

Meeting Location: Teleconference  
Phone: 253-215-8782  
Meeting Code: 850 755 29747

**Virtual Meeting Participation:**

Due to the COVID-19 pandemic, the February 18, 2021 Service Delivery and Capital Committee meeting will be conducted virtually. Per the [Governor Proclamation 20-28](#) pertaining to the Open Public Meetings Act, a physical meeting location will not be provided for this meeting. The public is welcome to observe the meeting by entering the web address <https://us02web.zoom.us/j/85075529747> or by calling 253-215-8782 and entering Meeting ID No. 850 755 29747.

**CALL TO ORDER**

**APPROVAL OF MINUTES** – October 15, 2020, committee meeting

**CEO’S COMMENTS**

1. Partnering with Division of Emergency Management

Sue Dreier  
Chief Executive Officer

**ACTION AGENDA**

1. FS 2021-011, Authority to Execute a Two-Year Contract with Karras Consulting (Contract No. 1169) to Provide Recruitment Services for Pierce Transit’s Next Chief Executive Officer and Other Executive Level Positions as Necessary

Amy Cleveland  
Director of Administration

**PRESENTATIONS/DISCUSSION**

1. Review of 2020 Safety Report
2. [Public Website Data Dashboard Review](#)

Reggie Reese  
Safety Manager

Pamela Gant  
Data Analyst  
&  
Trevor Manley  
Sr. Data Analyst

3. Marketing Plan Overview

Kathy Walton  
Marketing Supervisor

**COMMISSIONER COMMENTS**

**EXECUTIVE SESSION**

**ADJOURNMENT**

**PIERCE TRANSIT  
SERVICE DELIVERY & CAPITAL COMMITTEE MEETING  
VIRTUAL MEETING**

**October 15, 2020**

**MINUTES**

**CALL TO ORDER**

Chair Campbell called the meeting to order at 3:00 p.m.

**ATTENDANCE**

Service Delivery & Capital Committee members present:

Marty Campbell, Pierce County Council, Chair of SDCC  
Nancy Henderson, Town of Steilacoom Councilmember, Vice Chair of SDCC  
*(representing Auburn/Gig Harbor/Fircrest/Pacific/Ruston/Steilacoom)*  
Robin Farris, Puyallup City Councilmember  
Kent Keel, City of University Place Councilmember  
Don Green, CTAG Non-voting Member

Staff present:

Sue Dreier, Chief Executive Officer  
Deanne Jacobson, Clerk of the Board  
Aaron Millstein, General Counsel from KL Gates

**APPROVAL OF MINUTES**

Commissioners Keel and Eiding **moved** and seconded to approve the August 20, 2020 meeting minutes as presented.

Motion **carried**, 3-0.

**CEO COMMENTS**

CEO Dreier reported on the following items:

Apologized for the mishap that occurred during the October 12, 2020 Board Meeting and thanked Clerk of the Board Deanne Jacobson for promptly removing individuals who demonstrated inappropriate behavior. The Agency's IT Department is working on the issue to ensure that it doesn't happen again.

The October 12, 2020, Board meeting has been rescheduled to Thursday, October 29 at 4:00 p.m.

Ridership is operating at 90 percent of pre-COVID levels and the system is still moving a lot of people. The Agency has had to cut back on Sunday service, operating every two hours in some neighborhoods. It is inconvenient for some citizens to have to wait two hours for the bus. Pierce Transit is still limiting bus capacity to 15 passengers to ensure that social distancing occurs, and it is operating shadow buses for the busier routes, but very limited. Staff continues to monitor the leave behind issues and continues to work with the governor's office on bus capacity issues. Ridership on Shuttle service levels were reviewed.

## **PRESENTATIONS/DISCUSSION**

### **1. Overview of the Multifamily Housing ORCA Program**

Community Development Coordinator Nathan BeVelle presented on the item and gave an overview of the program that will be coordinated through the Agency's sales force team. The program is designed to attract residents and reduce parking hassles and congestion in neighborhoods by distributing an ORCA card in every resident's hand at a discounted rate. The cost would be shared by the property owners and the residents and is only specific to multifamily housing complexes that have a minimum of five units, and only one card per unit will be offered. The Agency plans to market this program after the COVID- 19 pandemic passes.

Mr. BeVelle responded to various questions about the program, providing additional information about the education and outreach program for this project, target markets, and unit pricing.

Commissioner Campbell recommended that staff check with Pierce County to be part of the BRT corridor development discussions.

### **2. Overview of the Bus Stop Consolidation Program**

Chief Operations Officer Mike Griffus and Special Events Coordinator Barbara Strong-Nelson presented on the item.

Mr. Griffus stated that one of Pierce Transit's initiatives is to evaluate the over 2000 bus stops in the system for safety and efficiency. In some areas, bus stops are located within 300 to 500 feet of each other. He reported that staff is about 50 percent through the process.

Ms. Strong-Nelson reviewed the goal of the program, which is to reduce the number of stops by certain percentage and speed up the system. Proper placement of bus stops helps to increase ridership and improve safety of the system. She reviewed the efficiency standards and reviewed the metrics that help determine where a bus stop should be placed, and the Board also reviewed examples of unsafe placement of bus stops.

Ms. Strong-Nelson responded to various questions (*Commissioner Henderson joined the meeting.*)

Commissioner Keel noted he would like to see a comparison of the efficiency of the system before and after the bus stop consolidation is complete.

CEO Dreier noted that staff will report back to the Board on the final outcomes of the project and indicated that it is a balancing act. She noted that the Board may hear some displeasure from citizens if their bus stop is removed.

Commissioner Eidinger raised some safety concerns about bus stops being further away due to consolidation because the Edgewood/Milton area doesn't have any sidewalks and asking citizens to walk further in inclement weather is concerning.

Staff reported that implementation of the project is expected to occur in June of 2021 with phased in implementation.

The Board asked to be kept apprised of the bus stops that are scheduled to be removed and asked that staff consider adding additional enhancements to the new stops such as bigger benches and covered bus stops.

### **3. Capital Portfolio Overview**

Project Management Office Manager Heidi Soule presented on the item and reported on changes to the capital portfolio in response to COVID-19. She noted that the criteria for deciding whether a project would be cut or reduced was based on whether the project was grant funded, under contract, stage of completion, impacts of postponing.

She reviewed the projects that were cancelled/put on hold and/or had a reduced scope or have been closed. She noted that the changes to the capital portfolio result in a little less than \$9 million in saving.

Ms. Soule reviewed the capital projects that will not be impacted by COVID-19 and responded to questions.

Commissioner Keel noted that Sound Transit is planning a couple of projects in the south sound and wants to make sure that Pierce Transit would be funding those same projects, if applicable.

### **4. Discussion/Proposal to Amend Section 2.02.010 and 2.02.020 of the Pierce Transit Bylaws Relating to Board Composition and Term Limits, and Filling Vacancies for At-Large Representation Bylaw Amendment**

CEO Dreier presented on the item and noted that Commissioner Eidinger requested that this item be discussed at committee. She announced that General Counsel Aaron Millstein is available today to answer any questions.

Commissioner Edinger noted that this could be his last meeting for a while or permanently. The city councils of Puyallup and Edgewood have concluded that they both would like to be the representative on the Pierce Transit Board; however, this preference is not allowed under the current Bylaws. He noted that the City of Puyallup is interested in exploring the use of alternates between the two cities, and has also inquired about whether or not the seat appointments could be made for two years, as opposed to three

years, that would correlate with election timelines. He noted that a representative from either city will not be seated on the Board until the representation issue is resolved.

Ms. Dreier noted that the full Board would need to make any official Bylaw changes; however, this item is being discussed at committee to help find a way forward to resolve the representation issue.

Ms. Dreier reviewed a PowerPoint presentation showing Pierce Transit's current Bylaws relating to the board composition and term limits. She reviewed the parameters of the Bylaws that affect the term limit timeline and noted that staff interprets that the three-year timeline only applies to those cities that have multiple representation and not to entities that have sole representation.

General Counsel Millstein confirmed that it could be deemed appropriate under the current Bylaws for a scenario such as the City of Puyallup agrees to serve on the Board for two years and then resigns from their third-year term, and then, in turn, the City of Edgewood would serve on the Board for a two-year term.

Commissioner Keel reported that the cities of University Place and Fircrest made a similar agreement as described by General Counsel Millstein.

Ms. Dreier reminded the committee members that Pierce Transit is required to conduct a composition review meeting every four years and staff does not know what the populations of the respective entities will be.

Commissioner Eidinger reported that he doesn't know what the final outcome will be with regards to who will be the representative on the Board but noted that he has enjoyed representing the cities of Fife, Milton, and Edgewood on the Pierce Transit Board.

Commissioner Henderson provided some examples from other transit agencies in the country that demonstrated the use of alternate representatives on their respective board and that the process had not worked well.

Chair Campbell noted that he is in favor of using alternate representatives and gave an example of how alternate members can be helpful to a Board. He advocated that the use of an alternate member should be a "wish to" and not a "shall" for all jurisdictions and they can decide if they want to participate in that model.

Ms. Dreier noted that she is not in favor of using alternate members for continuity reasons, noting that the Board only meets once a month and it would be difficult to keep Board members up to speed on all of Pierce Transit's initiatives.

Ms. Dreier noted that the Bylaws should only change for good reason, noting that a Bylaw change at this point will not resolve the representation issue that is currently ongoing between the cities of Edgewood and Puyallup.

Commissioner Keel noted that any changes to the Bylaws relating to the composition would need to be vetted with the City of Fircrest.

Chair Campbell noted that no action on this item will be taken today and no recommendations will be made to the Board at this time on this matter.

**COMMISSIONER COMMENTS**

No comments.

**EXECUTIVE SESSION**

None.

**ADJOURNMENT**

There being no further business, the meeting was adjourned at 4:25 p.m.

---

Deanne Jacobson  
Clerk of the Board

---

Marty Campbell, Chair  
Service Delivery & Capital Committee

**TITLE:** Authority to Execute a Two-Year Contract with Karras Consulting (Contract No. 1169) to Provide Recruitment Services for Pierce Transit’s Next Chief Executive Officer and Other Executive Level Positions as Necessary

**DIVISION:** Administration

**SUBMITTED BY:** Amy Cleveland, Executive Director of Administration

**RELATED ACTION:**

N/A

**ATTACHMENTS:** None

**RELATION TO STRATEGIC PLAN:** N/A

**BUDGET INFORMATION**

Is it Budgeted?  Yes /  No

Project Name or Number: N/A

Operating Budget

Capital Budget

FUNDING SOURCE:		EXPLANATION:
Local Amount	\$ 80,000	Award a contract for a total not-to-exceed amount of \$80,000. The CEO recruitment effort is an all-inclusive flat fee cost of \$39,500. Additional recruitment efforts would be assigned via task order, on an as-needed basis, up to the contract not-to-exceed amount of \$80,000.
Grant/Other Amounts	\$	
Total Expenditure	\$ 80,000	

**BACKGROUND:**

Pierce Transit’s Procurement Department issued a Request for Proposals (RFP) on January 13<sup>th</sup>, 2021 to solicit proposals from recruitment firms to assist with the recruitment of a new Chief Executive Officer and other executive level positions that may be necessary in the future on an as-needed basis.

Pierce Transit received seven (7) proposals in response to the RFP. The proposals were reviewed by a committee comprised of 3 staff members and Pierce Transit Commissioner Marty Campbell on February 5<sup>th</sup>. After reviewing and evaluating the proposals, the committee short-listed the three (3) top ranking firms and invited them to interview. At the conclusion of the interviews, the evaluation committee selected Karras Consulting as they have extensive experience with Transit Agency recruitments, immediate availability to assist with the CEO recruitment, in addition to offering a competitive price.

STAFF RECOMMENDATION:

Execute Contract 1169 with Karras Consulting to provide recruitment services.

ALTERNATIVES:

1. Reject Karras Consulting's proposal and select another firm. This would delay the CEO recruitment schedule.

PROPOSED MOTION:

Move to: Authorize the Chief Executive Officer to enter into and execute a two-year contract with Karras Consulting (Contract No 1169) to provide consulting services on an as-needed basis to include the recruitment of the Chief Executive Officer in an amount not-to-exceed \$80,000.

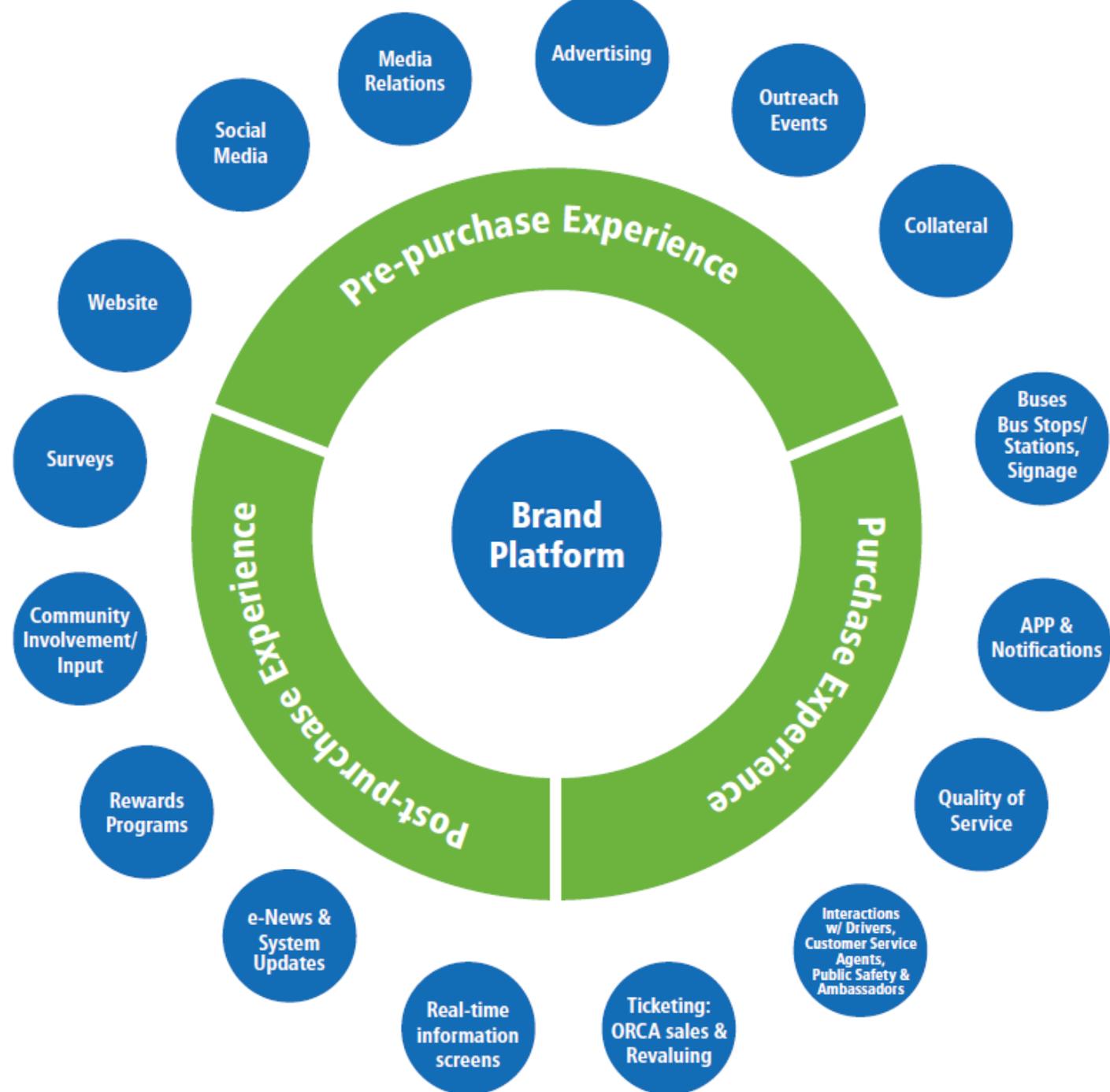


# 2020-21 Marketing Plan Overview

Ryan Wheaton & Kathy Walton • February 18, 2021

# Brand Touchpoints

- The interaction between a brand and its customers
- We must engage with customers at each phase, providing the best experience they could possibly have



# Personas Created for Four Target Markets

Example: Non-Choice, Primary Target Market

- **Description:** Young singles starting out, and some starter families, in diverse urban communities. Lower income, renters.
- **Goals:** Looking for a transit system that will get them to work, downtown and socializing.
- **Information search process:** Capture this audience through text messages, social media, email/online, digital ads, video, social events.
- **Type of experience desired:** Interested in services that are dependable; they have access to Wi-fi and desire information in real time.
- **Common objections:** Will choose to utilize the service if it saves time, is easy to use and cost effective.



# Marketing Timeline: 2021

		2021											
Campaign	Brand Pillar	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
The year of the customer (TBD) (Internal Campaign)	Transforming the customer experience												
BRT Public Input/Awareness	Transforming the customer experience				Solicit Public Input July-Dec (Tentative)								
Reconnecting you with life (part 2)	Transforming the customer experience												
Pierce Transit Runner	Transforming the customer experience												
We are sustainable (Earth Day)	Contributing to our community				Earth Day Apr. 22								
Welcome aboard! Get around Gig Harbor	Connecting you to what matters					National Safety Month (June)							
Public Safety	Safety is our top priority					National Safety Month (June)							
JBLM Connector	Connecting you to what matters												
ORCA for Business	Affordable transportation												
Recruitment	Connecting you to what matters												
Taste Express (Taste Of Tacoma)	Connecting you to what matters					Taste of Tacoma TBD							
Summer Youth Pass, ORCA + Hopthru	Transforming the customer experience												
Fourth of July festival	Connecting you to what matters												
Washington State Fair	Connecting you to what matters								WA State Fair TBD				
Mobile fare paying awareness	Transforming the customer experience												
Electric Bus Launch	Contributing to our community										National Drive Electric Week TBD		
We're part of the local community and Pierce County's Future	Contributing to our community						NW Furniture Bank				YWCA Holiday Gift Center (TBD)	United Way Pledge Campaign (TBD)	
Twelve days of transit	Transforming the customer experience												

# Sample Campaign Plan

Connecting you to what matters: <b>Summer youth pass</b>		
Audience: Parents, schools, community at large, and social media followers/thought leaders		Cost
May – June 2020 & May – June 2021	A-boards	In-house staff time
	Ad shelter ad (Run May through July)	
	Gov delivery message to "News" subscribers	
	Interior coach posters	
	Onboard messages	
	Peachjar e-fliers	\$1,012
	POS displays	In-house staff time
	Posters for library	
	Real time information screens & customer facing monitors	
	Social media: Facebook ads and posts, Instagram, Twitter posts, custom hashtags	\$1,000
	Transit display ads (Kings 30x144, Qty 25 + 3 spares) or fillers	\$1,400
	Web page and hero box	In-house staff time
	<b>TOTAL BUDGET</b> (includes promotional materials)	<b>\$4,000</b>

# Partnership Ideas

Business/ Organization	Pierce Transit Benefit	Business/Organization Benefit	Event/Resource
Cities in Pierce County	<ul style="list-style-type: none"> <li>• Provide transit service and fulfill a need to partner with schools, chambers and special events (Ex: Pride, Ethnic Fest, Taste of Tacoma, etc.)</li> <li>• Partner with cities to promote special services (Ex: Gig Harbor Trolley and City of Tacoma)</li> <li>• Help change the perception that Pierce Transit only provides service for low-income individuals</li> <li>• Use our resources to aid in supporting community events</li> </ul>	<ul style="list-style-type: none"> <li>• Can promote access to public transportation as an amenity to attract businesses, residents, and visitors</li> <li>• Help get more single occupancy vehicles off the road and alleviate parking issues, especially during special events</li> </ul>	<ul style="list-style-type: none"> <li>• Attend transportation fairs</li> <li>• Create transit challenges using the Miles app</li> <li>• Provide businesses with system maps and schedules</li> </ul>
Community Colleges/ Tech Schools/ Universities	<ul style="list-style-type: none"> <li>• Aid in the reduction of traffic congestion</li> <li>• Aid in reduced vehicle emissions</li> <li>• Increased positive attitudes towards transit among younger riders</li> <li>• Access to students and families</li> <li>• Access and touchpoint with potential and current customers</li> <li>• Raise awareness of many career opportunities at Pierce Transit</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced needs for parking infrastructure</li> <li>• Increased student attendance</li> <li>• Equity benefits for students from under-resourced families</li> <li>• Increased recruitment efforts</li> <li>• Addresses environmental and sustainability concerns</li> <li>• Increased positive attitudes towards transit among younger riders</li> <li>• Opportunities to sell school passes and tickets to students and staff</li> <li>• Reduce parking issues and increases community connections</li> <li>• Support students looking for a sustainable transportation solution</li> </ul>	<ul style="list-style-type: none"> <li>• Provide schools with route and schedule books</li> <li>• Pass out complimentary passes to students</li> <li>• Provide schools with posters to inform students about careers and opportunities working at Pierce Transit</li> <li>• Add link to school's page about Pierce Transit</li> <li>• Attend school open houses and orientations</li> </ul>
Community Groups	<ul style="list-style-type: none"> <li>• Opportunity for Pierce Transit to support the local community and give back</li> <li>• Reinforce our commitment to be financial stewards (Ex: United Way)</li> <li>• Access to parents that want to provide a safe solution to get their kids to and from school</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration with a public service that serves the Pierce County community</li> <li>• Build relationship with a trusted brand in the community</li> <li>• Promoting short trips on transit for meetings, lunch &amp; quick errands (helps reduce downtown congestion)</li> </ul>	<ul style="list-style-type: none"> <li>• Co-sponsor community events</li> <li>• Offer free swag</li> <li>• Hold transportation education ride alongs</li> </ul>

# Tools and Tactics

Ads (Digital) Ads (Traditional)	Very limited; mostly in partnership publications, such as Chamber of Commerce, The Swarner Group
Ad shelter ads	Ad shelter displays are printed and installed by Pierce Transit staff
Billboards	Used to promote large campaigns or provide information about new services, (Ex: new electric buses or expansion of service)
Business along Downtown Tacoma	In partnership with Downtown on the Go! (DOTG) Pierce Transit and DOTG promotes various modes of travel
Business along Tacoma Waterfront	Partner with businesses along Ruston Way. Use as a platform to promote on-demand service, Pierce Transit Runner
Chamber of Commerce	Establish good relationships with community and business leaders who will be able to advocate for Pierce Transit
City of Gig Harbor	Promote campaigns such as Girl's Night Out and the Gig Harbor Trolley
Digital screens at Transit Centers	Promote service change information and rider alert updates
Event banners	Used at outreach events. Determine if new materials are needed, incorporate new branding (new tagline)
Interior Posters	Available on all Pierce Transit fleet (visible to current riders).
Onboard announcements	Used to communicate messages about service changes, rider alerts, and upcoming special events service
Outreach booths (various events, festivals, etc.)	Opportunity to engage with the community and gain access to local community members that may not know about Pierce Transit's products and services
PierceTransit.org home page	Used to promote current campaigns and used as a tool to inform the public of upcoming events, rider alert information, engage with the community and pay fares.
Radio Ads	Promote special event services, such as the WA State Fair
Real time monitors	These monitors are located at Tacoma Dome Station, Lakewood Transit Center, SR 512 P&R, 10th & Commerce, Tacoma Community College TC, Tacoma Mall Transit Center, 72nd Street Transit Center and South Hill Mall Transit Center. They provide customers with the most up-to-date information about routes and schedules, changes in service and platform to communication urgent information
Ridership and Community surveys	An annual survey sent out to the community to gauge ridership and community satisfaction
Social Media	Create Facebook ads and posts, YouTube, Twitter posts, custom hashtags (Young Professionals, Urban-Xers)
Television	Conduct interviews with Tacoma TV
Transit ads (exterior)	Paid and self promotion ads that run on the sides and rear of all Pierce Transit buses.

# Questions?

