

STRATEGIC PLAN 2015-2020



PIERCE
TRANSIT

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.





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!"



piercetransit.org | 3701 96th St. SW Lakewood, WA 98499-4431

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