



2024-2029 STRATEGIC PLAN



OUR VISION

Your Preferred Transportation Choice

OUR VALUES

Innovative, Driven, Responsible,
Equitable

OUR MISSION

Improve people's quality of life by providing safe, reliable, and accessible transportation services that are locally based and regionally connected



Goal 1 Adopt a “Customer First” mindset

The first corner of the “strategic building,” and the foremost goal, is to foster a customer first mindset throughout our organization, ensuring that our riders’ needs, comfort, safety, and satisfaction are at the heart of everything we do.

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.
- Develop a High-Capacity Transit 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.

PERFORMANCE METRICS

- Total system ridership will increase by 6% per year.
- 25% of service area residents within a 10-minute walk of routes with 15-minute weekday frequencies, or better.
- Increase the satisfaction levels in rider surveys for questions on overall satisfaction, personal security on the bus and at the bus stop, and cleanliness of buses and Pierce Transit facilities by 20%.
- Achieve 85% on time performance.



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

Next to holding customers as the highest priority, ensuring the broader community is also engaged and supportive is critical to the long-term sustainability of the agency. Partnerships with public, community, and private organizations are critical to our role in the community and fulfilling our mission.

STRATEGIES

- Establish and regularly communicate an accountability dashboard for the Strategic Plan.
- Strengthen local strategic partnerships with community groups, community-based organizations, non-profit groups, government, businesses, and trades.
- Establish a public process to develop definitions and metrics to better understand and advance equity.
- Enhance efforts to systematically inform and communicate with customers and the community.
- Establish consistent and methodical feedback systems to gather, analyze, and act on customer and community feedback.
- Expand career launch opportunities with apprenticeships, local non-profits, and regional education partners.

PERFORMANCE METRICS

- Increase the net favorable opinion of respondents of Pierce Transit in the community survey to +40.
- Increase the number of ORCA Business Accounts by 25%.
- Establish a metric to report on employee recruitment that is a result of local partnerships.
- Empanel a public equity task force.
- Complete a Pierce Transit Equity Framework, including metrics.



Goal 3 Elevate the employee experience

Pierce Transit employees deliver essential services to the community and are the most important element of the agency. Quality services can only be provided with a dedicated, professional, engaged workforce. Therefore, employee retention and engagement should be a top agency priority.

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.
- Implement strengths-based leadership practices for management/leadership roles.
- Improve conditions for employee personal security.
- Continue to support and enhance the agency safety culture.
- Strengthen and enhance equal employment opportunity and diversity, equity, and inclusion programs.

PERFORMANCE METRICS

- Retain at least 85% of employees per year.
- Increase participation in annual employee engagement and diversity, equity, and inclusion surveys to at least 60%.
- Improve index scores by 0.2 for the culture of equity index and culture of inclusion index in the annual DEI survey.
- Improve by 10% the average score for the question “How likely are you to recommend Pierce Transit as a great place to work?”
- Internal customer service scores of 75% or greater for employee internal customer service satisfaction.
- 100% of managers receive strengths-based leadership practices training within their first year.



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

The fourth corner of the “strategic building” is the agency’s financial and physical assets. Ensuring that finances can sustain the agency’s plan and that physical assets remain in quality and functional condition is essential to long-term sustainability. As a major source of vehicle emissions, it is also important that the agency meet the needs of the community and the riders for environmentally sound practices and emission policies.

STRATEGIES

- Build a business case and action plan for expanding funding to the full extent provided by the legislature.
- Improve the prioritization process for major service improvement and infrastructure projects. The process improvement would include expanded project development and evaluation criteria to align with the 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.
- Present a business case to the community on the potential to expand the PTBA boundaries.
- Develop a Climate Action Plan (fleet, facilities, and operations).
- Review/develop major project development and delivery process.

PERFORMANCE METRICS

- In the community survey, increase the net number of respondents positively inclined to the statement “The job Pierce Transit is doing managing taxpayer dollars responsibly” to +10.
- Increase the net number of respondents in the community survey positively inclined to the statement: “The job Pierce Transit is doing overall to +10.”
- Reduce total greenhouse gas emissions compared to 2017 by 40%. (metric tons of CO2).
- Maintain appropriate financial reserves for the agency, consistent with adopted policy.
- 95%, or more, of the revenue fleet meets the useful life benchmark.
- 75% of the agency’s facilities meet the state of good repair standard.



