazards	Ground Fault Circuit Interrupter (GFCI)

Fighting Fatigue in the Workplace	Hand and Power Tool Safety
Fire and Explosion Hazards	Hand, Wrist & Finger Safety
Fire Extinguishers: Putting Out the Fire	Hazard Communication in Cleaning & Maintenance Operations
Fire Prevention	Hazard Communication in Cleaning and Maintenance Environments
Fire Prevention: Comprehensive	Hazard Communication: The New GHS Standards
First Aid	Hazard Recognition
First Aid	Hazard Recognition
Flagger Safety	Hazardous Energy Source: Lockout/Tagout Affected and Authorized Persons
Food Safety	Hearing Conservation
Forklift Safety	Heat Stress
Forklift Safety: Industrial Counterbalance Lift Trucks	Heat Stress
Forming and Operating Safety Committees	Hoisting and Rigging
General Safety Boost Episode 1: Ergonomics	Home Office Ergonomics
General Safety Boost Episode 10: Skin Protection	Hot Work Safety & The Permitting Process
General Safety Boost Episode 11: First Aid	Housekeeping on the Job Site
General Safety Boost Episode 12: Active Shooter	How To Fit Test Respirators
General Safety Boost Episode 2: Back Safety	Human Behavior: Reducing Unsafe Acts
General Safety Boost Episode 3: Trip Hazards	Hydrogen Sulfide Safety Awareness
General Safety Boost Episode 4: Emergency Preparedness	I2P2: Injury and Illness Prevention Programs
General Safety Boost Episode 5: Fire Safety	Indoor Air Quality
General Safety Boost Episode 6: Hazard Communication	Indoor Crane and Sling Safety
General Safety Boost Episode 7: Slip Hazards	Intersections: Turning & Right of Way
Introduction to Contact Tracing	Mobile Elevating Work Platforms: Safe Use and Requirements
Introduction to Industrial Hygiene	Motorized Pallet Truck Safety Training
Introduction to Investigations	New Employee Safety Orientation
Introduction to OSHA	Office Safety
Job Hazard Analysis	OSHA Recording and Reporting

Job Hazard Analysis for Supervisors	Oxygen Acetylene Welding and Cutting Safety
Ladder Safety	Personal Protective Equipment
Landscape Safety	Personal Protective Equipment: Eye and Face Protection
Lane Use	Personal Protective Equipment: Foot Protection
Lead Safety Awareness	Personal Protective Equipment: Hand Protection
Lessons Learned From an Arc Flash Tragedy	Personal Protective Equipment: Head Protection
Liability While Driving Government-Owned Vehicles	Personal Protective Equipment: Noise Exposure and Hearing Conservation
Light Trucks: Avoiding Collisions	Personal Protective Equipment: Respiratory Protection
Light Trucks: Backing Safety	Power Saw Safety
Light Trucks: Driving Hazards	Practicing Hand Hygiene
Light Trucks: Ergonomics	Preparing Your Workplace for COVID-19
Light Trucks: Handling Extreme Conditions	Preventing Electric Shock
Light Trucks: Trailering	Preventing Slips, Trips, and Falls
Lockout/Tagout Safety	Preventing Strains and Sprains
Lockout/Tagout Safety: Comprehensive	Protective Clothing & Equipment Training
Machine Guarding	Railroad Crossing Safety
Managing Speed	Reasonable Suspicion for Drug and Alcohol Testing: Signs and Symptoms of Alcohol Misuse
Manual Pallet Jack Safety	Reasonable Suspicion for Drug and Alcohol Testing: Signs and Symptoms of Drug Use
Material Handling and Storage	Reasonable Suspicion for Drug and Alcohol Testing: The Role of the Supervisor
Materials Handling Safety	Remote Worker: Safety, Health and Security
Respiratory Protection	Struck-By Hazards in Construction Environments
Safety Audits	Survival Driving - Emergencies and Natural Disasters
Safety Awareness 101 for New Employees	Survival Driving - Urban Driving
Safety Awareness Program for Supervisors	Suspended Scaffolding Safety in Construction Environments
Safety Data Sheets	Tailgate Topics - Avoiding Accidents
Safety Housekeeping and Accident Prevention	Tailgate Topics - Buckle Up

Safety in Local Government: Part 1	Tailgate Topics - Distracted Driving: Drop it & Drive
Safety in Local Government: Part 2	Tailgate Topics - Driving Defensively
Safety Leadership: An Essential Safety Element	Tailgate Topics - Drowsy Driving
Safety Orientation	Tailgate Topics - Emotional Driving
Safety Showers & Eye Washes	Tailgate Topics - Hang Up and Drive: Cell Phones + Driving
Scaffolding Safety	Tailgate Topics - Intersections
Shelter Protocol: Operating & Closing a Shelter	Tailgate Topics - Look Back: Mirror, Mirror on the Car
Shelter Protocol: Preparing to Open a Shelter	Tailgate Topics - Safe Following
Silica Awareness: Silica and the OSHA Silica Standard	Tailgate Topics - Winter Driving
Silica Awareness: Working Safely with Silica	The Bed Bug Problem
Site Control	Transitional Duty: Improving Your Return to Work Program
Slips, Trips, and Falls	Trenching and Excavation Safety
Slower is Faster - Survival Skills for Law Enforcement Drivers	Trip and Transportation Safety
Snow Plow Safety	Turning Hazards
Space and Time Management	Updating Your Workplace Response to COVID-19
Spill Prevention and Control	Vehicle Care and Maintenance
Street Sweeper Safety	Walking and Working Surfaces
Stress Management at Work and Elsewhere	Walking and Working Surfaces in Construction Environments
Stress Management for Public Safety Telecommunicators	Warehouse Safety
Waste Management	Winter Driving: Weather Conditions & Preparations
Welding Safety	Winter Safety
Welding, Cutting & Brazing Safety	Work Zone Safety
Wellness & Fitness Training	Work Zone Safety
Wildfire Smoke Safety	Working Outdoors in Warm Weather
Winter Driving Safety	Workplace Allergies & Sensitivities for Employees
Winter Driving: Braking and Special Consideration	Workplace Ergonomics
Winter Driving: Comprehensive	Workplace Safety - Active Shooter
Winter Driving: Trapped or Stranded Vehicles	Workplace Security

Winter Driving: Travel Planning and Techniques	Workplace Violence
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18 APPENDIX M – POL 3320.11 Administering the Agency Safety Committee


POLICY

Effective Date: February 21, 2017 (POL-3320.11)
Revised Date: May 16, 2022
Replaces: February 1, 2014, POL-3320.11 Administering the Agency Safety Committee 2018
See Also: PRO-3320.11, Conducting Agency Safety Committee Meetings
 PRO-3320.12, Conducting Agency Safety Committee Elections
Approved By: Executive Team

POL-6.1 ADMINISTERING THE AGENCY SAFETY COMMITTEE
 As a public agency, Pierce Transit shall have a standing safety committee in accordance with Washington Administrative Code (WAC) 296-800-13020, Establish and Conduct Safety Committees, effective October 1, 2002. WAC 296-800-13020 derives its authority from the Revised Code of Washington (RCW) 49.17.010, 49.17.040, and 49.17.050.

- 1. The Agency Safety Committee shall have both Agency-selected members and employee-elected members.**
 - a. Agency-selected members shall be:
 - i. An Executive Director
 - ii. Human Resources Representative
 - iii. Safety Office Representative
 - iv. Risk Office Representative
 - v. Fleet Maintenance Office Representative
 - vi. Operations Office Representative
 - b. Employee-elected shall represent the following career groups within the Agency:
 - i. (4 total) Transit or Relief Operators
 - ii. (2 total) Finance, Accounting, Administration, and Customer Service
 - iii. Service Support
 - iv. Planning Representative
 - v. Facilities Maintenance Representative
 - vi. Fleet Maintenance Representative
 - vii. Public Safety Representative
 - c. The number of employee-elected committee members must equal or be greater than the number of Agency-selected members.
 - d. A chair or co-chairs shall be elected by the Committee members.
- 2. Members must remain in good standing and be available to attend scheduled meetings.**
 - a. Employees must be currently working in the skilled position which they are representing on the committee.
 - b. Employees must have no disciplinary actions and no preventable accidents within the 12 months prior to the committee’s election.

Page 1 of 2

POLICY

- 3. The Committee shall meet at least monthly.**
- 4. At a minimum, the following topics shall be addressed at each meeting:**
 - a. Safety and health inspection reports and actions taken to mitigate risks identified.
 - b. Accident investigation reports to determine if causes were unsafe conditions and, if so, what can be done to correct the condition(s).
 - c. Workplace accident (on the job injury) and illness reports and actions taken to minimize lost time and claims.
- 5. Annually:**

In compliance with the Bipartisan Infrastructure Law of 2022, the Safety Committee will annually review and approve the Public Transit Agency Safety Plan before it is forwarded to the Board of Commissioners for approval.
- 6. A record of each meeting and who attended shall be written and published.**
 - a. Records of each meeting shall be kept for at least one year and minutes posted on agency bulletin boards.
 - b. Records of meetings shall be made available to safety and health consultation personnel of the Department of Labor and Industries.

19 APPENDIX N – Revision Record

Revision Number	Date	Section	Update By	Approved By
090117	09/01/2017	All	Rob Hyuck	Sue Dreier
Nature of revision				
Drafted the Pierce Transit PTASP Plan according to the FTA Guideline for a PTASP development.				
Revision Number	Date	Section	Update By	Approved By
072319 (Rev. 1)	07/23/2019	All	Reggie Reese Jason Hovde Selena Ngo Bill Kessler Amy Maxwell	Sue Dreier Adopted by the Pierce Transit Board on 9/9/2019 – Resolution No. 2019-033
Nature of revision				
Reviewed, updated, and reformatted the Plan to reflect the current safety work practices.				
Revision Number	Date	Section	Update By	Approved By
102519	10/25/2019	3.1.6	Reggie Reese Jason Hovde Amy Maxwell	
Nature of revision				
Added language to add photos of deficient area or equipment to safety inspection submissions. Updated verbiage for clarification.				
Revision Number	Date	Section	Update By	Approved By
112519	11/25/2019	3.2.1	Reggie Reese Jason Hovde Amy Maxwell	
Nature of revision				
Adjusted Safety Risk Evaluation Matrix to reflect standard model.				
Revision Number	Date	Section	Update By	Approved By
062620 Annual Review (Rev. 2)	06/26/2020	Multiple – See below.	Reggie Reese Jason Hovde Amy Maxwell	Sue Dreier / PT Board 9/14/2020
Nature of revision				
Cover – Adjusted to include address per FTA requirement and reformatted cover.				
Revision Record – Moved to 19 Appendix N and adjusted for easier identification of changes.				
Revision Summary added after Cover.				
Acronym Glossary – Removed SSPP.				
Executive Summary – Added Federal Way. - Added the paragraph - <i>“Recipients or sub-recipients of financial assistance under 49 U.S.C. § 5307 that operate a public transportation system. Pierce Transit as it is known today is a Public Transportation Benefit Area Corporation, incorporated under authority of Chapter 36.75A of the Revised Code of Washington State. Serving Washington’s second largest county, Pierce Transit provides four types of service: fixed route, specialized</i>				

<p><i>transportation (SHUTTLE) services for the disabled, Vanpool ridesharing transportation services for long distance commuters, and seasonal trolley services. Today the agency's service area covers 292 square miles of Pierce County. the agency only receives .006% (or 6/10 of 1 percent) of the maximum .009% in local sales and use taxes allowed under the Washington State Department of Revenue."</i></p> <p>- Added the sentence - <i>"Pierce Transit's Agency Safety Plan addresses all applicable requirements and standards as set forth in FTA's PTASP and the National Public Transportation Safety Plan."</i></p> <p>- Added the following paragraph under Policy Statement – <i>"Accountable Executive means a single, identifiable person who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a public transportation agency; responsibility for carrying out the agency's Transit Asset Management Plan; and control or direction over the human and capital resources needed to develop and maintain both the agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the agency's Transit Asset Management Plan in accordance with 49 U.S.C. 5326."</i></p>
<p>2.5.3 – Removed SSPP.</p>
<p>2.5.4 and 2.5.5 - Added clarifying information as to the responsibilities of Executive Directors, Managers and Supervisors – including ensuring employees are familiar with and comply with the plan.</p>
<p>2.5.6 – Added <i>"Ensure that they are familiar and comply with safety processes/procedures and reporting contained within this document."</i></p>
<p>2.5.7 – Removed <i>"See SSPP."</i></p>
<p>2.6 No. 1 – Added Situational Report (SIT Rep).</p>
<p>2.6 No. 2 – Added Emergency Management and Emergency Plans. (Pandemic Flu Response Plan, COVID-19 Prevention Plan, Private Medication Center Plan)</p>
<p>2.6 No. 3 – Added planned date to update the SSEPP by and refresher training. - Added <i>"Base Master Plan includes CPTED planning for existing upgrades and new facility designs."</i></p>
<p>2.6 No. 4 – Added <i>"(in 2020 the plan is to integrate this information into the COOP, which is in development)."</i></p>
<p>2.8 – Added audit information I, II, and III. - Added the following to the first paragraph – <i>"Changes, updates or additions to the PTASP might be prompted by such occurrences as change in trends, policy or process change, organizational structure or recommendations by qualified internal/external reviewing entities. Major substantive changes to the PTASP will be presented annually on or around the 2nd quarter meeting to the Board of Commissioners for approval after being reviewed, accepted and signed by the CEO (Accountable Executive). This document will be maintained for 3 years after creation and be made available upon request by the FTA or other regulatory entities."</i></p>
<p>3.1.3 – Added Safety Suggestion QR code under No. 7.</p>
<p>3.1.6 through 3.1.8 – Moved down to accommodate addition of Conflict and Assault Prevention Program.</p>
<p>4.1.1 – Updated data to reflect 2019 figures and adjusted targets to reflect 2020 projected targets and moved to 20 Appendix O per recommendation. Added the following language - <i>This data is also used to determine opportunities to tailor training to the trends observed. For example, data analysis determined there was a higher frequency of preventable accidents in employees with 2 years of tenure or less over any other tenure. Right-side clearance was determined to be the most common preventable accident type in employees with this same tenure as well. With this data, additional training for employees within this tenure has been created along with a new cone course designed to provide practice maintaining right-side clearance while maneuvering.</i></p>

4.1.5 – Adjusted verbiage to clarify the Safety Department will review all findings. Removed Risk Department and the Safety Committee.				
5.2.5 – Added clarifying language that the Safety Department will determine which safety-related comments and concerns will be discussed and addressed at the Safety Committee Meeting. Also, added the Safety Suggestion QR code as another means for employees to share safety ideas and concerns.				
5.2.6 – Changed “Good Driver” to “Distinguished Driver” to accurately reflect our awards.				
8-Appendix C – Changed “Good Driver” to “Distinguished Driver” and replaced sample with correct award.				
10-Appendix E – Exchanged sample inspection sheets to reflect samples of the current sheets being used.				
15-Appendix J – Replaced with example of new Corrective Action Log pulled from Trackit.				
17-Appendix L – Replaced with updated list of Safety classes as of 6/2/2020.				
20-Appendix O – Added NTD Goals to PSRC.				
21-Appendix P – Added draft of Conflict and Assault Prevention Program as of 6/9/2020.				
Revision Number	Date	Section	Update By	Approved By
032621 Annual Review (Rev. 3)	03/26/2021	Multiple – See below.	Reggie Reese Jason Hovde Amy Maxwell Brentt Mackie	Sue Drier / PT Board 8/10/2021
Nature of revision				
Cover – Adjusted year, cover photo and revision number				
1 Acronym Glossary – Added BRT and COO. Also adjusted OPS to be Operations instead of Operating.				
2.3.2 – Added photo for collaboration/internal safety department goals for a visual.				
2.5 – Recreated Figure 2 – Pierce Transit SMS Organization Chart to reflect adjustments made in the Agency.				
2.5.2 – Adjusted title from Executive Director of Service Delivery & Support to Chief Operating Officer (COO).				
2.5.3 – Adjusted verbiage for clarification on aggressive behavior and changed the name of the Safety Transit Integration Group to Joint Bus Safety Committee. Also removed bullet for auditing the Drug & Alcohol program.				
2.5.4 – Adjusted ensuring to “to ensure”				
2.5.5 – Added Safety Responsibilities of Emergency Management Coordinator				
2.5.5-2.5.8 – Numbering adjusted due to addition of 2.5.5.				
2.5.8 – Adjusted matrix with correct responsibilities and department names.				
2.6 – 1. and 2. Re-worked these sections and combined to reflect the Emergency Management Coordinator position. Also removed table and replaced with summary of resources available in the My-EOP application. 3. (changed to 2.) Public Safety Department – minor grammar changes, replaced Executive Director of Service Delivery & Support with Chief Operating Officer, adjusted year for SSEPP update, and added in verbiage <i>Coordination of Threat and Vulnerability Assessment revision in 2021</i> and <i>SSMP currently being revised to include Bus Rapid Transit (BRT) 2021</i> .				
4. Removed.				
2.7.1 – Adjusted verbiage on requirements for additional training needed on chemicals for clarification.				
3.1 – Removed redundant information covered more in-depth in 3.1.3. Added verbiage <i>The Pierce Transit RAI A is being reformatted to reflect changing projects and updated associated plans (April 2021). Portions of the RAI A may be available upon request to those</i>				

<i>with a legitimate need to know, as the RAIAs do contain sensitive information. Please contact the Emergency Management Coordinator to apply.</i>				
3.1.2 – Added clarifying language on where to find the Risk Assessment Survey.				
3.1.3 – Adjusted language for clarification.				
3.1.4 – Added clarifying language on how to reach Customer Service.				
3.1.5.2 – Adjusted language for clarification and added in a visual for examples of work done in 2020.				
3.1.5.3 – Adjusted title of DriveCam award to accurately reflect the current title “Distinguished Driver Award”				
3.1.6 – Adjusted to reflect current CAPP information and location of CAPP can be found in Appendix P. Also adjusted titles under the PT Safety Department.				
3.1.7 – Added <i>Observe employees performing duties in order to ensure safe work procedures are taking place.</i> Added clarification of what to do if a finding requires assistance and added in Trackit as an option for completing the forms. Removed “ <i>and to support the medical surveillance and workplace monitoring program.</i> ”				
3.1.8.1 – Replaced Incident definition to match our Preventable Accident Policy.				
3.2 – Added Risk Department. Added Coronavirus Prevention Plan to list.				
4 – Added (<i>published for all departments to review</i>) after Monthly KPI Reviews.				
4.1.1 – Added <i>Zonar vehicle inspection system (see Appendix Q for detailed information) and Collaboration on ongoing safety performance, targets and processes.</i>				
4.1.2 – Added <i>An example of monthly KPIs is included in Appendix O.</i>				
4.1.5 – Adjusted name for clarification.				
4.2 – Added clarifying language and examples of issues.				
5.1.2 – Added clarifying language.				
5.2.1 – Added the following: <i>In 2021, the Maintenance Department plans to install the □SAFESTART safety and human error reduction training program. This program covers topics such as; Safety, Risk and Error, Eyes on Task, Mind on Task, Balance/Traction/Grip, Fatigue, Critical Error Reduction Techniques.</i>				
5.2.2 – Changed Intranet site to PULSE Page.				
5.2.3 – Added examples of commonly located areas for safety bulletins.				
5.2.4 – Added clarifying language.				
5.2.5 – Added the following: <i>All safety-related comments and concerns are reviewed by the Safety Department and documented. The Safety Department will exercise one or more of the following options: Mitigate/Resolve by the Safety Department, Forward (with expectations) to Agency department responsible for mitigation, Elevate to Executive level for action, Discuss and address at the Safety Committee Meeting, Respond to the employee who submitted the concern.</i>				
5.2.6 – Added recognition programs and reformatted.				
8-Appendix C – Adjusted title and replaced image.				
11-Appendix F – Replaced sample with one that has the current PT logo on it.				
15-Appendix J – Adjusted title to match the title in the PTASP.				
17-Appendix L – Replaced course list with courses currently available via NEOGOV.				
20-Appendix O – Updated goals and added/adjusted historical data. Added copy of monthly KPIs distributed via the Safety Department Monthly Report.				
21-Appendix P – Replaced CAPP document with current revision.				
22-Appendix Q – Added appendix with Zonar Information.				
Revision Number	Date	Section	Update By	Approved By
032621 FTA Review	05/27/2021	Multiple – See below.	Reggie Reese Jason Hovde	

			Amy Maxwell Brentt Mackie	
Revision Summary – Added signature information to approve the entire PTASP document.				
1 Acronym Glossary – Changed title to Acronym Glossary and Definitions. Also added in FTA Definitions from 49 CFR § 673.5 of the Public Transportation Agency Safety Plan regulation.				
3.1 – Added FTA definition of a hazard and a bullet stating <i>Data and information from FTA and other oversight authorities.</i>				
4 – Added clarifying language: <i>The Agency considers Safety Inspections and the follow-up process as being relevant to 2 different pillars of SMS, Safety Assurance and Safety Risk Management.</i>				
4.1.1 – Added the following language: <i>In addition, internally this document and accompanying reference documents are permanently posted on the Agency’s e-Learning sites, Agency shared intranet, and updates are published and posted to the Agency annually.</i>				
4.2 – Added the following bullet items: <i>Organizational changes, including Agency Leadership and Accountable Executive changes. Design and implementation of new systems and other capital projects. Changes to existing systems or service. New services provided to the public. New operations or maintenance procedures. Changes to existing operations or maintenance procedures. Changes in capabilities and organizational capacity. Procurement process changes. Changes to relevant regulations, laws, policies or the FTA’s National Public Transportation Safety Plan that may impact safety programs, SRM process or safety performance.</i>				
5 – Added the following verbiage: <i>The Agency’s assessment of safety performance includes developing and carrying out a plan (or plans), under the direction of the Accountable Executive, to address safety deficiencies identified during a safety performance assessment.</i>				
5.1.1 – Added clarifying language: <i>These e-learning courses are for Safety sensitive employees, all transit agency employees and contractors designated as directly responsible for safety, for new hire, refresher, post incident and new process/procedure training. This includes training for dispatchers, managers/supervisors, agency leadership/executive management, Chief Safety Officer, Accountable Executive, and any other personnel designated as directly responsible for safety.</i>				
5.2.1 – Added SMS Training to Employee Safety Meeting topics.				

20-Appendix O – Added the following verbiage to the GOAL 1 - *Unlike goals established utilizing NTD data (found under Goal 4, broken down by mode), these goals are approached through a systematic application of Agency policies, processes, and behaviors that ensures a formalized, proactive and data-driven approach to safety risk management. This strategic approach:*

- *Is flexible and scalable where effectiveness is determined by attaining safety performance targets and standards.*
- *Establishes a list of quantifiable levels of safety performance that the Agency has established as a base for safety performance measurability.*
- *Provides the formal hazard control processes the Agency uses to identify hazards; analyze, evaluate and prioritize safety risks; and develop, implement and evaluate risk controls strategies.*

This table specifies measurable and attainable safety objectives to reach the Agency’s annual and overall safety goals.

Added the following verbiage to GOAL 4 - *As required by 49 CFR 673.15 (B): To the maximum extent practicable, a State or transit agency must coordinate with States and Metropolitan Planning Organizations in the selection of State and MPO safety performance targets.*

Revision Number	Date	Section	Update By	Approved By
012122	01/21/2022	Multiple – See below.	Reggie Reese Jason Hovde Amy Maxwell Brentt Mackie Rodney Chandler Fran Draxton	Mike Griffus

Cover – Adjusted year, cover photo and revision number.

Revision Summary – Added version information and adjusted CEO to Mike Griffus.

1 – Acronym Glossary and Definitions – Added My-EOP and SSI information.

Multiple sections –

- * Adjusted grammar and language for clarification.
- * Adjusted all references to Trackit to be uniform and consistent.
- * Changed all references to Public Safety Department to Department of Public Safety.
- * Adjusted all references to Safety Manager to Chief Safety Officer

2.1 – Added bullet - Ensure the Agency has established Emergency Plans and a focus on exercising these plans once established, in addition establish relationships with other county agencies to collaborate and participate in county wide exercises;
Also, adjusted CEO to be Mike Griffus.

2.3.2 – Updated image.

2.5 – Updated Figure 2.

2.5.5 – Changed position title to Administrator. Also, adjusted bullets to reflect the current responsibilities of this role more accurately.

2.5.6 – Added My-EOP App to the bulleted list.

2.5.8 – Safety Responsibility Matrix has been adjusted to reflect current responsibilities.

2.6 – Multiple adjustments as follows:

- 1) Adjusted responsibility for developing plans and procedures to be the Safety Department instead of Service Delivery and Support.
- 2) Section 1 –

<p>* Adjusted title to Administrator instead of Coordinator and “under the direction of” to CSO instead of SDS.</p> <p>* Adjusted information in this section to more accurately reflect the current activities of (and documents maintained by) the Emergency Management Administrator.</p> <p>* Added the following verbiage – The Emergency Management Administrator works collaboratively with the Public Safety Department to work on public safety and security emergency response. This collaboration is responsible for developing, implementing and updating public safety and security emergency response procedures, including but not limited to:</p> <ul style="list-style-type: none"> • Early Warning System (EWS) • Bomb Threats • Active Shooter Training (posted in NEOGOV) • Workplace Violence • Physical Security <p>The Agency’s security plan is covered under the SSEPP (System Security Emergency Preparedness Plan) this plan is continuously updated through each year and reviewed annually.</p> <p>3) Section 2 – Removed bullets listed and other items listed above that shifted from the Public Safety Department to the Emergency Management Administrator.</p>
<p>2.7 – Changed Emergency Fueling Plan to the official document name Emergency CNG Refueling Plan.</p>
<p>2.8 – Replaced the word Audit with Review.</p>
<p>3.1 – Removed date for RAI A update and added the Risk Department as another contact to request the RAI A.</p>
<p>3.1.3 – Added Create and submit an Incident Report as a method for reporting safety concerns. Also added Safety Hotline phone number, email address and the Safety Suggestion QR code.</p>
<p>3.1.5 – Added the following verbiage for clarification - The purpose of these programs is to identify hazardous behaviors, locations and system processes for quick resolution.</p>
<p>3.1.5.1 – Added Insurance to WSTIP’s full name.</p>
<p>3.1.5.1.1 – Added information on Mystery Shopper program – Our Service Delivery and Support Department has contracted with a vendor called A Customer’s Point of View to provide “mystery rider” services for our transit system. This project is intended to provide an assessment of the agency’s overall performance against its stated customer service objectives: ensure safety, provide outstanding customer service, enable organizational development and exemplify financial stewardship, and retain the community’s trust. Collected information is used to assess organizational strengths and weaknesses and improve where necessary. The information is used to provide feedback to employees as to their performance in providing excellent customer service and performing safely.</p>
<p>3.1.5.2 – Multiple adjustments as follows:</p> <ul style="list-style-type: none"> * Added instructors in as another source to provide observations. * Added the following verbiage - Training Department Instructors complete several “onboard” Operator Performance Evaluations (PE) per month. * Removed verbiage that does not accurately reflect our current operations. * Adjusted verbiage of number of observations for operators to be Generally, senior operators are required to receive one annual OB and one PE. New hire operators will receive more than one PE and OB during their first year. * Removed bullet regarding operators with less than 1 year of experience as that is addressed in the new information added above. * Added a bullet – Special evaluations due to reported trends or concerns.

3.1.5.3 - Replaced figure 5 with current incident flow chart.				
3.1.8 – Multiple adjustments as follows: * Adjusted the term description for “Event” to be any occurrence, incident, safety event, or situation where reporting is appropriate or required regardless of whether contact was made, a collision occurred, or whether it results in property damage, bodily injury, a claim of property damage and/or bodily injury, or a statement of injury. * Removed event type list.				
4.2 – Added All-Hazard incidents to the list of review issues.				
5.1.1 – Adjusted to reflect current section number (2.5.8 instead of 1.5.7)				
5.1.4 – Removed RePortal as an option from the list of recordkeeping and training documentation locations.				
5.2.1 – Added guest speakers to the list of topics presented at the safety meetings. Also, removed information on the Maintenance Department installing Safestart in 2021.				
5.2.2 – Added the following verbiage - In addition, the Safety Committee is responsible for the administration of the Agency’s Million Mile Club. The Safety Committee meets monthly. Committee members form a working group committed to safety and are actively involved in improving our safety culture. Committee members may be expected to present at Quarterly Safety Meetings or other safety-related functions.				
5.2.4 – Added the following verbiage - , via the PULSE page and posted on the Safety Bulletin Board in the Ops Lobby.				
5.2.6 – Added bullet for “Safety Starts with Me” Program.				
8-Appendix C – Replaced with new photo listing Rafeh Haidar as COO.				
9-Appendix D – Replaced logo.				
14-Appendix I – Replaced with new brochure.				
17-Appendix L – Replaced with updated list of safety classes as of 3/14/2022.				
19-Appendix N – Added revision details.				
20-Appendix O – Updated information on goals and targets with 2022 figures.				
21-Appendix P – Updated with new CAPP policy and form.				
Revision Number	Date	Section	Update By	Approved By
022723 Annual Review	02/27/2023	Multiple – See below.	Reggie Reese Jason Hovde Chelsea Kelter Rodney Chandler	Mike Griffus
2.3.2 – Replaced chart with an updated version excluding year.				
2.5 – Added a new bullet point for Employee Safety Reporting Program.				
2.5.4 – Moved verbiage from 3.1.8.2 to 2.5.4; everything from the bullet stating: Directors and managers responsible for managing outside contractors will adhere to the following. All verbiage below said bullet point to next section was moved as well.				
2.6 – Added hyperlink to All Hazards Emergency Plan.				
2.6 – 2. The Department of Public Safety, added verbiage to include the City of Puyallup, City of Lakewood, and City of Federal Way.				
3.1.4 – Changed name from Tacoma Dome Station Bus Shop to new name of Pierce Transit Customer Service Center at the Tacoma Dome Station.				
3.1.5.1 – Removed verbiage – ‘in Guest Rides twice per year.’				
4.1 – Removed verbiage – ‘These can be found in Appendix O.’				
4.1.2 – Replaced the word ‘effected’ with ‘individual’.				
4.1.3 – Replaced the word ‘Audits’ in heading to ‘Safety Review’.				

4.1.3 – Removed the following verbiage in this section: ‘and Audit’, ‘This process, however, does not take the place of regular safety inspections’ ‘audit’, ‘Department’, and ‘the’.
4.1.3 – Replaced the word ‘auditing’ to ‘reviews’.
4.2 – Added in two new paragraphs, replacing old verbiage. New verbiage is as follows: In addition, when new vehicle orders are considered, the Safety, Risk, and Training departments are to be involved in determining the specifications for those vehicles before final order decisions are made. The Safety Department conducts facility safety inspections which examine key items such as sidewalks, condition of pavement, paint markings, clearance impediments, exposed electrical hazards and lighting. Identified hazards are submitted to the responsible party and/or by work order for correction. Also new bullet point added: ‘Modification of maintenance goals.’
5.1.4 – Added verbiage – ‘created through the LMS.’
5.2.1 – Removed wording ‘2-hour’.
5.2.6 – Added three new bullet points: Employee of the Year Annual Safety Bonus Program Excellence in Safety Award
14-Appendix I – Replaced with updated guidelines.
18-Appendix M – Replaced with updated Safety Committee policy.
20-Appendix O – Updated Facilities Preventive (Safety) Repairs with 2022 numbers provided by Facilities Manager.
20-Appendix O – Replaced Monthly Safety Report with an updated version.
*Replaced the photo on the first page to this year’s Safety Committee members poster.
3.1.7 Added verbiage to Category III – Marginal.
3.1.8.2 Changed verbiage to show near event/incident instead of near miss/incident.
5.1.2 Added new bullet for Defensive Driving.
5.1.4 Removed Operations Decisions Database System since we no longer use it.
13-Appendix H – Replaced with current copy of Contractor Safety Checklist.
20-Appendix O – Updated the following calculations for 2022 and 2023 Targets: Accident Frequency Rate, Accident Severity, Passenger Accidents, Employee Injury Accidents, Employee Injury Severity, Facility & System Safety Inspections, System Security Vehicle Inspections (Quality), Safety Training, Safety Communications, and Systems/Equipment, NTD Goals to Puget Sound Regional Council. *Replaced Safety Dept Monthly Report with a current copy.
3.2.1 Replaced Risk Matrix with the current version.
17-Appendix L – Replaced course list with current list from WFD.
2.6 – Added in a new paragraph explaining the exercises and tabletops that we do from Rodney.
3.2.1 Included updated Risk Matrix with definitions of terms.
23-Appendix R – Added new Appendix with ICS Requirements by Position chart.
4 – Added #2 verbiage.
4.3 Moved from section 5 to 4.3
21 Appendix P – Replaced CAPPS program with updated version.

20 APPENDIX O – Safety Goals, Objectives, and Performance Targets

GOAL 1: SMS TO REDUCE CASUALTIES/OCCURRENCES

Using a safety management systems framework to identify safety hazards, mitigate risk and reduce casualties and occurrences resulting from transit operations to meet or exceed the acceptable level of safety performance. Unlike goals established utilizing NTD data (found under Goal 4, broken down by mode), these goals are approached through a systematic application of Agency policies, processes, and behaviors that ensures a formalized, proactive and data-driven approach to safety risk management. This strategic approach:

- Is flexible and scalable where effectiveness is determined by attaining safety performance targets and standards.
- Establishes a list of quantifiable levels of safety performance that the Agency has established as a base for safety performance measurability.
- Provides the formal hazard control processes the Agency uses to identify hazards; analyze, evaluate and prioritize safety risks; and develop, implement and evaluate risk controls strategies.

This table specifies measurable and attainable safety objectives to reach the Agency’s annual and overall safety goals.

FATALITIES

OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Reduce the number of transit-related fatalities	Number of fatalities per 100 million service miles traveled	Zero fatalities	Zero fatalities

ACCIDENT FREQUENCY RATE

OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Reduce the frequency of preventable vehicle-related collisions and those events which are related to operation of Agency vehicles	Number of preventable events per 100,000 odometer miles New ops = 100. Service levels projected to decrease. Mileage projected to remain static.	Preventable Accident Frequency Rate from the previous year 2019 AFR = 1.23 2020 AFR = .60* 2021 AFR = .55 2022 AFR = .57	Target reflects decreased mileage and an increase of new operators. Decreased ability to provide SORT classes consistently. 2022 projection = .65

ACCIDENT SEVERITY			
OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Reduce the severity of preventable vehicle-related collisions and events related to preventable behavior. We have addressed through maintenance retrofits, operator training (A-frame), proactive bus design, avoiding structural/visual impairments leading to accidents caused by reduced visibility.	Average claim cost per preventable event, per calendar year.	2021 – 76 Preventable Accidents (Estimated Loss Cost \$352k / Average Cost per Event \$4,637) 2022 – 70 Preventable Accidents (Estimated Loss Cost \$814k / Average Cost per Event \$11,630)	At least 5% average cost improvement from previous year. (2023 estimate of \$11,048)
PASSENGER ACCIDENTS			
OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Reduce the frequency and severity of preventable transit- passenger related injuries	Number of passenger injuries and its total claim cost per 100,000 revenue miles. *Includes PT, ST and Shuttle	Passenger Injury Rate (PIR) Passenger Injuries from the previous year – 2019 – 8 Pax Accidents X $100,000/11,214,584 = .07$ PIR 2020 – 3 Pax Accidents x $100,000/9,547,128 = .03$ PIR 2021 – 4 Pax Accidents x $100,000/13,802,213 = .03$ PIR 2022 – 1 Pax Accident x $100,000/12,288,957 = .008$ PIR	73% improvement over the previous year. (.008 PIR)
EMPLOYEE INJURY ACCIDENTS			
OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Reduce the number of employee service related injuries	Number of employee injuries per 200,000 total work hours	Injury Frequency Rate (IFR) from the previous year 2019 - 68 Recordable Cases x 200,000/1,809,087 Labor Hours = 7.51 IFR 2020 – 43 Recordable Cases x $200,000/1,647,574$ Labor Hours = 5.22 IFR 2021 – 40 Recordable Cases x $200,000/1,528,079$ Labor Hours = 5.2 IFR 2022 – 46 Recordable Cases x $200,000/1,544,265$ Labor Hours = 5.96 IFR	Reduction of 5% from previous year. 2023 IFR (projected) = 5.67

EMPLOYEE INJURY SEVERITY			
OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Reduce employee time lost due to work-related injuries and illnesses	Number of work-related injuries and illnesses that results in time lost and total days away from work per month	Lost Time Injury Frequency rate vs. Time Loss Severity from previous year – 2018 – 1436 Lost Work Days/68 Recordable Cases = 21.1 Days/Case 2019 – 1939 Lost Work Days/62 Recordable Cases = 31.3 Days/Case 2020 – 1568 Lost Work Days/43 Recordable Cases = 36.5 Days/Case 2021 – 2588 Lost Work Days/41 Recordable Cases = 63.12 Days/Case* 2022 – 2028 Lost Work Days/46 Recordable Cases = 44.08 Days/Case	Reduction of 5% from previous year. 2023 Time Loss Severity (projected) = 41.87
FACILITY AND SYSTEM SAFETY INSPECTIONS			
OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Increase the assessment and analysis of physical system facilities, equipment and procedures to identify and mitigate any potential safety risks	Number of facility safety audits, inspections, completed quarterly per year	1 per quarter 2020 = 3 quarterly inspections 2021 = 3 quarterly inspections 2022 = 4 quarterly inspections	Complete one full facility safety inspection per quarter and ensure all Pierce Transit-operated facilities are inspected at least twice per year
SYSTEM SECURITY VEHICLE INSPECTIONS (QUALITY)			
OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS

Increase quality of operators performing vehicle sweeps at the beginning, middle and end of route in collaboration with TSA	How many sweeps catch suspicious objects or passengers left on the coach	2021 – Pre-trip assessment – 19/20 bags found 2022 – Post-trip assessment – 13/32 bags found 2022 Post-trip assessment 27/32 sleepers found	100% objects and passengers found
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GOAL 2: SMS TO FOSTER A ROBUST SAFETY CULTURE
 Foster Agency-wide support for transit safety by establishing a culture where managers are held accountable for safety and everyone in the organization takes an active role in securing transit safety; cultivate a safety culture in which employees are comfortable and encouraged to bring safety concerns to the attention of agency leadership.

SAFETY TRAINING

OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Increase attendance at regular transit safety meetings comprised of staff at varying levels, including executives, officers, managers, operators, administrative employees and maintenance employees	Percent of employees who participate in the quarterly safety meeting	An average of 52.7% of employees participated in the quarterly safety meetings in 2019. 2020 safety meetings cancelled due to COVID-19. An average of 42.7% of employees participated in the quarterly safety meetings in 2021 For 2022, we had an average of 882 employees. An average of 53.6% of employees participated in the quarterly safety meetings in 2022.	10% increase in attendance over the previous year Target = 59%

COVID caused cancellation of in-person training in 2020. Resumed quarterly safety meeting schedules in virtual format. Operators have been given access to the virtual meeting platform.

Increase employee safety training opportunities and attendance	New 2019 Learning System thru NEOGOV created	Establish usage and targets in 2019	Completed safety library in NEOGOV.
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SAFETY COMMUNICATIONS

OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
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<p>Increase safety material distributed to employees and the general public</p>	<p>Number of manuals, brochures, posters or campaigns distributed on monthly basis, number of safety chats, Safety Monitor presentations, and monitors in every building communicating safety information</p>	<p>Weekly Safety Chat, Monthly Safety Statistic & lesson learned, Quarterly Safety Campaign for employees, review agency safety plan with Safety Committee, and ASP training for agency leadership.</p>	<p>Continuation of existing communication plan, building further communication channels and adding additional safety communication through monitors placed around the agency, and Pulse Page Safety site portal.</p>
<p>Distribute relevant defensive driving reminders to operators in real time (on the job).</p>	<p>Timely, relevant messages, content determined by weather identified, service area hazards, historic trends and/or new equipment deployment.</p>	<p>One per hour during peak operating hours.</p>	<p>Refer to overall AFR reduction.</p>
<p>Increase the reporting of near misses and incidents that would otherwise go unreported.</p>	<p>Number of near miss occurrences/incidents documented by DriveCam system and event reports.</p>	<p>Avoidable near collisions per month average = 5.3 2019 = near collisions = 144 2020 – near collisions = 72 2021 – near collisions = 64 2022 – near collisions = 68</p>	<p>5% reduction over previous year 2023 projection - 64 near collisions per year.</p>

GOAL 3: SYSTEMS/EQUIPMENT
 Provide safe and reliable transit operations by ensuring that all vehicles, equipment and facilities are regularly inspected, maintained and serviced as needed.

ROAD FAILURES

OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Reduce the number of safety-related vehicle road failures	Number of vehicle/equipment/facility maintenance issues reported from the field per quarter/year	Pierce Transit/Sound Transit Total Mileage + Shuttle between road failures. Source: System History Database The Road Calls for 2018 were 1630, MPRC = 9,142.78 The Road Calls for 2019 were 1256, MPRC = 11,871.65 The Road Calls for 2020 were 1253, MPRC = 10,462.68 The Road Calls for 2021 were 1264, MPRC = 9,971 The Road Calls for 2022 were ST Fixed Route = 12,900 MPRC PT Fixed Route = 7,200 MPRC	Fleet Maintenance projects Roads Calls for 2023: ST Fixed Route: 12,500 MPRC PT Fixed Route: 6,500 MPRC
<u>FACILITIES PREVENTIVE (SAFETY) REPAIRS</u>			
OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Response to reports of safety-related equipment/facility concerns, repair requests	Track safety-related responses system wide, to include timeliness and nature of request	On-time response to safety-related work orders from the previous year. 2019 – 100% on time. 2020 – 95% on time. 2021 – 94% on time. 2022 – 70% on time.	100% on-time response.
Prioritize preventative safety-related maintenance or inspections	Safety-related PMs completed on schedule. (emergency lights, fire systems, eyewash stations, life safety systems, etc.)	Safety-related on-time preventative maintenance completion from the previous year. 2019 – 95.74% on time. 2020 – 78% on time. 2021 – 90% on time. 2022 – 89.7% on time.	90% on-time response.
Response to safety-related findings during Safety Inspections.	Track safety-related responses system wide, to include timeliness and nature of request	On-time completion of findings during Safety Inspections from the previous year. 2019 – 85.71% on time. 2020 – 84% on time. 2021 – 82% on time. 2022 – 80% on time.	90% on-time response.

GOAL 4: NTD GOALS TO PUGET SOUND REGIONAL COUNCIL

In order to capture the broad and varied nature of public transportation, in this first National Safety Plan, FTA is relying on measures that can be applied to all modes of public transportation and are based on data that is generally currently collected in the National Transit Database (NTD). As required by 49 CFR 673.15 (B): To the maximum extent practicable, a State or transit agency must coordinate with States and Metropolitan Planning Organizations in the selection of State and MPO safety performance targets. Pierce Transit complies with this requirement.

SAFETY PERFORMANCE MEASURE: FATALITIES

(total number of reportable fatalities and rate per total vehicle revenue miles by mode)

SAFETY PERFORMANCE MEASURE: INJURIES

(total number of reportable injuries and rate per total vehicle revenue miles by mode)

SAFETY PERFORMANCE MEASURE: SAFETY EVENTS

(total number of reportable events and rate per total vehicle revenue miles by mode)

SAFETY PERFORMANCE MEASURE: SYSTEM RELIABILITY

(mean distance between major mechanical failures by mode)

Transit safety performance can be measured using a number of measures, including lagging indicators such as accidents, fatalities, injuries, and property damage associated with transit agencies' provision of service, and leading indicators. Leading indicators provide a transit agency with the ability to monitor information or conditions that may affect safety performance.

Lagging indicators provide information on events that have already taken place. Pierce Transit has forwarded to the Puget Sound Regional Council the following goals for the measurement period:

Measure	Target-setting Methodology (e.g. aspirational, % reduction, etc.)	Target Time Period (e.g. CY 2021, FY 2022, etc.)	Rate Denominator (Only for Targets 2,4,6) (e.g. Per 100K miles, Per 1M miles)	Draft Target (Optional - Include if Available)	2022 Actual	Miles	Rate	Target at rate of reduction	Reduction rate
1) Total number of fatalities	100% REDUCTION of 1	CY 2023	100,000	0	1	4,227,289	0.023658	1,000	0%
2) Fatality rate by vehicle revenue miles	100% REDUCTION of 1	CY 2023	100,000	0	0.024			0.024	0%
3) Total number of injuries	4% REDUCTION of 25	CY 2023		24	25	4,227,289	0.5913956	25,000	0%
4) Injury rate by vehicle revenue miles	25 x 100,000/4,227,289 (2022 MILEAGE) = 0.591 4% REDUCTION (24 x 100,000/4,227,289 = 0.567 (2023 target))	CY 2023	100,000	0.56773975	0.591			0.591	0%
5) Total number of safety events	7% REDUCTION from 2022 (30/30 x .07 = 2.10 2023 target = (30-2.10) .28	CY 2023		28	30	4,227,289	0.7096747	30,000	0%
6) Safety event rate by vehicle revenue miles	30 x 100,000/4,227,289 (2022 MILEAGE) = 0.71 7% REDUCTION (0.71 x .30 = 0.60)	CY 2023	100,000	0.66	0.710			0.710	0%
7) Average distance between major mechanical failures	Per Fleet Manager: The 2023 goals for miles between road failures reflects a 35% increase from 2022. Additionally, a large portion of our	CY 2023		ST - 12,500 PT - 6,500	648	4,916,789	7.588	6,500	14%
					463	6,036,796	13.017	12,500	4%

Measure	Baseline Data Source (e.g. NTD, Annual Safety Perf. Report, etc.)	Target-setting Methodology (e.g. aspirational, % reduction, etc.)	Target Time Period (e.g. CY 2021, FY 2022, etc.)	Rate Denominator (Only for Targets 2,4,6) (e.g. Per 100K miles, Per 1M miles)	Draft Target (Optional - Include if Available)	2022 Actual	Miles	Rate	Target at rate of reduction	Reduction rate
1) Total number of fatalities	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2023		0	0	279,427	0		
2) Fatality rate by vehicle revenue miles	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2023	100000	0	0	279,427	0.000	0.000	0%
3) Total number of injuries	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2023		0	0	279,427	0.000	0.000	0%
4) Injury rate by vehicle revenue miles	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2023	100000	0	0.000			0.000	0%
5) Total number of safety events	Annual Safety Performance Reports/NTD Reporting	100% REDUCTION of 1	CY 2023		0	1	279,427	0.358	0.000	100%
6) Safety event rate by vehicle revenue miles	Annual Safety Performance Reports/NTD Reporting	100% REDUCTION of 1	CY 2023	100000	0	0.358			0.000	100%
7) Average distance between major mechanical failures	Annual Safety Performance Reports/NTD Reporting	Per Fleet Manager: Our contracted operator is running 35% of their fleet with vehicles that have exceeded their useful life benchmark by up to 4 years and 100k miles. Both our Refurb Program and our 2019 Replacement Program are set to provide them with newer vehicles in Q3 and Q4 which we hope will aid to the 35% increase in MBRF	CY 2023		22,055 Miles between failures	15	338,225	22.055	22,055	0%

Measure	Baseline Data Source (e.g. NTD, Annual Safety Perf. Report, etc.)	Target-setting Methodology (e.g. aspirational, % reduction, etc.)	Target Time Period (e.g. CY 2021, FY 2022, etc.)	Rate Denominator (Only for Targets 2,4,6) (e.g. Per 100K miles, Per 1M miles)	Draft Target (Optional - Include if Available)	2022 Actual	Miles	Rate	Target at rate of reduction	Reduction rate
1) Total number of fatalities	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2023		0	0	1438,251	0		
2) Fatality rate by vehicle revenue miles	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2023	100000	0	0			0.000	0%
3) Total number of injuries	Annual Safety Performance Reports/NTD Reporting	10% REDUCTION of 11	CY 2023		10	11	1438,251	0.765	9,900	10%
4) Injury rate by vehicle revenue miles	Annual Safety Performance Reports/NTD Reporting	10% REDUCTION of .765	CY 2023	100000	0.6885	0.765			0.765	0%
5) Total number of safety events	Annual Safety Performance Reports/NTD Reporting	10% REDUCTION of 11	CY 2023		10	11	1438,251	0.765	9,900	10%
6) Safety event rate by vehicle revenue miles	Annual Safety Performance Reports/NTD Reporting	10% REDUCTION of 11	CY 2023	100000	0.688	0.765			0.688	10%
7) Average distance between major mechanical failures	Annual Safety Performance Reports/NTD Reporting	Per Fleet: Our contracted operator is running 35% of their fleet with vehicles that have exceeded their useful life benchmark by up to 4 years and 100k miles. Both our Refurb Program and our 2019 Replacement Program are set to provide them with newer vehicles in Q3 and Q4 which we hope will aid to the 35% increase in MBRF	CY 2023		24,093 Miles between failures	69	158,900	23.278	24,093	4%



**SAFETY DEPARTMENT
MONTHLY REPORT**

February 2023

SAFETY DEPARTMENT ACTIVITY UPDATES

- New stop sign at Federal Way; stop bars to be painted as weather improves.
- Conducted 80 DriveCam coaching sessions.
- Attended Safety Committee meeting.
- Created Maintenance Quarterly Safety Meeting presentation.
- SORT Creation & Implementation.
- Gallup Poll Action Plan meetings.
- Manned unlocked vehicle gate to employee parking lot until relieved by Allied Security.
- Removed coach 248 from service due to flat mirror on right side.
- Creation of Q1 Quarterly Safety Meeting presentations.
- Review & update of current PTASP.
- Phase II discussions around VR.
- ASAB Training.
- New Supervisor safety training.
- BRT Meetings with WSP, working on SSMP, SSCP coordination with SSWG.

The Senior Operator Refresher Training (SORT) has been given to 121 Operators since February 6th

Emergency Management

- Attended the Regional Coordinating Council.
- Attended the Pierce County AAR for Covid response workshop.
 - Attended the Training & Exercise Committee for Region 5.
 - Finalized Narcan Policy.
- Attended the West Pierce Emergency Management Coalition.
- Trained new Service Supervisors on EOC Overview and WebEOC.

SAFETY REPORTING



SAFETY SUGGESTIONS—Employees are encouraged to submit safety comments, concerns, or suggestions via our QR code, Safety Hotline, or Safety Suggestion Cards. All of these are tracked in the Corrective Action Log through TrackIt.

BRENTT MACKIE, SAFETY COORDINATOR

February 2023

DRIVECAM DISTINGUISHED DRIVER AWARDS

The Safety Department would like to thank the following drivers who were issued a certificate for exhibiting exceptional skills, sound judgement, and a commitment to safe driving in February.

Congratulations!

ABDELHAK QABIL	GLENN FORD	MARY WADE
ADAM MICKELSON	GREGORY HEIDECKER	MERRILL FEIKER
ANA GARCIA	GWEN FORD	MICHAEL ORTIZ
ANDREW ANDERSEN	IRIS STOWE	PHILLIP MOOREY
BRANDON MILLER	JAMES MATZ	QUOC NGUYEN
CHARLES KEMPEL	JANICE POWELL	RENE ONTIVEROS
CHERYL MCPHERSON	JASMINE EPPENS	ROBERY GUILLORY
DAVID KRENTKOWSKI	KENNETH REYES	TED SHARP
DAVID OROZCO	KURTIS WILKERSON	TEODULO (TED) LEIJA
EDWIN CLAUTIER	LISA JORQUERA	

BRENTT MACKIE, SAFETY TREND

Most people wouldn't consider walking alone down a dark alley at night when there is a well-lit and busy sidewalk nearby. Yet drivers who don't put on a seat belt are taking a similar risk.

According to the Centers for Disease Control and Prevention, drivers who don't wear a front seat belt are "30 times more likely to be ejected from a vehicle during a crash." The National Highway Traffic Safety Administration (NHTSA) amplifies how effective seat belts are at protecting drivers and passengers by adding that "More than 3 out of 4 people who are ejected during a fatal crash die from their injuries." The Federal Motor Carrier Safety Administration further adds that "one out of every five truckers killed in a crash is ejected" from his cab because of not wearing a driver safety belt.

According to a 2012 article published in the Annals of Epidemiology, neglecting seat belt effectiveness is considered an "antisocial behavior" that is associated with impulsivity and thrill-seeking. Driving without a seat belt ("driver unbelted") is one of the most prominent risky driving behaviors across all industries, according to Lytx data. This makes it essential to focus on techniques that are most effective for your fleet.

Since 1983 when seat belt data was first collected by the NHTSA, the national average for safety belt use has risen from 14 percent to 89.6 percent in 2018. During the same time, traffic fatalities decreased from an average of 18.2 per 100,000 people in 1983 to 11.4 per 100,000 people in 2017, according to the Insurance Institute for Highway Safety. Nevertheless, seat belts are not effective at protecting the 10 percent of drivers who do not wear them.

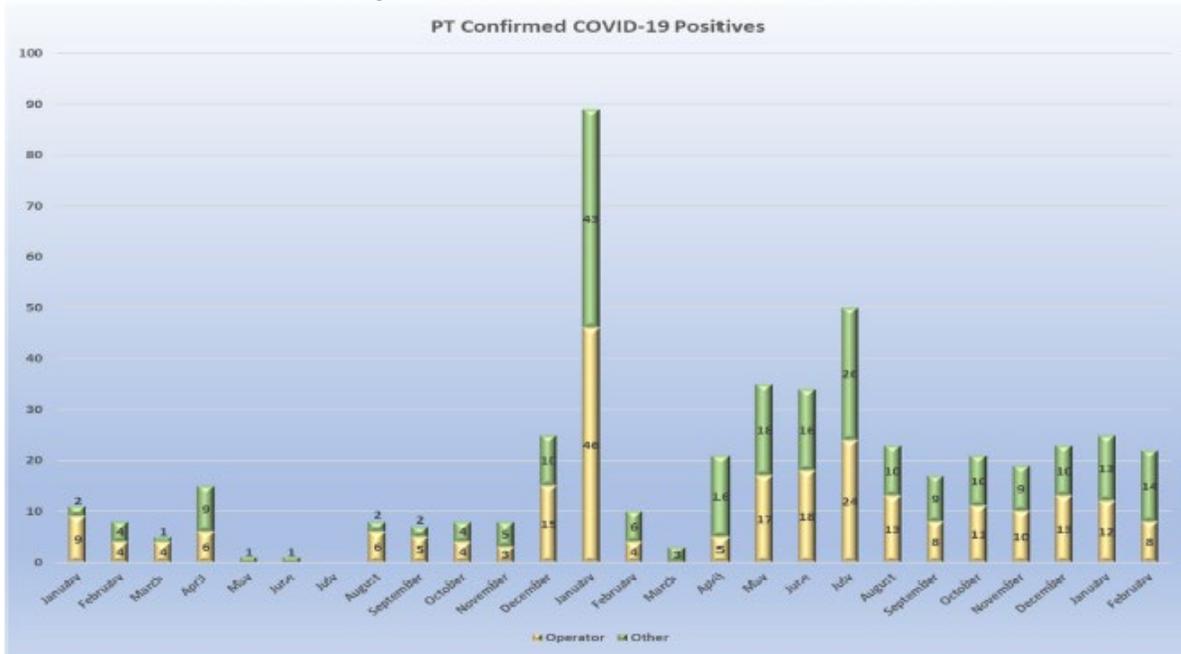
Fortunately, many states have adopted primary seat belt use laws that allow law enforcement personnel to ticket a driver or passenger for not wearing a safety belt without needing another reason to stop the vehicle. Although drivers may not appreciate the warning, the traffic stop gives them the opportunity to assess why they choose to take unnecessary risks. Drivers who are cited for not wearing a seat belt are 3.4 times more likely to be involved in a crash, according to 2017 Lytx data

RODNEY CHANDLER, EMERGENCY MANAGEMENT ADMINISTRATOR

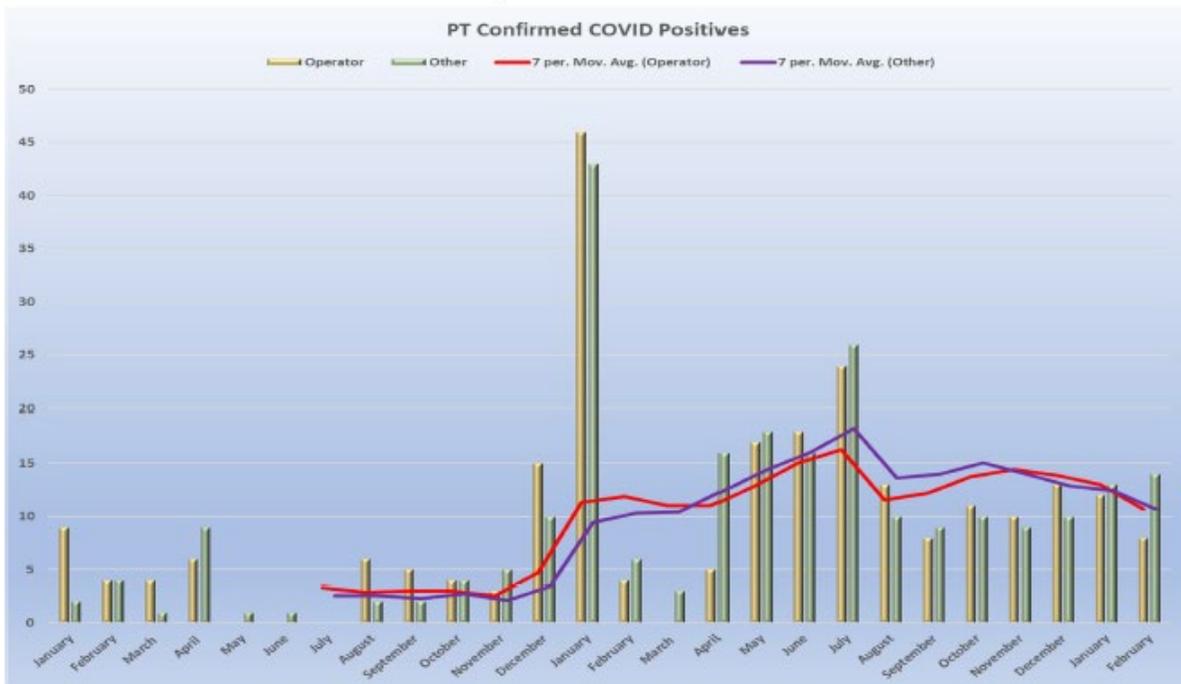
February 2023

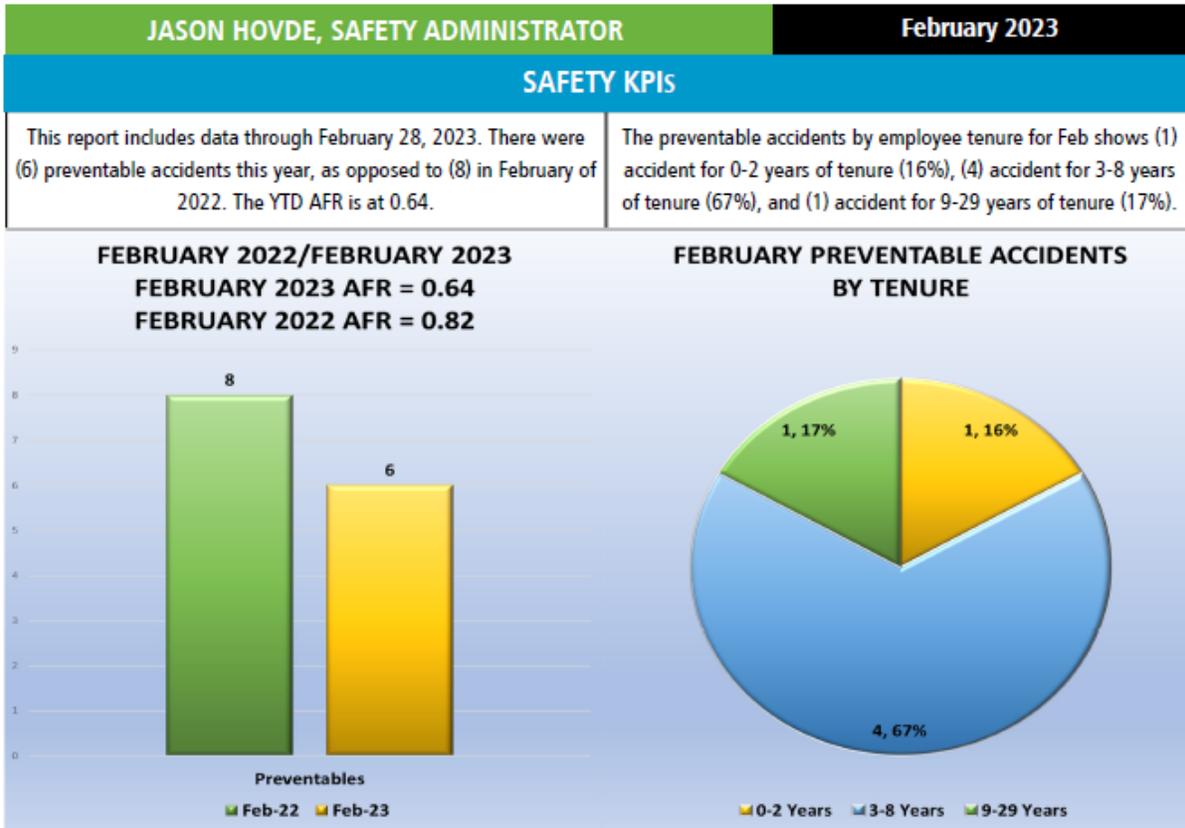
EMERGENCY MANAGEMENT STATISTICS

Below is a summary of the COVID-19 cases at Pierce Transit in 2021, 2022, and 2023.

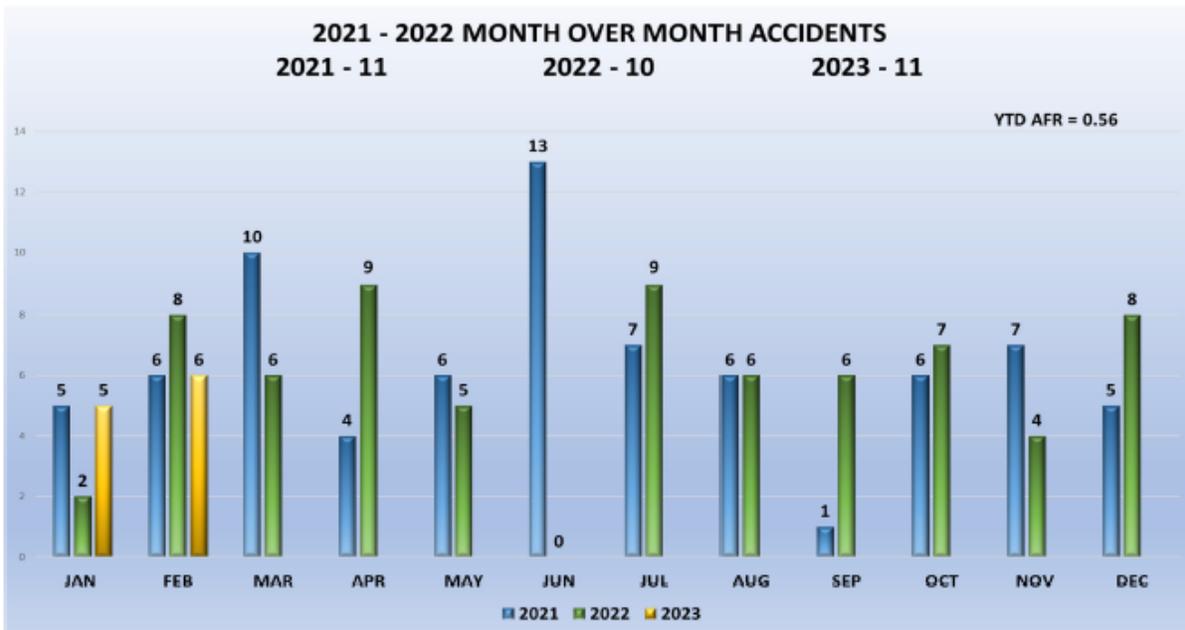


Below is a summary of all COVID-19 cases at Pierce Transit.





The Month Over Month Accidents chart shows that we have one (1) more preventable accident in 2023 as opposed to 2022. The YTD Accident Frequency Rate is 0.56.

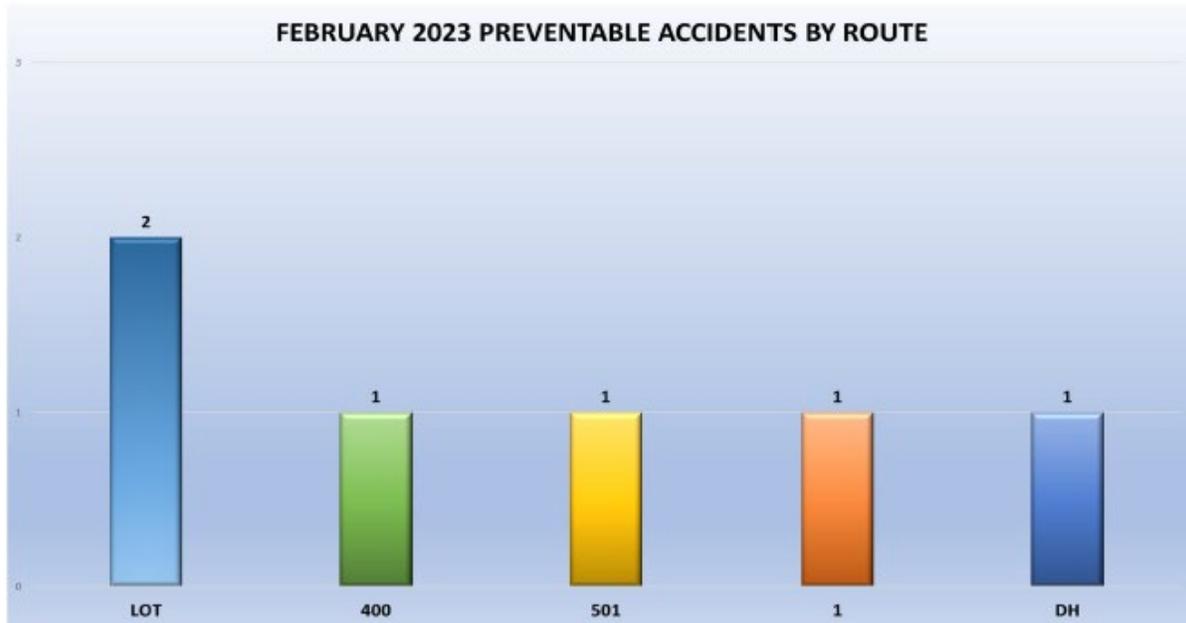


JASON HOVDE, SAFETY ADMINISTRATOR

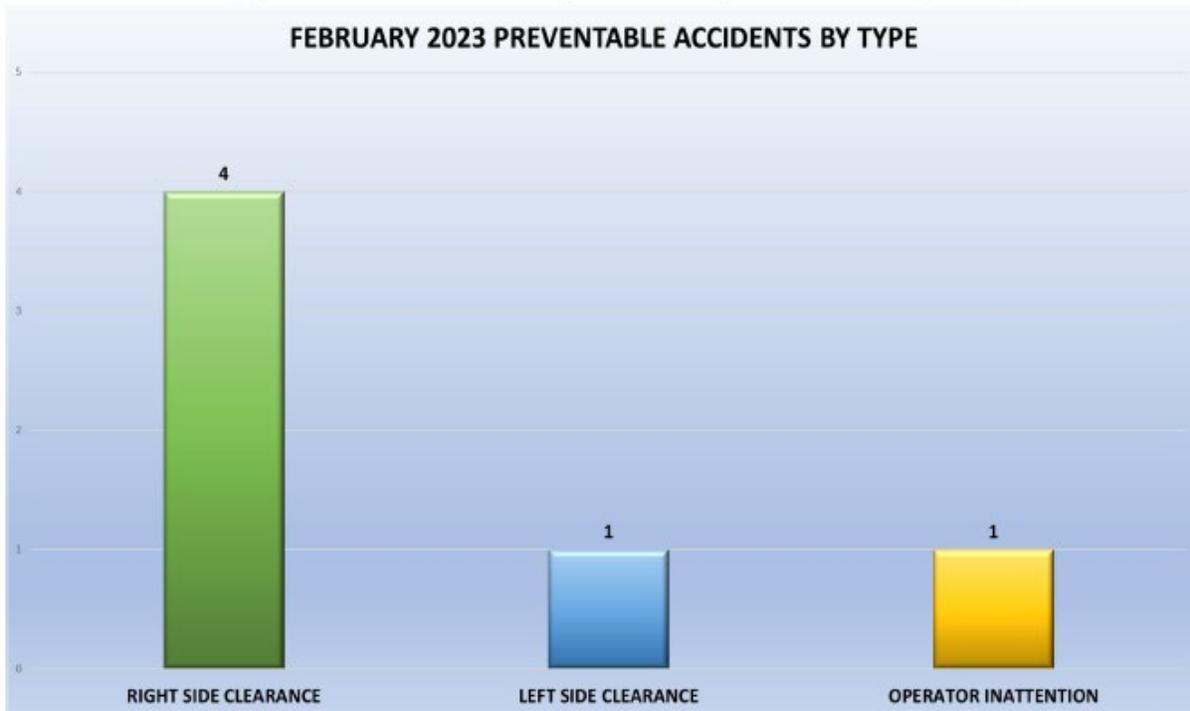
February 2023

SAFETY KPIs

The Accidents by Route shows the following for February: (2) Lot, (1) Route 400, (1) Route 501, (1) Route 1, and (1) DH.



Preventable Accidents by Type shows each of the below: (4) Right Side Clearance, (1) Left Side Clearance, and (1) Operator Inattention.



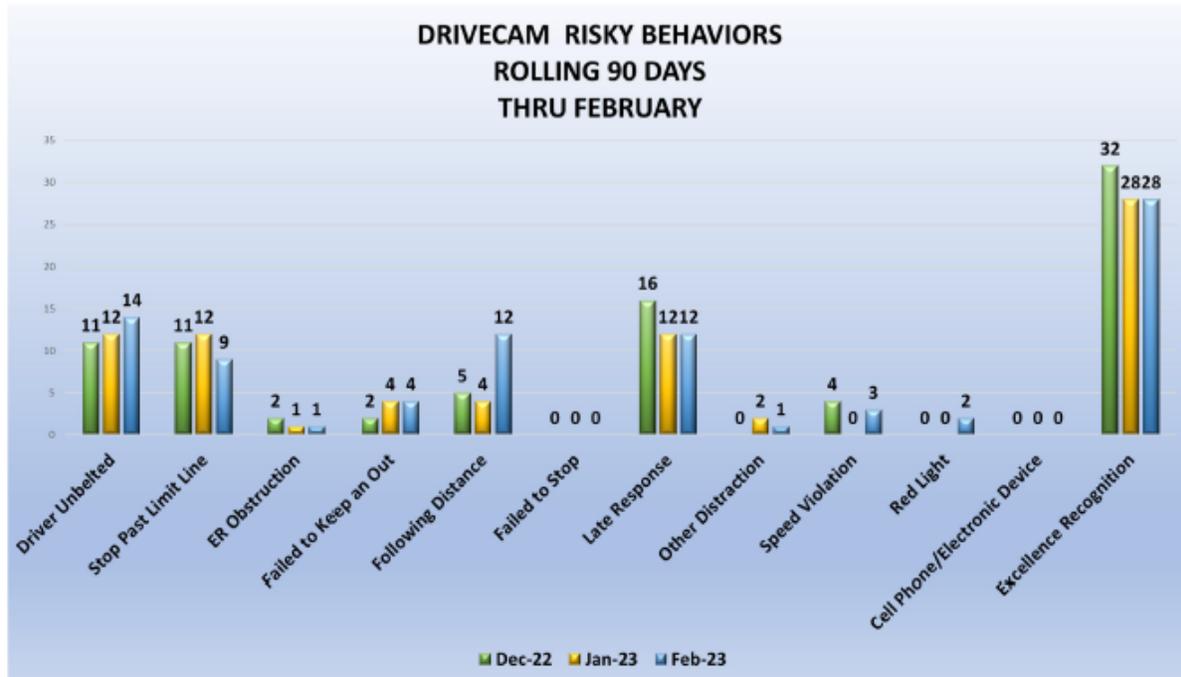
5

JASON HOVDE, SAFETY ADMINISTRATOR

February 2023

SAFETY KPIs

The DriveCam Risky Behavior chart compares the risky behaviors captured from December 2022 through February 2023.

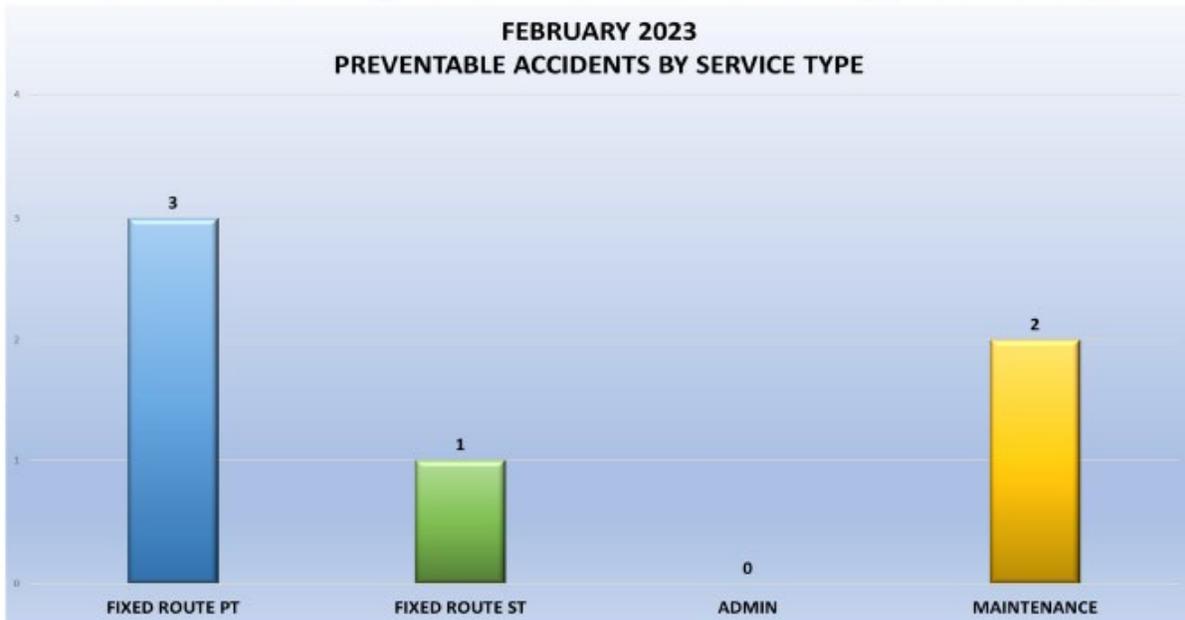


Below are details for the 12 month rolling preventable accidents. The month of February was average with six (6).



JASON HOVDE, SAFETY ADMINISTRATOR **February 2023**
SAFETY KPIS

Preventable Accidents by Service Type shows Fixed Route PT with (3), Fixed Route ST with (1), and Maintenance with (2).



The chart below shows the various event types, locations, and incident types for each preventable accident.

Event Date	City	Street	Event Type	Service Type	Vehicle #	Route #	Vehicle Type
2/8/2023	Tacoma	10th & Commerce	Right Side Clearance	Fixed Route ST	41509	DH	40 FT GIL
2/10/2023	Federal Way	Federal Way TC	Left Side Clearance	Fixed Route PT	10164	501	40 FT GIL
2/15/2023	Tacoma	6th & Steele	Right Side Clearance	Fixed Route PT	10178	1	40 FT GIL
2/22/2023	Lakewood	3701 96th St SW	Right Side Clearance	Maintenance	520	LOT	40 FT GIL
2/22/2023	Tacoma	11th & Pacific Ave	Right Side Clearance	Fixed Route PT	254	400	40 FT GIL
2/26/2023	Lakewood	3701 96th St SW	Operator Inattention	Maintenance	10106	LOT	40 FT GIL

21 APPENDIX P – Conflict and Assault Prevention Program (CAPP)



CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

PIERCE TRANSIT
3701 96th St SW
Lakewood, WA 98499

Piercetransit.org

VERSION 1.2
MAY 2022

VERSION HISTORY				
VERSION	APPROVED BY	REVISION DATE	DESCRIPTION OF CHANGE	AUTHOR
1.0	Mike Griffus, Exec. Dir. Service Delivery & Chief Safety Officer	Feb 2020	Created	Reggie Reese Jason Hovde
1.1	Mike Griffus, COO & Chief Safety Officer	March 2021	Updated	Dena Withrow Mike Hayes
1.2	Grantley Martelly, COO	May 2022	Updated	Dena Withrow

APPROVALS

This Conflict and Assault Prevention Program (CAPP) was prepared by Pierce Transit to develop, implement, and maintain a viable procedure for post employee assaults while ensuring that new hire training, refresher training and periodic reviews include de-escalation training and relevant policy reviews to aid in the reduction of employee assaults.

This program has been distributed internally within Pierce Transit.

Approved: *Grantley Martelly* Date 5/26/22
 Grantley Martelly, Chief Operating Officer



CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

Agency Commitment

The Pierce Transit Conflict and Assault Prevention Program (CAPP) takes a multi-tiered approach to prevent violence against our employees. This program was created by a collaboration of The Pierce Transit Department of Public Safety, the Division of Service Delivery & Support, the Safety Department and the Training Department. The program focuses on employee well-being and protection, priority police responses (all jurisdictions), up to the minute data analysis, and de-escalation training for employees.

Pierce Transit Management places a high priority on police responding to every assault reported to the Communications Center (Comm Center), and each case is thoroughly reviewed. While Safety and Service Delivery staff ensure operators receive timely medical and personal attention, they will also conduct internal hazard analyses on how to further reduce the risks to employees and determine whether training and/or additional support is needed.

Employer Coaching and Training Opportunities

Conflict and Aggression Management will be taught in all new hire training (all relevant classifications) during the initial training process using the TAPTCO program, supported by locally generated videos, case studies and lessons learned. Ongoing refresher training will be provided regularly to employees by postings (electronic and static), quarterly safety meeting lessons and campaigns throughout the year.

Regular policy reviews concerning relevant customer service will occur when trending warrants additional training opportunities or when requested by employees. Post incident coaching and training will be conducted by the Safety Department, the Training Department, Customer Satisfaction Coordinator or the Department of Public Safety as outlined in this document (CAPP).

The CAPP Process

Assaults and acts of aggression should be reported to the Comm Center as soon as they can practically be forwarded and processed. However, not all of these incidents will be reported through this normal channel. Managers and Supervisors should be alert to capture and process verbal conversations, written event reports, E-alerts from the Comm Center, Security Incident Reports, Employee Injury Reports and radio log entries. Management should endeavor to quickly identify these occurrences to Pierce Transit entities involved in the processing of information in order to assist the employee(s) involved. Communication and ensuring this information is acted upon will be the combined responsibility of the CAPP Team:

- **Pierce Transit (PT) Communications Center:** CommCenterControllers@piercetransit.org
- **PT Department of Public Safety:** PublicSafetyDepartment@piercetransit.org
- **Service Delivery and Support, Transportation Manager(s), Assistant Managers and Customer Satisfaction Coordinator:** TransportationManagementServiceDelivery@piercetransit.org
- **PT Training Department:** BusSafetyandTraining@piercetransit.org
- **PT Safety Department –** safetydepartment@piercetransit.org



CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

CAPP Incident Management

Upon notification of an assault, attempted assault, threateningly aggressive interaction with a passenger or other threatening altercation, the CAPP incident review process should include but not be limited to the following actions:

1. Request (from the Department of Public Safety) and watch available relevant video/audio footage of the incident. The Customer Satisfaction Coordinator will chart points of significance throughout the video/audio capture for review with employee and law enforcement authorities as needed.
2. Contact PT Peer Support Team member(s) to immediately connect with the involved employee(s) to determine the emotional/physical/mental well-being of the employee following the incident. The Peer Support Team member will provide Employee Assistant Program (EAP) information to the employee.
3. When appropriate, review video/audio of the incident with the employee while referencing the following "4 Truths" from TAPTCO's Conflict and Aggression Management training:
 - Truth 1 - PEOPLE HAVE A NEED TO BE RESPECTED
 - Truth 2 - PEOPLE WOULD RATHER BE ASKED, NOT TOLD
 - Truth 3 - PEOPLE HAVE A DESIRE TO KNOW WHY
 - Truth 4 - PEOPLE PREFER TO HAVE OPTIONS OVER THREATS
4. When applicable, provide coaching directly related to the incident on how to better approach situations and prevent potential assault in the future. As the 4 techniques regarding conflict and aggression management are discussed in the video, the supervisor should discuss where these techniques might have been used to de-escalate the previous situation(s) along with any "missed opportunities" observed.
5. Review the agency's assault prevention policies and practices with the employee (Transit Operator Manual Section D), shown below.
6. If it is determined that the employee may have (due to misunderstanding of policy) failed in any way to follow techniques to de-escalate the situation, a review of refresher de-escalation training (via the TAPTCO Conflict and Aggression Management training program) will be conducted with employee.
7. If any potential violation of law, regulation, policy, procedure or collective bargaining agreement provision has been identified, the incident will be referred to the Assistant Manager for separate review and investigation.
8. All incident files will be reviewed by the direct supervisor of the employee involved and will sign off that all follow up has been completed.

ASSAULT PREVENTION (Transit Operator Manual, Section D)

Use the following guidelines to avoid situations that may escalate into confrontations.



CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

1. Remain seated if possible. In some circumstances, the customer may see you leaving your seat as an aggressive act.
2. Use the coach P.A. system when appropriate. Be calm and polite.
3. If you must stop the coach, open both doors so that the individual is not "trapped".
4. If you are feeling threatened by someone or the situation appears to be heading toward a confrontation, Contact the Comm Center by utilizing the PRTT (Priority Request to Talk). Advise the Comm Center of the situation and request assistance from a Department of Public Safety Officer. It is much safer to communicate prior to a physical altercation or as things begin to escalate. You can always request cancellation of responding units if the situation resolves itself prior to their arrival.
5. If you are alone on the coach, do not approach a customer who appears to be under the influence of drugs or alcohol unless he/she is a regular customer with whom you feel comfortable.
6. If you observe suspicious behavior by customers on another coach, speak to the Operator (if at a transit center) or notify the Comm Center as soon as possible.
7. Never risk your safety or that of your customers. If you are unsure how to proceed, radio the Comm Center for advice.

REFUSING TRANSPORTATION (as outlined in the Transit Operator Manual Section D):

In extreme situations, you may refuse transportation to individual(s) who, due to their offensive behavior or inability to care for themselves, may risk the safety or comfort of you or your customers. It is justifiable to refuse transportation to individuals who are severely ill, intoxicated, or have extreme personal hygiene problems. If you refuse transportation, do so as politely, discreetly, and quickly as possible. Do not risk your safety, or that of your customers, unnecessarily. Request (never demand) that the person leave the coach; attempt to leave the person at a transit center or a marked bus stop where they will not be in danger. You must notify the Comm Center any time you ask someone to leave the coach; you are also to complete a two-page Security Incident Report (SIR) including witness names and addresses, and other relevant information.

Operators may not refuse transport to passengers who neglect to pay the fare. Operators are responsible for politely making a reasonable request for the fare. If a customer pays less than the full fare, courteously call their attention to the deficiency. Likewise, if a customer's pass, or identification is not in order, courteously explain the problem to the customer. Do not get into disputes over non-payment of fare. Also, submit a Security Incident Report with appropriate information on any consistent non-payers so follow-up action can be taken. A statement of the fare also helps with probable cause for Police or Security to follow-up if necessary.

Remember to press the short fare button on the keypad so the information can be used by our Public Safety office for fare enforcement.

Before requesting assistance, consider the following:



CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

1. Is the offending customer likely to become violent?
2. Will many customers be delayed for some time?
3. How much time is likely to be needed for assistance to reach you? A Department of Public Safety Officer may be some distance away, and the local law enforcement are often busy with higher-priority calls. If it is safe, you can request a Department of Public Safety Officer meet you at the next Transit Center and assist you there.
4. Once police assistance has been summoned, the coach may need to remain where it is, unless unsafe to do so, until police officers arrive and contact you. If the situation is resolved prior to law enforcement contact, advise the Comm Center right away of the update and request permission to return to your route.

If a customer refuses to leave the coach and there is no Department of Public Safety Officer or other person of authority present, call the Comm Center before taking further action. Do not forcibly remove a customer unless you are physically attacked. To use force, you must be defending yourself or another against physical attack. Even then, you must exercise reasonable care and exert only as much force as needed to stop the attack.

Use good judgment. In SOME cases, certain customers should be removed. But there are NO cases where this justifies injury to a transit employee or another customer.

DETAINING

For everyone's safety, do not under any circumstances attempt to detain someone. In some cases, you may encourage someone to remain where they are for their own safety; however, you must not detain them. Not opening the doors of your coach to allow someone to leave could be construed as "detaining".



CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

Appendix A

Optional Questions for Incident Review

PEOPLE HAVE A NEED TO BE RESPECTED

- Was the employee's interaction with the aggressor respectful?
- Was the other party (i.e., passenger) being respectful?

PEOPLE WOULD RATHER BE ASKED, NOT TOLD

- Was there a time when either party were being told to do something rather than asked?

PEOPLE HAVE A DESIRE TO KNOW WHY

- During the exchange did anyone explain "why" they took the position which might have led to the conflict?
- Was the request depersonalized? Example: "Agency policy requires that we cannot transport intoxicated passengers".

PEOPLE PREFER TO HAVE OPTIONS OVER THREATS

- What options were offered?
- Listening to discussion, was anything done or said which could have been perceived as "threatening" to either party?

MISSED OPPORTUNITIES

- Were there missed opportunities during the encounter where the coach interior could have been secured to keep the individual(s) from entering? Example: Did aggressor ever exit coach long enough to secure front and rear doors? Example: Was there a time where coach could have driven away from the individual without putting employee, passengers and/or pedestrians at risk?
- Was there an opportunity to continue the route without further involvement with this individual?
- Was fare evasion or shortage a contributing factor to the confrontation?
- Did this conflict at any time increase risk of physical harm to our passengers?
- Did you recognize this individual from an exclusion list or have previous history with the individual?
- Was an option offered that was not followed through? Ex: Were police requested after aggressor was told they would be called?
- Do you feel you were adequately supported by the agency during and after this event?
- How could the agency's policies, processes and procedures have prevented or lessened the effects of this event in your opinion?

EMPLOYEE ASSAULT CHECKLIST INSTRUCTIONS

Please carefully read the following instructions before filling out the form:

- Communications Center Controller will open and create the report in the P drive in the “Employee Assault” folder.
- The report and folder are named, by using the date, vehicle number, and employee number. (example- 021420-09715-02333, coded like an ECL/EIR).
- Communications Controller will fill out the top section of the form and SAVE AS in the P drive, Employee Assault folder.

Once the report is saved in the folder by the Communications Center, all employees will follow these guidelines:

- All departments and entries will be made on the form saved by the Communications Center, for any individual assault.
- Information will be “saved”, not “saved as” after all entries. Do not create duplicate files. Make sure the file is not already open before you enter you information and save the file.
- Each department will fill out the top of their section, to include the name of the person performing the “action”, the date, time and their employee number.
- Upon completing tasks, you must enter your employee number to the right of the form to document that the task was completed, unless you are the initial person filling out the form for your department.

Time Reported:		PIERCE TRANSIT		Radio Controller
Employee Assault Checklist				
Date:	Vehicle #	Route #	SIR #	
Employee Name:		Employee # and Title		Police Response
Location of Incident			City of Incident	
Injuries			Medical response	

Communications Center

Actions	Date	Time	Completed by
Communications Controller (<i>Initial Call Taker</i>)			

If a controller other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.

<input type="checkbox"/> Facilitated Employee's Removal from immediate additional harm/threat (if applicable)	Date	Time	Employee #
<input type="checkbox"/> Ascertained Employee's condition	Date	Time	Employee #
<input type="checkbox"/> Obtained pertinent info for first responders.	Date	Time	Employee #
<input type="checkbox"/> Dispatched Police (PS Dispatcher)	Date	Time	Employee #
<input type="checkbox"/> Dispatched Medical (if needed)	Date	Time	Employee #
<input type="checkbox"/> Dispatched Service Supervisor	Date	Time	Employee #
<input type="checkbox"/> Sent Everbridge Notification	Date	Time	Employee #
<input type="checkbox"/> Re-assessed Employee's Condition (radio call)	Date	Time	Employee #
<input type="checkbox"/> Covered Run (if needed)	Date	Time	Employee #
<input type="checkbox"/> Notified an on-duty Peer Support/CISM member or called 24/7 Peer Support Hotline	Date	Time	Employee #
<input type="checkbox"/> Notified Dispatch and Provide SIR Number (phone call)	Date	Time	Employee #
<input type="checkbox"/> Created "Assault" folder	Date	Time	Employee #
<input type="checkbox"/> Followed-up radio call to operator (if they remained on duty)	Date	Time	Employee #
<input type="checkbox"/> Placed copy of RCL in the "Assault" folder	Date	Time	Employee #

Service Support

Actions	Date	Time	Completed by
Service Support Supervisor			

If a supervisor other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.

<input type="checkbox"/> Responded to the scene	Date	Time	Employee #
<input type="checkbox"/> Checked employee condition	Date	Time	Employee #
<input type="checkbox"/> Contacted Medical/Police	Date	Time	Employee #
<input type="checkbox"/> Offered Peer support, EAP, and handed brochure to employee	Date	Time	Employee #
<input type="checkbox"/> Transported to base, when needed, if not for medical care	Date	Time	Employee #
<input type="checkbox"/> Directed operator to Dispatch to complete forms and meet Peer Support team member	Date	Time	Employee #
<input type="checkbox"/> Offer employee assistance with forms or any other tasks	Date	Time	Employee #
<input type="checkbox"/> Completed and added Track-It entry report, photos, and other documents to CAPPS file	Date	Time	Employee #
<input type="checkbox"/> If exposed to bodily fluids: Advised exposed employee to complete correct OJI paperwork and strongly encouraged them to see a physician within 24 hours of the incident.			

Dispatch

Actions	Date	Time	Completed by
Dispatcher			

If a dispatcher other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.

<input type="checkbox"/> Checked on the condition of the employee and verified absence status	Date	Time	Employee #
<input type="checkbox"/> Prepared Injury or Illness, OJI, and/or SIR paperwork for employee	Date	Time	Employee #
<input type="checkbox"/> Offered place outside of Ops lobby to fill out paperwork and speak with Peer Support	Date	Time	Employee #
<input type="checkbox"/> Scanned reports and added to file	Date	Time	Employee #

Assistant Managers

Actions	Date	Time	Completed by
Assistant Managers			

If an assistant manager other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.

<input type="checkbox"/> Checked employee's condition as soon as practical	Date	Time	Employee #
<input type="checkbox"/> Assured the employee was offered Peer Support and/or EAP	Date	Time	Employee #
<input type="checkbox"/> Reviewed video using Appendix A as a resource (CAPPS)	Date	Time	Employee #
<input type="checkbox"/> Followed up with employee	Date	Time	Employee #
<input type="checkbox"/> Documentation	Date	Time	Employee #

Comments:

Customer Satisfaction Coordinator

Actions	Date	Time	Completed by
Customer Satisfaction Coordinator			

If a customer service coordinator other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.

<input type="checkbox"/> Checked police & complaint information	Date	Time	Employee #
<input type="checkbox"/> Reviewed video	Date	Time	Employee #
<input type="checkbox"/> Reviewed incident with employee and support person(s)	Date	Time	Employee #
<input type="checkbox"/> Scheduled a hot wash on lessons learned	Date	Time	Employee #

Comments:

Risk

Actions	Date	Time	Completed by
Risk			

If someone from risk other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.

- Collected OJI forms**

Date	Time	Employee #
- Gathered information for Analysis**

Date	Time	Employee #

Comments:

Safety

Actions	Date	Time	Completed by
Safety			

If someone from the Safety Department other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.

- Reviewed video**

Date	Time	Employee #
- Lessons learned**

Date	Time	Employee #
- Recommendations**

Date	Time	Employee #

Comments / Recommendations:

Training Department

Actions	Date	Time	Completed by
Training Department			

- Scheduled employee for retraining (if required)**

Comments:

Public Safety

Actions	Date	Time	Completed by
Public Safety			

If someone from Public Safety other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.

- Pierce Transit Police responded to employee assaults that occur in Pierce County. Employee assaults that occur outside of Pierce County are the responsibility of the agency who has jurisdiction of the location where the assault occurred

Date	Time	Employee #

- Initial investigation included interviewing and obtaining written or recorded statements for victims and witnesses, collecting evidence at the scene, photographing injuries and the scene, identifying/apprehending suspect(s), obtaining a medial release from the victim

Date	Time	Employee #

- Reviewed, documented, and booked the video from the coach or TC into evidence

Date	Time	Employee #

- Contacted the Victim in the days after the assault for follow up photos and statement

Date	Time	Employee #

- Confirmed the Prosecutor has all the needed information to make an informed charging decision

Date	Time	Employee #

- Completed any follow up asked for by the Prosecutor

Date	Time	Employee #

For Cases that occurred outside Pierce County:

- Contacted the lead agency and obtain a copy of the report

Date	Time	Employee #

- Sent the agency the video from the coach or TC

Date	Time	Employee #

- Offered any assistance needed for follow up to occur in Pierce County

Date	Time	Employee #

- Stayed in contact to find out if the case was charged

Date	Time	Employee #

Comments:

22 APPENDIX Q – Zonar Information

ZONAR
CONNECT™



1

DRIVING TECHNOLOGY FUELING EFFICIENCY EMPOWERING PEOPLE



Key Differentiators – Built for Today and the Future

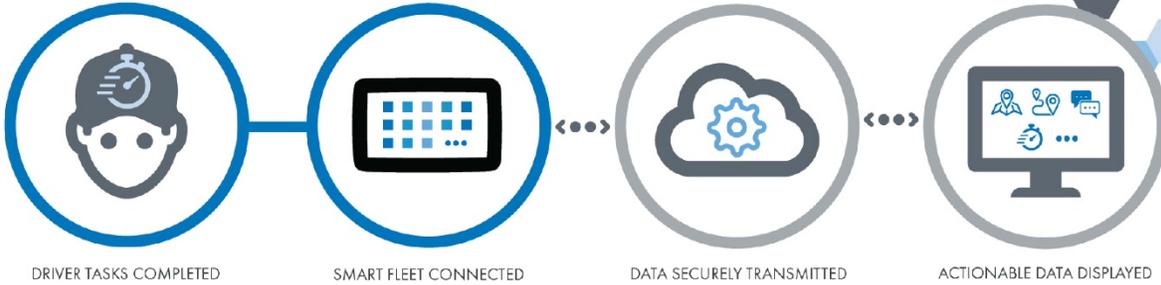
- Next Generation, Always Connected
 - Built with feedback from our current customers along with industry research
 - LTE, Wi-Fi and Bluetooth to send data to fleet managers, dispatch and operations
 - AOBDR compliant today and ELD-ready for tomorrow with capability for over-the-air software updates
- Robust and Ruggedized
 - Dragontrail™ Glass; Meets MIL, SAE and ISO standards on environment
 - Higher resolution screen and improved capacitive touchscreen
 - Improved camera and overall battery life
- Fast & Responsive
 - Quad-Core, 1Ghz Processor; 32 GB of Storage; 2GB of RAM
 - Improved app speed and performance
 - Scalable Android Platform
- Device Management with Customization and OTA capabilities
 - Integrates with Zonar's Ground Traffic Control® web portal and third-party programs

2

DRIVING TECHNOLOGY FUELING EFFICIENCY EMPOWERING PEOPLE



Smarter Fleets



For DRIVERS, Zonar Connect completes tasks more efficiently and reliably.

For FLEET MANAGERS AND DISPATCH, Zonar Connect provides insight into everything that's happening—or not happening—on the road, on-site or in the yard.

3 DRIVING TECHNOLOGY FUELING EFFICIENCY EMPOWERING PEOPLE



Safety, Efficiency and Compliance



Electronic Verified Inspection Reporting (EVIR®)
The only truly verified solution of its kind on the market today. Capture, transmit and record inspection data with ease.



ZLogs® Hours-of-Service
Compliant with state and federal regulations, including AOBRD and ready for the ELD mandate.



ZForms™ Messaging
Replace paper forms with electronic, automated forms built just for your business.



Advanced Navigation
Provide drivers with GPS route information and an easy way to correct behaviors such as speeding and hard-braking.

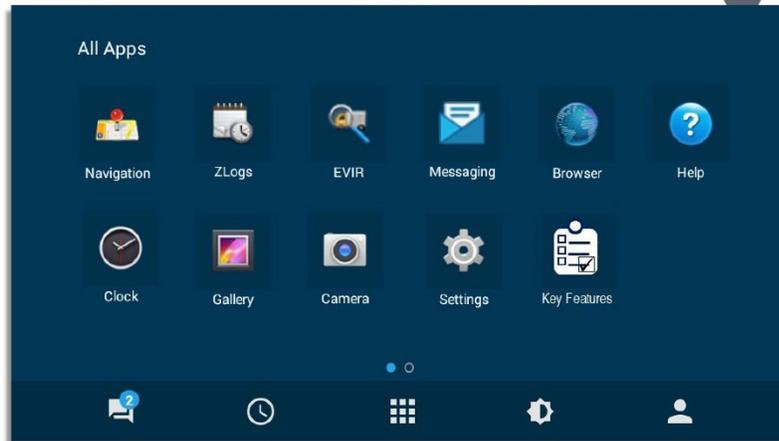


Camera
Capture and send pictures of inspection defects and logistics documents.

4 DRIVING TECHNOLOGY FUELING EFFICIENCY EMPOWERING PEOPLE



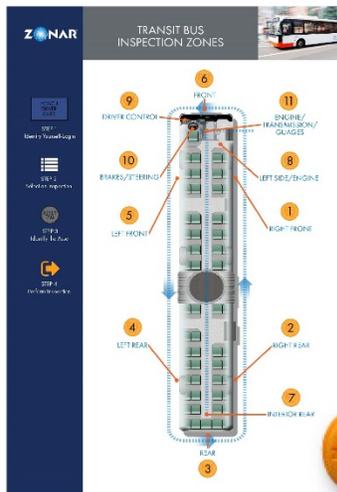
Operate with Zonar's suite of apps or choose to customize the experience with your own.



5

DRIVING TECHNOLOGY FUELING EFFICIENCY EMPOWERING PEOPLE

ZONAR EVIR® Patented Electronic Verified Inspection Reporting



- **Tag:** Data-encoded RFID tags in each inspection zone of an asset that adhere to DOT compliance requirements
- **Inspect:** The individual performing the inspection must physically scan each tag on the asset verifying date/time check was performed
- **Transmit:** Defects or vehicle damage can be captured with a 5 mega-pixel camera to easily transmit photos to maintenance. After the tablet is docked inside the vehicle, inspection data is seamlessly transferred back to Ground Traffic Control. Fleet managers and maintenance personnel have immediate access to the inspection data from the field prioritize and schedule repairs.



6

DRIVING TECHNOLOGY FUELING EFFICIENCY EMPOWERING PEOPLE

ZONAR EVIR® Example Automated Inspection Report

EVIR®		Electronic Vehicle Inspection Report		Type: TRANSIT PRE-TRIP V2			
Organization/Operator	DOT/NSC No.	Report No.	License Plate Number	Jurisdiction			
Pierce Transit		218		No Registration Record			
Asset No.	VIN Number	MFC	In Service	Miles			
274			06 Sep 2017	L			
Inspection Date:	Inspection Duration:	Driver ID	Driver Name				
Tuesday 07 Nov 2017 05:39	00:13:05	59230013	Lewis, L				
Assigned Asset Location	Location of EVIR						
Home	3701 South 27th, Lakewood, WA 98499						
Asset: 274 (Standard) Timestamp: 05:39:11 (Primary asset)							
THE FOLLOWING ITEMS HAVE BEEN INSPECTED IN ACCORDANCE WITH THE STANDARD/REGULATION (IF EQUIPPED):							
Zone	Time	Components	Defects	Verified			
Drivers Control	05:39:33	Other, Climate Control, Doors Operation, Farebox, Headsign/cameras, Kneeling, Wheelchair Ramp, Wipers/washers, Pa/trax Operation, Signal/lighting, Seat/visor/mirror	N	Y			
Brakes/steering	05:44:24	Other, Brakes Operation, Dot Air Brake Test, Horn, Steering, Interlock	N	Y			
Interior Front	05:44:25	Other, Emergency/exits, Flooring, Interior Lights, Lost Property, Panels/signage, Pass Stop Request, Safety/doors/storage, Seating/ada Equip, Stanchions-rails, Vandalism/graffiti	N	Y			
Interior Rear	05:45:17	Other, Flooring, Lost Property, Panels/signage, Pass Stop Request, Vandalism/graffiti, Emergency Exits, Interior - Lights, R seats/ada Equip, Stanchions/rails	N	Y			
Right Front	05:46:22	Audible Air Leak, Destination-sign, Other, Body, Mirrors, Tires/wheels/lugs, Windows/glass, Rf Lighting	N	Y			
Right Rear	05:46:55	Access Panels, Audible Air Leak, Other, Body, Mud flap/susp, Tires/wheels/lugs, Windows/glass, Ir Lighting	Y	Y			
Left Rear	05:49:12	Access Panels, Audible Air Leak, Other, Under flux, Body Rear, Destination Sign, License Plate, Rear Lighting, Engine Door	N	Y			
Left Front	05:50:04	Access Panels, Audible Air Leak, Other, Body, Mud flap/susp, Tires/wheels/lugs, Windows/glass, Ir Lighting	N	Y			
Front	05:50:46	Access Panels, Audible Air Leak, Other, Body, Lighting, Mirrors, Tires/wheels/lugs, Windows/glass	N	Y			
	05:51:09	Access Panels, Audible Air Leak, Bike Rack, Body Front, Destination-sign, Front-lighting, Other, Windshield	N	Y			
DEFECTS NOTED DURING THIS INSPECTION: (Click to repair)							
Zone	Component	Condition	Status	Technician	Repair Date	Ref No.	Defect ID
Right Rear	Body	Roof Damage					83
REVIEWER							
Accepting Inspector: Chang, J				Next Inspection Date: Tuesday 07 Nov 2017 20:21			
Chang, J has reviewed this EVIR® and acknowledges the certification that all required repairs have been performed.							
Standard (Printer-Friendly)		Shop Copy (Printer-Friendly)		Print Shop Copies This EVIR: Only (Generates PDF file)		Print Shop Copies (Generates PDF file)	

COMPANY CONFIDENTIAL DRIVING TECHNOLOGY FUELING EFFICIENCY EMPOWERING PEOPLE

Customer Care: 24/7/365

- One call for both hardware and software support
- Dedicated field service representative
- Customized training materials and agendas
- Pro-active account monitoring
- Remote and on-site ongoing training
- Online training videos & help documentation



99.4% Annual Customer Retention

DRIVING TECHNOLOGY FUELING EFFICIENCY EMPOWERING PEOPLE

23 APPENDIX R – ICS Requirements by Position

Positions Requiring ICS	IS 100	IS 200	IS 300	IS 400	IS 700.b	IS 907	IS0029,a
CEO	X	X			X	X	
Executive Director of Administration	X	X			X	X	
Chief Operating Officer	X	X			X	X	
Executive Director of Maintenance	X	X			X	X	
Chief Safety Officer	X	X			X	X	
Executive Director of Finance	X	X			X	X	
Executive Director of Planning and Community Development	X	X			X	X	
Communication Manager	X	X			X	X	X
Communication Administrator	X	X			X	X	X
Human Resource Analyst, Senior	X	X			X	X	
Human Resource Manager	X	X			X	X	
Risk Manager	X	X			X	X	
Training & Workforce Development Manager	X	X			X	X	
Finance Manager	X	X			X	X	
Budget Supervisor	X	X			X	X	
Procurement Manager	X	X			X	X	
Information Technology Manager	X	X			X	X	
Information Technology Supervisor	X	X			X	X	
Transportation Manager, Customer Experience	X	X	X	X	X	X	
Transportation Manager	X	X	X	X	X	X	
Transportation Manager, Specialized Transportation	X	X	X	X	X	X	
Public Safety Chief	X	X	X	X	X	X	
Customer Service Assistant Manager	X	X			X	X	
Transportation Assistant Manager	X	X	X	X	X	X	
Service Support Training Coordinator	X	X			X	X	
Communication Center Assistant Manager	X	X	X	X	X	X	
Communication Controller	X	X			X	X	
Service Supervisor	X	X	X	X	X	X	
Special Events Coordinator	X	X			X	X	
Service Impacts Supervisor	X	X			X	X	
Specialized Transportation Assistant Manager	X	X			X	X	
Specialized Transportation Dispatcher	X	X			X	X	
ADA Eligibility Assistant Manager	X	X			X	X	
Physical Security Systems Administrator	X	X	X	X	X	X	
Public Safety Sargeant	X	X	X	X	X	X	
Public Safety Officer	X	X	X	X	X	X	
Safety Administrator	X	X	X	X	X	X	
Safety Coordinator	X	X			X	X	
Bus Training Assistant Manager	X	X	X	X	X	X	
Instructor	X	X			X	X	
Marketing Supervisor	X	X			X	X	
Principal Planner	X	X			X	X	
Planning Manager	X	X			X	X	
Community Development Manager	X	X			X	X	
Community Development Supervisor	X	X			X	X	
Community Development Administrator	X	X			X	X	
Communications Systems Assistant Manager	X	X			X	X	
Maintenance Training Coordinator	X	X			X	X	
Fleet Manager	X	X	X	X	X	X	
Warehouse Manager	X	X	X	X	X	X	
Facilities Manager	X	X	X	X	X	X	
Fleet Assistant Manager	X	X			X	X	
Facilities Assistant Manager	X	X			X	X	
Lead Mechanic	X	X			X	X	
Lead Maintenance Mechanic	X	X			X	X	

TITLE: Authority to Amend the 2023 Capital Budget to Add the Purchase of Two New Police Type Vehicles

DIVISION: Maintenance

SUBMITTED BY: Grantley Martelly, Chief Operating Officer

RELATED ACTION:

Resolution No. 2022-014, adoption of 2023 Budget

ATTACHMENTS: N/A

RELATION TO STRATEGIC PLAN: Customer

BUDGET INFORMATION

Is it Budgeted? Yes / No

Project Name or Number: N/A

Operating Budget

Capital Budget

FUNDING SOURCE:		EXPLANATION: Unused operating funds from unfilled FTE positions will be utilized to cover the costs for the two vehicles, resulting in no net increase to the overall budget. The purchase of these vehicles will occur when vehicles become available and will fall under the CEO's authority.
Local Amount	\$ 150,000	
Grant/Other Amounts	\$	
Total Expenditure	\$ 150,000	

BACKGROUND:

With the significant reduction in law enforcement support from Pierce County Sheriff's Department, Pierce Transit's Public Safety Department has been absorbing the transit station checks, route checks, and general surveillance that was partially fulfilled by the Pierce County Sheriff's Department deputies at locations such as the Tacoma Dome Station and other transit stations in the City of Tacoma. Under the new contract, Pierce County Sheriff's deputies no longer respond to calls within the city of Tacoma.

The Department of Public Safety staff does not have enough police type vehicles to adequately support and respond to the public safety needs at transit centers and to conduct route checks. The agency currently has a total of four vehicles to share amongst all public safety officers. There are 17 slotted Public Safety Officer positions and two slotted for the Public Safety Sergeant positions. Pierce Transit is requesting two (2) additional police type vehicles so that the agency is better positioned to conduct transit station checks, route checks, facility checks, and overall surveillance to help our customers and employees feel safe.

Transit Police have realized savings in their operating budget because of the reduced contract service use. They have used 25% of the current budget and are requesting authorization to transfer \$150,000 of unused operating budget to fund a capital purchase of two additional police typed vehicles for service.

STAFF RECOMMENDATION:

Staff has reviewed the budget and verified that there are sufficient funds available to make this budget change and approve the purchase of two additional police type vehicles. The additional vehicles will allow Public Safety to provide more service and security with more route checks and more surveillance for our customers and employees. Additional vehicles are needed to cover the increased area we are now covering with the loss of the Pierce County Sherriff's Department. The approximate cost of each vehicle is \$62,000 + tax of \$5,270 and then an out-fitting cost of approximately \$4,600 per vehicle for an approximate total of \$71,870 per vehicle. The timeline of this project is important as we have continued to see the supply chain shortages and would like to have the money available when such vehicles become available to us for purchase.

ALTERNATIVES:

Do not increase the 2023 Capital Budget by \$150,000 for purposes of adding two new police type vehicles. This, however, will have a negative effect on the safety and security of both customers and employees and not allow our Public Safety to increase patrols and other duties.

PROPOSED MOTION:

Move to: Authorize the Chief Executive Officer to amend the 2023 Capital Budget to add the purchase of two new Police Type Vehicles utilizing unused Operating Funds from unfilled staff positions.

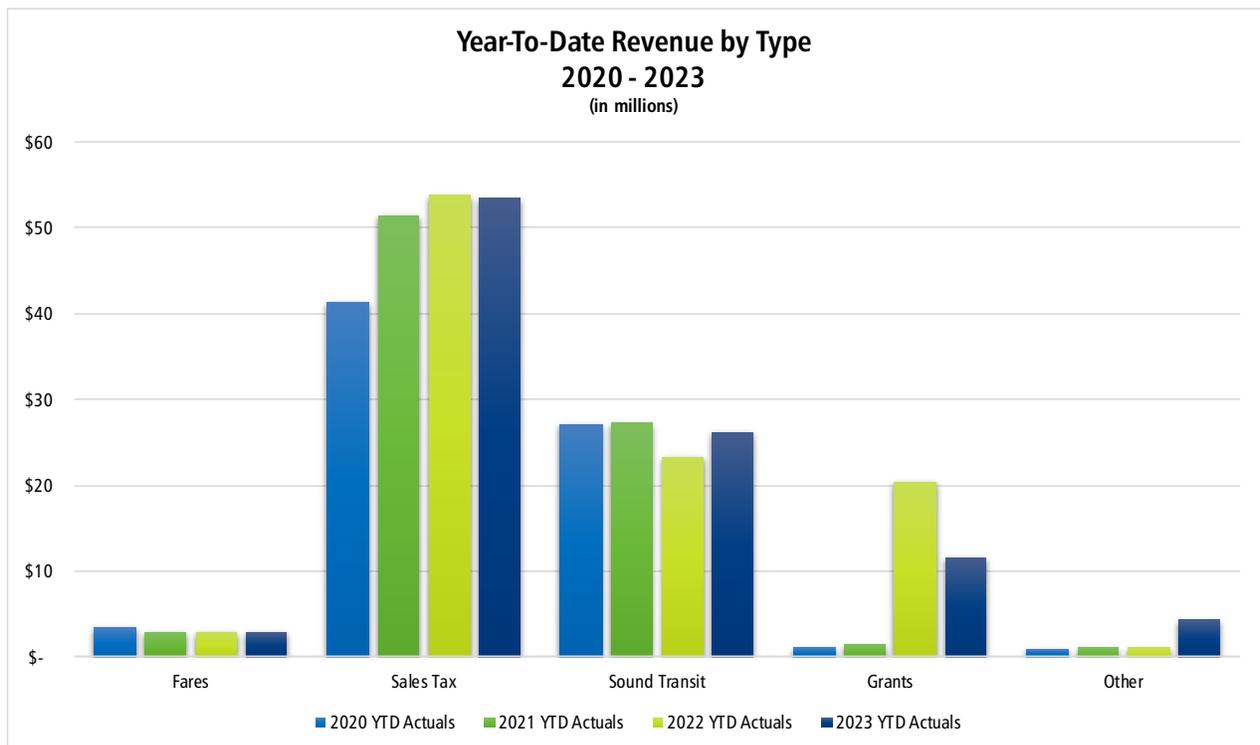
Pierce Transit
Quarterly Financial Report
01.01.2023 – 06.30.2023



Operating Revenues

As of June 30th, Pierce Transit has received 55.75% of the budgeted revenue. A comparison of operating revenue for three prior years and the 2023 Budget to Actuals are provided in the table below. The 2023 budget numbers are for the full year whereas actuals for each year reflect activity January 1st through June 30th.

	2020	2021	2022	2023		% of Budget Received
	YTD Actuals	YTD Actuals	YTD Actuals	Budget	YTD Actuals	
Fares	\$ 3,478,041	\$ 2,908,164	\$ 2,874,109	\$ 5,446,210	\$ 2,924,666	53.70%
Sales Tax	41,293,040	51,396,119	53,754,544	\$ 110,557,130	53,348,047	48.25%
Sound Transit	27,016,059	27,270,765	23,267,777	\$ 47,986,720	26,143,115	54.48%
Grants	1,107,925	1,476,214	20,384,815	\$ 10,795,670	11,566,145	107.14%
Other	900,320	1,063,161	980,147	\$ 1,623,270	4,372,915	269.39%
Total Operating Revenues	\$ 73,795,385	\$ 84,114,423	\$ 101,261,391	\$ 176,409,000	\$ 98,354,887	55.75%



Highlights from 2nd Quarter:

Other revenue has the largest gains over budget. The majority is earned interest on investments fueled by higher interest rates. Grant reimbursements are also above budget. Approximately 86% is attributed the remaining ARPA and Youth Ride Free funding. Sound Transit reimbursement and Fares are performing at the expected budgeted amounts. Sales Tax has slowed in the 2nd quarter, coming in slightly under 50% of the budget.

Revenue Definitions

Fares – Revenues for actual services provided and include fixed route, SHUTTLE and Vanpool services. The current average fare per boarding is \$0.86. The last adult fare increase was in 2010.

Sales Tax – This revenue source provides most of our operating revenue and is based on taxable sales within the Pierce Transit Public Transportation Benefit Area. Currently, Pierce Transit only collects 0.6% of the 0.9% allowable sales tax rate.

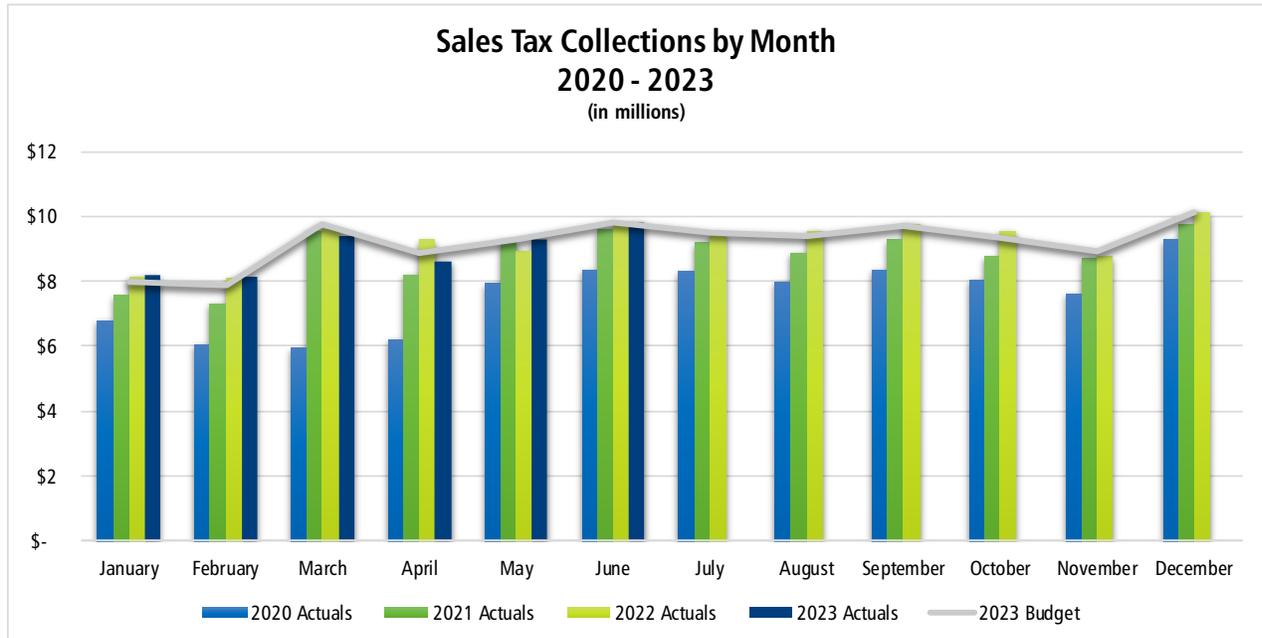
Sound Transit – Are reimbursable expenses for Pierce Transit providing regional transit service from Pierce to King County on behalf of Sound Transit. Reimbursements are based on the costs of services at an hourly rate for service hours required to provide the service.

Grants – Revenues to offset costs of running services. Included in grant revenues are Commute Trip Reduction and Special Needs Operations. These revenues are provided by Pierce County and Washington State.

Other – Other includes interest and advertising revenues that are received with more consistency as well as revenues that cannot be classified in one of the other revenue types.

Sales Tax Collections by Month

	2020 Actuals	2021 Actuals	2022 Actuals	2023 Budget	2023 Actuals	% of Budget Received
January	\$ 6,787,065	\$ 7,560,658	\$ 8,126,107	\$ 7,994,241	\$ 8,177,567	102.29%
February	\$ 6,031,190	\$ 7,296,946	\$ 8,108,303	7,850,776	8,115,984	103.38%
March	\$ 5,934,973	\$ 9,539,643	\$ 9,618,167	9,763,144	9,380,893	96.08%
April	\$ 6,228,837	\$ 8,167,998	\$ 9,280,481	8,892,040	8,587,248	96.57%
May	\$ 7,939,384	\$ 9,243,797	\$ 8,936,817	9,265,148	9,265,148 *	100.00%
June	\$ 8,371,592	\$ 9,587,077	\$ 9,684,670	9,821,208	9,821,208 *	100.00%
July	\$ 8,297,927	\$ 9,206,214	\$ 9,421,412	9,492,953		
August	\$ 7,963,120	\$ 8,885,088	\$ 9,526,356	9,382,783		
September	\$ 8,326,834	\$ 9,264,407	\$ 9,765,463	9,697,943		
October	\$ 8,023,707	\$ 8,786,442	\$ 9,529,305	9,334,014		
November	\$ 7,633,747	\$ 8,736,757	\$ 8,784,403	8,929,080		
December	\$ 9,289,086	\$ 9,739,080	\$ 10,146,049	10,133,798		
Total Sales Tax	\$ 90,827,462	\$ 106,014,106	\$ 110,927,532	\$ 110,557,130	\$ 53,348,047	48.25%



*There is a two-month delay between when the sales tax is collected and remittance to Pierce Transit. The projection is based on the current year's monthly budgeted amount for this report until the remitted amount is finalized.

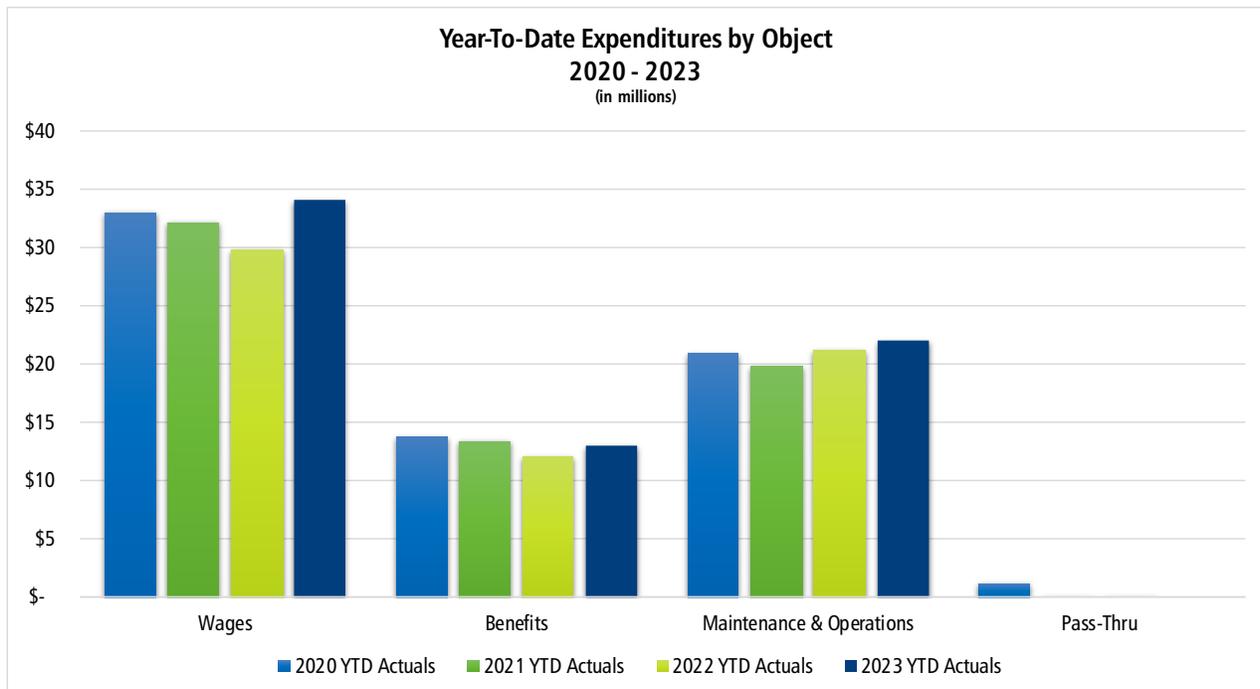
2nd Quarter 2023 collections are 0.76%, or \$406,497 under year-to-date 2022 actuals.

2nd Quarter 2023 collections are 0.45%, or \$238,510 under year-to-date 2023 budget.

Operating Expenditures by Object

As of June 30th, Pierce Transit has expended 42.27% of the budgeted expenditures. A comparison of operating expenditures for three prior years and the 2023 Budget and Actuals are provided in the table below. The 2023 budget numbers are for the full year whereas actuals for each year reflect activity through January 1st through June 30th. Non-Departmental Pass-Thru funds are payments made to Pierce County as part of the 5307 agreements.

	2020	2021	2022	2023		% of Budget Expended
	YTD Actuals	YTD Actuals	YTD Actuals	Budget	YTD Actuals	
Wages	\$ 33,055,674	\$ 32,230,372	\$ 29,866,276	\$ 81,402,050	\$ 34,073,267	41.86%
Benefits	\$ 13,760,724	\$ 13,431,562	\$ 12,027,905	31,237,330	13,073,255	41.85%
Total Personnel	\$ 46,816,398	\$ 45,661,934	\$ 41,894,181	\$ 112,639,380	\$ 47,146,522	41.86%
Maintenance & Operations	\$ 21,006,447	\$ 19,901,320	\$ 21,202,535	\$ 49,970,850	\$ 22,069,069	44.16%
Total Operating Expenditures	\$ 67,822,845	\$ 65,563,254	\$ 63,096,716	\$ 162,610,230	\$ 69,215,591	42.57%
Pass-Thru	\$ 1,143,054	\$ -	\$ -	\$ 1,150,000	\$ -	0.00%
Total Expenditures	\$ 68,965,899	\$ 65,563,254	\$ 63,096,716	\$ 163,760,230	\$ 69,215,591	42.27%



Highlights from 2nd Quarter:

Overall operating expenditures are under budget by 7.73% when compared to 50% of the annual budget. All categories are under budgeted expectations. The main cause is vacant positions in Maintenance and Service Delivery. Our largest expense category is personnel costs, currently 69.3% of the overall expenditures.

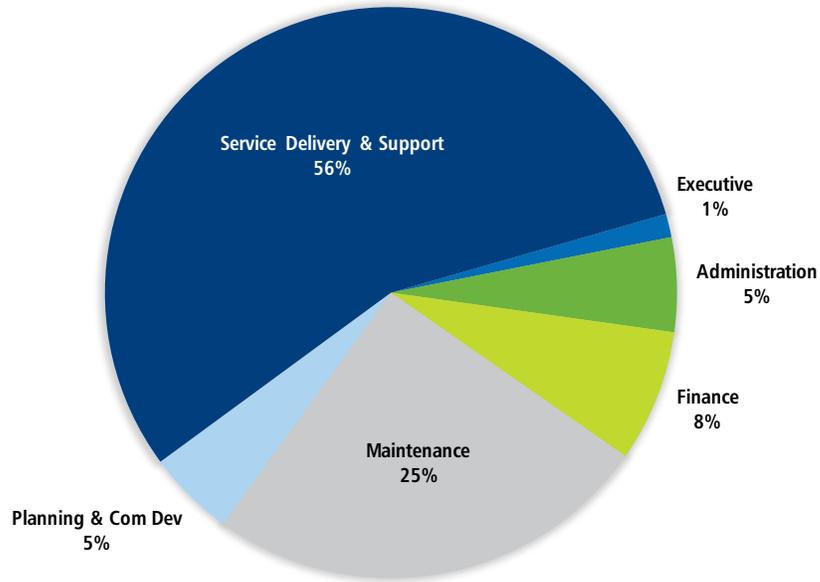
No non-departmental pass-thru payments have been made to Pierce County as part of the 5307 agreements in the first quarter of 2023. Historically payments have been made later in the year.

Operating Expenses by Division

Pierce Transit consists of six divisions: Executive, Administration, Finance, Maintenance, Planning & Community Development, and Service Delivery & Support. Approximately 70% of our budgeted operating expenditures are wages and benefits for personnel. 867 or 88% of our personnel is included in Maintenance and Service Delivery & Support.

	2020	2021	2022	2023		% of Budget Expended
	YTD Actuals	YTD Actuals	YTD Actuals	Budget	YTD Actuals	
Executive	857,856	820,302	822,128	2,065,660	918,471	44.46%
Administration	3,531,898	3,386,688	3,686,847	9,597,520	3,694,692	38.50%
Finance	7,069,155	5,988,756	6,562,720	12,960,020	5,177,202	39.95%
Maintenance	15,970,303	16,420,051	14,958,363	37,020,200	17,493,192	47.25%
Planning & Com Dev	2,953,438	2,953,370	2,976,575	8,208,230	3,420,110	41.67%
Service Delivery & Support	37,440,196	35,994,087	34,090,083	92,758,600	38,511,923	41.52%
Subtotal Operating Expenditures	67,822,845	65,563,254	63,096,716	162,610,230	69,215,591	42.57%

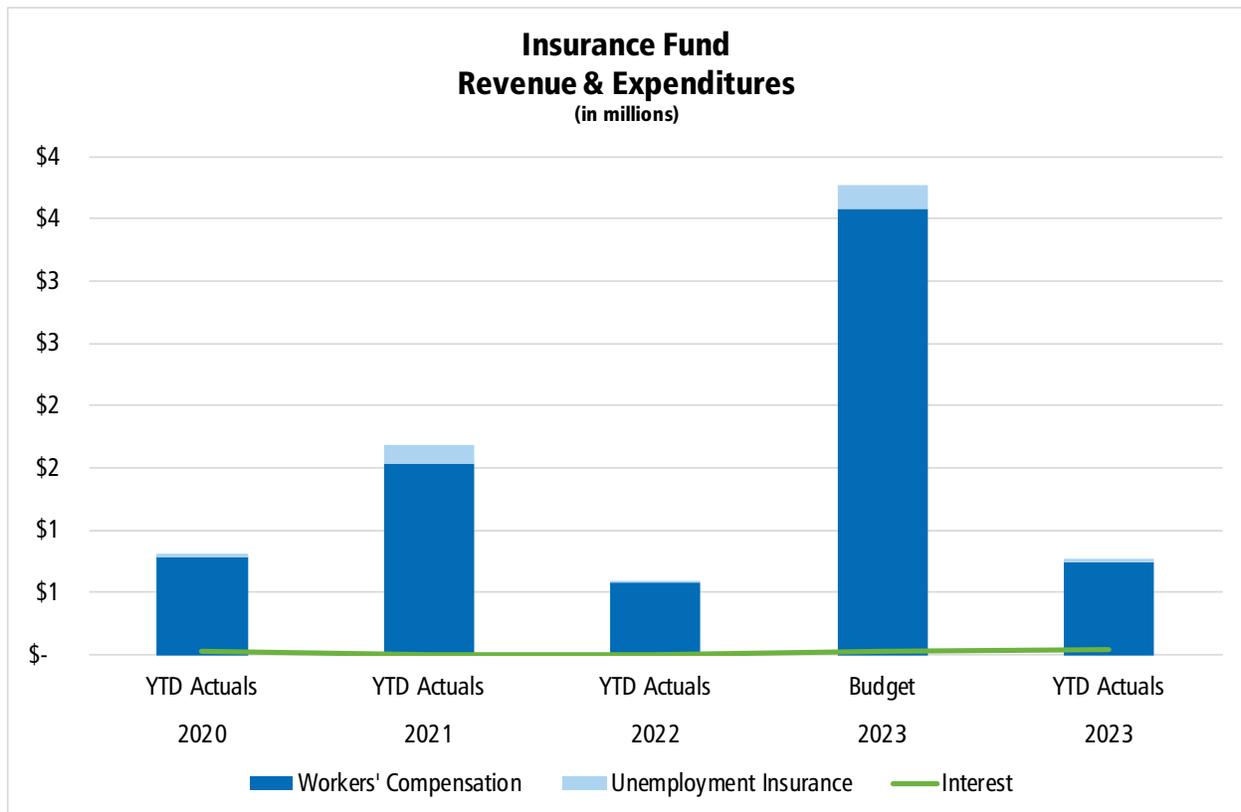
OPERATING EXPENDITURES BY DIVISION 2023



Insurance Budget

Pierce Transit's Insurance Fund covers the expenses for Worker's Compensation and Unemployment Insurance. This fund receives minimal revenues from interest. Expenditures over revenue are covered using reserves and transfers from the Operating Fund.

	2020	2021	2022	2023	2023	
	YTD Actuals	YTD Actuals	YTD Actuals	Budget	YTD Actuals	% of Budget
Revenue						
Interest	\$ 24,703	\$ 2,451	\$ 6,081	\$ 25,000	\$ 47,829	191.32%
Expenditures						
Workers' Compensation	\$ 792,231	\$ 1,529,405	\$ 575,587	\$ 3,575,710	\$ 741,148	20.73%
Unemployment Insurance	19,035	162,372	17,301	200,000	30,299	15.15%
	\$ 811,265	\$ 1,691,777	\$ 592,888	\$ 3,775,710	\$ 771,447	20.43%
Net Income (Loss)	\$ (786,562)	\$ (1,689,326)	\$ (586,807)	\$ (3,750,710)	\$ (723,618)	

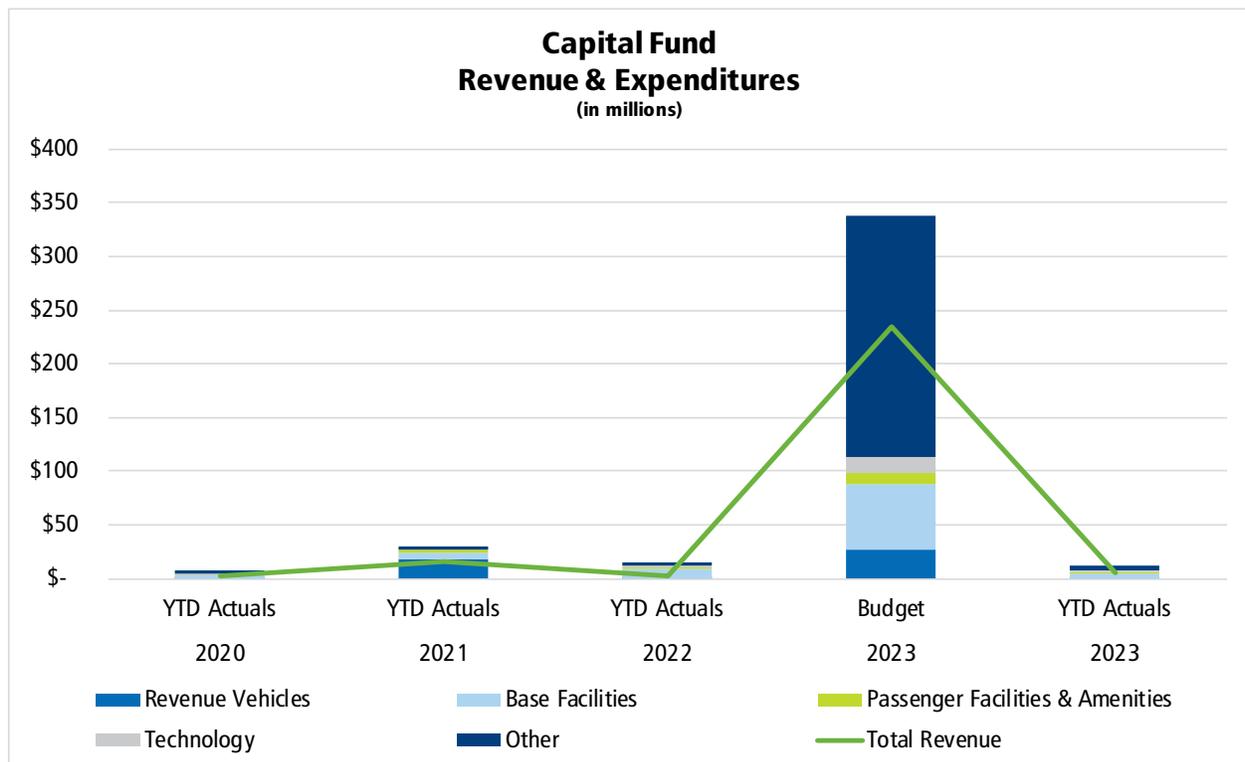


Capital Budget

Capital Fund is designated to provide funding and budgets for projects that meet the guidelines of capital, broadly defined as greater than \$5,000, or aggregate purchases over \$50,000, and useful life of more than one year. Capital projects are budgeted for the full amount in the year that they are added to the capital portfolio. Any unspent budgets are carried forward to the next budget year along with any remaining funding. Funding for projects is received from Federal, State, and other sources and is project specific. Expenditures over revenue are covered using reserves and transfers from the Operating Fund. Classifications of capital expenditures are defined by the National Transit Database (NTD).

	2020 YTD Actuals	2021 YTD Actuals	2022 YTD Actuals	2023 Budget	2023 YTD Actuals
Revenue					
Interest	\$ 312,171	\$ 29,831	\$ 107,235	\$ 175,000	\$ 879,623
Grants	1,702,836	15,103,613	2,079,505	234,631,590	4,101,854
Total Revenue	\$ 2,015,007	\$ 15,133,444	\$ 2,186,740	\$ 234,806,590	\$ 4,981,477
Expenditures					
Revenue Vehicles	\$ 8,126	\$ 17,395,039	\$ 10,000	\$ 26,452,730	\$ 252,937
Base Facilities	3,238,604	6,352,000	8,915,122	61,899,580	4,839,621
Passenger Facilities & Amenities	549,217	2,686,320	1,072,044	9,831,360	1,353,092
Technology	1,425,805	819,485	1,904,109	15,595,150	1,343,484
Other	2,022,017	3,347,002	2,682,831	223,540,660	4,366,932
Total Expenditures	\$ 7,243,769	\$ 30,599,846	\$ 14,584,106	\$ 337,319,480	\$ 12,156,066
Net Income (Loss)	\$ (5,228,762)	\$ (15,466,402)	\$ (12,397,365)	\$ (102,512,890)	\$ (7,174,589)

% Covered by Outside Funding 23.51% 49.36% 14.26% 69.56% 33.74%



Transfers

Transfers made from the Operating Fund to the Insurance and Capital Funds are to cover reserve requirements and expenditures. Transfers out from the Operating Fund and into the Insurance and Capital Funds net to zero and are not considered an actual revenue or expenditure in any fund. Below is a historical view of transfers made between funds.

	2020 Actuals	2021 Actual	2022 Actual	2023 Budget	2023 Actual	% of Budget
Operating Fund	(22,189,135)	(20,647,692)	(61,510,479)	(61,383,510)	(5,835,100)	9.51%
Insurance Fund	2,758,476	334,904	2,098,101	5,835,100	5,835,100	100.00%
Capital Fund	19,430,659	20,312,788	59,412,378	55,548,410	-	0.00%

Balances

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

	Operating	Insurance	Capital
Beginning Balance	\$ 123,185,702	\$ 1,071,299	\$ 87,148,759
Revenue	\$ 98,354,887	47,829	4,981,477
Transfers-In	\$ -	\$ 5,835,100	\$ -
	<u>\$ 98,354,887</u>	<u>\$ 5,882,929</u>	<u>\$ 4,981,477</u>
Expenditures	\$ 69,215,591	771,447	12,156,066
Transfers-Out	\$ 5,835,100	\$ -	\$ -
	<u>\$ 75,050,691</u>	<u>\$ 771,447</u>	<u>\$ 12,156,066</u>
Ending Balance	<u>\$ 146,489,898</u>	<u>\$ 6,182,781</u>	<u>\$ 79,974,170</u>
Required Reserve	\$ 27,101,710	\$ 1,200,000	\$ 8,500,000
Margin (Deficit)	\$ 119,388,188	\$ 4,982,781	\$ 71,474,170

Reserve Requirements

Operating: A minimum of two months of agency operating expenditures of the current year and is currently \$27.1 million.

Insurance: An adequate level to protect the agency from self-insurance risk. The level is reviewed periodically and is currently \$1.2 million.

Capital: A minimum of 50% of the previous three years average of annual asset depreciation at any point in the Six-Year Financial Plan; 100% in the final year of the Six-Year Financial Plan and is currently \$8.5 million each year and \$17.0 million in the final year.

Budget Revisions & Amendments

Budget revisions are done when the approved budget moves from one account to another. Revisions do not have a financial impact on the agency budget. Budget revisions do require the Board of Commissioners' approval when capital projects are increased by \$50,000 or more cumulatively over the life of the project.

Budget amendments occur when unforeseen expenses are expected, and the agency budget is increased. Budget amendments require Board of Commissioner approval. Below is a list of changes made to the budget in the 2nd quarter of 2023 and a table showing the new fund balances caused by the changes.

Fund	Item Description	Quarter	Beginning Fund Balance						Ending Fund Balance		Fact Sheet or Resolution #	
			Revenues	Transfers-In	Sources	Expenditures	Transfers-Out	Uses				
Operating												
	Beginning Fund Balance Adjustment from Estimate to Actual	1	16,842,344			-				-	16,842,344	N/A
			16,842,344	-	-	-	-	-	-	-	16,842,344	
Insurance												
	Beginning Fund Balance Adjustment from Estimate to Actual	1	1,955,691			-				-	1,955,691	N/A
			1,955,691	-	-	-	-	-	-	-	1,955,691	
Capital												
	Beginning Fund Balance Adjustment from Estimate to Actual	1	31,684,280			-				-	31,684,280	N/A
			31,684,280	-	-	-	-	-	-	-	31,684,280	
	Grand Total		50,482,315	-	-	-	-	-	-	-	50,482,315	

Budget Revision & Amendment Highlights:

2023 Beginning balances were up \$50,482,315 compared to budget due to underspending the budgeted 2022 year-end estimates agency wide.

Projects Closed this Quarter

Project Number & Name	Budget	Actual
345 – Building 4 Modifications	\$4,255,022	\$4,139,979
602 – Bus Fleet Replacement 2021	\$6,209,100	\$5,707,207
613 – BRT System Expansion Study	\$837,303	\$805,787
616 – 2021 Ford Explorer (Vanpool Replacement)	\$32,310	\$29,523
618 – Building 4 Lobby Hardening	\$150,523	\$125,589
630 – Body Shop Storage Cabinets (cancelled)	\$28,365	\$0
634 – Building 1 Pit Jack	\$19,690	\$15,210

Pierce Transit Sustainability Report 2022

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2022 Summary

Sustainable transit reduces a community's environmental footprint from transportation and enhances its quality of life by making travel more enjoyable, affordable and timely. At Pierce Transit sustainability is a core value, addressed in terms of both the services we provide and how we operate.

This report was prepared by the Pierce Transit Data Analytics team to provide a clear picture of our agency utilities and emissions data from multiple sources.

Key Emissions & Sustainability Data Points 2022

Measure	2022 Value	Percent change from 2021
Total CO2 Emissions	12,834 metric tons	-2.35%
Fleet CO2 Emissions	12,373 metric tons	-1.80%
Facilities CO2 Emissions	461 metric tons	-14.98%
Criteria Air Pollutants	124.65 metric tons	+8.67%
CO2 per 10,000 VMT	11.78 metric tons	-7.02%
CO2 per VMT	2.59 pounds	-7.02%
CO2 per PMT	0.82 pounds	-16.08%
CO2 per Revenue Hour	46.48 pounds	-3.25%
Gasoline displaced by public transit	825,542 gallons	+33.42%
CO2 Savings	7,273 metric tons	+33.42%
CO2 Savings per 10,000 VMT	6.68 metric tons	+27.03%
Water use	12,222,306 gallons	+5.43%
Garbage and recycling	2,790,773 pounds	+5.43%
Recycling Ratio	74%	
Electricity use	6,391,842 kwh	+10.38%
Gas use	64,463 therms	-20.43%

Methodology

Data collection

The Data Analytics team reviews the following data sources and enters them in a tracking tool on a monthly, quarterly, or annual basis:

- Utilities invoices for electricity, gas, water, garbage, and recycling;
- Fuel consumption reports;
- Vehicle mileage reports;
- Vanpool commuter fuel receipts;
- Contracted paratransit fuel consumption;
- NTD ridership and passenger mileage reports;
- Tire, oil, coolant, lightbulb, and battery recycling receipts

Greenhouse gas inventory

The greenhouse gas emissions in this report are calculated by analyzing Scope 1 and Scope 2 emissions as outlined by the American Public Transit Association’s (APTA) *Quantifying Greenhouse Gas Emissions from Transit*.

- **Scope 1** emissions include direct operational emissions from mobile combustion (e.g., fleet fuel for revenue and non-revenue vehicles) and stationary combustion (e.g., gas used for heating facilities).
- **Scope 2** emissions include indirect operational emissions from purchased energy (e.g., electricity use).
- **Scope 3** emissions are not explored in this report and may be explored in the future.

Conversions

To calculate emissions from various energy sources, the following conversions are used:

- **Electricity:** *0.063317 lbs. CO₂e/kwh* (determined by a Power Mix analysis gleaned from utility providers)
- **CO₂ emissions** are calculated using data available on the EPA’s Greenhouse Gases Equivalencies Calculator
 - **Unleaded:** *0.00878 metric tons CO₂e/gallon*
 - **Diesel:** *0.01021 metric tons CO₂e/gallon*
 - **Compressed natural gas (CNG):** *0.0061 metric tons CO₂e/gallon equivalent*
 - **Natural gas (heating):** *0.0053 metric tons CO₂e/therm*
- **Criteria air pollutants** are calculated using APTA vehicle categories and fuel type (see *Appendix A*)
 - *Carbon monoxide, Nitrogen oxides, Nonmethane Hydrocarbons, Sulfur oxides, Particulate Matter*

Organizational boundary

Pierce Transit’s emissions report includes modes of transit in which the agency has full operational control, including directly operated fixed route service (MBDO), Vanpool (VPDO), and paratransit (DRDO), as well as directly-purchased paratransit service (DRPT). This report does not include emissions data from contracted service provided for regional partner Sound Transit. In this report DRDO and DRPT are aggregated into one mode: SHUTTLE.

Ridership, Passenger Miles, Vehicle Miles, Revenue Hours

Many emissions measures are normalized by boardings, passenger miles, or vehicle miles to reflect changes in operational and/or fuel efficiency. Boardings and passenger miles reflect NTD reported totals, whereas vehicle miles are calculated by actual odometer readings (not service miles).

Table 1. Boardings, passenger miles, vehicle miles, revenue hours in 2022

Mode	Boardings	Passenger Miles	Vehicle Miles	Revenue Hours
Fixed Route	4,946,334	26,436,977	4,916,789	374,687
SHUTTLE	209,416	1,660,198	2,053,907	121,446
Vanpool	382,751	11,193,468	2,898,034	85,984
Runner	5,620	20,861	33,277	2,581
Total	5,544,121	39,311,504	9,902,007	584,698

Greenhouse gas emissions

Total Agency CO2 Emissions

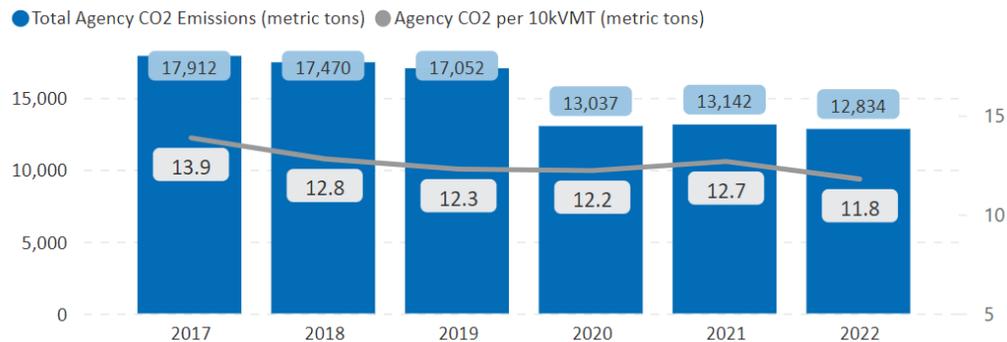
CO2 Emissions

In 2022, Pierce Transit produced **12,834 metric tons of CO2**, a 2.35% decrease from the previous year.

Normalized CO2 Emissions

Normalizing this value by vehicle miles demonstrates vehicle efficiencies year over year. The normalized value in 2022 is **11.8 metric tons of CO2 per 10,000 vehicle miles traveled**, a 7% decrease from the previous year.

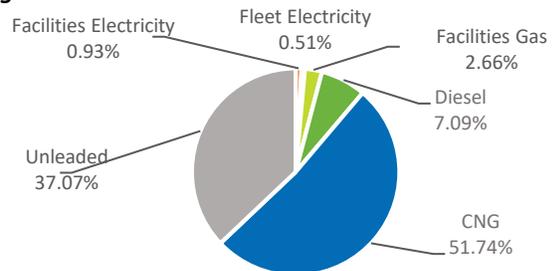
Figure 1. Pierce Transit CO2 emissions and normalized emissions



The COVID-19 pandemic resulted in a significant reduction in overall emissions 2020-2021 as Pierce Transit buses and Vanpools traveled less mileage with fewer passengers than pre-pandemic levels. However, in 2022 we see a 14% increase in ridership and a drastic reduction in normalized emissions, demonstrating better service efficiency per vehicle mile, revenue hour, and passenger mile.

Fleet fuel emissions make up 96% of agency emissions. *Figure 2* presents the breakdown of Pierce Transit’s CO2 emissions mix.

Figure 2. Pierce Transit CO2 emissions mix in 2022

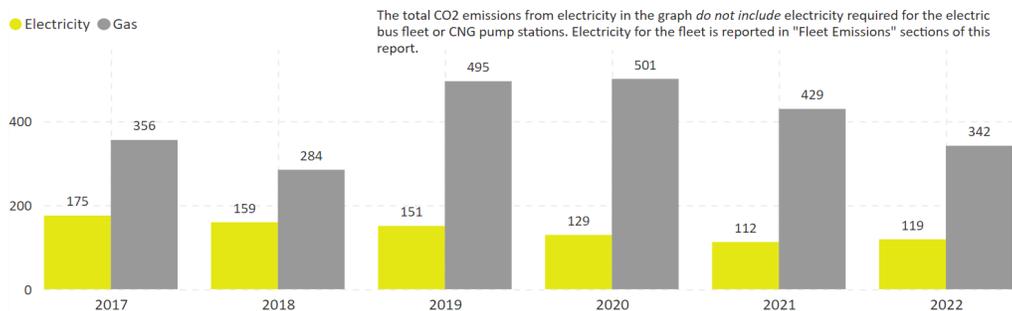


Facilities CO2 Emissions

Pierce Transit’s facilities make up nearly 4% of total agency CO2 emissions each year.

In 2022, agency facilities produced **461 total metric tons of CO2**.

Figure 3. Metric tons of CO2 produced from facilities



Fleet CO2 and Criteria Air Pollutant Emissions

Fleet CO2 emissions

In 2022 Pierce Transit's fleet produced **12,373 metric tons of CO2**, a 1.8% decrease from the previous year. Fleet emissions primarily include mobile combustion from diesel, CNG, and unleaded fuel. Fleet emissions also includes electricity used by CNG pump stations and electric buses, which contributes only 0.53% of total fleet CO2 emissions (see *Figure 4*).

Figure 4. Total fleet CO2 by fuel type in 2022

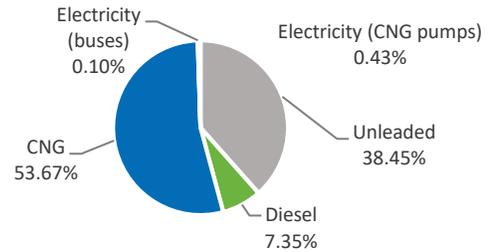


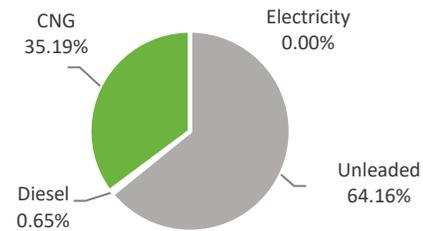
Figure 5. Total fleet CO2 emissions (metric tons) by fuel type



Fleet criteria air pollutant (CAP) emissions

In 2022, Pierce Transit's fleet emitted **125 metric tons of criteria air pollutants (CAP)** (carbon monoxide, nitrogen oxides, nonmethane hydrocarbons, particulate matter, and sulfur oxides), an increase of 8.7% from the previous year. Regional electricity providers generate most electricity through hydroelectric, which produces little to no CAP; for this report, electricity does not produce CAP. Future reports may include CAP for electricity use.

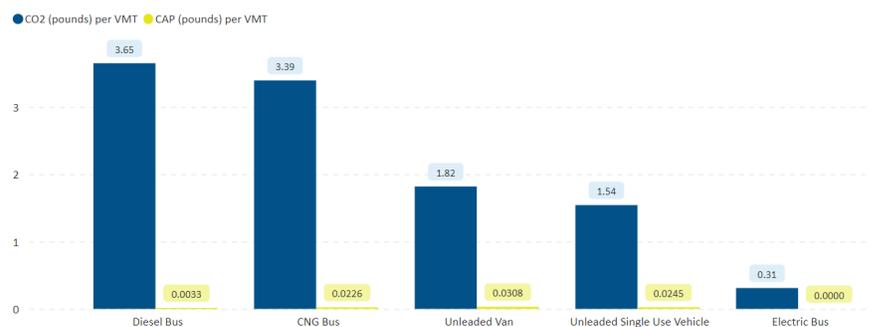
Figure 6. Total fleet CAP by fuel type in 2022



Normalized Fleet CO2 and CAP emissions

An important fleet emissions measure that normalizes CO2 emissions to examine fuel efficiency is emissions per vehicle mile traveled (VMT). In 2022 these normalized values were **2.5 pounds of CO2 per vehicle mile traveled** and **0.0252 pounds of CAP per vehicle mile traveled**. However, as *Figure 7* and *Table 2* show, these normalized values can vary drastically depending on the vehicle and fuel type.

Figure 7. CO2 and CAP per VMT by vehicle and fuel type in 2022



When compared to a diesel bus, a CNG bus produces less CO2 per VMT but more CAP per VMT. Unleaded vehicles produce less CO2 per mile, but more CAP per mile. An electric bus produces very little CO2 and no CAP per VMT.

Table 2. Vehicle miles and fuel consumption by fuel type in 2022

Fuel Type	VMT	Fuel Qty.	Fuel efficiency	MTCO2	CO2/VMT	MTCAP	CAP/VMT
CNG	4,351,845	1,088,589 DGE	4.00 MPG	6,640.39	3.36 lbs.	43.88	0.022 lbs.
Diesel	547,148	89,143 gal	6.14 MPG	910.15	3.66 lbs.	0.81	0.003 lbs.
Electricity	83,483	408,781 kwh	0.20 miles/kwh	11.76	0.31 lbs.	0	0
Unleaded	5,909,788	541,895 gal	10.91 MPG	4,757.84	1.77 lbs.	79.97	0.030 lbs.

CO2 Emissions by Transit Mode

Pierce Transit’s Fixed Route service accounted for 59% of total agency emissions in 2022 (see *Figure 8*).

CO2 per Passenger Mile Traveled (PMT)

Across all modes of transit in 2022, Pierce Transit emitted **0.72 pounds of CO2 per passenger mile traveled (PMT)**, a 27% decrease from 2021. This important measure is sensitive to ridership and load size. According to national averages reported in *Public Transportation’s Role in Responding to Climate Change (2011)*, a private commuter vehicle produces 0.96 pounds of CO2 per PMT.

As seen in *Figure 9*, this measure greatly varies depending on specific transit mode, as passenger mileage and fuel efficiency varies by the service offered. Pierce Transit’s annual CO2 per PMT increased during the pandemic in 2020 and 2021, however, as ridership increased in 2022, the fixed route emissions by passenger mile has significantly improved.

Figure 8. CO2 emissions mix by transit mode in 2022

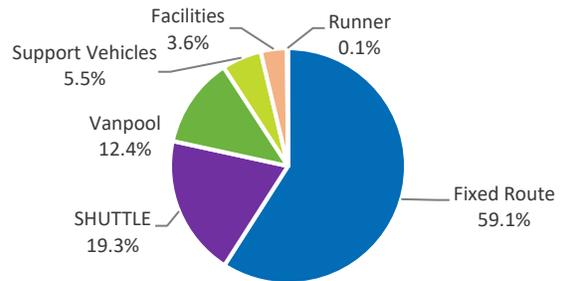


Figure 9. Pounds of CO2 per PMT, by transit mode

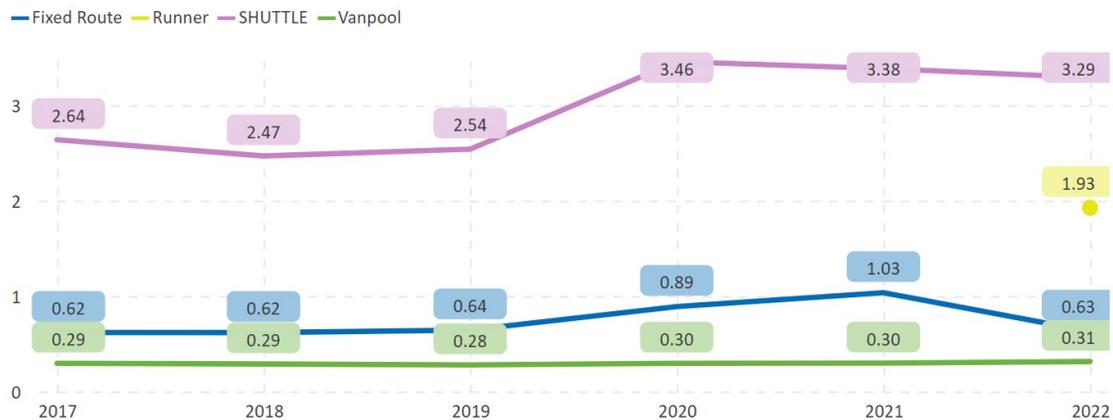


Table 3. National averages of CO2 per PMT by transit mode

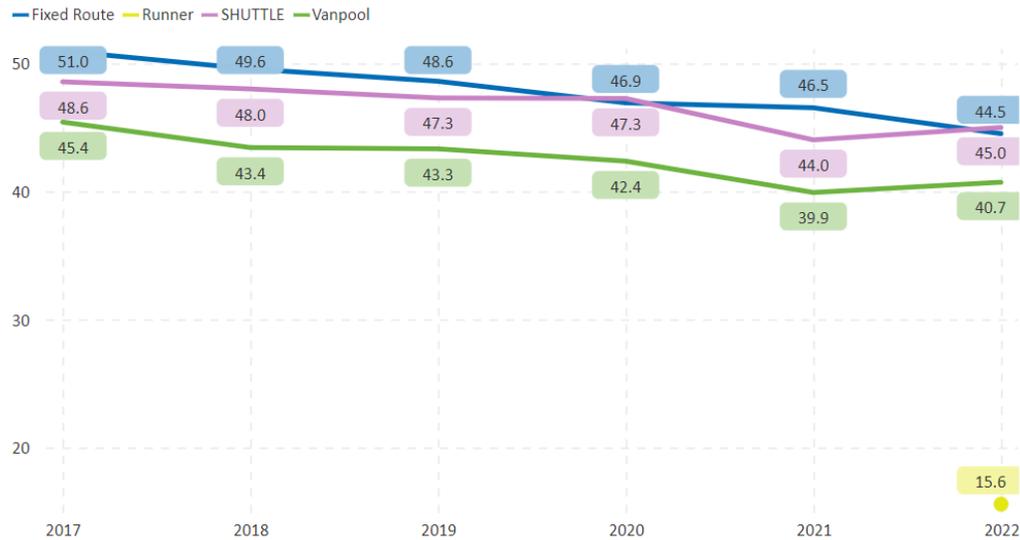
Transit Mode	National Average
Fixed Route	0.64 pounds of CO2 per PMT
Demand Response (SHUTTLE)	3.10 pounds of CO2 per PMT
Vanpool	0.22 pounds of CO2 per PMT

CO2 per Revenue Hour

An important operational efficiency measure that considers traffic congestion and demonstrates efforts to reduce deadheading is **CO2 per revenue hour**. Across all transit mode in 2022, Pierce Transit produced **46.6 pounds of CO2 per revenue hour**, a 3% decrease from the previous year.

Important differences between transit modes can be seen in *Figure 10*.

Figure 10. Pounds of CO2 per revenue hour, by transit mode



Greenhouse gas savings

Total Agency CO2 Savings

CO2 Savings from mode-shift

Greenhouse gas savings are calculated by identifying the number of transit passenger miles traveled annually and using a *mode-shift factor* (a ratio of car miles displaced by public transit miles) and an average MPG for local vehicles to estimate the gallons of gasoline displaced. Using guidance from APTA's "*Recommended Practice for Quantifying Greenhouse Gas Emissions from Transit*" (2009), the emissions savings calculation assumes a medium service area population of < 1,250,000 people with a mode-shift factor of 0.42 and a 20 MPG average for personal vehicles in the region.

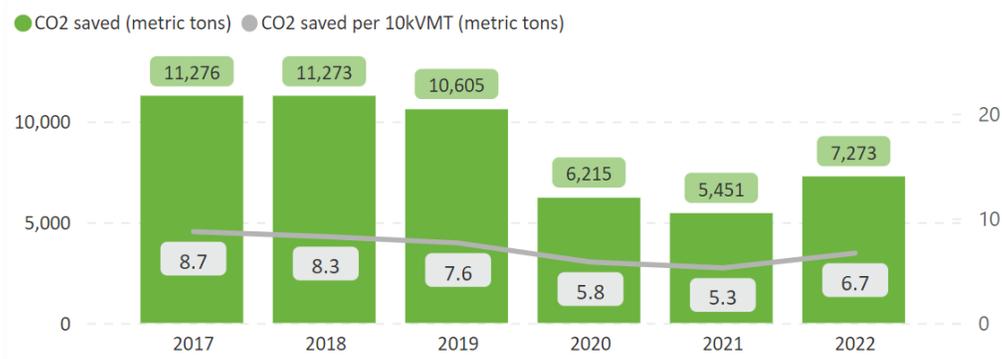
In other words, of the 39,311,504 passenger miles traveled by all modes at Pierce Transit in 2022, we infer that 42% of those miles were displaced by public transit (i.e., 42% of passenger miles *could have* been traveled by personal commuter vehicle instead of transit). This mode-shift **saved 825,542 gallons of gasoline** from personal commuter vehicles, which **saved 7,273 metric tons of CO2 emissions!**

While land-use benefits are widely discussed in public transit savings literature, this report does not calculate these benefits.

Normalized CO2 Savings from mode-shift

The normalized value of these savings in 2022 was **6.7 metric tons of CO2 saved per 10,000 public transit vehicle miles traveled!**

Figure 11. Mode-shift CO2 emissions savings and normalized savings



CO2 Savings by Transit Mode

CO2 savings per VMT

By displacing personal vehicle miles to public transit miles, across all transit modes Pierce Transit **saved 1.47 pounds of CO2 per VMT** in 2022. In 2022, the greatest savings came from fixed route, as shown in Figure 12.

Figure 12. Pounds of CO2 saved per VMT, by transit mode

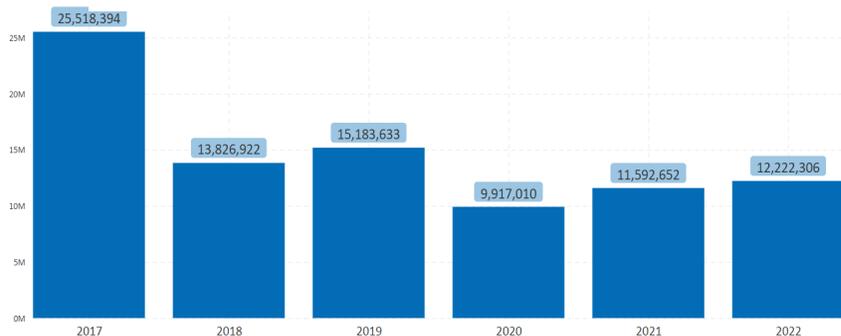


Water Consumption

In 2022, Pierce Transit facilities **used 12,222,306 gallons of water**, a 5% increase from the previous year. The greatest increases were seen at 6th & Skyline (1726% increase), Parkland Transit Center (436% increase) and over the summer 2022 which reached some of the hottest temperatures on record locally.

In 2017 a water leak was discovered and remedied.

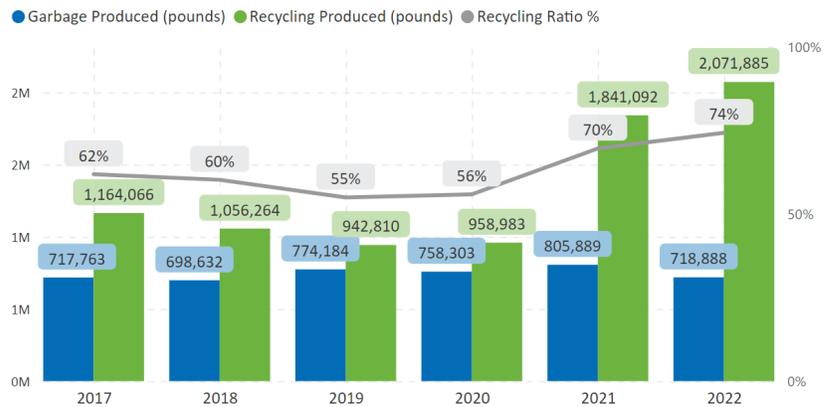
Figure 13. Pierce Transit water consumption in gallons



Garbage & Recycling

In 2022, Pierce Transit facilities disposed of **2,790,773 pounds of waste**, a 5% increase from the previous year. **74% of total waste was recycled**, including vehicle tires, vehicle batteries, oil filters, used oil, paper, and miscellaneous office recyclables.

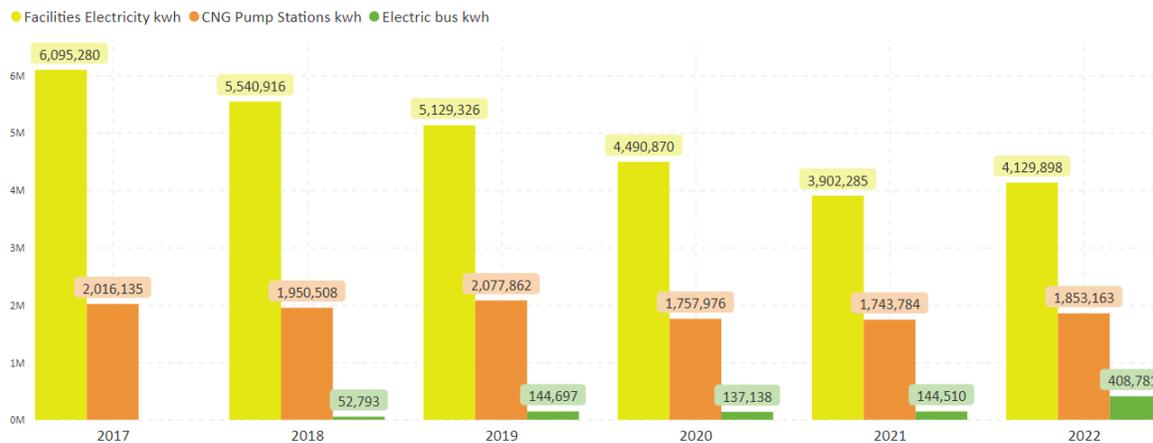
Figure 14. Pierce Transit garbage and recycling



Electricity

In 2022, Pierce Transit used **6,391,842 kwh of electricity**, a 10% increase from the previous year. Facilities accounts for 65% of total electricity used, whereas the CNG pump stations use approximately 29% and electric bus charging stations account for around 6%.

Figure 15. Pierce Transit electricity use



The comparison table below, derived from the U.S. Energy Information Administration (USEIA), highlights the absolute importance of electricity produced through renewable means when considering Scope 2 CO₂ emissions.

Table 4. CO₂ emissions from different electricity sources

Electricity generated from...	Produces...
Coal	2.23 pounds CO ₂ e/kwh
Petroleum	2.13 pounds CO ₂ e/kwh
Natural gas	0.91 pounds CO ₂ e/kwh
Hydroelectric, wind, solar	EPA considers carbon neutral- 0 pounds CO ₂ e/kwh

A power mix analysis of regional electricity providers used by Pierce Transit demonstrates a production of *0.063317 lbs. CO₂e/kwh*, as this region's electricity production is primarily hydroelectric.

Fuel Efficiency

Miles per gallon/kwh

In 2022, an increase in fuel efficiency among unleaded vehicles, CNG vehicles, and electric buses can be seen when compared to the previous year. Diesel efficiency decreased. Electric bus fuel efficiency is calculated differently, reported in miles per kilowatt hour (kwh).

Figure 16. Miles per gallon/kwh by fuel type

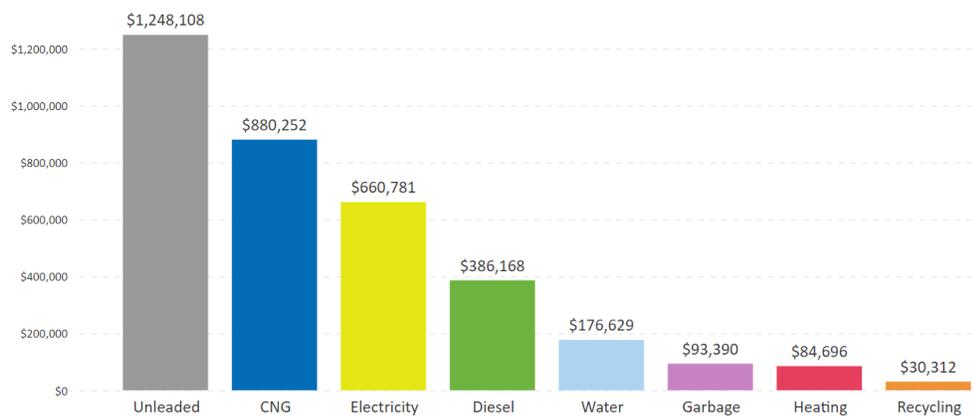


Utilities & Fuel Costs

Total Costs

In 2022, Pierce Transit **spent approximately \$3.6 million on utilities and fuel**, a 23% increase from the previous year (this total and the totals in *Figure 16* subtracts an estimated fuel cost for the Sound Transit fleet). Fuel costs include delivery charges.

Figure 17. Pierce Transit utilities and fuel costs in 2022



In 2022, the greatest increase in utilities or fuel was from total unleaded fuel costs (48% increase from 2021) and total diesel fuel costs (36% increase from 2021). Heating cost (gas) decreased (by 7%).

Fuel cost per VMT

To examine fuel cost efficiencies, cost per vehicle mile traveled (VMT) is calculated by fuel type. In 2022, the diesel bus cost per VMT was the highest at \$0.71 per mile.

Figure 18. Fuel cost per vehicle mile traveled

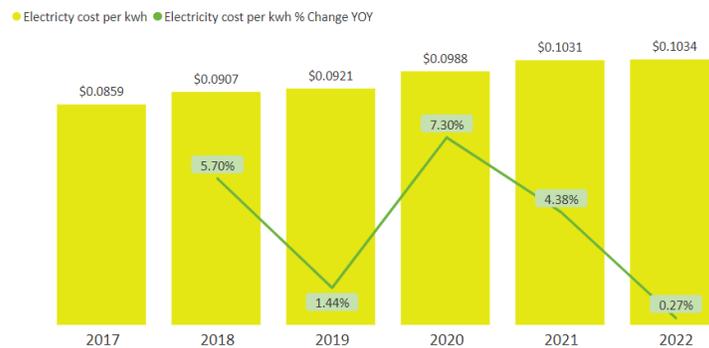


Note: CNG cost per VMT above includes the cost of electricity required to pump the CNG. Mileage and fuel cost from contractors (e.g., First Transit, Medstar) is not included.

Cost per kwh

As public transit agencies consider converting more vehicles to electric, it is important to track the cost of electricity per kilowatt hour (kwh). This is also important for extrapolating the cost to convert specific routes to an electric fleet based on route mileage. Electricity cost per kwh for this report is calculated using *actual kilowatt hours* recorded on utilities invoices and *total annual cost* which includes delivery charges, service fees, etc. In 2022 it cost Pierce Transit approximately **\$0.1034 per kwh**, a 0.3% increase from the previous year.

Figure 19. Cost per kilowatt hour and annual percent change



Future Data Projects

It is important for public transit agencies to diligently track their emissions and other sustainability measures to assess what can be improved. For future sustainability reports, it may be in the agency’s best interest to examine the following data:

Indirect “Scope 3” Emissions

These are all other indirect emissions within Pierce Transit’s value chain.

- Employees traveling to work and business travel (non-revenue support vehicles are already included in Scope 1 emissions)
- Waste and recycling
- Customer transit access trips (e.g., passenger traveling to transit center prior to boarding bus)
- Vehicle and equipment manufacturing and disposal
- Upstream (well-to-tank) emissions from fuel extraction, refining and transportation

However, most emissions in Scope 3 are reported by the supplier or manufacturer as their Scope 1 emissions.

Land-Use Benefit CO2 Savings

The current report examines mode-shift as a factor for emissions savings, however, land-use benefit incorporates the added benefit of public transit within a specific area; walking, cycling, and density effects emissions. When private vehicle travel is reduced, through either mode-shift or land-use benefit, emissions are further saved. An analysis of this scope has been conducted for larger cities such as Seattle, San Francisco, and Portland, however a similar analysis could be done for the Pierce Transit Benefit Area (PTBA).

Appendix

Appendix A. Vehicle classification and criteria air pollutant calculations table

Asset Category	Fuel Category	APTA Category	Transit Mode	Carbon Monoxide (g)	Nitrogen Oxides (g)	Nonmethane Hydrocarbons (g)	Particulate Matter (g)	Sulfur Oxides (g)
MBDO	CNG	PT Bus	Fixed Route	Miles *10.01	Miles *.22	Miles *.02	Miles *.003	0
MBDO	Diesel	PT Bus	Fixed Route	Miles *0.74	Miles *0.49	Miles *0.14	Miles *0.12	0
MBDO	Unleaded	Van	Fixed Route	Miles *11.84	Miles *0.95	Miles *1.224	Miles *.0094	0
MBDO	Electric	PT Bus	Fixed Route	N/A	N/A	N/A	N/A	N/A
VPDO	Unleaded	Van	Vanpool	Miles *11.84	Miles *0.95	Miles *1.224	Miles *.0094	0
DPDO	CNG	Van	SHUTTLE	Miles *2.632	Miles *0.226	Miles *0.143	Miles *0.0334	0
DRDO	Unleaded	Van	SHUTTLE	Miles *11.84	Miles *0.95	Miles *1.224	Miles *.0094	0
DRPUR	Unleaded	Van	SHUTTLE	Miles *11.84	Miles *0.95	Miles *1.224	Miles *.0094	0
Non-Revenue	Unleaded	Single Occupied Vehicle	Non-Revenue	Miles *9.4	Miles *.693	Miles *1.034	Miles *.0085	Miles *.007
Non-Revenue	CNG	N/A	Miscellaneous Shop Equipment	N/A	N/A	N/A	N/A	N/A
Non-Revenue	Diesel	N/A	Miscellaneous Shop Equipment	N/A	N/A	N/A	N/A	N/A

Appendix B. References

“Electricity in the United States” (USEIA) [Link](#)

“Alternative Fuels Data Center” (Energy.gov) [Link](#)

“Quantifying Greenhouse Gas Emissions from Transit” (APTA, 2009) [Link](#)

“Recommended Practices for Quantifying Greenhouse Gas Emissions from Transit” (APTA, 2009) [Link](#)

“Quantifying and Reporting Transit Sustainability Metrics” (APTA, 2012) [Link](#)

“Criteria Air Pollutants” (EPA, 2015) [Link](#)

“Public Transit’s Role in Reducing Greenhouse Gas Emissions” (USDOT, 2010) [Link](#)

“Greenhouse Gases Equivalencies Calculator” (EPA) [Link](#)