

Meeting Location: Teleconference
Phone: 253-215-8782
Meeting ID: 828 0982 0086

Virtual Meeting Participation Information:

Due to the COVID-19 Pandemic and the Governor Proclamation 20-28 that is in effect, a physical meeting location will not be provided for this meeting. The public is welcome to attend the meeting by calling 1-253-215-8782 or 1-669-900-6833 and entering Meeting ID No. 828 0982 0086, or by accessing <https://us02web.zoom.us/j/82809820086>.

Call to Order

Roll Call

Executive Session

Amy Cleveland
Interim Chief Executive Officer

Labor Relations, pursuant to RCW 42.30.140(b)

Special Business

1. Appointment of Member to the Service Delivery and Capital Committee

Public Comment: *Citizens wishing to provide comment will be given three minutes to comment on any transit-related matters regardless of whether it is an agenda item or not. The Chair, at his or her discretion, may reduce the comment time to allow sufficient time for the Board to conduct business.*

*To request to speak during public comment, please press the Raise Hand button near the bottom of your Zoom window or press *9 on your phone. Your name or the last four digits of your phone number will be called out when it is your turn to speak.*

Consent Agenda

(Items listed below were distributed to Commissioners in advance for reading and study and are enacted with one motion. Item(s) may be moved to the Action Agenda at the request of a Commissioner.)

1. Approval of Vouchers: July 1, 2021 – July 31, 2021
2. Approval of Minutes: July 7, 2021 Special Board Meeting; July 12, 2021 Regular Board Meeting
3. FS 2021-042, Housekeeping – A Resolution of the Board of Commissioners of Pierce Transit Authorizing Revision No. 3 of the Pierce Transit Public Transportation Agency Safety Plan

Action Agenda

1. FS 2021-043, A Resolution of the Board of Commissioners of Pierce Transit Appointing Michael Griffus to Serve as the Chief Executive Officer of Pierce Transit
Chair Campbell
2. FS 2021-044, Ratify the Emergency Declaration Executed July 15, 2021, and Authorize Emergency Services with Around The Sound to Provide Paratransit Services Through December 31, 2021, Due to Shortage of Operators
Cherry Thomas
Specialized Transportation Manager
3. FS 2021-045, Ratify the Emergency Declaration Executed July 15, 2021, and Authorize Emergency Services with Medstar Cabulance, Inc., to Provide Paratransit Services Through December 31, 2021, Due to Shortage of Operators
Cherry Thomas
Specialized Transportation Manager
4. FS 2021-046, Authorize the Chief Executive Officer to Increase the Contract Authority Not to Exceed Amount for WSP USA, Inc. Contract No. PT-105-18 for Bus Rapid Transit Pacific Avenue/State Route 7 Design
Sean Robertson
Sr. Construction Project Manager
5. FS 2021-047, Authorize the Chief Executive Officer to Increase the Capital Project No. 345 Building 4 Modifications Budget and Increase the Contract Authority Not to Exceed Amount for Pease & Sons, Inc., Contract No. 1100, for the Building 4 Interior/Exterior Improvements
Doug Dickinson
Sr. Project Manager
6. FS 2021-048, Authorizing the Chief Executive Officer to Accept the Regional Mobility Grant Award to Expand Microtransit Services to the Tacoma Tideflats Area and Authorization to Increase the Contract Authority Amount with Medstar, Contract No. 44-19, to Provide Service to the Microtransit Zones of Tacoma Tideflats area and Resume the Ruston Runner Zone
Duane Wakan
Senior Planner

Staff Updates

1. CEO's Report
Interim Chief Executive Officer
Amy Cleveland

Informational Board Items

- | | |
|--|-------------------|
| 1. Chair Report | Chair Campbell |
| 2. Sound Transit Update | Commissioner Keel |
| 3. Puget Sound Regional Council Transportation Policy Board Update | Chair Campbell |
| 4. Commissioners' Comments | |

Adjournment

American Disability Act (ADA) accommodations are available with a 72-hour notice. Please contact the Clerk's office at 253-581-8066 for special accommodations.



Consent Agenda

PIERCE TRANSIT
Board Payments Over \$50,000
Payments From: Jul 1, 2021 to Jul 31, 2021
Cash and Investment Balance: 147,381,039.81

Payment Numbers CK 00376448 through CK 00376666
 Wire Numbers EFT 00007887 through EFT 00008175
 No Advance Travel Payments

Total \$8,337,411.03
 Payments in Excess of \$50,000 are as follows:

Operating Fund

	Check	Vendor	Item/Service	Amount
CHK	00376608	PIERCE COUNTY BUDGET & FINANCE	POLICING SVC 07/21	292,886.00
EFT	00007890	ASSOCIATED PETROLEUM	DIESEL USAGE	75,739.33
EFT	00007945	FIRST TRANSIT	EXP RMB STORM WATER 05/21	472,974.23
EFT	00007998	GREAT WEST RETIREMENT	PP 13 2021 EMPOWER	64,375.96
EFT	00007999	ICMA RETIREMENT	PP 13 2021 ICMA	197,525.75
EFT	00008007	ASSOCIATED PETROLEUM	DIESEL USAGE	89,753.94
EFT	00008008	AWC	AWC BGLI JULY 21	1,176,742.03
EFT	00008020	HIGH LINE SOFTWARE INC	LIC/SUPP 01/01-06/30/22	58,067.24
EFT	00008047	GREAT WEST RETIREMENT	PP14 2021 EMP LOAN	83,539.36
EFT	00008048	ICMA RETIREMENT	PP 14 2021 ICMA	201,079.93
EFT	00008052	US BANK CORPORATE PAYMENT SYST	AD-DIV ASST-MAINTENANCE	91,739.21
EFT	00008056	ASSOCIATED PETROLEUM	DIESEL USAGE	125,809.69
EFT	00008064	GENFARE	NETWORK MANAGER-VIRTUAL	103,888.13
EFT	00008097	SHI INTERNATIONAL CORP	MAINT AGR 04/01/21-03/31/22	488,184.29
EFT	00008113	UNITED ENERGY TRADING LLC	CNG USAGE 06/21	60,871.44
EFT	00008121	ASSOCIATED PETROLEUM	DIESEL USAGE	70,839.20
				\$3,654,015.73

Self Insurance Fund

	Check	Vendor	Item/Service	Amount
Payments for Fund 4 Total				\$0.00

Capital Fund

	Check	Vendor	Item/Service	Amount
CHK	00376646	PEASE & SONS INC	CONSTR B4 REMOD ACC CEIL 05/21	71,118.72
EFT	00007888	ABSHER CONSTRUCTION COMPANY	CONST CHARGING STA MOBI 05/21	1,477,982.95
EFT	00007930	SOUND TRANSIT	NGORCA CAPITAL 21-027 05/21	138,447.38
EFT	00007983	SAYBR CONTRACTORS INC	ASBESTOS REMOVAL SPANTC 06/21	259,405.30
EFT	00007997	WSP USA, INC.	DESIGN BRT 05/21	546,079.12
EFT	00008032	SAYBR CONTRACTORS INC	LANDSC 512 06/21	181,854.94
EFT	00008052	US BANK CORPORATE PAYMENT SYST	PIERCE COUNTY SEWER LETTER	1,050.00
EFT	00008137	HUITT-ZOLLARS INC.	CIVIL WORK FUEL MOBI 05/29/21	142,411.21
Payments for Fund 9 Total				\$2,818,349.62

Total Payments in Excess of \$50,000.00

Aug 2, 2021 1:02:15 PM

\$6,472,365.35

Pierce Transit
Payment Certification for Jul 31, 2021
Payments Jul 1, 2021 to Jul 31, 2021
Payment Numbers CK 00376448 through CK 00376666
Wire Numbers EFT 00007887 through EFT 00008175

Bank ID	Check Num	Check Date	Amount	Vendor Name
01	CHK	00376448	07/01/2021	700.00 ATU LOCAL 758 CORP
01	CHK	00376449	07/01/2021	324.25 BUILDERS EXCHANGE OF WA
01	CHK	00376450	07/01/2021	104.78 BUNCE RENTALS INC
01	CHK	00376451	07/01/2021	37.50 CALIFORNIA STATE DISBURSEMENT
01	CHK	00376452	07/01/2021	911.60 CHAPTER 13 TRUSTEE
01	CHK	00376453	07/01/2021	43,925.70 CITY OF LAKEWOOD
01	CHK	00376454	07/01/2021	4,466.51 CITY TREASURER - TPU
01	CHK	00376455	07/01/2021	4,609.78 COLONIAL SUPPLEMENTAL LIFE
01	CHK	00376456	07/01/2021	150.24 COMCAST
01	CHK	00376457	07/01/2021	43.34 COMM ON POLITICAL EDUCATION
01	CHK	00376458	07/01/2021	8.16 DEAN MARTIN
01	CHK	00376459	07/01/2021	2,055.00 DOWNS ENTERPRISES, INC
01	CHK	00376460	07/01/2021	10.00 ELLEN VANCE
01	CHK	00376461	07/01/2021	4.45 FEDERAL EXPRESS CORP
01	CHK	00376462	07/01/2021	179.39 FRUITLAND MUTUAL WATER COMPANY
01	CHK	00376463	07/01/2021	2,829.24 GENES TOWING CORP
01	CHK	00376464	07/01/2021	118.54 GENFARE
01	CHK	00376465	07/01/2021	91.73 GILCHRIST CHEVROLET
01	CHK	00376466	07/01/2021	171.12 HARBOR FREIGHT TOOLS
01	CHK	00376467	07/01/2021	1,167.83 HAUGEN GRAPHICS
01	CHK	00376468	07/01/2021	830.25 IAM & AW
01	CHK	00376469	07/01/2021	1,650.00 IBI GROUP A CALIFORNIA PARTNER
01	CHK	00376470	07/01/2021	234.00 INTERCITY TRANSIT
01	CHK	00376471	07/01/2021	220.00 INTERNAL REVENUE SERVICE
01	CHK	00376472	07/01/2021	244.82 LAKEVIEW LIGHT & POWER CO
01	CHK	00376473	07/01/2021	2,122.15 MICHAEL G MALAIER
01	CHK	00376474	07/01/2021	136.40 NH DEPT OF H & HS
01	CHK	00376475	07/01/2021	896.82 NYS CHILD SUPPORT PROCESSING
01	CHK	00376476	07/01/2021	64.76 OFFICE DEPOT CORP
01	CHK	00376477	07/01/2021	1,090.22 PACIFIC TORQUE
01	CHK	00376478	07/01/2021	432.67 PARKLAND LIGHT & WATER CO
01	CHK	00376479	07/01/2021	77.50 PATRICK VANCE
01	CHK	00376480	07/01/2021	48.00 PEDRO BARRIGA
01	CHK	00376481	07/01/2021	497.88 PENINSULA LIGHT
01	CHK	00376482	07/01/2021	2,750.63 PUGET SOUND ENERGY
01	CHK	00376483	07/01/2021	513.62 PURCELL TIRE & RUBBER COMPANY
01	CHK	00376484	07/01/2021	3,078.99 REFRIGERATION SUPPLY DIST
01	CHK	00376485	07/01/2021	3,645.75 REX PEGG FABRICS INC
01	CHK	00376486	07/01/2021	12.10 RICK FULLER
01	CHK	00376487	07/01/2021	921.50 RPAL US MANAGEMENT LLC
01	CHK	00376488	07/01/2021	2,700.00 SM STEMPE ARCHITECTS PLLC
01	CHK	00376489	07/01/2021	593.35 TX CHILD SUPPORT SDU
01	CHK	00376490	07/01/2021	551.74 SIJ HOLDINGS LLC
01	CHK	00376491	07/01/2021	3,724.94 UNITED SITE SERVICES (Everson)
01	CHK	00376492	07/01/2021	938.34 UNITED WAY OF PIERCE COUNTY
01	CHK	00376493	07/01/2021	816.83 VERIZON WIRELESS
01	CHK	00376494	07/01/2021	13,449.10 VERIZON WIRELESS
01	CHK	00376495	07/01/2021	2,580.54 VERIZON WIRELESS
01	CHK	00376496	07/01/2021	7,487.95 VERIZON WIRELESS
01	CHK	00376497	07/01/2021	339.64 WURTH USA INC
01	CHK	00376498	07/08/2021	9,521.29 ALL PRO BUILDING MAINTENANCE
01	CHK	00376499	07/08/2021	29.35 AT&T
01	CHK	00376500	07/08/2021	263.00 AT&T
01	CHK	00376501	07/08/2021	488.00 AT&T
01	CHK	00376502	07/08/2021	97.60 AT&T
01	CHK	00376503	07/08/2021	67.49 CENTURY LINK
01	CHK	00376504	07/08/2021	16.00 CHERYL BOONE
01	CHK	00376505	07/08/2021	680.59 CITY OF PUYALLUP
01	CHK	00376506	07/08/2021	1,181.59 CITY TREASURER - TPU

01	CHK	00376507	07/08/2021	6,224.40	CITY TREASURER - TPU
01	CHK	00376508	07/08/2021	140.24	COMCAST
01	CHK	00376509	07/08/2021	240.18	COMCAST
01	CHK	00376510	07/08/2021	150.24	COMCAST
01	CHK	00376511	07/08/2021	395.59	COMCAST
01	CHK	00376512	07/08/2021	1,510.00	CURVED GLASS COMPANY
01	CHK	00376513	07/08/2021	747.32	ELECTRONIC DATA MAGNETIC
01	CHK	00376514	07/08/2021	9.99	FEDERAL EXPRESS CORP
01	CHK	00376515	07/08/2021	826.88	FIRST AMERICAN TITLE INS
01	CHK	00376516	07/08/2021	1,638.56	GENES TOWING CORP
01	CHK	00376517	07/08/2021	303.60	GENSCO INC
01	CHK	00376518	07/08/2021	220.18	HAROLD LEMAY ENTERPRISES
01	CHK	00376519	07/08/2021	1,034.10	HOME DEPOT CREDIT SERVICES
01	CHK	00376520	07/08/2021	718.81	IMAGE 360
01	CHK	00376521	07/08/2021	2,283.79	JOHNSTONE SUPPLY
01	CHK	00376522	07/08/2021	40.09	JON-DON
01	CHK	00376523	07/08/2021	3,771.30	KING COUNTY FINANCE
01	CHK	00376524	07/08/2021	730.20	LEVEL 3 (CENTURY LINK)
01	CHK	00376525	07/08/2021	4,825.95	LEVEL 3 (CENTURY LINK)
01	CHK	00376526	07/08/2021	748.33	LOWE'S COMPANIES INC
01	CHK	00376527	07/08/2021	14,495.81	MACHINISTS HEALTH &
01	CHK	00376528	07/08/2021	1,919.06	NORTHWEST IAM BENEFIT TRUST
01	CHK	00376529	07/08/2021	194.89	OWEN EQUIPMENT
01	CHK	00376530	07/08/2021	3,402.27	PIERCE COUNTY BUDGET & FINANCE
01	CHK	00376531	07/08/2021	5,000.00	PREMIER MEDIA GROUP
01	CHK	00376532	07/08/2021	3,304.30	RAINIER SUPPLY
01	CHK	00376533	07/08/2021	39.07	ROSEN SUPPLY
01	CHK	00376534	07/08/2021	3,250.00	SIMON AND COMPANY INC
01	CHK	00376535	07/08/2021	8,660.77	SNIDER ENERGY
01	CHK	00376536	07/08/2021	373.36	SONITROL PACIFIC
01	CHK	00376537	07/08/2021	420.00	T-MOBILE USA, INC
01	CHK	00376538	07/08/2021	35.11	TACOMA SCREW
01	CHK	00376539	07/08/2021	123.42	TERMINIX COMMERCIAL
01	CHK	00376540	07/08/2021	123.42	TERMINIX COMMERCIAL
01	CHK	00376541	07/08/2021	2,033.03	UNITED SITE SERVICES (Everson)
01	CHK	00376542	07/08/2021	5,518.10	WSDOT
01	CHK	00376543	07/08/2021	1,099.21	WALTER E NELSON CO.
01	CHK	00376544	07/08/2021	1,050.00	WASHINGTON SELF-INSURERS ASSOC
01	CHK	00376545	07/15/2021	83.02	AT&T
01	CHK	00376546	07/15/2021	47,231.23	ATU LOCAL 758 CORP
01	CHK	00376547	07/15/2021	37.50	CALIFORNIA STATE DISBURSEMENT
01	CHK	00376548	07/15/2021	80.52	CENTURY LINK
01	CHK	00376549	07/15/2021	618.18	CENTURY LINK
01	CHK	00376550	07/15/2021	400.00	CERTIFIED INSPECTION SERVICE
01	CHK	00376551	07/15/2021	911.60	CHAPTER 13 TRUSTEE
01	CHK	00376552	07/15/2021	144.28	CITY TREASURER - TPU
01	CHK	00376553	07/15/2021	553.50	CITY TREASURER - TPU
01	CHK	00376554	07/15/2021	154.74	COMCAST
01	CHK	00376555	07/15/2021	155.20	COMCAST
01	CHK	00376556	07/15/2021	150.18	COMCAST
01	CHK	00376557	07/15/2021	1,093.00	DM RECYCLING CO INC
01	CHK	00376558	07/15/2021	3,000.00	ECONOMIC DEVELOPMENT BOARD
01	CHK	00376559	07/15/2021	389.63	GENES TOWING CORP
01	CHK	00376560	07/15/2021	5,992.57	HAROLD LEMAY ENTERPRISES
01	CHK	00376561	07/15/2021	7,057.82	HULTZ BHU ENGINEERS INC.
01	CHK	00376562	07/15/2021	220.00	INTERNAL REVENUE SERVICE
01	CHK	00376563	07/15/2021	14.14	JOHNSTONE SUPPLY
01	CHK	00376564	07/15/2021	91.64	JON-DON
01	CHK	00376565	07/15/2021	589.59	LAWSON PRODUCTS INC
01	CHK	00376566	07/15/2021	121.55	LEMAY MOBILE SHREDDING
01	CHK	00376567	07/15/2021	2,122.15	MICHAEL G MALAIER
01	CHK	00376568	07/15/2021	136.40	NH DEPT OF H & HS
01	CHK	00376569	07/15/2021	896.82	NYS CHILD SUPPORT PROCESSING
01	CHK	00376570	07/15/2021	105.46	OFFICE DEPOT CORP
01	CHK	00376571	07/15/2021	293.78	PENINSULA LIGHT
01	CHK	00376572	07/15/2021	17,098.38	PUGET SOUND ENERGY
01	CHK	00376573	07/15/2021	837.08	REX PEGG FABRICS INC
01	CHK	00376574	07/15/2021	363.55	SHERWIN-WILLIAMS (S TAC WAY)

01	CHK	00376575	07/15/2021	4,830.31	TACOMA MALL PARTNERSHIP
01	CHK	00376576	07/15/2021	593.35	TX CHILD SUPPORT SDU
01	CHK	00376577	07/15/2021	938.34	UNITED WAY OF PIERCE COUNTY
01	CHK	00376578	07/15/2021	1,013.07	WA ST DEPT OF REVENUE
01	CHK	00376579	07/15/2021	514.80	WALTER E NELSON CO.
01	CHK	00376580	07/22/2021	8,956.92	ALL PRO BUILDING MAINTENANCE
01	CHK	00376581	07/22/2021	107.75	ALLIE TEJEDA
01	CHK	00376582	07/22/2021	44.44	AUTOZONE
01	CHK	00376583	07/22/2021	240.00	BUILDERS EXCHANGE OF WA
01	CHK	00376584	07/22/2021	3,295.00	CENGAGE LEARNING
01	CHK	00376585	07/22/2021	7,766.97	CENTURY LINK
01	CHK	00376586	07/22/2021	24,868.03	CITY OF FEDERAL WAY
01	CHK	00376587	07/22/2021	7,146.69	CITY TREASURER - TPU
01	CHK	00376588	07/22/2021	150.25	COMCAST
01	CHK	00376589	07/22/2021	150.20	COMCAST
01	CHK	00376590	07/22/2021	150.20	COMCAST
01	CHK	00376591	07/22/2021	6,702.64	COMCAST
01	CHK	00376592	07/22/2021	227.50	DATA SECURITY CORP
01	CHK	00376593	07/22/2021	99.05	DISH
01	CHK	00376594	07/22/2021	50.00	FORMFOX, INC.
01	CHK	00376595	07/22/2021	2,388.66	GENES TOWING CORP
01	CHK	00376596	07/22/2021	74.68	HAUGEN GRAPHICS
01	CHK	00376597	07/22/2021	492.95	JOHNSON CONTROLS
01	CHK	00376598	07/22/2021	384.00	KENT KEEL
01	CHK	00376599	07/22/2021	36,867.06	LAKEVIEW LIGHT & POWER CO
01	CHK	00376600	07/22/2021	79.56	LAKEWOOD FORD
01	CHK	00376601	07/22/2021	421.76	LAKEWOOD WATER DISTRICT
01	CHK	00376602	07/22/2021	3,190.00	LEVEL 3 (CENTURY LINK)
01	CHK	00376604	07/22/2021	34.85	MATTHEW KARWAL
01	CHK	00376605	07/22/2021	1,631.00	MULTICARE HEALTH SYSTEM
01	CHK	00376606	07/22/2021	181.82	O'REILLY AUTO PARTS
01	CHK	00376607	07/22/2021	1,499.37	OWEN EQUIPMENT
01	CHK	00376608	07/22/2021	292,886.00	PIERCE COUNTY BUDGET & FINANCE
01	CHK	00376609	07/22/2021	495.90	POWDER COATING SYSTEMS
01	CHK	00376610	07/22/2021	294.85	PUGET SOUND ENERGY
01	CHK	00376611	07/22/2021	1,639.00	PURCELL TIRE & RUBBER COMPANY
01	CHK	00376612	07/22/2021	1,151.31	QUADIENT LEASING USA INC
01	CHK	00376613	07/22/2021	213.00	RACHEL PEREA
01	CHK	00376614	07/22/2021	544.50	REX PEGG FABRICS INC
01	CHK	00376615	07/22/2021	578.72	SHERWIN-WILLIAMS (LKWD, CEDR)
01	CHK	00376616	07/22/2021	4,459.35	SMITH FIRE SYSTEMS INC
01	CHK	00376617	07/22/2021	462.00	SNAP-ON TOOLS - Robert Mustain
01	CHK	00376618	07/22/2021	138.00	TERESA BARIQUIT
01	CHK	00376619	07/22/2021	1,020.00	TOWN SQUARE PUBLICATIONS LLC
01	CHK	00376620	07/22/2021	2,765.96	UNITED SITE SERVICES (Everson)
01	CHK	00376621	07/22/2021	529.00	YING JIN
01	CHK	00376622	07/29/2021	90.43	BEN'S CLEANER SALES INC
01	CHK	00376623	07/29/2021	911.60	CHAPTER 13 TRUSTEE
01	CHK	00376624	07/29/2021	7,230.43	CITY TREASURER - TPU
01	CHK	00376625	07/29/2021	5,766.76	CITY TREASURER - TPU
01	CHK	00376626	07/29/2021	150.25	COMCAST
01	CHK	00376627	07/29/2021	217.61	COPIERS NORTHWEST INC
01	CHK	00376628	07/29/2021	269.60	CRAIG GLOVER
01	CHK	00376629	07/29/2021	204.58	CREATIVE BUS SALES
01	CHK	00376630	07/29/2021	494.54	CRT TOOLS
01	CHK	00376631	07/29/2021	2,510.00	CURVED GLASS COMPANY
01	CHK	00376632	07/29/2021	127.07	DAVIS DOOR
01	CHK	00376633	07/29/2021	700.20	ENERGY SYSTEMS MANAGEMENT/TRS
01	CHK	00376634	07/29/2021	21.03	FEDERAL EXPRESS CORP
01	CHK	00376635	07/29/2021	1,998.68	GENES TOWING CORP
01	CHK	00376636	07/29/2021	220.00	INTERNAL REVENUE SERVICE
01	CHK	00376637	07/29/2021	24.65	K-D-L HARDWARE SUPPLY INC
01	CHK	00376638	07/29/2021	2,322.59	LAKEVIEW LIGHT & POWER CO
01	CHK	00376639	07/29/2021	186.83	MELLUM'S MOBILE SERVICE
01	CHK	00376640	07/29/2021	2,122.15	MICHAEL G MALAIER
01	CHK	00376641	07/29/2021	41.70	NICHOLAS CAPERS
01	CHK	00376642	07/29/2021	185.82	NORBAR TORQUE TOOLS
01	CHK	00376643	07/29/2021	43.54	O'REILLY AUTO PARTS

01	CHK	00376644	07/29/2021	1.36 OWEN EQUIPMENT
01	CHK	00376645	07/29/2021	219.76 PARKLAND LIGHT & WATER CO
01	CHK	00376646	07/29/2021	71,118.72 PEASE & SONS INC
01	CHK	00376647	07/29/2021	524.75 PENINSULA LIGHT
01	CHK	00376648	07/29/2021	46,656.78 PIERCE COUNTY BUDGET & FINANCE
01	CHK	00376649	07/29/2021	1,172.25 PUGET SOUND ENERGY
01	CHK	00376650	07/29/2021	2,500.00 QUEBEC INC
01	CHK	00376651	07/29/2021	307.13 REX PEGG FABRICS INC
01	CHK	00376652	07/29/2021	1,027.40 SNAP-ON TOOLS - Robert Mustain
01	CHK	00376653	07/29/2021	549.00 SNIDER ENERGY
01	CHK	00376654	07/29/2021	31,152.50 SM STEMPEL ARCHITECTS PLLC
01	CHK	00376655	07/29/2021	690.71 UNITED SITE SERVICES (Everson)
01	CHK	00376656	07/29/2021	7,430.29 VERIZON WIRELESS
01	CHK	00376657	07/29/2021	7,559.39 VERIZON WIRELESS
01	CHK	00376658	07/29/2021	813.18 VERIZON WIRELESS
01	CHK	00376659	07/29/2021	7,487.65 VERIZON WIRELESS
01	CHK	00376660	07/29/2021	2,603.50 VERIZON WIRELESS
01	CHK	00376661	07/29/2021	56.00 WA ST DEPT OF ECOLOGY
01	CHK	00376662	07/29/2021	1,982.50 WA ST DEPT OF L&I - ELEVATOR
01	CHK	00376663	07/29/2021	888.02 EMPLOYMENT SECURITY DEPT WASHI
01	CHK	00376664	07/29/2021	1,678.97 WALTER E NELSON CO.
01	CHK	00376665	07/29/2021	109.45 WOODWARD EQUIPMENT
01	CHK	00376666	07/29/2021	171.84 WURTH USA INC
01	EFT	00007887	07/01/2021	1,865.00 A CUSTOMER'S POINT OF VIEW
01	EFT	00007888	07/01/2021	1,477,982.95 ABSHER CONSTRUCTION COMPANY
01	EFT	00007889	07/01/2021	102.58 ADAM DAVIS
01	EFT	00007890	07/01/2021	75,739.33 ASSOCIATED PETROLEUM
01	EFT	00007891	07/01/2021	4,305.15 BATTERY SYSTEMS
01	EFT	00007892	07/01/2021	5,418.73 BRIDGESTONE AMERICA
01	EFT	00007893	07/01/2021	192.87 CHRISTOPHER PETERS
01	EFT	00007894	07/01/2021	318.88 CINTAS FIRE PROTECTION
01	EFT	00007895	07/01/2021	134.14 COMMERCIAL BRAKE & CLUTCH
01	EFT	00007896	07/01/2021	9,421.98 CUMMINS INC
01	EFT	00007897	07/01/2021	83.88 CUMMINS-ALLISON CORP
01	EFT	00007898	07/01/2021	1,765.44 ELTEC SYSTEMS LLC
01	EFT	00007899	07/01/2021	897.16 FINISHMASTER, INC
01	EFT	00007900	07/01/2021	21.25 FREIGHTLINER NORTHWEST PACIFIC
01	EFT	00007901	07/01/2021	3,015.33 GENFARE
01	EFT	00007902	07/01/2021	25,589.75 GILLIG LLC
01	EFT	00007903	07/01/2021	1,743.74 GRAINGER
01	EFT	00007904	07/01/2021	162.79 GROENEVELD LUBRICATION SOLUTIO
01	EFT	00007905	07/01/2021	600.00 INTERCITY TRANSIT
01	EFT	00007906	07/01/2021	2,550.40 IWG TOWERS ASSETS I LLC
01	EFT	00007907	07/01/2021	190.57 JASON EDWARDS
01	EFT	00007908	07/01/2021	1,393.15 WESTERN FLUID COMPONENTS
01	EFT	00007909	07/01/2021	660.00 KIDDER MATHEWS, INC.
01	EFT	00007910	07/01/2021	597.84 KORUM FORD
01	EFT	00007911	07/01/2021	21,680.74 KPFF CONSULTING ENGINEERS
01	EFT	00007912	07/01/2021	103.44 LARSCO INC
01	EFT	00007913	07/01/2021	5,330.15 PEOPLEFLUENT INC
01	EFT	00007914	07/01/2021	3,108.64 MALLORY SAFETY & SUPPLY LLC
01	EFT	00007915	07/01/2021	3,938.75 MAYES TESTING ENGINEERS INC
01	EFT	00007916	07/01/2021	8,624.72 MB ELECTRIC LLC
01	EFT	00007917	07/01/2021	76.05 MCGUIRE BEARING CO
01	EFT	00007918	07/01/2021	1,575.78 MOHAWK MFG & SUPPLY
01	EFT	00007919	07/01/2021	105.57 MOOD MEDIA
01	EFT	00007920	07/01/2021	287.53 MUNCIE RECLAMATION & SUPPLY CO
01	EFT	00007921	07/01/2021	1,290.00 NAVIA BENEFIT SOLUTIONS
01	EFT	00007922	07/01/2021	1,201.20 NORTHWEST LIFT & EQUIPMENT
01	EFT	00007923	07/01/2021	2,798.81 PACIFIC POWER PRODUCTS
01	EFT	00007924	07/01/2021	216.69 PRINT NW
01	EFT	00007925	07/01/2021	785.51 QUALITY PRESS
01	EFT	00007926	07/01/2021	2,679.11 R E AUTO ELECTRIC
01	EFT	00007927	07/01/2021	320.47 SCHETKY NORTHWEST SALES INC
01	EFT	00007928	07/01/2021	864.27 SEATTLE AUTOMOTIVE DIST.
01	EFT	00007929	07/01/2021	649.00 SITECRAFTING INC.
01	EFT	00007930	07/01/2021	138,447.38 SOUND TRANSIT
01	EFT	00007931	07/01/2021	1,704.73 STANDARD PARTS CORP

01	EFT	00007932	07/01/2021	1,093.19	STAPLES
01	EFT	00007933	07/01/2021	139.14	STEVE ADAMS
01	EFT	00007934	07/01/2021	5,186.00	SUMMIT LAW GROUP PLLC
01	EFT	00007935	07/01/2021	1,260.00	SUPERION LLC
01	EFT	00007936	07/01/2021	466.87	TACOMA DODGE CHRYSLER JEEP
01	EFT	00007937	07/01/2021	1,268.78	TACOMA SCREW
01	EFT	00007938	07/01/2021	596.71	TENNANT
01	EFT	00007939	07/01/2021	29,513.21	THE AFTERMARKET PARTS CO LLC
01	EFT	00007940	07/01/2021	4,683.61	UNIFIRST CORPORATION
01	EFT	00007941	07/01/2021	30,456.35	WEST PIERCE FIRE & RESCUE
01	EFT	00007942	07/01/2021	11,776.74	WESTERN PETERBILT
01	EFT	00007943	07/01/2021	107.44	WILLIAMS OIL FILTER
01	EFT	00007944	07/01/2021	26,628.31	WOOD HARBINGER INC
01	EFT	00007945	07/02/2021	472,974.23	FIRST TRANSIT
01	EFT	00007946	07/08/2021	589.29	A & E IMAGING
01	EFT	00007947	07/08/2021	28,627.00	ACI CUSTODIAL INC
01	EFT	00007948	07/08/2021	1,574.30	ALLSTREAM
01	EFT	00007949	07/08/2021	67.22	AMB TOOLS & EQUIPMENT
01	EFT	00007950	07/08/2021	244.39	APPLIED INDUSTRIAL TECHNOLOGIE
01	EFT	00007951	07/08/2021	47,215.03	ASSOCIATED PETROLEUM
01	EFT	00007952	07/08/2021	590.78	BATTERY SYSTEMS
01	EFT	00007953	07/08/2021	141.09	COMMERCIAL BRAKE & CLUTCH
01	EFT	00007954	07/08/2021	3,599.19	CUMMINS INC
01	EFT	00007955	07/08/2021	250.00	CYBERSOURCE CORP.
01	EFT	00007956	07/08/2021	3,064.76	DIAMOND PARKING SERVICES LLC
01	EFT	00007957	07/08/2021	1,191.11	DKS ASSOCIATES
01	EFT	00007958	07/08/2021	3,351.00	DRUG FREE BUSINESS
01	EFT	00007959	07/08/2021	934.00	ENVIROISSUES
01	EFT	00007960	07/08/2021	44.81	FERGUSON
01	EFT	00007961	07/08/2021	5,566.59	FINISHMASTER, INC
01	EFT	00007962	07/08/2021	31.98	FREIGHTLINER NORTHWEST PACIFIC
01	EFT	00007963	07/08/2021	7,331.49	GALLS LLC
01	EFT	00007964	07/08/2021	2,277.03	GTT COMMUNICATIONS
01	EFT	00007965	07/08/2021	44,332.32	GILLIG LLC
01	EFT	00007966	07/08/2021	1,523.76	GRAINGER
01	EFT	00007967	07/08/2021	6,785.45	GRANITE CONSTRUCTION COMPANY
01	EFT	00007968	07/08/2021	16,518.51	LIBERTY MUTUAL GROUP INC
01	EFT	00007969	07/08/2021	226.48	WESTERN FLUID COMPONENTS
01	EFT	00007970	07/08/2021	15,097.91	JENCO DEVELOPMENT
01	EFT	00007971	07/08/2021	1,362.50	KIDDER MATHEWS, INC.
01	EFT	00007972	07/08/2021	461.58	LYTX INC
01	EFT	00007973	07/08/2021	297.10	MALLORY SAFETY & SUPPLY LLC
01	EFT	00007974	07/08/2021	662.81	MOHAWK MFG & SUPPLY
01	EFT	00007975	07/08/2021	1,078.91	MUNCIE RECLAMATION & SUPPLY CO
01	EFT	00007976	07/08/2021	126.75	NORTHWEST LIFT & EQUIPMENT
01	EFT	00007977	07/08/2021	950.42	OPEN SQUARE
01	EFT	00007978	07/08/2021	1,737.34	PACIFIC POWER PRODUCTS
01	EFT	00007979	07/08/2021	38,033.33	PARAMETRIX ENGINEERING
01	EFT	00007980	07/08/2021	406.73	PRINT NW
01	EFT	00007981	07/08/2021	3,204.43	QUADIENT FINANCE USA INC
01	EFT	00007982	07/08/2021	2,826.10	R E AUTO ELECTRIC
01	EFT	00007983	07/08/2021	259,405.30	SAYBR CONTRACTORS INC
01	EFT	00007984	07/08/2021	3,310.92	SOUTH TACOMA GLASS
01	EFT	00007985	07/08/2021	370.97	STANDARD PARTS CORP
01	EFT	00007986	07/08/2021	1,797.70	STAPLES
01	EFT	00007987	07/08/2021	470.98	STELLAR INDUSTRIAL
01	EFT	00007988	07/08/2021	675.00	SUPERION LLC
01	EFT	00007989	07/08/2021	739.34	TACOMA DODGE CHRYSLER JEEP
01	EFT	00007990	07/08/2021	198.67	TACOMA SCREW
01	EFT	00007991	07/08/2021	29,743.81	THE AFTERMARKET PARTS CO LLC
01	EFT	00007992	07/08/2021	40,271.00	JEANNETTE TWITTY
01	EFT	00007993	07/08/2021	316.51	VEHICLE MAINTENANCE PROGRAM
01	EFT	00007994	07/08/2021	2,910.26	WESTERN PETERBILT
01	EFT	00007995	07/08/2021	32.00	WILLIAM KESSLER
01	EFT	00007996	07/08/2021	2,062.19	WILLIAMS OIL FILTER
01	EFT	00007997	07/08/2021	546,079.12	WSP USA, INC.
01	EFT	00007998	07/01/2021	64,375.96	GREAT WEST RETIREMENT
01	EFT	00007999	07/01/2021	197,525.75	ICMA RETIREMENT

01	EFT	00008000	07/01/2021	14,055.30	NAVIA BENEFIT SOLUTIONS
01	EFT	00008001	07/01/2021	7,854.19	TACOMA EMPLOYEES RETIREMENT SY
01	EFT	00008002	07/01/2021	6,281.27	WA ST CHILD SUPPORT REGISTRY
01	EFT	00008003	07/15/2021	2,740.00	A CUSTOMER'S POINT OF VIEW
01	EFT	00008004	07/15/2021	306.84	AIRGAS-NOR PAC INC
01	EFT	00008005	07/15/2021	488.27	ALLSTREAM
01	EFT	00008006	07/15/2021	306.96	ANGI ENERGY SYSTEMS
01	EFT	00008007	07/15/2021	89,753.94	ASSOCIATED PETROLEUM
01	EFT	00008008	07/15/2021	1,176,742.03	AWC
01	EFT	00008009	07/15/2021	4.96	BATTERIES PLUS
01	EFT	00008010	07/15/2021	227.84	BATTERY SYSTEMS
01	EFT	00008011	07/15/2021	81.26	BLANCHARD AUTO ELECTRIC CO
01	EFT	00008012	07/15/2021	380.36	CINTAS FIRE PROTECTION
01	EFT	00008013	07/15/2021	1,487.21	COMMERCIAL BRAKE & CLUTCH
01	EFT	00008014	07/15/2021	14,547.87	CUMMINS INC
01	EFT	00008015	07/15/2021	2,995.00	ANA LABORATORIES INC
01	EFT	00008016	07/15/2021	1,342.51	FINISHMASTER, INC
01	EFT	00008017	07/15/2021	1,087.51	FREIGHTLINER NORTHWEST PACIFIC
01	EFT	00008018	07/15/2021	27,114.36	GILLIG LLC
01	EFT	00008019	07/15/2021	2,211.43	GRAINGER
01	EFT	00008020	07/15/2021	58,067.24	HIGH LINE SOFTWARE INC
01	EFT	00008021	07/15/2021	417.28	LARSCO INC
01	EFT	00008022	07/15/2021	1,708.02	MALLORY SAFETY & SUPPLY LLC
01	EFT	00008023	07/15/2021	48,285.11	MEDSTAR CABULANCE INC
01	EFT	00008024	07/15/2021	315.02	MOHAWK MFG & SUPPLY
01	EFT	00008025	07/15/2021	5,208.16	MYPAD3D INC
01	EFT	00008026	07/15/2021	179.03	NEOPART TRANSIT LLC
01	EFT	00008027	07/15/2021	1,420.95	NORTHWEST LIFT & EQUIPMENT
01	EFT	00008028	07/15/2021	10,296.17	OPEN SQUARE
01	EFT	00008029	07/15/2021	354.66	PACIFIC POWER PRODUCTS
01	EFT	00008030	07/15/2021	18.41	PACIFIC WELDING SUPPLY INC
01	EFT	00008031	07/15/2021	1,658.24	R E AUTO ELECTRIC
01	EFT	00008032	07/15/2021	181,854.94	SAYBR CONTRACTORS INC
01	EFT	00008033	07/15/2021	508.29	SCHETKY NORTHWEST SALES INC
01	EFT	00008034	07/15/2021	232.30	SEATTLE AUTOMOTIVE DIST.
01	EFT	00008035	07/15/2021	3,202.42	SOUND TRANSIT
01	EFT	00008036	07/15/2021	15,400.00	SOUTH SOUND 911
01	EFT	00008037	07/15/2021	78.21	STANDARD PARTS CORP
01	EFT	00008038	07/15/2021	1,540.14	STAPLES
01	EFT	00008039	07/15/2021	14.74	TACOMA SCREW
01	EFT	00008040	07/15/2021	1,805.00	TECHNICAL SECURITY INTEGRATION
01	EFT	00008041	07/15/2021	4,138.74	THE AFTERMARKET PARTS CO LLC
01	EFT	00008042	07/15/2021	1,422.81	REDDAWAY
01	EFT	00008043	07/15/2021	5,716.01	VIX TECHNOLOGY USA INC
01	EFT	00008044	07/15/2021	826.96	WAXIE SANITARY SUPPLY
01	EFT	00008045	07/15/2021	7,158.45	WESTERN PETERBILT
01	EFT	00008046	07/15/2021	10.65	WILLIAMS OIL FILTER
01	EFT	00008047	07/15/2021	83,539.36	GREAT WEST RETIREMENT
01	EFT	00008048	07/15/2021	201,079.93	ICMA RETIREMENT
01	EFT	00008049	07/15/2021	16,366.74	NAVIA BENEFIT SOLUTIONS
01	EFT	00008050	07/15/2021	9,312.40	TACOMA EMPLOYEES RETIREMENT SY
01	EFT	00008051	07/15/2021	5,944.90	WA ST CHILD SUPPORT REGISTRY
01	EFT	00008052	07/16/2021	92,789.21	US BANK CORPORATE PAYMENT SYST
01	EFT	00008053	07/22/2021	5,699.31	WA ST DEPT OF REVENUE
01	EFT	00008054	07/22/2021	4,265.50	CSCHED
01	EFT	00008055	07/22/2021	80.88	AIRGAS-NOR PAC INC
01	EFT	00008056	07/22/2021	125,809.69	ASSOCIATED PETROLEUM
01	EFT	00008057	07/22/2021	13,369.17	ATWORK! COMMERCIAL ENTERPRISES
01	EFT	00008058	07/22/2021	81.00	BLANCHARD AUTO ELECTRIC CO
01	EFT	00008059	07/22/2021	412.43	COMMERCIAL BRAKE & CLUTCH
01	EFT	00008060	07/22/2021	18,631.12	CUMMINS INC
01	EFT	00008061	07/22/2021	14,031.15	DELL USA LP
01	EFT	00008062	07/22/2021	251.42	FINISHMASTER, INC
01	EFT	00008063	07/22/2021	778.90	FREIGHTLINER NORTHWEST PACIFIC
01	EFT	00008064	07/22/2021	103,888.13	GENFARE
01	EFT	00008065	07/22/2021	30,225.30	GILLIG LLC
01	EFT	00008066	07/22/2021	5,750.00	GORDON THOMAS HONEYWELL
01	EFT	00008067	07/22/2021	1,882.49	GRAINGER

01	EFT	00008068	07/22/2021	1,435.24	HERITAGE-CRYSTAL CLEAN LLC
01	EFT	00008069	07/22/2021	4,990.00	HIGH LINE SOFTWARE INC
01	EFT	00008070	07/22/2021	147.83	JUSTIN MILLER
01	EFT	00008071	07/22/2021	96.50	WESTERN FLUID COMPONENTS
01	EFT	00008072	07/22/2021	384.00	KIMBERLY M ROSCOE
01	EFT	00008073	07/22/2021	77.15	KORUM FORD
01	EFT	00008074	07/22/2021	176.22	LARSCO INC
01	EFT	00008075	07/22/2021	750.00	LONE FIR CREATIVE
01	EFT	00008076	07/22/2021	368.64	LUMINATOR MASS TRANSIT LLC
01	EFT	00008077	07/22/2021	283.28	MCGUIRE BEARING CO
01	EFT	00008078	07/22/2021	7,621.27	MEDSTAR CABULANCE INC
01	EFT	00008079	07/22/2021	216.22	MINUTEMAN PRESS
01	EFT	00008080	07/22/2021	1,957.38	MOHAWK MFG & SUPPLY
01	EFT	00008081	07/22/2021	615.44	MOTOROLA SOLUTIONS, INC.
01	EFT	00008082	07/22/2021	936.84	MUNCIE RECLAMATION & SUPPLY CO
01	EFT	00008083	07/22/2021	492.00	NATIONAL TESTING NETWORK
01	EFT	00008084	07/22/2021	213.10	NORTHWEST PUMP & EQUIPMENT CO
01	EFT	00008085	07/22/2021	249.00	OUTFITTER SATELLITE INC
01	EFT	00008086	07/22/2021	324.63	PACIFIC POWER PRODUCTS
01	EFT	00008087	07/22/2021	5,126.16	PACIFICA LAW GROUP
01	EFT	00008088	07/22/2021	14,905.19	PERFICIENT INC
01	EFT	00008089	07/22/2021	1,559.55	QUALITY PRESS
01	EFT	00008091	07/22/2021	2,798.32	R E AUTO ELECTRIC
01	EFT	00008092	07/22/2021	4,335.85	RED WING SHOE STORE
01	EFT	00008093	07/22/2021	36,712.21	REDMON GROUP INC.
01	EFT	00008094	07/22/2021	467.58	SAMBA HOLDINGS INC
01	EFT	00008095	07/22/2021	169.78	SCHETKY NORTHWEST SALES INC
01	EFT	00008096	07/22/2021	261.84	SEATTLE AUTOMOTIVE DIST.
01	EFT	00008097	07/22/2021	488,184.29	SHI INTERNATIONAL CORP
01	EFT	00008098	07/22/2021	1,786.50	SITECRAFTING INC.
01	EFT	00008099	07/22/2021	11,727.95	SOUND TRANSIT
01	EFT	00008100	07/22/2021	225.00	MARK W MEROD
01	EFT	00008101	07/22/2021	387.76	SOUTH TACOMA GLASS
01	EFT	00008102	07/22/2021	602.99	STANDARD PARTS CORP
01	EFT	00008103	07/22/2021	188.10	STAPLES
01	EFT	00008104	07/22/2021	2,520.00	SUPERION LLC
01	EFT	00008105	07/22/2021	4,732.99	TACOMA COMMUNITY COLLEGE
01	EFT	00008106	07/22/2021	1,763.42	TACOMA DODGE CHRYSLER JEEP
01	EFT	00008107	07/22/2021	964.46	TACOMA SCREW
01	EFT	00008108	07/22/2021	10,601.97	TECHNICAL SECURITY INTEGRATION
01	EFT	00008109	07/22/2021	19,871.20	THE AFTERMARKET PARTS CO LLC
01	EFT	00008110	07/22/2021	349.78	THOMSON REUTERS-WEST
01	EFT	00008111	07/22/2021	137.84	TITUS WILL FORD INC
01	EFT	00008112	07/22/2021	7,188.15	UNIFIRST CORPORATION
01	EFT	00008113	07/22/2021	60,871.44	UNITED ENERGY TRADING LLC
01	EFT	00008114	07/22/2021	6,545.03	VIX TECHNOLOGY USA INC
01	EFT	00008115	07/22/2021	12,995.00	WA ST AUDITOR
01	EFT	00008116	07/22/2021	6,453.00	WA ST TRANSIT INSURANCE POOL
01	EFT	00008117	07/22/2021	25,772.02	WESTERN PETERBILT
01	EFT	00008118	07/22/2021	136.06	WILLIAMS OIL FILTER
01	EFT	00008119	07/22/2021	2,285.73	XEROX FINANCIAL SERVICES
01	EFT	00008120	07/29/2021	170.75	AMERICAN SEATING
01	EFT	00008121	07/29/2021	70,839.20	ASSOCIATED PETROLEUM
01	EFT	00008122	07/29/2021	4,550.46	BATTERY SYSTEMS
01	EFT	00008123	07/29/2021	1,119.55	BJG ELECTRONICS INC
01	EFT	00008124	07/29/2021	234.92	BRAUN CORPORATION
01	EFT	00008125	07/29/2021	233.00	CHEVRON PRODUCTS CO.
01	EFT	00008126	07/29/2021	512.00	CHRISTOPHER BEALE
01	EFT	00008127	07/29/2021	319.18	CINTAS FIRE PROTECTION
01	EFT	00008128	07/29/2021	85.11	COMMERCIAL BRAKE & CLUTCH
01	EFT	00008129	07/29/2021	12,479.62	CUMMINS INC
01	EFT	00008130	07/29/2021	823.01	DRIVELINES NW INC
01	EFT	00008131	07/29/2021	170.39	FREIGHTLINER NORTHWEST PACIFIC
01	EFT	00008132	07/29/2021	9,835.90	GALLS LLC
01	EFT	00008133	07/29/2021	682.88	GARDA CL NORTHWEST INC
01	EFT	00008134	07/29/2021	5,302.42	GILLIG LLC
01	EFT	00008135	07/29/2021	3,991.51	GRAINGER
01	EFT	00008136	07/29/2021	453.37	HERITAGE-CRYSTAL CLEAN LLC

01	EFT	00008137	07/29/2021	142,411.21	HUITT-ZOLLARS INC.
01	EFT	00008138	07/29/2021	918.87	INTELLICORP RECORDS INC
01	EFT	00008139	07/29/2021	5,240.50	IPKEYS TECHNOLOGIES LLC
01	EFT	00008140	07/29/2021	512.00	JASON M WHALEN
01	EFT	00008141	07/29/2021	512.00	JOHN G PALMER
01	EFT	00008142	07/29/2021	37,393.87	K & L GATES
01	EFT	00008143	07/29/2021	55.20	WESTERN FLUID COMPONENTS
01	EFT	00008144	07/29/2021	61.76	KLEEN BLAST
01	EFT	00008145	07/29/2021	43.62	KORUM FORD
01	EFT	00008146	07/29/2021	8,187.07	KPFF CONSULTING ENGINEERS
01	EFT	00008147	07/29/2021	33.70	LORI CLARK
01	EFT	00008148	07/29/2021	24.00	LUMINATOR MASS TRANSIT LLC
01	EFT	00008149	07/29/2021	5,095.65	MALLORY SAFETY & SUPPLY LLC
01	EFT	00008150	07/29/2021	2,256.25	MAYES TESTING ENGINEERS INC
01	EFT	00008151	07/29/2021	639.87	MINUTEMAN PRESS
01	EFT	00008152	07/29/2021	811.52	MOHAWK MFG & SUPPLY
01	EFT	00008153	07/29/2021	3,948.76	MUNCIE RECLAMATION & SUPPLY CO
01	EFT	00008154	07/29/2021	9,956.14	PACIFIC POWER PRODUCTS
01	EFT	00008155	07/29/2021	24,622.00	PARAMETRIX ENGINEERING
01	EFT	00008156	07/29/2021	536.14	QUALITY PRESS
01	EFT	00008157	07/29/2021	2,116.33	R E AUTO ELECTRIC
01	EFT	00008158	07/29/2021	147.83	RED WING SHOE STORE
01	EFT	00008159	07/29/2021	464.16	SEATTLE AUTOMOTIVE DIST.
01	EFT	00008160	07/29/2021	242.00	SIR SPEEDY
01	EFT	00008161	07/29/2021	369.60	SOUND TRANSIT
01	EFT	00008162	07/29/2021	600.60	SOUTH TACOMA GLASS
01	EFT	00008163	07/29/2021	1,174.93	STANDARD PARTS CORP
01	EFT	00008164	07/29/2021	1,902.51	STAPLES
01	EFT	00008165	07/29/2021	4,223.00	SUMMIT LAW GROUP PLLC
01	EFT	00008166	07/29/2021	534.09	TACOMA DODGE CHRYSLER JEEP
01	EFT	00008167	07/29/2021	320.93	TACOMA SCREW
01	EFT	00008168	07/29/2021	11,373.26	TECHNICAL SECURITY INTEGRATION
01	EFT	00008169	07/29/2021	15,975.19	THE AFTERMARKET PARTS CO LLC
01	EFT	00008170	07/29/2021	136.21	TITUS WILL FORD INC
01	EFT	00008171	07/29/2021	1,014.38	UNIFIRST CORPORATION
01	EFT	00008172	07/29/2021	1,978.20	VEHICLE MAINTENANCE PROGRAM
01	EFT	00008173	07/29/2021	2,225.69	WESTERN PETERBILT
01	EFT	00008174	07/29/2021	277.21	WILLIAMS OIL FILTER
01	EFT	00008175	07/29/2021	27,712.86	WOOD HARBINGER INC
Total Payments				<u>\$8,337,411.03</u>	

**PIERCE TRANSIT
BOARD OF COMMISSIONERS
SPECIAL BOARD MEETING MINUTES**

July 7, 2021

CALL TO ORDER

Chair Campbell called the special board meeting to order at 1:05 p.m.

ROLL CALL

Commissioners present:

Marty Campbell, Vice Chair of the Board, Pierce County Councilmember (*arrived at 1:40 p.m.*)
Chris Beale, City of Tacoma Councilmember
Kent Keel, City of University Councilmember (*representing University Place and Fircrest*)
Ryan Mello, Pierce County Councilmember
John Palmer, Deputy Mayor for City of Puyallup (*representing Puyallup and Edgewood*)
Kim Roscoe, Mayor of Fife (*representing Fife/Milton/ Pacific/Auburn/Gig Harbor/
Ruston/Steilacoom*)
Kristina Walker, City of Tacoma Councilmember
Jason Whalen, Deputy Mayor for City of Lakewood
Victoria Woodards, Chair of the Board, Mayor of the City of Tacoma

Staff present:

Amy Cleveland, Interim Chief Executive Officer
Deanne Jacobson, Clerk of the Board
Brittany Carbullido, Assistant to the CEO/Deputy Clerk of the Board

Others present:

Marissa Karras, Karras Consulting
Dennis Karras, Karras Consulting

Welcoming Remarks

Vice Chair Walker welcomed attendees and thanked them for attending today's meeting. He announced that today's meeting was called to order so that the Board may continue to deliberate and evaluate the qualifications of the CEO Candidates, which will be conducted in Executive Session and will be closed to the public.

She also noted that when the Board returns to open session today, it will not be taking any final action or final disposition with regards to selecting a new CEO; however, the Board may give direction to staff on next steps in the CEO selection process.

Vice Chair Walker thanked the candidates and employees for their patience as the Board continues its important work of selecting the candidate that is right for Pierce Transit and the community.

EXECUTIVE SESSION

At 1:06 p.m., Vice Chair Walker recessed the meeting into Executive Session for approximately one hour to further deliberate and evaluate the qualifications of the CEO Candidates, pursuant to RCW 42.30.110 (1) (g). (*Chair Campbell joined the executive session arrived at 1:40 p.m.*)

At 2:06 p.m., it was announced to attendees that the executive session meeting will be extended 45 minutes.

At 2:55 p.m., it was announced to attendees that the executive session meeting will be extended 15 minutes.

RECONVENE/ADJOURNMENT

The special meeting was reconvened at 3:20 p.m. Chair Campbell noted that there is no action scheduled for this meeting. The Board may potentially take action with regards to the selection of a CEO candidate at the July 12, 2021 regular meeting. (*Commissioners Campbell, Walker, Beale, Mello, and Keel returned from Executive Session.*)

Seeing that no further business is needed, Chair Campbell adjourned the meeting at 3:21 p.m.

Deanne Jacobson
Clerk of the Board

Marty Campbell, Chair
Board of Commissioners

**PIERCE TRANSIT
BOARD OF COMMISSIONERS
REGULAR MEETING MINUTES**

July 12, 2021

CALL TO ORDER

Chair Campbell called the regular board meeting to order at 4:04 p.m.

ROLL CALL

Commissioners present:

Chris Beale, City of Tacoma Councilmember
Marty Campbell, Chair of the Board, Pierce County Councilmember
Kent Keel, City of University Councilmember (*representing University Place and Fircrest*)
Ryan Mello, Pierce County Councilmember
John Palmer, Deputy Mayor for City of Puyallup (*representing Puyallup and Edgewood*)
Kim Roscoe, Mayor of Fife (*representing Fife/Milton/ Pacific/Auburn/Gig Harbor/
Ruston/Steilacoom*)
Kristina Walker, Vice Chair of the Board, City of Tacoma Councilmember
Jason Whalen, City of Lakewood Deputy Mayor
Victoria Woodards, Chair of the Board, Mayor of the City of Tacoma

Staff present:

Amy Cleveland, Interim Chief Executive Officer
Deanne Jacobson, Clerk of the Board
Aaron Millstein, General Counsel from K&L Gates
Brittany Carbullido, Assistant to the CEO/Deputy Clerk of the Board

OPENING REMARKS AND HOUSEKEEPING ITEMS

Chair Campbell welcomed board members, staff, and citizens to the virtual meeting and provided instructions for participation to attendees.

SPECIAL BUSINESS

- 1. Federal and State Legislative Update and Authorizing Resolution No. 2021-007, Commemorating Representative Jake Fey, Representative Mari Leavitt, Representative Dan Bronoske, and Senator T’wina Nobles for Their Transit Support and Advocacy in Pierce County During the 2021 State Legislative Session**

[Due to time constraints the Board proceeded with the commemoration portion of this agenda item, deferring the federal and state legislative update to later in the meeting.]

Government Relations Administrator Alex Mather presented on the item. Ms. Mather highlighted the legislators’ successful advocacy and securing of funds for various transit and mobility projects in the Pierce County region.

Ms. Mather thanked the legislators for their advocacy and noted that Pierce Transit is looking forward to continuing the relationship. (*Each legislator received a transit champion award.*)

The legislators expressed their thanks and gratitude for the recognition and spoke about the importance of transit mobility and mobility options for all citizens and the important role that Pierce Transit has in the community.

Representative Fey expressed appreciation for being recognized for the transit work and noted the legislators' work is not exclusive to supporting Pierce Transit, but to help make transit available to all communities throughout Washington especially to those who rely solely on transit for transportation. He encouraged the commissioners to speak with other members of the legislature to learn how strong the funding proposal for transit is this year and encouraged everyone to step up and ask for support of the House version of the Transportation package.

Chair Campbell thanked the legislators for their support and work on transportation matters and noted that Pierce Transit is fortunate to have a strong delegation.

Commissioner Keel thanked the legislators for their support and advocacy.

Commissioners Keel and Walker **moved** and seconded to approve Resolution No. 2021-007, commemorating Representative Jake Fey, Representative Mari Leavitt, Representative Dan Bronoske, and Senator T'wina Nobles for their Transit Support and Advocacy in Pierce County During the 2021 State Legislative Session and for being true champions of transit for the Pierce County region.

Motion **carried**, 9-0.

AGENDA REORDER

The agenda was reordered moving Item No. 2 from the Action Agenda relating to the Selection of a CEO Candidate to be addressed next on the agenda to ensure that all commissioners would be able to participate in the CEO selection process.

SPECIAL BUSINESS Cont'd

2. Discussion and Potential Selection and Offer of Employment to a Chief Executive Officer Candidate

Chair Campbell introduced the agenda item to select a new Chief Executive Officer.

Commissioner Woodards proposed that the Board recess into executive session for 15 minutes to discuss the qualifications of a CEO candidate.

EXECUTIVE SESSION

At 4:25 p.m., Commissioner Woodards and Keel **moved** and seconded to recess into executive session for approximately 15 minutes, pursuant to RCW 42.30.110 (1)(g) to evaluate the qualifications of applicants for public employment. It was noted that the Board will take formal action with regards to selecting a new CEO when it returns to open session.

Motion **carried**, 9.0.

At 4:40 p.m., the executive session was extended 10 minutes and the extension was announced to attendees.

(During executive session Commissioners Walker and Palmer were dropped from the Executive Session Zoom meeting due to technical difficulties.)

RECONVENE TO OPEN SESSION

At 4:55 p.m., Chair Campbell reconvened the meeting back to open session.

(At 4:55 p.m., Commissioner Palmer rejoined the meeting.)

Hearing no objection, Chair Campbell announced that the CEO selection agenda item will be addressed a little later today when all nine members of the board are present.

SPECIAL BUSINESS CONT'D

1. Federal and State Legislative Update Cont'd

Gordon Thomas Honeywell Government Affairs Consultant Hanna Jones provided an update on the 2021 State Legislative Session and the progress that is being made at the state level.

Jennifer Covino, President of Simon Company and lead advocate for federal affairs, provided a lengthy federal update and reported on the progress being making at the federal level with regards to funding of projects and earmarks for projects.

(At 5:22 p.m. Commissioner Walker rejoined the meeting.)

Chair Campbell thanked both lobbyist for keeping Pierce Transit front and center of their work.

Commissioner Keel thanked the lobbyist for their work and posed a few questions relating to funding that may become available to other transit agencies.

2. CEO Selection Cont'd

Commissioner Woodards thanked Karras Consulting for their efforts in leading the nationwide search and thanked the members of the CEO Search and Recruitment

Committee and the Board for their deliberations on this matter. She noted there is a bright future for this organization.

Commissioner Mello thanked Commissioner Woodards for leading the CEO recruitment process. He noted it was a rigorous process and noted the decision was hard to make.

Commissioner Roscoe expressed her appreciation for the work conducted by the Search and Recruitment Committee and noted she was impressed with the candidates. She noted that the Board has taken the selection process very seriously, taking into consideration a possible ballot measure next year and keeping a sincere eye on the employees.

Commissioner Whalen echoed thanks to the consultants for leading the agency through the process and noted that he appreciates the feedback received relating to the candidates.

Commissioner Keel thanked Karras Consulting for their efforts and reported that this is his second time participating in hiring a new Pierce Transit CEO and noted it has been a difficult decision both times.

Chair Campbell thanked all the people who were involved in the recruitment process and for bringing forward high-quality candidates. He extended his thanks and appreciation to the employees and members of the public who participated in the process.

Commissioners Woodards and Keel **moved** and seconded to authorize Karras Consulting to extend an offer of employment to Mike Griffus to serve as the Chief Executive Officer of Pierce Transit and together with Chair Campbell to negotiate an employment contract up to a salary range of \$250,000.00 along with an acceptable benefit package, subject to final approval of that employment agreement at the August 9, 2021 board meeting.

Various commissioners expressed that it was a difficult decision to decide between both candidates, noting that both candidates are extremely qualified, and that the agency is fortunate to have them both.

Chair Campbell thanked both candidates for their interest in the CEO position, noting that the agency continues to attract top talent.

Motion **carried**, 9-0.

PRESENTATIONS/UPDATES

1. 2nd Quarter Community Transportation Advisory Group

CTAG member Cody Bakken reported on the work and activities that the CTAG reviewed during the 2nd quarter of 2021. (*Commissioner Woodards left the meeting at 5:56 p.m.*)

2. Returning to In-Person Meetings; Hybrid Model

Chair Campbell opened discussion on the Board's pleasure for exploring a hybrid option to allow for a combination of virtual and in-person attendance for public meetings. He noted that Rules and Procedures around attending virtual meetings would need to be

created and suggested that they be vetted at the committee level prior to the Board approving them. He noted that this is an evolving topic and we expect that more guidance on this matter will become available over the next couple months.

(Commissioner Palmer left the meeting at 5:59 p.m.)

Chair Campbell also announced that the Federal Transportation Administration still requires masks to be worn at all transit facilities until September 13, 2021, so if the Board were to return to an in-person/hybrid model prior to September 13, all attendees present would be required to wear masks. He encouraged the commissioners to reach out to Clerk Jacobson about any ideas/thoughts they would like to share about the rules and procedures.

Commissioner Keel noted that he is in favor of exploring a hybrid model, but he would like to *(Commissioner Walker left the meeting at 6:00 p.m.)* wait until the mask mandate is lifted. He would like the committee meetings to be hybrid as well.

There was consensus amongst the commissioners to remain virtual and continue to look into providing a hybrid model.

3. Continued Discussion Regarding Pursuing a Ballot Measure to Increase Sales Tax Collections for Additional Bus Service

Chair Campbell noted that it was the Board's hope that a new Chief Executive Officer would have been hired by June to help shepherd a successful ballot measure for the November 2021 election.

He opened the floor for discussion and he also announced that if someone else has a different view, he would entertain a motion to move forward with a ballot measure for the November 2021 election.

Upon inquiry from Commissioner Whalen about the ballot timing, Commissioner Campbell suggested the agency would be looking at pursuing a ballot measure in spring or summer of 2022.

Commissioner Mello recommended waiting until November of 2022 to go to the ballot. It would allow more time for relationship building, more distance from the pandemic, and allow more time for the CEO to get grounded. He suggested the agency commit to the work early and not wait until summer to decide to go to ballot.

Commissioner Keel expressed support for waiting until 2022 and doing more educational outreach with people who do not realize the value of transit to a community.

At the close of discussion, there was Board consensus to not move forward with a November 2021 ballot measure.

PUBLIC COMMENT

Chair Campbell provided participation instructions to the public and opened public comment.

Clerk Jacobson announced that no written comments were received by the public for public comment today.

The following individual(s) spoke during public comment:

- Julian Wheeler, Chair of Pierce County Accessible Communities Advisory Committee, invited members and staff to attend the committee's next meeting on July 13 at 9:00 a.m. He reminded attendees that this committee may be able to expedite funding for mobility/access type projects and that the committee is always looking for new members and new ideas. He appreciates the board exploring a hybrid option.

Mr. Wheeler congratulated Mike Griffus for being selected the new CEO and thanked former CEO Sue Dreier for her service to the agency.

- Nancy Slotnick, Midland area resident and parent of an adult SHUTTLE rider, reported that she addressed the Board last month about the challenges of securing SHUTTLE rides for her son where there is a mismatch between the span of service and the origin and the destination of the route. She noted that the first 20 days of her son's new work schedule he was late six times, and she asked the Board to reflect on how secure a person's job would be with this type of reliability. She expressed frustration that the system isn't reliable and therefore is not useful. She noted that riders with disabilities want to be contributing members to their communities and that reliable transportation is critical to them achieving this goal.

She encouraged the agency to increase span of service for the Route 409 during the September service change.

Chair Campbell requested that staff reach out to Ms. Slotnick to make sure Pierce Transit understands the issue.

Public comment was closed.

CONSENT AGENDA

(Items listed below were distributed to Commissioners in advance for reading and study and are enacted with one motion. Item(s) may be moved to the Action Agenda at the request of a Commissioner.)

Commissioner Roscoe requested that Nos. 6, 8 and 9 of the consent agenda be moved to the Action Agenda.

Commissioners Roscoe and Keel **moved** and seconded to approve the consent agenda as amended.

Motion **carried**, 6-0.

1. Approval of Vouchers, June 1, 2021 – June 30, 2021
Operating Fund #10
Self-Insurance Fund #40
Capital Fund #90

Payment Nos. 376277 through 376447
Wire Nos. 7658 through 7886
No Advance Travel Checks
Total \$7,723,110.61

2. Approval of Minutes: June 4, 2021 Special Meeting; June 14, 2021, Regular Meeting; June 30, 2021, Special Meeting
3. Approval of Minutes: CEO Search and Recruitment Committee Meeting Minutes of May 28, 2021, June 3, 2021, and June 10, 2021
4. 2nd Quarter Sole Source Report and Contracts Over \$100,000.
5. FS 2021-036, Ratified Emergency Public Works Contract No. 1235 with TRS Mechanical to perform the repairs to Building 4 HVAC System in an amount not to exceed \$30,000.
6. ~~FS 2021-037, Increase the contract authority not to exceed amount by \$90,000 with Wood Harbinger, Contract No. 1038, to expand existing design services to allow for additional security cameras in various locations across the Pierce Transit System, for a new contract not to exceed authority amount of \$480,000.~~ **[Moved to the Action Agenda.]**
7. FS 2021-038, Authorized the Chief Executive Officer to execute Contract No. 1201 with Gillig, LLC, to purchase nine (9) forty-foot, low floor, CNG Coaches for a total not to exceed amount of \$5,673,146 plus a contingency of \$358,613 for an authorized expenditure of \$6,031,759.
8. ~~FS 2021-039, Increase the contract authority not to exceed amount by \$253,000 with Parametrix, Contract No. 1001, for GC/CM Advisory services for the Base Master Plan Implementation, for a new contract not to exceed authority amount of \$585,806.~~ **[Moved to the Action Agenda.]**
9. ~~FS 2021-040, Increase the contract authority not to exceed amount by 2,750,000 with Huitt Zollars, Inc., Contract No. PT 04-18, for Architectural and Engineering Design and Construction Support Services for the Base Master Plan Implementation Project Relating to Phase 1 of the New Maintenance Facility, for a new contract not to exceed authority amount of \$9,645,840.76.~~ **[Moved to the Action Agenda.]**

ACTION AGENDA

1. **FS 2021-041, Delegating Authority to the CEO to Negotiate and Agree to Settlements for Real Property Rights that Exceed the Appraisal of Just Compensation by \$50,000 or Less for the Pacific Avenue/SR 7 BRT Project and Direct Staff to Prepare a Quarterly Property Acquisition Status Report to the Board of Commissioners Detailing the Property Acquisition Expenditures vs. Property Acquisition Cost Estimate for the Pacific Avenue/SR 7 BRT Project**

Executive Director of Finance Brett Freshwaters presented on the item, noting this item came before the board at the June 14 board meeting, at which time the Board requested

that staff create a reporting element that can be shared with the Board that tracks property acquisition expenditures vs. property acquisition cost estimates before it approves the item.

Mr. Freshwaters provided additional background information as it relates to the property acquisition aspects of the project, noting that the agency has a steering team overseeing the acquisition process consisting of staff and consultants from Common Street, the firm hired to assist with the property acquisition process, and they have been meeting over the last eight to nine months.

He noted that staff proposed delegating authority to the CEO, or a designated staff person, to minimize the number of condemnation proceedings, to reduce costs and to help keep the project on track.

He noted that this proposal would apply to hundreds of small slivers of properties with valuations less than \$50,000, Mr. Freshwaters noted that this approach would help eliminate the time and costs associated with the property owner ordering their own appraisal for the property, which Pierce Transit would be required to pay for.

Senior Planner Janine Robinson reviewed a PowerPoint presentation showing the acquisition timeline, expenditure/contract authority levels of the Board, and threshold and authority levels of the respective properties affected by the BRT project. She noted that this project contains about 400 properties that will be affected by the acquisition process with acquisitions scheduled to begin in January 2022. She noted that there have been some adjustments to the BRT design that may require adjustments to the property acquisition timeline presented today. She noted that Pierce Transit is obligated to pay fair market value and must negotiate in good faith.

The commissioners reviewed a sample of the BRT Property Acquisition Status Quarterly Report and responded to questions about what the data in the report represents.

Commissioner Roscoe requested that staff add to the Report a running cost estimate of the properties that are not closed.

Executive Director of Finance Brett Freshwaters noted that original cost estimates for property acquisition were around \$8.5 million and that number will change.

Commissioners Roscoe and Keel **moved** and seconded to delegate authority to the CEO, or the CEO's designee, to negotiate and agree to settlements for real property rights that exceed the appraisal of just compensation by \$50,000 or less for the Pacific Avenue/SR 7 BRT Project; and direct staff to prepare a quarterly property acquisition status report to the Board of Commissioners detailing the property acquisition expenditures vs. property acquisition cost estimate for the Pacific Avenue/SR 7 BRT Project.

Motion **carried**, 6-0.

2. Authority to Increase the Contract Authority Not to Exceed Amount with Wood Harbinger, Contract No. 1038, to Expand Existing Design Services to Allow for Additional Security Cameras in Various locations Across the Pierce Transit System

Senior Construction Project Manager Hope Gibson presented on the item and reported that it was expected that additional cameras would be added, but the project had not advanced completely to make the determination where all the cameras would be needed. Additional walk-throughs deemed an additional 116 additional cameras are needed across the Pierce Transit system.

Commissioner Roscoe requested that agenda items that involve exceeding the contract authority amount not be placed on the consent agenda in the future.

Chair Campbell noted Commissioner's Roscoe's request about the consent agenda.

Commissioners Whalen and Mello moved and seconded to increase the contract authority not to exceed amount by \$90,000 with Wood Harbinger, Contract No. 1038, to expand existing design services to allow for additional security cameras in various locations across the Pierce Transit System, for a new contract not to exceed authority amount of \$480,000.

Motion carried, 6-0.

3. Authority to Increase the Contract Authority not to Exceed Amount with Parametrix, Contract No. 1001, for General Contractor/Construction Manager (GC/CM) Advisory Services for the Base Master Plan Implementation Project Relating to the Fuel and Wash Station

Senior Project Manager Doug Dickinson presented on the item and reported that the majority of the costs associated with this amendment are for the new fuel and wash station which will also include a compressed natural gas component.

Commissioner Roscoe commented that more information is needed about the Base Master Plan and how options are added to the project and the overall budget of the project.

Executive Director of Finance Brett Freshwaters noted that staff hasn't done a detailed update since last year. He thinks it would be appropriate for the Board to receive an update on the project over the next couple months. He noted that the agency does have \$50 million budgeted through 2021 that will take us through completion of the Fuel and Wash building.

Commissioners Whalen and Roscoe moved and seconded to increase the contract authority not to exceed amount by \$253,000 with Parametrix, Contract No. 1001, for GC/CM Advisory services for the Base Master Plan Implementation, for a new contract not to exceed authority amount of \$585,806.

Motion carried, 6-0.

4. Authorization to Increase the Contract Authority not to Exceed Amount with Huitt-Zollars, Inc., Contract No. PT-04-18, for Architectural and Engineering Design and Construction Support Services for the Base Master Plan Implementation Project Relating to Phase 1 of the New Maintenance Facility

Senior Project Manager Doug Dickinson noted that this item is connected to the previous item that the Board approved with regards to the fuel and wash station and there is funding for it in this year's budget and the six-year plan. He noted the original contract was executed in 2018.

Commissioners Roscoe and Keel **moved** and seconded to increase the contract authority not to exceed amount by 2,750,000 with Huitt-Zollars, Inc., Contract No. PT-04-18, for Architectural and Engineering Design and Construction Support Services for the Base Master Plan Implementation Project Relating to Phase 1 of the New Maintenance Facility, for a new contract not to exceed authority amount of \$9,645,840.76.

Motion **carried** 6-0.

Commissioner Campbell noted that staff will plan a study session to review the Base Mast Plan in the near future and welcomed suggestions of other topics.

STAFF UPDATES/DISCUSSIONS

1. CEO'S Report

Interim CEO Amy Cleveland announced that due to time constraints, today's closed session for labor relations can be postponed to a future meeting.

Ms. Cleveland reported that Pierce County has decided not to renew law enforcement services contract for 2022. Pierce Transit is in the process of developing a new public safety model and is asking Pierce County for a short-term contract until the model is in place.

She also announced that Pierce Transit will be commissioning 26 new CNG buses that will be on the road in August, and will be commissioning six new electric buses, bringing the electric bus fleet to a total of nine buses.

Ms. Cleveland concluded her report by announcing that the Executive Director of Maintenance Frank Castro retired after 41 years of public service, and Fleet Manager Adam Davis has been appointed Interim Director of Maintenance.

INFORMATIONAL BOARD ITEMS

1. Chair's Report

Chair Campbell announced that next Executive Finance Committee meeting will be held this Thursday, July 15 at 3:00 p.m., virtually.

He also announced that the recent change in the Board leadership will require changes to the current membership of our standing committees (EFC and SDCC). He announced that pursuant to the Committee Operating Procedures, he will be moving from the SDCC committee to the EFC committee beginning with the July 15, 2021 EFC meeting. This change will create a vacancy on the SDCC committee, and this vacancy will need to be filled at the August 9 Board Meeting.

2. Sound Transit Update

Commissioner Keel noted that the realignment work is still moving forward.

3. Puget Sound Regional Council Transportation Policy Board Update

Commissioner Mello provided a short update about the last meeting and said he will send a written update that was prepared by the Transportation Policy Board staff. He noted the committee discussed safety targets as it relates to transit and continued the development of a regional financial strategy that consists of a new concept to include a Road Usage Charge. The funding strategy talks about how the region/State envisions funding transit and other transportation projects in the region given the shortages is gas tax monies that have resulted from better fuel economies in vehicles and reduction in driving during the COVID-19 pandemic.

4. Commissioners' Comments

None.

ADJOURNMENT

Seeing no further business, Chair Campbell adjourned the meeting at 7:07 p.m.

Deanne Jacobson
Clerk of the Board

Marty Campbell, Chair
Board of Commissioners

TITLE: Housekeeping – A Resolution of the Board of Commissioners of Pierce Transit Authorizing Revision No. 3 of the Pierce Transit Public Transportation Agency Safety Plan

DIVISION: Service Delivery & Support

SUBMITTED BY: Reggie Reese, Safety Manager

RELATED ACTION:

September 11, 2017, Resolution No. 17-034, Adopting the Pierce Transit Public Transportation Agency Safety Plan.

September 9, 2019, Resolution No. 2019-033, Adopting the Pierce Transit Public Transportation Agency Safety Plan.

September 14, 2020, Resolution No. 2020-016, Adopting Revision No. 2 of the Pierce Transit Public Transportation Agency Safety Plan as presented in Exhibit A.

ATTACHMENTS:

Proposed Resolution

Exhibit A, Pierce Transit Public Transit Agency Safety Plan with Revisions

RELATION TO STRATEGIC PLAN: Financial

BUDGET INFORMATION: N/A

BACKGROUND:

The Public Transportation Agency Safety Plan (PTASP) final rule (49 C.F.R. Part 673) requires certain operators of public transportation systems that are recipients or sub-recipients of FTA grant funds to develop safety plans that include the processes and procedures necessary for implementing Safety Management Systems (SMS). The final rule became effective on July 19, 2019.

Each transit operator is required to certify that it has a safety plan meeting the requirements of the rule by July 20, 2020. The rule **applies** to:

- Recipients or sub-recipients of financial assistance under 49 U.S.C. § 5307 that operate a public transportation system.
- Operators of rail systems subject to FTA's State Safety Oversight Program.

On September 11, 2017 the Board of Commissioners adopted the Pierce Transit Public Transportation Agency Safety Plan by Resolution No. 2017-034, which served as a high-level overview of the Agency's Safety Program. The plan was revised on September 9, 2019 and again on September 14, 2020.

Since that time, the Safety Department has revised this document to fully meet the requirements of 49 C.F.R. Part 673, to incorporate recommendations made during a Federal Transportation Administration review, and to greatly enhance this document by creating a clear road map on how the Agency will meet its safety targets and response to the national pandemic. The Federal Transportation Administration requires that the PTASP and future amendments be approved by the Pierce Transit Board. The revised PTASP includes the following components below:

Nature of revision
Cover – Adjusted year, cover photo and revision number
1 Acronym Glossary – Added BRT and COO. Also adjusted OPS to be Operations instead of Operating.
2.3.2 – Added photo for collaboration/internal safety department goals for a visual.
2.5 – Recreated Figure 2 – Pierce Transit SMS Organization Chart to reflect adjustments made in the Agency.
2.5.2 – Adjusted title from Executive Director of Service Delivery & Support to Chief Operating Officer (COO).
2.5.3 – Adjusted language for clarification on aggressive behavior and changed the name of the Safety Transit Integration Group to Joint Bus Safety Committee. Also removed bullet for auditing the Drug & Alcohol program.
2.5.4 – Adjusted ensuring to “to ensure”
2.5.5 – Added Safety Responsibilities of Emergency Management Coordinator
2.5.5-2.5.8 – Numbering adjusted due to addition of 2.5.5.
2.5.8 – Adjusted matrix with correct responsibilities and department names.
2.6 – 1. and 2. Re-worked these sections and combined to reflect the Emergency Management Coordinator position. Also removed table and replaced with summary of resources available in the My-EOP application. 3. (changed to 2.) Public Safety Department – minor grammar changes, replaced Executive Director of Service Delivery & Support with Chief Operating Officer, adjusted year for SSEPP update, and added language <i>Coordination of TVA revision in 2021 and SSMP currently being revised to include Bus Rapid Transit (BRT) 2021.</i>
4. Removed.
2.7.1 – Adjusted language on requirements for additional training needed on chemicals for clarification.
3.1 – Removed redundant information covered more in-depth in 3.1.3. Added <i>The Pierce Transit RAIA is being reformatted to reflect changing projects and updated associated plans (April 2021). Portions of the RAIA may be available upon request to those with a legitimate need to know, as the RAIA does contain sensitive information. Please contact the Emergency Management Coordinator to apply.</i>
3.1.2 – Added clarifying language on where to find the Risk Assessment Survey.
3.1.3 – Adjusted language for clarification.
3.1.4 – Added clarifying language on how to reach Customer Service.
3.1.5.2 – Adjusted language for clarification and added in a visual for examples of work done in 2020.
3.1.5.3 – Adjusted title of DriveCam award to accurately reflect the current title “Distinguished Driver Award”
3.1.6 – Adjusted to reflect current CAPP information and location of CAPP can be found in Appendix P. Also adjusted titles under the PT Safety Department.
3.1.7 – Added <i>Observe employees performing duties in order to ensure safe work procedures are taking place.</i> Added clarification of what to do if a finding requires assistance and added in TrackIt as an option for completing the forms. Removed <i>“and to support the medical surveillance and workplace monitoring program.”</i>
3.1.8.1 – Replaced Incident definition to match our Preventable Accident Policy.
3.2 – Added Risk Department. Added Coronavirus Prevention Plan to list.
4 – Added (<i>published for all departments to review</i>) after Monthly KPI Reviews.

4.1.1 – Added <i>Zonar vehicle inspection system (see Appendix Q for detailed information) and Collaboration on ongoing safety performance, targets and processes.</i>
4.1.2 – Added <i>An example of monthly KPIs is included in Appendix O.</i>
4.1.5 – Adjusted name for clarification.
4.2 – Added clarifying language and examples of issues.
5.1.2 – Added clarifying language.
5.2.1 – Added the following: <i>In 2021, the Maintenance Department plans to implement the SAFESTART safety and human error reduction training program. This program covers topics such as; Safety, Risk and Error, Eyes on Task, Mind on Task, Balance/Traction/Grip, Fatigue, Critical Error Reduction Techniques.</i>
5.2.2 – Changed Intranet site to PULSE Page.
5.2.3 – Added examples of commonly located areas for safety bulletins.
5.2.4 – Added clarifying language.
5.2.5 – Added the following: <i>All safety-related comments and concerns are reviewed by the Safety Department and documented. The Safety Department will exercise one or more of the following options: Mitigate/Resolve by the Safety Department, Forward (with expectations) to Agency department responsible for mitigation, Elevate to Executive level for action, Discuss and address at the Safety Committee Meeting, Respond to the employee who submitted the concern.</i>
5.2.6 – Added recognition programs and reformatted.
8-Appendix C – Adjusted title and replaced image.
11-Appendix F – Replaced sample with one that has the current PT logo on it.
15-Appendix J – Adjusted title to match the title in the PTASP.
17-Appendix L – Replaced course list with courses currently available via NEOGOV.
20-Appendix O – Updated goals and added/adjusted historical data. Added copy of monthly KPIs distributed via the Safety Department Monthly Report.
21-Appendix P – Replaced CAPP document with current revision.
22-Appendix Q – Added appendix with Zonar Information.
1 Acronym Glossary – Changed title to Acronym Glossary and Definitions. Also added in FTA Definitions from 49 CFR § 673.5 of the Public Transportation Agency Safety Plan regulation.
3.1 – Added FTA definition of a hazard and a bullet stating <i>Data and information from FTA and other oversight authorities.</i>
4 – Added clarifying language: <i>The Agency considers Safety Inspections and the follow-up process as being relevant to 2 different pillars of SMS, Safety Assurance and Safety Risk Management.</i>
4.1.1 – Added the following language: <i>In addition, internally this document and accompanying reference documents are permanently posted on the Agency’s e-Learning sites, Agency shared intranet, and updates are published and posted to the Agency annually.</i>
4.2 – Added the following bullet items: <i>Organizational changes, including Agency Leadership and Accountable Executive changes. Design and implementation of new systems and other capital projects. Changes to existing systems or service. New services provided to the public. New operations or maintenance procedures. Changes to existing operations or maintenance procedures. Changes in capabilities and organizational capacity. Procurement process changes. Changes to relevant regulations, laws, policies or the FTA’s National Public Transportation Safety Plan that may impact safety programs, SRM process or safety performance.</i>

5 – Added the following language: *The Agency’s assessment of safety performance includes developing and carrying out a plan (or plans), under the direction of the Accountable Executive, to address safety deficiencies identified during a safety performance assessment.*

5.1.1 – Added clarifying language: *These e-learning courses are for Safety sensitive employees, all transit agency employees and contractors designated as directly responsible for safety, for new hire, refresher, post incident and new process/procedure training. This includes training for dispatchers, managers/supervisors, agency leadership/executive management, Chief Safety Officer, Accountable Executive, and any other personnel designated as directly responsible for safety.*

5.2.1 – Added SMS Training to Employee Safety Meeting topics.

20-Appendix O – Added the following to the GOAL 1 - *Unlike goals established utilizing NTD data (found under Goal 4, broken down by mode), these goals are approached through a systematic application of Agency policies, processes, and behaviors that ensures a formalized, proactive and data-driven approach to safety risk management. This strategic approach:*

- *Is flexible and scalable where effectiveness is determined by attaining safety performance targets and standards.*
- *Establishes a list of quantifiable levels of safety performance that the Agency has established as a base for safety performance measurability.*
- *Provides the formal hazard control processes the Agency uses to identify hazards; analyze, evaluate and prioritize safety risks; and develop, implement and evaluate risk controls strategies.*
This table specifies measurable and attainable safety objectives to reach the Agency’s annual and overall safety goals.

Added the following to GOAL 4 - *As required by 49 CFR 673.15 (B): To the maximum extent practicable, a State or transit agency must coordinate with States and Metropolitan Planning Organizations in the selection of State and MPO safety performance targets.*

STAFF RECOMMENDATION:

Staff recommends approval of the Public Transportation Agency Safety Plan (PTASP) Revision No. 3 as presented.

ALTERNATIVES:

Do not approve the PTASP as presented and direct staff to make certain identifiable edits to the Plan.

PROPOSED MOTION:

Move to: Approve Resolution No. 2021-008, adopting Revision No. 3 of the Pierce Transit Public Transportation Agency Safety Plan as presented in Exhibit A.

RESOLUTION NO. 2021-008

1 A RESOLUTION of the Board of Commissioners of Pierce Transit Adopting Revision No. 3 of the Pierce Transit
2 Public Transportation Agency Safety Plan
3

4 WHEREAS, the Public Transportation Agency Safety Plan (PTASP) final rule (49 C.F.R. Part 673) requires
5 certain operators of public transportation systems that are recipients or sub-recipients of FTA grant funds to
6 develop safety plans that include the processes and procedures necessary for implementing Safety Management
7 Systems (SMS); and

8 WHEREAS, the final rule became effective on July 19, 2019; and

9 WHEREAS, each transit operator is required to certify that it has a safety plan meeting the requirements
10 of the rule by July 20, 2020; and

11 WHEREAS, On September 11, 2017, the Board of Commissioners adopted the PTASP by Resolution No.
12 2017-034; and

13 WHEREAS, the Board of Commissioners on September 9, 2019, approved Resolution No. 2019-033,
14 adopting Revision No. 1 to the PTASP; and

15 WHEREAS, Revision No. 1 was implemented to fully meet the requirements of 49 C.F.R. Part 673 and
16 created a road map for how the Agency will meet its safety targets; and

17 WHEREAS, the Board of Commissioners on September 14, 2020, approved Resolution No. 2020-016,
18 adopting Revision No. 2 to the PTASP; and

19 WHEREAS, the Federal Transportation Administration requires that the PTASP and future amendments
20 be approved by the Pierce Transit Board.

21 NOW THEREFORE, BE IT RESOLVED by the Board of Commissioners of Pierce Transit as follows:

22 Section 1. The Board of Commissioners adopts Revision 3 of the Pierce Transit Public Transportation
23 Agency Safety Plan in substantially the same form as Exhibit A.

24 ADOPTED by the Board of Commissioners of Pierce Transit at their regular meeting thereof held on
25 the 9th day of August 2021.

26 PIERCE TRANSIT

27
28 _____
29 Marty Campbell, Chair
30 Board of Commissioners

1 ATTEST/AUTHENTICATED

2

3

4 _____
Deanne Jacobson, CMC

5 Clerk of the Board



2020-2021

PUBLIC TRANSPORTATION AGENCY SAFETY PLAN FOR PIERCE TRANSIT

Masks Required for All On Bus

Frequent Sanitizing of All Vehicles

Social Distance Seating

Contactless Payment Options

Masks Provided to Passengers

Transit Facilities Disinfected Regularly

Pierce Transit
 3701 96th ST SW
 Lakewood, WA 98499
 Safety Hotline
 253-983-3330
safetyhotline@piercetransit.org

Revision Summary

Version Number	Date	Approved By -	Version Number	Date	Approved By -
090117	9/1/2017	Sue Dreier	032621 (Rev. 3)	03/26/2021	Sue Dreier
072319 (Rev. 1)	7/23/2019	Sue Dreier /The Pierce Transit Board			
102519	10/25/2019	Safety Department			
112519	11/25/2019	Safety Department			
062620 (Rev. 2)	06/26/2020	Sue Dreier			



Sue Dreier, Chief Executive Officer

4/28/2021

Date

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1 Acronym Glossary and Definitions

Acronym	Definition
APP	Accident Prevention Plan
BRT	Bus Rapid Transit
BS&T	Bus Safety & Training
CBA	Collective Bargaining Agreement
CDL	Commercial Driver License
CEO	Chief Executive Officer
CAPP	Conflict and Assault Prevention Program
COO	Chief Operating Officer
CPA	Corrective and Preventable Actions
CSO	Chief Safety Officer
DC	DriveCam
DCC	DriveCam Coordinator
EA	Emergency Alarm
EAM	Enterprise Asset Management
EIR	Employee Injury Rates
EOC	Emergency Operations Center
EWS	Early Warning System
FTA	Federal Transit Administration
HD	Hard Drive
IPT	Inside Pierce Transit
IWRP	Inclement Weather Response Plan
JBSC	Joint Bus Safety Committee
JHA	Job Hazard Analysis
KPIs	Key Performance Indicators
LMS	Learning Management System
NTD	National Transit Database

OB	Operator Observation
OPS	Operations
PIR	Passenger Injury Rate
PRC	Public Records Clerk
PRPTs	Policies, Rules, Procedures and Tasks
PT	Pierce Transit
PTASP	Public Transportation Agency Safety Plan
RAIA	Risk Assessment and Impact Analysis
RCA	Root Cause Analysis
RCL	Radio Control Log
REM	Risk Evaluation Matrix
SA	Safety Assurance
SDS	Service Delivery and Support
SMS	Safety Management System
SOP	Standard Operating Procedure
SRM	Safety Risk Management
SSEPP	System Security & Emergency Preparedness Plan
ST	Sound Transit
TAMP	Transit Asset Management Plan
WSTIP	Washington State Transit Insurance Pool

Part 673 Definitions of Terms Used in the Safety Plan

Pierce Transit incorporates all of FTA's definitions that are in 49 CFR § 673.5 of the Public Transportation Agency Safety Plan regulation.

- Accident means an Event that involves any of the following: A loss of life; a report of a serious injury to a person; a collision of public transportation vehicles; a runaway train; an evacuation for life safety reasons; or any derailment of a rail transit vehicle, at any location, at any time, whatever the cause.
- Accountable Executive means a single, identifiable person who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a public transportation agency; responsibility for carrying out the agency's Transit Asset Management Plan; and control or direction over the human and capital

resources needed to develop and maintain both the agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the agency's Transit Asset Management Plan in accordance with 49 U.S.C. 5326.

- Agency Safety Plan means the documented comprehensive agency safety plan for a transit agency that is required by 49 U.S.C. 5329 and Part 673.
- Chief Safety Officer means an adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer. A Chief Safety Officer may not serve in other operational or maintenance capacities, unless the Chief Safety Officer is employed by a transit agency that is a small public transportation provider as defined in Part 673, or a public transportation provider that does not operate a rail fixed guideway public transportation system.
- Equivalent Authority means an entity that carries out duties similar to that of a Board of Directors, for a recipient or subrecipient of FTA funds under 49 U.S.C. Chapter 53, including sufficient authority to review and approve a recipient or subrecipient's Agency Safety Plan.
- Event means any Accident, Incident, or Occurrence.
- Hazard means any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.
- Incident means an event that involves any of the following: A personal injury that is not a serious injury; one or more injuries requiring medical transport; or damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a transit agency.
- Investigation means the process of determining the causal and contributing factors of an accident, incident, or hazard for the purpose of preventing recurrence and mitigating risk.
- National Public Transportation Safety Plan means the plan to improve the safety of all public transportation systems that receive Federal financial assistance under 49 U.S.C. Chapter 53.
- Occurrence means an Event without any personal injury in which any damage to facilities, equipment, rolling stock, or infrastructure does not disrupt the operations of a transit agency.
- Operator of a public transportation system means a provider of public transportation as defined under 49 U.S.C. 5302(14).
- Performance measure means an expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets.
- Performance target means a quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time period required by the FTA.
- Risk means the composite of predicted severity and likelihood of the potential effect of a hazard.

- Risk mitigation means a method or methods to eliminate or reduce the effects of hazards.
- Safety Assurance means processes within a transit agency's Safety Management System that functions to ensure the implementation and effectiveness of safety risk mitigation, and to ensure that the transit agency meets or exceeds its safety objectives through the collection, analysis, and assessment of information.
- Safety Management Policy means a transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities of its employees in regard to safety.
- Safety Management System (SMS) means the formal, top-down, organization-wide approach to managing safety risk and assuring the effectiveness of a transit agency's safety risk mitigation. SMS includes systematic procedures, practices, and policies for managing risks and hazards.
- Safety Management System (SMS) Executive means a Chief Safety Officer or an equivalent.
- Safety performance target means a performance target related to safety management activities.
- Safety Promotion means a combination of training and communication of safety information to support SMS as applied to the transit agency's public transportation system.
- Safety risk assessment means the formal activity whereby a transit agency determines Safety Risk Management priorities by establishing the significance or value of its safety risks.
- Safety Risk Management (SRM) means a process within a transit agency's Agency Safety Plan for identifying hazards and analyzing, assessing, and mitigating safety risk.
- Serious injury means any injury which: (1) requires hospitalization for more than 48 hours, commencing within 7 days from the date when the injury was received; (2) results in a fracture of any bone (except simple fractures of fingers, toes, or noses); (3) causes severe hemorrhages, nerve, muscle, or tendon damage; (4) involves any internal organ; or (5) involves second- or third-degree burns, or any burns affecting more than 5 percent of the body surface.
- State means a State of the United States, the District of Columbia, Puerto Rico, the Northern Mariana Islands, Guam, American Samoa, and the Virgin Islands.
- Transit agency means an operator of a public transportation system.
- Transit Asset Management Plan means the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost-effective, and reliable public transportation, as required by 49 U.S.C. 5326 and 49 CFR Part 625.

Executive Summary

Pierce Transit improves our service area's quality of life by providing safe, reliable, innovative and useful transportation services that are locally based and regionally connected. The Agency provides bus service throughout 70 percent of Pierce County, including the cities of Auburn, Edgewood, Federal Way, Fife, Fircrest, Gig Harbor, Joint Base Lewis-McChord, Milton, Puyallup, Ruston, Steilacoom, Tacoma and University Place. The agency also provides service into King County through contracted service with Sound Transit, Puget Sound's Regional Transit Authority.

Recipients or sub-recipients of financial assistance under 49 U.S.C. § 5307 that operate a public transportation system. Pierce Transit as it is known today is a Public Transportation Benefit Area Corporation, incorporated under authority of Chapter 36.75A of the Revised Code of Washington State. Serving Washington's second largest county, Pierce Transit provides four types of service: fixed route, specialized transportation (SHUTTLE) services for the disabled, Vanpool ridesharing transportation services for long distance commuters, and seasonal trolley services. Today the agency's service area covers 292 square miles of Pierce County. the agency only receives .006% (or 6/10 of 1 percent) of the maximum .009% in local sales and use taxes allowed under the Washington State Department of Revenue.

Managing risk and safety is at the core of our safety culture and an essential part of our business activities. Pierce Transit has adopted a Safety Management Systems (SMS) framework as an explicit element of the Agency's responsibility by establishing safety policies; identifying hazards and controlling risks; goal setting; planning; prioritizing resources and measuring performance. Furthermore, the Agency's SMS is a means to foster Agency-wide support for transit safety by establishing a culture where management is held accountable for safety and everyone in the organization takes an active role in securing transit safety.

To ensure transit safety in our system, Pierce Transit has developed this Public Transit Agency Safety Plan (PTASP or the "Plan") which includes setting performance targets based upon collected data and performance-based criteria.

Pierce Transit's PTASP is consistent with and supports the Safety Management System (SMS) approach to safety risk management. SMS is an integrated collection of Agency policies, processes, and behaviors that ensures a formalized, proactive and data-driven approach to safety risk management.

Pierce Transit's Agency Safety Plan addresses all applicable requirements and standards as set forth in FTA's PTASP and the National Public Transportation Safety Plan. The goal of Pierce Transit's PTASP is to increase the safety of our transit system by proactively implementing the four components of SMS: Safety Management Policy, Safety Risk Management, Safety Assurance and Safety Promotion. This strategic approach is flexible and scalable where effectiveness is determined by attaining safety performance targets and standards. The PTASP for

Pierce Transit addresses the following elements:

Policy Statement	Conveys top-level management’s commitment and support for the SMS. The policy statement is signed by the Pierce Transit CEO, the accountable executive for the operation of the Agency, and to the Board of Commissioners. Accountable Executive means a single, identifiable person who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a public transportation agency; responsibility for carrying out the agency's Transit Asset Management Plan; and control or direction over the human and capital resources needed to develop and maintain both the agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the agency's Transit Asset Management Plan in accordance with 49 U.S.C. 5326.
Safety Objectives	Specifies measurable and attainable safety objectives to reach the Agency’s annual and overall safety goals.
Safety Performance Targets	Establishes a list of quantifiable levels of safety performance that the Agency has established as a base for safety performance measurability.
Safety Accountabilities and Responsibilities	Clearly defines roles and responsibilities for safety management that provides for ownership at every level including assurance of safety.
Employee Safety Reporting Program	Formalizes a reporting structure that empowers and encourages employees to report safety conditions to all management personnel void of any repercussions.
SMS Review and Recordkeeping	Outlines an annual process to review and update the plan including a timeline for implementation of the process.
Safety Risk Management Approach	Provides the formal hazard control processes the Agency uses to identify hazards; analyze, evaluate and prioritize safety risks; and develop, implement and evaluate risk controls strategies.
Safety Assurance	Provides a framework for establishing Key Performance Indicators (KPIs) and associated processes; continuously monitors and evaluates the effectiveness of how the Agency’s SMS manages safety risks; manages changes and supports continuous improvement regarding the Agency’s safety performance.

**Safety Training and
Communication**

Outlines the comprehensive safety training program for Agency staff that ensures staff members are trained and competent to perform their safety duties and provides the means for effectively communicating safety performance and safety management information.



2 Safety Management Policy

2.1 Mission and Policy Statement

Pierce Transit plans, builds and operates a transit system that provides services to improve mobility for Pierce County with regional connections. Safety is first and foremost in the delivery of services that are dependable and cost effective, thereby enhancing the quality of life in our community.

Managing risk and safety is one of our core business functions. Pierce Transit is committed to developing, implementing, maintaining and continuously improving processes to ensure the delivery of our transit services takes place under a balanced allocation of organizational resources aimed at achieving the industry's best, safe work practices and meeting established standards.

The Pierce Transit Safety and Risk departments are directed to plan, implement and administer a comprehensive and coordinated Safety Management System (SMS) with a safety plan that identifies activities to prevent, eliminate, control and/or reduce hazards that may occur during the design, construction, procurement and or operational stages of the Agency's transportation modes (bus, paratransit, and van pool).

It is the policy of Pierce Transit to fully support a proactive Safety Program that uses preventative concepts to identify and resolve hazards. However, the success of the safety program depends on the sincere and cooperative efforts and active participation of all employees. It is therefore the responsibility of each Pierce Transit employee to actively participate in the safety process, provide requested information, aid in investigations, and actively prevent hazards.

All levels of Pierce Transit management, employees, contractors, and partner agencies are responsible for upholding the best safety performance, with final responsibility resting with the Chief Executive Officer (CEO) as the Accountable Executive.

The Chief Operating Officer, as the Agency's designated Chief Safety Officer (CSO), has the oversight authority and responsibility for implementation of the Agency's Safety Management System (SMS) and reports directly to the CEO. The CSO is responsible for providing resources, executive-level safety advocacy, and direction to the Safety Manager and the Safety Department for managing day-to-day implementation and operation of the Agency's SMS.

Pierce Transit commits to:

- **Support** the risk and safety management program by providing appropriate resources and visible top-level commitment to safety;

- **Foster a** positive safety culture and embed best practices among all managers and employees;
- **Clearly define** to all managers and other employees their responsibilities for the delivery of the organization's safety performance and the performance of our Safety Management System;
- **Establish** a systematic and comprehensive approach to identify, analyze, evaluate, and mitigate safety risks to ensure the Agency meets or exceeds the acceptable level of safety performance;
- **Integrate** the Safety Management System into all departmental levels;
- **Ensure** there are no repercussions when employees report unsafe work practices and hazards. As an Agency, we encourage participation and contribution of all employees in the management of safety. We ensure that no action will be taken against any employee who discloses a safety concern unless such a disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures;
- **Provide** adequate and appropriate safety-related information and job-specific safety training for our employees and ensure that they are competent in safe work performance;
- **Ensure** that sufficient skilled and trained human resources are available to implement safety management processes;
- **Establish and measure** our safety performance with realistic and data-driven safety performance indicators and safety performance targets;
- **Comply** with and exceed wherever possible, legislative and regulatory requirements and standards;
- **Continuously improve** our safety performance through management processes that ensure the Agency is taking appropriate and effective safety management actions; and
- **Ensure** that systems and services supplied from outside the Agency are delivered in timely manner that meets our safety performance standards.
- **Ensure** that Pierce Transit's Board of Commissioners is kept apprised of Agency safety management initiatives.



Sue Dreier, Chief Executive Officer

4/28/2021

Date

2.2 Purpose and Applicability

The purpose of this plan is to provide a structured safety management approach that effectively controls operational safety risks and continuously improves the Agency's safety performance:

- Document a top-down commitment from management and a commitment from employees, partners, and contractors to archive safety performance goals.
- Establish a chain of control to document implementation of the PTASP through guidelines, policies and provisions.
- Identify safety management roles and responsibilities that outline ownership at every level.
- Establish the Agency's safety goals and objectives while ensuring we are following industry safety practices and federal recommendations.
- Set safety performance targets and Key Performance Indicators (KPIs) to ensure the Agency achieves its safety objectives.
- Define acceptable levels of safety performance for provided services.
- Provide a framework and guidance to implement, evaluate, and continuously improve safety policies, the safety risk management processes, and the achievement of related goals and objectives.
- Establish safety programs that document Pierce Transit's commitment to safety.

This PTASP applies to all Pierce Transit operations. All divisions and departments are required to ensure that facilities, equipment, supplies, practices, and procedures meet or exceed applicable federal, state, and local standards as well as the Pierce Transit SMS. Individual departments are responsible for documenting specific procedures tailored to their business as needed.

2.3 Safety Goals

2.3.1 GOAL 1: SMS to Reduce Casualties/Occurrences.

Use a Safety Management Systems framework to identify safety hazards, mitigate risk and reduce injuries and property losses.

2.3.2 GOAL 2: SMS to Foster a Robust Safety Culture

Foster Agency-wide support for transit safety by establishing a culture that holds Agency leaders accountable for safety and ensures all employees take an active role in securing transit safety; and cultivating a safety culture in which employees are comfortable and encouraged to bring safety concerns to the attention of Agency leaders.



Figure 1 - Four Pillars of SMS

2.5 Safety Accountability and Responsibility

Employee safety is a critical component of a transit safety program. In Washington State, employee safety is regulated by the Washington State Department of Labor and Industry's Department of Safety and Health (DOSH), and requires:

- A workplace free of recognized hazards
- A written Accident Prevention Program
- Safety Committees
- Safety Bulletin Boards
- First Aid
- Personal Protective Equipment (PPE)
- Lighting
- Housekeeping
- Drinking water, restrooms and washing facilities
- Accident Reporting
- Other requirements as specified in Chapter 296 Washington Administrative Code

The CEO, as the Accountable Executive, has the ultimate responsibility for safe and secure operations of Pierce Transit and contract service operators. Each employee is required to carry out specific system safety responsibilities, depending on their position, in compliance with the PTASP. The Pierce Transit SMS Organization Chart below (Figure 2) outlines who is responsible for the performance of the SMS and the relationship between the Accountable Executive (CEO) and the transit Agency's governance structure. This chart reflects the Agency's commitment to safety.

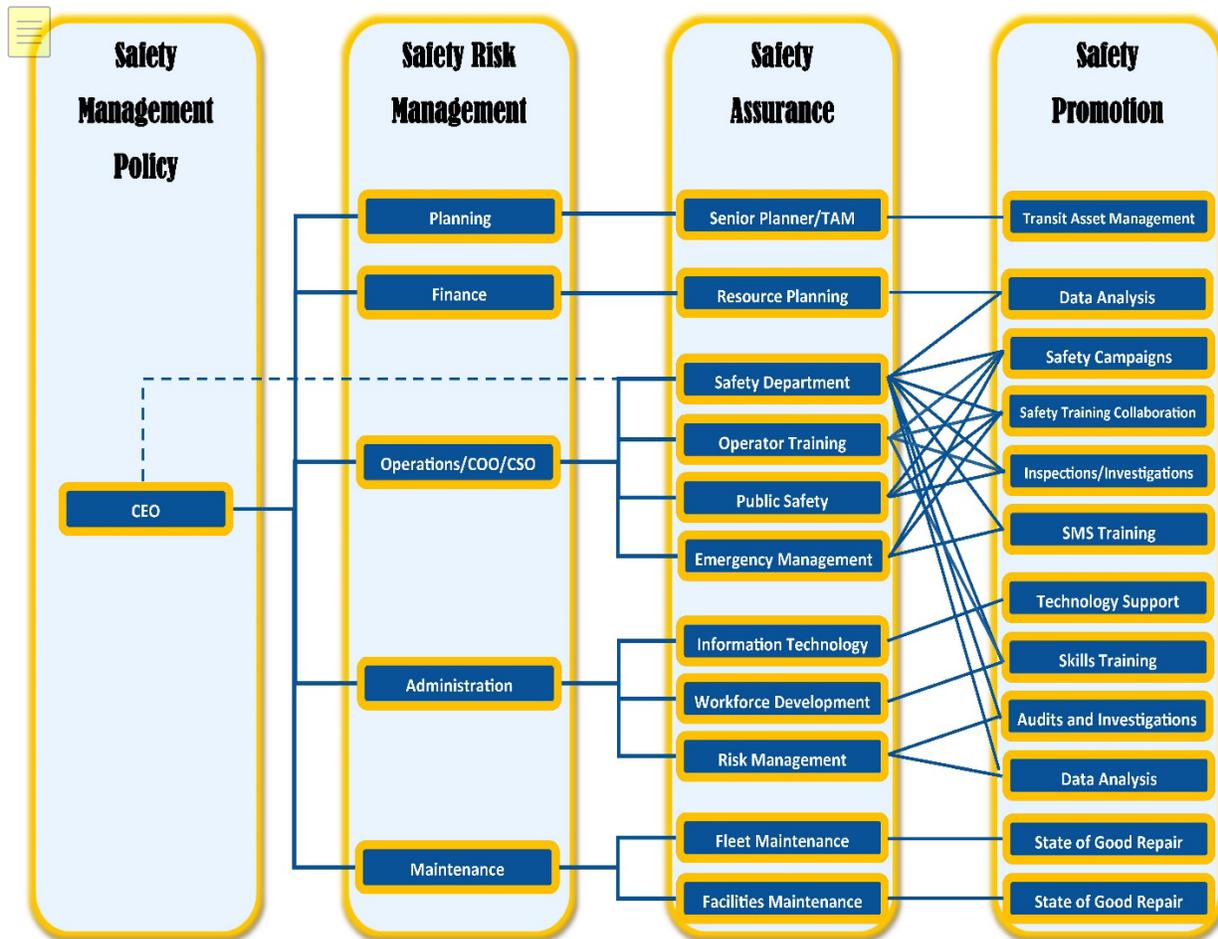


Figure 2 - Pierce Transit SMS Organization Chart

2.5.1 Safety Responsibilities of Chief Executive Officer (CEO)

The CEO's authorities and responsibilities for the SMS Plan include:

- Acts as the Agency's safety advocate;
- Has full authority for human resource issues;
- Maintains authority for major financial issues;
- Directs responsibility for the conduct of the Agency's affairs;
- Has final authority over agency operations;
- Establishes and promotes safety policy;
- Collaborates with the Safety Department to establish the Agency's safety objectives and safety targets and;
- Has final responsibility for the resolution of all safety issues.

2.5.2 Safety Responsibilities of Chief Safety Officer (CSO)

The Chief Operating Officer (COO), as the Agency's designated Chief Safety Officer (CSO), has the oversight authority and responsibility for implementing the Agency's

Safety Management System (SMS) and reports directly to the CEO. The CSO is responsible for providing resources and executive-level safety advocacy and direction to the Safety Manager and the Safety Department, which manages day-to-day implementation and operation of the Agency's SMS.

2.5.3 Safety Responsibilities of Safety Manager

The safety of operations rests with the relevant agency managers. The Safety Manager's role is to assist those managers with safe operations. The duties of the Safety Manager include taking a lead role in:

- Developing/maintaining safety policies, plans, procedures and processes and developing and maintaining a proactive SMS Plan/program.
- Providing advice for developing realistic and data-driven safety performance indicators and safety performance targets.
- Jointly engaging, with Risk Management, in safety audit activities, including verifying compliance with the SMS Plan with relevant legislation, guidelines and standards.
- Providing advice, interpretation and recommendations over technical matters such as safety design and systems in new bus purchases; facility renovations; decommissioning of old equipment; and other areas (e.g., standards for safe working, job hazard analyses and assisting with the development of Standard Operating Procedures (SOPs)).
- Coordinating closely with Public Safety on policies, plans, standards and programs related to bus operator and Public Safety activities that involve passenger injuries or incidents (e.g., aggressive behavior), pedestrian incidents or incidents with other road users (e.g., collisions caused by aggressive behavior), preventing and mitigating transit worker assaults, emergency response and security procedures for transportation events.
- Providing support, direction and/or advice on programs with region-wide significance, such as Best Practices and Fatigue Management guidelines, in which the Agency works with the Sound Transit (ST) Joint Bus Safety Committee and/or Washington State Transit Insurance Pool (WSTIP).
- Leading the development of safety training, competency and awareness programs and providing advice, input and final review in the development of training activities.
- Participating in Health and Wellness Programs covering the policies, plans, procedures and processes related to employee health and wellness, including health promotions, Safety Day, fitness for work, vaccinations and the Employee Assistance Program.
- Develop a coherent system safety management program that will ensure the Agency meets environmental, safety and health requirements.
- Tailor safety management plans for conduct of operations based upon risk.

- Allocate safety resources based on work, associated hazards and importance of facilities/activities.
- Provide training and education programs that maintain competency in safety-critical areas.
- Measure and report program effectiveness in a form that is useful and relevant.

2.5.4 Safety Responsibilities of Executive Directors and Managers

- The SMS Plan roles, responsibilities and accountabilities of the positions on the organizational chart are explicitly outlined in this document.
- Executive Directors and Managers are accountable to ensure that employees have been familiarized and comply with safety processes/procedures and reporting contained within this document.
- All managers are to ensure that sufficient resources are available to achieve the outcomes of the SMS Plan.
- The structure of the Agency is documented so everyone understands their roles and responsibilities.
- To demonstrate their ongoing support for the SMS Plan, managers will:
 - Actively support and promote the SMS Plan by reviewing each year the sections that apply to their respective departments and managerial job duties;
 - Cooperate with the Safety Manager and his staff;
 - Ensure due processes and procedures are in place for safe operations;
 - Make sufficient resources available to support the SMS Plan; and,
 - Continually monitor their areas of responsibility, as outlined in the SMS Plan.

2.5.5 Safety Responsibilities of Emergency Management Coordinator

The Emergency Management Coordinator develops, implements, coordinates and facilitates the Agency's All Hazards Emergency Response Plans per the guidelines set by the National Incident Management System (NIMS), including the incident command configurations. The Emergency Management Coordinator:

- Recommends, implements, coordinates and facilitates the Agency's emergency response plans per the guidelines set by the National Incident Management System (NIMS), including the incident command configurations.
- Develops and maintains the implementation of the Agency's Emergency Response Plans ensuring that the plan integrates the Agency's strategic goals with the emergency preparedness measures. Reconciles resource availability and service capability "gaps" across the departments to ensure division objectives support the Agency's vision, mission and goals.
- Functions as liaison representing Pierce Transit's participation as a partner Agency in the Pierce County Comprehensive Emergency Management Plan (presently occupying Emergency Support Function 1).

- Reconciles resource availability and service capability “gaps” across the departments to ensure division objectives support the Agency’s vision, mission and goals.
- Facilitates the Agency Emergency Planning Task Force that is comprised of representatives from various departments and divisions. Develops an annual work plan and sets milestones to evaluate the effectiveness of the Agency’s readiness and response plans. The task force identifies recommendations to the Leadership Team regarding new policies and practices that distinguish Pierce Transit as a regional and national leader in emergency preparedness within the transit industry.
- Responsible for the Agency Emergency Operation Center (EOC) and ensuring that it is operationally ready for activation.
- Ensures that Agency emergency plans are up-to-date and consistent with local, state, and federal guidelines.

2.5.6 Safety Responsibilities of Supervisor

Provide adequate supervision in monitoring mechanisms, and providing information, instruction and training to ensure Pierce Transit effectively develops and implements its safety policy.

Supervisors are accountable to ensure that employees have been familiarized and comply with safety processes/procedures and reporting contained within this document. When work assigned to an employee includes executing safety-critical tasks, the supervisor shall ensure the safety-critical task can be completed, even if it requires putting other work aside until the safety task is completed.

Duties and responsibilities of key safety personnel are also found in one or more of the following:

- Safety manuals (e.g., Accident Prevention Plan (APP), etc.);
- Operator’s manual;
- Safety-related Policies, Rules, Procedures and Tasks (PRPTs) on the agency’s Intranet;
- Information in this SMS Plan documentation; and
- Job descriptions.

2.5.7 Safety Responsibilities of Pierce Transit Employees

All employees are responsible for and empowered to:

- Ensure that they are familiar and comply with safety processes/procedures and reporting contained within this document.
- Ensure their work areas and equipment are in safe condition;
- Ensure every task/job performed is completed safely and with no adverse consequences;
- Identify, assess, control and report hazards;
- Cooperate with the Safety Manager, safety staff and Safety Committee Members;
- Safeguard and look out for co-workers;

- Follow established procedures and policies;
- Identify situations where procedures are not adequate;
- Ask for assistance if their skills, physical capabilities and/or knowledge are not adequate to complete the task;
- Stop and report work they deem unsafe; and
- Demonstrate safe work behaviors.

2.5.8 Safety Responsibilities Matrix

This safety responsibility matrix below outlines the duty assigned to each position or role and the ways these responsibilities are measured. There are sufficient staffing levels to carry out these risk-management tasks.

	Facilities Maintenance	Finance / PMO	IT	Planning/Dev	Safety	Risk Mgt.	Public Safety	Training	Operations	Employee Services	Fleet	Executive
1. Policy Statement and Authority for SMS Plan					R							P
2. Description of Purpose for SMS Plan					P	S						R
3. Goals for the Safety Management System Plan	S	S	S	S	P	S	S	S	S	S	S	R
4. Identifiable and Attainable Objectives	S				P	S	S					S
5. System Description/Organizational Structure	S				P	S				R		S
6. Plan Control and Update Procedures	R	R	R	R	P	R	R	R	R	R	R	S
7. Hazard Identification/Resolution Process	S	S	S	S	P	S	S	P	S	S	S	S
Key Code: P=Primary Responsibility S=Support Responsibility R=Review Responsibility												
	Facilities Maintenance	Finance / PMO	IT	Planning/Dev	Safety	Risk Mgt.	Public Safety	Training	Operations	Employee Services	Fleet	Executive

8. Accident/Incident Reporting and Investigation	S	S			R / S	R / S	S	S	P	S	S	S
9. Facilities Inspections (Includes Systems Equipment and Rolling Stock) – See APP	P	S	S		R	S	S				P	S
10. Maintenance Audits/Inspections (All Systems and Facilities) – See APP	P		S		R	S					P	S
11. Rules/Procedures Review	S	S	S	S	P	S	S	S	S	S	S	S
12. Training and Certification Review/Audit					R	S		P		S		
13. Emergency Planning and Response	S	S	S	S	P	S	P	S	S	S	S	S
14. System Modification Review/Approval Process	S	P		S		P	S	S	S			
15. Safety Data Acquisition/Analysis – See Risk Memorandum		S	S		R	P	S		S		S	
16. Interdepartmental/ InterAgency Coordination					P	R	S	S	S			S
17. Configuration Management	R			R	P	R	R	R				S
18. Employee Safety Programs – See APP	S	S	S	S	P	R	S	P	S	S	S	R
19. Hazardous Materials Programs – See APP	P	S	S	S	R	S		S			P	S
Key Code: P=Primary Responsibility S=Support Responsibility R=Review Responsibility												
	Facilities Maintenance	Finance / PMO	IT	Planning/Dev	Safety	Risk Mgt.	Public Safety	Training	Operations	Employee Services	Fleet	Executive

20. Drug and Alcohol Abuse Programs – See Program document.					S	P		S		R		
21. Contractor Safety Coordination	S	P		S	P	S	S	S	S	S	S	S
22. Procurement		P	S	S	S					S		
23. Alternative Fuels and Safety	S				S						P	
24. Operating Environment and Passenger Facility Management	P			S	R	R	R	S	R / S		S	S
25. Security	R / S	S	S	S	R	S	P	S	R / S	S	S	S
26. Internal Safety Audit Process	S	S	S	S	P	P	S	S	S	S	S	S
Key Code: P=Primary Responsibility S=Support Responsibility R=Review Responsibility												

2.6 Public Safety and Emergency Management Interaction

Service Delivery and Support (SDS) is responsible for developing plans and procedures to contend with emergencies and making contingency plans to return to normal operations. Each department within the SDS Division takes part in the emergency planning for the Agency.

1. **Emergency Management Coordinator (under the direction of SDS)** takes the lead in coordinating the agency’s emergency responses and the Emergency Operations Center (EOC). The Emergency Management Coordinator serves as the Pierce Transit Emergency Management Liaison and works closely with the Pierce County Emergency Management Office to arrange training and exercises for Pierce Transit Emergency Responders. During an emergency, this position helps with the following:

- Emergency evacuation assistance
- Detour preparation (working closely with Scheduling, Planning and Service Delivery Departments to coordinate the detour)
- Public Safety radio communication
- Emergency Management liaison
- Pierce Transit EOC activation
- Situational Report (SIT Rep)

The position of Emergency Management Coordinator is working to update/create

the following*:

- [Emergency Communications Plan](#)
- [Inclement Weather Response Plan](#)
- [Emergency CNG Refueling Plan](#)
- [Pandemic Flu Response Plan](#)
- [COVID-19 Prevention Plan](#)
- [Private Medication Center Plan](#)
- Active Shooter Plan
- [Emergency Evacuation Plan](#)
- [Continuity of Operations Plan \(COOP\)](#)
- All Hazards Emergency Plan

* Plans completed will have a hyperlink to their location on the PULSE page (current as of 3/26/2021).

The SDS Division uses the “My-EOP” mobile application (app) to help first responders such as bus operators, field supervisors and emergency support staff stay on top of the latest emergency response procedures and plans, emergency operating procedures, and emergency contact list. My-EOP is maintained and updated regularly by the Emergency Management Coordinator.

Below is the general summary of resources available in the My-EOP mobile application:

- Bus Bridge Request
- Peer Support Team
- Community Resources
- Emergency Alarms
- Emergency Procedures
- Events
- Field Shift Duties
- Manuals/User Guides
- PT Alerts (Everbridge)
- PT and ST Fares
- PT Emergency Plans
- Telephone Numbers and Addresses (for key PT personnel)

2. **Public Safety Department** takes the lead in public safety and security emergency response. This department is responsible for developing, implementing and updating public safety and security emergency response procedures, including but not limited to:

- Early Warning System (EWS)
- Bomb Threats
- Active Shooter Training (posted in NEOGOV)
- Workplace Violence
- Physical Security

Pierce Transit is responsible for providing security at transit centers that are served by Pierce Transit buses. The Agency’s security plan is covered under the SSEPP (System Security Emergency Preparedness Plan) planned to be updated by 2nd

quarter 2021.

Pierce Transit contracts with the Pierce County Sheriff's Department for Transit Police. Under the Washington Police Powers Act, police departments in Washington State are required to issue letters of concurrence with all other police departments for mutual assistance. If an emergency is declared, assistance is provided.

At Pierce Transit, a contracted Chief of Police reports to the Chief Operating Officer. Uniformed police officers serve Pierce Transit on contract through the Pierce County Sheriff's Office along with uniformed security.

Threat and Vulnerability Assessments are an important part of the Security Program. At Pierce Transit, the Washington State Police and Sheriff's Association or the TSA conduct a Threat and Vulnerability Assessment at regular intervals. Coordination of TVA revision in 2021.

Security Awareness Training is provided for employees. Pierce Transit provides initial training during new employee orientation as well as refresher training annually or as needed.

Crime Prevention through Environmental Design (CPTED) is an important concept used within the Security Program. It is important that Security is involved in review of new projects. Base Master Plan includes CPTED planning for existing upgrades and new facility designs. SSMP currently being revised to include Bus Rapid Transit (BRT) 2021.

Pierce Transit maintains a Passenger Exclusion Program, which is currently shared within Law Enforcement.

2.7 Interface with Internal and External Documents

The following Pierce Transit documents* are incorporated by reference as part of the Agency's Public Transportation Agency Safety Plan:

- Accident Prevention Plan (APP)
- Risk Management Manual
- Risk and Insurance Handbook
- Transit Asset Management Plan (TAMP)
- Inclement Weather Response Plan (IWRP)
- Workplace Security Plan
- System Security & Emergency Preparedness Plan (SSEPP), which includes Threat and Vulnerability Assessments
- Collective Bargaining Agreement (CBA)
- Maintenance Work Rules

- Operator's Handbook
- Job Descriptions (competency-based provisions)
- Job Hazard Analysis
- FTA Drug and Alcohol Policy
- Emergency Fueling Plan
- Safety Data Sheets (SDSs)

* These documents are available upon request.

2.7.1 Workplace Chemicals

Pierce Transit will comply with state and federal Hazard Communication, or Right to Know, laws. All chemical products are inventoried and Safety Data Sheets (SDSs under Global Harmonization) are made available for each chemical on the inventory.

Pierce Transit uses the Washington State Transit Insurance Pool (WSTIP) program for managing SDSs. The WSTIP database includes many SDSs, and Pierce Transit can add SDSs if they are not already included. Pierce Transit maintains a folder of SDSs in their inventory. A pre-screen approval process for chemicals is included in the purchasing process: Anyone ordering a chemical must first check to see if the SDS is in the system. Periodic physical audits are conducted.

In managing inventory, it is very important to establish policies that vendors cannot provide "free samples" (Pierce Transit has such policies in place). "Free" chemical product can result in high disposal costs as hazardous waste and having chemical products on site that have not been approved and added to the inventory can result in fines by regulatory agencies.

All employees must receive Hazard Communication training as required by state and federal laws. Even office employees may be exposed to chemicals, such as printer toner, whiteboard cleaner or other office chemicals, and must receive a basic level of Hazard Communication training. At Pierce Transit, this is covered in New Employee Orientation.

Employees who work regularly with industrial chemicals may require additional training on the hazards of those chemicals. Chemicals that are corrosive or require higher levels of personal protective equipment may require chemical hazard specific training. Employees are required to read and comply with warnings and precautions on Safety Data Sheets of all chemicals before use.

2.8 Plan Reviews and Recordkeeping

The Safety and Risk Management departments are responsible for coordinating the annual review and update of the Agency's PTASP. Representatives from participating departments are required to contribute to the review process. Changes, updates or additions to the PTASP might be prompted by such occurrences as change in trends, policy or process change, organizational structure or recommendations by qualified internal/external reviewing entities. Major substantive changes to the PTASP will be

presented annually on or around the 2nd quarter meeting to the Board of Commissioners for approval after being reviewed, accepted and signed by the CEO (Accountable Executive). This document will be maintained for 3 years after creation and be made available upon request by the FTA or other regulatory entities.

I. AUDIT OBJECTIVE:

Evaluate the effectiveness of implementing the agency's safety management system (SMS), especially how the new PTASP lays a foundation of safety management, sets safety objectives, identifies roles and responsibility, and communicates to all members of the agency. the plan is to be reviewed by section quarterly each year in order to complete entire plan components annually. Internal Audit is conducted by ISO 45001 certified auditor.

II. AUDIT SCOPE:

This audit focuses on the first of the four pillars of Pierce Transit PTASP under Section 2 – Safety Management Policy. The audit covers all 4 main parts of Safety Management Policy, which includes:

- a) Safety Management Policy Statement
- b) Safety Accountability and Responsibility
- c) Public Safety and Emergency Management Interaction
- d) SMS Communication, Documentation, and Records

III. REFERENCE & CRITERIA:

ISO 45001 standard for management systems of occupational health and safety (OH&S), published in March 2018. (The goal of ISO 45001 is the reduction of occupational injuries and diseases) [PTASP Final Rules (49 C.F.R Part 673), Pierce Transit PTASP, and its related procedures are used as the reference and criteria for this internal audit.

3 Safety Risk Management

Pierce Transit's Safety Risk Management (SRM) component comprises the process, activities, and tools that the Agency uses to identify and analyze hazards, the mitigation of those hazards and any residual risk. The flow chart below describes the SRM process. Furthermore, the Risk Management Department will serve as a central receiving hub for safety-related data and will serve as a resource for Agency departments as they establish goals, benchmarks and KPIs. Each year the Risk Management Department will conduct an internal assessment of one component of the PTASP - Safety Policy, Safety Risk Management, Safety Assurance or Safety Promotion. Findings will be shared with the appropriate Agency employees and executive staff.

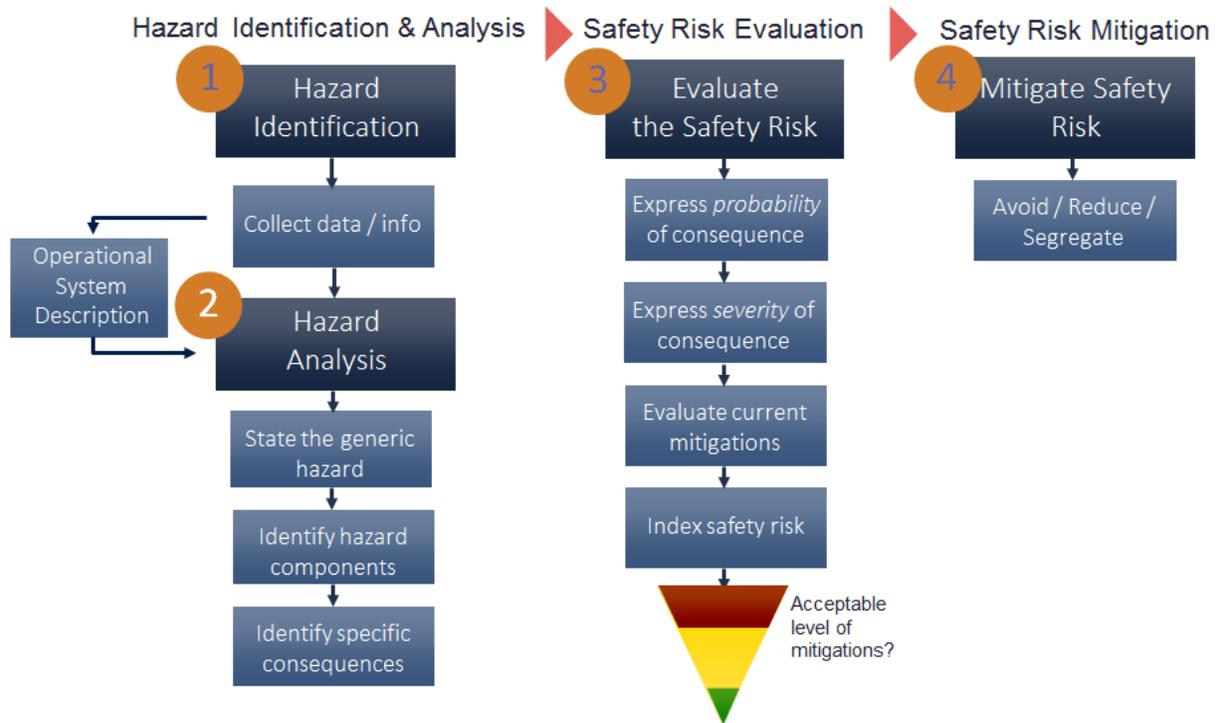


Figure 3 – Safety Risk Management Flow Chart

3.1 Hazard Identification and Analysis*

* The Federal Transit Administration (FTA) defines a hazard in 49 C.F.R. Part 673.5 as “any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.”

As the first two steps in the Safety Risk Assessment process, hazard identification and analysis are tools the Agency uses to identify and address hazards before they escalate into incidents or accidents. At Pierce Transit, hazards are identified through the following activities:

- Risk Assessment and Impact Analysis (RAIA)*
- Employee safety reporting
- Customer service reporting
- Observations of operations
- Safety inspections
- Incident reporting and investigation
- Incident, injuries and accident history
- Items discussed at the Agency Safety Committee
- Items discussed at the Sound Transit Joint Bus Safety Committee (JBSC)
- Legislation, industry standards, checklists or external consultants
- Data trending reports made available through incident, injury and accident history, insurance carriers and pools (e.g., WSTIP), and local authorities
- Data and information from FTA and other oversight authorities

- Review and audit of safety policies and procedures, and safety instructions for equipment and materials

*The Pierce Transit RAIA is being reformatted to reflect changing projects and updated associated plans (April 2021). Portions of the RAIA may be available upon request to those with a legitimate need to know, as the RAIA does contain sensitive information. Please contact the Emergency Management Coordinator to apply.

3.1.1 Job Hazard Analysis (JHA)

A Job Hazard Analysis (JHA) describes the high-risk work activities that take place in a workplace, the hazards and risks arising from these activities, and the measures that should be put in place to control the risks. A JHA focuses on:

- The job steps
- The potential hazards associated in undertaking the job steps
- The hazard control measures required to eliminate the risk of injury, or reduce the risk to an acceptable level

The primary purpose of a JHA is to help supervisors and workers implement and monitor workplace control measures that are established to ensure high risk work is carried out safely.

A Job Hazard Analysis (JHA) must:

- 1) Specify hazards relating to the work and risks to health and safety associated with those hazards
- 2) Describe the measures that must be put in place to control the risks
- 3) Describe how the control measures are to be implemented, monitored and reviewed
- 4) Take into account all relevant matters, including circumstances in the workplace that may affect the way in which the task is carried out. This must be expressed in a way that is readily available and understandable to employees who use it.

The JHA must be reviewed, approved, and signed by the supervisor before the task is started. When training the employee, the supervisor should give the employee a copy of the JHA and document any training which has taken place. Understanding every job step is very important! Whenever a job step changes or a new step is introduced, the JHA must be reviewed/updated, and employee retraining is to take place.

The key reasons for completing a JHA are to encourage teamwork (especially with new employees), involve everyone performing the job in the process, and elevate awareness!

An example of a completed JHA can be found in Appendix A.

3.1.2 Risk Assessment Survey

The Risk Assessment Survey (part of the Risk Assessment and Impact Analysis (RAIA)) is used to identify the potential hazard exposures related to an activity or operations, analyze the potential impacts associated with those exposures, and propose controls to reduce the level of risk. The Risk Assessment Survey provides a comprehensive

assessment of operational risks. For Safety Assurance, the Risk Assessment Survey is also designed to help evaluate the effectiveness of existing controls that often lead to the identification of emerging risks.

3.1.3 Employee Safety Reporting Program

At Pierce Transit, our objective is to cultivate and foster a proactive safety culture in which employees are comfortable and encouraged to bring safety concerns to the attention of Agency leaders. We recognize that our employees are most familiar with the details of their respective jobs and work environment, which makes their input crucial to maintaining safety in the workplace. Therefore, when witnessing an unsafe act or noticing an unsafe condition or near miss, employees must promptly report the unsafe condition or act to their direct supervisor, manager, the Safety Department, and/or Safety Committee Representatives, and should receive a clear answer to their concern.

No person will be penalized or retaliated against for bringing safety issues to the attention of management. This statement does not apply to information received from a source other than the employee, or which involves an illegal act, or a deliberate or willful disregard of regulations or procedures.

There are several ways employees can report their safety concerns to management:

- 1) Report directly to their supervisors or managers
- 2) Report directly to the Safety Department
- 3) Report through a Safety Committee Representative
- 4) Entry on the Route and Schedule Reporting Form
- 5) Report through the Communication Center
- 6) Call or email the Safety Hotline
- 7) Form submitted to the Safety Suggestion Box
- 8) Electronic safety suggestion submitted via QR code

All safety concerns and comments are reviewed with follow up to the submitter (if identified) by the direct supervisors, managers and the Safety Department in a timely manner. All submissions and responses are logged in our Corrective Action Log in TrackIt.

3.1.4 Customer Service Reporting

Customers are also our partners in safety. We encourage our customers to bring their safety concerns to our attention, whether through our bus operators or our Customer Service Team. Customer Service's contact information is available on every coach, or they can be reached through our website (PierceTransit.org), by telephone or in person at the Tacoma Dome Station. The Customer Service Team is responsible for documenting and forwarding the customer's concern to the appropriate individual or department for resolution.

3.1.5 Observations of Operations

Pierce Transit adopts programs to help identify and monitor the safety of our transit system including driving behavior, facility and operational safety.

3.1.5.1 Guest Rider Program

The Guest Rider Program provides a framework and guidelines for transit agencies to exchange experienced, knowledgeable staff (supervisors and operators) that can anonymously observe and provide feedback on individual operators and the entire transit system's performance. This program is sponsored by Washington State Transit Pool (WSTIP) and transit agencies that commit to participate in Guest Rides twice a year. Participating agencies work together to determine the appropriate staff and Guest Ride dates based on available resources and needs.

Feedback is provided on a Guest Rider Feedback Form. This form provides observations on:

- 1) Driving skills
- 2) Passenger relations
- 3) Bus stops
- 4) Schedules
- 5) Customer service
- 6) Basic routing
- 7) Bus conditions
- 8) Transfer centers

Pierce Transit uses this feedback to identify individual areas for operator development and/or identify gaps in our training program that need to be addressed. This program also provides an objective look at our transit service from a rider's point of view.

A copy of the Guest Rider Feedback Form can be found in Appendix B.

3.1.5.2 Operator Observations made by Service Supervisors

Service Supervisors also provide observations as outlined below:

- Service Support Supervisors are required to complete a minimum of one operator observation (OB) per week.
- Service Supervisors follow the selected vehicle unobserved to evaluate the performance of the operator for 20 minutes or more.
- Operator Observations are conducted using an Observation Form in the Track-It program.
- Supervisors refer to the Service Supervisor Observation Tracking Sheet, which is created by information extracted from the Track-It program and updated twice monthly. Supervisors select operators to evaluate based on the information in the system. Supervisors document the day and time they complete an observation on the Tracking Sheet. When the form is updated, all the most recent observation stats are extracted from Track-it and included in the report. Generally, there is no specific required number of observations for operators. There are identified groups, which are observed multiple times, to

create positive coaching and help change behavior. Those groups are:

- Operators with less than one year of experience (the goal is to evaluate at least 3-4 times the first year);
 - Operators identified in specific risk groups (e.g., two years or less experience, or with a specific focus based on trends);
 - Operators with preventable events or multiple events of any safety-related nature;
 - Special requests from the Safety Department, Operations, and/or Safety and Training; and
 - Operators not showing a documented observation in over a year.
- The Track-It system records information and maintains a record of the evaluation. Managers; Safety and Training; Risk; Safety; and Service Support employees may access the information to work on needed training and/or corrective coaching.

The following charts are examples of the work that was done in 2020:



3.1.5.3 DriveCam

The DriveCam (DC) Safety System is a complete driver safety program proven to change driver behavior through a combination of expert event review and analysis, advanced analytics, prioritization and comprehensive driver coaching. The system helps Pierce Transit actively manage Agency employees who drive agency vehicles (revenue and non-revenue alike) with dedicated support from a team of experts that monitor driver safety behavior. The system uses:

- A camera with sensors and LTE cellular with Blue Tooth connectivity to communicate incidents;
- 8 high-lumen, infrared LED lighting for inside view at night with a 130+ degree

- view;
- 10 Frames Per Second video capture;
- 9 axis accelerometer;
- Built in g-force sensor; and
- Built in GPS.

This system is;

- Compatible with 12VDC and 24VDC vehicles;
- Capable of capturing drivers with left- and right-hand steering;
- Tamper-resistant with fault indicators; and
- Capable of storing up to 800 events for remote sites that may experience extended periods between downloads.

The result of this technology is a 12-second video recorded when a triggering event occurs (8 seconds before the event, 4 seconds after). These clips are reviewed with each vehicle driver within 24 hours of the event. The DriveCam program observations and clips are intended to reduce risky driving behavior by helping drivers identify ways to stop unsafe driving behaviors.

In addition, use of this system will for the first time allow Pierce Transit to identify and recognize employees who exhibit safe, professional defensive driving behaviors in the performance of their duties. A sample DriveCam “Distinguished Driver Award” can be found in Appendix C. A DriveCam Safety Program Presentation can be found in Appendix D.



Figure 4 – Pierce Transit DriveCam Coaching and Decision-Making Chart

3.1.6 Conflict and Assault Prevention Program

The Pierce Transit Conflict and Assault Prevention Program (CAPP) takes a multi-tiered approach to prevent violence against our employees. This program was created by a collaboration of The Pierce Transit Department of Public Safety, the Division of Service Delivery & Support, the Safety Department and the Training Department. The program focuses on employee well-being and protection, priority police responses (all jurisdictions), up to the minute data analysis, and de-escalation training for operators.

Pierce Transit Management places a high priority on police responding to every assault reported to the Communications Center (Comm Center), and each case is thoroughly reviewed. While Service Delivery staff ensures that operators receive timely medical and personal attention, they will also conduct internal hazard analyses on how to further reduce the risks to operators and determine whether training and/or additional support is needed.

Regular policy reviews concerning relevant customer service will occur when trending warrants additional training opportunities or when requested by employees. Post incident coaching and training will be conducted by Service Delivery staff; the Training Department, Customer Satisfaction Coordinator or the Department of Public Safety as outlined in this document. A copy of the CAPP can be found in Appendix P.

The CAPP Process

Assaults and acts of aggression should be reported to the Comm Center as soon as they can practically be forwarded and processed. However, not all of these incidents will be reported through this normal channel. Managers and Supervisors should be alert to capture and process verbal conversations, written event reports, E-alerts from the Comm Center, Security Incident Reports, Employee Injury Reports and radio log entries. Management should endeavor to quickly identify these occurrences to Pierce Transit entities involved in the processing of information in order to assist the employee(s) involved. Communicating this information and ensuring it is acted upon will be the combined responsibility of the CAPP Team:

- **Pierce Transit (PT) Communications Center:**
CommCenterControllers@piercetransit.org,
- **PT Department of Public Safety:**
PublicSafetyDepartment@piercetransit.org,
- **Service Delivery and Support, Transportation Manager, Assistant Managers and Customer Satisfaction Coordinator:**
TransportationManagementServiceDelivery@piercetransit.org,
- **PT Training Department:** BusSafetyandTraining@piercetransit.org
- **PT Safety Department** - Safety Administrator: jhovde@piercetransit.org, Safety Coordinator, DriveCam Administrator: bmackie@piercetransit.org, Safety Manager: rreesee@piercetransit.org, Executive Assistant: amaxwell@piercetransit.org

3.1.7 Safety Inspections

Safety inspections are performed to:

- Identify hazards, risks and unsafe practices by inspecting areas with a designated department representative.
- Proactively take corrective actions by noting and photographing concerning findings and abatement issues. Items which can be abated immediately will be done on the spot and a record of the abatement notated.
- Promote a safe and healthy working environment by providing a systematic and consistent inspection schedule to identify hazards, risk and unsafe practices.
- Serve as a positive performance indicator and encourage safe work practices by documenting that we are achieving our safety goals and acknowledging employees who are observing safety policies when performing their work.
- Observe employees performing duties in order to ensure safe work procedures are taking place.

Each department completes safety walkthroughs. These are conducted informally each

day and formally each month. Daily walkthroughs will consist of a department representative walking their immediate work area and correcting any unsafe findings. If the finding requires assistance, document and forward to the appropriate department. Monthly formal walkthroughs will include completing an area-specific safety walkthrough form. Completed forms and photos of deficient area or equipment will be submitted to the Safety Department by the last working day of the month via the Safety Hotline or TrackIt. Safety Inspection forms are located in Appendix E of this document.

The Safety Department will conduct formal Facility Safety inspections each quarter. These inspections may include Pierce Transit headquarter buildings as well as transit centers operated by Pierce Transit or occupied by Pierce Transit personnel. The Safety Department will ensure that facility safety concerns are routed to the appropriate department for immediate investigation and mitigation.

Hazards are rated in terms of their effects on employees and/or the transit system. Severity categories are defined as:

- **Category I – Catastrophic**
Operating conditions are such that human error, environment, design deficiencies, element, sub-system or component failure or procedural deficiencies may cause ***death or major system loss***, thereby requiring immediate cessation of the unsafe activity or operation.
- **Category II – Critical**
Operating conditions are such that human error, environment, design deficiencies, element, sub-system or component failure or procedural deficiencies may cause ***severe injury or illness or major system damage*** thereby requiring immediate action including immediate cessation of the unsafe activity or operation.
- **Category III – Marginal**
Operating conditions may cause ***minor injury or illness or minor systems damage*** and human error, environment, design deficiencies, sub- system or component failure or procedural deficiencies can be counteracted or controlled without serious injury, illness or major system damage.
- **Category IV – Negligible**
Operating conditions are such that human error, environment, design deficiencies, sub-system or component failure or procedural deficiencies will result in ***no, or less than minor, illness, injury or system damage***.

The Safety Department will use the *Track-It Manager* program for both the inspection forms and a record of the Safety Department inspections. Completed inspection forms are generated from the Track-It Manager program and forwarded to the responsible employee(s) for timely correction. An example of a completed inspection form can be found in Appendix F.

Every inspection is recorded and retained in Track-It. This record is used to follow up on accident reports and hazard mitigation.

The Risk Department may assign basic facility and fire extinguisher safety inspections using employees assigned to Transitional (light) Duty. These paper inspection forms use a pass/fail inspection sheet and are forwarded to the Facilities and Safety departments for correction and retention. A blank fire extinguisher inspection form is located in Appendix G.

3.1.8 Event/Incident Reporting and Investigation

The goal of incident reporting and investigation is to identify the cause of a safety concern or event and record relevant facts to prevent recurrence and mitigate risk. Root Cause Analysis (RCA) is a structured process that uncovers the physical, human and latent causes of any undesirable event in the workplace. The root cause analysis can be used in:

- Single or multidiscipline cases
- Small or large cases

In general, there are seven basic root causes of most accidents: Procedures; Training; Communication; Quality Control; Management Systems Human Engineering and Work Direction.

A Root Cause Analysis will disclose:

- Why the incident, failure or breakdown occurred.
- How future failures can be eliminated through:
 - Changes to procedures
 - Changes to operation
 - Staff training
 - Design modifications
 - Verification that new and rebuilt equipment are free of defects which may shorten life
 - Confirmation that repair or reinstallation is performed to acceptance standards
 - Identifying factors adversely affecting service life and implementation of mitigating actions

At Pierce Transit, the term “Event” is commonly referred to as an “accident, incident, or occurrence.” The Event Report is defined as the following event types:

- 1) Collision resulting in injury or property damage;
- 2) Non-collision passenger event resulting in injury;
- 3) Non-collision employee event resulting in injury or property damage, including security-related incidents and workplace injury and illness reports;
- 4) Near Mishap or High Severity Incident (no actual injury or property damage, but potential for severe injury or high value property damage)

- could have resulted from the event); and
5) Incident (no injury or damage, but injury or damage could have occurred).

3.1.8.1 Reporting Criteria

The table below summarizes Pierce Transit’s reporting criteria:

Report Level	Consists of	Type of Event
1	<ul style="list-style-type: none"> Event/Incident Report 	Incidents – An event where there is no evidence that contact was made, where there is no property damage, injury and/or loss, where no medical care was required, and in which no claim was filed. Incidents will not be included in an employee's personnel record.
2	<ul style="list-style-type: none"> Event/Incident Report Supervisor Report with Evaluation and Review Law enforcement report Radio Log Review Submitted passenger courtesy card 	Incidents - when, at the discretion of the Supervisor or Safety/Risk Management Department, an additional level of investigation is warranted.
3	Everything in Level 1, plus: <ul style="list-style-type: none"> Post-accident review and evaluation 	Events, Near Mishaps or High Severity Incidences Any National Transit Database (NTD) Reportable Occurrence
4	Everything in Level 2, plus: <ul style="list-style-type: none"> Formal Incident Investigation with root cause analysis 	Events, Near Mishaps or High Severity Incidences, and any NTD Reportable Occurrence when, at the discretion of the Supervisor or Safety/Risk Management Department, an additional level of investigation is warranted.
5	Third party investigation and report, including fault-tree analysis	Very significant occurrences of any kind, major events, and when multiple events of a similar nature occur.

3.1.8.2 Reporting Policy and Procedures:

At Pierce Transit, all employees involved in Events, Near Misses, serious and/or High Severity incidents must complete the event/incident report within 24 hours.

Notification of Near Misses or Incidents must be reported by the end of the shift or as

soon as possible.

A Near Miss reporting process is a means of allowing an employee an opportunity for confidentially reporting an incident (or a Near Mishap or a High Severity Incident) in a non-punitive environment. Near Miss reporting is an opportunity to identify root causes that can be prevented to thwart future incidents or events with potentially more serious outcomes.

The flow chart in Figure 4 describes the reporting procedures:

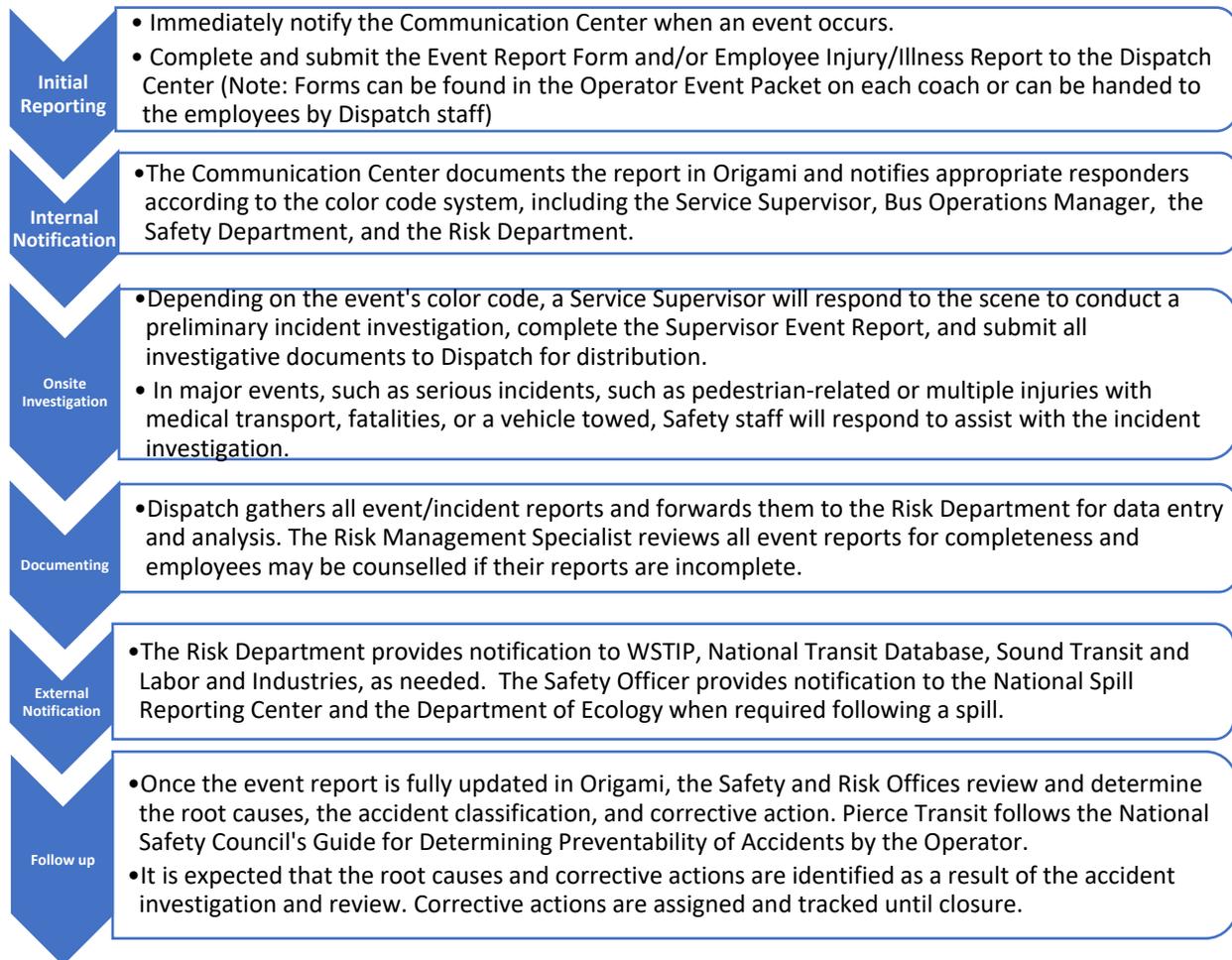


Figure 4 - Reporting Procedures Flow Chart

3.1.9 Incident, Injury and Accident History

Pierce Transit uses incident, injury and accident statistics to monitor trends, identify areas of risk, and measure the effectiveness of safety programs. Pierce Transit tracks and maintains the incident, injury and accident history via Origami Risk and Safety Management Software managed by WSTIP. The Risk Management Department regularly reviews and updates the database.

3.2 Safety Risk Evaluation

A Hazard is a condition with the potential to cause harm. Risk management is a systematic approach to manage workplace hazards. It is a key component in any organizational management that identifies, evaluates and determines the means of reducing risks to an acceptable level to protect employees, visitors, third party contractors, casual laborers and others who are physically present in the workplace.

Risk management also protects assets and considers how to avoid losses.

After hazards and their potential impact have been identified, Pierce Transit's Safety and Risk Departments conduct a Safety Risk Assessment to determine the seriousness of the risk. Factors considered include the likelihood of occurrence, the severity of the consequences should there be an occurrence, and the level of exposure to the hazard.

The evaluation consists of:

- Existing controls – Existing processes, devices, practices or controls that act to minimize threats or enhance opportunities, including an indication of how they might be of influence.
- Consequence – A description and rating of the consequence of a risk, in terms of the loss or gain that may be experienced if the risk event occurs (refer to section 2.2.1 Safety Risk Evaluation Matrix Severity for consequence ratings).
- Likelihood – A description and rating of the likelihood of the risk for the full range of risk event consequences (refer to section 2.2.1 Safety Risk Evaluation Matrix Likelihood for likelihood ratings). For opportunities, it is the likelihood of the stated gain being realized if the opportunity is pursued.

Experienced Pierce Transit employees assess safety risks subjectively using a Safety Risk Evaluation Matrix (REM). Results of the risk evaluation process will help prioritize the risk and determine whether it is being appropriately managed or controlled. If the risks are acceptable, the hazard will simply need monitoring. If the risks are unacceptable, Pierce Transit will take steps to lower the risk to an acceptable or tolerable level, or to remove or avoid the hazard.

When contractors work on transit property, certain requirements must be applied to all members of the contractor work force. This is essential for the safety of passengers, transit employees, contractors and protection of transit property.

Responsibility for safety on multi-employer worksites is not addressed by the State of Washington in a specific WAC Code; however, responsibility has been established through case law, WISHA Regional Directives, and instruction documents for OSHA and Washington Department of Safety and Health (DOSH) inspectors. Pierce Transit has a duty to inform contractors when knowledge of hazards exists. Any unsafe act observed by the contracting agency must be addressed, up to and including work stoppage.

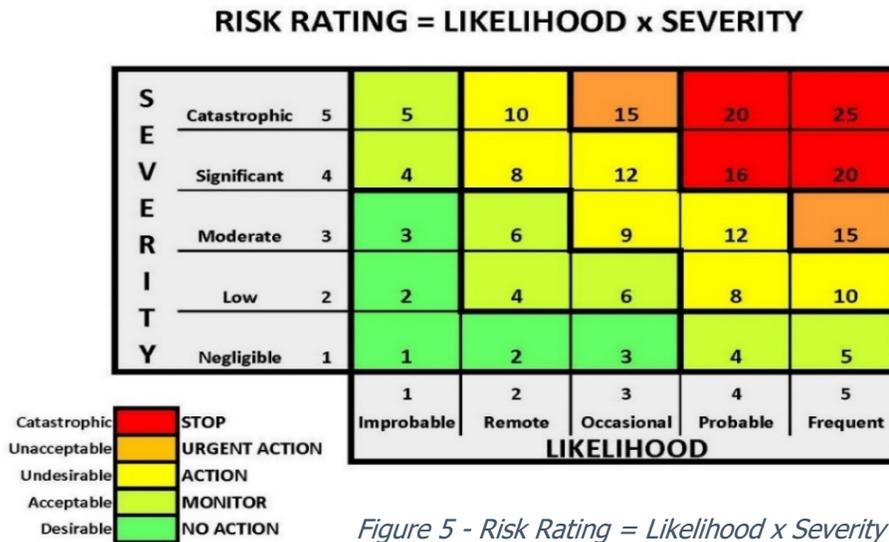
Before working onsite, all contractors agree to abide by all local, state and federal safety

regulations in the contract with Pierce Transit. Contractors must submit site-specific safety plans before starting any work onsite and are expected to perform their work in a safe manner and not expose themselves, Pierce Transit employees or the public to risk of harm. The Safety Department will discuss any special safety issues, procedures or circumstances the contractor expects to encounter onsite. The pre-work safety process includes a Contractor Safety Checklist, which is a documented dialog of safety expectations from Pierce Transit to the contractor. The Contractor Safety Checklist, which may be found in Appendix H of this document, includes (but may not be limited to) the following:

- General Work Rules
- Personal Protective Equipment
- Hazardous Chemicals
- Emergency Equipment
- Reporting Injuries, Illness & Incidents
- Material Storage and Movement
- Safe Electrical Work Practices
- Personal Hygiene/Housekeeping
- Doorways
- Smoking
- Hot Work Permits
- Lockout – Tagout
- Asbestos Encapsulation
- Drug Free Work Place
- Other Safety Systems and Components as Applicable
- Coronavirus Prevention Plan

A copy of our Safety Guidelines for Visitors and Contractors can be found in Appendix I.

3.2.1 Safety Risk Evaluation Matrix



3.3 Safety Risk Mitigation

If the risk is unacceptable, risk controls are developed that will either eliminate the risk or mitigate the risk to an acceptable level. After risk controls are developed, Risk Management will reassess the new controls to ensure they do not produce an alternative risk. A second assessment of the new control will be conducted following the same SRM procedure, beginning at System Description and Task Analysis through the Safety Risk Evaluation. Once satisfied that residual risk has been mitigated to an acceptable level, the new process/solution will be implemented and documented.

Many different means are employed to resolve identified hazards. These include design changes, the installation of controls and warning devices, and the implementation of special procedures. The steps for resolving hazards is as follows:

- **Design for Minimum Risk** – From the initial design, eliminate hazards through design selection.
- **Safety Devices** - Hazards that cannot be eliminated or controlled through design selection shall be controlled using fixed, automatic or other protective safety design features or devices. The agency will perform periodic checks of safety devices.
- **Warning Devices** - When neither design nor safety devices can effectively eliminate or control an identified hazard, devices may be used to detect and generate an adequate warning signal to correct the hazard or evacuate employees. Warning signals shall be designed to minimize the probability of employees responding incorrectly to signals and shall be standardized within similar systems.
- **Procedures and Instruction** - Where it is impossible to eliminate or adequately control a hazard through design selection, engineering or use of

safety and warning devices, the agency will use procedures and training to control the hazard. Procedures may include the use of personal protective equipment. Precautionary notations shall be standardized as specified by management. Safety-critical tasks and activities may require employees to be certified.

Other sources of information:

- Risk Management or Safety Guidelines – Provide requirements across Pierce Transit based on legislation or regulation (e.g., manual handling and handling of hazardous substances).
- Safe Work Instructions/Job Hazard Analyses – Pierce Transit-specific procedures and instructions developed and used by teams to manage health and safety and implement the SMS within the team.

When to use Safety Risk Mitigation:

- Daily Operational Systems Assessment - Methods that provide real-time feedback of safety compliance, adherence to established safety norms, or identified job hazards.
- Design – Steps taken to ensure safety requirements are considered in the planning, operation and disposal of all items including shops, facilities and equipment.
- Purchasing Goods – Steps taken to ensure purchased items and equipment are safe to use.
- Purchasing Services – Steps taken to ensure that purchased services are performed in a safe manner.
- Perform asset condition assessments and SMS hazard analyses to ensure compliance with State of Good Repair standards.

4 Safety Assurance

The purpose of Safety Assurance is to evaluate the overall effectiveness of safety risk controls established under Safety Risk Management and Pierce Transit PTASP. The Safety and Risk Management departments are responsible for monitoring and evaluating the operations system to ensure that: 1) emerging risks are identified, 2) Pierce Transit is in compliance with regulatory requirements applicable to the SMS plan, and 3) the organization meets or exceeds its safety objectives through the collection, analysis and assessment of data regarding the organization's performance.

The Agency considers Safety Inspections and the follow-up process as being relevant to 2 different pillars of SMS, Safety Assurance and Safety Risk Management.

Pierce Transit's safety assurance activities for supporting oversight and performance evaluation includes, but is not limited to:

- Monthly KPI Reviews (published for all departments to review)
- Safety Inspections and Surveillance Surveys

- Risk Assessment Survey
- Internal and External Audits
- Employee Surveys
- Internal and External Findings through Observations of Operations
- Committee Reviews

Many activities used in Safety Assurance are the same activities used for hazard identification and analysis. If hazards or system weaknesses are identified, they must be reevaluated using the Safety Risk Management process. The figure below demonstrates the interaction of Safety Risk Management and Safety Assurance components in SMS structures.

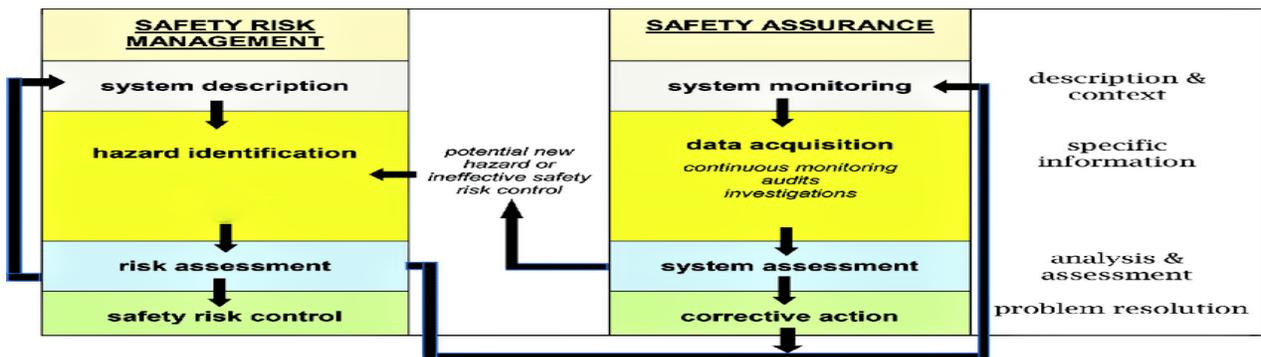


Figure 6 – Safety Risk Management and Safety Assurance Flow Chart

There are three subcomponents under Safety Assurance:

- 1) Safety Performance Monitoring and Measurement
- 2) Management of Change
- 3) Continuous Improvement

The following sections describe the processes and activities that take place under each subcomponent.

4.1 Safety Performance Monitoring and Measurement

Pierce Transit’s first step in Safety Assurance is establishing Safety Objectives and Performance Targets to meet the Agency’s safety goals. Key Performance Indicators (KPIs) are established that indicate whether the Agency is achieving its safety objectives and performance targets. These can be found in Appendix O.

4.1.1 Data Collection

Safety, Risk Management, Maintenance, the Training Department and Operations work collaboratively as a team to collect, analyze and disseminate the data necessary to demonstrate the effectiveness of the Agency operations system and the SMS. This data comes from a number of sources including, but not limited to:

- Event reports on safety and security incidents, accidents, injuries and illnesses
- Observations of operations reports
- Internal and external inspection, survey, and audit reports
- Safety Hotline comments and suggestions
- Historic recall
- Seasonal events and effects
- Environmental considerations
- Deployment of new equipment
- Maintenance common fleet issues
- Process review and improvement
- Leadership training
- Emergency planning
- SORT training content
- Zonar vehicle inspection system (see Appendix Q for detailed information)
- Collaboration on ongoing safety performance, targets and processes

This safety data is reviewed, discussed and shared at the management meetings, monthly Safety Committee Meetings, Joint Bus Safety Committee meeting with our partner agencies, and at the quarterly Safety Meetings with all employees. In addition, internally this document and accompanying reference documents are permanently posted on the Agency's e-Learning sites, Agency shared intranet, and updates are published and posted to the Agency annually.

This data is also used to determine opportunities to tailor training to the trends observed. For example, data analysis determined there was a higher frequency of preventable accidents in employees with 2 years of tenure or less over any other tenure. Right-side clearance was determined to be the most common preventable accident type in employees with this same tenure as well. With this data, additional training for employees within this tenure has been created along with a new cone course designed to provide practice maintaining right-side clearance while maneuvering.

4.1.2 Key Performance Indicators (KPIs)

The Safety Department uses collected data to establish Key Performance Indicators and baselines for realistic safety performance targets. Safety also uses Key Performance Indicators to assess and communicate with affected departments within the Agency in a timely manner. An example of monthly KPIs is included in Appendix O.

4.1.3 Internal and External Audits

A Safety Review and Audit is a formal safety and quality assurance process used to evaluate the overall effectiveness, efficiency, and reliability of any transit Agency's SMS. Our internal audit program also helps prepare the Agency for the Triannual Review with the FTA. This process, however, does not take the place of regular safety inspections.

Pierce Transit performs auditing to determine compliance with the Agency's safety plan, and implements corrective action plans related to audit findings in order to:

- Verify safety programs have been developed/implemented in accordance with system safety program plan requirements;
- Assess effectiveness of the agency's system safety programs;
- Identify program deficiencies;
- Identify potential hazards in the operational system and weaknesses in the system safety programs;
- Verify prior corrective actions are being tracked for closure;
- Recommend improvements to the system safety program;
- Provide management with assessment of status and adequacy of system safety program;
- Assure continuing evaluation of safety-related programs, issues, awareness and reporting;
- Promote a clear understanding of success measures; and
- Promote continuous improvement of the Pierce Transit PTASP.

The Risk Management Department and the Safety Department work collaboratively with other departments to develop and maintain auditing schedules and perform the annual internal audit.

4.1.4 Employee Surveys

The Agency conducts employee surveys each year to evaluate the work environment, including employee engagement and overall safety culture. The feedback of our employees helps us identify the need for continuous improvement in our systems and practices. We use the employees' survey ratings as one of our Key Performance Indicators.

4.1.5 Corrective and Preventive Actions Tracking Log

Tracking Corrective and Preventive Actions (CPA) is a safety and quality assurance process for monitoring and measuring the effectiveness of the safety and risk management processes. The Corrective Action Tracking Log aims to track and address critical safety items and recurring safety issues. The Safety Department reviews all findings and follows up on the mitigation plan on regular basis.

A sample Corrective Action Tracking Log can be found in Appendix J.

4.2 Management of Changes

Hazards may inadvertently be introduced into an operation whenever change occurs. Safety management practices require that hazards that are a by-product of change be systematically and proactively identified and corrected.

Changes may be internal or external to the organization. Examples of external changes include changes in regulatory requirements and changes to service areas. Examples of internal changes include management changes, new equipment and new procedures.

A formal process for change management should take into account the following considerations:

- Criticality of systems and activities
- Stability of systems and operational environments
- Past performance
- Organizational changes, including Agency Leadership and Accountable Executive changes
- Design and implementation of new systems and other capital projects
- Changes to existing systems or service
- New services provided to the public
- New operations or maintenance procedures
- Changes to existing operations or maintenance procedures
- Changes in capabilities and organizational capacity
- Procurement process changes
- Changes to relevant regulations, laws, policies or the FTA's National Public Transportation Safety Plan that may impact safety programs, SRM process or safety performance

New equipment, system expansion and modification, and system rehabilitation require design and procurement efforts.

Within Pierce Transit, the Service Delivery and Support Division submits changes such as bus retrofits to the Safety, Risk and Training departments. Fleet uses EAM to track modifications to bus systems. When we make configuration changes to a bus that are not within the original scope, the changes are passed through the Safety, Risk and Training departments for review and analysis. Once the change is made, operators need to be trained on the item that was changed.

Pierce Transit Safety, Risk and Training departments review issues, such as:

- Construction areas
- Hazardous locations
- Public/employee safety concerns
- Maintenance/vehicle-related safety issues

The Safety, Risk and Training departments also conduct facility safety inspections of transit centers and submit work orders to correct hazards.

The Safety, Risk and Training departments issue inspection reports, which outline key items such as sidewalks, condition of pavement paint markings and similar items.

It is a good practice to conduct annual condition assessments and audits on equipment to cross check that they are being maintained per manufacturer recommendations.

Modifications to maintenance schedules may be needed based upon the results of the condition assessments. Items that may result in a need to modify schedules include:

- Fleet defects;

- Part failures beyond the warranty period (feedback to fleet engineering to assess); and/or
- Out-of-service causes, such as braking systems or slack in the steering wheel.

The SOP for management of change can be found in Appendix K.

4.3 Continuous Improvement Process

Through the process of monitoring, measuring and reassessing our safety risk controls, we gather data to identify the areas where we can improve and strengthen our operating systems.

The aim of continuous improvement in the SMS plan are applied to three general operational areas:

1. Operational Safety Management (such as policies and procedures, infrastructure, and equipment);
2. Individual performance (such as employee performance monitoring); and
3. Systems of control (such as control measures).

Pierce Transit will implement proven industry best practices in transportation safety management systems:

- Evidence of lessons learned incorporated into safety policy;
- Agency benchmarks SMS program performance compared to the rest of the transit industry;
- Surveys of safety cultures are carried out and acted upon; and
- Contractors are required to participate in the safety program.

5 Safety Promotion, Training and Communication

Pierce Transit believes safety promotion is critical to the success of SMS by ensuring the entire organization understands and embraces its SMS program, policies, procedures and structure. It involves establishing a culture that recognizes safety as a priority core value, training employees in safety principles, and allowing open communication of safety issues.

The Agency's assessment of safety performance includes developing and carrying out a plan (or plans), under the direction of the Accountable Executive, to address safety deficiencies identified during a safety performance assessment.

5.1 Training

5.1.1 Employee Safety Training

All employees receive training as required under the Agency's Accident Prevention Program (also see Section 1.5.7, number 18, Employee Safety Program). All employees receive New Employee Orientation Training and annual training on the basic elements of employee safety. Depending upon job classification, some employees may receive additional training in programs such as Bloodborne Pathogens, Confined Space,

Lockout/Tagout and others as required to perform their job safely.

These e-learning courses are for Safety sensitive employees, all transit agency employees and contractors designated as directly responsible for safety, for new hire, refresher, post incident and new process/procedure training. This includes training for dispatchers, managers/supervisors, agency leadership/executive management, Chief Safety Officer, Accountable Executive, and any other personnel designated as directly responsible for safety

Pierce Transit keeps an e-library with multiple courses for certification, qualification, refresher, equipment and process changes. A list of these courses as of can be found in Appendix L.

5.1.2 Operator Training

Pierce Transit offers Commercial Driver License (CDL) training for bus operators. Pierce Transit's Training Department documents CDL training, which includes a self-certification process audited by the state. Training programs are also subject to internal auditing that includes auditing of trainer performance and content. Auditing the number of accidents incurred by new operators is one measure to evaluate the effectiveness of new operator training.

Training begins with the operator selection process. An evaluation of skill sets must be considered during selection.

Prospective operators must meet thresholds to advance to the next stage of training; for example, a trainee must obtain a permit before starting classroom training and must pass a skills test prior to moving on to the balance of the class. If a trainee fails a step at a critical point in the training, they may be dropped from the program. Achieving threshold scores is necessary to progress to the next step and is an important component of the training program.

Pierce Transit provides approximately 10 weeks of instruction for new operators, including time spent with an operator mentor operating the coach in regular service. This is followed by route training, which includes observing videos of the routes.

Ride checks provide a chance to correct actions before an accident occurs. A systematic process is used to identify who needs a ride check and when. Ride checks should be conducted with the goal of evaluating performance in a holistic manner, and includes evaluation of:

- Health and wellbeing as it relates to safety
- Customer service
- Diffusing angry customers
- De-escalation techniques
- Operation skills
- Ergonomics

5.1.3 Mechanical Certification and Training

Pierce Transit encourages vehicle maintenance staff to obtain Automotive Service Excellence (ASE) certification by providing extra pay for staff who have obtained certification. This is provided in the employee contract.

Vehicle Maintenance employees receive training in Preventative Maintenance and Standard Operating Procedures (SOPs).

5.1.4 Training Assignments and Recordkeeping

Each department maintains training requirements and transcripts for their respective employees. A Learning Management System (LMS) is further used to track employee training.

Further recordkeeping and training documentation can be accessed at:

- Track-it
- Workforce Development Department
- Operations Decisions Database System
- RePortal

At Pierce Transit, the Workforce Development Department tracks and maintains training records.

5.1.5 Training Curriculum

The training curriculum is based on adult learning principles. Training also focuses on local and regional needs of operators.

5.2 Safety Promotion and Communication

5.2.1 Employee Safety Meetings

In compliance with Pierce Transit's Injury and Illness Prevention Plan requirements, the Service Delivery and Support Division will conduct quarterly employee Safety Meetings. The 2-hour safety meeting may be recorded and covers topics such as:

- Accident and injury trends
- Accident and injury prevention
- Hazard identification
- Hazard abatement
- DriveCam trends and instructional videos
- Safety Committee report
- Management safety presentation
- Employee recognition
- SMS Training

The Maintenance Department conducts its own department-specific Safety Meetings each quarter. This is an ongoing effort to keep employees aware of our past experiences while identifying new areas of risk. It is also important in preventing historic trends and involving each employee as part of our culture of safety accountability.

In 2021, the Maintenance Department plans to install the **SAFESTART** safety and

human error reduction training program. This program covers topics such as;

- Safety, Risk and Error
- Eyes on Task
- Mind on Task
- Balance/Traction/Grip
- Fatigue
- Critical Error Reduction Techniques

5.2.2 Safety Committee

Safety Committees are required by state law to serve as the basic forum to review safety issues and hazards, hazard reports, safety inspection reports, accident investigations and corrective actions. Safety Committee Representatives communicate safety concerns from their work areas to the Safety Committee, and report back to their workgroups. Safety Committee meeting minutes are made available to all employees via the Safety PULSE page and Safety bulletin boards.

Safety Committee Guidelines can be found in Appendix M.

5.2.3 Safety Bulletins

Pierce Transit has display monitors in commonly located areas (e.g. lunchrooms, employee breakrooms, lobbies and transit centers) to display safety and emergency alerts, accident statistics, and other safety education materials.

Safety posters are also used to raise safety awareness throughout the Agency.

5.2.4 Weekly Safety Chats

The Safety Department publishes weekly “Safety Chats” via email to all Pierce Transit employees with agency email addresses. This communication tool is used to enhance health and safety awareness on and off the job.

5.2.5 Safety Hotline, Safety Suggestion Box, Safety Suggestion QR

The Safety Hotline, Safety Suggestion Box and Safety Suggestion QR code are tools that allow employees to share their safety ideas and concerns. All safety-related comments and concerns are reviewed by the Safety Department and documented. The Safety Department will exercise one or more of the following options:

- Mitigate/Resolve by the Safety Department
- Forward (with expectations) to Agency department responsible for mitigation
- Elevate to Executive level for action
- Discuss and address at the Safety Committee Meeting
- Respond to the employee who submitted the concern

5.2.6 Employee Recognition Programs

Pierce Transit has established recognition programs for employees to promote safety performance, build morale and focus attention on achieving the Agency’s safety goals.

- Operator of the Month
- Quarterly Smooth Driver Award
- Yearly Honor Roll Award
- Employee of the Quarter

- Million Mile Club Exhibit A
- Distinguished Driver Awards
- Good Job Cards.

6 APPENDIX A – Job Hazard Analysis Example

	Pierce Transit Job Hazard Analysis Forklift Operation
	3701 96th St. SW, Lakewood, WA 98499 Maintenance Training Department, Telephone: :253.984.8169

Picture of task/equipment:	Task:	Operating a Forklift
	Name of Shop or Dept:	Maintenance Training
	Job Title(s):	All Qualified Staff
	Analyzed by:	Brent Riffel, Maintenance Training Coordinator Information Officer, P.M.
	Date:	02/15/18

Required PPE:
Non-slip work shoes 

Required/Recommended Trainings
Forklift operator (or) certification

TASK	HAZARDS	CONTROLS
Driving a Forklift 	Concussion Whiplash Laceration Contusion Trauma	<ul style="list-style-type: none"> ❖ Always wear a seatbelt when operating a forklift and always operate the forklift from the operator's seat. ❖ Slow down for turns, uneven or slippery surfaces. ❖ Watch for clearances for forks, mast, guards and swing radius. ❖ <u>When traveling with an empty load:</u> <ul style="list-style-type: none"> ➢ Travel with the lifting mechanism slightly raised off the ground, keep vision clear ➢ Travel with the lifting mechanism in front of you when traveling down hill ❖ <u>When traveling with a weighted load:</u> <ul style="list-style-type: none"> ➢ Make sure forks are spaced as far as load permits ➢ Loads should be evenly and securely stacked. ➢ Never handle loads that are higher than the load bracket. ➢ Avoid any sudden stops, starts, turns or changes in direction. ➢ Never angle or turn on an incline ➢ When traveling uphill, always have the load in front of you. ➢ Never exceed rated capacity. ➢ Keep clear view of travel path, if load is blocking view then travel with load behind you.



**Job Hazard Analysis
Administrative Professional**

The following assessment has been prepared to assist Pierce Transit in the identification of hazards that may be present in administrative work classifications. It is only a guide and should not be taken to imply that only the listed hazards are the only risk present in the applicable work classification. It is the responsibility of all employees, supervisors and managers to constantly evaluate each work tasks (before, during and after performance of the task) and identify any hazards that could be a danger to the worker and take steps to control, reduce and/or eliminate the risk to the worker.

Job Hazard	Hazard Control
Removal and replacement of files in cabinets	Keep doors, overheads and file drawers closed when not in use
Transfers to a department with job associated hazards	Retrain employee on new job related hazards
Potential trip and fall hazards	Keep all aisles and areas around desk free of boxes; tie-wrap and all cords
Potential exposure to hazardous materials or hazardous waste	Instruct employees on Hazard Communication fundamentals
Range of motion injuries	Use proper Ergonomic procedures, evaluate work station for proper setup and equipment
Constant lifting, bending, and stooping	Body mechanics instruction (ergonomics)
Fire/Emergency Procedures; response to evacuation and injuries for Area Monitors	Instruction on fire extinguisher use, phone communication, regularly scheduled drills, first aid, CPR, and bloodborne pathogens
Automobile injuries/incidents while driving/traveling on campus/business	Good driving practices, foreign travel awareness, vehicle inspection
Emergency situations and their related potential for injuries	Remove all boxes and objects on top of cabinets,--practice good housekeeping, train--first aid, CPR, and bloodborne pathogens
Walking across bus lot/maintenance service areas	Closed toe and heel shoes are required to walk onto/into this area for any purpose.

Recommended Instruction:
New Employee Orientation
Hazard Communication
Fire Safety and Emergency Evacuation
Ergonomics
Defensive Driving
First Aid / CPR
Bloodborne Pathogens

EMPLOYEE NAME:

EMPLOYEE NUMBER:

HIRE DATE:

EMPLOYEE SIGNATURE:

ADMINISTRATOR:

7 APPENDIX B – Guest Rider Form



WASHINGTON STATE TRANSIT INSURANCE POOL | RISK MANAGEMENT IN MOTION
2629 12th Court SW | Olympia, WA 98502 | 360-786-1620 | www.wstip.org

WASHINGTON STATE TRANSIT INSURANCE POOL | RISK MANAGEMENT IN MOTION
2629 12th Court SW | Olympia, WA 98502 | 360-786-1620 | www.wstip.org

Guest Ride Form 2017

Host Agency *

Transit Operator:
(Name if Known)

Vehicle #:

Boarding Location:

Deboarding Location:

Guest Rider Agency *

Date: *

Brd Start Time:

Brd End Time:

Route Number:

SCORE: 3 - Exceeds Expectations, 2 - Meets Expectations, 1 - Needs Improvement, N/O - Not Observed

<p>1. Smooth* * <input type="text" value="N/O"/></p>	<p>15. Wears seatbelt * <input type="text" value="N/O"/></p>
<p>2. Turns* * <input type="text" value="N/O"/></p>	<p>16. Door operation * <input type="text" value="N/O"/></p>
<p>3. Bus Stops* * <input type="text" value="N/O"/></p>	<p>17. ADA compliance* * <input type="text" value="N/O"/></p>
<p>4. Lane Use* * <input type="text" value="N/O"/></p>	<p>18. Climate control * <input type="text" value="N/O"/></p>
<p>5. Mirror use * <input type="text" value="N/O"/> <small>(checks every 5-10 seconds)</small></p>	<p>19. Proper uniform* * <input type="text" value="N/O"/></p>
<p>6. Intersection awareness* * <input type="text" value="N/O"/></p>	<p>20. Radio use * <input type="text" value="N/O"/></p>
<p>7. Defensive driving skills* * <input type="text" value="N/O"/></p>	<p>21. Route turnover* * <input type="text" value="N/O"/></p>
<p>8. Steering control * <input type="text" value="N/O"/></p>	<p>22. Proper body mechanics* * <input type="text" value="N/O"/></p>

<https://form.jotform.com/70047166723959>

5/10/2019

23. Proper fare & transfer procedures *
N/O

10. Yields right-of-way* *
N/O

11. Vehicle securement* *
N/O

12. Obeys traffic signs/signals* *
N/O

13. Speed control* *
N/O

14. Stopping distance *
N/O

24. Passenger relations* *
N/O

25. Bus interior* *
N/O

26. Distracted driving* *
N/O

27. Miscellaneous Observations* *
N/O

28. On time/schedule *
N/O
(early or late)

On time/schedule

General Comments:

Full Name *
First Name Last Name

Signature

[Clear](#)

Submit

8 APPENDIX C – DriveCam Sample Distinguished Driving Award



9 APPENDIX D – DriveCam Safety Program

LYTX DRIVECAM™ SAFETY PROGRAM BEHAVIOR MATTERS

August 2, 2017



AGENDA

- Introduction
- Myths about the Lytx DriveCam™ safety program
- Why are we adopting the DriveCam® safety program?
- How does the program work?
- Q&A



DRIVECAM SAFETY PROCESS

Focus on what matters



MYTHS ABOUT THE LYTX DRIVECAM SAFETY PROGRAM

ONLY SAVES VIDEO WHEN TRIGGERED

Video is not continuously saving



*Some companies save 20 seconds of video

DRIVERS ARE IN CONTROL

- Driving maneuvers are the main things that trigger an event
- Event recorder only saves 12 seconds of video*

lytx
DriveCam.

NO SPYING

No one has access into the cab to watch the driver



MANAGEMENT CANNOT

- Look into the cab
- Turn on the event recorder
- Remotely trigger the event recorder to save video

Nor do we want to

lytx
DriveCam.

NOT INTENDED TO BE PUNITIVE

Helps identify unknown habits



THE PURPOSE IS TO

- Protect the driver!
- Help during litigation
- Improve driving skills
- Reduce collisions

lytx
DriveCam.

WHY WE ARE ADOPTING THE DRIVECAM SAFETY PROGRAM

lytx
DriveCam.

SAFETY HAS ALWAYS BEEN A TOP PRIORITY AT PIERCE TRANSIT

Our culture is built around safety

Safety
Service
Schedule



The DriveCam program is another safety tool that will help us achieve our goals.



MANY KEY BENEFITS

The DriveCam program has many benefits



FOR THE DRIVERS

- Protection!
- Against false accusations
 - Protect your reputation
- Keep You Safe!
- Raise awareness of risk
 - Improve your driving habits



FOR THE ORGANIZATION

- Protection!
- Against false accusation
 - Our reputation—win new business
- Save Money!
- Fewer collisions
 - Avoid a big lawsuit payout
 - Less maintenance



HOW DOES THE PROGRAM WORK?

lytx
DriveCam.

DRIVERS ARE IN CONTROL

The event recorder:

- Only saves video when triggered by an event
- Typically captures fewer than five minutes of video per driver per month
- Driver-activated button for additional protection



lytx
DriveCam.

COMMON TYPES OF TRIGGERS THAT CAN CAUSE AN EVENT TO BE SAVED



JUST SO YOU KNOW: ROAD CONDITIONS CAN ALSO TRIGGER EVENTS

Events triggered by rough roads are not sent for coaching.



Potholes



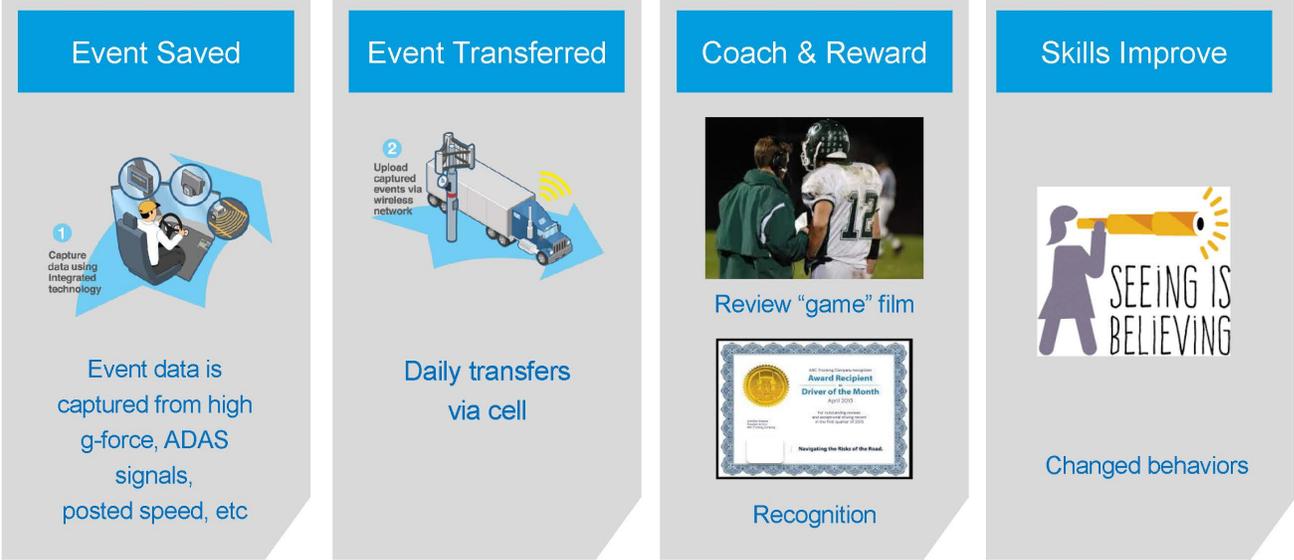
Rough Roads



Railroad Crossings



DRIVECAM SAFETY PROGRAM PROCESS



RECOGNIZING SAFE DRIVERS



SF-1 EVENT RECORDER

- Mounted on the windshield or dashboard
- ✓ Enhanced video quality with 10 fps plus image quality tuning
- ✓ ECM connection captures speed, fuel and vehicle data
- ✓ Multiple camera support, road-facing continual recording*



lytx
DriveCam.

EXONERATIONS



lytx
DriveCam.

QUESTIONS

WHAT'S ON YOUR MIND?



10 APPENDIX E – Department Inspection Sheets

PIERCE TRANSIT SAFETY INSPECTION CHECKLIST ACCOUNTING/PAYROLL

S	U	<i>Items Checked</i>	<i>Comments if Unsatisfactory</i>
		Aisles – clean and clear	
		Fire extinguishers – accessible	
		Exits – clearly marked; not blocked inside or out	
		Electrical Panels - 3' clearance and not blocked	
		First aid kits – full and accessible	
		Emergency lights – visible, not blocked	
		Emergency evacuation signs – posted and legible	
		Safety postings – replaced when necessary	
		Walking surfaces – clean/clear of debris, boxes & equipment	
		Electrical cords – good condition, no exposed wiring	
		Electrical outlets – good condition, not broken	
		Employee(s) performing work in a safe manner and in line with established safety policies	
		Check for Bomb Threat cards at each workstation	
		Other:	

Person(s) checking: _____ Date: _____

PIERCE TRANSIT SAFETY INSPECTION CHECKLIST
FACILITIES MAINTENANCE - BLDG 2

<i>S</i>	<i>U</i>	<i>Items Checked</i>	<i>Comments</i>
		Aisles – clean and clear	
		Fire extinguishers – accessible	
		Exits – clearly marked; not blocked inside or out	
		Electrical panels – 3’ clearance and not blocked	
		First aid kits – full and accessible	
		Emergency lights – good working order	
		Emergency evacuation signs – posted and legible	
		Lockout/tagout stations – clean, stocked and in use	
		SDS program present on workstations & employee(s) showed proficiency in looking up chemical information	
		Walking/driving surfaces – clean/clear of debris, oil & equipment	
		Electrical cords – good condition/not frayed	
		Electrical outlets – good condition, not broken	
		“Wet Floor” signs – in use when appropriate	
		P.P.E. – in use, checked and cleaned regularly	
		Air hoses – proper tips being used (30 psi max.)	
		Compressed gas cylinders – secured and in proper area	
		Ladders – in good condition and being used properly	
		Bench grinder guards and shields – set properly	
		Grinding wheels – properly tested and initialed	
		All portable tools - in good condition, cords OK	
		Flammables – stored properly	
		Chemical labels – on all containers as required	
		Emergency spill equipment accessible, stocked	
		Employee(s) performing work in a safe manner and in line with established safety policies	
		Eye Wash Stations - Refill/Replace/other deficiency	
		Below Ground Pit Working Areas	
		Check for Bomb Threat cards at each workstation	
		Other:	

Person(s) checking: _____ Date: _____

PIERCE TRANSIT SAFETY INSPECTION CHECKLIST
PUBLIC SAFETY - TDS

S	U	<i>Items Checked</i>	<i>Comments if Unsatisfactory</i>
		Aisles – clean and clear	
		Fire extinguishers – accessible	
		Exits – clearly marked; not blocked inside or out	
		Electrical Panels - 3' clearance and not blocked	
		First aid kits – full and accessible	
		Emergency lights – visible; not blocked	
		Emergency evacuation signs – posted and legible	
		Safety postings – replaced when necessary	
		Walking surfaces – clean/clear of debris, boxes & equipment	
		Electrical cords – good condition, no exposed wiring	
		Electrical outlets – good condition, not broken	
		Employee(s) performing work in a safe manner and in line with established safety policies	
		Check for Bomb Threat cards at each workstation	
		Other:	

Person(s) checking: _____

Date: _____

11 APPENDIX F – Sample Quarterly Safety Inspection Report from Track-it



FACILITY SAFETY INSPECTION CHECKLIST

Location ID: LOC3	Location Name: Building 3
Inspector ID: 2032	Inspector Name: Jason L. Hovde
Date: 08/Jan/2021	

Life Safety Issues/Housekeeping:

Egress routes marked and accessible:
Comment: connect on back of building 3 as unsecured access point



Comment:

Final Grade Recommendation:

Issues Found

12 APPENDIX G – Fire Extinguisher Inspection Sheet

Fire Extinguisher Checklist						
NO.	LOCATION BUILDING #4	EXT.TYPE	GAUGE	TAG	PIN	SIGN
Level 1						
B4-L1-1	Inside Risk Management Office	5# ABC				
B4-L1-2	Outside Risk Management Office door	5# ABC				
B4-L1-3	Operators Lobby	5# ABC				
B4-L1-4	Mounted in hallway near TS assistant managers	5# ABC				
B4-L1-5	Near receptions desk at the bottom of the stairs	5# ABC				
B4-L1-6	Outside human resources door	5# ABC				
Level 2						
B4-L2-1	Upstairs SW entrance / exit door	5# ABC				
B4-L2-2	Waiting area outside CEO's office	5# ABC				
B4-L2-3	REMOVED	5# ABC				
B4-L2-4	Inside door of break room	5# ABC				
B4-L2-5	Across from upstairs break room door	5# ABC				
B4-L2-6	Inside payroll door	5# ABC				
B4-L2-7	Inside server room (1 #5ABC)	5# ABC				
Level 3						
B4-L3-1	Exercise Room (Penthouse)	5# ABC				

Inspected By: _____

Date: _____

Print & Sign

Revised: 11/2014

13 APPENDIX H – Contractor Safety Checklist



CONTRACTOR SAFETY CHECKLIST

I. Work Rules

Safety is the first priority at Pierce Transit, so we ask all contractors to also make it a priority. While working onsite contractors agree to abide by all local, state and federal safety regulations. Contractors are expected to perform their work in a safe manner, not exposing either themselves or Pierce Transit employees to risk of harm. (The Safety Officer will also discuss any special safety issues, procedures or circumstances expected to be encountered by the contractor while onsite.)

II. Personal Protective Equipment

While working at Pierce Transit, contractors are to provide, use and maintain all required PPE, including but not limited to safety glasses, gloves, shoes, hearing protection, hard hats, fall protection and respiratory protection. Proper attire must be worn at all times.

III. Hazardous Chemicals

During the course of a contractor's work they may encounter hazardous chemicals/materials. Pierce Transit will provide the contractor with information of potential exposure, prior to the commencement of work at the facility. The SDSs for Pierce Transit are located at the Safety Officer's office and in Building One. The contractor must provide a list to the Safety Officer of hazardous materials they expect to bring onsite. Contractors must also maintain (at Pierce Transit) a current copy of SDSs for all materials used on site and ensure the SDSs are available to Pierce Transit personnel upon request.

IV. Emergency Equipment

Fire extinguishers are located throughout the agency. Locations are marked with red signs on the walls/beams. If a contractor discharges a fire extinguisher, please inform the Safety Officer or Communications Center of the incident. Safety eye washes and showers are located throughout Buildings 1-3, with signs indicating their locations.

The fire alarm is a tone on which all persons are to immediately evacuate the building. The Early Warning System is a message that will be broadcast through all buildings telling employees specific instructions in the event of bomb threat, chemical release, or potential violent situations on premise. Follow direction of the area monitor in your area or verbal directions announced over the EWS system.

V. Reporting Injuries, Illness & Incidents

Contractors must report all injuries, illnesses and incidents (fire, chemical spill, accidents, etc.) immediately to the Safety Officer or the Communication Center at 589-6371 or 581-8109.

It will be the responsibility of the contractors to have their own first aid kits on site and know of the nearest hospital/clinic for medical situations. In emergency situations the Pierce Transit Safety Officer may be available for assistance.

VI. Material storage and movement

Toolboxes are the responsibility of contractors. For the protection of contractors, their employees and Pierce Transit employees, tools/equipment shall not be left out when not in use. Tool boxes are to be kept in a mutually agreed upon location. Contractors shall not use Pierce Transit tools or equipment.

The contractor is responsible for providing their own means of transporting materials and personnel throughout the plant (Pierce Transit's lift trucks are not available for use). Transportation equipment must meet with Pierce Transit management approval prior to being brought onsite.

VII. Personal Hygiene / Housekeeping

The contractor has a responsibility to clean up and diligently maintain their work areas in a sanitary and orderly fashion. Material or storage may never block access to emergency exits, fire extinguishers, eyewashes, or electrical panels.

VIII. Doorways

Outside doors are not allowed to be propped open and must be closed. Contractors must close all interior doors they pass through while working in the building.

IX. Smoking

Smoking is only allowed in designated areas. All smoking areas are located outside of buildings. See RCW 70.160.075

Cigarette butts must be properly disposed of in approved containers.

X. Hot Work Permits

Contractors are required to obtain a Hot Work Permit (from the Safety office), prior to beginning hot work, for all welding, brazing, cutting and other hot work.

XI. Lockout – Tagout

Contractors engaging in activities in which Lockout-Tagout is required shall provide a copy of their procedures to Pierce Transit. Pierce Transit employees working with contractors are required to follow Pierce Transit lockout-tagout procedures. All Lockout-Tagout procedures involving Pierce Transit employees are to be overseen or performed by Pierce Transit personnel. Pierce Transit lockout-tagout procedures for specific machines/equipment are located in binders within the Assistant Maintenance Managers office.

XII. Asbestos Encapsulation

Contractors who encounter asbestos containing materials unexpectedly must immediately stop work and notify the project manager for proper procedures.

XIII. Drug Free Work Place

Pierce Transit is a drug free workplace and will not tolerate violators. Contractors found under the influence of alcohol or illegal drugs will be escorted from the premises.

XIV. Other

Pierce Transit will be conducting frequent job-site safety inspections for compliance with safety requirements.

Contractors are not allowed to wander outside their immediate work areas, unless accompanied by Pierce Transit personnel.

All employees of contractors must check in and out of building four, at the reception desk, on a daily basis. The Pierce Transit Project Manager may make arrangements for long-term contractors through the Public Safety Department if daily check-in is not feasible. Bags and other items brought into the facility are subject to search by the Public Safety Department.

XV. Safety Orientation Checklist

- Contractor Brochure
- Scope and location of work?
- Power tools used in performance of work?
- Vehicles used in performance of work?
- Chemical Safety
- Lot safety
 1. Crosswalks
 2. Prohibited Lot Areas
 3. Vehicle Movement, Yard Speed Limit
 4. Parking Areas Permitted
 5. Building Alarms
 6. Emergency Evacuation Areas
 7. Prohibited Building Areas
 8. SDS, Chemicals
 9. Use flaggers and delineators as required by law while working on the street.
 10. When trenching & excavating use shoring and/or sloping as required by law.
 11. Please guard all open pits/excavation during construction.

The Contractor is responsible for reviewing the contractor checklist with all its employees, and all of its sub-contractors that perform work on behalf of the contractor and Pierce Transit.

As required under the terms and conditions of the contract, the contractor and its employees, the contractor's subcontractors and its employees have reviewed the above Contractor's Safety Checklist and shall adhere to the requirements of the Contractor's Safety Checklist.

Contractor Representative's Signature, Date

Pierce Transit - Safety Officer, Date

Company Name

Special comments:

14 APPENDIX I – Safety Guidelines for Visitors & Contractors

Visitors:

Safety Guidelines

Your Safety is Our Highest Priority

The safety and health of our employees and guests is the utmost concern of Pierce Transit. We recognize that all employees at every level of the organization are responsible for their own safety and health as well as for those around them. By accepting mutual responsibility to operate safely, we all contribute to the safety and well being of our customers, visitors, contractors, and co-workers.



- All visitors must display Pierce Transit issued ID badge while on the premises.
- All vehicles must obey the posted speed limit in all parking lots.
- While in bus lot, wearing ANSI high-visibility II apparel and closed-toe shoes is required at all times.
- Read and obey all posted signage.
- Observe and become familiar with EXIT routes.
- Stay clear of machinery, equipment and welding activity. If the nature of your work requires you to approach machinery or a welding area, wear appropriate protective equipment, remove jewelry, and secure loose clothing and hair.
- Do not distract operators or employees who are working.
- Watch out for forklifts and stay clear of overhead hazards.
- Avoid contact with shop chemicals. Safety Data Sheets (SDS) are available electronically on all agency computers.
- In the event of an emergency, an alarm will sound. If no verbal prompts follow this alarm, carefully move to the designated evacuation area for your location. Report to a supervisor to complete a head count.
- Smoking is only permitted in designated outdoor smoking areas. Place cigarette butts in proper receptacles.
- Avoid using personal electronic devices including cell phones, or other distractions in operational areas.



253.581.8000 | PierceTransit.org

\\arabooks>sales&marketing>2018 safety brochure-2>visitors&contractor bro > 2018 4/16/17 Contractor Bro 10.00.8

PIERCE TRANSIT
SAFETY
GUIDELINES
FOR VISITORS & CONTRACTORS



**All Visitors
and Contractors**

All non-Pierce Transit persons are required to sign the Visitor In/Out Log sheet. In the event of an emergency, this helps account for everyone who is at the facility.

For your health and welfare please follow these safety guidelines:

General Guidelines

- Obey the posted parking lot speed limit.
- Display the Pierce Transit-issued ID badge while on the premises.
- Wear safety glasses in operational areas.
- Wear hearing protection where posted.
- Do not bring food into operational areas.
- ANSI Class II vest required in bus lot.

Additional guidelines for contractors

- Wear closed-toe, work-type shoe.
- Use barricades as necessary.
- Wear necessary personal protective equipment as work requires.
- Dispose of waste fluids and material appropriately.

Emergency Phone Numbers

From Pierce Transit Phone	911
From Personal Cell Phone	911
Front Desk	253.581.8000



Pierce Transit Base

Buildings 1-4: 3701 96th St SW
Building 5: 3720 96th St SW

E Evacuation Area
S Designated Smoking Area

Note: Building 4 is located on the corner of 96th St SW & South Tacoma Way in Lakewood.

15 APPENDIX J – Sample Corrective Actions Tracking Log

Task Id	Assign To	Task List	Task	Description	Priority	Due Date	Days	Created On	Status	Created By	Modified By	Modified On
109	Amy Maxwell (3485)	LOC 4	Other	General housekeeping at Amy's and Teresa's desks. Miler's office - surge protector plugged into extension cord.	4E-LOW	27-Apr-20	67 days	27-Mar-20	Complete	Amy Maxwell	Amy Maxwell	3/27/2020 14:25
79	Amy Maxwell (3485)	LOC 4	exposed wiring	Triple Antibiotic Cream and PVP Iodine Wipes are expired and need to be replaced.	2C-MEDIUM	11-Mar-20	112 days	11-Feb-20	Complete	Amy Maxwell	Amy Maxwell	2/25/2020 14:30
77	Jason L. Howle (2032)	LOC 4	First aid kits – full and accessible	Extension cord removed from Jazmine Martinez cube due to improper rating and back of ground	4E-LOW	11-Mar-20	112 days	11-Feb-20	Complete	Amy Maxwell	Amy Maxwell	2/25/2020 15:11
150	Jazmine Martinez (2257)	LOC 5	Permanent wiring in place – no extension cords.	Replace expired fire extinguisher in Comm Center kitchen.	4E-LOW	26-May-20	7 days	26-May-20	Complete	Amy Maxwell	Amy Maxwell	5/26/2020 13:02
66	Larry McCarty (2500)	Safety Suggestions	Expired Fire Extinguisher	Safety comment submitted that new Microwave in Bldg 4 Cantina is missing the inspection tag. Please investigate and mitigate the hazard.	3E-LOW	9-Jan-20	173 days	12-Dec-19	Complete	Amy Maxwell	Amy Maxwell	3/26/2020 12:59
61	Safety Department	Safety Suggestions	Microwave Missing Inspection Label	Area near emergency eye wash at fuel island appears to need fops think. Water dumping may create slip hazard in subfreezing temperatures.	3E-LOW	3-Jan-20	181 days	4-Dec-19	Complete	Amy Maxwell	Amy Maxwell	1/13/2020 15:45
70	Steven Jeffries (843)	LOC 3	Eyewash/emergency shower available and functional	EMS button in counting room coming off wall. Please repair.	4E-LOW	15-Feb-20	139 days	15-Jan-20	New	Amy Maxwell	Larry McCarty	3/2/2020 9:36
69	Steven Jeffries (843)	LOC 3	Outlets, switches and boxes have covers	Fire extinguisher boxes have damaged covers at fuel house. Please repair or replace.	4E-LOW	15-Feb-20	139 days	15-Jan-20	New	Amy Maxwell	Larry McCarty	5/26/2020 14:17
68	Steven Jeffries (843)	LOC 3	Portable fire extinguishers of proper type are mounted properly, accessible, and inspected	Air vent in counting room needs cleaning	4E-LOW	15-Feb-20	139 days	15-Jan-20	New	Amy Maxwell	Larry McCarty	3/2/2020 9:33
67	Jace Banta (3364)	LOC 3	Walkways dry, maintained, aisles defined, uncluttered	Window broken in old budget area - new employee services area. Please repair/replace.	4E-LOW	15-Feb-20	139 days	15-Jan-20	New	Amy Maxwell	Larry McCarty	3/2/2020 9:37
71	Steven Jeffries (843)	LOC 4	Walkways dry, maintained, aisles defined, uncluttered	Fire extinguisher in fitness penthouse overdue for annual inspection	4E-LOW	15-Feb-20	139 days	15-Jan-20	New	Amy Maxwell	Larry McCarty	1/15/2020 14:26
73	Jace Banta (3364)	LOC 4	Portable fire extinguishers of proper type are mounted properly, accessible, and inspected	Lights burnt out in operations copy room, in Risk office, and Douglas Conference Room. Please replace.	4E-LOW	15-Feb-20	139 days	15-Jan-20	New	Amy Maxwell	Larry McCarty	1/15/2020 14:28
72	Jace Banta (3364)	LOC 4	Illumination adequate for normal conditions, emergency lighting in place	Electrical panels opposite quiet room obstructed by General Housekeeping needed in Copy Room storage.	4E-LOW	15-Feb-20	139 days	15-Jan-20	New	Amy Maxwell	Larry McCarty	1/15/2020 14:25
74	Jace Banta (3364)	LOC 4	Electrical panels have clear access	Lights burnt out in Service Delivery copy room and also outside Safety Manager's office. Please replace.	4E-LOW	15-Feb-20	139 days	15-Jan-20	New	Amy Maxwell	Larry McCarty	3/27/2020 14:20
107	Amy Maxwell (3485)	LOC 4	Other	Fence line at back of building can be defeated by pushing chainlink back. Please secure.	4E-LOW	31-Mar-20	67 days	27-Mar-20	New	Amy Maxwell	Amy Maxwell	3/27/2020 14:20
81	Steven Jeffries (843)	LOC 4	Other	External walking, parking, break areas free of hazards, well maintained	4E-LOW	11-Mar-20	112 days	11-Feb-20	New	Amy Maxwell	Larry McCarty	3/2/2020 9:39
75	Steven Jeffries (843)	LOC 6	maintained	Portable fire extinguishers of proper type are mounted properly, accessible, and inspected	3D-LOW	15-Feb-20	139 days	15-Jan-20	New	Amy Maxwell	Larry McCarty	3/2/2020 9:30
76	Steven Jeffries (843)	LOC 6	accessible, and inspected	Fire extinguishers in building 6 overdue for annual inspection.	4E-LOW	15-Feb-20	139 days	15-Jan-20	New	Amy Maxwell	Larry McCarty	3/2/2020 9:32

16 APPENDIX K – Lean Problem Solving & Change Management

LEAN PROBLEM SOLVING AND CHANGE MANAGEMENT PROCESS



Pierce Transit has adopted to two methodologies for managing change: Lean Problem Solving and Change Management. The two methods function in partnership to provide a process for both recognizing the need for change, identifying the change, and implementing the change.

Pierce Transit's Lean Program is modeled on an amalgamation of the Deming Cycle and Lean Six Sigma which result in an 8-step problem solving process:

1. Clarify the problem
2. Identify performance gaps
3. Set improvement targets
4. Determine root causes
5. Develop countermeasures
6. See countermeasures through
7. Confirm results and processes
8. Follow-up

Pierce Transit's Change Management Program is based on Prosci's methodology of:

1. Prepare for Change
2. Manage Change
3. Reinforce Change

Each program includes standardized training offered at both the basic and intermediate levels with additional training tailored for leaders of the organization.

17 APPENDIX L – Safety E-Learning Courses

Course List as of 4/5/2021

A COVID-19 Response: Returning to Work	Electrical Safety
Accident Incident Investigation	Employee Safety Awareness
Aggressive Driving and Road Rage	Eye and Face Protection
Arc Flash Safety	Fall Protection
Area and Door Control Monitor Responsibilities	Fire and Explosion Hazards
Avoiding Collisions While Backing & Parking	Fire Prevention
Avoiding the Crush Zone	Flagger Safety
Back Safety	Forklift Safety
Backhoe Safety with Trackhoe Supplement	General Safety Boost Episode 1: Ergonomics
Basic Construction Safety	General Safety Boost Episode 10: Skin Protection
Basic Industrial Safety	General Safety Boost Episode 11: First Aid
Basic Plus - CPR, AED, and First Aid for Adults	General Safety Boost Episode 12: Active Shooter
Behavior-Based Safety for Supervisors	General Safety Boost Episode 2: Back Safety
Bloodborne Pathogens	General Safety Boost Episode 3: Trip Hazards
Bloodborne Pathogens Condensed	General Safety Boost Episode 4: Emergency Preparedness
Compressed Gas Safety	General Safety Boost Episode 5: Fire Safety
Confined Space Entry	General Safety Boost Episode 6: Hazard Communication
Defensive Driving	General Safety Boost Episode 7: Slip Hazards
Defensive Driving for Passenger Vans	General Safety Boost Episode 8: Drug-Free Workplace
Driving Around Animals	
Driving in Adverse Weather	
Driving While Impaired	
Driving with Distractions	

General Safety Boost Episode 9: Bloodborne Pathogens	Personal Protective Equipment: Eye and Face Protection
Hand and Power Tool Safety	Personal Protective Equipment: Foot Protection
Hazard Communication: The New GHS Standards	Personal Protective Equipment: Hand Protection
Hearing Conservation	Personal Protective Equipment: Head Protection
Hoisting and Rigging	Personal Protective Equipment: Noise Exposure and Hearing Conservation
Hydrogen Sulfide Safety Awareness	Personal Protective Equipment: Respiratory Protection
Intersections: Turning & Right of Way	Pierce Transit Defensive Driving Program
Introduction to OSHA	Pierce Transit Safety Orientation
Introduction to OSHA	Pierce Transit Workplace Inspections
Job Hazard Analysis	Practicing Hand Hygiene
Job Hazard Analysis for Supervisors	Preventing Slips, Trips, and Falls
Ladder Safety	Preventing Strains and Sprains
Landscape Safety	PT Safety Inspections-Area Safety
Lane Use	PT Safety Leadership Development
Light Trucks: Ergonomics	Respiratory Protection
Light Trucks: Handling Extreme Conditions	Safety Awareness Program for Supervisors
Light Trucks: Trailering	Safety Data Sheets
Lockout/Tagout Safety	Safety in Local Government: Part 1
Machine Guarding	Safety in Local Government: Part 2
Managing Speed	Safety in Our Workplace-Bloodborne Pathogens
Material Handling and Storage	Safety in Our Workplace-HAZCOM (GHS)
National Incident Management System (NIMS) Public Information Systems	Safety in Our Workplace-Lock Out/Tag Out
New Employee Safety Orientation	
Office Safety	
OSHA Recording and Reporting	
Personal Protective Equipment	

Safety in Our Workplace-Pierce Transit
Safety Policies
Safety Leadership Development
Safety Meeting, Q1/2021, Part 1 of 2
Safety Meeting, Q1/2021, Part 2 of 2
Safety Meeting, Q4/2020, Part 1 of 2
Safety Meeting, Q4/2020, Part 2 of 2
Scaffolding Safety
Slips, Trips, and Falls
Snow Plow Safety
Space and Time Management
Spill Prevention and Control
Street Sweeper Safety
Stress Management at Work and
Elsewhere
Survival Driving - Emergencies and
Natural Disasters
Survival Driving - Urban Driving
Tailgate Topics - Avoiding Accidents
Tailgate Topics - Buckle Up
Tailgate Topics - Distracted Driving:
Drop it & Drive
Tailgate Topics - Driving Defensively
Tailgate Topics - Drowsy Driving
Tailgate Topics - Emotional Driving
Tailgate Topics - Hang Up and Drive:
Cell Phones + Driving
Tailgate Topics - Intersections
Tailgate Topics - Look Back: Mirror,
Mirror on the Car
Tailgate Topics - Safe Following

Tailgate Topics - Winter Driving
Trip and Transportation Safety
Turning Hazards
Vehicle Care and Maintenance
Winter Driving Safety
Work during COVID-19 orientation
Work Zone Safety
Working Outdoors in Warm Weather
Workplace Ergonomics
Alerta de clima extremo: ¿estás
preparado?
Bloqueo y etiquetado de alto impacto
Como Controlar Los Vicios de Drogas y
Alcohol...Para Empleados
Comprender y prevenir enfermedades
relacionadas con el calor
Conducción distraída
Conducir con Seguridad
Correcta limpieza: responsabilidad de
todos
Directo al grano: entrada a espacios
cerrados
Entrada a espacios cerrados
Factores de caída: comprender y
prevenir resbalones, tropiezos y caídas
Formación para empleados sobre
sulfuro de hidrógeno
Investigación de accidentes
La conservación auditiva y tú
Lecciones aprendidas de las heridas en
las manos [sin gráficos]

Muévelo con seguridad: evitar lesiones al desplazar materiales, breve

Patógenos de transmisión sanguínea en instalaciones comerciales e industriales

PowerLift: información de elevación que funciona!

PPE: tu última capa de protección

Prácticas de trabajo eléctrico seguro y NFPA 70E© 2015

Prefiero mirar a otro lado: tres historias sobre seguridad laboral

Preparación y respuesta ante emergencias

Prevenir incendios en trabajos en caliente

Primeros Auxilios

Protección Contra Caídas

Protección de máquinas y seguridad del operario

Proteger nuestra visión

Reconocimiento de riesgos

Salud de la espalda

Seguridad antiincendios para trabajadores de oficina

Seguridad antiincendios para trabajadores industriales

Seguridad de grúas

Seguridad eléctrica

Seguridad eléctrica para todos

Seguridad eléctrica para trabajadores cualificados

Seguridad en el Uso de Escaleras

Seguridad en la conducción

Seguridad en plataformas de trabajo aéreas

Seguridad ocular

Seguridad para el operario de carretillas elevadoras

Seguridad peatonal en entornos con carretillas elevadoras

Seguridad que funciona: resumen de seguridad laboral y responsabilidades

Sobrevive: seguridad del empleado en espacios cerrados

Sobrevive: seguridad del empleado en espacios cerrados, breve

Sobrevivir a la caída: uso correcto de tu sistema anticaídas personal

Soldar en condiciones de seguridad

Teléfonos móviles en el trabajo: una peligrosa distracción

Tirador: sobrevivir a un ataque

Tiradores y violencia en el lugar de trabajo

Tomar decisiones seguras: sobreponerse a la naturaleza humana

Tómate un tiempo por tu seguridad

Tratar con el abuso del alcohol y las drogas (para gerentes y supervisores)

Uso seguro y operación de grúas industriales

18 APPENDIX M – POL 3320.11 Administering the Agency Safety Committee

POLICY

Effective Date: February 1, 2014
Revision Date: October 16, 2017,
See Also: PRO-3320.11, Conducting Agency Safety Committee Meetings
PRO-3320.12, Conducting Agency Safety Committee Elections
Reviewed By: Executive Team
Approved By: Sue Dreier, CEO *S.D.*

POL-3320.11 ADMINISTERING THE AGENCY SAFETY COMMITTEE

As a public agency, Pierce Transit shall have a standing safety committee in accordance with Washington Administrative Code (WAC) 296-800-13020, Establish and Conduct Safety Committees, effective October 1, 2002. WAC 296-800-13020 derives its authority from the Revised Code of Washington (RCW) 49.17.010, 49.17.040, and 49.17.050.

1. The Agency Safety Committee shall have both Agency-selected members and employee- elected members.

- a. Agency-appointed members shall be:
 - i. An Executive Director
 - ii. Human Resource Representative
 - iii. Safety Office Representative
 - iv. Risk Office Representative
 - v. Administrative Office Representative
 - vi. Operations Office Representative
- b. Employee- elected shall represent the following career groups within the Agency:
 - i. (2 total) Transit or Relief Operators,
 - ii. (1 total) Finance Accounting Administration and Customer Service
 - iii. Service Support
 - iv. Community Development and Planning Representative
 - v. Facilities Maintenance Representative
 - vi. Fleet Maintenance Representative
 - vii. Public Safety
- c. The number of employee-elected committee members must equal or be greater than the number of Agency-appointed members.
- d. A chair or co-chairs shall be elected by the Committee members.

2. Members must remain in good standing and be available to attend scheduled meetings.

- a. Employees must be currently working in the skilled position which they are representing on the committee.
- b. Employees must have no disciplinary actions and no preventable accidents within the 12 months prior to the committee's election.

3. The Committee shall meet at least monthly.

4. At a minimum, the following topics shall be addressed at each meeting:

- a. Safety and health inspection reports and actions taken to mitigate risks identified.
- b. Accident investigation reports to determine if causes were unsafe conditions and, if so, what can be done to correct the condition(s).
- c. Workplace accident (on the job injury) and illness reports and actions taken to minimize lost time and claims.

5. A record of each meeting and who attended shall be written and published.

- a. Records of each meeting shall be kept for at least one year and minutes posted on agency bulletin boards.
- b. Records of meetings shall be made available to safety and health consultation personnel of the Department of Labor and Industries.

19 APPENDIX N – Revision Record

Revision Number	Date	Section	Update By	Approved By
090117	09/01/2017	All	Rob Hyuck	Sue Dreier
Nature of revision				
Drafted the Pierce Transit PTASP Plan according to the FTA Guideline for a PTASP development.				
Revision Number	Date	Section	Update By	Approved By
072319 (Rev. 1)	07/23/2019	All	Reggie Reese Jason Hovde Selena Ngo Bill Kessler Amy Maxwell	Sue Dreier Adopted by the Pierce Transit Board on 9/9/2019 – Resolution No. 2019-033
Nature of revision				
Reviewed, updated, and reformatted the Plan to reflect the current safety work practices.				
Revision Number	Date	Section	Update By	Approved By
102519	10/25/2019	3.1.6	Reggie Reese Jason Hovde Amy Maxwell	
Nature of revision				
Added language to add photos of deficient area or equipment to safety inspection submissions. Updated verbiage for clarification.				
Revision Number	Date	Section	Update By	Approved By
112519	11/25/2019	3.2.1	Reggie Reese Jason Hovde Amy Maxwell	
Nature of revision				
Adjusted Safety Risk Evaluation Matrix to reflect standard model.				
Revision Number	Date	Section	Update By	Approved By
062620 Annual Review (Rev. 2)	06/26/2020	Multiple – See below.	Reggie Reese Jason Hovde Amy Maxwell	Sue Dreier
Nature of revision				
Cover – Adjusted to include address per FTA requirement and reformatted cover.				
Revision Record – Moved to 19 Appendix N and adjusted for easier identification of changes.				
Revision Summary added after Cover.				
Acronym Glossary – Removed SSPP.				
Executive Summary – Added Federal Way. - Added the paragraph - <i>“Recipients or sub-recipients of financial assistance under 49 U.S.C. § 5307 that operate a public transportation system. Pierce Transit as it is known today is a Public Transportation Benefit Area Corporation, incorporated under authority of Chapter 36.75A of the Revised Code of Washington State. Serving Washington’s second largest county, Pierce Transit provides four types of service: fixed route, specialized</i>				

transportation (SHUTTLE) services for the disabled, Vanpool ridesharing transportation services for long distance commuters, and seasonal trolley services. Today the agency's service area covers 292 square miles of Pierce County. the agency only receives .006% (or 6/10 of 1 percent) of the maximum .009% in local sales and use taxes allowed under the Washington State Department of Revenue."

- Added the sentence - "Pierce Transit's Agency Safety Plan addresses all applicable requirements and standards as set forth in FTA's PTASP and the National Public Transportation Safety Plan."

- Added the following paragraph under Policy Statement – "Accountable Executive means a single, identifiable person who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a public transportation agency; responsibility for carrying out the agency's Transit Asset Management Plan; and control or direction over the human and capital resources needed to develop and maintain both the agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the agency's Transit Asset Management Plan in accordance with 49 U.S.C. 5326."

2.5.3 – Removed SSPP.

2.5.4 and 2.5.5 - Added clarifying information as to the responsibilities of Executive Directors, Managers and Supervisors – including ensuring employees are familiar with and comply with the plan.

2.5.6 – Added "Ensure that they are familiar and comply with safety processes/procedures and reporting contained within this document."

2.5.7 – Removed "See SSPP."

2.6 No. 1 – Added Situational Report (SIT Rep).

2.6 No. 2 – Added Emergency Management Coordinator and Emergency Plans. (Pandemic Flu Response Plan, COVID-19 Prevention Plan, Private Medication Center Plan)

2.6 No. 3 – Added planned date to update the SSEPP by and refresher training.

- Added "Base Master Plan includes CPTED planning for existing upgrades and new facility designs."

2.6 No. 4 – Added "(in 2020 the plan is to integrate this information into the COOP, which is in development)."

2.8 – Added audit information I, II, and III.

- Added the following to the first paragraph – "Changes, updates or additions to the PTASP might be prompted by such occurrences as change in trends, policy or process change, organizational structure or recommendations by qualified internal/external reviewing entities. Major substantive changes to the PTASP will be presented annually on or around the 2nd quarter meeting to the Board of Commissioners for approval after being reviewed, accepted and signed by the CEO (Accountable Executive). This document will be maintained for 3 years after creation and be made available upon request by the FTA or other regulatory entities."

3.1.3 – Added Safety Suggestion QR code under No. 7.

3.1.6 through 3.1.8 – Moved down to accommodate addition of Conflict and Assault Prevention Program.

*4.1.1 – Updated data to reflect 2019 figures and adjusted targets to reflect 2020 projected targets and moved to 20 Appendix O per recommendation.
Added the following language - This data is also used to determine opportunities to tailor training to the trends observed. For example, data analysis determined there was a higher frequency of preventable accidents in employees with 2 years of tenure or less over any other tenure. Right-side clearance was determined to be the most common preventable accident type in employees with this same tenure as well. With this data, additional training for employees within this tenure has been created along with a new cone course designed to provide practice maintaining right-side clearance while maneuvering.*

4.1.5 – Adjusted verbiage to clarify the Safety Department will review all findings. Removed Risk Department and the Safety Committee.				
5.2.5 – Added clarifying language that the Safety Department will determine which safety-related comments and concerns will be discussed and addressed at the Safety Committee Meeting. Also, added the Safety Suggestion QR code as another means for employees to share safety ideas and concerns.				
5.2.6 – Changed “Good Driver” to “Distinguished Driver” to accurately reflect our awards.				
8-Appendix C – Changed “Good Driver” to “Distinguished Driver” and replaced sample with correct award.				
10-Appendix E – Exchanged sample inspection sheets to reflect samples of the current sheets being used.				
15-Appendix J – Replaced with example of new Corrective Action Log pulled from TrackIt.				
17-Appendix L – Replaced with updated list of Safety classes as of 6/2/2020.				
20-Appendix O – Added NTD Goals to PSRC.				
21-Appendix P – Added draft of Conflict and Assault Prevention Program as of 6/9/2020.				
Revision Number	Date	Section	Update By	Approved By
032621 Annual Review (Rev. 3)	03/26/2021	Multiple – See below.	Reggie Reese Jason Hovde Amy Maxwell Brentt Mackie	
Nature of revision				
Cover – Adjusted year, cover photo and revision number				
1 Acronym Glossary – Added BRT and COO. Also adjusted OPS to be Operations instead of Operating.				
2.3.2 – Added photo for collaboration/internal safety department goals for a visual.				
2.5 – Recreated Figure 2 – Pierce Transit SMS Organization Chart to reflect adjustments made in the Agency.				
2.5.2 – Adjusted title from Executive Director of Service Delivery & Support to Chief Operating Officer (COO).				
2.5.3 – Adjusted verbiage for clarification on aggressive behavior and changed the name of the Safety Transit Integration Group to Joint Bus Safety Committee. Also removed bullet for auditing the Drug & Alcohol program.				
2.5.4 – Adjusted ensuring to “to ensure”				
2.5.5 – Added Safety Responsibilities of Emergency Management Coordinator				
2.5.5-2.5.8 – Numbering adjusted due to addition of 2.5.5.				
2.5.8 – Adjusted matrix with correct responsibilities and department names.				
2.6 – 1. and 2. Re-worked these sections and combined to reflect the Emergency Management Coordinator position. Also removed table and replaced with summary of resources available in the My-EOP application. 3. (changed to 2.) Public Safety Department – minor grammar changes, replaced Executive Director of Service Delivery & Support with Chief Operating Officer, adjusted year for SSEPP update, and added in verbiage <i>Coordination of TVA revision in 2021</i> and <i>SSMP currently being revised to include Bus Rapid Transit (BRT) 2021</i> .				
4. Removed.				
2.7.1 – Adjusted verbiage on requirements for additional training needed on chemicals for clarification.				
3.1 – Removed redundant information covered more in-depth in 3.1.3. Added verbiage <i>The Pierce Transit RAI A is being reformatted to reflect changing projects and updated associated plans (April 2021). Portions of the RAI A may be available upon request to those with a legitimate need to know, as the RAI A does contain sensitive information. Please contact the Emergency Management Coordinator to apply.</i>				

3.1.2 – Added clarifying language on where to find the Risk Assessment Survey.				
3.1.3 – Adjusted language for clarification.				
3.1.4 – Added clarifying language on how to reach Customer Service.				
3.1.5.2 – Adjusted language for clarification and added in a visual for examples of work done in 2020.				
3.1.5.3 – Adjusted title of DriveCam award to accurately reflect the current title “Distinguished Driver Award”				
3.1.6 – Adjusted to reflect current CAPP information and location of CAPP can be found in Appendix P. Also adjusted titles under the PT Safety Department.				
3.1.7 – Added <i>Observe employees performing duties in order to ensure safe work procedures are taking place.</i> Added clarification of what to do if a finding requires assistance and added in TrackIt as an option for completing the forms. Removed “ <i>and to support the medical surveillance and workplace monitoring program.</i> ”				
3.1.8.1 – Replaced Incident definition to match our Preventable Accident Policy.				
3.2 – Added Risk Department. Added Coronavirus Prevention Plan to list.				
4 – Added (<i>published for all departments to review</i>) after Monthly KPI Reviews.				
4.1.1 – Added <i>Zonar vehicle inspection system (see Appendix Q for detailed information) and Collaboration on ongoing safety performance, targets and processes.</i>				
4.1.2 – Added <i>An example of monthly KPIs is included in Appendix O.</i>				
4.1.5 – Adjusted name for clarification.				
4.2 – Added clarifying language and examples of issues.				
5.1.2 – Added clarifying language.				
5.2.1 – Added the following: <i>In 2021, the Maintenance Department plans to install the □SAFESTART safety and human error reduction training program. This program covers topics such as; Safety, Risk and Error, Eyes on Task, Mind on Task, Balance/Traction/Grip, Fatigue, Critical Error Reduction Techniques.</i>				
5.2.2 – Changed Intranet site to PULSE Page.				
5.2.3 – Added examples of commonly located areas for safety bulletins.				
5.2.4 – Added clarifying language.				
5.2.5 – Added the following: <i>All safety-related comments and concerns are reviewed by the Safety Department and documented. The Safety Department will exercise one or more of the following options: Mitigate/Resolve by the Safety Department, Forward (with expectations) to Agency department responsible for mitigation, Elevate to Executive level for action, Discuss and address at the Safety Committee Meeting, Respond to the employee who submitted the concern.</i>				
5.2.6 – Added recognition programs and reformatted.				
8-Appendix C – Adjusted title and replaced image.				
11-Appendix F – Replaced sample with one that has the current PT logo on it.				
15-Appendix J – Adjusted title to match the title in the PTASP.				
17-Appendix L – Replaced course list with courses currently available via NEOGOV.				
20-Appendix O – Updated goals and added/adjusted historical data. Added copy of monthly KPIs distributed via the Safety Department Monthly Report.				
21-Appendix P – Replaced CAPP document with current revision.				
22-Appendix Q – Added appendix with Zonar Information.				
Revision Number	Date	Section	Update By	Approved By
032621 FTA Review	05/27/2021	Multiple – See below.	Reggie Reese Jason Hovde Amy Maxwell Brentt Mackie	

Revision Summary – Added signature information to approve the entire PTASP document.
1 Acronym Glossary – Changed title to Acronym Glossary and Definitions. Also added in FTA Definitions from 49 CFR § 673.5 of the Public Transportation Agency Safety Plan regulation.
3.1 – Added FTA definition of a hazard and a bullet stating <i>Data and information from FTA and other oversight authorities.</i>
4 – Added clarifying language: <i>The Agency considers Safety Inspections and the follow-up process as being relevant to 2 different pillars of SMS, Safety Assurance and Safety Risk Management.</i>
4.1.1 – Added the following language: <i>In addition, internally this document and accompanying reference documents are permanently posted on the Agency’s e-Learning sites, Agency shared intranet, and updates are published and posted to the Agency annually.</i>
4.2 – Added the following bullet items: <i>Organizational changes, including Agency Leadership and Accountable Executive changes. Design and implementation of new systems and other capital projects. Changes to existing systems or service. New services provided to the public. New operations or maintenance procedures. Changes to existing operations or maintenance procedures. Changes in capabilities and organizational capacity. Procurement process changes. Changes to relevant regulations, laws, policies or the FTA’s National Public Transportation Safety Plan that may impact safety programs, SRM process or safety performance.</i>
5 – Added the following verbiage: <i>The Agency’s assessment of safety performance includes developing and carrying out a plan (or plans), under the direction of the Accountable Executive, to address safety deficiencies identified during a safety performance assessment.</i>
5.1.1 – Added clarifying language: <i>These e-learning courses are for Safety sensitive employees, all transit agency employees and contractors designated as directly responsible for safety, for new hire, refresher, post incident and new process/procedure training. This includes training for dispatchers, managers/supervisors, agency leadership/executive management, Chief Safety Officer, Accountable Executive, and any other personnel designated as directly responsible for safety.</i>
5.2.1 – Added SMS Training to Employee Safety Meeting topics.
20-Appendix O – Added the following verbiage to the GOAL 1 - <i>Unlike goals established utilizing NTD data (found under Goal 4, broken down by mode), these goals are approached through a systematic application of Agency policies, processes, and behaviors that ensures a formalized, proactive and data-driven approach to safety risk management. This strategic approach:</i> <ul style="list-style-type: none"> • <i>Is flexible and scalable where effectiveness is determined by attaining safety performance targets and standards.</i> • <i>Establishes a list of quantifiable levels of safety performance that the Agency has established as a base for safety performance measurability.</i> • <i>Provides the formal hazard control processes the Agency uses to identify hazards; analyze, evaluate and prioritize safety risks; and develop, implement and evaluate risk controls strategies.</i> <p><i>This table specifies measurable and attainable safety objectives to reach the Agency’s annual and overall safety goals.</i></p>
Added the following verbiage to GOAL 4 - <i>As required by 49 CFR 673.15 (B): To the maximum extent practicable, a State or transit agency must coordinate with States and Metropolitan Planning Organizations in the selection of State and MPO safety performance targets.</i>

20 APPENDIX O – Safety Goals, Objectives, and Performance Targets

GOAL 1: SMS TO REDUCE CASUALTIES/OCCURRENCES

Using a safety management systems framework to identify safety hazards, mitigate risk and reduce casualties and occurrences resulting from transit operations to meet or exceed the acceptable level of safety performance. Unlike goals established utilizing NTD data (found under Goal 4, broken down by mode), these goals are approached through a systematic application of Agency policies, processes, and behaviors that ensures a formalized, proactive and data-driven approach to safety risk management. This strategic approach:

- Is flexible and scalable where effectiveness is determined by attaining safety performance targets and standards.
- Establishes a list of quantifiable levels of safety performance that the Agency has established as a base for safety performance measurability.
- Provides the formal hazard control processes the Agency uses to identify hazards; analyze, evaluate and prioritize safety risks; and develop, implement and evaluate risk controls strategies.

This table specifies measurable and attainable safety objectives to reach the Agency’s annual and overall safety goals.

FATALITIES

OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Reduce the number of transit-related fatalities	Number of fatalities per 100 million service miles traveled	Zero fatalities	Zero fatalities

ACCIDENT FREQUENCY RATE

OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Reduce the frequency of preventable vehicle-related collisions and those events which are related to operation of Agency vehicles	Number of preventable events per 100,000 odometer miles	Preventable Accident Frequency Rate from the previous year 2019 AFR = 1.23 2020 AFR = .59*	At least 5% improvement over the previous year. 2021 projection = 1.10* COVID-19 Factor (2019 AFR – 10%)

ACCIDENT SEVERITY

OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Reduce the severity of preventable vehicle-related collisions and those events which are related to operation of Agency vehicles	Total claim cost of events deemed preventable per 100,000 odometer miles	Preventable Incident Rate and total incurred for preventable incidents from the previous year 2019 Total Incurred = \$821,000 2020 Total Incurred = \$404,000*	At least 5% improvement over the previous year. 2021 projection = \$738,900* COVID-19 Factor (2019 Total Incurred – 10%)

PASSENGER ACCIDENTS			
OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Reduce the frequency and severity of preventable transit- passenger related injuries	Number of passenger injuries and its total claim cost per 100,000 revenue miles. *Includes PT, ST and Shuttle from spreadsheet S:\allshare\System History Database.	Passenger Injury Rate (PIR) Passenger Injuries from the previous year – 2019 – 8 Pax Accidents X 100,000/11,214,584=.07 PIR 2020 – 3 Pax Accidents x 100,000/9,547,128 = .03 PIR	5% improvement over the previous year. (.063 PIR) COVID-19 Factor (2019 PIR – 10%)
EMPLOYEE INJURY ACCIDENTS			
OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Reduce the number of employee service related injuries	Number of employee injuries per 200,000 total work hours	Injury Frequency Rate (IFR) from the previous year 2019 - 68 Recordable Cases x 200,000/1,809,087 Labor Hours = 7.51 IFR 2020 – 43 Recordable Cases x 200,000/1,647,574 Labor Hours = 5.22 IFR	5% improvement over the previous year. 2021 IFR (projected) = 6.76 COVID-19 Factor (2019 IFR – 10%)
EMPLOYEE INJURY SEVERITY			
OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Reduce employee time lost due to work-related injuries and illnesses	Number of work-related injuries and illnesses that results in time lost and total days away from work per month	Lost Time Injury Frequency rate vs. Time Loss Severity from previous year – 2018 – 1436 Lost Work Days/68 Recordable Cases = 21.1 Days/Case 2019 – 1939 Lost Work Days/62 Recordable Cases = 31.3 Days/Case 2020 – 1568 Lost Work Days/43 Recordable Cases = 36.5 Days/Case	5% improvement over the previous year. 2021 Time Loss Severity (projected) = 28.17 COVID-19 Factor (2019 Time Loss Severity – 10%)
FACILITY AND SYSTEM SAFETY INSPECTIONS			
OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Increase the assessment and analysis of physical system facilities, equipment and procedures to identify and mitigate any potential safety risks	Number of facility safety audits, inspections, completed quarterly per year	1 per quarter 2020 = 3 quarterly inspections	Complete one full facility safety inspection per quarter and ensure all Pierce Transit-operated facilities are inspected at least twice per year

REVENUE VEHICLE PRE-TRIP INSPECTIONS (QUALITY)			
OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Increase quality of operators reporting vehicle safety related issues through verifiable daily pre-trip inspection process	Install ZONAR on all revenue vehicles, train operators, feed through EAM system. Move from exception-based reporting	Reporting is all exception based	Build baseline using Zonar Ground Traffic Control (Goals and targets TBD after first quarter of Zonar operation)
<p>GOAL 2: SMS TO FOSTER A ROBUST SAFETY CULTURE</p> <p>Foster Agency-wide support for transit safety by establishing a culture where managers are held accountable for safety and everyone in the organization takes an active role in securing transit safety; cultivate a safety culture in which employees are comfortable and encouraged to bring safety concerns to the attention of agency leadership.</p>			
SAFETY TRAINING			
OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Increase attendance at regular transit safety meetings comprised of staff at varying levels, including executives, officers, managers, operators, administrative employees and maintenance employees	Percent of employees who participate in the quarterly safety meeting	An average of 52.7% of employees participated in the quarterly safety meetings in 2019. 2020 safety meetings cancelled due to COVID-19.	10% increase in attendance over the previous year Target = 58%
COVID caused cancellation of in-person training. However, there were 839 participants in SORT Training, six times the amount from the previous year. Resumed quarterly safety meeting schedules in virtual format. Will continue until restrictions are lifted.			
Increase employee safety training opportunities and attendance	New 2019 Learning System thru NEOGOV created	Establish usage and targets in 2019	Completed safety library in NEOGOV.
SAFETY COMMUNICATIONS			
OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Increase safety material distributed to employees and the general public	Number of manuals, brochures, posters or campaigns distributed on monthly basis, number of safety chats, Safety Monitor presentations, and monitors in every building communicating safety information	Weekly Safety Chat, Monthly Safety Statistic & lesson learned, Quarterly Safety Campaign for employees; and Annual safety promotion for general public at the Washington State Fair	Continuation of existing communication plan, building further communication channels and adding additional safety communication through new monitors placed around the agency, and Sharepoint Safety site portal

Distribute relevant defensive driving reminders to operators in real time (on the job).	Timely, relevant messages, content determined by weather identified, service area hazards, historic trends and/or new equipment deployment.	One per hour during peak operating hours.	Refer to overall AFR reduction.
Increase the reporting of near misses and incidents that would otherwise go unreported.	Number of near miss occurrences/incidents documented by DriveCam system and event reports.	Average 12 (avoidable) near collisions per month average 2019 = near collisions = 144 2020 – near collisions = 72	5% reduction over previous year 2021 projection - 129 near collisions per year. COVID-19 Factor (2019 near miss collisions – 10%)

GOAL 3: SYSTEMS/EQUIPMENT
Provide safe and reliable transit operations by ensuring that all vehicles, equipment and facilities are regularly inspected, maintained and serviced as needed.

ROAD FAILURES

OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Reduce the number of safety-related vehicle road failures	Number of vehicle/equipment/facility maintenance issues reported from the field per quarter/year	Pierce Transit/Sound Transit Total Mileage + Shuttle between road failures. Source: System History Database The Road Calls for 2018 were 1630, MPRC = 9,142.78 The Road Calls for 2019 were 1256, MPRC = 11,871.65 The Road Calls for 2020 were 1253, MPRC = 10,462.68	5% improvement over the previous year [10,985] (2020)

FACILITIES PREVENTIVE (SAFETY) REPAIRS

OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Response to reports of safety-related equipment/facility concerns, repair requests	Track safety-related responses system wide, to include timeliness and nature of request	On-time response to safety-related work orders from the previous year. 2019 – 100% on time. 2020 – 95% on time.	100% on-time response.

Prioritize preventative safety-related maintenance or inspections	Safety-related PMs completed on schedule. (emergency lights, fire systems, eyewash stations, life safety systems, etc.)	Safety-related on-time preventative maintenance completion from the previous year. 2019 – 95.74% on time. 2020 – 78% on time.	90% on-time response.
Response to safety-related findings during Safety Inspections.	Track safety-related responses system wide, to include timeliness and nature of request	On-time completion of findings during Safety Inspections from the previous year. 2019 – 85.71% on time. 2020 – 84% on time.	90% on-time response.

GOAL 4: NTD GOALS TO PUGET SOUND REGIONAL COUNCIL

In order to capture the broad and varied nature of public transportation, in this first National Safety Plan, FTA is relying on measures that can be applied to all modes of public transportation and are based on data that is generally currently collected in the National Transit Database (NTD). As required by 49 CFR 673.15 (B): To the maximum extent practicable, a State or transit agency must coordinate with States and Metropolitan Planning Organizations in the selection of State and MPO safety performance targets.

SAFETY PERFORMANCE MEASURE: FATALITIES

(total number of reportable fatalities and rate per total vehicle revenue miles by mode)

SAFETY PERFORMANCE MEASURE: INJURIES

(total number of reportable injuries and rate per total vehicle revenue miles by mode)

SAFETY PERFORMANCE MEASURE: SAFETY EVENTS

(total number of reportable events and rate per total vehicle revenue miles by mode)

SAFETY PERFORMANCE MEASURE: SYSTEM RELIABILITY

(mean distance between major mechanical failures by mode)

Transit safety performance can be measured using a number of measures, including lagging indicators such as accidents, fatalities, injuries, and property damage associated with transit agencies' provision of service, and leading indicators. Leading indicators provide a transit agency with the ability to monitor information or conditions that may affect safety performance.

Lagging indicators provide information on events that have already taken place. Pierce Transit has forwarded to the Puget Sound Regional Council the following goals for the measurement period:

Agency Name:
Date:

FIXED ROUTE BUS

Measure	Target-setting Methodology (e.g. aspirational, % reduction, etc.)	Target Time Period (e.g. CY 2021, FY 2022, etc.)	Rate Denominator (Only for Targets 2,4,6) (e.g. Per 100K miles, Per 1M miles)	Draft Target (Optional - Include if Available)
1) Total number of fatalities	% REDUCTION of 0	CY 2021		0
2) Fatality rate by vehicle revenue miles	% REDUCTION of 0	CY 2021	100,000	0
3) Total number of injuries	% REDUCTION of 0	CY 2021		19
4) Injury rate by vehicle revenue miles	19 X 100,000/4,271,293 (2020 MILEAGE) = 0.44 5% REDUCTION (19 X 100,000/4,271,293) = 0.42 (2021 target)	CY 2021	100,000	0.42
5) Total number of safety events	5% REDUCTION from 2020 (23) 23 x .05 = 1.15 2021 target = (23-1.15) 21.85	CY 2021		22
6) Safety event rate by vehicle revenue miles	23 X 100,000/4,271,293 (2020 MILEAGE) = 0.54 5% REDUCTION (23 X 100,000/4,271,293)	CY 2021	100,000	0.51
7) Average distance between major mechanical failures	5% REDUCTION (9492 (2020 #) X 5% = 475) 475-9492= 9967 (2020 new target)	CY 2021		9967

Agency Name:
Date:

NON-FIXED ROUTE BUS

Measure	Baseline Data Source (e.g. NTD, Annual Safety Perf. Report, etc.)	Target-setting Methodology (e.g. aspirational, % reduction, etc.)	Target Time Period (e.g. CY 2021, FY 2022, etc.)	Rate Denominator (Only for Targets 2,4,6) (e.g. Per 100K miles, Per 1M miles)	Draft Target (Optional - Include if Available)
1) Total number of fatalities	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2021		0
2) Fatality rate by vehicle revenue miles	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2021	100000	0
3) Total number of injuries	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2021		0
4) Injury rate by vehicle revenue miles	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2021	100000	0
5) Total number of safety events	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2021		0
6) Safety event rate by vehicle revenue miles	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2021	100000	0
7) Average distance between major mechanical failures	Annual Safety Performance Reports/NTD Reporting	215,588 (2020 miles) / 7 (2020 road failures) = 30,798 30,798 x .05 = 1,540 miles % IMPROVEMENT (30,798 - 1,540 = 32,329)	5 CY 2021		32,329 Miles between failures



**SAFETY DEPARTMENT
MONTHLY REPORT**



February 2021

DRIVECAM DISTINGUISHED DRIVER AWARDS

The Safety Department would like to thank the following drivers who were issued a certificate for exhibiting exceptional skills, sound judgement and a commitment to safe driving this month:

EDWIN TINITALI	DAMOND GARCIA	FELIPE CHIMAL
SERGIU GRISCIUC	NATHANIEL WARE	HOWARD GREGG
ALICIA MCKINNEY	FELIX DELVILLAR	KIRT BALDWIN
DANIEL TWAITES	JENNY CHAILANTE	MITCH GRADDON
DELLMER DOSCH	VALENTINA MACIEL	CREGG HANDY
ROBIN DAVES	BEN ETHRIDGE	
VENITA TATE	CHRISTINE ZANDER	



SAFETY CAMPAIGNS

STAY ALERT



31%

of fatal crashes in work zones involved at least **one large vehicle**


www.SD.gov/TheRoadSafety.gov

Source: FARS 2016 Final and 2017 Annual Report File, NHTSA. FARS data shown here are from the 50 States, District of Columbia, and Puerto Rico.

SPRING AHEAD

Sunday Morning

- Daylight Saving Time resumes at 2 a.m.
- Adjust clocks
- Change batteries in smoke alarms



AccuWeather 14-142 03/07/19

SAFETY COMMUNICATION

There is no one, magical response to de-escalate a potentially violent passenger. Every situation is unique.

It's 3:37 p.m. when Control Center gets the priority call. An anxious bus driver is requesting police assistance. "Two passengers are refusing to leave the bus and are threatening to assault me." The driver leaves the radio open for Control to hear the escalating exchange of comments and subsequent violence. The police are called, and by the time they arrive, the perpetrators have left the bus on foot. Some passengers remain on the scene of what was initially a full vehicle. They mill about on the sidewalk while one passenger sits next to the stunned bus driver administering comfort. A bloody nose, a split lip, perhaps a fractured jaw, and a bus driver rocked to his core. Within hours of the assault, the news spreads across the authority. The local media is alerted. The frontline is fevered with fear of a lawless customer population.

While this is a snapshot of one critical incident, it could be anywhere in North America's public transit system with the same toxic results of eroding a positive work culture and burning out the entire organization. The transit industry is understandably impatient for an immediate solution. But, transit worker assaults are a complex issue requiring a multi-layered analysis and a multi-tiered response.

Escalators vs. De-escalators

■ There is no one, magical response to de-escalate a potentially violent passenger. Every situation is unique. It's important to note that driver assaults occasionally occur because the driver happened to be in the wrong place at the wrong time. However, there are behaviors that are high-percentage escalators of violent conflict and high-percentage de-escalators of violent conflict.

High-Percentage Escalators

- ▶ Cornering
- ▶ Humiliating
- ▶ Ignoring

Cornering, humiliating, and ignoring are high-percentage escalators. This is true for the riding public and the bus driver. Cornering signals to the brain that there is no escape from a potentially dangerous situation and the best alternative for survival is to fight. Humiliation is an assault to one's identity. It signals that a physical attack may follow. Ignoring someone signals to them that they're invisible and without power. Each of these escalators may spark a conflict. String them together, and it's explosive.

High-Percentage De-escalators

- ▶ Calm/Assertive
- ▶ Informing
- ▶ Reflective listening
- ▶ Opening Questions
- ▶ Uniting

Humans have mirror neurons, which drive us to mimic each other's behaviors. When one person gets hyped, if the other person isn't intentional about their own actions, they will imitate what they see. Using a calm and assertive voice tone and body language signal non-threatening intent and self-control. Modeling calm/assertive is the first step to de-escalate.

Informing statements such as, "It's my job to request the fare," and "I'm unable to safely drive when you're standing this close to me," are informing statements that give rationale to directions and requests.

Coupling informing statements with reflective statements help the passenger know they're heard and not ignored. "I hear your frustration about having to fold up the stroller. I still have to keep an open aisle for passengers to get through."

RELATED: Amid Automation, This is Why We Need Bus Drivers

Opening questions that require more than a "yes" or "no" answer interrupt escalating behavior by re-engaging the passenger's cognitive processes and send the message the driver is concerned about them. "How can I help you?" "Where do you need to go?"

Uniting statements that begin with "we" and "us," such as "We all want to get there safely," send the message that both parties are on the same team and share a common problem. It is much more difficult for the potential offender to inflict violence on someone they identify with.



SAFETY SUGGESTIONS

Employees are encouraged to submit safety comments, concerns or suggestions via our QR code, Safety Hotline or Safety Suggestion Cards. All of these are tracked in the Corrective Action Log through TrackIt.

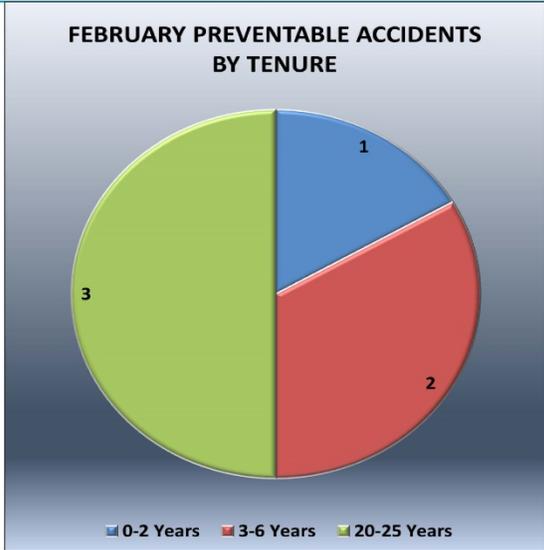
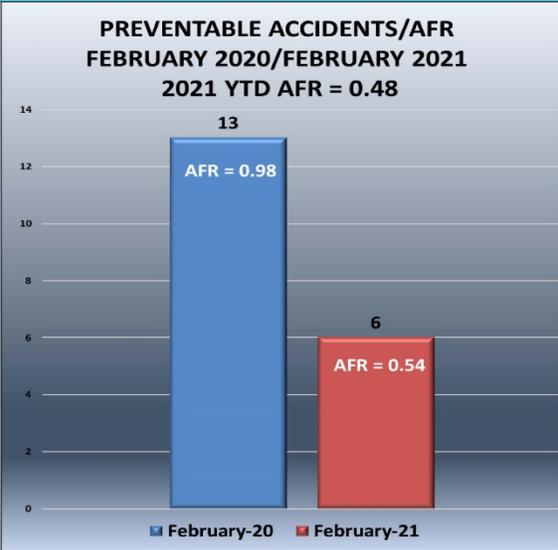
SAFETY DEPARTMENT MONTHLY REPORT

February 2021

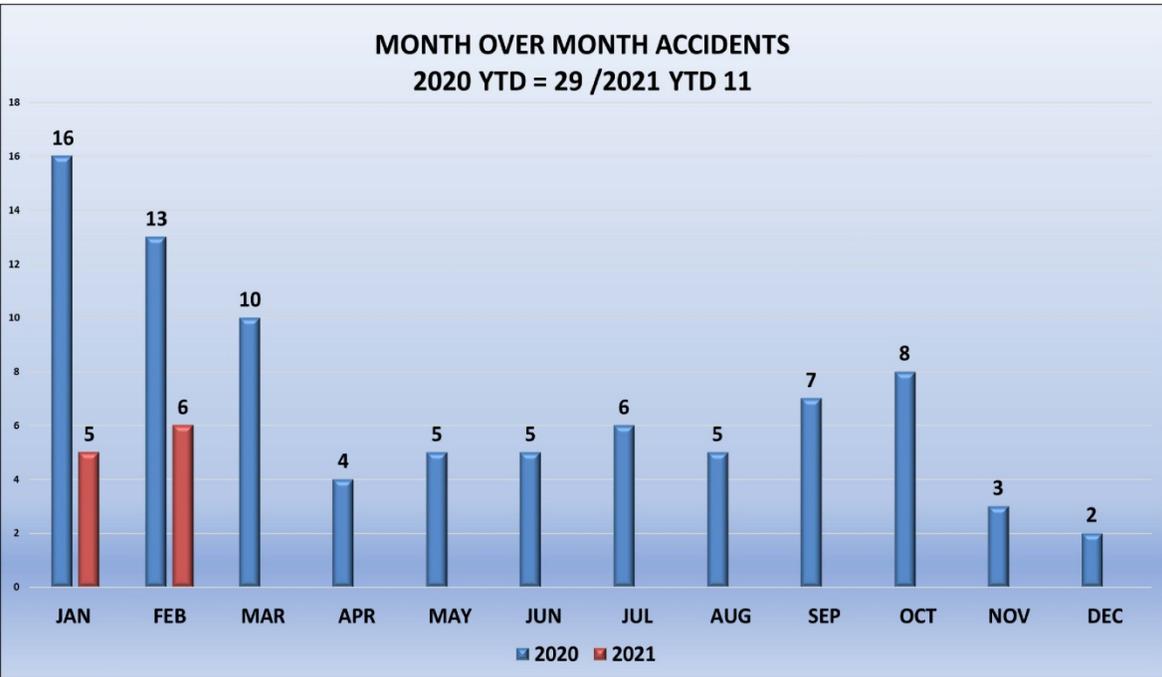
SAFETY KPI's

This report includes data through February 28, 2021. There were 6 preventable accidents in February. Preventable accidents are down 7 from 2020. The YTD AFR is 0.48.

The preventable accidents by employee tenure for February shows 17% had 0-2 years of tenure, 33% had 3-6 years of tenure and 50% had 20-25 years of tenure.



The Month Over Month Accidents chart shows a decrease in the year-to-date accidents when compared to 2020.

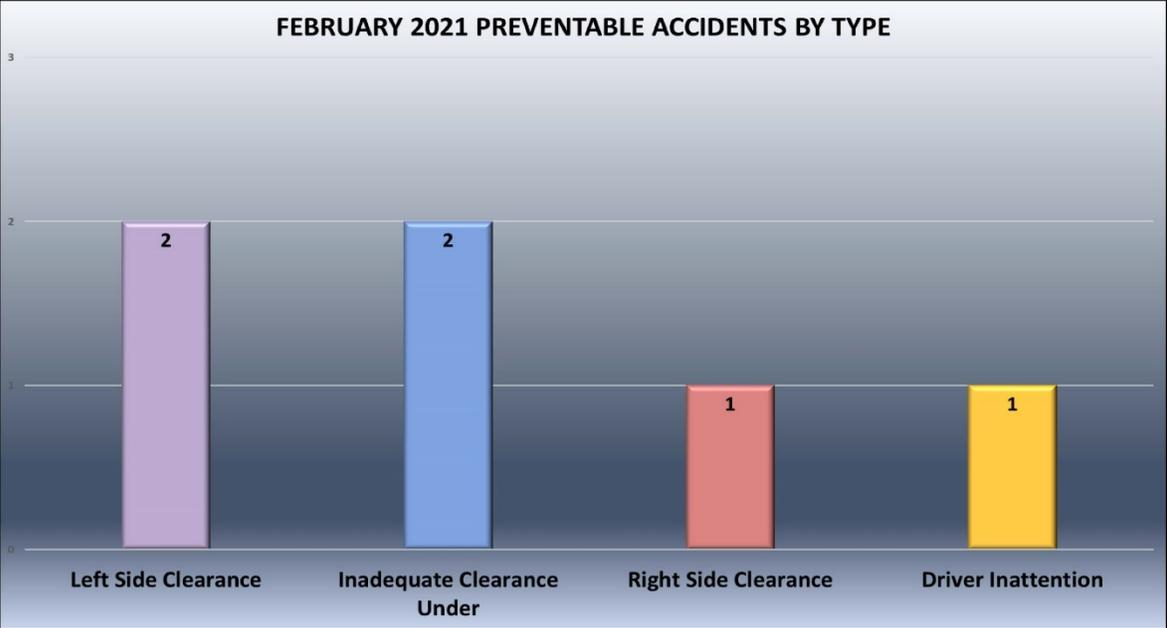


SAFETY DEPARTMENT MONTHLY REPORT

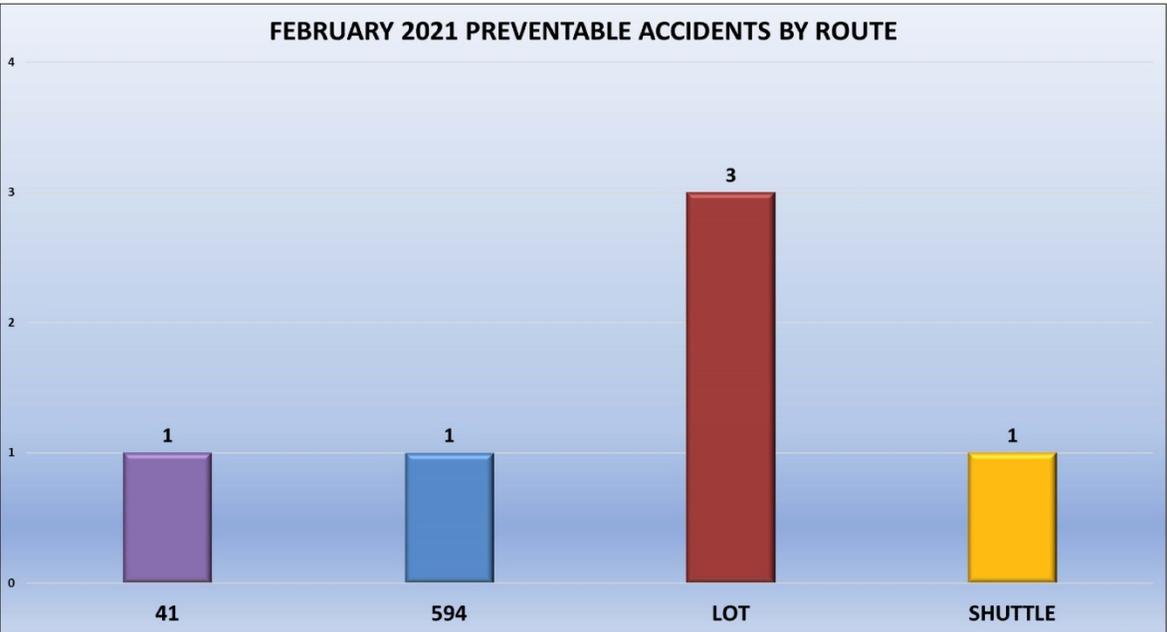
February 2021

SAFETY KPI's

The preventable accidents by type shows 2 each for Left Side Clearance and Inadequate Clearance Under and 1 each for Right Side Clearance and Driver Inattention.



The February Accidents by Route shows 3 on the lot and 1 each on routes 41, 594 and SHUTTLE.



SAFETY DEPARTMENT MONTHLY REPORT

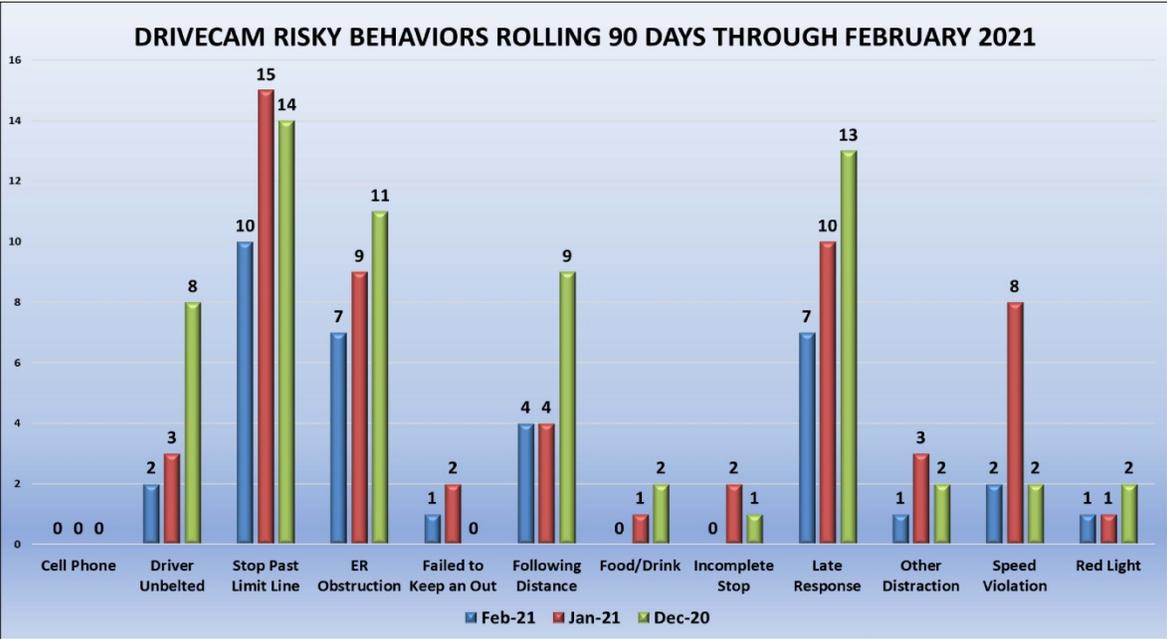
February 2021

SAFETY KPI's

Preventable Accidents by Service Type shows Pierce Transit with 1, Sound Transit with 2, Maintenance with 2 and Paratransit with 1. Supervisors did not have any preventable accidents this month. Good Job!



The DriveCam Risky Behavior chart compares the risky behaviors captured from December 2020 through February 2021.



SAFETY DEPARTMENT MONTHLY REPORT

February 2021

SAFETY KPI's

The chart below shows the various event types, locations, and incident types for each preventable accident.

Event Date	City	Street	Event Type	Service Type	Vehicle #	Route #	Vehicle Type
2/3/2021	Tacoma	3401 South 19th Street	Left Side Clearance	PT Paratransit	5144	SHUTTLE	Cutaway
2/15/2021	Lakewood	3701 96th Street SW	Left Side Clearance	Maintenance	9099	LOT	40 FT GIL PH
2/20/2021	Tacoma	24th & Pacific	Inadequate Clearance Under	Fixed Route PT	236	41	40 FT NF
2/22/2021	Lakewood	3701 96th Street SW	Right Side Clearance	Maintenance	261	LOT	40 FT GIL PH
2/23/2021	Tacoma	4th & Stadium Way	Inadequate Clearance Under	Fixed Route ST	9735	594	45 FT MCI
2/23/2021	Lakewood	3701 96th Street SW	Driver Inattention	Fixed Route ST	9101	LOT	40 FT GIL PH

21 APPENDIX P – Conflict and Assault Prevention Program (CAPP)



CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

PIERCE TRANSIT
3701 96th St SW
Lakewood, WA 98499

Piercetransit.org

VERSION 1.1
MARCH 2021

VERSION HISTORY				
VERSION	APPROVED BY	REVISION DATE	DESCRIPTION OF CHANGE	AUTHOR
1.0	Mike Griffus, Exec. Dir. Service Delivery & Chief Safety Officer	Feb 2020	Created	Reggie Reese Jason Hovde
1.1	Mike Griffus, COO & Chief Safety Officer	March 2021	Updated	Dena Withrow Mike Hayes



CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

APPROVALS

This Conflict and Assault Prevention Program (CAPP) was prepared by Pierce Transit to develop, implement, and maintain a viable procedure for post operator assaults while ensuring that new hire training, refresher training and periodic reviews include de-escalation training and relevant policy reviews to aid in the reduction of operator assaults.

This program has been distributed internally within Pierce Transit.

Approved: _____ Date _____
Mike Griffus, Chief Operating Officer
Chief Safety Officer



CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

Agency Commitment

The Pierce Transit Conflict and Assault Prevention Program (CAPP) takes a multi-tiered approach to prevent violence against our employees. This program was created by a collaboration of The Pierce Transit Department of Public Safety, the Division of Service Delivery & Support, the Safety Department and the Training Department. The program focuses on employee well-being and protection, priority police responses (all jurisdictions), up to the minute data analysis, and de-escalation training for operators.

Pierce Transit Management places a high priority on police responding to every assault reported to the Communications Center (Comm Center), and each case is thoroughly reviewed. While Safety and Service Delivery staff ensure that operators receive timely medical and personal attention, they will also conduct internal hazard analyses on how to further reduce the risks to operators and determine whether training and/or additional support is needed.

Employer Coaching and Training Opportunities

*Conflict and Aggression Management*¹ will be taught in all new hire training (all relevant classifications) during the initial training process using the TAPTCO program, supported by locally generated videos, case studies and lessons learned. Ongoing refresher training will be provided regularly to employees by postings (electronic and static), quarterly safety meeting lessons and campaigns throughout the year.

Regular policy reviews concerning relevant customer service will occur when trending warrants additional training opportunities or when requested by employees. Post incident coaching and training will be conducted by the Safety Department, the Training Department, Customer Satisfaction Coordinator or the Department of Public Safety as outlined in this document (CAPP).

The CAPP Process

Assaults and acts of aggression should be reported to the Comm Center as soon as they can practically be forwarded and processed. However, not all of these incidents will be reported through this normal channel. Managers and Supervisors should be alert to capture and process verbal conversations, written event reports, E-alerts from the Comm Center, Security Incident Reports, Employee Injury Reports and radio log entries. Management should endeavor to quickly identify these occurrences to Pierce Transit entities involved in the processing of information in order to assist the employee(s) involved. Communication and ensuring this information is acted upon will be the combined responsibility of the CAPP Team:

- **Pierce Transit (PT) Communications Center:** CommCenterControllers@piercetransit.org,
- **PT Department of Public Safety:** PublicSafetyDepartment@piercetransit.org,

¹ This TAPTCO-produced program is used for basic CONFLICT AND AGGRESSION MANAGEMENT training.



CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

- **Service Delivery and Support, Transportation Manager, Assistant Managers and Customer Satisfaction Coordinator:** TransportationManagementServiceDelivery@piercetransit.org,
- **PT Training Department:** BusSafetyandTraining@piercetransit.org
- **PT Safety Department –** safetydepartment@piercetransit.org

C.A.P.P. Incident Management

Upon notification of an assault, attempted assault, threateningly aggressive interaction with a passenger or other threatening altercation, the CAPP incident review process will include:

1. Requesting (from the Department of Public Safety) and watching available relevant video/audio footage of the incident. The Customer Satisfaction Coordinator should chart points of significance throughout the video/audio capture for review with employee and law enforcement authorities as needed.
2. Contacting PT Peer Support² Team member(s) to immediately connect with the involved employee(s) to determine the emotional/physical/mental well-being of the employee following the incident. Peer Support² Team member may provide Employee Assistant Program (EAP) information to the employee.
3. Reviewing video/audio of the incident with the employee while referencing the following “4 Truths” from TAPTCO’s Conflict and Aggression Management training:
 - Truth 1 - PEOPLE HAVE A NEED TO BE RESPECTED
 - Truth 2 - PEOPLE WOULD RATHER BE ASKED, NOT TOLD
 - Truth 3 - PEOPLE HAVE A DESIRE TO KNOW WHY
 - Truth 4 - PEOPLE PREFER TO HAVE OPTIONS OVER THREATS
4. Provide coaching directly related to the incident on how to better approach situations and prevent potential assault in the future. As the 4 techniques regarding conflict and aggression management are discussed in the video, the supervisor should discuss where these techniques might have been used to de-escalate the previous situation(s) along with any “missed opportunities” observed.
5. Review the agency’s assault prevention policies and practices with the employee (Transit Operator Manual Section D), shown below.
6. If it is determined that the employee may have (due to misunderstanding of policy) failed in any way to follow techniques to de-escalate the situation, a review of refresher de-escalation training (via the TAPTCO Conflict and Aggression Management training program) will be conducted with employee.
7. If any potential violation of law, regulation, policy, procedure or collective bargaining agreement provision has been identified, the incident will be referred to the Assistant Manager for separate review and investigation.
8. All incident files will be reviewed by the direct supervisor of the employee involved and will sign off that all follow up has been completed.



CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

ASSAULT PREVENTION (Transit Operator Manual, Section D)

Use the following guidelines to avoid situations that may escalate into confrontations.

1. Remain seated if possible. In some circumstances, the customer may see you leaving your seat as an aggressive act.
2. Use the coach P.A. system when appropriate. Be calm and polite.
3. If you must stop the coach, open both doors so that the individual is not "trapped".
4. If you are feeling threatened by someone or the situation appears to be heading toward a confrontation, Contact the Comm Center by utilizing the PRTT (Priority Request to Talk). Advise Comm Center of the situation and request assistance from a Department of Public Safety Officer. It is much safer to communicate prior to a physical altercation or as things begin to escalate. You can always request cancellation of responding units if the situation resolves itself prior to their arrival.
5. If you are alone on the coach, do not approach a customer who appears to be under the influence of drugs or alcohol unless he/she is a regular customer with whom you feel comfortable.
6. If you observe suspicious behavior by customers on another coach, speak to the Operator (if at a transit center) or notify the Comm Center as soon as possible.
7. Never risk your safety or that of your customers. If you are unsure how to proceed, radio the Comm Center for advice.

REFUSING TRANSPORTATION (as outlined in the Transit Operator Manual Section D):

In extreme situations, you may refuse transportation to individual(s) who, due to their offensive behavior or inability to care for themselves, may risk the safety or comfort of you or your customers. It is justifiable to refuse transportation to individuals who are severely ill, intoxicated, or have extreme personal hygiene problems. If you refuse transportation, do so as politely, discreetly, and quickly as possible. Do not risk your safety, or that of your customers, unnecessarily. Request (never demand) that the person leave the coach; attempt to leave the person at a transit center or a marked bus stop where they will not be in danger. You must notify the Comm Center any time you ask someone to leave the coach; you are also to complete a two-page Security Incident Report (SIR) including witness names and addresses, and other relevant information.

Operators may not refuse transport to passengers who neglect to pay fare. Operators are responsible for politely making a reasonable request for the fare. If a customer pays less than the full fare, courteously call their attention to the deficiency. Likewise, if a customer's pass, or identification is not in order, courteously explain the problem to the customer. Do not get into disputes over non-payment of fare. Also, submit a Security Incident report with appropriate information on any consistent non-payers so follow-up action can be taken. A statement of the fare also gives help with probable cause for Police or Security to follow-up if necessary.



CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

Remember to press the short fare button on the keypad so that the information can be used by our Public Safety office for fare enforcement.

Before requesting assistance, consider the following:

1. Is the offending customer likely to become violent?
2. Will many customers be delayed for some time?
3. How much time is likely to be needed for assistance to reach you? A Department of Public Safety Officer may be some distance away, and the local law enforcement are often busy with higher-priority calls. If it is safe, you can request a Department of Public Safety Officer meet you at the next Transit Center and assist you there.
4. Once police assistance has been summoned, the coach may need to remain where it is, unless unsafe to do so, until police officers arrive and contact you. If the situation is resolved prior to law enforcement contact, advise the Comm Center right away of the update and request permission to return to your route.

If a customer refuses to leave the coach and there is no Department of Public Safety Officer or other person of authority present, call the Comm Center before taking further action. Do not forcibly remove a customer unless you are physically attacked. To use force, you must be defending yourself or another against physical attack. Even then, you must exercise reasonable care and exert only as much force as needed to stop the attack.

Use good judgment. In SOME cases, certain customers should be removed. But there are NO cases where this justifies injury to a Transit employee or another customer.

DETAINING

For everyone's safety, do not under any circumstances attempt to detain someone. In some cases, you may encourage someone to remain where they are for their own safety; however, you must not detain them. Not opening the doors of your coach to allow someone to leave could be construed as "detaining".



CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

Appendix A

Optional Questions for Incident Review

PEOPLE HAVE A NEED TO BE RESPECTED

- Was the employee's interaction with the aggressor respectful?
- Was the other party (i.e. passenger) being respectful?

PEOPLE WOULD RATHER BE ASKED, NOT TOLD

- Was there a time when either party were being told to do something rather than asked?

PEOPLE HAVE A DESIRE TO KNOW WHY

- During the exchange did anyone explain "why" they took the position which might have led to the conflict?
- Was the request depersonalized? Example: "Agency policy requires that we cannot transport intoxicated passengers".

PEOPLE PREFER TO HAVE OPTIONS OVER THREATS

- What options were offered?
- Listening to discussion, was anything done or said which could have been perceived as "threatening" to either party?

MISSED OPPORTUNITIES

- Were there missed opportunities during the encounter where the coach interior could have been secured to keep the individual(s) from entering? Example: Did aggressor ever exit coach long enough to secure front and rear doors? Example: Was there a time where coach could have driven away from the individual without putting employee, passengers and/or pedestrians at risk?
- Was there an opportunity to continue the route without further involvement with this individual?
- Was fare evasion or shortage a contributing factor to the confrontation?
- Did this conflict at any time increase risk of physical harm to our passengers?
- Did you recognize this individual from an exclusion list or have previous history with the individual?
- Was an option offered that was not followed through? Ex: Were police requested after aggressor was told they would be called?
- Do you feel you were adequately supported by the agency during and after this event?
- How could the agency's policies, processes and procedures have prevented or lessened the effects of this event in your opinion?

22 APPENDIX Q – Zonar Information

ZONAR
CONNECT™



1

DRIVING TECHNOLOGY FUELING EFFICIENCY EMPOWERING PEOPLE



Key Differentiators – Built for Today and the Future

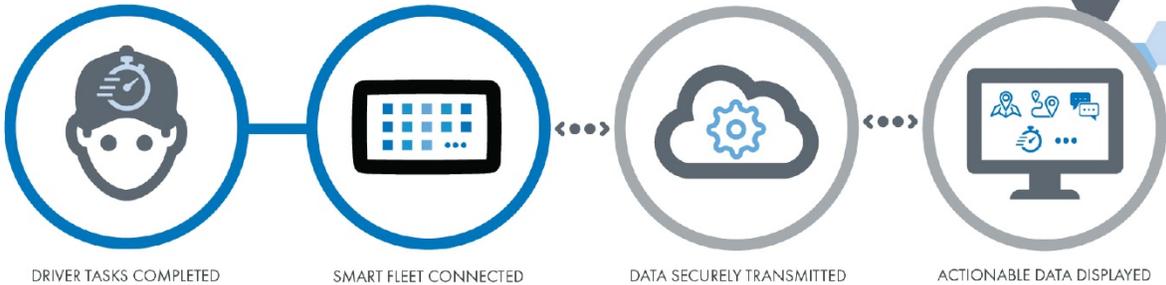
- **Next Generation, Always Connected**
 - Built with feedback from our current customers along with industry research
 - LTE, Wi-Fi and Bluetooth to send data to fleet managers, dispatch and operations
 - AOBDR compliant today and ELD-ready for tomorrow with capability for over-the-air software updates
- **Robust and Ruggedized**
 - Dragontrail™ Glass; Meets MIL, SAE and ISO standards on environment
 - Higher resolution screen and improved capacitive touchscreen
 - Improved camera and overall battery life
- **Fast & Responsive**
 - Quad-Core, 1Ghz Processor; 32 GB of Storage; 2GB of RAM
 - Improved app speed and performance
 - Scalable Android Platform
- **Device Management with Customization and OTA capabilities**
 - Integrates with Zonar's Ground Traffic Control® web portal and third-party programs

2

DRIVING TECHNOLOGY FUELING EFFICIENCY EMPOWERING PEOPLE



Smarter Fleets



For **DRIVERS**, Zonar Connect completes tasks more efficiently and reliably.

For **FLEET MANAGERS AND DISPATCH**, Zonar Connect provides insight into everything that happening—or not happening—on the road, on-site or in the yard.

3 DRIVING TECHNOLOGY FUELING EFFICIENCY EMPOWERING PEOPLE



Safety, Efficiency and Compliance



Electronic Verified Inspection Reporting (EVIR®)
The only truly verified solution of its kind on the market today. Capture, transmit and record inspection data with ease.



ZLogs® Hours-of-Service
Compliant with state and federal regulations, including AOB RD and ready for the ELD mandate.



ZForms™ Messaging
Replace paper forms with electronic, automated forms built just for your business.



Advanced Navigation
Provide drivers with GPS route information and an easy way to correct behaviors such as speeding and hard-braking.



Camera
Capture and send pictures of inspection defects and logistics documents.

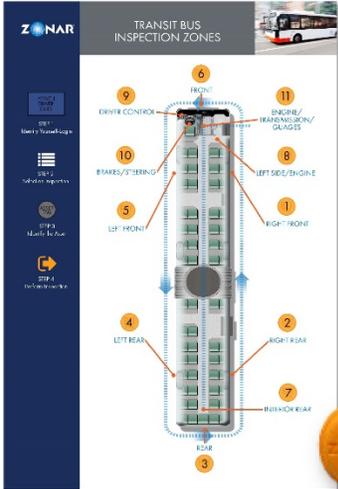
4 DRIVING TECHNOLOGY FUELING EFFICIENCY EMPOWERING PEOPLE



Operate with Zonar's suite of apps or choose to customize the experience with your own.



ZONAR EVIR® Patented Electronic Verified Inspection Reporting



- **Tag:** Data-encoded RFID tags in each inspection zone of an asset that adhere to DOT compliance requirements
- **Inspect:** The individual performing the inspection must physically scan each tag on the asset verifying date/time check was performed
- **Transmit:** Defects or vehicle damage can be captured with a 5 mega-pixel camera to easily transmit photos to maintenance. After the tablet is docked inside the vehicle, inspection data is seamlessly transferred back to Ground Traffic Control. Fleet managers and maintenance personnel have immediate access to the inspection data from the field prioritize and schedule repairs.





Example Automated Inspection Report

EVIR®		Electronic Vehicle Inspection Report		Type: TRANSIT PRE TRIP V2			
Organization/Operator	DOT/NSC No.	Report No.	License Plate Number	Jurisdiction			
Pierce Transit		218		No Registration Record			
Asset No.	VIN Number	MFG	In Service	Miles			
274			06 Sep 2017	1			
Inspection Date:	Inspection Duration:	Driver ID	Driver Name				
Tuesday 07 Nov 2017 05:39	00:13:05	592300013	Lewis, L				
Assigned Asset Location	Location of EVIR						
Home	3701 South St NW, Lakewood, WA 98499						
Asset: 274 (Standard) Timestamp: 05:39:11 (Primary asset)							
THE FOLLOWING ITEMS HAVE BEEN INSPECTED IN ACCORDANCE WITH THE STANDARD/REGULATION (IF EQUIPPED):							
Zone	Time	Components	Defects	Verified			
Drivers Control	05:39:33	Other, Climate Control, Doors Operation, Farebox, Headsign/cameras, Knooling, Wheelchair Ramp, Wipers/Washers, Pa/trax Operation, Signal/lighting, Seat/visor/mirror	N	Y			
Brakes/steering	05:44:24	Other, Brakes Operation, Dot Air Brake Test, Horn, Steering, Interlock	N	Y			
Interior Front	05:44:25	Other, Emergency/exits, Flooring, Interior Lights, Lost Property, Panels/signage, Pass Stop Request, Safety/doors/storage, Seating/ada Equip, Stanchions-rails, Vandalism/graffiti	N	Y			
Interior Rear	05:45:27	Other, Flooring, Lost Property, Panels/signage, Pass Stop Request, Vandalism/graffiti, Emergency Exits, Interior Lights, R seats/ada Equip, Stanchions/rails	N	Y			
Right Front	05:46:22	Audible Air Leak, Destination sign, Other, Body, Mirrors, Tires/wheels/tugs, Windows/glass, RF Lighting	N	Y			
Right Rear	05:46:25	Access Panels, Audible Air Leak, Other, Body, Mud flap/susp, Tires/wheels/tugs, Windows/glass, RF Lighting	Y	Y			
Rear	05:49:12	Access Panels, Audible Air Leak, Other, Under Bus, Body Rear, Destination Sign, License Plate, Rear Lighting, Engine Door	N	Y			
Left Rear	05:50:06	Access Panels, Audible Air Leak, Other, Body, Mud Flap/susp, Tires/wheels/tugs, Windows/glass, Ir Lighting	N	Y			
Left Front	05:50:46	Access Panels, Audible Air Leak, Other, Body, Lighting, Mirrors, Tires/wheels/tugs, Windows/glass	N	Y			
Front	05:51:09	Access Panels, Audible Air Leak, Bike Rack, Body Front, Destination sign, Front lighting, Other, Windshield	N	Y			
DEFECTS NOTED DURING THIS INSPECTION: (click to repair)							
Zone	Component	Condition	Status	Technician	Repair Date	Ref No.	Defect ID
Right Rear	Body	Roof Damage					83
REVIEWER							
Accepting Inspector: Chang, J				Next Inspection Date: Tuesday 07 Nov 2017 20:21			
Chang, J has reviewed this EVIR® and acknowledges the certification that all required repairs have been performed.							
Standard (Printer Friendly)		Shop Copy (Printer Friendly)		Print Shop Copies This EVIR - Only (Generates PDF file)		Print Shop Copies (Generates PDF file)	

COMPANY CONFIDENTIAL DRIVING TECHNOLOGY FUELING EFFICIENCY EMPOWERING PEOPLE

Customer Care: 24/7/365

- One call for both hardware and software support
- Dedicated field service representative
- Customized training materials and agendas
- Pro-active account monitoring
- Remote and on-site ongoing training
- Online training videos & help documentation

99.4%

Annual Customer Retention

DRIVING TECHNOLOGY FUELING EFFICIENCY EMPOWERING PEOPLE



Action Agenda

TITLE: A Resolution of the Board of Commissioners of Pierce Transit Appointing Michael Griffus to Serve as the Chief Executive Officer of Pierce Transit

DIVISION: Executive

SUBMITTED BY: Deanne Jacobson, Clerk of the Board

RELATED ACTION: N/A

ATTACHMENTS:

RELATION TO STRATEGIC PLAN: N/A

Proposed Resolution
Exhibit A, Proposed Employment Contract

BUDGET INFORMATION

Is it Budgeted? Yes / No

Project Name or Number: N/A

Operating Budget

Capital Budget

FUNDING SOURCE:		EXPLANATION:
Local Amount	\$ N/A	The budget amount is subject to contract negotiations of a salary up to \$250,000.00 and negotiating an acceptable benefit package.
Grant/Other Amounts	\$ N/A	
Total Expenditure	\$ N/A	

BACKGROUND:

After the resignation of Chief Executive Officer Sue Dreier on January 12, 2021, Pierce Transit, with the assistance of Karras Consulting, underwent an extensive national search for qualified candidates for the position of Chief Executive Officer. Karras Consulting received a total of 46 candidates and after interviewing 16 of those candidates, six candidates were advanced in the process.

The Board created a CEO Search and Recruitment Committee consisting of four board members, one Community Transportation Advisory Group (CTAG) member, and one member from Sound Transit. The Committee interviewed a total of six candidates on May 28, June 3, and June 10, 2021. At the conclusion of these meetings, three finalists were advanced further in the process and participated in employee and public stakeholder events on June 28, 2021 and interviewed with the full board on June 30, 2021. The Board continued to evaluate the qualifications of the finalists in Executive Session at the July 7, 2021, special board meeting and the July 12, 2021, regular board meeting.

On July 12, 2021, the Board of Commissioners unanimously authorized Karras Consulting to extend an offer of employment to Michael Griffus to serve as the Chief Executive Officer of Pierce Transit and together with Chair Campbell to negotiate an employment contract up to a salary range of \$250,000.00 along with an acceptable benefit package, subject to final approval of the employment agreement at the August 9, 2021 Board meeting.

ALTERNATIVES:

1. Do not appoint Michael Griffus to serve as the Chief Executive Officer and re-open the recruitment process.
2. Amend the terms of the proposed employment agreement with Mr. Griffus, subject to further negotiations between the parties.

PROPOSED MOTION:

Move to: Approve Resolution No. 2021-009, authorizing the appointment of Michael Griffus to serve as the Chief Executive Officer of Pierce Transit, pursuant to the terms and conditions of the proposed employment agreement negotiated by the parties and attached as Exhibit A.

RESOLUTION NO. 2021-009

1 A RESOLUTION of the Board of Commissioners of Pierce Transit Appointing Michael Griffus to Serve as the
2 Chief Executive Officer of Pierce Transit

3
4 WHEREAS, On January 12, 2021, Sue Dreier provided notice of her desire to retire from the position of
5 Chief Executive Officer (CEO) at Pierce Transit; and

6 WHEREAS, subsequently, an extensive national search for qualified CEO candidates was conducted
7 and delivered by Karras Consulting, who assisted in the recruitment and hiring process for a new CEO; and

8 WHEREAS, the Board created a CEO Search and Recruitment Committee consisting of six committee
9 members to assist with the recruitment process; and

10 WHEREAS, Six out of 46 candidates advanced in the hiring process and were interviewed by the CEO
11 Search and Recruitment Committee on May 28, June 3, and June 10, 2021; and

12 WHEREAS, after careful deliberation, the CEO Search and Recruitment Committee selected three final
13 candidates to advance to the final stages of the hiring process; and

14 WHEREAS, on June 28, 2021, the three finalists participated in employee and public stakeholder
15 forums; and

16 WHEREAS, on June 30, 2021, the Pierce Transit Board interviewed the three finalists and carefully
17 evaluated their qualifications for employment at Pierce Transit; and

18 WHEREAS, the Board continued to evaluate the qualifications of the finalists at the July 7, 2021, special
19 board meeting and July 12, 2021 regular board meeting; and

20 WHEREAS, on July 12, 2021, after careful and thoughtful consideration, the board unanimously
21 authorized Karras Consulting to extend an offer of employment to Michael Griffus to serve as the Chief Executive
22 Officer of Pierce Transit and together with Chair Campbell to negotiate an employment contract up to a salary
23 range of \$250,000.00 along with an acceptable benefit package, subject to final approval of that employment
24 agreement at the August 9, 2021 Board meeting; and

25 NOW THEREFORE, BE IT RESOLVED by the Board of Commissioners of Pierce Transit as follows:

26 Section 1. Michael Griffus is hereby selected as the duly appointed and qualified Chief Executive
27 Officer of Pierce Transit to perform such duties and receive such benefits and compensation, pursuant to
28 the employment contract attached hereto as Exhibit A.

**PIERCE COUNTY PUBLIC TRANSPORTATION BENEFIT AREA CORPORATION
CHIEF EXECUTIVE OFFICER EMPLOYMENT AGREEMENT**

This Chief Executive Officer Employment Agreement (“Agreement”) is entered into between Pierce County Public Transportation Benefit Area Corporation (“Pierce Transit”) and Michael Griffus (“Executive”), and is effective as of August 10, 2021 (the “Effective Date”).

RECITALS

A. The Board of Commissioners (“the Board”) of Pierce Transit is authorized under RCW 36.57A and under Pierce Transit Code § 2.07.010 to enter into contracts on behalf of Pierce Transit and to appoint and fix the compensation of its Chief Executive Officer.

B. Pierce Transit wishes to employ Executive as Chief Executive Officer, and Executive wishes to hold this position, under the terms and conditions of this Agreement and of the Pierce Transit Personnel Manual Section 2.2.2.

AGREEMENTS

In consideration of Executive’s employment by Pierce Transit, Executive’s receipt of compensation and benefits under this Agreement, and the other covenants in this Agreement, the parties agree as follows:

1. At-Will Employment. Executive’s employment with Pierce Transit is “at will” and either Executive or Pierce Transit may terminate the employment relationship upon written notice to the other party, with or without reason, subject to the provisions of Paragraphs 6 and 7 of this Agreement regarding notice periods and potential payments upon termination. Any representations to the contrary, whether written, oral or implied by any Pierce Transit communication, conduct, policy, or practice are unauthorized and void unless contained in a formal written agreement signed by Executive and Pierce Transit and approved by the Board.

2. Employment/Term. Pierce Transit shall employ Executive, and Executive shall serve as an employee of Pierce Transit, on the terms and conditions in this Agreement. Except as otherwise stated herein, Executive’s employment under this Agreement shall continue for a period of three (3) years from the Effective Date, unless terminated by Pierce Transit or Executive under Paragraph 6 below. In addition, if neither party issues written notice of intent to terminate or modify this Agreement at least one hundred twenty (120) days prior to its expiration, then this Agreement will automatically be extended for another one (1) year period, subject to right of either party to terminate under Paragraph 6.

3. Duties. Executive shall serve as Chief Executive Officer. As such, Executive shall be responsible for general supervision and management of the affairs of Pierce Transit under the direction of the voting members of the Board, or an appropriate committee of the Board, and shall perform such other duties and responsibilities as may be assigned from time to time by the voting members of the Board, or an appropriate committee of the Board. Executive

shall comply with Washington State and federal law, the Pierce Transit Code, and all of Pierce Transit's policies and procedures, as modified from time to time.

4. Attention and Effort. Executive shall devote Executive's full working time, energies, and best efforts to Pierce Transit's business and affairs, and shall faithfully and diligently serve Pierce Transit's interests. Executive shall not engage in any other business or employment activity (whether or not pursued for gain or profit) without notifying and gaining approval of the Board in advance. Executive may accept reimbursement, in compliance with applicable law, from outside agencies or groups for travel and lodging expenses incurred in connection with work-related conferences, meetings or conventions.

5. Compensation and Benefits. Executive will receive or be eligible for the following compensation and benefits:

(a) Salary. For all hours worked by Executive under this Agreement, Pierce Transit will pay Executive an annual salary at the gross rate of Two Hundred Thirty-Two Thousand Dollars (\$232,000), with the actual amount paid to be pro-rated for the actual period of employment ("Salary"). Executive's Salary will be paid in substantially equal periodic installments in accordance with Pierce Transit's ordinary payroll practices and policies. Executive's position is exempt and not subject to federal or state minimum wage or overtime requirements.

(b) Compensation Adjustment. The Board will review Executive's compensation annually within thirty (30) days after the anniversary of this Agreement's Effective Date for evaluation and possible adjustment in accordance with the Board's established compensation review process. On or before each such anniversary date, Executive must submit Executive's annual self-evaluation to the Board Chair. Among other factors, in evaluating compensation, the Board will consider Executive's success in meeting agreed-upon annual goals and objectives. Subject to Board approval, compensation increases will generally be made retroactive to the corresponding anniversary date. Compensation decreases will be implemented prospectively only. In addition, Executive will be eligible to participate in any cost of living increases the Board awards to Pierce Transit's non-represented, full-time, salaried employees.

(c) Fringe Benefits. Executive will be eligible to participate in all benefit programs that Pierce Transit from time to time makes available to other non-represented, full-time, salaried employees, subject to eligibility requirements and other restrictions set forth in the applicable summary plan descriptions or other policy descriptions. Notwithstanding the foregoing, Executive is not eligible to receive discretionary awards of paid administrative leave/recognition leave. Pierce Transit may modify or eliminate benefit programs from time to time in its sole discretion. Executive may opt out of optional benefits and, if applicable, will be eligible to receive the same amounts that other non-represented, full-time, salaried Pierce Transit employees are eligible to receive for opting out of such benefits.

(d) Paid Personal Leave. In addition to vacation, sick leave benefits, other leave benefits (except paid administrative leave/recognition leave), and holidays available to all other regular Pierce Transit employees, Executive may take up to twenty (20) paid personal days

off during each calendar year, prorated for partial years of service including 2021. Paid personal leave will accrue on a prorated basis during the calendar year but may be used before it is fully accrued. Paid personal leave that is not used by the end of the year is lost; provided however that, upon termination of employment, Executive will receive payment for any then-accrued but unused paid personal leave. For example, if Executive's employment terminated on June 30, 2022, and Executive had used four (4) days of paid personal leave during 2022, Executive would receive payment for six (6) days of accrued but unused paid personal leave.

(e) Expenses. In accordance with and subject to Pierce Transit's Business and Travel Expense and other applicable policies, Executive will be reimbursed for all reasonable authorized travel and business expenses incurred in connection with Pierce Transit duties following receipt of such documentation as Pierce Transit may require for other management employees. Executive's expenses will subject to review and approval by the Board Chair or other duly authorized commissioner.

(f) Contribution to 401(a). In addition to retirement benefits available to other non-represented, full-time, salaried employees, Pierce Transit shall pay an additional sum equivalent to 18.5% of Executive's base salary per pay period into Executive's 401(a) account.

(g) Taxes and Deductions. All payments under this Agreement will be subject to taxes and other deductions as required by law.

6. Termination. Executive's employment with Pierce Transit will terminate upon the occurrence of any one or more of the following events:

(a) Upon expiration (including non-renewal) of this Agreement.

(b) Upon Executive's death.

(c) At the election of Pierce Transit, upon written notice to Executive, if Executive is: (i) permanently prevented by sickness or disability from fully and adequately performing Executive's job duties, with or without reasonable accommodation; or (ii) temporarily unable to perform Executive's job duties due to sickness or disability for a continuous period of 120 days or for intermittent periods totaling more than 120 days in any twelve month period ("Disability"). This provision will be interpreted consistently with applicable disability law.

(d) At the election of Pierce Transit, upon written notice to Executive, with or without Cause. "Cause" means Pierce Transit's determination that Executive has committed an act or acts constituting any of the following: (i) dishonesty, fraud, misconduct or negligence in connection with Pierce Transit duties; (ii) failure or refusal to attend to the duties or obligations of Executive's position, or to comply with Pierce Transit's rules, policies or procedures or with Executive's duties under this Agreement; or (iii) any other reason that constitutes cause under Washington law.

(e) At the election of Executive, upon one hundred twenty (120) days' written notice to Pierce Transit.

7. Payments and Other Financial Obligations Upon Termination.

(a) Following the termination of Executive's employment for any reason, Pierce Transit will pay Executive's Salary through the date of termination and provide such other payments and benefits as required by applicable law, this Agreement, and Pierce Transit's policies.

(b) If Executive's employment is terminated by Pierce Transit without Cause and not due to Executive's Disability, then Executive will be eligible to receive an additional gross lump sum severance payment in an amount equal to six (6) months of Executive's Salary, provided that Executive timely executes, does not revoke, and complies with a release of all claims in a form provided by Pierce Transit (a "Release Agreement"). Such severance will be payable to Executive within forty-five (45) days of the date on which the Release Agreement becomes effective and not later than March 15 of the calendar year following termination.

8. Confidentiality.

(a) "Confidential Information" means information that Pierce Transit designates as being confidential or that, under the circumstances surrounding the disclosure of the information, ought to in good faith be treated as confidential. "Confidential information" includes, without limitation: (i) Pierce Transit's business practices and strategic plans; (ii) technical, financial, marketing, personnel or other technical or business information or trade secrets of Pierce Transit; and (iii) information received from third parties that Pierce Transit is obligated to treat as confidential. Confidential Information disclosed to Executive by any Pierce Transit employee, contractor, or agent is covered by this Agreement. "Confidential Materials" means all tangible or written materials containing Confidential Information, including without limitation, written or printed documents, email correspondence and attachments, electronic files, and computer disks, whether machine or user readable.

(b) Executive will not use Confidential Information or Confidential Materials for any purpose other than to further Pierce Transit's business interests as requested by the Board and, without limiting the foregoing, Executive will not use Confidential Information or Confidential Materials for the benefit of Executive or any third party. Executive will not disclose any Confidential Information or Confidential Materials to any third party without the Board's express prior written permission. Executive shall at all times keep Confidential Information and Confidential Materials confidential and shall take all reasonable security precautions to keep confidential and protect Confidential Information from unauthorized access and use. Executive may directly or indirectly reproduce, summarize and distribute Confidential Information and Confidential Materials only in pursuance of Pierce Transit's business as requested by the Board, or otherwise as provided hereunder.

(c) Executive's obligations pursuant to this Paragraph 8 will survive the termination of this Agreement and remain in effect for the longest time permitted by applicable law.

(d) Nothing in this Agreement will be interpreted or applied to restrict or impede Executive from complying with public disclosure obligations under applicable federal and state law or from exercising any rights that cannot be waived by agreement, including responding truthfully or making disclosures to any government department or agency, or from complying with any applicable law, regulation, or a valid order of a court of competent jurisdiction or an authorized government department or agency, provided that Executive's compliance does not exceed the requirements of such law, regulation, or order. Unless legally prohibited from doing so, Executive will provide prompt written notice of any such order to Pierce Transit. If Executive is required by subpoena to disclose Confidential Information or Confidential Materials, Executive will give Pierce Transit notice of the proposed disclosure as soon as practicable after learning of the subpoena and will make any required disclosure in a manner so as to maximize the protection of the information from further disclosure. Additionally, nothing in this Agreement is intended to or will be interpreted to conflict with the federal Defend Trade Secrets Act ("DTSA") or create liability for disclosures allowed under the DTSA. Executive has received the Notice of Immunity for Certain Confidential Disclosures of Trade Secrets attached as Exhibit A.

9. Return of Documents and Property. At termination of employment, or earlier if requested, Executive will promptly surrender to Pierce Transit, without retaining copies, all tangible and intangible things which are or contain Confidential Information or Confidential Materials. Executive will also return all other items belonging to Pierce Transit, including equipment, tools, devices, keys, computer hardware or software, and other property, and all documents, records, files, data, notes, reports, correspondence, memoranda, proposals, lists, materials, or reproductions of any of the aforementioned items (whether stored in paper, electronic, magnetic, or other form) then in Executive's possession, custody, or control, whether prepared by Executive or others. Also, at the time of termination from Pierce Transit, regardless of reason, Executive will in good faith take all acts necessary and reasonable to assure that Executive's work is efficiently transitioned to Pierce Transit. If there is a pending investigation, public records request, or litigation or threatened litigation involving Pierce Transit, and at the request of the Board Chair or Vice Chair, Executive will allow Pierce Transit to utilize an outside vendor to download and capture any Pierce Transit records that are stored on Executive's personal computer, smartphone, or other device.

10. Other Restrictions. During employment with Pierce Transit and continuing for six (6) months thereafter, regardless of the reason for termination, Executive will not, without Pierce Transit's prior written consent: (i) take any action calculated to divert from Pierce Transit any opportunity within the scope of its then business; (ii) solicit, hire or otherwise engage any person who had been employed by Pierce Transit during the last six (6) months before Executive's termination to perform services for Executive or any other person or entity; or, (iii) solicit, divert, or in any other manner persuade or attempt to persuade any Pierce Transit customer or supplier to alter or discontinue its relationship with Pierce Transit. Executive acknowledges that the covenants in this Paragraph 10 are reasonable in scope, area and duration

and are necessary to further Pierce Transit's legitimate interests in protecting its Confidential Information and Confidential Materials, business and goodwill.

11. Intellectual Property.

(a) Copyrights. All copyrightable works Executive prepares or contributes to within the scope of Executive's employment by Pierce Transit are and will be works made for hire. Pierce Transit owns all rights under copyright in and to such works and will be considered the author of such works. If and to the extent that any such works are deemed not to constitute a work made for hire, and with respect to any other works that Executive has prepared or will prepare during working hours or using Pierce Transit's resources, Executive hereby irrevocably assigns to Pierce Transit all right, title and interest in and to such work. To the extent any of Executive's rights in such works, including any moral rights, are not capable of assignment under applicable law, Executive hereby irrevocably and unconditionally waives all enforcement of those rights to the maximum extent permitted under applicable law. For the avoidance of doubt, this Paragraph 11(a) will apply to all copyrightable works that Executive prepared, contributed to, or that Pierce Transit has used in any technology, product, service, website or design used, offered, or under development by Pierce Transit prior to the Effective Date.

(b) Assignment of Inventions. Executive will make prompt and full written disclosure to Pierce Transit and hereby irrevocably assigns to Pierce Transit, or its designee, all of Executive's rights, title and interest throughout the world in and to any and all inventions, discoveries, designs, developments, concepts, techniques, procedures, algorithms, products, improvements, business plans, and trade secrets, whether or not patentable (collectively, "Inventions"), that Executive solely or jointly may conceive, develop, reduce to practice, cause to be conceived or developed or reduced to practice, or otherwise produce during Executive's employment with Pierce Transit, whether prior to or after the Effective Date.

(c) Notice Regarding Exception to Assignments. Pursuant to RCW 49.44.140, the provisions of this Agreement requiring assignment of Inventions to Pierce Transit do not and will not apply to any Invention for which no equipment, supplies, facility, or trade secret information of Pierce Transit was used and which was developed entirely on Executive's own time, unless (a) the Invention relates (i) directly to the business of Pierce Transit, or (ii) to Pierce Transit's actual or demonstrably anticipated research or development, or (b) the Invention results from any work performed by Executive for Pierce Transit.

(d) Inventions Retained and Licensed. Attached to this Agreement as Exhibit B is a list describing with particularity all Inventions and original works of authorship that were made by Executive before Executive's employment or prior work with Pierce Transit (collectively, "Prior Inventions"), which belong solely to Executive or belong to Executive jointly with another, and that relate in any way to any of Pierce Transit's proposed businesses, products, services, or research and development, and that are not assigned to Pierce Transit under this Agreement; or, if no such list is attached, Executive represents that there are no such Prior Inventions. As to any Invention in which Executive has an interest at any time, if Executive uses or incorporates such an Invention in any released or unreleased Pierce Transit product, service, program, process, development, or work in progress, Executive irrevocably grants to Pierce

Transit (to the extent Executive has authority to do so) a perpetual, royalty-free, fully paid up, irrevocable, worldwide license to exercise any and all rights with respect to such Invention, including without limitation the right to protect, make, have made, import, copy, modify, make derivative works of, use, sell and otherwise distribute that Invention without restriction and right to sublicense those rights to others (with the right to grant further sublicenses). This license will be exclusive, subject only to any preexisting non-exclusive licenses or other pre-existing rights not subject to Executive's control.

(e) Maintenance of Records. Executive agrees to keep and maintain adequate and current written records of all Inventions made by Executive (solely or jointly with others) during the term of Executive's employment with Pierce Transit. The records may be in the form of notes, sketches, drawings, flow charts, electronic data or recordings, laboratory notebooks, and any other format. The records will be available to and remain the sole property of Pierce Transit. Executive agrees not to remove such records from Pierce Transit's premises except as expressly permitted by Pierce Transit's policy which may, from time to time, be revised at the sole election of Pierce Transit for the purpose of furthering Pierce Transit's business.

(f) Assistance. Executive will execute all documents and take all other actions reasonably requested by Pierce Transit in order to carry out and confirm the assignments contemplated by this Agreement, including without limitation applications for patents, registered designs, certificates of authorship, and other instruments or intellectual property protections appropriate to protect and enforce intellectual property rights throughout the world. If Executive fails to execute, acknowledge, verify, or deliver any such document reasonably requested by Pierce Transit, Executive hereby irrevocably appoints Pierce Transit and its authorized officers, managers, and agents as Executive's agent and attorney-in-fact, to act in Executive's place to execute, acknowledge, verify, and deliver any such document on Executive's behalf. Executive's obligations under this Paragraph 11(f) apply during employment with Pierce Transit and at all times thereafter.

12. Remedies.

(a) For Alleged Breach of Paragraph 8, 9, or 10. Executive acknowledges that Pierce Transit would be greatly injured by, and has no adequate remedy at law for any breach by Executive of Paragraph 8, 9, or 10. Executive therefore consents that if such breach occurs or is threatened, Pierce Transit may, in addition to all other remedies, enjoin Executive (together with all persons acting in concert with Executive) from such breach or threatened breach. The restriction periods in Paragraph 10 will be tolled during any period(s) when Executive is in breach of Paragraph 10.

(b) For Any Other Breach. The parties will submit any dispute arising out of the alleged breach of any other provision of this Agreement to mandatory, final, and binding arbitration in Pierce County, Washington, by a mutually agreed sole neutral arbitrator in accordance with the then-current AAA Employment Arbitration Rules (currently available online at <https://www.adr.org/employment>) or other agreed alternative dispute resolution organization rules. The arbitrator need not be an AAA arbitrator but shall be experienced in arbitrating general employment matters. If the parties cannot agree on an arbitrator, then the AAA will select an

arbitrator experienced in arbitrating general employment matters. The parties will have the right to be represented by counsel. The arbitrator will apply state and federal statutes of limitations and may award any relief that would otherwise be available in a court action in Washington. The arbitrator will have authority to allow appropriate discovery and exchange of information before the hearing. The arbitrator must base his or her award on the provisions of this Agreement and applicable law and must issue a written award that contains the essential findings and conclusions on which the award is based. Any court of competent jurisdiction may enter judgment upon the award.

(c) Attorneys' Fees. In any lawsuit or arbitration arising out of or relating to this Agreement, the substantially prevailing party will be entitled to recover its reasonable costs and reasonable attorneys' fees from the other party.

(d) Venue and Jurisdiction/Controlling Law. Subject to Paragraph 12(b) for any claim or cause of action arising under or relating to this Agreement, Pierce Transit and Executive consent to the exclusive jurisdiction of the Pierce County, Washington Superior Court, or a federal court serving Pierce County, Washington, and waive any objection based on jurisdiction or venue, including *forum non conveniens*; provided, however, if either party seeks injunctive relief, it may file such action wherever in its judgment relief might most effectively be obtained. This Agreement will be governed by and construed in accordance with the laws of the State of Washington, excluding its choice and conflict of laws rules.

13. Successors and Assigns. This Agreement will bind and inure to the benefit of Executive and Pierce Transit. Executive's covenants and promises under this Agreement are unique and personal and therefore may not be assigned. Pierce Transit may assign this Agreement without notice to Executive. Executive consents to such assignment and acknowledges that this Agreement's terms and conditions will remain in effect after such assignment.

14. Freedom to Contract. Executive warrants that as of the time Executive begins work under this Agreement Executive has the full power and authority to enter into and perform according to the terms of this Agreement and is under no disability or obligation, express or implied, to any other party, including former employers, that prevents Executive from entering into this Agreement and from complying with all of its provisions to the fullest extent, and that no third party approval or consent is necessary for Executive's entry into or performance under this Agreement. Executive shall comply fully with all confidentiality obligations owed to all third parties, including all former employers, and shall not disclose to Pierce Transit any trade secret or proprietary information of any third party.

15. Complete Agreement and Miscellaneous. This Agreement is the entire agreement between the parties on its subject matters, and supersedes all prior and contemporaneous agreements, discussions and understandings. No waiver, modification or termination of any term of this Agreement will be effective unless in writing and signed by both parties. If any provision as written is deemed unlawful, overbroad or otherwise unenforceable, the parties agree to follow a construction which will give Pierce Transit the maximum protection that is reasonable and permissible under the circumstances (including, if necessary, a reduction in the time and/or

geographic scope of nondisclosure and/or restrictive covenants), or if this is not possible, it will be deemed severed. The failure, delay or forbearance on the part of either party to insist on strict performance of any provision of this Agreement, or to exercise any right or remedy, will not be construed as a waiver. The waiver of any right or remedy by either party in one or more instances will not excuse the strict performance of the duties and obligations on the part of the other party.

16. Legal Representation. Executive has been represented by counsel of Executive's own choosing in connection with this Agreement. As the parties have cooperated in the drafting and negotiation of this Agreement, this Agreement shall not be construed against either party as the drafter. Executive understands this Agreement and acknowledges that the restrictions in this Agreement are fair and reasonable.

17. Severability. The provisions of this Agreement are severable. The invalidity of any provision will not affect the validity of other provisions of this Agreement.

18. Survival. The rights and obligations of the parties under this Agreement shall survive the termination of this Agreement, and the termination of employment of Executive, however caused, and/or the assignment of this Agreement by Pierce Transit to any successor in interest or other assignee.

****SIGNATURES ON FOLLOWING PAGE****

IN WITNESS WHEREOF, the undersigned parties have executed this Agreement effective as of the date indicated above.

**PIERCE COUNTY PUBLIC
TRANSPORTATION BENEFIT AREA
CORPORATION**

EXECUTIVE

Marty Campbell
Chair, Board of Commissioners

Michael Griffus

Date

Date

ATTEST:

APPROVED AS TO FORM:

Clerk of the Board

Pierce Transit Legal Counsel

EXHIBIT A
**NOTICE OF IMMUNITY FOR CERTAIN
CONFIDENTIAL DISCLOSURES OF TRADE SECRETS**

The federal Defend Trade Secrets Act states as follows at 18 U.S.C. § 1833(b):

(1) IMMUNITY.—An individual shall not be held criminally or civilly liable under any Federal or State trade secret law for the disclosure of a trade secret that—(A) is made—(i) in confidence to a Federal, State, or local government official, either directly or indirectly, or to an attorney; and (ii) solely for the purpose of reporting or investigating a suspected violation of law; or (B) is made in a complaint or other document filed in a lawsuit or other proceeding, if such filing is made under seal.

(2) USE OF TRADE SECRET INFORMATION IN ANTI-RETALIATION LAWSUIT.—An individual who files a lawsuit for retaliation by an employer for reporting a suspected violation of law may disclose the trade secret to the attorney of the individual and use the trade secret information in the court proceeding, if the individual—(A) files any document containing the trade secret under seal; and (B) does not disclose the trade secret except pursuant to court order.

EXHIBIT B
LIST OF PRIOR INVENTIONS
AND ORIGINAL WORKS OF AUTHORSHIP
EXCLUDED UNDER PARAGRAPH 11(d)

<u>Title</u>	<u>Date</u>	<u>Identifying Number or Brief Description</u>
--------------	-------------	--

___ No inventions or improvements

___ Additional Sheets Attached

Signature: _____

Printed Name: _____

Date: _____

TITLE: Ratification of Emergency Contract No. 1251 with Around The Sound to Provide Paratransit Services for Pierce Transit Through December 31, 2021, Pursuant to the Emergency Declaration Executed by the Interim Chief Executive Officer on July 15, 2021

DIVISION: Service Delivery & Support

SUBMITTED BY: Cherry Thomas, Specialized Transportation Manager

RELATED ACTION: N/A

ATTACHMENTS: Emergency Declaration

RELATION TO STRATEGIC PLAN: Customer

BUDGET INFORMATION

Is it Budgeted? Yes / No

Project Name or Number: N/A

Operating Budget

Capital Budget

FUNDING SOURCE:		EXPLANATION:
Local Amount	\$ 175,000	This expenditure will be funded under the budgeted purchased transportation account.
Grant/Other Amounts	\$	
Total Expenditure	\$ 175,000	

BACKGROUND:

Pierce Transit is experiencing an extreme driver shortage both here at Pierce Transit and with our ADA Paratransit contractor First Transit. Daily, Field Supervisors are out driving routes instead of supervising; drivers are working over 10-hour days as much as six-days a week and we are still unable to keep up with timely service. During the past several weeks the on-time performance has dropped from 95% to below 90% with some days around 80%. This performance will lead to a finding for capacity constraints during an FTA audit if it is not corrected.

Due to the driver shortage, the interim Chief Executive Officer issued a Declaration of Emergency on July 15, 2021, to contract for additional ADA paratransit door-to-door service in accordance with Pierce Transit standards. Pierce Transit entered into an agreement with Around the Sound to provide this service on a temporary basis through December 31, 2021, and the contract may be extended for an additional one-year period upon written consent of both parties. In addition, the contract may be terminated by either party with thirty (30) calendar days written notice.

Pursuant to Pierce Transit Code Section 3.13.080, when any emergency shall require the immediate execution of a contract for work or services, or any immediate purchases of materials, equipment supplies, services or construction items, the chief executive officer is authorized to make a finding of the existence of such emergency and execute

any contracts or purchases necessary to respond to the existing emergency, provided that the chief executive officer shall, at the first board meeting following the chief executive officer's finding of the existence of an emergency, request board ratification of the finding of emergency and any purchases or contracts awarded and/or executed pursuant to that finding. The chief executive officer shall keep the Pierce Transit Board informed of the development of the emergency situation and the progress of any contracts or purchases executed to remedy the emergency.

STAFF RECOMMENDATION:

Ratify Contract No. 1251 with Around The Sound to allow them to provide ADA Paratransit trips.

ALTERNATIVES:

Do not ratify the contract. This will increase missed trips on both SHUTTLE and Fixed Route.

PROPOSED MOTION:

Move to: Ratify Contract No. 1251 with Around The Sound in an amount not to exceed \$175,000, to provide ADA Paratransit services through December 31, 2021, pursuant to the Emergency Declaration issued by the Interim Chief Executive Officer on July 15, 2021.

DECLARATION OF EMERGENCY FOR PROCUREMENT OF PUBLIC WORKS, GOODS AND SERVICES

Effective immediately, all procurements for goods and services directly related to the emergency situation as stated below are exempt from competitive solicitation requirements per the following statute and Procurement Policy:

RCW 39.04.280)

2.(b) If an emergency exists, the person or persons designated by the governing body of the municipality to act in the event of an emergency may declare an emergency situation exists, waive competitive bidding requirements, and award all necessary contracts on behalf of the municipality to address the emergency situation. If a contract is awarded without competitive bidding due to an emergency, a written finding of the existence of an emergency must be made by the governing body or its designee and duly entered of record no later than two weeks following the award of the contract.

In accordance with Pierce Transit Procurement Policy, as soon as practicable, a record of each emergency procurement shall be made and shall set forth the contractor's name, the amount and type of the contract, and listing of the item(s) procured under the contract. All emergency procurements shall be reported to the Board at the next subsequent meeting for ratification.

Description of emergency situation, operations and/or personnel affected and date of occurrence:

We are experiencing an extreme driver shortage both here at Pierce Transit and with our ADA Paratransit contractor First Transit. Daily, Field Supervisors are out driving routes instead of supervising, Drivers are working over 10 hr. days as much as 6 days a week and we are still unable to keep up with timely service. During the past several weeks we went from a 95% OTP to below 90% with some days around 80%. This performance will lead to a finding for capacity constraints during an FTA audit if it is not corrected.

Contractor Name and Scope of Work:

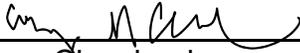
The scope is to provide ADA Paratransit door-to-door service within Pierce Transit standards as directed by Pierce Transit Dispatch. Drivers will need to be able to communicate with Pierce Transit Dispatch for hourly trip status, no-shows, supervisor assistance, etc.

Medstar Transportation: 52.50/Revenue Hour, 29.00/Standby and deadhead. Revenue hour being defined by when a passenger is on-board.

Around The Sound: 63/service hour. Service hour being from pull-out time to pull-in time less any unpaid breaks.

Total amount of contract (not to exceed) \$ 350,000

Dated this 15 day of July 2021



Amy Cleveland
Interim Chief Executive Officer

TITLE: Ratification of Emergency Contract No. 1250 with Medstar Cabulance, Inc. to Provide Paratransit Services for Pierce Transit Through December 31, 2021, Pursuant to the Emergency Declaration Executed by the Interim Chief Executive Officer on July 15, 2021

DIVISION: Service Delivery & Support

SUBMITTED BY: Cherry Thomas, Specialized Transportation Manager

RELATED ACTION: N/A

ATTACHMENTS: Emergency Declaration

RELATION TO STRATEGIC PLAN: Customer

BUDGET INFORMATION

Is it Budgeted? Yes / No

Project Name or Number: N/A

Operating Budget

Capital Budget

FUNDING SOURCE:		EXPLANATION:
Local Amount	\$ 175,000	This expenditure will be funded under the budgeted purchased transportation account.
Grant/Other Amounts	\$	
Total Expenditure	\$ 175,000	

BACKGROUND:

Pierce Transit is experiencing an extreme driver shortage both here at Pierce Transit and with our ADA Paratransit contractor First Transit. Daily, Field Supervisors are out driving routes instead of supervising; drivers are working over 10 hr. days as much as 6 days a week and we are still unable to keep up with timely service. During the past several weeks the on-time performance has dropped from 95% to below 90% with some days around 80%. This performance will lead to a finding for capacity constraints during an FTA audit if it is not corrected.

Due to the driver shortage, the interim Chief Executive Officer issued a Declaration of Emergency on July 15, 2021, to contract for additional ADA paratransit door-to-door service in accordance with Pierce Transit standards. Pierce Transit entered into an agreement with Medstar Cabulance, Inc., to provide this service on a temporary basis through December 31, 2021, and the contract may be extended for an additional one-year period upon written consent of both parties. In addition, the contract may be terminated by either party with thirty (30) calendar days written notice.

Pursuant to Pierce Transit Code Section 3.13.080, when any emergency shall require the immediate execution of a contract for work or services, or any immediate purchases of materials, equipment supplies, services or construction items, the chief executive officer is authorized to make a finding of the existence of such emergency and execute any contracts or purchases necessary to respond to the existing emergency, provided that the chief executive officer shall, at the first board meeting following the chief executive officer's finding of the existence of an emergency, request board ratification of the finding of emergency and any purchases or contracts awarded and/or executed pursuant to that finding. The chief executive officer shall keep the Pierce Transit Board informed of the development of the emergency situation and the progress of any contracts or purchases executed to remedy the emergency.

STAFF RECOMMENDATION:

Ratify Contract No. 1250 with Medstar Cabulance, Inc., to allow them to provide ADA Paratransit trips.

ALTERNATIVES:

Do not ratify the contract. This will increase missed trips on both SHUTTLE and Fixed Route.

PROPOSED MOTION:

Move to: Ratify Contract No. 1250 with Medstar Cabulance, Inc., in an amount not to exceed \$175,000, to provide ADA Paratransit services through December 31, 2021, pursuant to the Emergency Declaration issued by the Interim Chief Executive Officer on July 15, 2021.

DECLARATION OF EMERGENCY FOR PROCUREMENT OF PUBLIC WORKS, GOODS AND SERVICES

Effective immediately, all procurements for goods and services directly related to the emergency situation as stated below are exempt from competitive solicitation requirements per the following statute and Procurement Policy:

RCW 39.04.280)

2.(b) If an emergency exists, the person or persons designated by the governing body of the municipality to act in the event of an emergency may declare an emergency situation exists, waive competitive bidding requirements, and award all necessary contracts on behalf of the municipality to address the emergency situation. If a contract is awarded without competitive bidding due to an emergency, a written finding of the existence of an emergency must be made by the governing body or its designee and duly entered of record no later than two weeks following the award of the contract.

In accordance with Pierce Transit Procurement Policy, as soon as practicable, a record of each emergency procurement shall be made and shall set forth the contractor's name, the amount and type of the contract, and listing of the item(s) procured under the contract. All emergency procurements shall be reported to the Board at the next subsequent meeting for ratification.

Description of emergency situation, operations and/or personnel affected and date of occurrence:

We are experiencing an extreme driver shortage both here at Pierce Transit and with our ADA Paratransit contractor First Transit. Daily, Field Supervisors are out driving routes instead of supervising, Drivers are working over 10 hr. days as much as 6 days a week and we are still unable to keep up with timely service. During the past several weeks we went from a 95% OTP to below 90% with some days around 80%. This performance will lead to a finding for capacity constraints during an FTA audit if it is not corrected.

Contractor Name and Scope of Work:

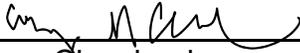
The scope is to provide ADA Paratransit door-to-door service within Pierce Transit standards as directed by Pierce Transit Dispatch. Drivers will need to be able to communicate with Pierce Transit Dispatch for hourly trip status, no-shows, supervisor assistance, etc.

Medstar Transportation: 52.50/Revenue Hour, 29.00/Standby and deadhead. Revenue hour being defined by when a passenger is on-board.

Around The Sound: 63/service hour. Service hour being from pull-out time to pull-in time less any unpaid breaks.

Total amount of contract (not to exceed) \$ 350,000

Dated this 15 day of July 2021



Amy Cleveland
Interim Chief Executive Officer



Pierce Transit
Stream

Board Meeting

August 9, 2021

Agenda

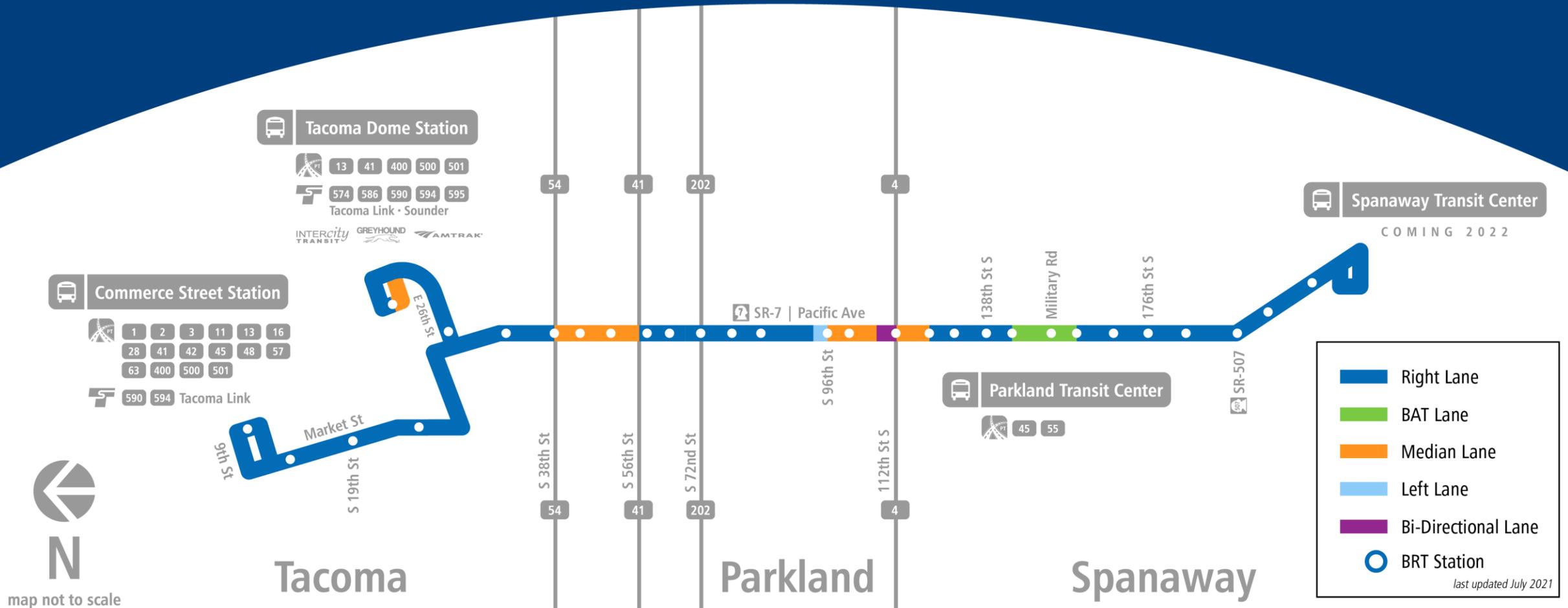
Pacific Avenue BRT Update

- BRT Corridor Design
- Budget
- WSP Scope
- Next Steps



BRT Lanes Overview

BUS RAPID TRANSIT FROM TACOMA TO SPANAWAY



Project Funding

Bringing resources back to our community.



- **\$60 million** ST Partnership Funds
- **\$19 million** WSDOT LEAP & Other Grants
- **\$13 million** FTA & State Grant Awards
- **\$ 3 million** Pierce Transit Local Funds Grant Match
- **\$75 million** FTA Small Starts Grant Request (Pending)

\$170 million Total Budget

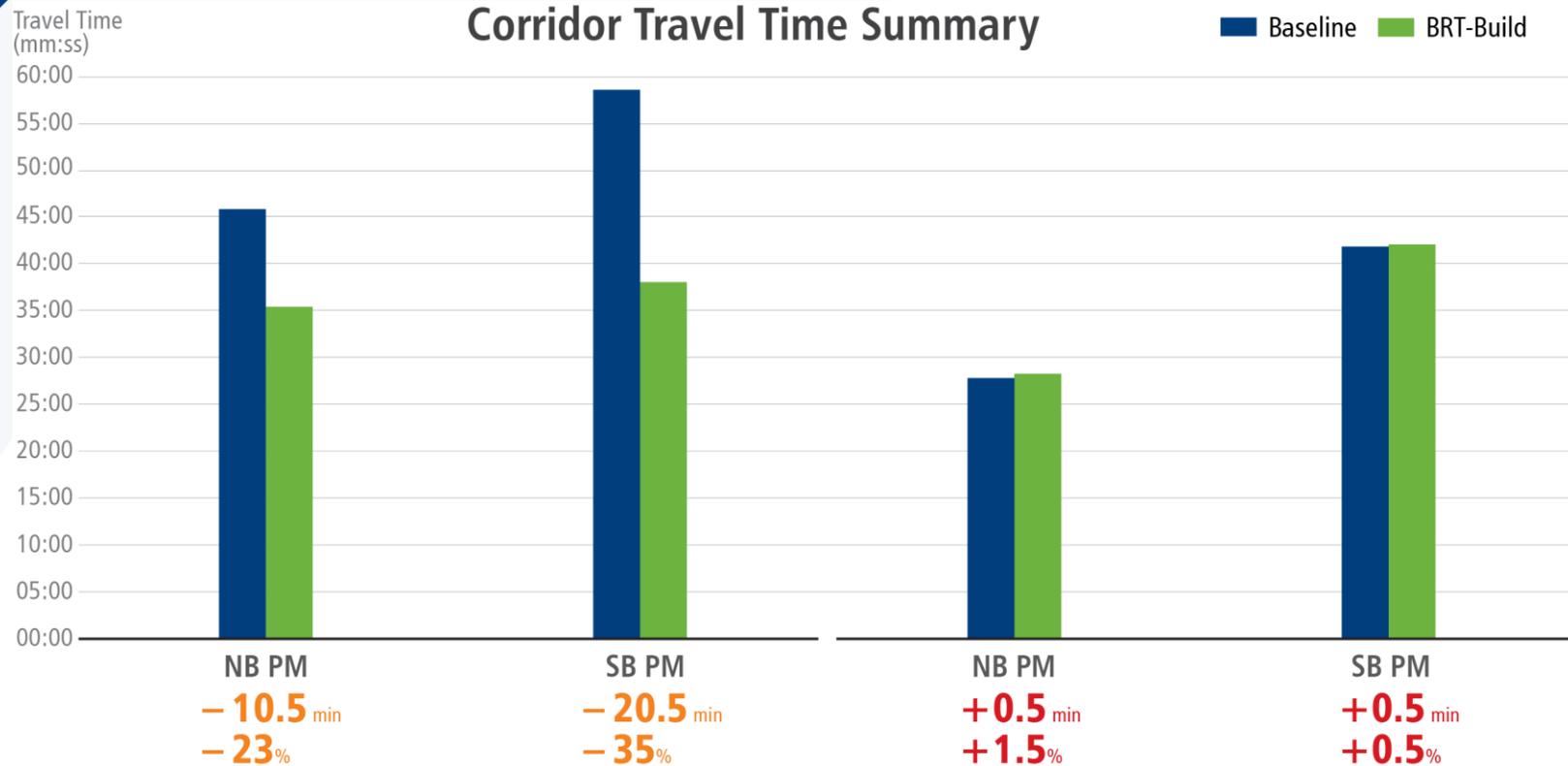
Design Services

Reason for additional WSP design services

- Lack of acceptance of original LPA Hybrid, required “Concept Validation”
- Covid inefficiencies (e.g., limited in-person coordination, FTA NEPA review delayed 4 months, retirements/staffing).
- Many firsts required bringing project partners up to speed on unfamiliar concepts regarding transit priority on a State Route.
 - First corridor long ICE (Olympic Region)
 - First median transit facilities on a state route (State)
 - First city/state dual permitting (Region)
 - Regional policy around transportation ahead of tools, manuals, and procedures. (See Corridor Travel Time Summary)

Tacoma Transportation Master Plan

Corridor Travel Time Summary



3.2 Green Hierarchy
Elevate active travelers and public transit riders in the planning and design of streets using the Green Transportation Hierarchy.



Source: Mobility Master Plan, 2009

WSDOT Strategic Plan

- Integrate Systems & Modes – ensure multimodal access to community, goods and services by optimizing system performance
- Aligning Investments – engage partners to plan, operate and deliver complementary system investments



WSP Contract

Reason for Board Action Now

- Allows for 60% design to be completed Fall 2021
- Allows WSP to assist with the completion of FTA readiness review.
- Allows FTA Small Starts funds (75M) to be issued in Spring 2022.



Next Steps

WSP Contract Next Steps

- Amendment to complete 60% design and readiness review issued August, 2021
- Reassess progress and funding Fall, 2021
- Issue Final Amendment for 100% Design.
 - Estimated 3-9 Million to enter into construction depending on risks and needs from WSP





Pierce Transit

Stream

TITLE: Authorize the Chief Executive Officer to Increase the Contract Authority Not to Exceed Amount for WSP USA, Inc., Contract No. PT-105-18, for Bus Rapid Transit Pacific Avenue/State Route 7 Design
 DIVISION: Finance
 SUBMITTED BY: Sean Robertson, Sr. Construction PM

RELATED ACTION:

Resolution No. 19-008A, adopting the Locally Preferred Alternative’s Running Way Option and Access to Tacoma Dome Station Option for the Pacific Avenue/SR 7 Corridor Bus Rapid Transit Project.

Resolution No. 18-025, adopting the Locally Preferred Alternative (LPA), Mode, Termini and Alignment for the Proposed Pacific Avenue / State Route 7 Corridor Bus Rapid Transit Project.

Resolution No. 19-042 (proposed) Authorizing the Chief Executive Officer to Execute a Funding Agreement Providing for Sound Transit to Contribute Funds to Pierce Transit for Bus Capital Enhancements for Speed, Reliability, and Convenience along Pacific Avenue/State Route 7 Corridor Bus Rapid Transit Project.

FS No. 19-043 Authority to Execute a Contract with WSP, USA for Architectural and Engineering Services for the Design and Construction Support for the Proposed Bus Rapid Transit Pacific Avenue/State Route 7 Project Corridor Bus Rapid Transit Project.

ATTACHMENTS: N/A

RELATION TO STRATEGIC PLAN: Customer

BUDGET INFORMATION

Is it Budgeted? Yes / No

Project Name or Number: BRT Pac Ave SR7 Construction 2019 - Project Number 563

Operating Budget

Capital Budget

FUNDING SOURCE:		EXPLANATION:
	\$	The funds will be drawn from the \$60 million Sound Transit 3 funding agreement.
Current Contract Authority	\$ 12,635,701	
Increase Contract Authority Amount	\$ 3,250,000	
Total Authorized	\$ 15,885,701	

BACKGROUND:

Pierce Transit (PT), in cooperation with the Federal Transit Administration (FTA) and Sound Transit, is implementing a new corridor-based Bus Rapid Transit (BRT) system in a north-south corridor connecting the city of Tacoma's central business district to the Tacoma Dome Station (TDS), Parkland and Spanaway. The corridor is currently served by the Route 1, which has the highest ridership of any PT route. In 2017, the BRT portion of the Route 1 saw more than 1 million boardings, accounting for 12% of PT's total ridership.

The BRT system is expected to provide the following:

- Safe, fast, and reliable transportation that will connect the South Sound community.
- Time-savings from gridlock with relaxing, frequent service and state-of-the-art buses that can comfortably hold up to 90 passengers and have amenities such as Wi-Fi and multiple boarding doors.
- A fast ride that rivals car travel times, with buses arriving every 10 to 15 minutes.
- New BRT Stations which feature pre-payment options, real-time travel info, and weather protection.
- Accessibility to all with level boarding for bikes, strollers, wheelchairs, and pedestrians.
- Environmentally friendly, high-speed transit for a fraction of the cost of rail modes.
- A uniquely branded system that is easy to understand and use.
- Better opportunities for economic development along the corridor.

Pierce Transit advertised a Request for Qualifications (RFQ) in March 2019 for professional consultant services for the Bus Rapid Transit Pacific Avenue/SR7 Project. Statements of Qualifications were accepted until 5p.m. on April 3, 2019. Three qualified candidates responded to the RFQ. A selection committee reviewed the consultants and chose WSP, USA as the most qualified consultant to lead the design and construction support of the BRT Pacific Ave/SR7 Project.

WSP, USA provided a proposal for consulting services dated June 19th, 2019. The proposal included a not to exceed amount of \$12,635,701 for pre-design, design, bid, and construction support services. The contract was expected to span four years with BRT revenue service starting in the summer of 2023. Due to delays in design and permitting, the new revenue service is expected in the summer of 2025, adding two additional years to the contract.

Due to challenges experienced during the COVID-19 Pandemic and unforeseen permitting effort to align WSDOT and City of Tacoma standards, WSP's original contract amount is nearly expended. This amendment will cover continued effort for WSP to complete 60% design and support services for FTA readiness review. With readiness review expected to wrap up by the end of 2021, we will reassess the project progress and expect to come back to the board for a final amendment to allow WSP to complete 100% design and construction support.

The funds for this contract will come from the \$60 million Sound Transit 3 funding agreement that is the subject of Resolution No. 19-023, adopted by the Board on August 12, 2019.

STAFF RECOMMENDATION:

Staff recommends authorization to increase the authorized total contract not to exceed amount for WSP USA, Inc. Contract No. PT-105-18 Bus Rapid Transit Pacific Avenue/SR 7 Design.

ALTERNATIVES:

Reject the increase to the total not to exceed amount for WSP USA, Inc. and continue work until the existing contract not to exceed is met. This would result in all design work ceasing in September 2021.

PROPOSED MOTION:

Move to: Authorize the Chief Executive Officer to increase the authorized total contract not to exceed amount for WSP USA, Inc., Contract No. PT-105-18, Bus Rapid Transit Pacific Avenue/SR 7 Design by \$3,250,000 for a new authorized total contract not to exceed amount from \$12,635,701 to \$15,885,701 to provide additional Architectural and Engineering services for design support including 60% Design and FTA Readiness Review.

TITLE: Authorize the Chief Executive Officer to Increase the Capital Project No. 345 Building 4 Modifications Budget and Increase the Contract Authority Not to Exceed Amount for Pease & Sons, Inc., Contract No. 1100, for the Building 4 Interior/Exterior Improvements

DIVISION: Finance

SUBMITTED BY: Douglas Dickinson, Sr. Project Manager

RELATED ACTION:

Fact Sheet 2020-060, Authorized the Chief Executive Officer to execute Contract No. 1100 with Pease & Sons, Inc. for the Building 4 Interior/Exterior Improvements for a total not to exceed amount of \$1,066,406.

Fact Sheet 2021-018, Authorized the Chief Executive Officer to increase the Capital Project No. 345 Building 4 Modifications Budget by \$175,000 for a new total project budget of \$4,168,317, and increase the authorized total contract not to exceed amount for Pease & Sons, Inc., Contract No. 1100, for the Building 4 Interior/Exterior Improvements by \$100,000.00 for a new authorized total contract not to exceed amount from \$1,066,406.00 to \$1,166,406.00.

ATTACHMENTS: N/A

RELATION TO STRATEGIC PLAN: Financial

BUDGET INFORMATION

Is it Budgeted? Yes / No

Project Name or Number: 345 Building 4 Modifications

Operating Budget

Capital Budget

FUNDING SOURCE:	EXPLANATION:
Current Budget Amount	An increase of the Capital Budget is needed to cover the costs for unforeseen conditions and ensure fireproofing throughout the building is brought up to code.
\$ 4,168,317	
Increase Project Budget Amount	
\$ 200,000	
New Total Project Budget	
\$ 4,368,317	
Original Contract Amount	
\$ 1,166,406	
Contract Increase Amount	
\$ 200,000	
New Contract Authority Amount	
\$ 1,366,406	

BACKGROUND:

The Maintenance and Operations Base Administration Building (Building 4) was built in 1985 to the typical standards and codes of that time. In 2004, the Agency received a grant from the Federal Transit Administration (FTA) for building modifications. The plan to expand Building 4 was put on hold and reassessed after the 2008 recession. Instead of expanding the Building, we remodeled and expanded the Operators Lobby, made security improvements and remodeled the IT work area. That work was completed in 2015. With the FTA's approval, staff developed scope to address additional needs for interior and exterior improvements in the Building with remaining grant funds which are included in the Contract with Pease & Sons, Inc.

Due to the Building having several previous remodels and reconfigurations, we are now required to bring areas up to current code. Previous remodels impacted the central Heating, Ventilation and Air Conditioning (HVAC) System(s). The current project takes a holistic approach to analyze the Building's HVAC System. As a result, the HVAC System was deemed outdated and inefficient, with significant variations in heating and cooling effectiveness for different building zones. Other infrastructure components of the Building that require updating include the ceiling tiles and the ceiling grid which are being replaced to meet seismic code, the main lobby area including the front reception desk are being remodeled so the Agency is in compliance with ADA Regulations, and the rooftop mechanical penthouse repairs are also needed as a state of good repair.

During demolition of the ceiling grid, unforeseen conditions were found with sections of walls that were removed in previous remodels but were not removed in the area extending to the roof deck. We now must remove those sections of old walls that were left so that we are following current seismic code to pass inspection and for safety of employees.

A change order has been presented to the Project Manager who, with the Architect, is performing due diligence to ensure the costs are reasonable. The grant funds have been fully expended. The new contract amount of \$200,000 will be funded by local Pierce Transit dollars.

STAFF RECOMMENDATION:

Staff recommends the approval to increase the Capital Project No. 345 Budget to cover the additional costs due to unforeseen conditions to bring the building up to code, and increase the authorized total contract not to exceed amount for Pease & Sons, Inc. Contract No. 1100 Building 4 Interior/Exterior Improvements.

ALTERNATIVES:

Without this budget amendment staff will not be able to complete the work within compliance of current code regulations.

PROPOSED MOTION:

Move to: Authorize the Chief Executive Officer to increase the Capital Project No. 345 Building 4 Modifications Budget by \$200,000 for a new total project budget of \$4,368,317, and increase the authorized total contract not to exceed amount for Pease & Sons, Inc., Contract No. 1100, for the Building 4 Interior/Exterior Improvements by \$200,000 for a new authorized total contract not to exceed amount from \$1,166,406.00 to \$1,366,406.00.



**Pierce
Transit**

**Growing On-Demand Microtransit
Services & Opportunities**

524

Pierce Transit

WASHINGTON
C4313C

What is Microtransit?

On-Demand Service

- Flexible Transit
- Defined by Zones
- Ride-hailing TNCs
- Transit Vouchers





Microtransit



Pierce Transit
«RUNNER»



4

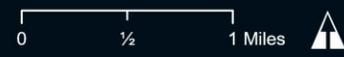
Runner Services

- Ruston Runner
- JBLM Runner
- Tideflats Runner
- Spanaway-Parkland-Midland Runner

Existing or Planned Zones

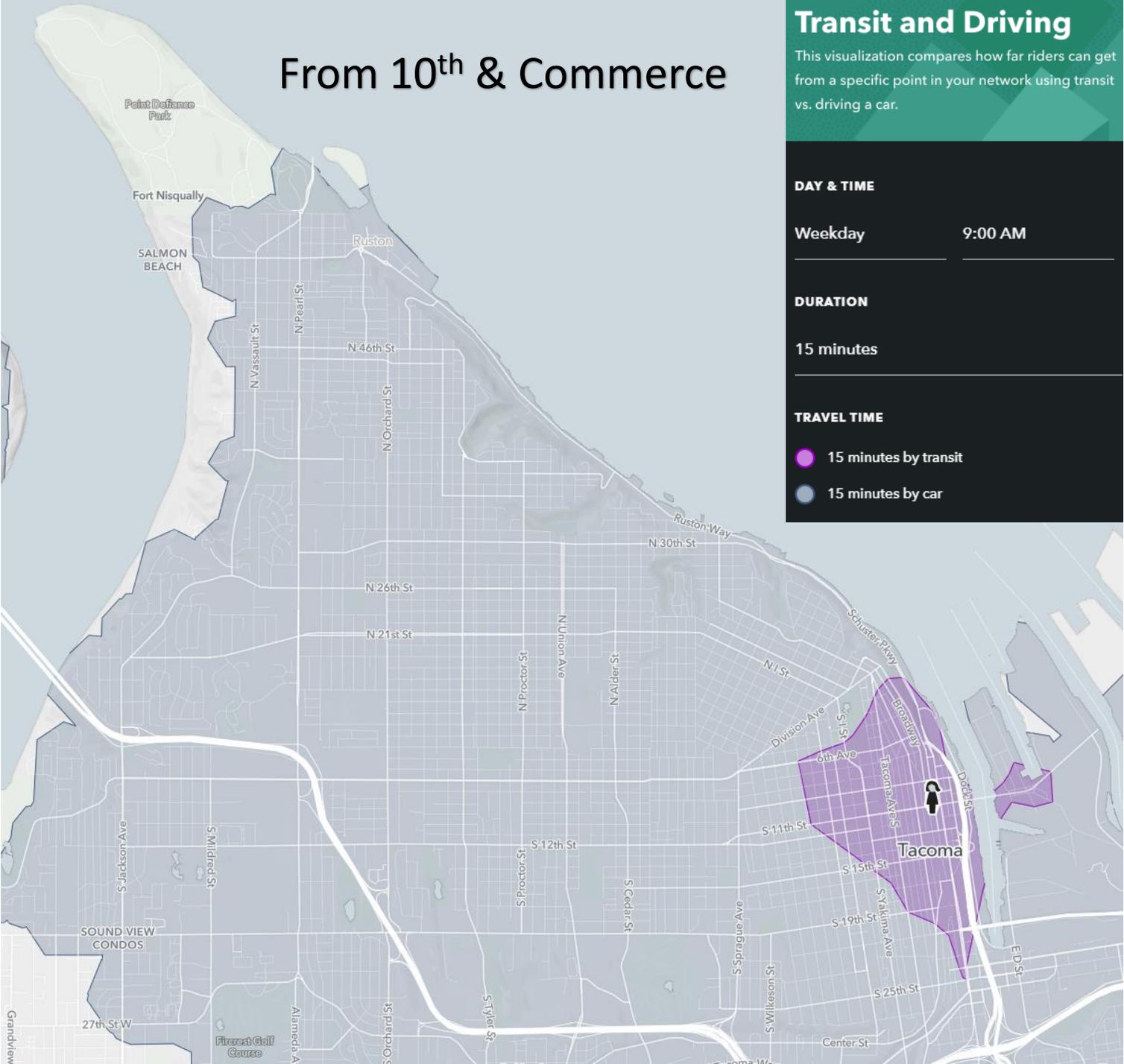
Ruston Runner
15 Hrs. of Service:
7 AM -10 PM

 Transit Centers
 Ruston Zone



- Recreation Zone
- Local Funds \$313K/year
- Aug 2020 Launch
- March 2021 Suspension
- Relaunch Goal: Sept 1, 2021

From 10th & Commerce



Transit and Driving

This visualization compares how far riders can get from a specific point in your network using transit vs. driving a car.

DAY & TIME

Weekday 9:00 AM

DURATION

15 minutes

TRAVEL TIME

15 minutes by transit

15 minutes by car

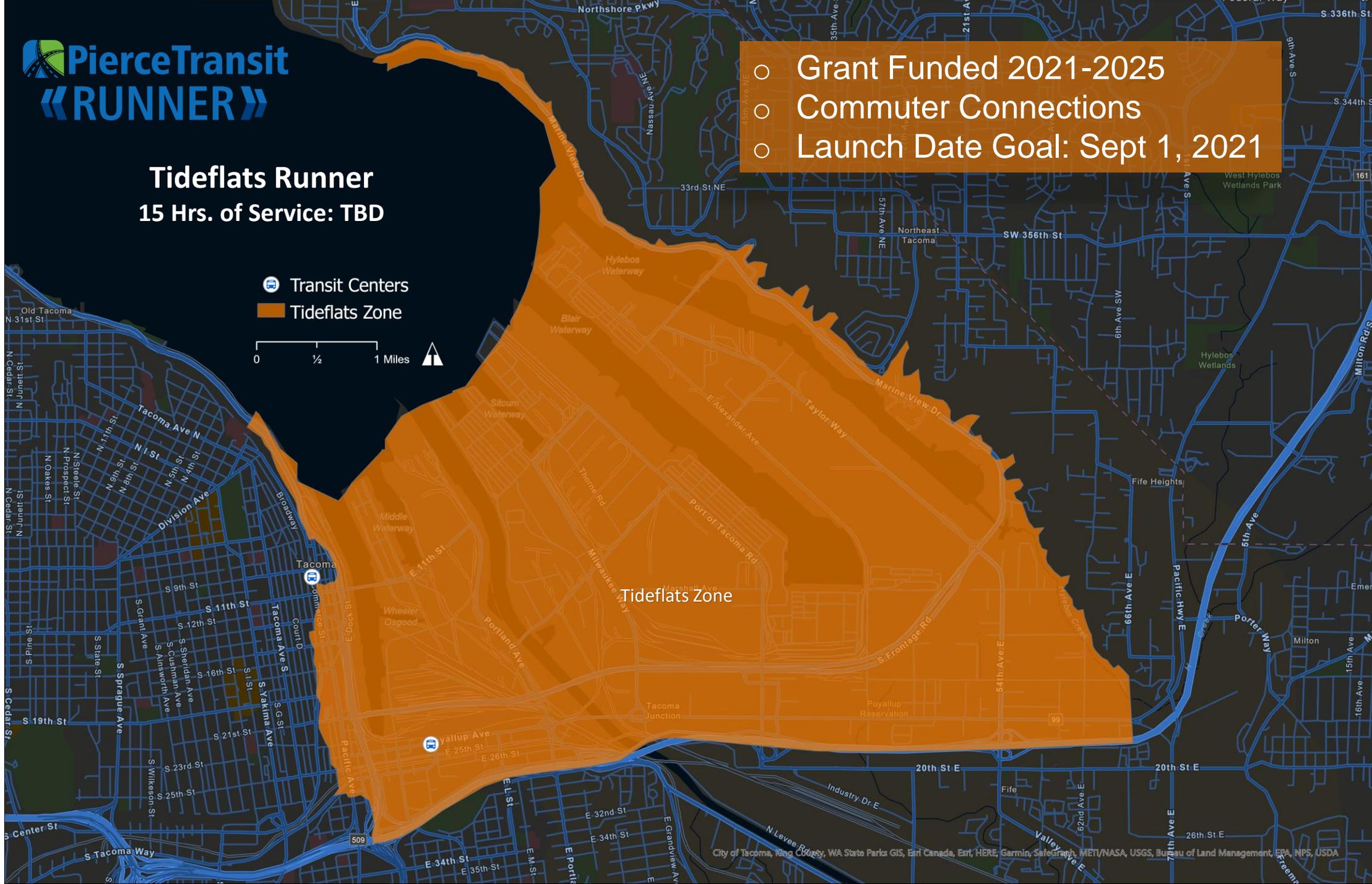


Tideflats Runner
15 Hrs. of Service: TBD

- Grant Funded 2021-2025
- Commuter Connections
- Launch Date Goal: Sept 1, 2021

 Transit Centers
 Tideflats Zone

0 1/4 1 Miles 



Transit and Driving

This visualization compares how far riders can get from a specific point in your network using transit vs. driving a car.

DAY & TIME

Weekday 9:00 AM

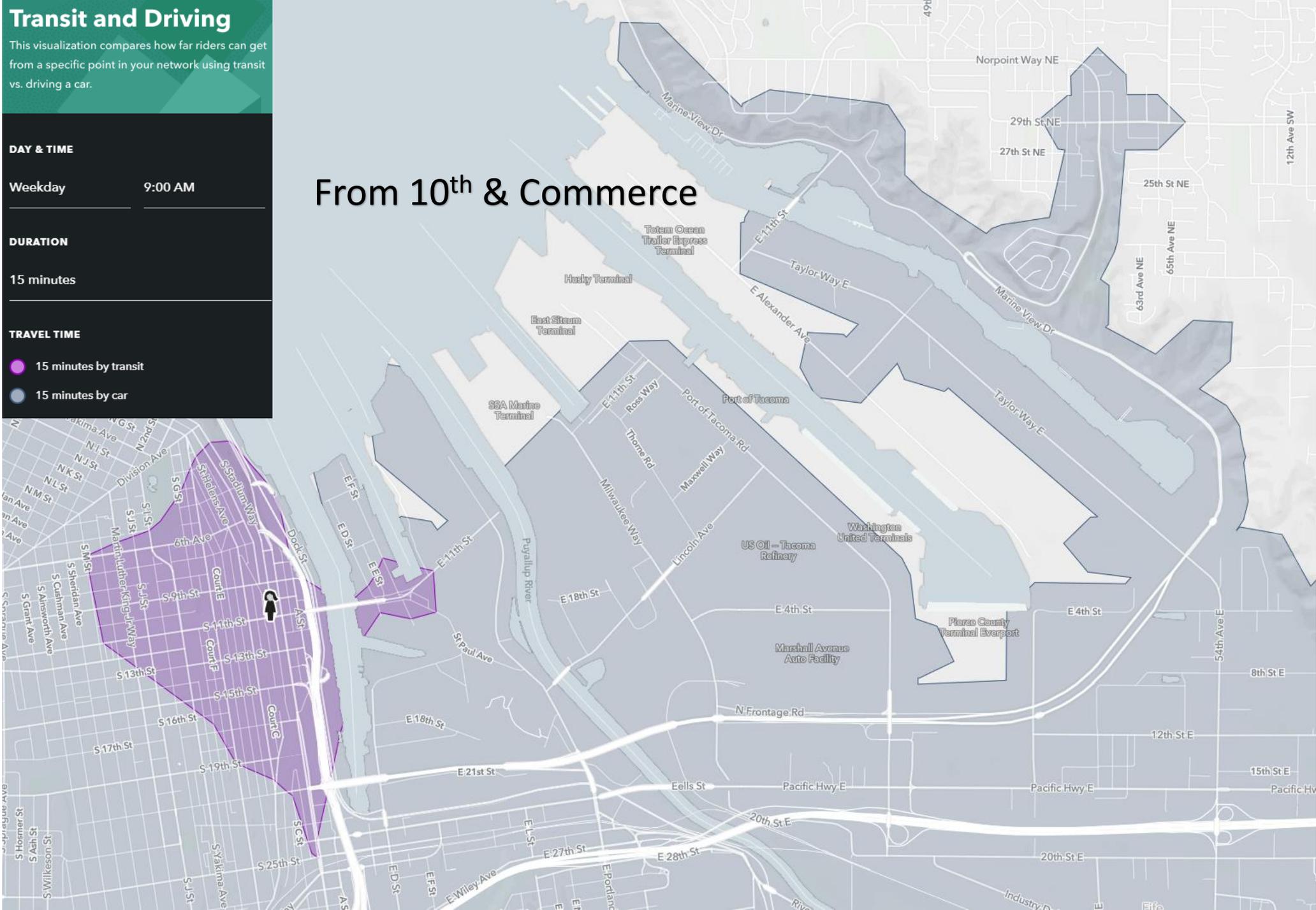
DURATION

15 minutes

TRAVEL TIME

- 15 minutes by transit
- 15 minutes by car

From 10th & Commerce





2 Grant Awards

- Regional Mobility Grant
 - 2021-2023 & 2023-2025 Biennia
 - Tideflats Zone
 - Consolidated Special Needs Grant
 - 2021-2023 & 2023-2025 Biennia
 - Spanaway-Parkland-Midland Zone
-

WSDOT

Customer Facing App Experience

Plan
Pay



GoIn



BYTEMARK

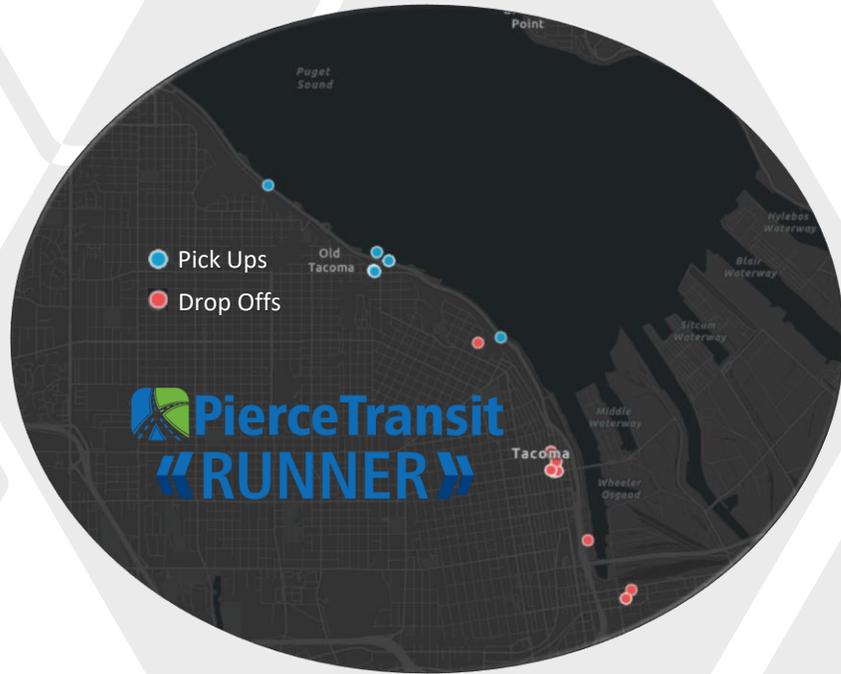


What does it cost to ride and how do I pay?

Pierce Transit Runner has the same fare as riding a Pierce Transit bus:

- \$2.00 for an adult
- \$1.00 for youth or those with Regional Reduced Fare Permit

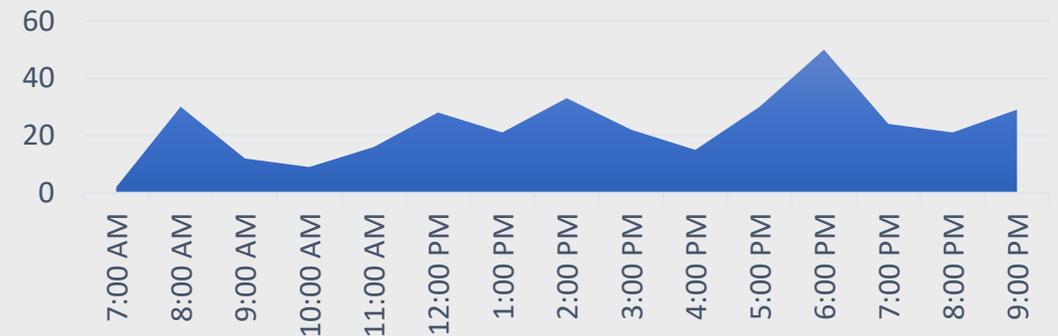
There are no fareboxes on board the Pierce Transit Runner vehicles so cash fares cannot be accepted.



Medstar Contract

- Extend contract with Medstar will:
 - Align service timelines
 - Allow multi-zonal coverage
 - Provider of Goin App to plan trips
 - Access reporting dashboards

Ruston Runner Trips by Hour of Day





**Pierce
Transit**

Questions?

Duane Wakan: Senior Planner

dwakan@piercetransit.org

524

Pierce Transit

WASHINGTON
C4313C

TITLE: Authorizing the Chief Executive Officer to Accept the Regional Mobility Grant Award to Expand Microtransit Services to the Tacoma Tideflats Area and Authorization to Increase the Contract Authority Amount with Medstar, Contract No. 44-19, to Provide Service to the Microtransit Zones of Tacoma Tideflats area and Resume the Ruston Runner Zone

DIVISION: Planning & Community Development

SUBMITTED BY: Duane Wakan, Senior Planner

RELATED ACTION:

FS 2020-008, Authorizing the Chief Executive Officer to Execute a Contract with Medstar to Provide Microtransit Pilot Service to Ruston Way for One Year.

ATTACHMENTS: Tideflats Service Map
 Ruston Runner Service Map

RELATION TO STRATEGIC PLAN: Customer

BUDGET INFORMATION

Is it Budgeted? Yes / No

Project Name or Number: Medstar Contract – Microtransit Grant Award Acceptance

Operating Budget

Capital Budget

FUNDING SOURCE:		EXPLANATION:
Regional Mobility Grant Award for Tideflats Service	\$ 1,136,800.00	Accept Regional Mobility Grant (Tideflats Runner) <ul style="list-style-type: none"> • 2021-2023 & 2023-2025 Biennia • Grant Award \$1,136,000.00 Increase Medstar contract to resume the Ruston Runner service and add the Tideflats area microtransit zone.
Local dollars grant match is 20 percent of total Tideflats project costs	\$ 284,200.00	
Total Tideflats Project Cost	\$1,421,000.00	
Ruston Runner Service @\$313,000 for 4 yrs. (local dollars)	\$ 1,252,000.00	Per the terms of the grant, \$21,000 of \$1,421,000.00 will be set aside for marketing the Tideflats service, and this amount has been deducted from the new contract authority amount for Medstar.

Additional contract authority amount	\$ 2,652,000.00	
Original contract amount	\$ 313,000.00	
New not to exceed contract amount	\$ 2,965,000.00	

BACKGROUND:

Certain areas of the Pierce Transit Public Transportation Benefit Area are not conducive to large bus service. Staff sought grant funds through a WSDOT sponsored grant program to serve the Tideflats area with on-demand microtransit zones. This area responded very positively to a fully subsidized Lyft microtransit service offered during the Mobility on Demand (MOD) Sandbox project trial in 2018. In addition, the Tideflats zone supports around 29,300 jobs according to 2018 US Census employment data. Portions of the Tideflats zone are subject to persistent poverty according to the US Department of Transportation, while the entire zone is designated as a maintenance area for particulate matter PM10.0 which can have negative health consequences for area residents and workers in the zone. The nature of the grant is to provide commuter oriented on-demand transit to employees and residents in the zone. Staff will work with local employers and partners to help promote the service.

Pierce Transit extended a contract award to Medstar to provide on-demand microtransit service in the Ruston Way area on January 27, 2020, as a pilot project using local funds. The service was launched August 2020 and due to the COVID-19 pandemic the program was suspended March 1, 2021, leaving a balance of \$151,506.89 in unexpended funds. Pierce Transit would like to resume the Ruston Runner service beginning September 1, 2021, through June 30, 2025. The estimated costs to resume this service is expected to cost \$313,000 per year.

The original contract with Medstar was written to allow flexibility to extend the time of service with additional zones based on written consent of both parties. Pierce Transit would like to add the Tideflats microtransit zone service to the Medstar contract with said service extending through June 30, 2025, to be consistent with the grant expiration date and align services with the Ruston Runner.

Launch timeline goals: Ruston Runner: Sept 1, 2021
Tideflats Runner: Sept 1, 2021

STAFF RECOMMENDATIONS:

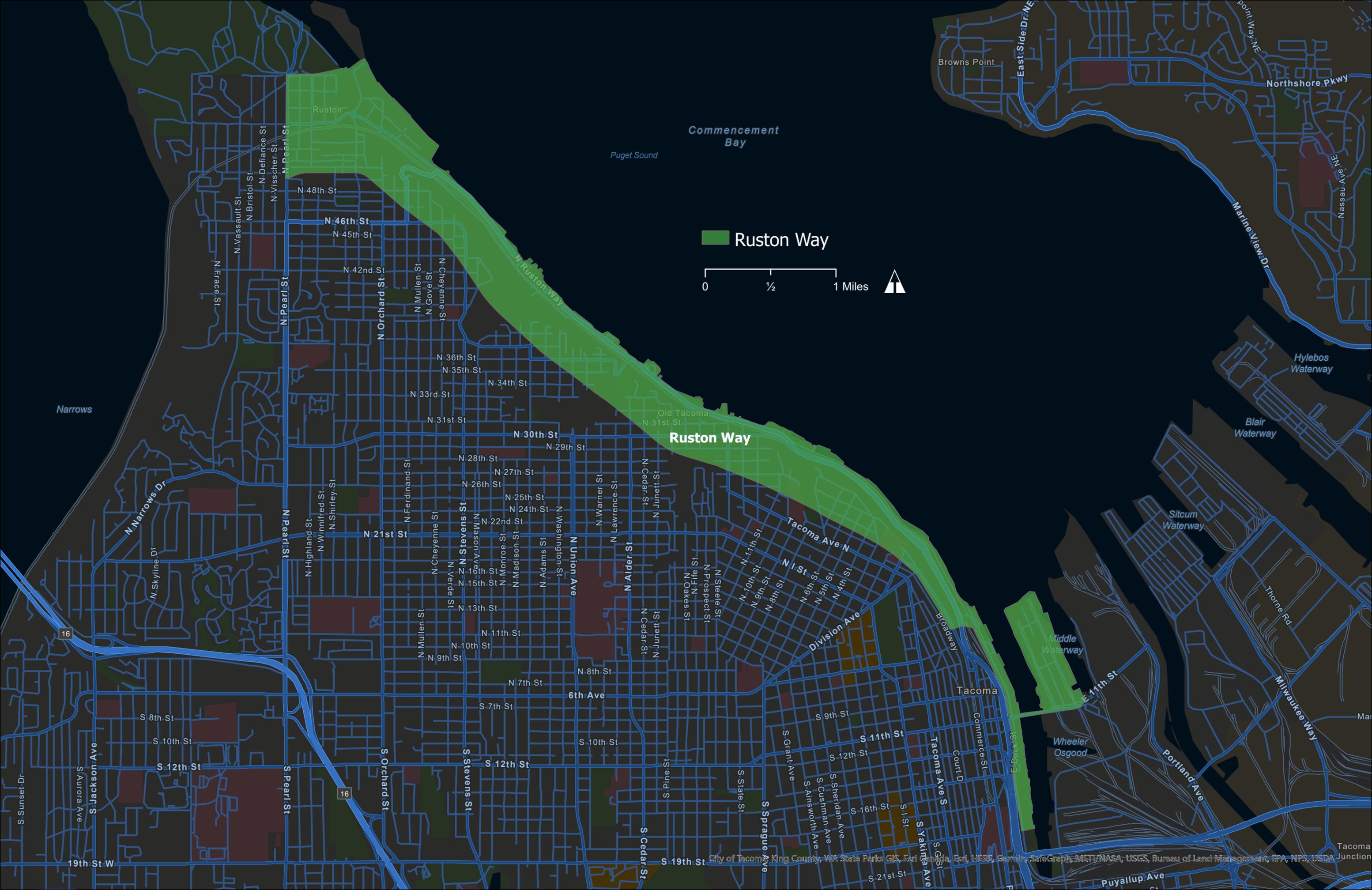
1. Staff recommends authorizing the Chief Executive Officer to accept the Regional Mobility Grant.
2. Staff recommends authorizing the Chief Executive Officer to Increase the contract authority amount with Medstar of \$313,000 by \$2,652,000.00, for a new not to exceed contract authority amount of \$2,965,000, to expand microtransit service zones to the Tacoma Tideflats area and resume the Ruston Runner service through June 30, 2025.

ALTERNATIVES:

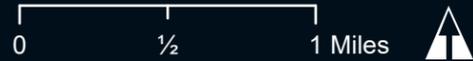
Do not authorize the Chief Executive Officer to increase Contract No. 44-19 with Medstar, nor to accept the Regional Mobility grant award. This is not recommended as Microtransit is trending nationally as a legitimate form of public transportation to areas with limited fixed-route opportunities.

PROPOSED MOTION:

Move to: Authorize the Chief Executive Officer to accept the Regional Mobility Grant award in the amount of \$1,136,800.00 to expand the microtransit service zone to the Tacoma Tidelands area and authorize increasing the original contract authority amount with Medstar, Contract No. 44-19, of \$313,000 by \$2,652,000.00 to provide microtransit service to the Tidelands area and to resume the Ruston Runner service for a new not to exceed contract authority amount of \$ 2,965,000.00 through June 30, 2025.



Ruston Way



Ruston Way

 Tideflats Zone

