

**Board of Commissioners Special Board Meeting
November 30, 2023, 3:00 p.m. to 5:00 p.m.**



Virtual Meeting Participation Information
Dial: 1-253-215-8782 Meeting ID No. 82897611738
Webinar link: <https://us02web.zoom.us/j/82897611738>

Physical Meeting Location:
Pierce Transit Training Center
3720 96th Street SW
Lakewood, WA 98499

Call to Order

Roll Call

Welcoming Remarks/Introductory Remarks

Chair Walker & CEO Griffus

Review/Discussion

1. Review and Discuss the Framework for the Agency's Six Year Strategic Plan

Closing Remarks/Next Steps

CEO Griffus

Adjournment

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, no later than the Wednesday before the Board meeting.

SIX-YEAR STRATEGIC PLAN

November 2023



OUR VISION

Your Preferred Transportation Choice

OUR MISSION

Improve people's quality of life by providing, safe, reliable, and accessible transportation services that are locally based and regionally connected



Goal 1 Adopt a “Customer First” mindset

Our foremost goal is to foster a customer first mindset throughout our organization, ensuring that our riders’ needs, comfort, safety, and satisfaction are at the heart of everything we do.

STRATEGIES

- Create and implement a 6-year Customer Experience Action Plan that addresses top improvement opportunities identified by Pierce Transit customers.
- Adopt and implement Fixed Route System Recovery Plan.
- Develop a High-Capacity Transit Plan for at least three corridors.
- Assess and improve system security and safety plans with “customer first” focus.
- Design and deliver services that are inclusive to all individuals and abilities.

PERFORMANCE METRICS

- Total system ridership will increase by 6% per year.
- 25% of service area residents within a 10-minute walk of routes with 15-minute weekday frequencies, or better.
- Increase the satisfaction levels in rider surveys for questions on overall satisfaction, personal security on the bus and at the bus stop, and cleanliness of buses and Pierce Transit facilities by 20%.
- Achieve 85% on time performance.



Goal 2 Engage with the community through outreach, partnerships, and listening opportunities

Next to holding customers as the highest priority, ensuring the broader community is also engaged and supportive is critical to the long-term sustainability of the agency. Partnerships with public, community, and private organizations are critical to our role in the community and fulfilling our mission.

STRATEGIES

- Establish and regularly communicate an accountability dashboard for the Strategic Plan.
- Strengthen local strategic partnerships with community groups, community-based organizations, non-profit groups, government, businesses, and trades.
- Establish a public process to develop definitions and metrics to better understand and advance equity.
- Enhance efforts to systematically inform and communicate with customers and the community.
- Establish consistent and methodical feedback systems to gather, analyze, and act on customer and community feedback.
- Expand career launch opportunities with apprenticeships, local non-profits, and regional education partners.

PERFORMANCE METRICS

- Increase the net favorable opinion of respondents of Pierce Transit in the community survey to +40.
- Increase the number of ORCA Business Accounts by 25%.
- Establish a metric to report on employee recruitment that is a result of local partnerships.
- Empanel a public equity task force.
- Complete a Pierce Transit Equity Framework, including metrics.



Goal 3 Elevate the employee experience

Pierce Transit employees deliver essential services to the community and are the most important element of the agency. Quality services can only be provided with a dedicated, professional, engaged workforce. Therefore, employee retention and engagement should be a top agency priority.

STRATEGIES

- Foster an environment of employee well-being by cultivating a culture of open, transparent, and complete communication, and collaboration.
- Assemble, adopt, and implement a “workforce development” plan focused on employee attraction, retention, and succession.
- Implement strength-based leadership practices for management/leadership roles.
- Improve conditions for employee personal security.
- Continue to support and enhance the agency safety culture.
- Strengthen and enhance equal employment opportunity and diversity, equity, and inclusion programs.

PERFORMANCE METRICS

- Retain at least 85% of employees per year.
- Increase participation in annual employee engagement and diversity, equity, and inclusion surveys to at least 60%.
- Improve index scores by 0.2 for the culture of equity index and culture of inclusion index in the annual DEI survey.
- Improve by 10% the net positive score for the question “How likely are you to recommend PT as a great place to work?”
- Internal customer service scores of 75% or greater for employee internal customer service satisfaction.
- 100% of managers receive strengths-based leadership practices training within their first year.



DRAFT

Goal 4 Assure sustainability of Agency’s finances, infrastructure, and environment

The fourth corner of the “strategic building” is the agency’s financial and physical assets. Ensuring that finances can sustain the agency’s plan and that physical assets remain in quality and functional condition is essential to long-term sustainability. As a major source of vehicle emissions, it is also important that the agency meet the needs of the community and the riders for environmentally sound practices and emission policies.

STRATEGIES

- Build a business case and action plan for expanding funding to the full extent provided by the legislature.
- Improve the prioritization process for major service improvement and infrastructure projects. The process improvement would include expanded project development and evaluation criteria to align with the Strategic Plan.
- Establish a financial baseline and a prioritized list of service and infrastructure improvements that can be supported by current or future funding measures and grants.
- Present a business case to the community on the potential to expand the PTBA boundaries.
- Develop a Climate Action Plan (fleet, facilities, and operations).
- Review/develop major project development and delivery process.

PERFORMANCE METRICS

- In the community survey, increase the net number of respondents positively inclined to the statement “The job Pierce Transit is doing managing taxpayer dollars responsibly” to +10.
- Increase the net number of respondents in the community survey positively inclined to the statement: “The job Pierce Transit is doing overall to +10.”
- Reduce total greenhouse gas emissions compared to 2017 by 40%. (metric tons of CO2).
- Maintain appropriate financial reserves for the agency, consistent with adopted policy.
- 95%, or more, of the revenue fleet meets the useful life benchmark.
- 75% of the agency’s facilities meet the state of good repair standard.



DRAFT



Pierce Transit



November 30, 2023

Six-Year Strategic Plan

Draft Plan Workshop



Agenda

- What are we going to accomplish today?
- What happened since the last meeting?
- Review strategic plan process
- Agency vision, mission, motto, values
- Goals, strategies, and metrics
- Next steps

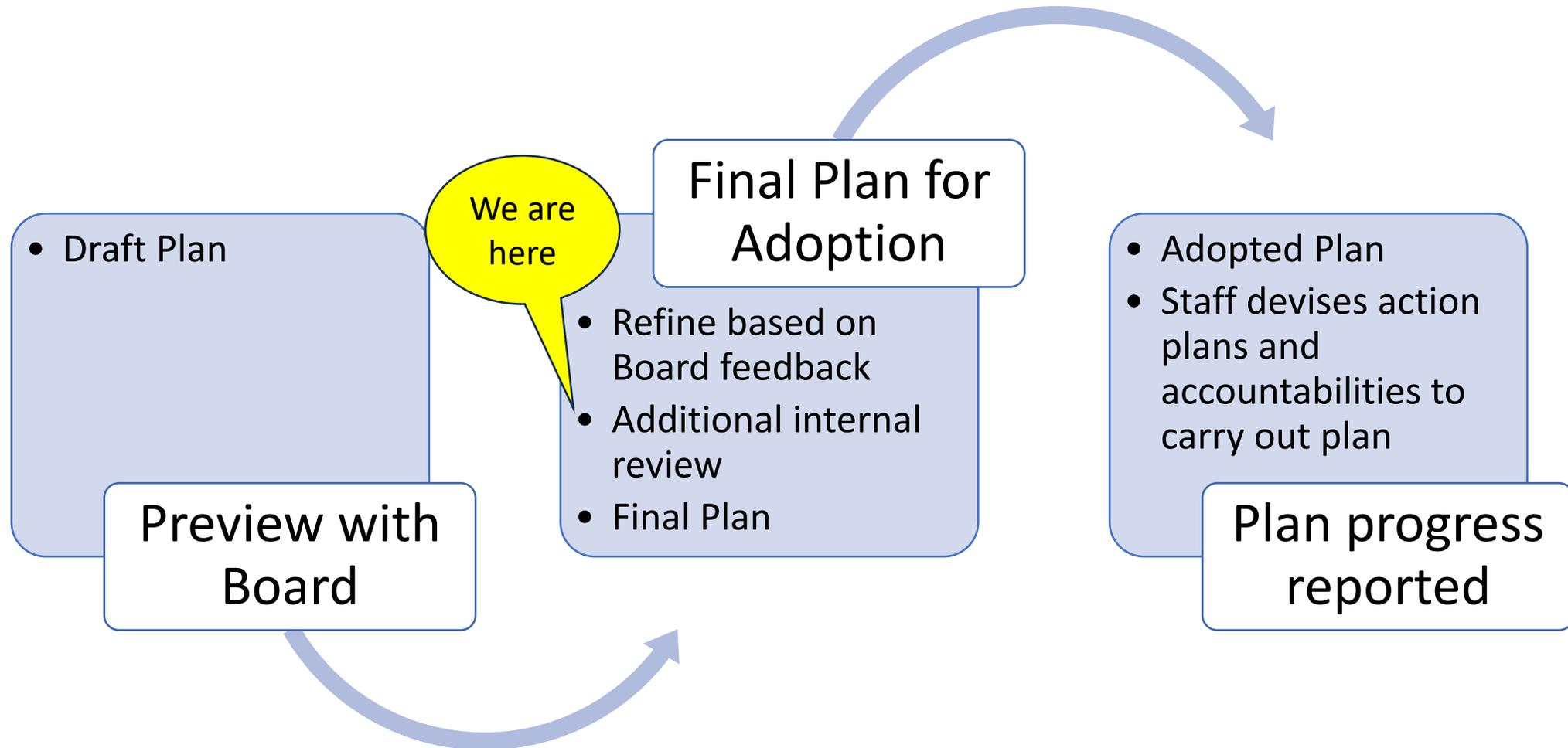
What are we going to accomplish today?

- Identify changes and additions made to the strategic plan
- Plan remains draft, we will incorporate feedback from today into the final plan
- Final plan will be presented for adoption at a later date, likely December Board meeting

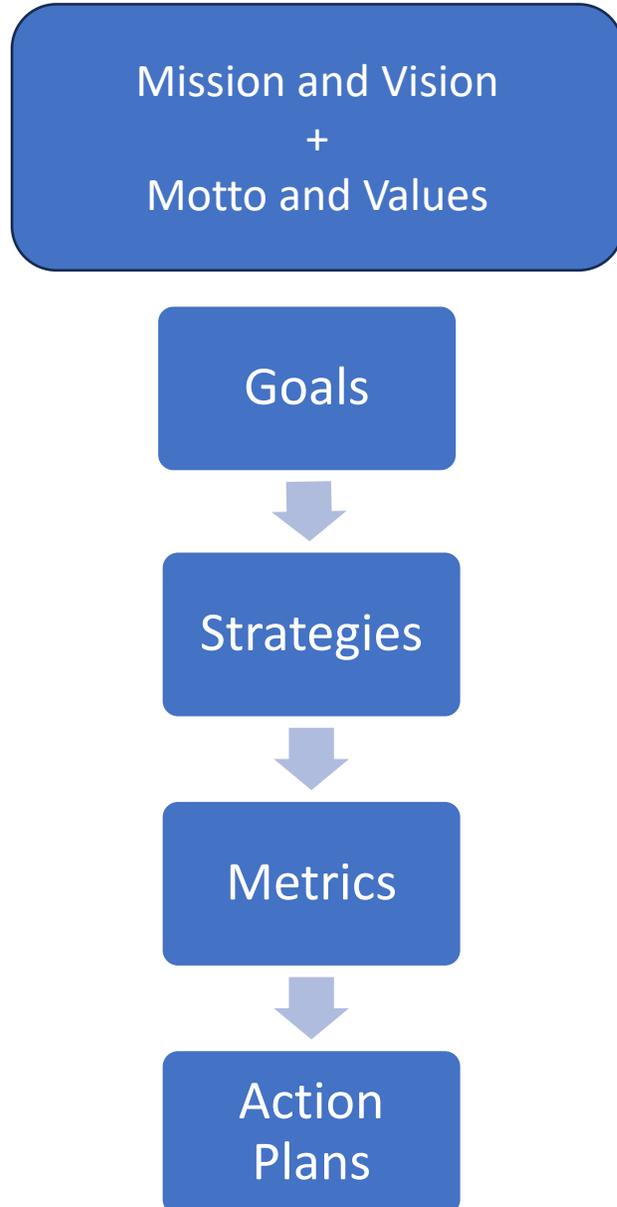
What happened since the last meeting?

- September 21: Presented draft strategic plan to board
- Debriefed with Executive Team
- Worked to refine vision, mission, and strategies to incorporate board feedback
- Updated metrics to be more quantitative/measurable, where appropriate

Strategic Plan Process



Terminologies



Mission: Why your agency exists and your impact on the world

Vision: What you aspire to be

Motto: Succinct tagline that quickly conveys the agency's purpose

Values: Agency's core beliefs

Goals: "Guiding stars" for your agency to achieve its vision and forms the basis for strategic and business plans

Strategies: Actions that will be taken to achieve your goals

Metrics: How you will measure progress towards each goal

Action Plans: (Next phase)

Add detail to the strategies where appropriate and assign implementation timelines for each strategy (between now and 2029) – Likely 3 to 6 month effort



Vision, Mission, Motto, Values

Vision

Your Preferred Transportation Choice

Previous version: Connecting Our Communities

Current: Your Preferred Transportation Choice for Today and Tomorrow

Mission

Improve people's quality of life by providing, safe, reliable, and **accessible** transportation services that are locally based and regionally connected.

Same as the version presented in September

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

Motto and Values

Motto: Connecting you with life

- *Same as current motto*

Values: Innovative, Driven, Responsible, **Equitable**

- *Modification since last meeting: Added a new value embodying the principle of equity*
- *Current: Innovative, Driven, Responsible*

Discussion

- Do you support the changes to vision and values?



Strategic Goals

Goals

- **Goal 1:** Adopt a “Customer First” mindset.
- **Goal 2:** Engage the community through outreach, partnerships, and listening.
- **Goal 3:** Elevate the employee experience.
- **Goal 4:** Assure sustainability of Agency’s finances, infrastructure, and environment.

No changes to what was presented in September



Metrics and Strategies

Goal 1: Adopt a “Customer First” mindset

Strategies

- Create and implement a 6-year Customer Experience Action Plan that addresses top improvement opportunities identified by Pierce Transit customers.
- Adopt and implement Fixed Route System Recovery Plan.
- **Develop a High-Capacity Transit Plan** for at least three corridors.
 - *Previously: Continue development of Stream BRT System Expansion Plan for at least three corridors.*
- Assess and improve system security and safety plans with "customer first" focus.
- Design and deliver services that are inclusive to all individuals and abilities.

Goal 1: Adopt a “Customer First” mindset

Metrics

- Total system ridership will increase by 6% per year.
 - *Note, this is about 4 times the annual population growth rate for Pierce County which is about 1.4% per year.*
- 25% of service area residents within a 10-minute walk of routes with 15-minute weekday frequencies, or better.
- Increase the satisfaction levels in rider surveys for questions on overall satisfaction, personal security on the bus and at the bus stop, and cleanliness of buses and Pierce Transit facilities by 20%.
- Achieve 85% on time performance.



Discussion

- Do you support the metrics as presented?

Goal 2 Engage with the community through outreach, partnerships, and listening.

Strategies (Part 1 of 2)

- Establish and regularly communicate an accountability dashboard for the Strategic Plan.
- Strengthen local strategic partnerships with community groups, community-based organizations, non-profit groups, government, businesses, and trades.
 - *Previously: Strengthen local strategic partnerships (e.g. government, business, trades).*
- **NEW: Establish a public process to develop definitions and metrics to better understand and advance equity.**

Goal 2 Engage with the community through outreach, partnerships, and listening.

Strategies (Part 2 of 2)

- Enhance efforts to systematically inform and communicate with customers and the community.
 - *Previously: Improve efforts to inform, communicate with, and receive feedback from customers.*
- NEW: Establish consistent and methodical feedback systems to gather, analyze, and act on customer and community feedback.
- Expand career launch opportunities with apprenticeships, local non-profits, and regional education partners.

Goal 2 Engage with the community through outreach, partnerships, and listening.

Metrics

- Increase the net favorable opinion of respondents of Pierce Transit in the community survey to +40.
- Increase the number of ORCA Business Accounts by 25%.
- Establish a metric to report on employee recruitment that is a result of local partnerships.
- Empanel a public equity task force.
- Complete a Pierce Transit Equity Framework, including metrics.



Discussion

- Do you support the changes to the strategies?
- Do you support the metrics as presented?

Goal 3 Elevate the employee experience.

Strategies

- Foster an environment of employee well-being by cultivating a culture of open, transparent, and complete communication, and collaboration.
- Assemble, adopt, and implement a “workforce development” plan focused on employee attraction, retention, and succession.
- **NEW: Implement strength-based leadership practices for management/leadership roles.**
- Improve conditions for employee personal security.
- **Continue to** support and build on agency safety culture.
 - *Previously: Support and build on agency safety culture.*
- Strengthen and enhance equal employment opportunity and diversity, equity, and inclusion programs.

Goal 3 Elevate the employee experience.

Metrics

- Retain at least 85% of employees per year.
- Increase participation in annual employee engagement and diversity, equity, and inclusion surveys to at least 60%.
- Improve index scores by 0.2 for the culture of equity index and culture of inclusion index in the annual DEI survey.
- Improve by 10% the net positive score for the question "How likely are you to recommend PT as a great place to work?"
- Internal customer service scores of 75% or greater for employee internal customer service satisfaction.
- 100% of managers receive Strengths-based leadership practices training within their first year.



Discussion

- Do you support the changes to the strategies?
- Do you support the metrics as presented?

Goal 4 Assure sustainability of Agency's finances, infrastructure, and environment

Strategies

- **NEW: Build a business case and action plan for expanding funding to the full extent provided by the legislature.**
- Improve the prioritization process for major service improvement and infrastructure projects. The process improvement would include expanded evaluation criteria to align with this Strategic Plan.
- Establish a financial baseline and a prioritized list of service and infrastructure improvements that can be supported by current or future funding measures and grants.
- **Present a business case to the community** on the potential to expand the PTBA boundaries.
 - *Previously: Conduct a study to examine the potential to expand the PTBA boundaries.*
- Develop a Climate Action Plan (fleet, facilities, and operations).
- Review/develop major project development and delivery process.

Goal 4 Assure sustainability of Agency's finances, infrastructure, and environment

Metrics

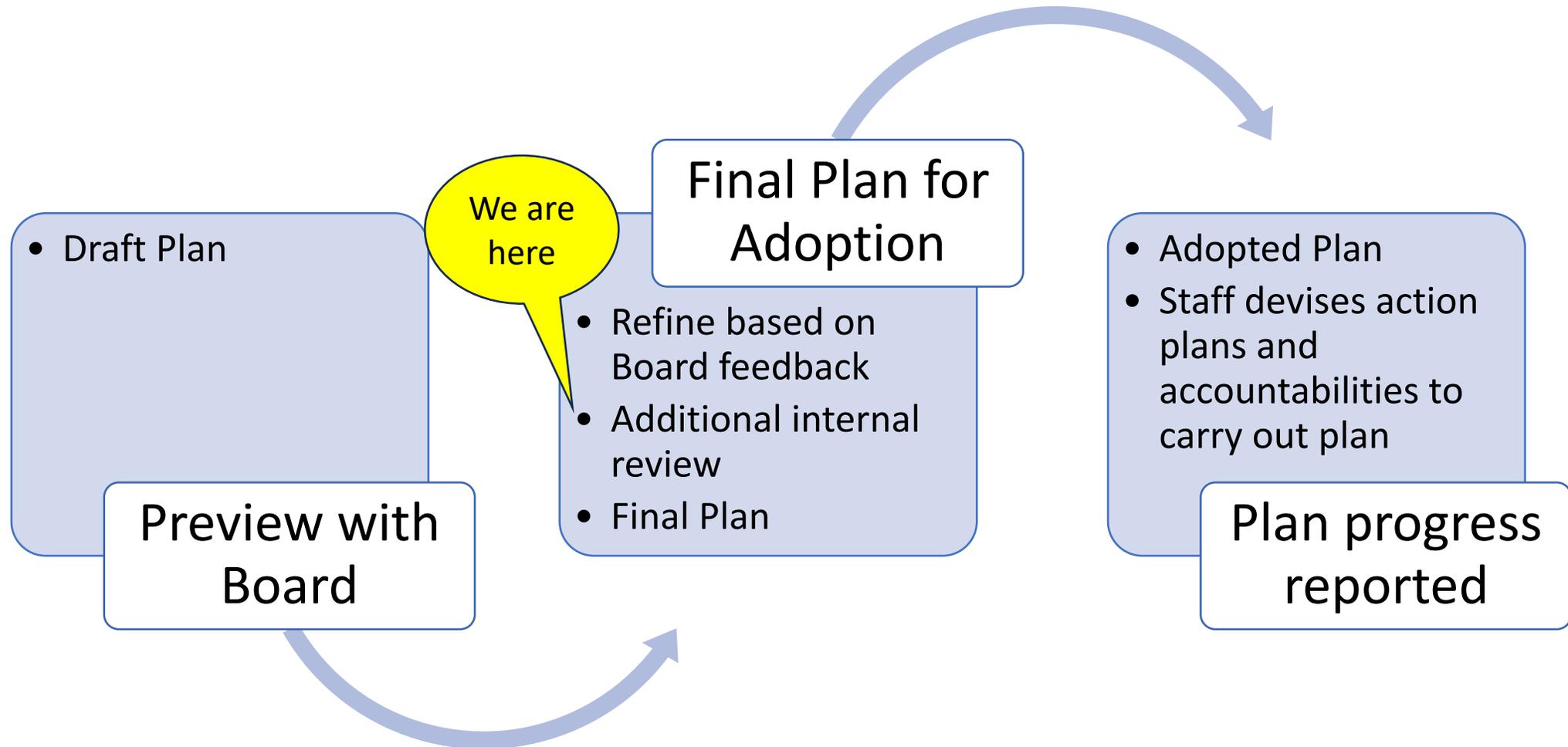
- In the community survey, increase the net number of respondents positively inclined to the statement "The job Pierce Transit is doing managing taxpayer dollars responsibly" to +10.
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- Reduce total greenhouse gas emissions compared to 2017 by 40%. (metric tons of CO2)
- Maintain appropriate financial reserves for the agency, consistent with adopted policy.
- 95%, or more, of the revenue fleet meets the useful life benchmark.
- 75% of the agency's facilities meet the state of good repair standard.



Discussion

- Do you support the changes to the strategies?
- Do you support the metrics as presented?

Strategic Plan Process



Next Steps

- Incorporate any comments from today into the final plan
- Final plan will be presented for adoption at a later date, likely December Board meeting
- Develop Action Plans in 2024

A group of diverse people are seated on a bus. In the foreground, a man with blonde hair wearing large headphones smiles. Next to him, a Black man with glasses and a white checkered shirt smiles while holding a red tablet. Behind them, a man in a plaid shirt and a woman with blonde hair are also smiling. The bus interior features grey seats and handrails. A sign with the text "OUR STEP" is visible on the left. The background shows a blurred street scene through the bus window.

Final Thoughts?

Thank you!



**Sam
Schwartz**
A TYLin Company