

BOARD OF COMMISSIONERS SPECIAL STUDY SESSION AGENDA

Pierce Transit Training Center, Rainier Room 3720 96th Street SW, Lakewood, Washington

April 10, 2017, 3:00 PM

The Regular Board Meeting will be held subsequent to this meeting at 4:00 p.m.

CALL TO ORDER

ROLL CALL

DISCUSSION:

1. Review and Discuss Proposed Strategic Plan

Samantha Einarson Lean Administrator

ADJOURNMENT

Strategic Plan Development

Piece Transit Board of Commissioners'
Working Session
April 10, 2017, 3pm-4pm

Practical Definitions

<u>Vision</u>: Your Preferred Transportation Choice for Today and Tomorrow

Value Proposition: Service Leadership

<u>Mission</u>: Pierce Transit improves people's quality of life by providing safe, reliable, innovative, and useful transportation services that are locally based and regionally connected (2015)

We make it more convenient for our customers to reach their destinations (suggested)

<u>Customers</u>: Current and potential users of Pierce Transit's services and future services.

Priority #1 – Service Excellence

Capabilities

Objective

Board Input

Meet service demand Provide passenger amenities that fit our with the most appropriate mode of travel customers Total overall ridership increases beyond growth in total travel Providing payment options that fit our Structure routes to meet customer demand customers (ORCA, Credit Choice Cards, Apple Pay, etc.) Increase Pierce Increase number of non-Service Transit's market Foster increased transit dependent riders Goal #1 partnership to promote Focus on route-timing share of travel in its using Pierce Transit Coverage transit in the region services region Safety Ensure that our customers Foster a customer-driven see us as a safe service culture Increase in the number of customers who perceive that Pierce Transit meets Foster increased their transit needs marketing and outreach Focus on a safety culture efforts to increase and explore barriers to choice

Outcomes

Current

Data

Goals

Strategic

Initiatives

Priority #2 – Customer-focused decisions

Barriers to Choice

Facility improvement

Vehicle cleanliness and reliability

Partnerships

community survey
that helps identify
barriers to transit use

Increase the

community's opinion

that Pierce Transit is

meeting its mission

Gather input on our current service from customers and community members

Develop a targeted

Ensure our publicfacing facilities are inviting

Develop partnerships to encourage and facilitate transit use We integrate the customer and community perspective into decision-making

We use real-time information to plan future initiatives

Community's perception of Pierce Transit increases

Partnerships provide useful data to support and fund future growth

Get creative in how we ask people what they want. Standard surveys should be supplemented with online feedback.

Determine which customer/community preferences can be implemented

Make sure we're asking the correct questions of the right people.

When making service-related decisions that will impact riders, the process should include a way to check in with customers/potential customers to see if it's something they want/would use.

Find ways to make using our services easier (e.g., using technology)

Implement viable customer suggestions and communicate that information across the agency.

Strategic Initiatives Goal #1

Goal #2

Goal #3

Goal #4

Current Data

Goals

Board Input Objective

Capabilities

Outcomes

Priority #3 – Financial Stewardship

Communicate value to taxpayers

Monitor cost statistics

Capital replacement/lifecycle

Develop reliable financial systems

Enhance revenue

Put the money where it matters

Provide accurate financial projections

Effectively communicate financial information

Incorporate financial criteria into decisionmaking

Establish and report Agency metrics and targets to drive strategic initiatives

Department-level budgeted vs. actual expenses

Internal and external satisfaction with and understanding of financial information

Capital projects that use a documented cost/benefit analysis

Department-level metrics established and targets set to meet strategic initiatives

embedded in the budget process

Understand the need for

cost/benefit analysis and share

Strategic plan deployment to the department level with metrics to

support improvements and

eadership development program. focused on financial instruction using our internal experts

information agency-wide

Gather data on the communication effectiveness to external and internal customers around financial information

Develop updated communication around financial information (based off of data received from #4 above)

Update circular/iterative budget process to include end of year review of budgeted/actual with lessons learned

Develop data warehouse for multiple systems to extract data and automate reporting

> Strategic **Initiatives**

Current Data

Goal #1

Goal #2

Goal #3

Goal #4

Goals

Board Input

Objective

Act with financial

accountability and transparency as stewards

of the public trust.

Capabilities

Outcomes

Priority #4 – Engaged employees

Recruit the right people

Retain the right people (engage, trust, empower)

Professional growth and development (well-trained, customer-focused)

Align information with strategy

Attract and retain the right people

Our employees feel valued, inspired, and safe as part of a highperformance team

Create a culture of trust and team work

Create a line-of-sight to mission at the employee level

In-depth employee development plans completed and implemented

OJI rate decreases

Maintain retention rates

EE Engagement increases

Review span of control and adjust it in order to provide for better, more frequent feedback to employees.

Focus on a culture of safety with an emphasis on customer

Relaunch the Speed of Trust program with better support and include coaching. Delegate authority to the lowest reasonable and appropriate level.

Increase frequency of use of EE engagement methods creating targeted initiatives for areas needed improvement

Goal #1

Goal #2

Goal #3

Goal #4

Goals

Board Input

Objective

Attract, cultivate

and maintain an

engaged workforce

Capabilities

Outcomes

Strategic **Initiatives** Current Data