

MEMO

TO: Pierce Transit Board of Commissioners

FROM: Kent Keel, Chair

DATE: February 16, 2017

SUBJECT: February 22, 2017 Board Retreat Meeting

Dear Colleagues,

I look forward to our February 22 work session at Pierce Transit. After several years of setbacks, Pierce Transit has come through the Great Recession with resilience and a new dedication to serving our communities. In March we will restore 35,000 service hours and restructure our routing system. These hours, coupled with the increases in September 2015 and 2016, brings the fixed-route service levels to nearly 80 percent of pre-recession levels.

With the renewed efforts to meet public transportation needs, Pierce Transit's Strategic Plan is in need of a refurbishment as well. Transportation requests are changing, and it is the charge of the Board of Commissioners to provide guidance in terms of direction, sustainability and vision for the future.

The day will begin with an update on the current Strategic Plan. As you may remember, this plan was developed while Mr. Walton served as Interim CEO. This plan will provide some basics for our work session. Over the past four weeks Leadership staff within the Agency has been working with the Athena Group to develop input for the Board on considerations for "True North" and the Agency's "Value Proposition." This work will be presented on February 22.

To make the most of the time we have together and assist staff and the Athena Group to move toward consensus and decisions, please consider the following questions in advance of our meeting:

- Who are the customers of Pierce Transit?
- Are they different from the key stakeholders?
- What is the vision for Pierce Transit in the next 3 to 5 years?

During the course of the day, other topics and decision points may need to be addressed, such as funding, and the model of service for the future and capital needs. Staff will be prepared to address several of these matters, if desired.

You will find included in this packet:

- The draft agenda for the day;
- The slides for the current Strategic Plan update;
- Strategic priorities currently underway at the Agency; and
- Current Strategic Plan for reference.

Thank you for your time and thoughtful input. See you Wednesday.



PIERCE TRANSIT SPECIAL BOARD MEETING
Training Center, Rainier Room
3720 96th Street SW, Lakewood, WA
February 22, 2017, 9:00 a.m. - 3:00 p.m.

RETREAT AGENDA

9:00	CALL TO ORDER/ROLL CALL	Chair Kent Keel
	SPECIAL BUSINESS	
9:05-9:15	1. FS 17-011, Authority to Enter into a Funding Agreement with Joint Base Lewis McChord (JBLM) to Test Go Transit Route 7 and to Allow Use of Pierce Transit Facilities; Approve Resolution	Tina Lee Community Development Admin.
	STRATEGIC PLAN	
9:15-9:30	1. Overview of Meeting	Chair Kent Keel & Sue Dreier Chief Executive Officer
9:30-10:15	2. Past Strategic Plan Overview and Update (Orientation to the options and activities to gain consensus and feedback)	Chris Saffer Lean & Workforce Development Manager & Samantha Einarson Lean Administrator
10:15-12:15	3. Facilitated Strategic Work Session	Athena Group Consultants
12:15-12:45	4. Break/Lunch	All
12:45-2:45	5. Continue Facilitated Strategic Work Session (Consensus building, alignment and commitments on outcomes)	Athena Group Consultants
2:45-3:00	6. Conclusions/Next Steps	Athena Group Consultants
3:00	ADJOURNMENT	Chair Keel

American Disability Act (ADA) accommodations are available with a 72-hour notice. An interpreter for the hearing impaired will be provided upon request with a minimum notice of two weeks. Please contact the Clerk's office at 253-581-8066 for special accommodations. Meeting room is wheelchair accessible. Registered SHUTTLE customers may obtain specialized transportation to and from the hearing by calling SHUTTLE AT 253-581-8000 from one to five days in advance of the hearing.

SPECIAL BUSINESS

FACT SHEET

TITLE: Authority to Enter Into a Funding Agreement with Joint Base Lewis McChord (JBLM) to Test GO Transit Route 7 and to Allow Use of Pierce Transit Facilities

DIVISION: Planning & Community Development

ORIGINATOR: Tina Lee, Community Development Administrator

PRECEDING ACTION: 2017 Budget

COORDINATING DEPARTMENT: Community Development; Transit Development

APPROVED FOR SUBMITTAL:

Chief Financial Officer

APPROVED FOR AGENDA:

Chief Executive Officer

General Counsel

ATTACHMENTS:

Proposed Resolution
Attachment A, Memorandum of Agreement for Use of Transit Facilities
Attachment B, Memorandum of Agreement for GO Transit Route 7

BUDGET INFORMATION

12- Month Budget Amount

\$117,134

\$11,713 (10% Contingency)

\$128,847

Required Expenditure

\$128,847

Impact

\$(128,847)

Explanation: Funds for the GO Transit pilot service are allocated in Pierce Transit's contract services budget.

BACKGROUND:

Pierce Transit's 2016 Comprehensive Network Analysis resulted in a determination by the Board in December of 2016 that the Agency should implement "Option 2" which eliminates a low ridership segment of the Route 300 that travels to, from and onto Joint Base Lewis McChord (JBLM) from Bridgeport Way.¹ This portion of the route travels onto JBLM from the McChord gate at Bridgeport. In addition to delays due to security checks at the JBLM

¹ After implementation of Option 2 of the Comprehensive Network Analysis, the remaining portions of the Route 300 will be covered by increased service hours on Routes 206 and 4.

gate that impacted riders and on-time performance of the route, this segment of the route had traditionally low ridership and limited peak only trips. The eliminated service operated weekdays from approximately 7:30 am – 9:00 am and 3:30 pm - 6:00 pm with trips every 30 minutes during the peak. Staff has been investigating alternatives to continue to provide service and provide a connection onto this area of JBLM and proposes that Pierce Transit fund a new route operated through the GO Transit service partnership operated by JBLM and Pierce County (GO Transit Route 7).

JBLM contains a population of more than 50,000 service members, contractors, retirees, and their families. This military community has significant transportation needs both inside and outside of its boundaries. JBLM experiences approximately 153,000 motor vehicle trips per day according to the South Sound Militaries and Communities Partnership. To aid in reducing vehicle congestion on base, JBLM operates GO Transit service on the base. Recent improvements in that service include connections off base to Pierce Transit routes at key transit centers and bus stops.

The proposed GO Transit Route 7 will test a new GO Transit route operating to, from, and on JBLM and travelling to the McChord Gate/San Francisco Street area of Lakewood continuing along Bridgeport to the Lakewood Towne Center. The proposed GO Transit Route 7 will provide timed transfers to Pierce Transit routes at the Lakewood Transit Center so that riders can easily access JBLM. Pierce Transit would fund this new weekday service which will include trips during the peak commute times to maintain a connection to JBLM. Like other GO Transit services, this service will be operated by GO Transit operators driving a leased van. The cost to ride the service is free, however, passengers must be able to access JBLM so all riders must possess a valid military identification or approved civilian identification card.

Because of the smaller vehicle and low contract cost, Pierce Transit would realize a cost savings by funding the GO Transit Route 7 over the cost to operate the segment of the former Route 300 onto base. The estimated annual cost for the segment of Route 300 that operated on JBLM is \$594,560. The estimated GO Transit Route 7 cost of service is \$128,847, an estimated savings of \$435,712 that can be used for other fixed route services. As established during the Comprehensive Network Analysis, the cost savings associated with this efficiency will allow the Agency to put 2,755 of hours of additional service on other routes. Pierce Transit will continue to maintain paratransit service within our existing paratransit boundary on the McChord area of JBLM. Staff estimates that our annual paratransit trips to and from this area is 500 one way trips at an annual cost of \$26,500.

Pierce Transit staff will work with JBLM's GO Transit team to coordinate marketing and outreach efforts to build awareness for this service change. If the first year of service is successful, staff will return to the Board of Commissioners seeking potential approval for a contract amendment to extend the funding agreement for an additional two year term.

Staff also recommends allowing GO Transit to utilize authorized Pierce Transit bus stops and facilities. This arrangement is similar to access granted to other transportation services including Intercity Transit, Kitsap Transit and Sound Transit. There is no cost associated with this arrangement, if Pierce Transit incurs additional costs in the operation or maintenance of our facilities due to GO Transit's use of these facilities, we have the ability to terminate the agreement.

ALTERNATIVES:

Do not approve the Funding Agreement with Joint Base Lewis McChord for GO Transit Route 7, and either a) continue to serve that portion of the route 300 that operates on McChord via a deviation of Route 206 at a significantly increased cost which would result in reduction of hours elsewhere in the Pierce Transit system, contrary to the Board's decision to adopt Alternative 2 of the Comprehensive Network Analysis; or b) allow that portion of the eliminated Route 300 that connects with JBLM to be without service. Do not approve GO Transit's use of certain Pierce Transit facilities. This is not recommended as use of certain bus stops and facilities by GO Transit is necessary to allow for the connection between Pierce Transit service and the GO Transit connection to JBLM.

RECOMMENDATION:

Approve Resolution No. 17-006, authorizing execution of the Funding Agreement with Joint Base Lewis McChord to fund GO Transit Route 7 and allowing their use of Pierce Transit facilities.

RESOLUTION NO. 17-006

1 A RESOLUTION of the Board of Commissioners of Pierce Transit Authoring the Chief Executive Officer to Enter
2 Into A Funding Agreement with Joint Base Lewis McChord for GO Transit Route 7 and Allow Use of Pierce
3 Transit Facilities
4

5 WHEREAS, Pierce Transit, Pierce County and Joint Base Lewis McChord (JBLM) have worked
6 cooperatively on implementation of JBLM's base shuttle service known as GO Transit; and

7 WHEREAS; a limited number of GO Transit routes travel off base and provide convenient connections
8 to Pierce Transit routes at locations including select bus stops, Lakewood Transit Center and the SR-512 Park
9 and Ride; and

10 WHEREAS, any cost associated with allowing GO Transit services to use Pierce Transit bus stops and
11 transit center zones is minimal; and

12 WHEREAS, By Resolution 16-048, Pierce Transit's Board of Commissioners adopted Alternative 2 of
13 the Comprehensive Network Analysis which eliminated a portion of Route 300 operating onto JBLM due to
14 low ridership and limited peak only trips along that segment of the route in addition to delays caused by
15 security requirements at the JBLM gate; and

16 WHEREAS, Pierce Transit desires to continue to provide an alternative connection to the McChord area
17 of JBLM currently served by Route 300; and

18 WHEREAS, JBLM is willing to add a new GO Transit Route 7 to provide convenient connections from
19 Pierce Transit's routes at Lakewood Transit Center and Bridgeport Way onto JBLM; and

20 WHEREAS, the GO Transit model operates using leased vans and does not collect a fare; and

21 WHEREAS, the cost of the proposed GO Transit Route 7 is less than the cost of the current services
22 operating onto JBLM; and

23 WHEREAS, the GO Transit Route 7 will provide riders with an improved level of service with more
24 trips and extended service hours onto JBLM from the Lakewood area while allowing Pierce Transit to use the
25 savings experienced from not operating the eliminated portion of the Route 300 to allocate additional service
26 hours elsewhere in the Pierce Transit system;

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

28 Section 1. The Board of Commissioners authorizes the Chief Executive Officer to Enter into a
29 Funding Agreement with Joint Base Lewis McChord to test GO Transit Route 7.
30
31

1 Section 2. The Board of Commissioners authorizes the Chief Executive Officer to Enter into an Agreement
2 with Joint Base Lewis McChord for use of transit facilities.

3 ADOPTED by the Board of Commissioners of Pierce Transit at their regular meeting thereof held on
4 the 22nd day of February, 2017.

5 PIERCE TRANSIT

6
7
8 _____
9 Kent Keel, Chair
10 Board of Commissioners
11

12 ATTEST/AUTHENTICATED

13
14 _____
15 Deanne Jacobson, CMC
16 Clerk of the Board
17
18

**Between
Pierce County Public Transportation Benefit Area
And
Joint Base Lewis-McChord (JBLM)
For
Use of Transit Facilities**

W12KAA-MOA-1086

This Agreement is made by and between Pierce County Public Transportation Benefit Area Corporation (“Pierce Transit”), a Washington municipal corporation; and Joint Base Lewis-McChord (“JBLM”), referred to hereinafter individually as “Party” or collectively as the “Parties.”

RECITALS

Whereas, the Parties have identified a need for a tailored transportation service to, from and throughout JBLM which will be provided by GO Transit and that will connect to Pierce Transit’s services;

Whereas, the GO Transit service is designed to promote access to, from, and throughout JBLM providing access to employment sites, medical facilities, shopping and support facilities; and

Whereas, the GO Transit program is designed to improve transportation and reduce traffic around and on JBLM; and

Whereas, the GO Transit routes provide convenient connections to Pierce Transit routes and facilities; and

Whereas, the GO Transit program requires use of certain Pierce Transit facilities such as bus stops and transit centers;

Whereas, Pierce Transit is amenable to sharing its facilities and authorizing GO Transit’s services to utilize select bus zones and stops in order to improve coordination of public transit services;

Now therefore the Parties agree as follows, incorporating by reference the above Recitals:

1. PURPOSE OF AGREEMENT

The purpose of this Agreement is to enter into a mutually beneficial contractual relationship to authorize GO Transit to utilize Pierce Transit facilities.

2. GO TRANSIT SERVICE DESCRIPTION

GO Transit is a JBLM transportation service. Routes operate primarily on base to provide direct connections to work stations, medical areas, shopping and life need sites. GO Transit routes are provided utilizing vans. The service does not collect a

fare. Eligible riders include military personnel or individuals with authorized base identification cards. GO Transit routes are designed in part to connect with Pierce Transit and other transit agencies' routes.

3. AUTHORIZED FACILITIES

- 3.1 Pierce Transit hereby agrees that GO Transit may utilize its facilities as identified in Attachment 1.
- 3.2 Pierce Transit will add GO Transit signage and route information that is provided by GO Transit to Pierce Transit's existing amenities. Signage will need to be approved in advance by Pierce Transit so it does not conflict with existing Pierce Transit signage and information.
- 3.3 Information regarding GO Transit's schedules, services, agency logo/identification and information telephone numbers shall be submitted to Pierce Transit in a timely manner and in an appropriate format as specified by Pierce Transit.
- 3.4 Pierce Transit will utilize its standard signage, custom signage will be produced and funded by GO Transit at their expense.

4. GO TRANSIT CONNECTOR

Pierce Transit agrees that GO Transit may operate its services between JBLM and Pierce Transit's facilities as detailed herein and on Attachment 1.

5. SERVICE CHANGES

- 5.1 Recognizing that unique and unusual circumstances beyond the control of either party to this agreement may require at any given time of year, temporary or permanent changes in the operating schedules of mutually agreed upon connecting service, each party agrees to provide notice of any such changes to the other party with at the least the following timelines:
- 5.2 Permanent time adjustments must be communicated in writing to the other party of this agreement a minimum of sixty (60) days prior to commencement of the service change.
- 5.3 Temporary or immediate time adjustments must be communicated by telephone with a follow-up written communication (email is appropriate).

6. LEGAL RELATIONS

- 6.1 It is understood and agreed that this Agreement is solely for the benefit of the Parties hereto and gives no right to any other person or entity. No joint venture or partnership is formed as a result of this Agreement. No employees or agents of one Party or its

contractors or subcontractors shall be deemed, or represent themselves to be, employees, agents, contractors or subcontractors of the other Party.

- 6.2 Each Party shall comply, and shall ensure that its contractors and subcontractors, if any, comply with all federal, state and local laws, regulations, and ordinances applicable to the work and services to be performed under this Agreement.
- 6.3 Each Party agrees that it is fully responsible for the acts and omissions of its own subcontractors, their employees and agents, acting within the scope of their employment as such, as it is for the acts and omissions of its own employees and agents. Each Party agrees that its obligations under this provision extend to any claim, demand, and/or cause of action brought by or on behalf of any of its employees or agents. In the event that a party is named in a claim, demand, and/or cause of action for acts or omissions attributable to the other party, the improperly named party shall give written notice of same to the other party within thirty (30) days of receipt, and the party responsible for the act or omission giving rise to the claim, demand or cause of action will be responsible for securing dismissal of the improperly named party.
- 6.4 Each Party's rights and remedies in this Agreement are in addition to any other rights and remedies provided by law or in equity.
- 6.5 This Agreement shall be interpreted in accordance with federal law. The United States District Court of the Western District of Washington, located in Tacoma, Washington, shall have jurisdiction and venue, as provided by law, over any legal action arising under this Agreement.
- 6.6 The provisions of this section shall survive any termination of this Agreement.

7. CHANGES AND MODIFICATIONS

This Agreement may be amended or modified only by prior written agreement signed by the Parties hereto.

8. TERM OF AGREEMENT

- 8.1 Any of the Parties may terminate this Agreement, in whole or in part, for any reason provided, however, that insofar as practicable, the Party terminating the Agreement will give not less than ninety (90) calendar days prior notice to non-terminating Party. Such termination shall be by written notice delivered by certified mail, return receipt requested, of intent to terminate.
- 8.2 On or before October 1 of each calendar year, the Parties will meet and confer to identify necessary or appropriate modification to this Agreement. Any such modifications(s) shall be made as provided per this Agreement.

9 FORCE MAJEURE

Either Party shall be excused from performing its obligations under this Agreement during the time and to the extent that it is prevented from performing by a cause beyond its control, including, but not limited to: any incidence of fire, flood, earthquake or acts of nature; strikes or labor actions; commandeering material, products, or facilities by the federal, state or local government; and/or national fuel shortage; when satisfactory evidence of such cause is presented to the other Party, and provided further that such non-performance is beyond the control and is not due to the fault or negligence of the Party not performing.

10 WAIVER OF DEFAULT

Waiver of any default shall not be deemed to be a waiver of any subsequent default. Waiver of breach of any provision of this Agreement shall not be deemed to be a waiver of any other or subsequent breach and shall not be construed to be a modification of the terms of this Agreement unless stated to be such in writing, signed by authorized Parties and attached to this Agreement.

11 ASSIGNMENT

This Agreement shall be binding upon the Parties, their successors, and assigns; provided, however, that neither Party shall assign nor transfer in any manner any interest, obligation or benefit of this Agreement without the other's prior written consent.

12 NO THIRD PARTY BENEFICIARIES

Nothing in this Agreement, express or implied, is intended to confer on any person or entity other than the Parties hereto and their respective successors and assigns any rights or remedies under or by virtue of this Agreement.

13 MUTUAL NEGOTIATION AND CONSTRUCTION

This Agreement and each of the terms and provisions hereof shall be deemed to have been explicitly negotiated between, and mutually drafted by, the Parties, and the language in all parts of this Agreement shall, in all cases, be construed according to its fair meaning and not strictly for or against either Party.

14 ALL TERMS AND CONDITIONS

This Agreement merges and supersedes all prior negotiations, representations and agreements between the Parties related to the subject matter hereof and constitutes the entire agreement between the Parties. This Agreement may be amended only by written agreement of the Parties.

This Agreement contains all the terms and conditions agreed upon by the Parties. No other understandings, oral or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or to bind any of the Parties hereto.

15 CONTACT PERSONS

The Parties shall designate a contact person for purposes of sending inquiries and notices regarding the execution and fulfillment of this Agreement.

	GO Transit
Contact Name	Thomas Olsen
Title	Vice-Chairman GO Lewis McChord Board
Address	2012 Liggett Ave, Box 339500 MS17 Joint Base Lewis-McChord, WA 98433-9500
Telephone	(253) 966-1770
E-Mail	Thomas.w.olsen.civ@mail.mil

	Pierce Transit
Contact Name	Peter Stackpole
Title	Service Planning Assistant Manager
Address	PO Box 99070 Lakewood, WA 98496
Telephone	253-581-8131
E-Mail	pstackpole@piercetransit.org

Each Party warrants and represents that its execution of this Agreement has been authorized by its governing body.

- 16 **Effective Date.** This Agreement shall take effect when it is signed by all the Parties hereto.
- 17 **Expiration Date.** This Agreement expires on 1 February, 2026 unless amended, revised, superseded, or canceled prior to that date.
- 18 **Review of Agreement.** This Agreement will be reviewed triennially in its entirety.

IN WITNESS WHEREOF the Parties hereto have executed this Agreement on the _____ day of _____, 2017.

JBLM

PIERCE TRANSIT

Daniel S. Morgan
Colonel, IN
Commanding

Sue Dreier, CEO
Pierce County Public Transportation Benefit
Authority

Date: _____

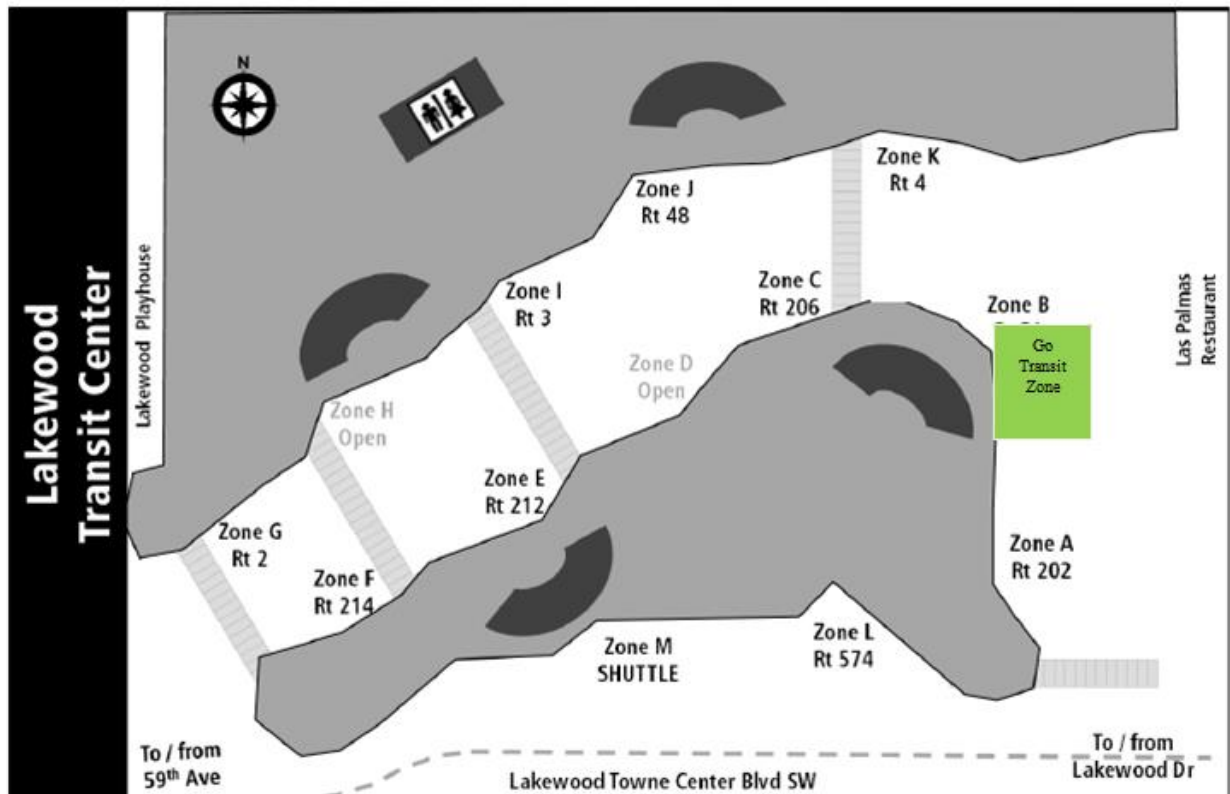
Date: _____

Attachment 1 to W12KAA-MOA-1086

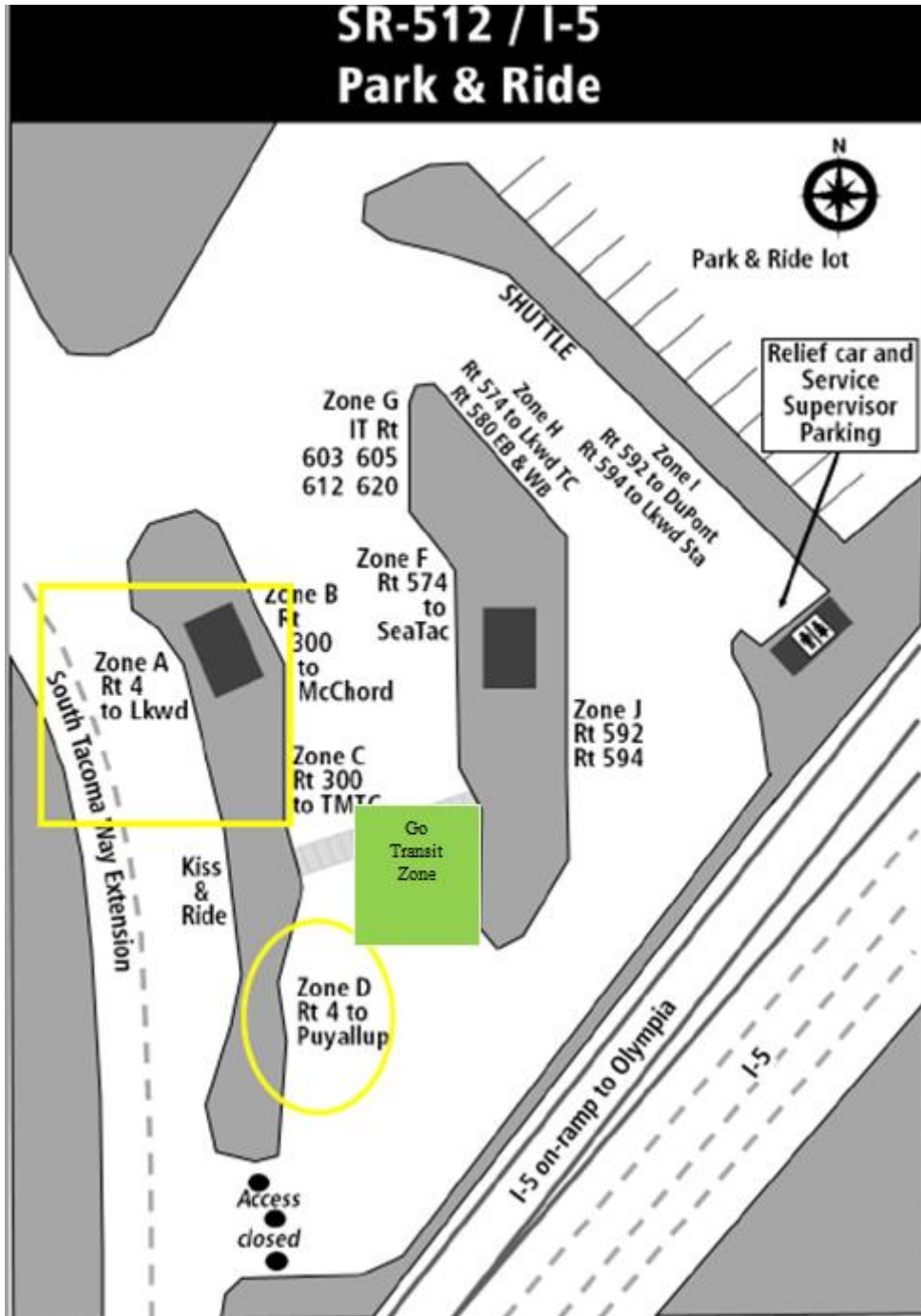
2017 Transportation Agreement
JBLM and Pierce Transit

- I. GO Transit Service Locations: GO Transit is authorized to utilize certain Pierce Transit facilities as set forth herein to provide for connections between Pierce Transit and GO Transit riders. Any changes or additions to the facilities authorized pursuant to this Agreement must be agreed to in writing in the sole discretion of Pierce Transit. Any such authorization may be made by email correspondence.
- II. Facilities authorized for GO Transit use include:
 - A. Lakewood Towne Center Transit Center, in zones and locations approved by Pierce Transit;
 - B. SR-512 Park and Ride, in zones and locations approved by Pierce Transit; and
 - C. Pierce Transit Bus Stops as approved below.

A. Lakewood Towne Center Transit Center



B. SR-512 Park and Ride



C. Pierce Transit Bus Stops Approved for GO Transit Use

Bus Stop ID	Direction	Street	Cross Street
TBD (Pending Approval By S&T and Permitting)	Northbound	San Francisco	Bridgeport
3759	Southbound	San Francisco	Bridgeport
639	Northbound	Bridgeport	Pacific Highway
4166	Southbound	Bridgeport	Pacific Highway
2044	Northbound	Pacific Hwy SW (Lakewood Ford)	47 th Avenue SW
2079	Southbound	Pacific Hwy SW (across from Lakewood Station)	47 th Avenue SW

**Funding Agreement
Between
Pierce County Public Transportation Benefit Area
And
Joint Base Lewis-McChord
For
GO Transit Route 7

W12KAA-MOA-1087**

This Agreement is made by and between Pierce County Public Transportation Benefit Area (“Pierce Transit”), a Washington municipal corporation; and Joint Base Lewis-McChord, (“JBLM”), referred to hereinafter individually as “Party” or collectively as the “Parties.”

RECITALS

Whereas, the Parties have identified a need for a tailored transportation service operating from JBLM and connecting to Pierce Transit’s fixed route services in the Lakewood area; and

Whereas, JBLM operates public transportation services on the military installation; and

Whereas, JBLM’s GO Transit services are designed to improve transportation and reduce traffic on JBLM; and

Whereas, Pierce Transit’s fixed route services encounter delays accessing JBLM due to necessary security requirements at entrance gates which delay routes and impact Pierce Transit’s schedules; and

Whereas, pursuant to Pierce Transit Board of Commissioners Resolution 16-078, after a Comprehensive Network Analysis, the Board has adopted “Alternative 2” which realigns some of Pierce Transit’s route structure and eliminates a portion of the prior Route 300 that connected with and travelled onto JBLM ; and

Whereas, due to the security requirements, use of a smaller vehicle, and other factors, GO Transit can more efficiently and effectively provide service to, from, and onto and through JBLM than Pierce Transit is able to provide; and

Whereas, GO Transit proposes a new Route 7 that will promote access to, from and within JBLM including access to employment sites, medical facilities, and shopping located on JBLM; and

Whereas, Pierce Transit is amenable to sharing its facilities and authorizing JBLM’s GO Transit services to utilize select zones and bus stops at Pierce Transit Park and Rides in order to improve coordination of public transit services between our agencies;

Now therefore the Parties agree as follows, incorporating by reference the above Recitals:

1. PURPOSE OF AGREEMENT

The purpose of this Agreement is to establish the terms and conditions under which Pierce Transit will provide funding for JBLM to operate GO Transit Route 7 to extend service to provide a connection from JBLM to public transportation options in the Pierce Transit service area.

2. GO TRANSIT SERVICE DESCRIPTION

GO Transit is a JBLM-operated transportation service. Routes operate primarily on base to provide transit connections to work stations, medical areas, and base shopping sites. The GO Transit service is operated utilizing vans driven by GO Transit drivers. The service does not collect a fare. Anyone with access to JBLM may ride the GO Transit service while on base, and when travelling between base and off-base, eligible riders will be required to show proper identification to access the service.

3. RESPONSIBILITIES OF THE PARTIES

- 3.1 Service Description. JBLM will be responsible for providing GO Transit Route 7 services, schedules will be adjusted utilizing data learned about the service as it continues to operate. At all times the service will provide 20 trips, with a minimum of 30 minute frequency, from approximately 7:30am-9:00am and 3:30pm-6:00pm for riders. GO Transit and Pierce Transit will coordinate on final service schedules, Pierce Transit will have final approval of the schedule for the services that are funded by this Agreement. The pilot service shall begin during the First Quarter of 2017, with the service starting no later than Pierce Transit's service change on March 13, 2017, and end on or about March 31, 2018, unless terminated earlier pursuant to the terms of this agreement.

The service is intended to provide a convenient connection for riders transferring from Pierce Transit services seeking to access JBLM. The service shall be limited to individuals authorized to access JBLM.

- 3.2 Service Operations. GO Transit is responsible for operating the Route 7 service funded by Pierce Transit under this Agreement, and will monitor and manage the service in accordance with its established policies, standards, rules, and procedures and in accordance with the agreed service schedule. The Route 7 shall be included in GO Transit's on line schedule system and printed materials. The vehicles shall be branded consistent with GO Transit's program.

Pierce Transit will provide paratransit service within $\frac{3}{4}$ of a mile of the GO Transit Route 7 subject to Pierce Transit SHUTTLE eligibility requirements. Pierce Transit will administer and manage the paratransit service complementary to the GO Transit Route 7 through its SHUTTLE program. GO Transit agrees to refer any customer requests for paratransit service to Pierce Transit's SHUTTLE Department at 253-581-8000, Option 1, then Option 2.

The Parties agree to meet as-needed and in a timely manner to address any operational or service issues that arise, including capacity or performance issues.

- 3.3 Service Changes. Recognizing that unique and unusual circumstances beyond the control of either party to this agreement may require at any given time of year, temporary or permanent changes in the operating schedules of mutually agreed upon connecting service, each party agrees to provide notice of any such changes to the other party.

Pierce Transit holds final approval to agree to any service time adjustments.

Temporary or immediate time adjustments must be communicated by telephone with a follow-up written communication (email is appropriate).

- 3.4 Driver Selection. GO Transit shall establish a formal selection process, Pierce Transit may request verification of this process at any time. The process may follow the Office of Personnel Management guidelines but shall at a minimum review any applicant's moving violations and at-fault accidents within the past five (5) years. GO Transit will select qualified drivers and assumes all liability for their actions.

Criminal background checks are required to include Applicant Disclosure, pursuant to RCW 43.43.834 Child and Adult Abuse Information Act. No driver shall be employed for service under this contract that has been convicted of a crime involving moral turpitude. A criminal background check for all drivers, new and existing, will be required at the start of employment with GO Transit and every five (5) years thereafter.

- 3.5 Service Funding. Pierce Transit will fund GO Transit Route 7 services utilizing local sales tax operating funds at a cost for the first year of this service not to exceed \$128,848. GO Transit will invoice Pierce Transit quarterly for the service cost to operate the Route 7. The first invoice will be issued following June 30, 2017. The invoice will reflect actual service hours operated on the Route 7 that quarter. Pierce Transit and GO Transit have agreed to the cost of the service as detailed on Attachment A. If this agreement is extended by mutual written agreement, it will be for an additional term as provided in Section 5. If this agreement were extended for an additional term, the rate will be adjusted on an annual basis and will not to exceed 3% or the current Seattle-Tacoma-Bremerton CPI.
- 3.6 Communication and Service Information Procedures. GO Transit will follow its standard procedures for developing and distributing Route 7 service information to the public using its existing communications tools and activities. Pierce Transit will be responsible for any additional communication and service information required for its service area.
- 3.7 Service Ridership. GO Transit will track and provide ridership numbers by day specifically on the Route 7. GO Transit will provide the ridership numbers to Pierce Transit on a monthly basis.

- 3.8 Service Performance Review. The Parties' designated contact staff will meet as-needed to review the financial expenditures and/or operating performance of the service provided for under this Agreement. The purpose of these meetings will be to identify any issues which may have a budget impact and discuss any potential changes to service operations.

4. **INVOICES/PAYMENT PROCEDURE**

For the term of the Agreement, GO Transit will invoice Pierce Transit quarterly for its financial contribution as provided for in Subsection 3.3 of the Agreement. The invoices will be issued within thirty days of the end each quarter. Upon receipt of each quarterly invoice from GO Transit, Pierce Transit shall make payment in the amount due within forty-five (45) days of receipt of a billing invoice. Each quarterly invoice will be based on the number of hours operated on the Route 7 at the agreed rate for this service.

5. **EFFECTIVE DATE, DURATION AND EXTENSION**

This Agreement will become effective upon signature by both Parties and will expire on March 31, 2018, unless extended or earlier terminated pursuant to the terms of this Agreement. If, after the initial one year Agreement period, the GO Transit Route 7 service project is deemed viable by both Parties and operationalizing and funding for the service is approved by the Pierce Transit Board of Commissioners, the Agreement may be extended once for an additional two (2) year term. Any such mutually-acceptable extension must be in the form of a written amendment to this Agreement signed by authorized representatives of the Parties after approval by the Pierce Transit Board of Commissioners.

6. **TERMINATION**

- 6.1 Termination for Convenience. This Agreement may be terminated by either Party for convenience, for any reason including but not limited to a determination by Pierce Transit that the continuation of the Route 7 service to JBLM would not be likely to produce beneficial results commensurate with the further expenditure of funds, upon written notice to the other Party at least 90 calendar days prior to GO Transit's next scheduled service change date.
- 6.2 Termination for Non-Appropriation. Performance of any tasks undertaken by either party pursuant to this Agreement is conditional upon the appropriation by the party's respective governing Council or Board of sufficient funds to support the undertakings provided for in this Agreement. Should such an appropriation not be approved, the Agreement shall terminate at the close of the last appropriation period during which such funds were allocated.
- 6.3 Termination for Default or Failure to Perform. Either Party may also terminate this Agreement in the event that the other Party fails to cure a default of such other Party's duties hereunder within fourteen (14) calendar days after receipt of written notice of such default.
- 6.4 If either Party terminates the Agreement, Pierce Transit will pay GO Transit a pro-rated

amount for services performed in accordance with the Agreement to the date of termination.

7. AMENDMENTS AND MODIFICATIONS

Any Party may request changes to the provisions of this Agreement. Proposed changes shall not be effective unless and until they are mutually agreed upon and incorporated by written amendment signed by authorized representatives of the Parties and after approval by the Pierce Transit Board of Commissioners.

8. DISPUTE RESOLUTION

The Parties shall use their best efforts, through good faith discussion and negotiation, to resolve any disputes pertaining to this Agreement that may arise between them. If the Parties' informal dispute resolution efforts fail, the Parties agree to engage in mediation, with each Party bearing its own costs of mediation, before seeking to resolve disputes in a court of law or any other forum.

9. ADDITIONAL PROVISIONS

- 9.1 No Third Party Beneficiaries. It is understood that this Agreement is solely for the benefit of the Parties hereto and gives no right to any other person or entity.
- 9.2 No Partnership or Joint Venture. No joint venture, agent-principal relationship, or partnership is formed as a result of this Agreement. All persons employed by or providing paid or volunteer services to either Party shall be considered the employees, volunteers, agents or representatives of that Party and shall not be deemed, nor represent themselves, to be the employees, volunteers, agents or representatives of the other Party.
- 9.3 Applicable Law. This Agreement shall be interpreted in accordance with federal law.
- 9.4 Jurisdiction and Venue. This Agreement shall be interpreted in accordance with federal law. The United States District Court of the Western District of Washington, located in Tacoma, Washington, shall have jurisdiction and venue, as provided by law, over any legal action arising under this Agreement.
- 9.5 Mutual Negotiation and Construction. This Agreement and each of the terms and provisions herein shall be deemed to have been explicitly negotiated among, and mutually drafted by the Parties, and the language in all parts of this Agreement shall, in all cases, be construed according to its fair meaning and not strictly for or against either Party.
- 9.6 Severability. If any provision of this Agreement is held to be invalid by a court of competent jurisdiction, the remainder of the Agreement shall not be affected thereby if such remainder would then continue to serve the purposes and objectives originally contemplated by the Parties.

- 9.7 Waiver of Default. Waiver of any default shall not be deemed to be a waiver of any subsequent default. Waiver of breach of any provision of this Agreement shall not be deemed to be a waiver of any other or subsequent breach and shall not be construed to be a modification of the terms of this Agreement unless stated to be such in writing, signed by duly authorized representatives of the Parties, and attached to the original Agreement.
- 9.8 Assignment. Neither this Agreement, nor any interest herein, may be assigned by either Party without the prior written consent of the other Party.
- 9.9 Binding on Successors and Assigns. This Agreement and all of its terms, provisions, conditions, and covenants, shall be binding on the Parties and their respective successors and assigns.
- 9.10 Rights and Remedies. The Parties' rights and remedies in this Agreement are in addition to any other rights and remedies provided by law.
- 9.11 Entire Agreement. This Agreement embodies the Parties' entire understanding and agreement on the issues covered by it, except as may be supplemented by subsequent written amendment to this Agreement, and supersedes any prior negotiations, representations or draft agreements on this matter, either written or oral.
- 9.12 Survival. The provisions of this Section 9 (Legal Relations) shall survive the expiration or termination of this Agreement.

10. NO INDEMNIFICATION; NOTICE OF IMPROPER CLAIM

Each Party agrees that it is fully responsible for the acts and omissions of its own subcontractors, their employees and agents, acting within the scope of their employment as such, as it is for the acts and omissions of its own employees and agents. Each Party agrees that its obligations under this provision extend to any claim, demand, and/or cause of action brought by or on behalf of any of its employees or agents. In the event that a party is named in a claim, demand, and/or cause of action for acts or omissions attributable to the other party, the improperly named party shall give written notice of same to the other party within thirty (30) days of receipt, and the party responsible for the act or omission giving rise to the claim, demand or cause of action will be responsible for securing dismissal of the improperly named party.

11. FORCE MAJEURE

Either Party shall be excused from performing its obligations under this Agreement during the time and to the extent that it is prevented from performing by a cause beyond its control, including, but not limited to: any incidence of fire, flood, earthquake or acts of nature; strikes or labor actions; commandeering material, products, or facilities by the federal, state or local government; and/or national fuel shortage; when satisfactory evidence of such cause is presented to the other Party, and provided further that such non-performance is beyond the control and is not due to the fault or negligence of the Party not performing. In no event, however, shall this provision eliminate JBLM's obligation to make every effort to operate this

service at the same level that it would operate JBLM's other routes in the event of any of the above conditions, nor shall this provision eliminate Pierce Transit's obligation to make payment to JBLM for work performed in accordance with this Agreement.

12. INDEPENDENT CONTRACTOR RELATIONSHIP:

- 12.1 JBLM is and shall be at all times during the term of this Contract an independent contractor and neither JBLM nor GO Transit staff shall be deemed employee(s) of Pierce Transit, and shall not be entitled to any of the usual benefits incident to employment with Pierce Transit.
- 12.2 Any and all employees of the JBLM or GO Transit, while engaged in the performance of any work or service required by the JBLM under this Contract, shall be considered employees of the JBLM only and not of Pierce Transit and any and all claims that may or might arise under the Workers' Compensation Act on behalf of said employees, while so engaged and any and all claims made by a third party as a consequence of any negligent act or omission on the part of the JBLM's employees, while so engaged on any of the work or services provided to be rendered herein, shall be the sole obligation and responsibility of JBLM.
- 12.3 JBLM shall not engage, on a full or part-time basis, or other basis, during the period of the Contract, any professional or technical personnel who are, or have been at any time during the period of this Contract, in the employ of Pierce Transit, except regularly retired employees, without written consent of Pierce Transit.

13. NOTICE REQUIREMENTS

Any notice given under this Agreement shall be in writing to the designated contacts approved below.

JBLM: Thomas Olsen
Vice-Chairman, GO- Lewis McChord Board
2012 Liggett Ave., Box 339500 MS17
Joint Base Lewis-McChord, WA 98433-9500
Phone: (253) 966-1770
Thomas.w.olsen.civ@mail.mil

PIERCE TRANSIT: Peter Stackpole
Service Planning Assistant Manager
Pierce Transit
3701 96th St. SW
Lakewood, WA 98499-4431
(253) 581-8131
pstackpole@piercetransit.org

The effective date of notice shall be the date of personal service or the date of receipt as shown on the return receipt, as applicable.

IN WITNESS WHEREOF, each Party hereto has caused this Agreement to be executed by a duly authorized representative as of the latest date written below.

JBLM

PIERCE TRANSIT

Daniel S. Morgan
Colonel, IN
Commanding

Sue Dreier, CEO
Pierce County Public Transportation Benefit
Authority

Date: _____

Date: _____

EXHIBIT A**SERVICE DESCRIPTION**

Service will operate on weekdays, the final schedule will be developed in coordination with Pierce Transit. Pierce Transit will have final approval of all service funded through this agreement. The proposed service will operate on weekdays, at a minimum trips will be scheduled during the peak period from 7:30- am – 9 am and 3:30 pm – 6 pm operating every 30 minutes. The proposed GO Transit Route 7 will operate on Bridgeport Way, Colonel Joe Jackson Blvd., Barnes Blvd., and Lincoln Blvd.

GO Transit Route 7 will provide connections to Pierce Transit's routes at the Lakewood Transit Center and key bus stops on Bridgeport Way, San Francisco Street and Pacific Highway. Approval for use of bus stops and Pierce Transit facilities is granted through the *Agreement Between Pierce County Public Transportation Benefit Area and Joint Base Lewis McChord For Use of Transit Facilities* dated January 2017.

SERVICE COST

Estimated Annual Labor	\$88,982
Estimated Annual Vehicle Cost	\$21,528
Estimated Annual Vehicle Leases	<u>\$6,624</u>
Total Estimate	\$117,134
10% Contingency	<u>\$11,713</u>
Estimated Contract Budget	\$128,847

SERVICE MAP

GO Lewis-McChord Route 7



STRATEGIC PLAN

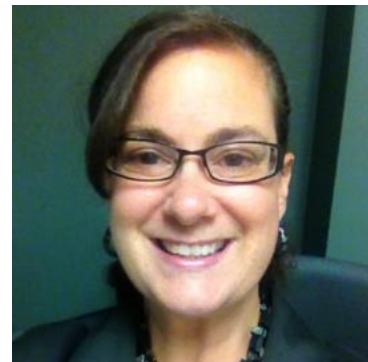
Appendix - Resumes

Jennifer Haury

Principal Member, The Athena Group

Jennifer is an experienced leader with a keen interest in organizational anthropology. She is an innovative, enthusiastic, and flexible high-performing leader devoted to the lifelong challenge of innovating and developing the knowledge and capabilities of others. Jennifer is particularly concerned with the sustainability of continuous improvement programs and has been successful in helping organizations move from a more “event” or “point improvement” focused program to true continuous improvement culture at all levels of the organization—from Hoshin planning and strategic execution at the highest level, to daily management and front line improvement at the employee level.

Jennifer’s work shows proven results in: implementing lean/six sigma process improvement methodologies, leadership and executive coaching, strategic visioning and deployment, Hoshin planning, ethnographic analysis, cultural assessment, change management, organizational development, systems design/implementation, and operations management.



YEARS OF EXPERIENCE: 27

EDUCATION

Bachelor of Arts, Anthropology
Central Washington University

Black Belt – Lean/Six Sigma Professional
Certification

Selected Relevant Project Experience

WA State Department of Transportation

Consultation on strategic deployment, budgeting processes, lean practice, and performance measurement for WSDOT, culminating in a recommendation for a collaborative design enabling the department to achieve a higher level of success and transform the culture at WSDOT to a culture of continuous improvement and a learning organization.

Sound Transit

Consultation and facilitation to reduce project delivery times by 5 years and improve internal processes related to project delivery.

Kittitas Valley Healthcare

Assessed and developed Performance Improvement team members and redesigned processes in collaboration with the existing team and in partnership with HR and Quality departments. Results included increased productivity, better leader results for projects, problem solving, and daily management.

CHI, Divisional Director, Performance Excellence

Led a process improvement team contributing to over \$32 million annually in either reduced cost or increased revenue, coached C-Suite executive leaders in strategic planning efforts and leadership practice design, implemented ethnographic study and culture assessment tools and processes, redesigned effective training and leadership development programs, developed daily management systems for leaders to improve daily operations, and developed/managed a high functioning team of Process Improvement Consultants.

Group Health Cooperative, Lean Process Improvement Consultant/Project Manager

Top performer in the Group Practice Lean Consultancy. Results included: Led events resulting in \$5 million in reduced cost/ increased revenue, coached leaders in Daily Management System elements and frontline improvement, developed Web-Based Lean training for the organization, provided advanced Lean training to Lean Consultants.

Recipient of the 2011 Extraordinary Team Leadership in Action Award

Top performer in the Revenue Cycle Improvement Consultancy. Results included: facilitator for ICFD 3P Process, facilitating various DMS related events for Revenue Value Stream, coaching Executive Directors in Gemba Walk practices, providing A3 expertise for teams, and other various functions in support of the Revenue Value Stream.

WA State Office of the Governor

Consultation on building daily management systems, Hoshin planning, and strategic deployment, training provided on Lean Methodology to 90+ WA State Lean Practitioners, and featured public speaker at WA State Government Lean Transformation Conference (2014, 2015, 2016).

Mike De Luca

Principal Member, The Athena Group

As a Principal Member of The Athena Group, Mike works with companies to evolve strategy and achieve outcomes by improving processes and developing the teams that support them. He works with all levels of leaders and teams to connect strategy to the underpinning metrics and management system that ensure success from the front line to the C-suite. Mike applies Lean principles to develop strategy, improve processes, and make better use of the latent talent we have in our staff, so that we can focus more effectively on work that makes a difference for the customer.

Mike has over 15 years of leadership experience in the corporate environment. Prior to starting his consulting practice, Mike served as Executive Director of Finance at Group Health. Mike also has over 10 years of experience bringing Lean principles to life in department and organizational processes and culture. While at Group Health, he led the Lean transformation of his own department using Lean Hoshin Kanri to prioritize and align improvements with the goals of the organization, evolved the role of the department to meet the changing needs of a Lean organization, and co-led the Lean transformation of the budgeting process across the enterprise. As a department leader, Mike has inspired and engaged staff, resulting in improvements to department culture and outcomes.

Mike is a featured speaker at conferences including the Lean Accounting Summit, Lean Healthcare Transformation Summit, and Beyond Budgeting Conferences. He has studied Strategy Deployment (Hoshin Kanri) with Pascal Dennis (Lean Enterprise Institute faculty and author of “Getting the Right Things Done; A Leader’s Guide to Planning and Execution”) and Lean Accounting with Brian Maskell. He is a Fellow of the Healthcare Financial Management Association and holds the Certified Healthcare Financial Professional (CHFP) designation. Mike serves on the Board of Directors and is Treasurer of the Tacoma Symphony Orchestra; he lives in Federal Way with his wife and teenage twins.

Areas of specialization include consultation, training and leading projects on:

- Lean process improvement (through Kaizen events and other approaches)
- Strategy deployment (Hoshin Kanri)
- Development, implementation and sustaining of daily management systems, including visual systems and leader standard work
- Evolving and sustaining a Lean culture

Selected Relevant Project Experience

Recent consulting engagements include:

- Sound Transit – Facilitated Quality Integration Value Stream mapping and improvement
- Sound Transit – Facilitated root cause analysis of construction nonconformances
- Sound Transit – Led cross functional process improvement of employee onboarding, benefits and payroll
- Harrison Hospital – Provided process improvement consultation on supply chain and clinical care processes
- Franciscan Health System – Led Revenue Cycle process mapping, standardization and improvement for Hospice service line
- Pierce County Public Works and Utilities – Led Kaizen event for Accounts Receivable process
- Pierce County Council – Consulted on staffing model, structure and efficiency



YEARS OF EXPERIENCE: 24

EDUCATION

Master of Science in Finance,
Seattle University

Master of Arts,
Indiana University

Bachelor of Arts
University of Rochester

Stevan Gorcester

Performance Plane LLC

Mr. Gorcester is a 35-year career professional in public management, transportation and capital finance. His successful efforts to turn around an ailing state grant agency earned him multiple awards for financial excellence and innovation. He speaks and teaches nationally in the areas of Lean government, grant administration and data dashboards. He has studied and applied Lean (Toyota Production System) in a variety of state and local governments since 2008.

Mr. Gorcester led development of the Pierce County Transportation Plan adopted in 1994. He advised the Metropolitan King County Council in its capacity as the Metro Transit board from 1994 to 2001. He evaluated and educated board members on the Metro Transit budget and redeveloped the transit capital program. He was principal analyst on the Benton-Franklin PTBA team that formed Ben Franklin Transit.



YEARS OF EXPERIENCE: 35

EDUCATION

Bachelor of Arts, Transportation
University of Washington

Selected Relevant Project Experience

EXPERIENCE

Washington State Transportation Improvement Board

Executive management and policy making for \$2 billion in state transportation grants serving 320 local agencies. Responsible for operations, legislative and customer relations, funding programs, and financial oversight. Directed the development of strategic plans, business systems, and financial systems, including the nationally awarded TIB data dashboard. Lead the development of funding strategies, laws, and policies of the state. Broadly applied Lean process improvement and Hoshin management to TIB programs and policies.

Metropolitan King County Council

Chief transportation advisor to elected board on all aspects of transit and road infrastructure, policy and budget.

Pierce County Department of Public Works

Managed multimodal transportation system of Washington's second largest county. Directed the first successful countywide, multimodal transportation plan. Planned and sited multiple major infrastructure projects. Pursued and won more than \$10 million in grant funding annually.

King County Department of Public Works

Developed the King County Mitigation Payment System credited with generating over \$100 million in impact fees.

AWARDS AND RECOGNITION

IACC Lifetime Achievement Award, Infrastructure Assistance Council, 2016

Top 25 Technology Leaders in Government, Government Technology Magazine, 2009

Federal Computer Week Magazine, August 21, 2009

Washington State Quality Award (Baldrige Management), 2009

Award for Excellence in Government Finance, Government Finance Officers Association, 2008

State Innovation Award, Council of State Governments, 2008

Pierce Transit Board of Commissioners
STRATEGIC PLANNING WORK SESSION

February 22, 2017





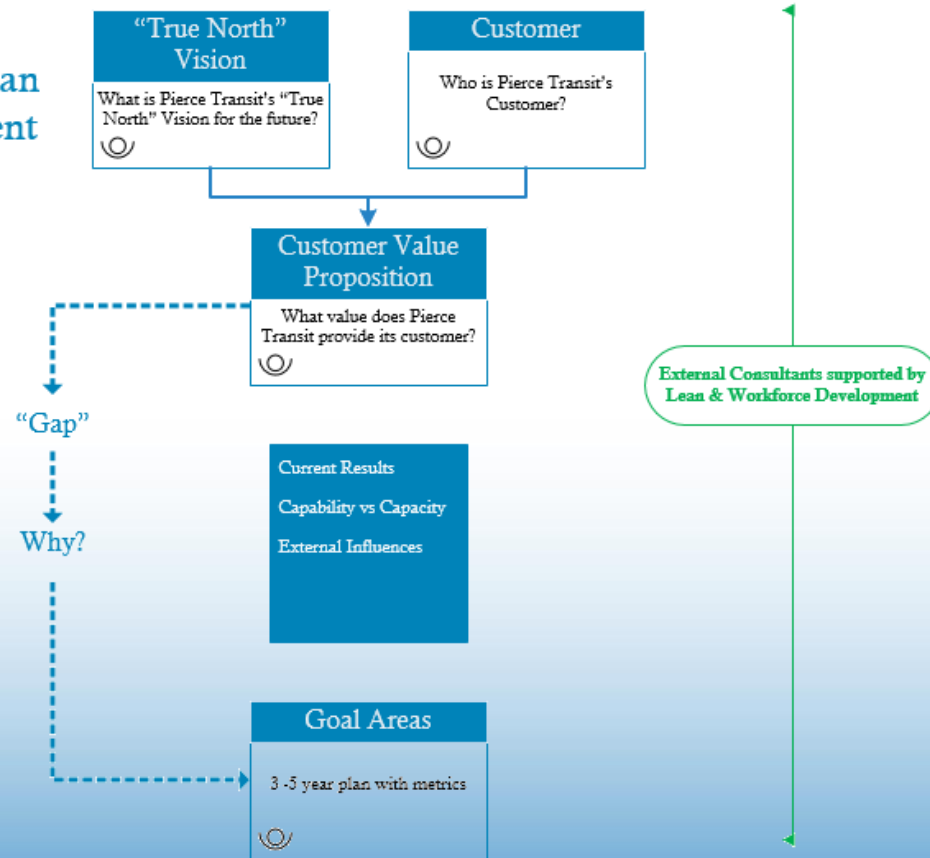
Welcome & Introductions

Outcomes

- Update on current strategic plan progress
- Gain agreement and support for strategic vision, definition of customer, and value propositions for new plan
- Understanding of the strategic plan process

2017 Strategic Planning Process

Strategic Plan Development Process



Current Strategic Plan

A review, update and closing out of the previous strategic plan



Vision

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

Adopted 2009

We cultivate a culture of mutual trust and respect with the community and our employees.

Adopted 2015



Board of Commissioners Interview Summary 2015

Initiatives asked for in 2015

1. Expanding/Restoring Services
2. Bringing Back Small Cities
3. Innovative Solutions
4. Build trust with communities
5. Build Ridership
6. Build employee good will
7. Focus on efficiency and managing costs

Initiatives approved in 2015

1. Service Excellence
2. Financial Stability
3. Community Engagement
4. Innovative Solutions
5. Economic Development
6. Sustainability
7. Engaged Workforce



Goal 1: Service Excellence

Measure	Goal	Actual (2015-2016)	Progress
Preventable accident rate on PT Fixed Route Service	< .8 per 100k service miles	1.7 per 100k service miles	↓
Transit operator safety related complaints on PT Fixed Route Service.	< 2 per 100k service miles	2.56 per 100k service miles	↓
Number of new or reopened employee on-the-job injury claims filed per year from 2012 levels.	10% decrease per year	.6% decrease	↓
Transit operator customer relations related complaints on PT Fixed Route Service.	5.45 per 100k service miles	4.96 per 100k service miles	↑
On-time performance for completed interior bus detailing.	90%	96%	↑
On-time performance for completed exterior bus wash.	95%	98%	↑
Miles traveled between road failures on PT Fixed Route Service.	4875 miles	3618 miles	→

*All goals are to be accomplished by EOY 2020



Goal 2: Financial Stability

Measure	2014 Actual	2015 Actual
Annual Boardings		
Fixed Route	10,231,241	9,104,337
Vanpool	906,686	849,215
SHUTTLE	372,631	368,411
Cost per Passenger		
Fixed Route	\$5.46	\$6.21
Vanpool	\$4.76	\$4.93
SHUTTLE	\$47.11	\$55.39
Farebox Recovery		
Fixed Route	15.9%	17%
Annual Workers Compensation		
Cost per Employee	\$2,339	\$2,201 (2016)

*All goals are to be accomplished by EOY 2020



Goal 3: Community Engagement

Measure	Goal	Actual
Social Media Strategy and Public Relations Campaign	Yes	Yes
Customer Satisfaction Survey (2014 was 56%)	70%	TBD (2017)
Community Attitudes Survey (2015 was 52%)	70%	TBD (2017)
Customer Safety rating on Customer Satisfaction Survey (2014 was 94%)	95%	TBD (2017)
Community Events Engagements	10	24

Additional Engagement Measures	Actual (2016)
Number of positive media articles	96
CEO speaking engagements	10
Additional Number of outreach events attended	144
Number of non-ORCA regional planning/partnerships meetings attended	221
Number of ORCA meetings attended	154



Goal 4: Innovative Solutions

Measure	Goal	Actual
New performance metric(s) for demonstration projects	Yes	Yes
Demonstration project	1	2 (2017)
Provide service to community events of regional significance	3	3 (2016)
Promote alternative modes of transportation	Yes	Yes
Crash avoidance technology on buses	Yes	Yes (7 buses)



Goal 5: Economic Development

Measure	Goal	Actual
Partnerships with educational/vocational training organizations	2	4
Transportation options for business recruitment	1	4
Increase community and business partnerships from 2014	5%	TBD



Goal 6: Sustainability

Measure	Goal	Actual
Interdepartmental team of employees to guide development of sustainability plan and approach	Yes	Yes
Training component to be included in new employee onboarding to introduce Pierce Transit's sustainability efforts and methods	Yes	In Progress
Publish sustainability plan	Yes	In Progress
Establish baseline measurements for indicators required by APTA Sustainability Commitment	Yes	In Progress



Goal 7: Engaged Workforce

Measure	Goal	Actual
Employee Engagement Survey	Yes	Yes
Communicate results and form task forces to implement ideas	Yes	Yes
Relevant Training opportunities open to all	Yes	Yes
Utilize new Performance Management System	Yes	Yes
Seek opportunities to educate the public and highlight Pierce Transit as employer of choice	Yes	Yes
Employee collaboration on cost reduction, service improvements, and problem solving	Yes	Yes
Employee involvement in Pierce Transit's wellness program	50%	Yes
Internal outreach efforts to maintain strong communication channels	Yes	Yes



PIERCE TRANSIT

2017 Strategic Priorities

MARCH 2017
Priority 1

INITIATIVE: **Comprehensive Route Analysis**

DIVISION/DEPARTMENT: **Transit Development**

The comprehensive service analysis resulted in a restructured network that meets the Board and public priorities for improving frequency and span of service; has higher potential for immediate and sustained ridership gains; and it sets the table for corridor investments throughout the system.

MAY 2017 –
JULY 2018
Priority 1

INITIATIVE: **Transit Network Companies and Taxis**

DIVISION/DEPARTMENT: **Community Development**

The Mobility on Demand (MOD) Sandbox Demonstration Program is a FTA research grant that Pierce Transit is using to test limited access connections in our service area. This pilot will use grant funds to provide first and last mile trips from a number of zones to nearby transit centers and bus stops. Through partnerships with transportation network companies, Sound Transit, and Pierce College, we will test connections to transit for populations that currently have limited access to our services.

JUNE 2017
Priority 1

INITIATIVE: **Strategic Plan Development**

DIVISION/DEPARTMENT: **Lean & Workforce Development**

The strategic plan, designed using Lean methods, will be developed by a cross-functional group of the Board of Commissioners, Executive Team, and Leadership Council. Those strategic priorities will then be translated into daily activities that employees can engage with.

MARCH 2018
Priority 1

INITIATIVE: **Financial Management Software**

DIVISION/DEPARTMENT: **Project Management**

This project will replace the 11-year old Financial Management System, to take advantage of present day technology. The system will include procurement, budget, grant, asset management and accounting functions.

SEPTEMBER 2018
Priority 1

INITIATIVE: **TDS Midlife Project**

DIVISION/DEPARTMENT: **Project Management**

This project funds a facility condition assessment and structural engineering study for Tacoma Dome Station, a detailed scope of work and specifications for the necessary repairs including: exterior paint, parking lot restriping, concrete repairs, elevator refurbishment, pigeon control, lighting replacement, etc.

JUNE 2017
Priority 1

INITIATIVE: **Downtown to Defiance Trolley**

DIVISION/DEPARTMENT: **Community Development**

The Downtown to Defiance Trolley will operate from downtown Tacoma to Point Defiance Park via Ruston Way the summer of 2017. This seasonal pilot service will offer service on Fridays, Saturdays and Sundays from June 2 through Sept. 3, encouraging people to visit the park, zoo and aquarium; Ruston Way; Point Ruston; and the whole array of downtown museums and entertainment offerings -- all aiming at promoting economic development and increasing transit ridership along the way. Pierce Transit has not had bus service along Ruston Way since 1991.

AUGUST 2018

Priority 1

INITIATIVE: **Transit Asset Management Plan (TAMP)**

DIVISION/DEPARTMENT: **Transit Development**

The FTA defines the Transit Asset Management Plan as “a strategic and systematic process through which an organization procures, operates, maintains, rehabilitates, and replaces transit assets to manage their performance, risks, and costs over their lifecycle to provide safe, cost-effective, and reliable service to current and future customers.” It is also defined as “a business model that uses the condition of assets to guide the optimal prioritization of funding at transit properties in order to keep our transit networks in a State of Good Repair (SGR).”

SEPTEMBER 2017

Priority 1

INITIATIVE: **FTA Safety Plan**

DIVISION/DEPARTMENT: **Risk**

The FTA's new Agency Safety Plan rule requires that the Safety Management System approach to safety, which provides flexibility in establishing processes to address safety risks, be implemented in agencies' safety plans. This plan, which will be approved by the Board, will also set performance targets based on the safety performance criteria established under the National Safety Plan.

Priority 1

INITIATIVE: **ATU Contract Negotiation**

DIVISION/DEPARTMENT: **Labor Relations**

Negotiation for the next ATU labor agreement that expires June 2017. Bargaining will begin in April 2017 and may take several months to complete.

FEBRUARY 2018

Priority 1

INITIATIVE: **Future Plans for Commerce Street Transit Center**

DIVISION/DEPARTMENT: **Transit Development**

Pierce Transit partnered with the City of Tacoma and the Broadway Center for Performing Arts (BCPA) for a grant to conduct this project. The project will create a Tacoma Theater District Transportation & Culture Plan that brings about a vibrant, visually appealing destination for cultural, artistic, civic, and local marketplace activities, a destination that is well-served by multiple forms of transportation and offers convenient transit connections.

DECEMBER 2018

Priority 1

INITIATIVE: **High Capacity Transit**

DIVISION/DEPARTMENT: **Transit Development**

Conduct a feasibility study and cost-benefit analysis on implementing a new high-capacity, corridor-based service along Pacific Highway S./WA State Route 7 (aka Mountain Highway) between Downtown Tacoma and Spanaway. This would offer a new plan for high-capacity and rapid fixed route service in the Agency's most heavily utilized (Route 1) corridor.

APRIL 2017

Priority 2

INITIATIVE: **Base Master Plan**

DIVISION/DEPARTMENT: **Transit Development**

A cross-functional Agency team is working together with a consultant to conduct a facility needs assessment and update the Base Master Plan to incorporate those needs.

OCTOBER 2017

Priority 2

INITIATIVE: **Transit Centers and Park & Ride Refresh**

DIVISION/DEPARTMENT: **Project Management**

This renewal includes such items as repairing damaged curbing, roadway and parking surfaces, renewing landscaping, repairing damaged shelters, replacing and adding customer seating, re-painting painted surfaces, addressing trip hazards, making ADA improvements, lighting improvements, updating/replacing signage that is outdated or missing, re-striping and numbering of parking stalls, for PT Transit Centers and Park & Rides.

DECEMBER 2018

Priority 2

INITIATIVE: **Electric Buses**

DIVISION/DEPARTMENT: **Project Management**

Pierce Transit (PT) plans to purchase six Proterra 40-foot Catalyst battery-electric transit buses and three 500 kW fast-fill charging stations.

SEPTEMBER 2018

Priority 2

INITIATIVE: **Mobile-Eye**

DIVISION/DEPARTMENT: **Project Management**

This project will equip the buses with crash avoidance technology that will alert Operators to pedestrians, bicyclists, and other obstacles that might be hard to detect close to the buses, which will help avoid accidents.

STRATEGIC PLAN 2015-2020



EXECUTIVE SUMMARY



The 2015-2020 Strategic Plan is an update to the 2014-2016 plan and differs in scope and time frame. Pierce Transit, like Pierce County's economy, is growing once again. Pierce Transit's Executive Team realized that the plan needed to be updated in light of this and other factors and they began gathering input in late 2014. On February 2, 2015 the Board of Commissioners met with staff to review suggested changes to the current plan. Based on their guidance and input from the Community Transportation Advisory Group and staff, Pierce Transit developed a new six-year strategic plan. This plan reflects the change in our circumstances and the new vision of where we want the Agency to be.

The Strategic Plan aligns Pierce Transit's mission, vision and goals with the Pierce Transit Board of Commissioners' strategic direction. It ensures we have a common framework to guide us. This is a living document with specific targets to achieve, yet it also gives leaders the flexibility to develop work plans and adjust to external factors and stakeholders' needs. The Strategic Plan is designed to address these needs and factors. It is also integrated with our Long Range Transit Plan Destination 2040, which has a larger scope. Pierce Transit will update this strategic plan periodically as needed. We will also measure our success in achieving the plan's goals, objectives, and targets, reporting on progress made towards achieving the goals.



MISSION

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

VISION

We cultivate a culture of mutual trust and respect with the community and our employees.

ORGANIZATIONAL VALUES

Pierce Transit adopted organizational values that represent the foundational principles behind Pierce Transit's Strategic Plan. The Agency is committed to a culture of service where the following three values guide decisions and actions:

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

GOAL ONE

Service Excellence

DEFINITION: Service excellence is executing in an efficient and effective manner, combining leadership, teamwork and problem solving with a focus on delivering safe, courteous and reliable service to our customers.

Pierce Transit is committed to achieving service excellence in the way the Agency performs its work and delivers transit service. Pierce Transit will be an agency where both employee and customer safety is understood and accepted to be the first priority in all decision-making from the CEO to each front line employee.

OBJECTIVES:

- Improve and maintain safe, courteous, and reliable service to our customers.
- Increase service excellence by supporting and completing Lean Six Sigma projects.



ANNUAL TARGETS:

Improvement in each of the following performance measures.

Pierce Transit will provide safe transit service in the following ways:

- Maintain a preventable accident rate not to exceed 0.8 preventable accidents per 100,000 service miles on PT Fixed Route Service.
- Achieve no more than two transit operator safety related complaints per 100,000 service miles per year on PT Fixed Route Service by December 31, 2020.
- Decrease the number of new or reopened employee on-the-job injury claims filed per year by 10% by December 31, 2020 from 2012 levels.

Pierce Transit will provide courteous transit service in the following ways:

- Decrease transit operator customer relations related complaints on PT Fixed Route Service from 6.06 per 100,000 service miles per year (2013 level) to 5.45 by December 31, 2020.
- Maintain a 90% on-time performance for completed interior bus detailing every 28 – 33 days on our bus fleet.
- Achieve and maintain a 95% on-time performance for completed exterior bus wash on our bus fleet each service day during October through June, and three days per week during July through September, during operable bus wash conditions by December 31, 2020.

Pierce Transit will provide reliable transit service in the following ways:

- Increase the miles traveled between road failures on PT Fixed Route Service from 3,900 miles to 4,875 by December 31, 2020 (as reported to NTD).
- Reduce the average paid sick leave hours per Agency employee per calendar year from 66.8 hours (2012 level) to 60.1 hours by December 31, 2020.

GOAL TWO

Financial Stability

DEFINITION: An organization achieves financial stability when it is able to provide a consistent level of service over time. Financial stability is accomplished by balancing financial resources and service needs over time, while addressing short-term variables in order to make necessary modifications that will resolve long-term concerns. Maintaining short and long-term financial stability continues to be a high priority for the Agency. As such, cost control and service planning that aids ridership is critical. The following performance standards strategically aid in achieving this goal.



OBJECTIVES:

- Focus on planning and delivery of productive service.
- Control costs.
- Support and utilize Lean Six Sigma methodology, in order to reduce costs per passenger and increase our farebox recovery.



ANNUAL TARGETS:

Improvement in each of the following performance areas:

PERFORMANCE STANDARD TARGET	2014 PERFORMANCE	2015 BUDGET	2016 PROJECTION
Annual Boardings*			
Fixed Route	10,231,241**	10,505,983	10,611,043
Vanpool	906,686**	950,000	959,500
SHUTTLE	372,631**	378,603	382,389
Cost per Passenger			
Fixed Route	\$5.46**	\$6.09	N/A***
Vanpool	\$4.76**	\$5.17	N/A***
SHUTTLE	\$47.11**	\$52.99	N/A***
Farebox Recovery			
Fixed Route	15.9%**	13.9%	N/A***
Vanpool	72.2%**	63.8%	N/A***
SHUTTLE	1.3%**	1.6%	N/A***
Annual Workers Compensation			
Cost per Employee	\$2,339	\$2,269	\$2,201

*2015 Budget Base; projecting a 1% growth in boardings each year

**Unaudited numbers

*** Available in DEC 2015



GOAL THREE

Community Engagement

DEFINITION: Pierce Transit maximizes opportunities to (a) increase awareness of Pierce Transit’s value to the community; (b) build trust through frequent dissemination of transparent and accurate information; (c) ensure active participation from a supportive network of stakeholders.

During the Great Recession, Pierce Transit made major cuts in service, and in doing so, lost a great deal of satisfaction and trust with the customers and communities it serves. With the stabilization of the economy the Agency is beginning to see minor increases in revenues, which allows for growth in service.

Pierce Transit is an integral part of the broader economic stability of the region and often the only transportation option for many individuals. The Agency must focus on earning the satisfaction and trust of its customers and communities it serves.

OBJECTIVES:

- Increase the community’s awareness of Pierce Transit’s value to the community.
- Build trust through frequent dissemination of transparent and accurate Agency information.
- Ensure active participation from a supportive network of stakeholders.



Short Term Targets:

- Develop and implement a social media strategy, including an Agency policy.
- Develop and implement a public relations campaign that focuses on two different stakeholder groups; customers and the community.
- Engage in at least 10 community events for educational purposes.
- Implement quarterly reports of the Agency's finances and ridership, which will be distributed on the fleet and selected locations in the PTBA.



Long Term Targets:

- Receive a 70% overall satisfaction rating from customers by the next Customer Satisfaction Survey.
- Receive a 70% overall satisfaction from the community by the next Community Attitudes Survey.
- Maintain a 95% Customer Safety rating by the next Customer Satisfaction Survey.

GOAL FOUR

Innovative Solutions

DEFINITION: Pierce Transit will develop transportation services with community involvement, and tailored to meet the diverse needs of our residents. The Agency will maintain a highly efficient network of routes, while developing coverage service for low-density communities.

In order to support our vibrant community, Pierce Transit will partner with a wide variety of

organizations, both private and public. This can come in many forms since our customers come from various diverse communities. Because our customers have different needs, we need to innovate and work with those communities to develop tailored transportation solutions. The following objectives and targets will meet those needs and support our vision for where Pierce Transit is going.



OBJECTIVES:

- Partner with other organizations to develop innovative solutions to meet their diverse needs.
- Develop interagency partnerships.
- Explore ways to serve areas within Pierce County that are currently underserved or that have no service.
- Address transportation issues using innovative policies or plans.

ANNUAL TARGETS:

- Develop new performance metric(s) for demonstration projects.
- Implement one demonstration project.
- Participate in providing service to at least 3 community events of regional significance.
- Support the promotion of alternative modes such as vanpool, carpool, bicycling, walking, and other types of active transportation; see Sustainability Goal #6.
- Explore crash avoidance technology on buses in 2015.



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TO DOWNTOWN

PIERCE
TRANSIT

WARNING
LEFT IS IN
OPERATION

KNEELING

GOAL FIVE Economic Development



DEFINITION: Pierce Transit will support the growth of a strong local and regional economy with high-quality transportation options that connect people, jobs, education, and services.

The success of Pierce Transit and the local economy are directly related. A diverse and sustainable economy depends on useful public transportation. Conversely, the growth of safe, courteous, and reliable service is most likely in communities with strong economic development. Pierce Transit is committed to support local and regional development by increasing useful transit options in areas of economic activity.

To reach annual goals, the Agency has identified key drivers that connect people with jobs, education, training, and commerce. By improving local and regional mobility, Pierce Transit will build on the 238 valuable community and business partnerships that have been established in recent years. Specifically, direct engagement with employers, schools, and community organizations, will be expanded to find effective solutions to diverse transportation needs.

ANNUAL TARGETS:



EDUCATION

By the end of fourth quarter 2015, establish partnerships with at least two local educational or vocational training organizations.





OBJECTIVES:

- Enhance access to key educational and training programs.
- Establish transit options aligned with regional development.
- Collaborate with employers to increase use of Pierce Transit services.



RECRUITMENT

By the end of fourth quarter 2015, in conjunction with local economic development organizations, plan transportation options for at least one business recruitment.



PARTNERSHIPS

By the end of fourth quarter 2015, increase community and business partnerships at least 5%.

GOAL SIX


Sustainability

DEFINITION: Sustainability encompasses preserving the environment, being socially responsible and maintaining economic vitality with an overall contribution to quality of life.

Pierce Transit has a long-standing commitment to environmentally friendly sustainable efforts as documented by Executive Order 1 issued on April 14, 2008. Our core purpose of providing public transportation options to move people helps protect the environment by providing alternatives to single occupant vehicle travel, reducing the number of vehicle miles traveled (VMT), and by encouraging compact urban development at regional centers consistent with the Washington Growth Management Act.

Executive Order 1 directs that sustainable business practices and strategies be integrated throughout the organization over time including operations, planning, and construction. Sustainability efforts are intertwined with many of the other goals and objectives in this Plan. Financial stability, community engagement and an engaged work force, are all goals which at varying levels can be influenced by the Agency's commitment to sustainability. Including sustainability as a goal in our Strategic Plan formalizes this commitment and focuses the Agency's efforts on this priority.

ANNUAL TARGETS:



By the end of the second quarter 2015, establish an interdepartmental team of employees to guide development of a sustainability plan and approach.

By the end of the third quarter implement a training component to be included in new employee onboarding to introduce Pierce Transit's sustainability efforts and methods.

OBJECTIVES:

- Promote environmental stewardship by conserving natural resources.
- Integrate sustainability into decision-making processes.
- Educate employees and the community to raise awareness of sustainability and support Pierce Transit's efforts.
- Use Lean program and principles to improve Agency indicators.
- Become a signatory to the American Public Transportation Association (APTA) Sustainability Commitment. Identify level of commitment the Agency wishes to achieve.



By the end of 2016 publish Pierce Transit's first Sustainability Plan which establishes guidelines for future sustainability goals and describes outreach programs for employees and the community.

- By the end of the third quarter 2015, establish baseline measurements for the indicators required by APTA Sustainability Commitment:
 - a. Water usage
 - b. Criteria air pollutants
 - c. Greenhouse Gas (GHG) emissions and GHG savings
 - d. Energy use (electricity, fuel)
 - e. Recycling levels/waste
 - f. Operating expense per unlinked passenger trip and vehicle revenue mile
 - g. Unlinked passenger trips per capita in service area of operation
 - h. VMT per capital in service area of operation

GOAL SEVEN Engaged Workforce



DEFINITION:

An “engaged employee” is one who is enthusiastic about his or her work. The engaged employee takes positive action to further the organization’s reputation and interests. Collectively, an engaged workforce can lead to the Agency’s sustained success far into the future.

Pierce Transit’s leadership is committed to engaging all employees. Through strategies for recruiting and retaining talented individuals we will ensure that our workforce reflects the populations we serve and meet or exceed our Equal Employment Opportunity policy and plan expectations.

OBJECTIVES:

- Listen to our employees and respond: supported by targets 1-3 below.
- Raise employee awareness towards inclusiveness and equality: supported by targets 4-5.
- Provide meaningful opportunities for employees to get involved in reaching our strategic priorities: supported by targets 6-8.

1

Conduct an employee engagement survey by May 1, 2015.

2

Communicate results and form task forces to implement suggestions that are in line with Agency priorities by June 30, 2015.

3

Offer relevant training opportunities open to all. Ongoing.

4

Utilize the new Performance Management System to transparently display leadership’s commitment to diversity, safety and the sustained success of Pierce Transit. Leaders answer these questions: where do I fit in the strategic plan? How do I best support the success of my team(s)? By August 1, 2015.

5

Seek out opportunities to get involved with our community in ways that help educate the public and also highlight Pierce Transit as an employer of choice. Ongoing.

ANNUAL TARGETS:



6

Seek employee collaboration on cost reduction, service improvements, and problem solving. One way to accomplish this target could be using Lean Principles, which we offer in-house. Ongoing.

7

Over half of the employees at Pierce Transit are actively involved in the Wellness program, by 2017. An approach would be to hold "Transit Olympics" during the summer of 2017.

8

Focus leadership's attention to internal outreach efforts to maintain strong communication channels that are open and fluid. Major topics - for example, innovative services being developed - would be shared with internal staff prior to or at the same time as it is shared with outside sources, whenever possible. Ongoing.

CONCLUSION

Pierce Transit's Strategic Plan is a framework for improving the Agency. The Board of Commissioners and staff are committed to achieving service excellence and financial stability. Providing innovative solutions, while maintaining a high degree of organizational and operational efficiency remains a priority. If we are successful in achieving these goals, customer and community satisfaction will improve and ridership will increase.

The Strategic Plan is a living, dynamic document which will likely evolve during the next six years as the operating environment changes and funding increases. The goals identified in the Strategic Plan may remain static while the methods to achieve each goal may shift with the development of each annual budget.



“Riding Pierce Transit helps me plan my day intentionally. I’ve never spent my time more wisely.”



“Pierce Transit is a smart low cost way to travel that is good for the environment and for the community.”



“I love to come visit my honey. Each SHUTTLE trip is great!”



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If you have questions about Pierce Transit's Strategic Plan, contact Van Sawin, Business Development Officer at 253.983.2721.