

**Board of Commissioners Special Board Retreat Meeting  
September 21, 2023, 1:00 p.m. to 5:00 p.m.**



**Virtual Meeting Participation Information**

Dial: 1-253-215-8782 Meeting ID No. 81621657895

Webinar link: <https://us02web.zoom.us/j/81621657895>

**Physical Meeting Location:**

Pierce Transit Training Center

3720 96<sup>th</sup> Street SW

Lakewood, WA 98499

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**Call to Order**

**Roll Call**

1:00 – 1:15 p.m. **Welcoming Remarks** Chair Walker  
&  
CEO Griffus

**Presentations/Discussion**

1:15 – 1:45 p.m. 1. Update on Maintenance and Operations Adam Davis  
Base Improvement (MOBI) Project Executive Director of Maintenance  
&  
Brian Matthews  
Sr. Construction Project Manager

1:45 – 3:15 p.m. 2. Review and Discuss the Framework for the  
Agency's Six Year Strategic Plan

3:15-3:30 p.m. **Break**

3:30-4:45 p.m. Strategic Plan Work Cont'd

4:45 – 5:00 p.m. **Closing Remarks** CEO Mike Griffus

5:00 p.m. **Adjournment**

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# MOBI Project

## Status and Funding Update

September 21, 2023

Project Sponsor: Adam Davis, Executive Director of Maintenance Project

Manager: Brian Matthews, PE, Senior Project Manager

## Maintenance and Operations Base Improvements (MOBI)

### Original MOBI Project Objectives

- Improve safety
- Add capacity for electric buses and other vehicles
- Reduce time required to service buses
- Provide ability to service articulated buses for future BRT routes
- Provide ability to support Sound Transit double-decker and additional articulated buses

# MOBI Project Map and Phases:

## LEGEND

### BUILDINGS

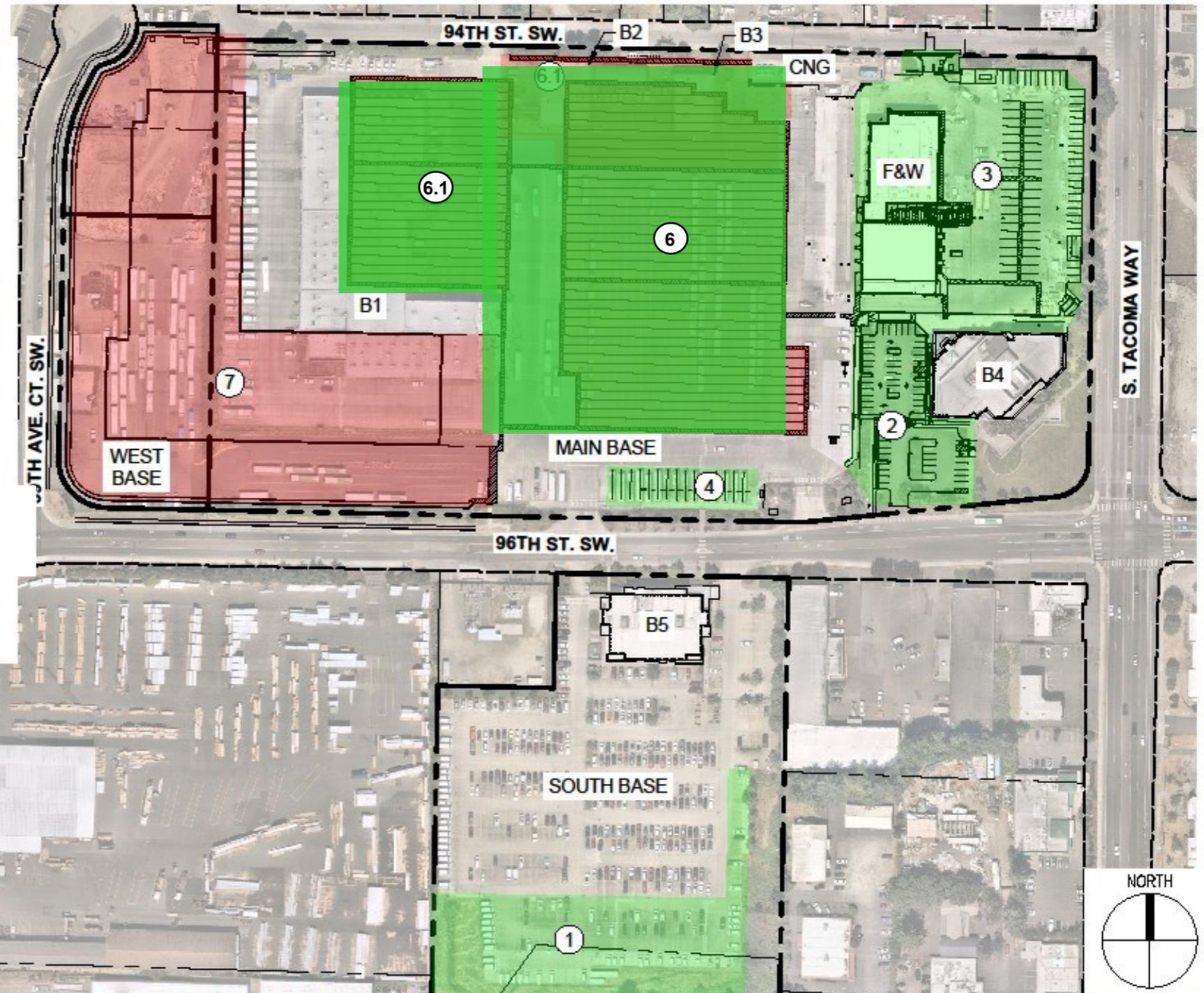
- B1 BUILDING 1\* - VEHICLE MAINTENANCE
- B2 BUILDING 2\* - BUS WASH & FACILITIES MAINT.
- B3 BUILDING 3\* - FUEL & MONEY COUNTERS
- B4 BUILDING 4 - ADMIN / OPERATIONS
- B5 BUILDING 5 - ADMIN / TRAINING
- B6 BUILDING 6 - UNOCCUPIED / MISC
- CNG COMPRESSED NATURAL GAS YARD
- F&W FUEL & WASH FACILITY

### PROJECTS COMPLETED / UNDER CONSTRUCTION

- ① SOUTH BASE PARKING IMPROVEMENTS & EV CHARGERS
- ② BUILDING 4 PARKING IMPROVEMENTS
- ③ NEW FUEL & WASH BUILDING
- ④ ELECTRIC BUS CHARGERS
- ⑤ BUILDING 6 IMPROVEMENTS
- ⑥ REORIENT BUS PARKING
- ⑥.1 DEMO BUILDING 2 AND 3

### PROJECTS SUSPENDED

- ⑦ WEST BASE AREA
- ⑧ EXISTING BUILDING 1 DEMOLITION & ADDITIONAL BUS PARKING



**Funding Summary**

Phase	Project	Estimated Cost	Local Funding	Grant Funding	TIFIA Loan
Phase 1	Vehicle Charging	\$2,415,551	\$2,415,551		
Phase 2	Building 4 Parking & ADA	6,224,982	6,224,982		
Phase 3	Fuel & Wash	34,482,305	34,482,305		
Phase 4	Bus Charging	984,132	505,642	\$478,490	
Phase 5	Building 6 Improvements: Facilities	979,000	979,000		
Phase 6	Lot Reorientation & Building Demo	5,362,260	5,362,260		
Phase 7&8	Design and Project Management	2,055,814	2,055,814		
<b>Total</b>		<b>\$52,504,044</b>	<b>\$52,025,544</b>	<b>\$478,490</b>	<b>\$0</b>

**Project Status: Complete****Phase 1—South Base Electric Vehicle Charging Stations and Facility Improvements**

**Project Cost: \$2,415,551**  
Funding: Local Pierce Transit

## Improvements \_\_\_\_\_

- Installed 6 electric vehicle charge stations capable of charging 12 vehicles (2 vehicles per station)
- Constructed stormwater quality improvements
- Created 38 new parking spaces for Vanpool parking
- Improved area lighting and pedestrian safety
- Constructed public safety and maintenance equipment storage area

**Project Status: Complete****Phase 2—Building 4 Parking Facilities ADA and Capacity Improvements**

**Project Cost - \$6,224,982**  
Funding: Local Pierce Transit

## Improvements \_\_\_\_\_

- Visitor parking expansion and increased pedestrian safety
- Secure parking for staff meeting ADA requirements
- Enhanced stormwater runoff treatment
- Includes Fuel and Wash building civil improvements



## Project Status: 99% Complete—Completion Sept 2023

### Phase 3—New Fuel and Wash Facility and Parking

Project Cost - \$34,482,305

Funding: Local Pierce Transit

#### Improvements

- Tripled the fueling capacity
- Provides 2 new mechanical bus wash lanes
- Provides 2 new lanes for detail cleaning operations
- Installed above-grade fuel tanks for greater environmental safety
- Improved site lighting and pedestrian safety
- New parking areas for SHUTTLES and support vehicles



**Project Status: Complete****Phase 4—New Electric Bus Charging Stations**

**Project Cost - \$984,132**

Funding:

Local Pierce Transit

WSDOT Green Transportation Grant

**Improvements**

- 9 new bus charging stations
- Related pedestrian safety improvements

**Project Status: Ongoing—Approx. 60% Complete****Phase 5—Building 6 Improvements – New Facilities Maintenance Location**

**Project Cost - \$979,000**

Funding: Local Pierce Transit

**Improvements**

- Upgrade existing building for Maintenance and Operations
- Improved welding and woodworking facilities

## Project Status: Anticipated start September 2023

### Phase 6—Expand and Reorient Bus Parking Lot and Demolish Buildings 2 and 3

Estimated Project Cost - \$5,362,260  
Funding: Local Pierce Transit

#### Improvements

- Safely abandon existing fuel tanks
- Reorient bus parking for fueling and operational efficiency
- Remove Buildings 2 and 3
- Increase bus parking



**Project Status: Suspended****Phase 7—Construction of New Maintenance and Operations Building**

Previously Projected Cost -  
\$261,000,000

TIFIA loan no longer required

## Improvements

- Construct an updated facility that enables staff to maintain an increased number and greater variety of fleet vehicles while improving efficiency and safety
- Current cost spend to date on design services for Building 1 is \$2,055,814

**Project Status: Suspended****Phase 8—Demolition of Old Maintenance and Operations Building**

## Improvements

- Remove existing Building 1
- Create additional bus parking

Previously Projected Cost -  
\$10,000,000

## Next Steps

- Develop a comprehensive long-range plan for the agency, including a funding strategy that identifies potential funding sources for necessary improvements
  - Assess and prioritize critical maintenance needs for Building 1 to ensure its continued usability in the near term
  - Determine a threshold for improvement investments, taking into account seismic, utility, electrical system, and ADA compliance requirements as stipulated by building codes
  - Determine fleet parking and operational needs for CDL training etc.



September 21, 2023

# Six-Year Strategic Plan

Draft Plan Workshop



# Agenda

- What are we going to accomplish today?
- How did we get to this point?
- Brief intro to Menti
- Report out on Board member interviews
- Context of Pierce Transit operations
- Agency vision, mission, motto, values
- Strategic Goals
- Headline Metrics
- Strategies to meet each goal
- Next Steps

# What are we going to accomplish today?

- Brief you on the process
- Briefly discuss Pierce Transit's operating context
- Discuss each element of the plan – including an opportunity for Board comment and conversation
- Plan remains draft, we will use what is discussed today to refine the plan
- Plan will be proposed for adoption at a later date, likely November Board meeting

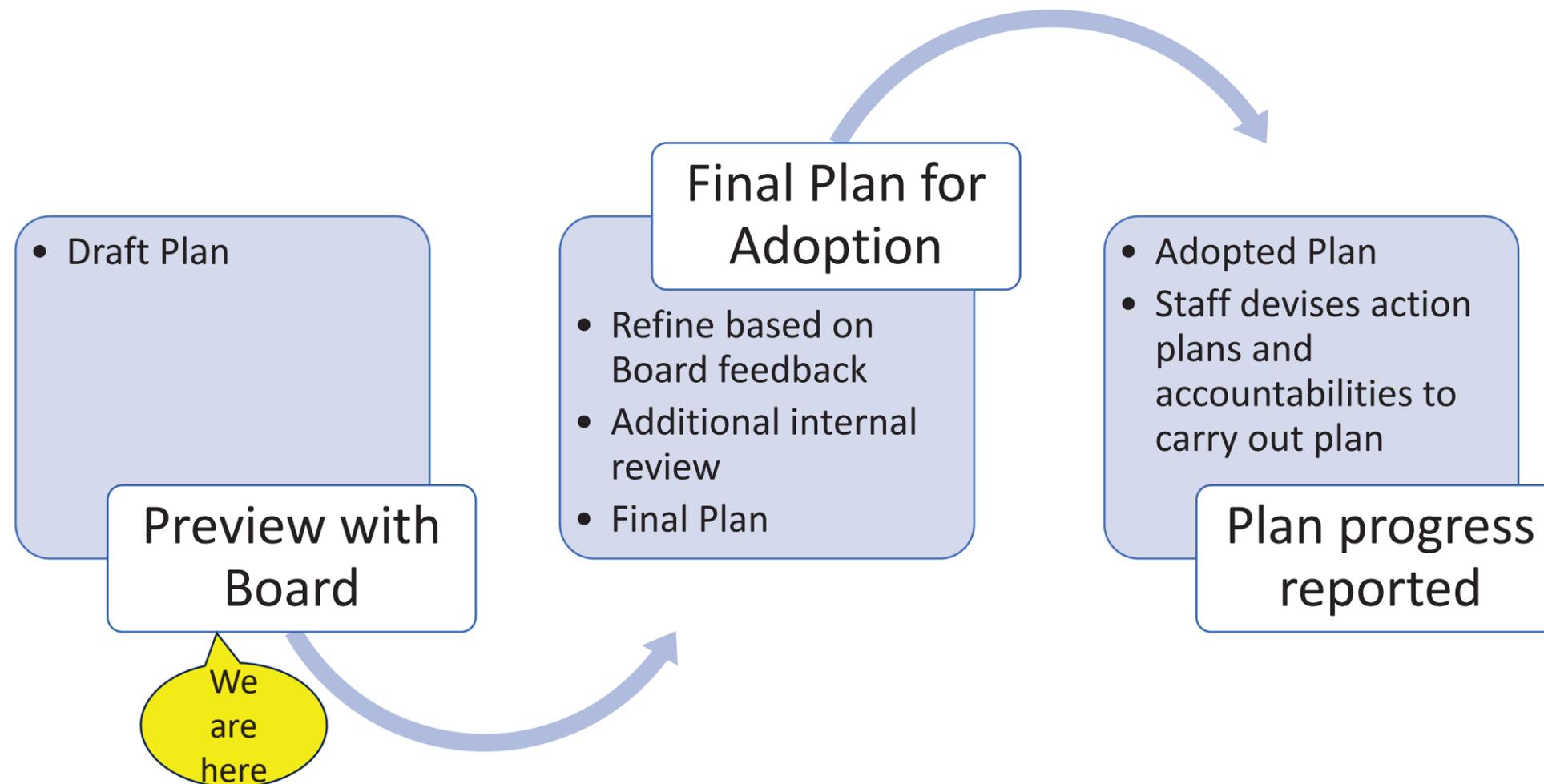


# Planning Process

# Process used to get to Draft Plan



# What happens next?





# Menti Intro

# Mentimeter Activity

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- Please use a phone, tablet, or laptop to respond to questions
- Responses are anonymous
  
- Navigate to [www.menti.com](https://www.menti.com) or use QR code
- Enter the code we provide at the meeting and click submit to join the poll
- Your responses will be displayed on the screen as you answer
- Your screen will update automatically as we move to new questions

# How long have you been a Pierce Transit Board member?

Waiting for responses ...





# Board Interviews

# Board Interviews

- Interviewed four commissioners: Walker, Roscoe, Mello, and Whalen, plus Chair of the CTAG, Linda Moran
- Interviews asked people to reflect on:
  - What PT does well
  - What PT could be doing to improve its effectiveness
  - What are the key community trends in Pierce Co.
  - What opportunities are there for PT to have the greatest impact on the community
  - What barriers are present that inhibit progress
  - What should PT be focused on
  - Ideas for innovation

- **Key community trends**
  - More focus on development along corridors and densification
  - New transit and road linkages and implications for PT
  - Housing, homelessness, and public safety challenges
  
- **Barriers that inhibit progress**
  - Perception that transit is only for those who need it
  - Lack of trust with key partners and public
  - PTBA Boundaries
  - Financial capacity
  - Perceived personal security and reliability of service

- What PT does well
  - Great staff, service-oriented, responsive
  - Good service delivery, buses are clean, operators are friendly and helpful
  - Special event services well-received
- To improve effectiveness PT could:
  - Improve overall communications, especially to the broader community
  - Chart improved pathways to deliver big projects
  - Improve service levels
  - Upgrade rider experience

- Opportunities for PT to have the greatest impact on the community
  - Build broader community support, including stepped up community outreach, engagement and partnerships with cities
  - Work towards a network of 15 minute frequency bus routes
- PT should focus on
  - Generate better awareness of Pierce Transit's programs and service objectives
  - Identify low hanging fruit success stories to demonstrate PT's value, responsiveness, and accountability to the community
  - Focus on community partnerships, and in particular build better working relationships with Tacoma and Pierce Co.
  - Restore and improve transit service, and focus on bread and butter
  - Consider a realignment of funds and attention devoted to the mega projects



# Pierce Transit Context

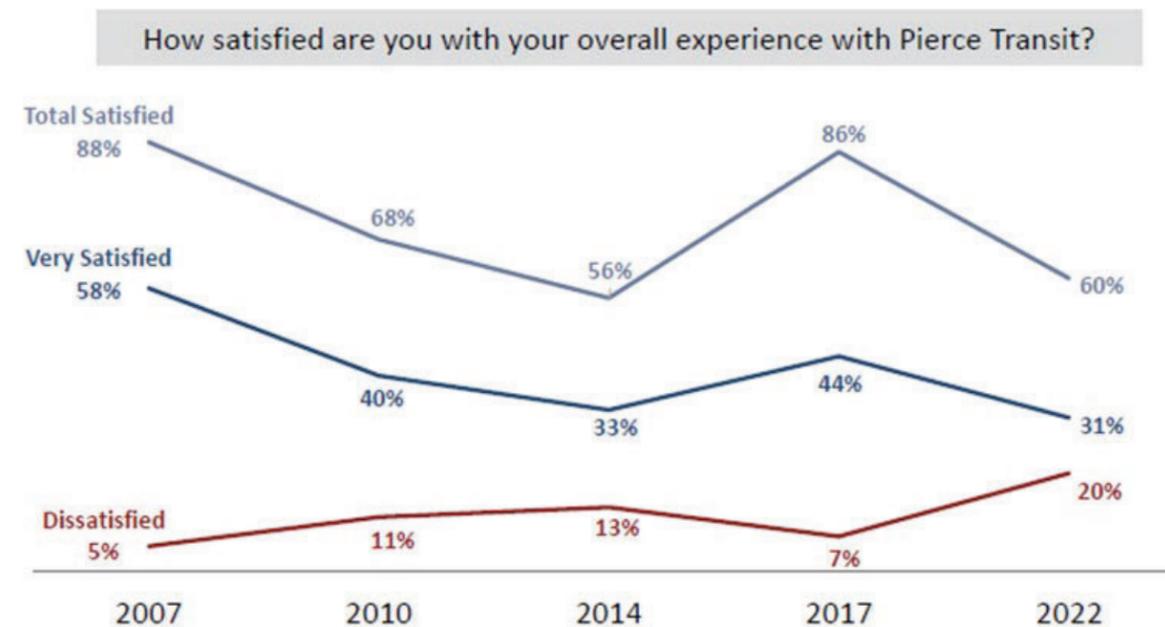
## Pierce Transit Context – 30,000 ft. View

- Declining community satisfaction, although riders, in particular, appreciate Pierce Transit employees
- Lower employee morale and unattractive working conditions
- Staff and labor shortage
- 2040 network emphasizes service growth yet little service growth planned in short-term
- Emphasis on capital projects over service
- Need to determine or redefine financial capacity
- Electrification plans – cost of transition vs other priorities
- Travel habits continue to evolve



# 2022 Rider Survey

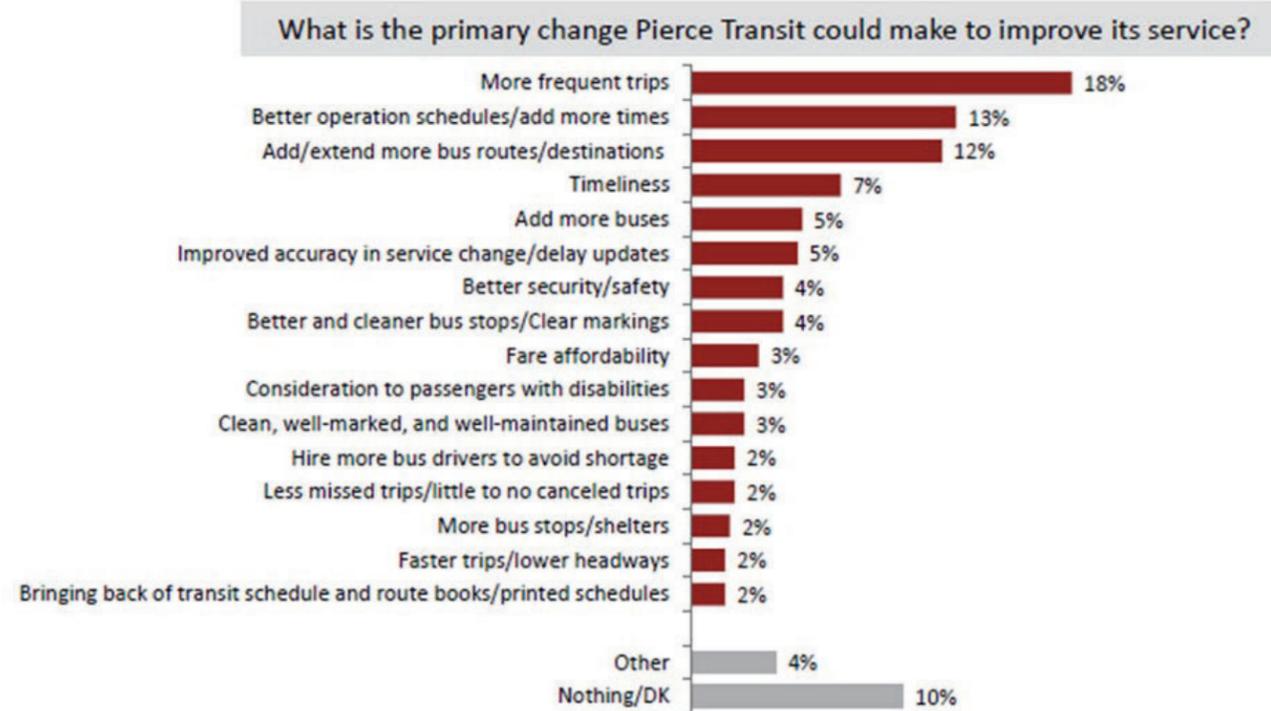
- Rider satisfaction has been trending down
- Majority of current and infrequent riders agree:
  - "I would ride Pierce Transit more often if it worked better for my travel needs" (82%, 81%, respectively)
  - "Pierce Transit is an agency I trust" (77%, 64%, respectively)



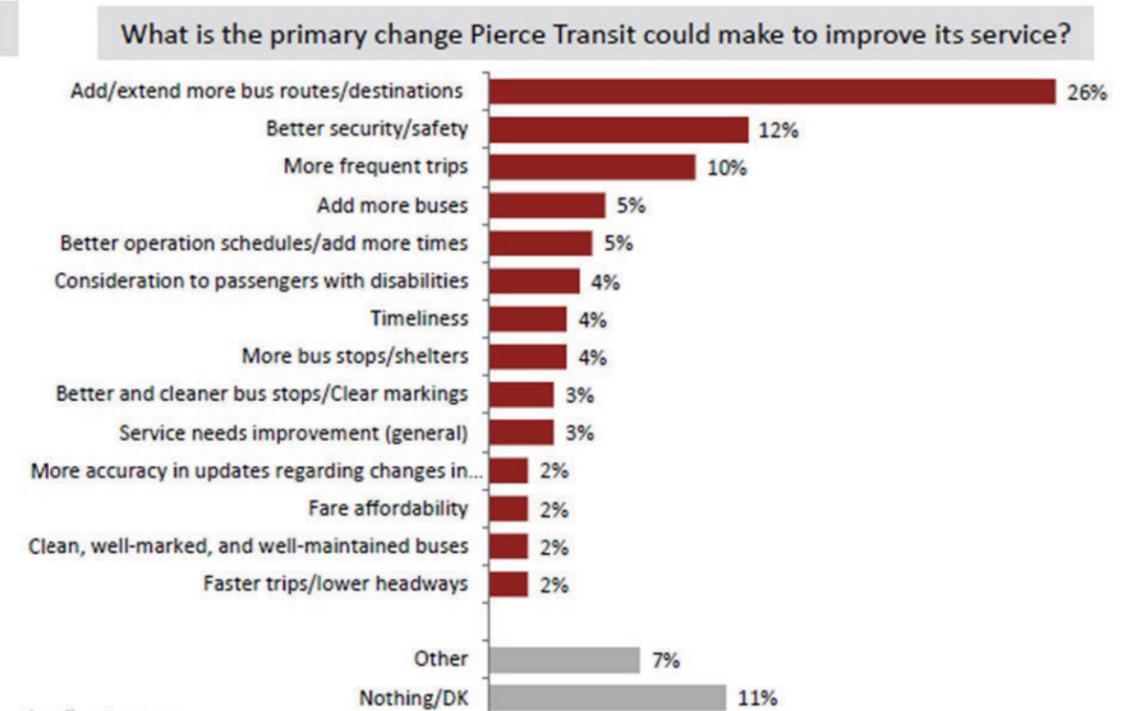
Note: 2014 and 2022 surveys used a different rating scale than other surveys

# 2022 Rider Survey

## Current Riders



## Infrequent Riders



# 2022 Employee Engagement Survey

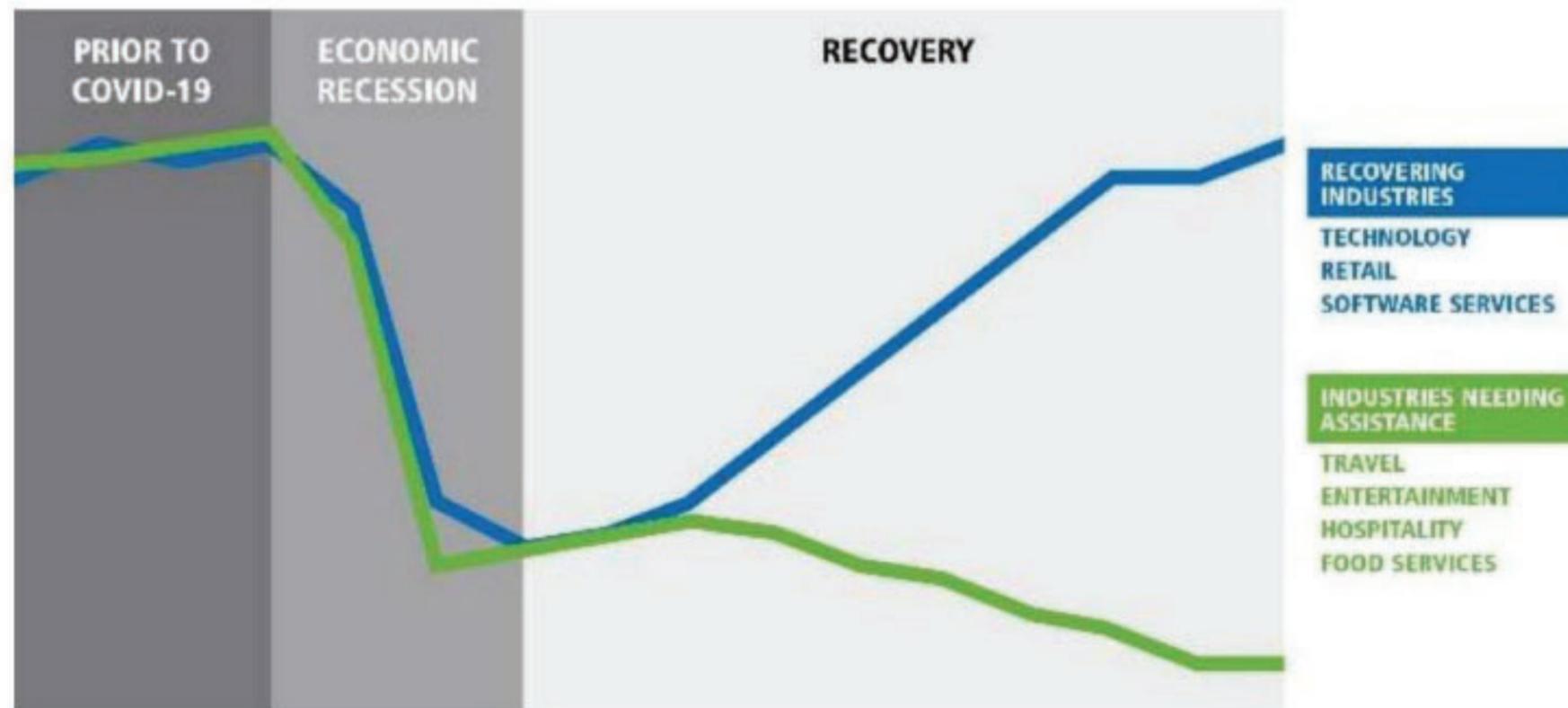
- Pierce Transit included in “government/local agencies” for comparison purposes
  - Pierce Transit mean percentile rank: 32
- Ratings are steady from previous survey
- Statements are ranked from 1 (strongly disagree) to 5 (strongly agree)
- Higher ratings for items like expectations and doing the best work
- Lower ratings for social connections, recognition/praise, and listening to employees

	Respondents	Current Mean
Q00: On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with your agency as a place to work?	296	3.54
Q01: I know what is expected of me at work.	298	4.33
Q02: I have the materials and equipment I need to do my work right.	297	3.88
Q03: At work, I have the opportunity to do what I do best every day.	296	3.94
Q04: In the last seven days, I have received recognition or praise for doing good work.	291	3.05
Q05: My supervisor, or someone at work, seems to care about me as a person.	295	3.83
Q06: There is someone at work who encourages my development.	295	3.52
Q07: At work, my opinions seem to count.	297	3.15
Q08: The mission or purpose of my agency makes me feel my job is important.	296	3.60
Q09: My coworkers are committed to doing quality work.	298	3.75
Q10: I have a best friend at work.	278	2.67
Q11: In the last six months, someone at work has talked to me about my progress.	289	3.25
Q12: This last year, I have had opportunities at work to learn and grow.	293	3.55

■ < 25th Percentile 
 ■ 25-49th Percentile 
 ■ 50-74th Percentile 
 ■ 75-89th Percentile 
 ■ >= 90th Percentile

# Evolving Economy and Travel

## Economic Conditions and Outlook



**What key words come to mind as you look at Pierce Transit's current state?**

Waiting for responses ...



# What do you see as Pierce Transit's two or three top priorities?

Waiting for responses ...





# Vision, Mission, Motto, Values

# Vision

## 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.

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

- Values unchanged

# Do you agree with the changes to the vision and mission?



**Are there other important concepts that should be represented in either the agency vision or mission?**

Waiting for responses ...





# 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.

**Do you agree with this set of goals to guide  
Pierce Transit's focus over the next six years?**



**Are there other key areas of focus that should be represented in the goals?**

Waiting for responses ...





# Metrics and Strategies

## Goal 1: Adopt a “Customer First” mindset

### Headline Metrics

- ❖ Increase in satisfaction in rider surveys for questions on overall satisfaction, personal security, safety, and cleanliness.
- ❖ Forty percent of service area residents within a 10-minute walk of routes with 15-minute weekday frequencies, or better, with higher percentage of equity-focused populations.



# Are these measuring the right things?



**If no, what do you think is missing or is of greater importance?**

Waiting for responses ...



# 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.
- 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.

# Will these strategies support achievement of the goal?



**Are there important or priority strategies missing? If so, what are those strategies?**

Waiting for responses ...



**Should any of these strategies be dropped? If yes, which ones?**

Waiting for responses ...



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

### Headline Metrics

- ❖ Increase in net favorable percentage of respondents rendering their opinion of Pierce Transit in the Community Survey.
- ❖ Increase number of new employees coming through local partnership programs.



# Are these measuring the right things?



**If no, what do you think is missing or is of greater importance?**

Waiting for responses ...



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

## Strategies

- Strengthen local strategic partnerships (e.g. government, business, trades).
- Improve efforts to inform, communicate with, and receive feedback from customers.
- Establish an ongoing community engagement and communication action plan.
- Expand career launch opportunities with apprenticeships, local non-profits, and regional education partners.
- Establish and regularly communicate an accountability dashboard for the Strategic Plan.

# Will these strategies support achievement of the goal?



**Are there important or priority strategies missing? If so, what are those strategies?**

Waiting for responses ...



**Should any of these strategies be dropped? If *yes*, which ones?**

Waiting for responses ...



Goal 3 Elevate the employee experience.

## Headline Metrics

- ❖ Improve the net positive annual employee survey scores for the question, "Pierce Transit cares about my well-being."
- ❖ Improve employee retention rates, overall, and those with less than one year tenure.



# Are these measuring the right things?



**If no, what do you think is missing or is of greater importance?**

Waiting for responses ...



## 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.
- Improve conditions for employee personal security.
- Support and build on agency safety culture.
- Strengthen and enhance equal employment opportunity and diversity, equity, and inclusion programs

# Will these strategies support achievement of the goal?



**Are there important or priority strategies missing? If so, what are those strategies?**

Waiting for responses ...



**Should any of these strategies be dropped? If *yes*, which ones?**

Waiting for responses ...



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

## Headline Metrics

- ❖ Increase in the net number of respondents in the community survey positively inclined to the statement "Pierce Transit provides good value for the money."
- ❖ Percentage reduction in total greenhouse gas emissions compared to a baseline year.



# Are these measuring the right things?



**If no, what do you think is missing or is of greater importance?**

Waiting for responses ...



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

## Strategies

- 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.
- Develop a Climate Action Plan (fleet, facilities, and operations)
- Review/develop major project development and delivery process.
- Conduct a study to examine the potential to expand the PTBA boundaries

# Will these strategies support achievement of the goal?



**Are there important or priority strategies missing? If so, what are those strategies?**

Waiting for responses ...



**Should any of these strategies be dropped? If *yes*, which ones?**

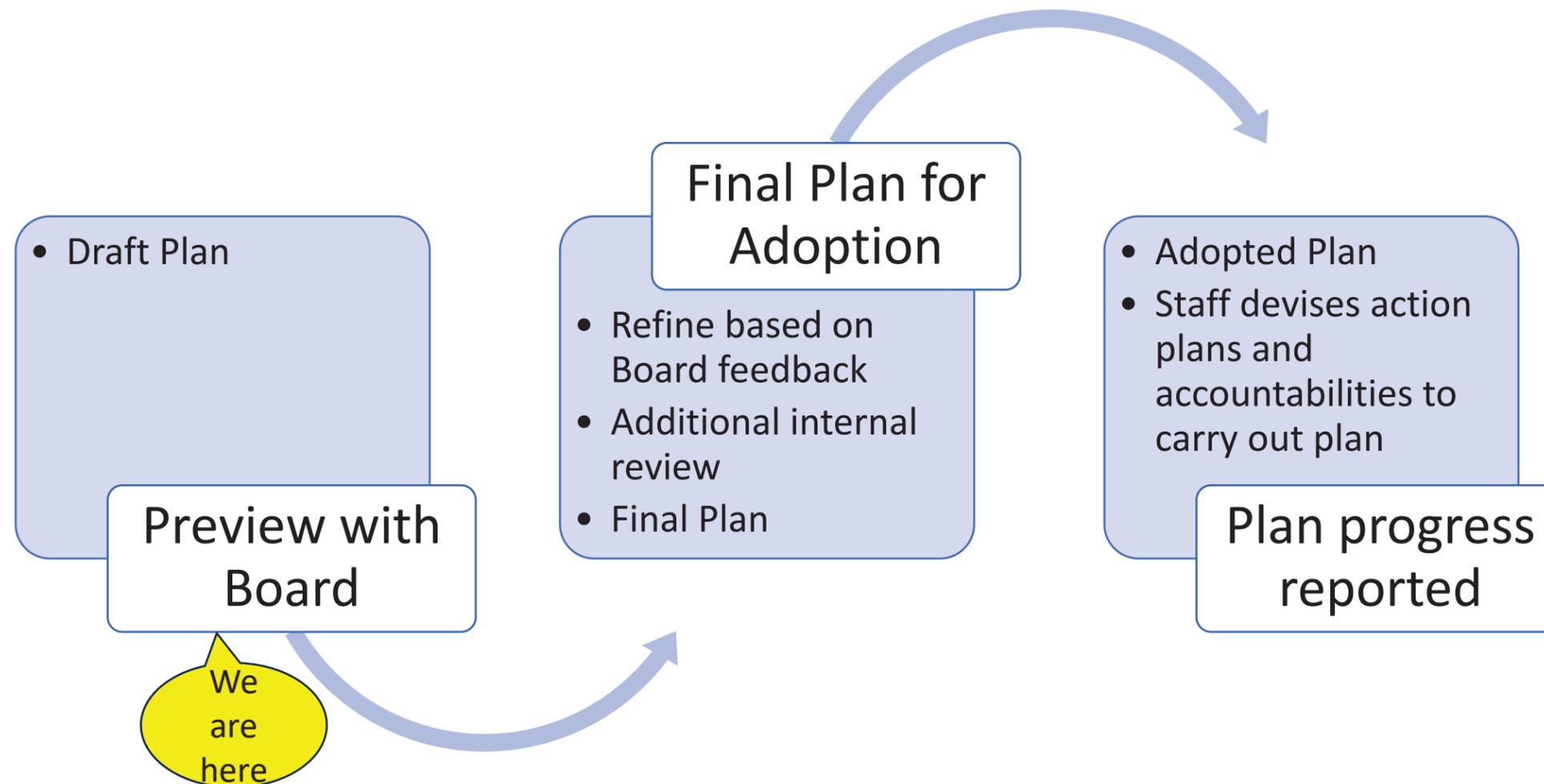
Waiting for responses ...





**Next Steps**

# Strategic Plan Process





Final Thoughts?

Thank you!



**Sam  
Schwartz**  
A TYLin Company