

**Virtual Meeting Participation Information:**

Dial: 1-253-215-8782 Meeting ID No. 83115511004  
Webinar link: <https://us02web.zoom.us/j/83115511004>

**Physical Meeting Location:**

Pierce Transit Training Center  
3720 96<sup>th</sup> Street SW  
Lakewood, WA 98499

**Call to Order**

**Roll Call**

**Presentations**

1. Honoring Keisha Barker for Operator of the Month for July 2022 Ron Mackenzie  
Transportation Assistant Manager
2. 2022 Q2 Community Transportation Advisory Group Update Don Green  
Chair

**Public Comment:**

*Citizens wishing to provide comment will be given up to three minutes to comment on 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 virtually during public comment, please press the Raise Hand button near the bottom of your Zoom window or press \*9 on your phone. If speaking in person, please sign in at the table at the back of the room. Your name or the last four digits of your phone number will be called out when it is your turn to speak. Written comments may also be emailed to [Djacobson@piercetransit.org](mailto:Djacobson@piercetransit.org).*

**Public Hearing**

*Citizens wishing to provide comments during public hearing will be given up to three minutes to comment on the public hearing topic(s). 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 virtually during public comment, please press the Raise Hand button near the bottom of your Zoom window or press \*9 on your phone. If speaking in person, please sign in at the table at the back of the room. Your name or the last four digits of your phone number will be called out when it is your turn to speak. Written comments may also be emailed to [Djacobson@piercetransit.org](mailto:Djacobson@piercetransit.org).*

1. 2022-2027 Transit Development Plan Amber Stanley  
Senior Planner

**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- July 31, 2022
2. Approval of Minutes: July 11, 2022, Regular Board Meeting

3. FS 2022-039, Procedural Matter – Acknowledging Receipt of the Public Hearing Comments Attached in Exhibit A Submitted in Response to the Fare Free for Youth 18 and Younger Policy and Related Title VI Analysis and to Further Acknowledge that with this Additional Information the Board of Commissioners of Pierce Transit Reaffirms its Position of Approval of Resolution No. 2022-007, as Adopted on July 11, 2022

### **Action Agenda**

1. FS 2022-040, Housekeeping – Adopting the 2022-2023 Pierce Transit Public Transportation Agency Safety Plan  
Reggie Reese  
Chief Safety Officer
2. FS 2022-041, Authorize the Chief Executive Officer to Increase the Contract Authority Amount for WSP USA, Inc., Contract No. PT-105-18, for Planned and Budgeted Design Work for the Bus Rapid Transit Pacific Avenue/State Route Project  
Sean Robertson  
Sr. Construction Project Manager
3. FS 2022-042, Authorize the Chief Executive Officer to Increase the Contract Authority Amount for Absher Construction Company, Contract No.1087, for Building 6 Tenant Improvements  
Brian Matthews  
Sr. Construction Project Manager
4. FS 2022-043, Authority to Execute a Contract with Construct, Inc., Contract No. 1136, for Construction of Phase 1 of the Spanaway Transit Center  
Hope Gibson  
Sr. Construction Project Manager

### **Staff Updates**

1. CEO's Report  
Mike Griffus  
Chief Executive Officer

### **Informational Board Items**

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

**Executive Session**

Amy Cleveland  
Executive Director of Administration

Pursuant to RCW 42.30.110 (4) (g), Review the  
Performance of a Public Employee

**Adjournment**

**Handouts:** 2022 Q2 Ridership Report  
2022 Q2 Financial Report  
2022 Q2 Public Safety Report



# Presentations



**Pierce  
Transit**

**Operator of the Month  
July 2022**

524

Pierce Transit

WASHINGTON  
C4313C

# Keshia Barker

July 2022

- Operator since 2015
- Dedication to Safety
- Excellent Customer Service

*Meet one of Pierce Transit's finest drivers.*  
**TRANSIT OPERATOR OF THE MONTH**  
**Keshia**



*July  
2022*

*"My favorite part of my job is providing a wonderful service to the community, meeting new people and getting them where they need to be."*



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# Public Hearing



**PIERCE TRANSIT  
NOTICE OF PUBLIC HEARING  
PROPOSED TRANSIT DEVELOPMENT PLAN: 2022-2027**

A public hearing will be held as part of the Board of Commissioners' meeting on Monday, August 8, 2022. The Board meeting begins at 4:00 p.m. and members of the public may attend the meeting in person or virtually through Zoom.

The purpose of this hearing is to receive public comment on Pierce Transit's draft edition of the Transit Development Plan (TDP) covering 2022-2027. The proposed plan may be viewed at <https://www.piercetransit.org/documents/>.

Details on how to provide comments during the public hearing can be located on the August 8, 2022, meeting agenda by visiting <https://www.piercetransit.org/board-meetings/> after August 3, 2022. Those wishing to submit written comments may send comments to Amber Stanley, Senior Planner, 3701 96th Street SW, Lakewood, WA 98499, no later than Monday, August 29, 2022, at 5:00 p.m., or by email to [Astanley@piercetransit.org](mailto:Astanley@piercetransit.org).

The Transit Development Plan (TDP) reports on Pierce Transit's annual operating budget, capital investments, and business strategies, and is submitted to the Washington State Department of Transportation (WSDOT) annually. This year's TDP highlights agency work accomplished in 2021; provides a general outline of services and facility changes anticipated from 2022-2027. The TDP is scheduled for formal adoption at the September 12, 2022, Board of Commissioners meeting.

American Disability Act (ADA) accommodations are available with a 72-hour notice. Please contact the Clerk's office at (253) 581-8066, or [Djacobson@piercetransit.org](mailto:Djacobson@piercetransit.org) for special accommodations.

Dated this 28<sup>th</sup> day of July 2022.

Deanne Jacobson, Clerk of the Board

*Published in the Tacoma Daily Index and Tacoma News Tribune on July 28, 2022.*



# 2022-2027 Transit Development Plan

Amber Stanley - Senior Planner

# What is a Transit Development Plan - TDP

Six (6) year plan updated annually, required by Washington State Department of Transportation (WSDOT)

1. Public Transportation Priorities
2. Operational/Capital Investments
3. Financial Plan



# 2022-2027 Transit Development Plan (TDP)

Required Elements per WSDOT Guidelines (June 2022)



1. Public Hearing
2. Service Area
3. Goals/Objectives
4. Local KPIs
5. Plan Consistency
6. Capital Plan
7. Operation Plan
8. Financial Plan
9. Regional Projects

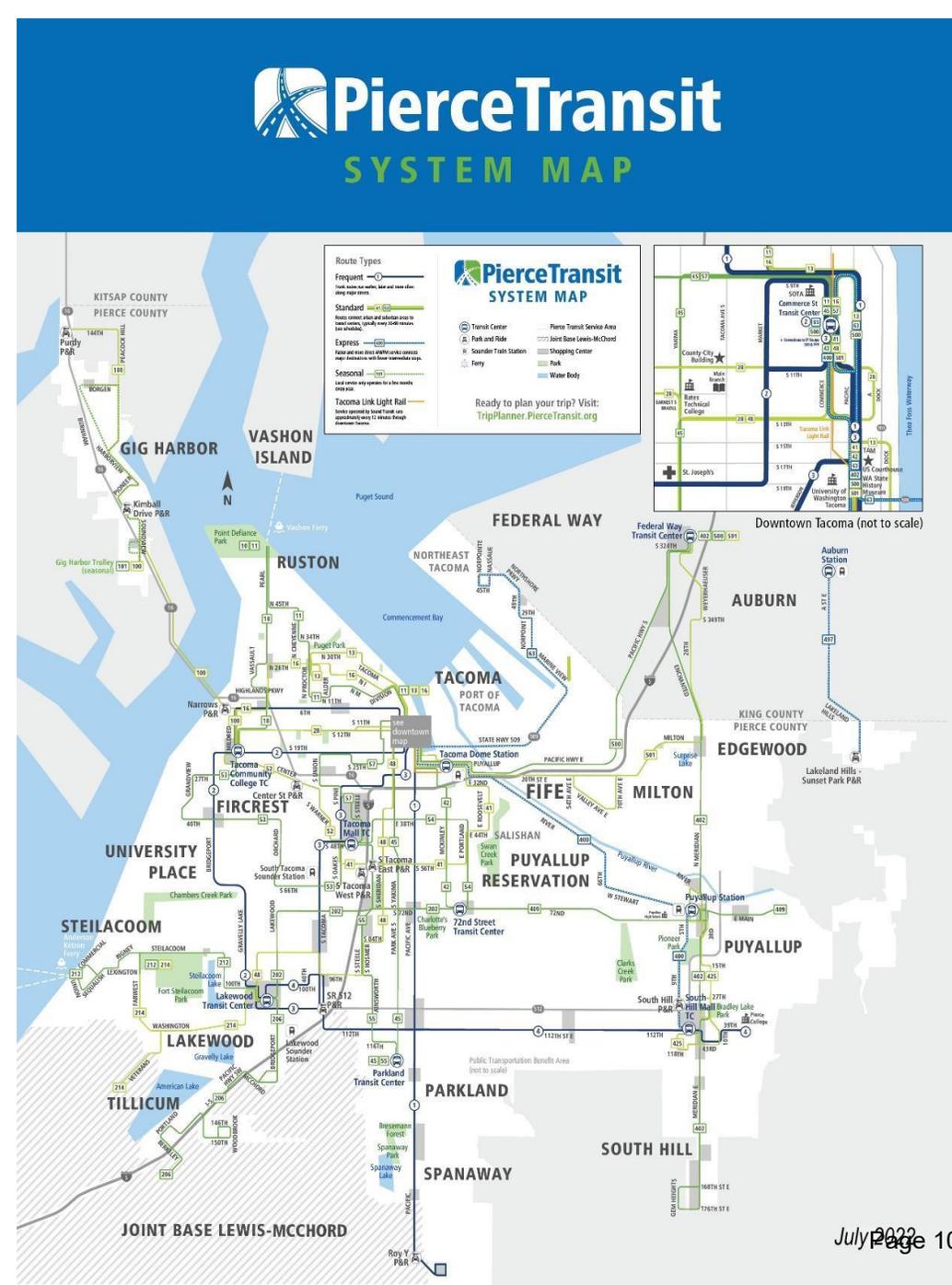


# Public Hearing & TDP Timeline



# Service Area

- 292 square miles
- 13 towns and cities
- 70 percent of Pierce County's population



# Goals & Objectives

- WSDOT requires all transit agencies to report their goals and objectives
- Pierce Transit's Goals and Objectives:
  1. Economic Vitality
  2. Preservation
  3. Safety
  4. Mobility
  5. Environmental & Health
  6. Stewardship

# Local Key Performance Indicators (KPIs)

- Local performance standards focus on transit performance for the three primary transit services:

- Fixed Route
- Demand Response
- Vanpool

	Fixed Route	Demand Response	Vanpool
Annual Service Hours per Capita	>0.7	N/A	N/A
Annual Boarding's per Capita	>20	N/A	N/A
Boarding's per Service Hour	>23	>2.0	N/A
Cost per Vehicle Service Hour	<\$150	<\$150	N/A
On-Time-Performance	>85%	N/A	N/A
Service Interruptions/100,000 riders	<5	<7	<7
Complaints per 1,000 riders	<1	<1	<1
Compliments per 1,000 riders	>1	>1	>1
Farebox Recovery Ratio	20%	2%	100%



# Plan Consistency

- Pierce Transit applies local comprehensive plans and regional goals and objectives help prioritize operational and capital investments
- Goals and objectives from towns and cities in Pierce Transit's service area are applied to the TDP:

1. City of Tacoma

1. Transportation Master Plan

2. City of Lakewood

1. Comprehensive Plan: 6 Principals of Livability

3. Pierce County

1. Transportation Plan Update (2016)

4. Puget Sound Regional Council (PSRC)

1. Regional Transportation Plan



# Capital Plan

- Priorities addressed in the following sections include minor expansion, routine replacement of vehicles, capital facilities maintenance, and infrastructure repairs, refurbishment, or upgrades.

	2022	2023	2024	2025	2026	2027
Bus Replacement	15	10	11	6	9	6
Bus Expansion	0	0	0	17	0	0
Shuttle Replacement	19	19	20	13	15	16
Shuttle Expansion	0	0	0	0	0	0
Van Replacement	47	42	54	29	64	29
Van Expansion	2	12	12	12	12	12



# Planned Operating Changes

- Pierce Transit does not anticipate service hour growth in the 2022-2027 horizon, with the exception of Stream I Bus Rapid Transit (BRT)

	Type: Fixed Route	Service Hour Reduction	Service Hour Expansion
2022	Return to pre-COVID-19 pandemic Service Hours Schedule Improvements	0	10%
2023	Schedule Improvements Hilltop Tacoma Link Extension 2022-2023	0	0
2024	Schedule Improvements Tacoma Dome Link Extension Service Hour Reallocation	0	10,000 Service Hours
2025	Schedule Improvements	0	0
2026	Schedule Improvements	0	0
2027	Pacific Avenue/SR 7 BRT Schedule Improvements	0	0



# Financial Operation

**PIERCE TRANSIT**  
**2022-2027 Six-Year Financial Plan**  
**Revenues & Expenditures**

(in millions)	2021 YE Est	2022 Budget	2023	2024	2025	2026	2027
<b>OPERATING</b>							
<b>Revenue</b>							
<b>Operating Income</b>							
Passenger Fares (Fare Revenue)	\$5.895776	\$6.747477	\$6.792325	\$6.837621	\$6.883370	\$6.937458	\$6.992244
Advertising (contract)	0.500000	0.500000	0.320000	0.320000	0.320000	0.320000	0.320000
Sound Transit Reimbursement (ST)							
ST Express	45.366924	52.740121	55.139041	50.091347	36.979117	38.448576	39.982644
ST Tacoma Dome Station	0.779660	1.077939	1.099498	1.121488	1.143917	1.166796	1.190132
<b>Operating Income</b>	<b>52.542361</b>	<b>61.065537</b>	<b>63.350864</b>	<b>58.370455</b>	<b>45.326404</b>	<b>46.872830</b>	<b>48.485020</b>
<b>Non-Operating Income</b>							
Sales Tax	100.919402	104.956178	108.629644	112.431682	116.366791	120.439629	124.655016
Interest	0.250000	0.250000	0.251250	0.252506	0.253769	0.255038	0.256313
Other Miscellaneous	32.471946	27.497417	0.275000	0.275000	0.425000	0.581000	0.587120
<b>Non-Operating Income</b>	<b>133.641348</b>	<b>132.703595</b>	<b>109.155894</b>	<b>112.959188</b>	<b>117.045560</b>	<b>121.275667</b>	<b>125.498449</b>
<b>Operating Contributions</b>							
CTR/Vanpool Assistance	0.107356	0.002500	0.000000	0.000000	0.000000	0.000000	0.000000
Special Needs Transportation Grant	2.006658	1.813376	1.768041	1.813376	1.722707	1.722707	1.722707
Operating Grants - Other	0.964077	1.150444	1.150444	1.150444	0.940185	0.729920	0.729920
<b>Operating Contributions</b>	<b>3.078091</b>	<b>2.966320</b>	<b>2.918485</b>	<b>2.963820</b>	<b>2.662892</b>	<b>2.452627</b>	<b>2.452627</b>
<b>Total Operating Revenue</b>	<b>\$189.261800</b>	<b>\$196.735452</b>	<b>\$175.425243</b>	<b>\$174.293463</b>	<b>\$165.034856</b>	<b>\$170.601123</b>	<b>\$176.436096</b>
<b>Expenditures</b>							
<b>Operating Expenditures</b>							
Wages	\$70.673162	\$77.490382	\$81.027760	\$80.504426	\$76.369530	\$79.933481	\$83.154017
Benefits	26.845134	30.351438	31.579502	31.407088	29.761323	31.146678	32.417486
M & O	24.509844	27.191672	27.144892	27.685029	28.087872	28.740368	29.426359
Fuel	3.927687	4.337794	4.422793	4.284821	3.938833	4.012663	4.075555
Parts	7.182302	7.142552	7.315841	7.054379	6.387341	6.539305	6.670091
Purchased Trans.	6.100000	7.864340	7.864340	7.864340	7.864340	8.047072	8.235411
Bridge Tolls	0.002594	0.002750	0.002805	0.002861	0.002918	0.002977	0.003036
<b>Total Operating Expenditures (w/out Debt, Depreciation, and NonDepartmental)</b>	<b>139.240723</b>	<b>154.380928</b>	<b>159.357933</b>	<b>158.802944</b>	<b>152.412156</b>	<b>158.422544</b>	<b>163.981954</b>



# Projects of Regional Significance

- One project, Stream I Bus Rapid Transit is identified as regional significance indicated by the Puget Sound Regional Council's Transportation Improvement Program (TIP)

## Jurisdiction: Pierce Transit

**Project Number:** PT-173      **County:** Pierce      **Title:** Pacific Avenue/SR 7 BRT Stations

Phase	Programmed Year	Oblig. Date	Funding Source	Federal Funds	State Funds	Local Funds	Phase Total
CN	2022	6/1/22	Local	\$0	\$0	\$389,087	\$389,087
CN	2022	6/1/22*	CMAQ 2.5	\$2,305,700	\$0	\$0	\$2,305,700
CN	2022	6/1/22	5309(NS)	\$9,917,875	\$0	\$0	\$9,917,875
CN	2022	7/15/22	CMAQ 2.5	\$187,338	\$0	\$0	\$187,338

**WSDOT PIN:**      **Totals:**      \$12,410,913      \$0      \$389,087      \$12,800,000

**Federal Aid/FTA Grant Number(s):** FT22(006)

**Functional Class:** Not applicable (transit, enhancements, Etc.)

**Improvement Type:** Transit Center or Station -- new or expansion

**Location:** Pierce County

**From:** Commerce Street Transfer Area      **To:** SR 7/8th Avenue E /8th Avenue

**Total Cost:** \$16,360,000

**Regionally Significant:** Yes      **Environmental Status:** DCE

**Year of Expenditure for Total Cost:** 2022

**MTP Status:** Candidate

**MTP Reference(s):** 5320

### Description:

Pacific Avenue/SR 7, Pierce Transit's first line of bus rapid transit service, travels between downtown Tacoma and Spanaway. This 14.4-mile corridor will construct 32 stations at approximately 1/3 to 1/2 mile intervals from the downtown Tacoma Commerce Street transfer center to 204th Street East in Spanaway. This project will complete construction of approximately 6 of the stations. This is a multi-year project and the programming reflects the funds available within the span of the regional TIP of 240





**Pierce  
Transit**

**Questions?**

**Amber Stanley- Senior Planner**

**[astanley@piercetransit.org](mailto:astanley@piercetransit.org)**



# Consent Agenda

**PIERCE TRANSIT**  
**Board Payments Over \$50,000**  
**Payments From: Jul 1, 2022 to Jul 31, 2022**  
**Cash and Investment Balance: 175,189,277.19**

Payment Numbers CK 00378774 through CK 00378956  
 Wire Numbers EFT 00011006 through EFT 00011242  
 No Advance Travel Checks

Total \$9,710,627.32

Payments in Excess of \$50,000 are as follows:

<b>Operating Fund</b>				
	<b>Check</b>	<b>Vendor</b>	<b>Item/Service</b>	<b>Amount</b>
CHK	00378849	PIERCE COUNTY BUDGET & FINANCE	POLICING SPEC OT 03/22	1,461,037.75
CHK	00378863	VOYAGER FLEET SYSTEMS INC	EXP VANPOOL CLOSE 07/01/22	76,803.70
CHK	00378910	CITY TREASURER - TPU	FEE KIMBALL P&R 07/22-06/23	101,200.00
CHK	00378928	PIERCE COUNTY BUDGET & FINANCE	POLICING SVC 07/22	118,970.10
EFT	00011006	GREAT WEST RETIREMENT	DEF COMP CEO PP13 2022	66,422.74
EFT	00011007	ICMA RETIREMENT	DEF COMP LOAN PP13 2022	203,947.31
EFT	00011014	CENTRAL PUGET SOUND REGIONAL T	ORCA CITY OF TAC PP 2300	91,994.80
EFT	00011054	ASSOCIATED PETROLEUM	DIESEL USAGE	152,336.35
EFT	00011063	BRIDGESTONE AMERICA	TIRE MILES 06/22	54,099.96
EFT	00011115	UNITED ENERGY TRADING LLC	CNG USAGE 06/22	70,513.89
EFT	00011120	ASSOCIATED PETROLEUM	DIESEL USAGE	401,326.92
EFT	00011123	GREAT WEST RETIREMENT	DEF COMP CEO PP14 2022	64,229.91
EFT	00011124	FTA	RMB VEHICLE SALE 02/22	88,775.00
EFT	00011125	ICMA RETIREMENT	DEF COMP LOAN PP14 2022	197,433.62
EFT	00011183	ASSOCIATED PETROLEUM	DIESEL USAGE	176,472.81
EFT	00011185	US BANK CORPORATE PAYMENT SYST	MISC BUSN EXPENSES	84,339.89
EFT	00011201	FIRST TRANSIT	FARES COLLECTED 06/22	656,913.19
EFT	00011226	SOUND TRANSIT	FARES COLLECTED 06/22	51,046.35
<b>Payments for Fund 1 Total</b>				<b>4,117,864.29</b>
<b>Self Insurance Fund</b>				
	<b>Check</b>	<b>Vendor</b>	<b>Item/Service</b>	<b>Amount</b>
<b>Payments for Fund 4 Total</b>				<b>0.00</b>
<b>Capital Fund</b>				
	<b>Check</b>	<b>Vendor</b>	<b>Item/Service</b>	<b>Amount</b>
EFT	00011027	KPFF CONSULTING ENGINEERS	STUDY STREAM 04/30-05/27/22	63,971.44
EFT	00011032	PARAMETRIX ENGINEERING	GCCM ADV SVC BRT 05/22	100,392.92
EFT	00011040	SOUND TRANSIT	ngORCA 22-052 MS	103,234.71
EFT	00011055	WSP USA, INC.	ENG SV BRT 04/22	465,596.40
EFT	00011058	ABSHER CONSTRUCTION COMPANY	B&O TAX BMP F/W 05/22	2,492,043.67
EFT	00011098	SAYBR CONTRACTORS INC	CONSTR LAND PURDY 06/22	66,604.61
EFT	00011121	WSP USA, INC.	ENG SVC BRT 05/07-06/03/22	464,662.88
EFT	00011164	SAYBR CONTRACTORS INC	CONST KIMB ASPHALT 6/22	237,385.53
EFT	00011185	US BANK CORPORATE PAYMENT SYST	MISC BUSN EXPENSES	4,042.95
<b>Payments for Fund 9 Total</b>				<b>3,997,935.11</b>
<b>Total Payments in Excess of \$50,000.00</b>				<b>8,115,799.40</b>

Aug 1, 2022 7:41:19 AM

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**PIERCE TRANSIT**  
**Payment Certification for Jul 31, 2022**  
**Payments Jul 1, 2022 to Jul 31, 2022**

**Payment Numbers CK 00378774 through CK 00378956**  
**Wire Numbers EFT 00011006 through EFT 00011242**  
**No Advance Travel Checks**

Bank ID	Check Numb	Check Date	Amount	Vendor Name
01	CHK	00378774 07/01/2022	136.40	NH DEPT OF H & HS
01	CHK	00378775 07/01/2022	435.21	NYS CHILD SUPPORT PROCESSING
01	CHK	00378776 07/01/2022	293.35	TX CHILD SUPPORT SDU
01	CHK	00378777 07/07/2022	1,307.33	20/10 PRODUCTS, INC
01	CHK	00378778 07/07/2022	936.10	AAA FIRE PROTECTION INC
01	CHK	00378779 07/07/2022	333.33	AMPLIFIED WIRELESS SOLUTIONS I
01	CHK	00378780 07/07/2022	488.00	AT&T
01	CHK	00378781 07/07/2022	26.61	AT&T
01	CHK	00378782 07/07/2022	67.19	CENTURY LINK
01	CHK	00378783 07/07/2022	124.00	CITY OF PUYALLUP
01	CHK	00378784 07/07/2022	1,136.52	CITY TREASURER - TPU
01	CHK	00378785 07/07/2022	10,989.24	CITY TREASURER - TPU
01	CHK	00378786 07/07/2022	158.85	COMCAST
01	CHK	00378787 07/07/2022	141.91	COMCAST
01	CHK	00378788 07/07/2022	1,509.00	DM RECYCLING CO INC
01	CHK	00378789 07/07/2022	202.61	FRUITLAND MUTUAL WATER COMPANY
01	CHK	00378790 07/07/2022	1,745.57	GENES TOWING CORP
01	CHK	00378791 07/07/2022	183.44	GILCHRIST CHEVROLET
01	CHK	00378792 07/07/2022	7,136.52	HAROLD LEMAY ENTERPRISES
01	CHK	00378793 07/07/2022	268.45	HAUGEN GRAPHICS
01	CHK	00378794 07/07/2022	949.14	RPAI US MANAGEMENT LLC
01	CHK	00378795 07/07/2022	240.27	LAKEVIEW LIGHT & POWER CO
01	CHK	00378796 07/07/2022	158.95	LEMAY MOBILE SHREDDING
01	CHK	00378797 07/07/2022	270.07	MSC INDUSTRIAL SUPPLY CO
01	CHK	00378798 07/07/2022	500.00	PIERCE COUNTY BUDGET & FINANCE
01	CHK	00378799 07/07/2022	4,259.71	PIERCE COUNTY BUDGET & FINANCE
01	CHK	00378800 07/07/2022	382.39	PURCELL TIRE & RUBBER COMPANY
01	CHK	00378801 07/07/2022	17,792.00	AMERICAN SEATING
01	CHK	00378802 07/07/2022	4,394.50	SHAWN SANDOVAL
01	CHK	00378803 07/07/2022	66.08	SHERWIN-WILLIAMS (LKWD, CEDR)
01	CHK	00378804 07/07/2022	2,062.50	SNAP-ON TOOLS - Robert Mustain
01	CHK	00378805 07/07/2022	716.95	STREICH BROTHERS INC
01	CHK	00378806 07/07/2022	4,975.22	TACOMA MALL PARTNERSHIP
01	CHK	00378807 07/07/2022	446.25	UNITED SITE SERVICES (Everson)
01	CHK	00378808 07/14/2022	9,521.29	ALL PRO BUILDING MAINTENANCE
01	CHK	00378809 07/14/2022	6,389.28	ALL STARZ STAFFING AND CONSULT
01	CHK	00378810 07/14/2022	40.00	ALVIN VALDEZ
01	CHK	00378811 07/14/2022	47,978.82	ATU LOCAL 758 CORP
01	CHK	00378812 07/14/2022	611.25	BUNCE RENTALS INC
01	CHK	00378813 07/14/2022	917.60	CENTURY LINK
01	CHK	00378814 07/14/2022	443.00	CERTIFIED INSPECTION SERVICE
01	CHK	00378815 07/14/2022	911.60	CHAPTER 13 TRUSTEE
01	CHK	00378816 07/14/2022	50.00	CHILD SUPPORT ENFORCEMEN
01	CHK	00378817 07/14/2022	3,655.93	CITY TREASURER - TPU
01	CHK	00378818 07/14/2022	119.00	CITY TREASURER - TPU
01	CHK	00378819 07/14/2022	228.45	COLONIAL SUPPLEMENTAL LIFE
01	CHK	00378820 07/14/2022	180.27	COMCAST
01	CHK	00378821 07/14/2022	153.85	COMCAST
01	CHK	00378822 07/14/2022	104.07	DISH
01	CHK	00378823 07/14/2022	50.00	FORMFOX, INC.
01	CHK	00378824 07/14/2022	1,528.17	GENES TOWING CORP
01	CHK	00378825 07/14/2022	642.42	GILCHRIST CHEVROLET
01	CHK	00378826 07/14/2022	528.24	GREAT PROMOTIONS
01	CHK	00378827 07/14/2022	73.15	HAUGEN GRAPHICS
01	CHK	00378828 07/14/2022	98.14	HOME DEPOT CREDIT SERVICES
01	CHK	00378829 07/14/2022	3,124.26	HULTZ BHU ENGINEERS INC.
01	CHK	00378830 07/14/2022	220.00	INTERNAL REVENUE SERVICE
01	CHK	00378831 07/14/2022	57.25	JAMES SAILER
01	CHK	00378832 07/14/2022	25.01	JOHN WREDE

01	CHK	00378833	07/14/2022	858.62	JON-DON
01	CHK	00378834	07/14/2022	750.00	TYLER PIGOTT
01	CHK	00378835	07/14/2022	3,959.87	KING COUNTY FINANCE
01	CHK	00378836	07/14/2022	827.82	LAIRD PLASTICS
01	CHK	00378837	07/14/2022	30,416.93	LAKEVIEW LIGHT & POWER CO
01	CHK	00378838	07/14/2022	5,022.37	LEVEL 3 (CENTURY LINK)
01	CHK	00378839	07/14/2022	677.74	LEVEL 3 (CENTURY LINK)
01	CHK	00378840	07/14/2022	121.11	LINEBARGER GOGGAN BLAIR & SAMP
01	CHK	00378841	07/14/2022	1,572.38	LOWE'S COMPANIES INC
01	CHK	00378842	07/14/2022	1,597.85	MICHAEL G MALAIER
01	CHK	00378843	07/14/2022	447.00	ANOKA COUNTY HUMAN SERVICES
01	CHK	00378844	07/14/2022	5,000.00	NATIONAL CINEMEDIA LLC
01	CHK	00378845	07/14/2022	136.40	NH DEPT OF H & HS
01	CHK	00378846	07/14/2022	435.21	NYS CHILD SUPPORT PROCESSING
01	CHK	00378847	07/14/2022	275.00	PACIFIC TORQUE
01	CHK	00378848	07/14/2022	253.22	PENINSULA LIGHT
<b>01</b>	<b>CHK</b>	<b>00378849</b>	<b>07/14/2022</b>	<b>1,461,037.75</b>	<b>PIERCE COUNTY BUDGET &amp; FINANCE</b>
01	CHK	00378850	07/14/2022	3,495.00	PREMIER MEDIA GROUP
01	CHK	00378851	07/14/2022	16,235.20	PUGET SOUND ENERGY
01	CHK	00378852	07/14/2022	1,766.00	SCHINDLER ELEVATOR CORPORATION
01	CHK	00378853	07/14/2022	210.73	SHERWIN-WILLIAMS (LKWD, CEDR)
01	CHK	00378854	07/14/2022	4,464.82	SNIDER ENERGY
01	CHK	00378855	07/14/2022	1,500.00	SWARNER COMMUNICATIONS
01	CHK	00378856	07/14/2022	176.20	TACOMA DAILY INDEX
01	CHK	00378857	07/14/2022	300.00	TACOMA PIERCE COUNTY CHAMBER
01	CHK	00378858	07/14/2022	131.26	TERMINIX COMMERCIAL
01	CHK	00378859	07/14/2022	131.26	TERMINIX COMMERCIAL
01	CHK	00378860	07/14/2022	293.35	TX CHILD SUPPORT SDU
01	CHK	00378861	07/14/2022	943.33	UNITED WAY OF PIERCE COUNTY
01	CHK	00378862	07/14/2022	1,500.00	UNIVOX MEDIA LLC
<b>01</b>	<b>CHK</b>	<b>00378863</b>	<b>07/14/2022</b>	<b>76,803.70</b>	<b>VOYAGER FLEET SYSTEMS INC</b>
01	CHK	00378864	07/14/2022	1,541.10	WALTER E NELSON CO.
01	CHK	00378865	07/14/2022	1,050.00	WASHINGTON SELF-INSURERS ASSOC
01	CHK	00378866	07/21/2022	3,084.48	ALL STARZ STAFFING AND CONSULT
01	CHK	00378867	07/21/2022	692.97	AUDIT & ADJUSTMENT CO INC
01	CHK	00378868	07/21/2022	2,561.37	AUTOMATED ACCOUNTS INC
01	CHK	00378869	07/21/2022	151.04	AUTOZONE
01	CHK	00378870	07/21/2022	118.30	BUNCE RENTALS INC
01	CHK	00378871	07/21/2022	485.87	CENTER ELECTRIC
01	CHK	00378872	07/21/2022	8,812.50	CENTURY LINK
01	CHK	00378873	07/21/2022	22,477.50	CITY OF FEDERAL WAY
01	CHK	00378874	07/21/2022	50.00	CITY OF MILTON
01	CHK	00378875	07/21/2022	1,313.37	CITY TREASURER - TPU
01	CHK	00378876	07/21/2022	3,353.63	CITY TREASURER - TPU
01	CHK	00378877	07/21/2022	140.45	DAILY JOURNAL OF COMMERCE INC
01	CHK	00378878	07/21/2022	13,570.98	ENERGY SYSTEMS MANAGEMENT/TRS
01	CHK	00378879	07/21/2022	2,446.26	GENES TOWING CORP
01	CHK	00378880	07/21/2022	880.20	GILCHRIST CHEVROLET
01	CHK	00378881	07/21/2022	63.05	HAUGEN GRAPHICS
01	CHK	00378882	07/21/2022	1,848.13	JAMES GUERRERO ARCHITECT
01	CHK	00378883	07/21/2022	128.00	KENT KEEL
01	CHK	00378884	07/21/2022	11,863.61	LAKEVIEW LIGHT & POWER CO
01	CHK	00378885	07/21/2022	41,882.94	LAKEVIEW LIGHT & POWER CO
01	CHK	00378886	07/21/2022	204.12	LAKEWOOD WATER DISTRICT
01	CHK	00378887	07/21/2022	1,175.87	LOOMIS ARMORED US LLC
01	CHK	00378888	07/21/2022	209.00	MAC TOOLS - MIKE DUNHAM
01	CHK	00378889	07/21/2022	6,480.67	MULTICARE HEALTH SYSTEM
01	CHK	00378890	07/21/2022	116.89	ODP BUSINESS SOLUTIONS LLC
01	CHK	00378891	07/21/2022	160.96	PARKLAND LIGHT & WATER CO
01	CHK	00378892	07/21/2022	1,597.12	RIDER LEVETT BUCKNALL LTD
01	CHK	00378893	07/21/2022	1,268.35	SMITH FIRE SYSTEMS INC
01	CHK	00378894	07/21/2022	135.30	SNAP-ON TOOLS - Robert Mustain
01	CHK	00378895	07/21/2022	16,330.00	SPV ASSOCIATES INC
01	CHK	00378896	07/21/2022	7,387.04	SM STEMPER ARCHITECTS PLLC
01	CHK	00378897	07/21/2022	25.00	TIERRA PALMER
01	CHK	00378898	07/21/2022	872.90	UNITED SITE SERVICES (Everson)
01	CHK	00378899	07/21/2022	16,540.37	EMPLOYMENT SECURITY DEPT WASHI
01	CHK	00378900	07/21/2022	181.68	WALTER E NELSON CO.
01	CHK	00378901	07/28/2022	9,363.60	ALL STARZ STAFFING AND CONSULT
01	CHK	00378902	07/28/2022	96.26	AT&T

01	CHK	00378903	07/28/2022	13,424.71	AT&T
01	CHK	00378904	07/28/2022	15,114.40	AT&T
01	CHK	00378905	07/28/2022	15,472.99	AT&T
01	CHK	00378906	07/28/2022	411.28	CATHERINE D. JONES
01	CHK	00378907	07/28/2022	911.60	CHAPTER 13 TRUSTEE
01	CHK	00378908	07/28/2022	43,668.66	CITY OF LAKEWOOD
01	CHK	00378909	07/28/2022	8,820.87	CITY TREASURER - TPU
<b>01</b>	<b>CHK</b>	<b>00378910</b>	<b>07/28/2022</b>	<b>101,200.00</b>	<b>CITY TREASURER - TPU</b>
01	CHK	00378911	07/28/2022	3,905.05	CLEAN HARBORS ENVIRONMENTAL SE
01	CHK	00378912	07/28/2022	153.85	COMCAST
01	CHK	00378913	07/28/2022	153.91	COMCAST
01	CHK	00378914	07/28/2022	8,481.23	COMCAST
01	CHK	00378915	07/28/2022	719.98	DANA BRUNDIGE
01	CHK	00378916	07/28/2022	877.37	ENERGY SYSTEMS MANAGEMENT/TRS
01	CHK	00378917	07/28/2022	116.60	FLEET MOBILE LUBE-WASH INC
01	CHK	00378918	07/28/2022	640.36	INGERSOLL RAND IND TECH
01	CHK	00378919	07/28/2022	220.00	INTERNAL REVENUE SERVICE
01	CHK	00378920	07/28/2022	25.00	JOHN WREDE
01	CHK	00378921	07/28/2022	2,561.80	JOHNSON CONTROLS
01	CHK	00378922	07/28/2022	147.83	JUSTIN MILLER
01	CHK	00378923	07/28/2022	4,178.01	LEVEL 3 (CENTURY LINK)
01	CHK	00378924	07/28/2022	1,789.85	MICHAEL G MALAIER
01	CHK	00378925	07/28/2022	4,304.26	ODP BUSINESS SOLUTIONS LLC
01	CHK	00378926	07/28/2022	1,768.05	PACIFIC TORQUE
01	CHK	00378927	07/28/2022	460.98	PENINSULA LIGHT
<b>01</b>	<b>CHK</b>	<b>00378928</b>	<b>07/28/2022</b>	<b>118,970.10</b>	<b>PIERCE COUNTY BUDGET &amp; FINANCE</b>
01	CHK	00378929	07/28/2022	5,500.00	PIERCE COUNTY BUDGET & FINANCE
01	CHK	00378930	07/28/2022	1,534.41	PUGET SOUND ENERGY
01	CHK	00378931	07/28/2022	1,151.31	QUADIENT LEASING USA INC
01	CHK	00378932	07/28/2022	448.19	REX PEGG FABRICS INC
01	CHK	00378933	07/28/2022	2,737.92	RIDER LEVETT BUCKNALL LTD
01	CHK	00378934	07/28/2022	472.21	SNIDER ENERGY
01	CHK	00378935	07/28/2022	1,895.00	TACOMA PIERCE COUNTY CHAMBER
01	CHK	00378936	07/28/2022	943.33	UNITED WAY OF PIERCE COUNTY
01	CHK	00378937	07/28/2022	7,521.90	VERIZON WIRELESS
01	CHK	00378938	07/28/2022	2,171.74	VERIZON WIRELESS
01	CHK	00378939	07/28/2022	1,094.60	VERIZON WIRELESS
01	CHK	00378940	07/28/2022	1,252.15	VERIZON WIRELESS
01	CHK	00378941	07/28/2022	652.16	VERIZON WIRELESS
01	CHK	00378942	07/28/2022	599.46	VERIZON WIRELESS
01	CHK	00378943	07/28/2022	1,174.18	VERIZON WIRELESS
01	CHK	00378944	07/28/2022	443.42	VERIZON WIRELESS
01	CHK	00378945	07/28/2022	577.16	VERIZON WIRELESS
01	CHK	00378946	07/28/2022	597.57	VERIZON WIRELESS
01	CHK	00378947	07/28/2022	609.14	VERIZON WIRELESS
01	CHK	00378948	07/28/2022	668.39	VERIZON WIRELESS
01	CHK	00378949	07/28/2022	2,032.14	VERIZON WIRELESS
01	CHK	00378950	07/28/2022	728.04	VERIZON WIRELESS
01	CHK	00378951	07/28/2022	60.00	WA ST DEPT OF ECOLOGY
01	CHK	00378952	07/28/2022	1,201.83	WA ST DEPT OF REVENUE
01	CHK	00378953	07/28/2022	417.01	WALTER E NELSON CO.
01	CHK	00378954	07/28/2022	569.75	WURTH USA INC
01	CHK	00378955	07/28/2022	1,250.00	ZERO EMISSION BUS RESOURCES AL
01	CHK	00378956	07/28/2022	2,436.28	ZEP MANUFACTURING COMPANY
<b>01</b>	<b>EFT</b>	<b>00011006</b>	<b>07/06/2022</b>	<b>66,422.74</b>	<b>GREAT WEST RETIREMENT</b>
<b>01</b>	<b>EFT</b>	<b>00011007</b>	<b>07/06/2022</b>	<b>203,947.31</b>	<b>ICMA RETIREMENT</b>
01	EFT	00011008	07/06/2022	14,576.35	NAVIA BENEFIT SOLUTIONS
01	EFT	00011009	07/06/2022	12,499.44	TACOMA EMPLOYEES RETIREMENT SY
01	EFT	00011010	07/06/2022	4,350.20	WA ST CHILD SUPPORT REGISTRY
01	EFT	00011011	07/07/2022	8,375.93	AMAZON.COM CORPORATE CREDIT
01	EFT	00011012	07/07/2022	650.98	ANGI ENERGY SYSTEMS
01	EFT	00011013	07/07/2022	666.41	BATTERY SYSTEMS
<b>01</b>	<b>EFT</b>	<b>00011014</b>	<b>07/07/2022</b>	<b>91,994.80</b>	<b>CENTRAL PUGET SOUND REGIONAL T</b>
01	EFT	00011015	07/07/2022	197.77	CINTAS FIRE PROTECTION
01	EFT	00011016	07/07/2022	4,342.50	COMMONSTREET CONSULTING LLC
01	EFT	00011017	07/07/2022	10,773.65	CUMMINS INC
01	EFT	00011018	07/07/2022	250.00	CYBERSOURCE CORP.
01	EFT	00011019	07/07/2022	132.13	FINISHMASTER, INC
01	EFT	00011020	07/07/2022	1,750.00	GALLUP INC
01	EFT	00011021	07/07/2022	939.89	GENFARE

01	EFT	00011022	07/07/2022	47,494.24	GILLIG LLC
01	EFT	00011023	07/07/2022	319.21	GRAINGER
01	EFT	00011024	07/07/2022	8,310.50	INDUSTRIAL SOFTWARE SOLUTIONS
01	EFT	00011025	07/07/2022	2,626.91	IWG TOWERS ASSETS I LLC
01	EFT	00011026	07/07/2022	15,704.08	JENCO DEVELOPMENT
<b>01</b>	<b>EFT</b>	<b>00011027</b>	<b>07/07/2022</b>	<b>63,971.44</b>	<b>KPFF CONSULTING ENGINEERS</b>
01	EFT	00011028	07/07/2022	239.00	MB ELECTRIC LLC
01	EFT	00011029	07/07/2022	298.94	MCGUIRE BEARING CO
01	EFT	00011030	07/07/2022	1,444.32	PACIFIC POWER PRODUCTS
01	EFT	00011031	07/07/2022	6,500.00	PACIFICA LAW GROUP
<b>01</b>	<b>EFT</b>	<b>00011032</b>	<b>07/07/2022</b>	<b>100,392.92</b>	<b>PARAMETRIX ENGINEERING</b>
01	EFT	00011033	07/07/2022	2,450.48	THERMO KING NW INC
01	EFT	00011034	07/07/2022	101.00	PRINT NW
01	EFT	00011035	07/07/2022	127.93	PROTERRA INC
01	EFT	00011036	07/07/2022	3,364.45	QUADIENT FINANCE USA INC
01	EFT	00011037	07/07/2022	295.66	RED WING SHOE STORE
01	EFT	00011038	07/07/2022	759.54	SEATTLE AUTOMOTIVE DIST.
01	EFT	00011039	07/07/2022	28,381.50	SOUND TRANSIT
<b>01</b>	<b>EFT</b>	<b>00011040</b>	<b>07/07/2022</b>	<b>103,234.71</b>	<b>SOUND TRANSIT</b>
01	EFT	00011041	07/07/2022	335.50	SOUTH TACOMA GLASS
01	EFT	00011042	07/07/2022	699.22	STANDARD PARTS CORP
01	EFT	00011043	07/07/2022	1,710.43	STAPLES
01	EFT	00011044	07/07/2022	1,773.00	SUMMIT LAW GROUP PLLC
01	EFT	00011045	07/07/2022	668.39	TACOMA DODGE CHRYSLER JEEP
01	EFT	00011046	07/07/2022	665.00	TECHNICAL SECURITY INTEGRATION
01	EFT	00011047	07/07/2022	6,434.39	THE AFTERMARKET PARTS CO LLC
01	EFT	00011048	07/07/2022	758.09	REYNOLDS & REYNOLDS
01	EFT	00011049	07/07/2022	13,696.81	UNIFIRST CORPORATION
01	EFT	00011050	07/07/2022	1,410.53	WESMAR
01	EFT	00011051	07/07/2022	3,216.67	WESTERN PETERBILT
01	EFT	00011052	07/07/2022	503.78	WHELEN ENGINEERING CO INC
01	EFT	00011053	07/07/2022	2,721.73	WILLIAMS OIL FILTER
<b>01</b>	<b>EFT</b>	<b>00011054</b>	<b>07/07/2022</b>	<b>152,336.35</b>	<b>ASSOCIATED PETROLEUM</b>
<b>01</b>	<b>EFT</b>	<b>00011055</b>	<b>07/07/2022</b>	<b>465,596.40</b>	<b>WSP USA, INC.</b>
01	EFT	00011056	07/07/2022	11,121.00	ZONAR SYSTEMS INC
01	EFT	00011057	07/14/2022	3,717.27	A & E IMAGING
<b>01</b>	<b>EFT</b>	<b>00011058</b>	<b>07/14/2022</b>	<b>2,492,043.67</b>	<b>ABSHER CONSTRUCTION COMPANY</b>
01	EFT	00011059	07/14/2022	24,655.00	ACI CUSTODIAL INC
01	EFT	00011060	07/14/2022	1,574.30	ALLSTREAM
01	EFT	00011061	07/14/2022	10,204.36	ATWORK! COMMERCIAL ENTERPRISES
01	EFT	00011062	07/14/2022	918.10	BATTERY SYSTEMS
<b>01</b>	<b>EFT</b>	<b>00011063</b>	<b>07/14/2022</b>	<b>54,099.96</b>	<b>BRIDGESTONE AMERICA</b>
01	EFT	00011064	07/14/2022	8,322.50	BUREAU VERITAS TECHNICAL ASSES
01	EFT	00011065	07/14/2022	25,655.74	CUMMINS INC
01	EFT	00011066	07/14/2022	1,888.64	DLT SOLUTIONS LLC
01	EFT	00011067	07/14/2022	451.64	DRIVELINES NW INC
01	EFT	00011068	07/14/2022	3,555.00	DRUG FREE BUSINESS
01	EFT	00011069	07/14/2022	8,280.00	EDM TECHNOLOGY INC
01	EFT	00011070	07/14/2022	2,995.00	ANA LABORATORIES INC
01	EFT	00011071	07/14/2022	16,048.34	GALLS LLC
01	EFT	00011072	07/14/2022	38,235.85	GILLIG LLC
01	EFT	00011073	07/14/2022	5,750.00	GORDON THOMAS HONEYWELL
01	EFT	00011074	07/14/2022	922.96	GRAINGER
01	EFT	00011075	07/14/2022	18,025.00	LIBERTY MUTUAL GROUP INC
01	EFT	00011076	07/14/2022	1,981.32	HOLMES DISTRIBUTING
01	EFT	00011077	07/14/2022	1,224.00	JAJ ENTERPRISES, LLC
01	EFT	00011078	07/14/2022	111.58	JON WHITNEY-CARLSON
01	EFT	00011079	07/14/2022	519.17	WESTERN FLUID COMPONENTS
01	EFT	00011080	07/14/2022	112.36	KORUM FORD
01	EFT	00011081	07/14/2022	2,350.14	LUMINATOR MASS TRANSIT LLC
01	EFT	00011082	07/14/2022	1,331.00	MALLORY SAFETY & SUPPLY LLC
01	EFT	00011083	07/14/2022	162.00	MARAH HARRIS
01	EFT	00011084	07/14/2022	228.71	MINUTEMAN PRESS
01	EFT	00011085	07/14/2022	720.12	MOHAWK MFG & SUPPLY
01	EFT	00011086	07/14/2022	115.93	MOOD MEDIA
01	EFT	00011087	07/14/2022	2,433.07	MUNCIE RECLAMATION & SUPPLY CO
01	EFT	00011088	07/14/2022	954.21	NEOPART TRANSIT LLC
01	EFT	00011089	07/14/2022	700.06	NORTHWEST LIFT & EQUIPMENT
01	EFT	00011090	07/14/2022	723.80	PACIFIC FITNESS PRODUCTS

01	EFT	00011091	07/14/2022	2,471.58	PACIFIC POWER PRODUCTS
01	EFT	00011092	07/14/2022	19.53	PACIFIC WELDING SUPPLY INC
01	EFT	00011093	07/14/2022	189.09	THERMO KING NW INC
01	EFT	00011094	07/14/2022	188.89	PROTERRA INC
01	EFT	00011095	07/14/2022	9,764.45	QBSI-XEROX
01	EFT	00011096	07/14/2022	933.26	R E AUTO ELECTRIC
01	EFT	00011097	07/14/2022	1,007.99	SAMBA HOLDINGS INC
<b>01</b>	<b>EFT</b>	<b>00011098</b>	<b>07/14/2022</b>	<b>66,604.61</b>	<b>SAYBR CONTRACTORS INC</b>
01	EFT	00011099	07/14/2022	131.41	SEATTLE AUTOMOTIVE DIST.
01	EFT	00011100	07/14/2022	4,915.14	SOUND TRANSIT
01	EFT	00011101	07/14/2022	250.00	MARK W MEROD
01	EFT	00011102	07/14/2022	3,181.90	SOUTH TACOMA GLASS
01	EFT	00011103	07/14/2022	538.46	STANDARD PARTS CORP
01	EFT	00011104	07/14/2022	2,686.83	STAPLES
01	EFT	00011105	07/14/2022	431.24	STELLAR INDUSTRIAL
01	EFT	00011106	07/14/2022	86.50	STERICYCLE
01	EFT	00011107	07/14/2022	2,797.27	TACOMA DODGE CHRYSLER JEEP
01	EFT	00011108	07/14/2022	3,331.97	TECHNICAL SECURITY INTEGRATION
01	EFT	00011109	07/14/2022	12,574.40	THE AFTERMARKET PARTS CO LLC
01	EFT	00011110	07/14/2022	1,758.63	TINY'S TIRE
01	EFT	00011111	07/14/2022	758.77	TITUS WILL FORD INC
01	EFT	00011112	07/14/2022	5.24	TITUS-WILL TOYOTA
01	EFT	00011113	07/14/2022	195.09	TRINA WISWELL
01	EFT	00011114	07/14/2022	4,516.33	UNIFIRST CORPORATION
<b>01</b>	<b>EFT</b>	<b>00011115</b>	<b>07/14/2022</b>	<b>70,513.89</b>	<b>UNITED ENERGY TRADING LLC</b>
01	EFT	00011116	07/14/2022	248.11	VENKATA SESHI KIRAN POLISHETTY
01	EFT	00011117	07/14/2022	30,345.60	WA ST AUDITOR
01	EFT	00011118	07/14/2022	1,151.59	WAXIE SANITARY SUPPLY
01	EFT	00011119	07/14/2022	6,849.57	WESTERN PETERBILT
<b>01</b>	<b>EFT</b>	<b>00011120</b>	<b>07/14/2022</b>	<b>401,326.92</b>	<b>ASSOCIATED PETROLEUM</b>
<b>01</b>	<b>EFT</b>	<b>00011121</b>	<b>07/14/2022</b>	<b>464,662.88</b>	<b>WSP USA, INC.</b>
01	EFT	00011122	07/14/2022	60.00	WSTA
<b>01</b>	<b>EFT</b>	<b>00011123</b>	<b>07/20/2022</b>	<b>64,229.91</b>	<b>GREAT WEST RETIREMENT</b>
<b>01</b>	<b>EFT</b>	<b>00011124</b>	<b>07/20/2022</b>	<b>88,775.00</b>	<b>FTA</b>
<b>01</b>	<b>EFT</b>	<b>00011125</b>	<b>07/20/2022</b>	<b>197,433.62</b>	<b>ICMA RETIREMENT</b>
01	EFT	00011126	07/20/2022	14,779.06	NAVIA BENEFIT SOLUTIONS
01	EFT	00011127	07/20/2022	11,292.51	TACOMA EMPLOYEES RETIREMENT SY
01	EFT	00011128	07/20/2022	3,631.70	WA ST CHILD SUPPORT REGISTRY
01	EFT	00011129	07/21/2022	178.80	AIRGAS-NOR PAC INC
01	EFT	00011130	07/21/2022	147.83	ALAN GARRISON (EMPLOYEE)
01	EFT	00011131	07/21/2022	1,969.82	ANGI ENERGY SYSTEMS
01	EFT	00011132	07/21/2022	420.50	BATTERY SYSTEMS
01	EFT	00011133	07/21/2022	85.99	BRENT RIFFEL
01	EFT	00011134	07/21/2022	1,133.00	CLEVER DEVICES
01	EFT	00011135	07/21/2022	1,300.00	COACHING SYSTEMS, LLC
01	EFT	00011136	07/21/2022	47.89	COMMERCIAL BRAKE & CLUTCH
01	EFT	00011137	07/21/2022	13,212.50	CUMMINS INC
01	EFT	00011138	07/21/2022	298.87	DRIVELINES NW INC
01	EFT	00011139	07/21/2022	38,044.14	GILLIG LLC
01	EFT	00011140	07/21/2022	3,102.35	GRAINGER
01	EFT	00011141	07/21/2022	1,050.00	INTERCITY TRANSIT
01	EFT	00011142	07/21/2022	128.00	JASON M WHALEN
01	EFT	00011143	07/21/2022	128.00	JOHN G PALMER
01	EFT	00011144	07/21/2022	110.32	WESTERN FLUID COMPONENTS
01	EFT	00011145	07/21/2022	12,000.00	KAREN THESING
01	EFT	00011146	07/21/2022	202.95	KIM HUYNH
01	EFT	00011147	07/21/2022	128.00	KIMBERLY M ROSCOE
01	EFT	00011148	07/21/2022	505.70	KORUM FORD
01	EFT	00011149	07/21/2022	128.00	KRISTINA WALKER
01	EFT	00011150	07/21/2022	3,396.51	LUMINATOR MASS TRANSIT LLC
01	EFT	00011151	07/21/2022	5,902.82	MALLORY SAFETY & SUPPLY LLC
01	EFT	00011152	07/21/2022	240.00	MB ELECTRIC LLC
01	EFT	00011153	07/21/2022	705.88	MCGUIRE BEARING CO
01	EFT	00011154	07/21/2022	31,022.19	MEDSTAR CABULANCE INC
01	EFT	00011155	07/21/2022	456.60	MOHAWK MFG & SUPPLY
01	EFT	00011156	07/21/2022	266.95	NEOPART TRANSIT LLC
01	EFT	00011157	07/21/2022	5,927.91	OPEN SQUARE
01	EFT	00011158	07/21/2022	3,984.78	PACIFIC POWER PRODUCTS
01	EFT	00011159	07/21/2022	2,979.00	PACIFICA LAW GROUP

01	EFT	00011160	07/21/2022	12,487.50	PARAMETRIX ENGINEERING
01	EFT	00011161	07/21/2022	1,002.53	THERMO KING NW INC
01	EFT	00011162	07/21/2022	14,918.75	PERFICIENT INC
01	EFT	00011163	07/21/2022	100.00	REYNOL INGRAHAM
<b>01</b>	<b>EFT</b>	<b>00011164</b>	<b>07/21/2022</b>	<b>237,385.53</b>	<b>SAYBR CONTRACTORS INC</b>
01	EFT	00011165	07/21/2022	3,267.55	SCHETKY NORTHWEST SALES INC
01	EFT	00011166	07/21/2022	880.31	SEATTLE AUTOMOTIVE DIST.
01	EFT	00011167	07/21/2022	32,023.31	SOUND TRANSIT
01	EFT	00011168	07/21/2022	9,794.51	SOUTH TACOMA GLASS
01	EFT	00011169	07/21/2022	1,576.40	SPORTWORKS NORTHWEST INC
01	EFT	00011170	07/21/2022	771.55	STANDARD PARTS CORP
01	EFT	00011171	07/21/2022	1,281.24	STAPLES
01	EFT	00011172	07/21/2022	130.55	STEVE ADAMS
01	EFT	00011173	07/21/2022	147.83	STEVEN A FINNEGAN
01	EFT	00011174	07/21/2022	3,182.53	TACOMA DODGE CHRYSLER JEEP
01	EFT	00011175	07/21/2022	178.35	TACOMA SCREW
01	EFT	00011176	07/21/2022	7,739.89	TECHNICAL SECURITY INTEGRATION
01	EFT	00011177	07/21/2022	13,844.87	THE AFTERMARKET PARTS CO LLC
01	EFT	00011178	07/21/2022	4,844.99	TITUS WILL FORD INC
01	EFT	00011179	07/21/2022	144.96	TRAVIS LOSS
01	EFT	00011180	07/21/2022	608.68	UNIFIRST CORPORATION
01	EFT	00011181	07/21/2022	6,405.32	WESTERN PETERBILT
01	EFT	00011182	07/21/2022	5,031.96	WOOD HARBINGER INC
<b>01</b>	<b>EFT</b>	<b>00011183</b>	<b>07/21/2022</b>	<b>176,472.81</b>	<b>ASSOCIATED PETROLEUM</b>
01	EFT	00011184	07/21/2022	147.83	ZACH LINVILLE
<b>01</b>	<b>EFT</b>	<b>00011185</b>	<b>07/22/2022</b>	<b>88,382.84</b>	<b>US BANK CORPORATE PAYMENT SYST</b>
01	EFT	00011186	07/28/2022	992.91	A & E IMAGING
01	EFT	00011187	07/28/2022	2,420.00	A CUSTOMER'S POINT OF VIEW
01	EFT	00011188	07/28/2022	489.21	ALLSTREAM
01	EFT	00011189	07/28/2022	17,791.99	AMERICAN SEATING
01	EFT	00011190	07/28/2022	227.57	BATTERIES PLUS
01	EFT	00011191	07/28/2022	28,020.47	CDW GOVERNMENT INC
01	EFT	00011192	07/28/2022	1,775.00	CERIUM NETWORKS
01	EFT	00011193	07/28/2022	655.29	CHEVRON PRODUCTS CO.
01	EFT	00011194	07/28/2022	531.52	COMMERCIAL BRAKE & CLUTCH
01	EFT	00011195	07/28/2022	18,037.99	CUMMINS INC
01	EFT	00011196	07/28/2022	3,463.04	DIAMOND PARKING SERVICES LLC
01	EFT	00011197	07/28/2022	1,740.00	EASTER SEALS WASHINGTON
01	EFT	00011198	07/28/2022	147.83	ERICH SCHIMITSCHEK
01	EFT	00011199	07/28/2022	396.00	EVERBLUE LOCK AND KEY LLC
01	EFT	00011200	07/28/2022	203.18	FINISHMASTER, INC
<b>01</b>	<b>EFT</b>	<b>00011201</b>	<b>07/28/2022</b>	<b>656,913.19</b>	<b>FIRST TRANSIT</b>
01	EFT	00011202	07/28/2022	6,679.24	GALLS LLC
01	EFT	00011203	07/28/2022	28,441.19	GILLIG LLC
01	EFT	00011204	07/28/2022	1,384.09	GRAINGER
01	EFT	00011205	07/28/2022	128.00	JOHN HINES
01	EFT	00011206	07/28/2022	8,244.93	K & L GATES
01	EFT	00011207	07/28/2022	11.01	WESTERN FLUID COMPONENTS
01	EFT	00011208	07/28/2022	599.80	LARSCO INC
01	EFT	00011209	07/28/2022	85.80	LARSEN SIGN COMPANY
01	EFT	00011210	07/28/2022	2,143.21	LINDSEY SEHMEL
01	EFT	00011211	07/28/2022	903.89	MALLORY SAFETY & SUPPLY LLC
01	EFT	00011212	07/28/2022	16,651.75	MEDSTAR CABULANCE INC
01	EFT	00011213	07/28/2022	414.77	MOHAWK MFG & SUPPLY
01	EFT	00011214	07/28/2022	929.10	MUNCIE RECLAMATION & SUPPLY CO
01	EFT	00011215	07/28/2022	460.02	NEOPART TRANSIT LLC
01	EFT	00011216	07/28/2022	99.28	OUTFITTER SATELLITE INC
01	EFT	00011217	07/28/2022	9,206.74	PACIFIC POWER PRODUCTS
01	EFT	00011218	07/28/2022	20,726.80	PAPE KENWORTH NORTHWEST
01	EFT	00011219	07/28/2022	15.18	THERMO KING NW INC
01	EFT	00011220	07/28/2022	796.57	PROTERRA INC
01	EFT	00011221	07/28/2022	2,033.86	QUALITY PRESS
01	EFT	00011222	07/28/2022	687.79	R E AUTO ELECTRIC
01	EFT	00011223	07/28/2022	147.62	RED WING SHOE STORE
01	EFT	00011224	07/28/2022	764.18	SCHETKY NORTHWEST SALES INC
01	EFT	00011225	07/28/2022	372.40	SEATTLE AUTOMOTIVE DIST.
<b>01</b>	<b>EFT</b>	<b>00011226</b>	<b>07/28/2022</b>	<b>51,046.35</b>	<b>SOUND TRANSIT</b>
01	EFT	00011227	07/28/2022	22,500.68	SOUND TRANSIT
01	EFT	00011228	07/28/2022	7,922.50	SOUTH SOUND 911
01	EFT	00011229	07/28/2022	228.00	SOUTH TACOMA GLASS

01	EFT	00011230	07/28/2022	2,250.62	STANDARD PARTS CORP
01	EFT	00011231	07/28/2022	1,418.96	STAPLES
01	EFT	00011232	07/28/2022	1,149.98	STELLAR INDUSTRIAL
01	EFT	00011233	07/28/2022	147.40	STEVEN J MILLER
01	EFT	00011234	07/28/2022	396.00	SUMMIT LAW GROUP PLLC
01	EFT	00011235	07/28/2022	1,164.22	TACOMA DODGE CHRYSLER JEEP
01	EFT	00011236	07/28/2022	952.45	TACOMA SCREW
01	EFT	00011237	07/28/2022	475.00	TECHNICAL SECURITY INTEGRATION
01	EFT	00011238	07/28/2022	15,564.43	THE AFTERMARKET PARTS CO LLC
01	EFT	00011239	07/28/2022	2,007.73	UNIFIRST CORPORATION
01	EFT	00011240	07/28/2022	4,020.76	WESTERN PETERBILT
01	EFT	00011241	07/28/2022	504.24	WHELEN ENGINEERING CO INC
01	EFT	00011242	07/28/2022	280.00	WSTA
<b>Total Payments</b>				<b><u>\$9,710,627.32</u></b>	

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

**July 11, 2022**

**CALL TO ORDER**

Chair Campbell called the regular board meeting to order at 4:03 p.m.

**ROLL CALL**

Commissioners present:

Marty Campbell, Chair of the Board, Pierce County Councilmember  
John Hines, 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, Vice Chair of the Board, City of Tacoma Councilmember  
Jason Whalen, City of Lakewood Mayor  
Victoria Woodards, Mayor of the City of Tacoma

Commissioners excused:

N/A

Staff present:

Mike Griffus, Chief Executive Officer  
Chris Schuler, Chief Financial Officer  
Deanne Jacobson, Clerk of the Board  
Brittany Carbullido, Assistant to the CEO/Deputy Clerk of the Board  
Tom Wolfendale, Counsel from K&L Gates

**OPENING REMARKS AND HOUSEKEEPING ITEMS**

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

**PRESENTATIONS**

- 1. Honoring Kirt Baldwin for Operator of the Month for June 2022;** presentation by John Conley, Transportation Assistant Manager

Mr. Conley honored Mr. Baldwin for being selected Operator of the Month for June 2022, He detailed his contributions and work ethic that support earning this achievement and highlighted that Mr. Baldwin has been an operator since 2014 and has enjoyed six years of accident-free driving.

On behalf of the Board, Chair Campbell congratulated Mr. Baldwin on this great accomplishment.

### **PUBLIC COMMENT**

Chair Campbell provided participation instructions to the public and opened public comment. The following individual(s) provided comment:

- Laura Svancarek, Commute Trip Reduction and Advocacy Coordinator from Downtown on the Go, announced that her agency will be promoting the **Week Without Driving** Challenge September 19-25, and encouraged the commissioners to participate in this event. Additional follow-up details about the campaign will be provided to the commissioners in the near future.

### **PUBLIC HEARING**

1. **Title VI Analysis of the Proposed Fare Policy Change to Implement the Free Youth Transit Pass for 18 Years and Younger on all Pierce Transit Modes of Transportation, Effective September 1, 2022;** presentation by Lindsey Sehmel, Principal Planner – Scheduling

Principal Planner Lindsey Sehmel presented on the item and provided an overview of the proposed fare policy change and related code amendments pertaining to Chapter 3.72 that would allow Pierce Transit to provide Free Youth Transit Passes for individual 18 years and younger on all Pierce Transit modes of transportation.

Ms. Sehmel reviewed the timeline of implementation noting staff is working diligently for the program to be rolled out beginning September 1, 2022. She reviewed the Title VI analysis information with regards to how the fare change impacts farebox recovery and ridership. She also reviewed the ridership data as it relates to minority and low-income riders, reporting that there would be no disparate impact to minority riders and no disproportionate burden to low-income riders as a result of the fare change.

Ms. Sehmel reported that the funds for this program will be provided by the Move Ahead Washington Funding Package. Pierce Transit estimates to receive approximately \$7.7 million annually up to 16 years and expects to continue this program contingent upon receiving grant funds annually.

Chair Campbell requested that staff explore whether the program could be expanded for youth 19 to 25 with Pierce Transit providing the funding for this age group.

A lengthy question and answer period ensued between staff and the commissioners pertaining to the logistics for distributing ORCA cards and transit passes to youth, process for verification of age, the safety of minors, and the agency's outreach plan with community partners.

Chair Campbell provided instructions for how to provide comment during the public hearing and opened the public hearing at 4:33 p.m.

The following individuals spoke:

- Don Green, Chair of Pierce Transit Community Transportation Advisory Group (CTAG) Chair, noted that the CTAG fully supports this program and detailed the benefits the program will provide students. He also noted that he would like to see the program expanded to individuals 19-25 as long as it is feasible for the agency to carry out.
- Laura Svancarek, Commute Trip Reduction and Advocacy Coordinator from Downtown on the Go, noted her agency's support for the program. She spoke about the benefits this program will provide to youth and spoke about the importance of working with human services agencies and Sound Transit as well as the school districts to roll out this program.

Chair Campbell closed the public hearing at 4:41 p.m.

### **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.)*

Commissioners Walker and Mello **moved** and seconded to approve the consent agenda as presented.

Motion **carried**, 9-0.

1. Approval of Vouchers, June 1, 2022 – June 30, 2022  
Operating Fund #10  
Self-Insurance Fund #40  
Capital Fund #90  
Payment Nos. 378570 through 378773  
Wire Nos. 10730 through 11005  
No Advance Travel Checks  
Total \$15,759,560.19
2. Approval of Minutes: June 13, 2022, Special Study Session Meeting and June 13, 2022, Regular board meeting.
3. 2022 2<sup>nd</sup> Quarter Contract Executed Over \$100,000 and Sole Source Report.
4. FS 2022-032, Approved Resolution No. 2022-006, removing Emily Freeman from the Community Transportation Advisory Group, effective immediately, and appointing Amin (Tony) Hester from CTAG alternate member to a CTAG regular member beginning July 28, 2022, and ending July 24, 2025.

## ACTION AGENDA

- 1. FS 2022-033, Authorizing Amendments to Pierce Transit’s Code Chapter 3.72 FARES to Implement the Free Youth Transit Pass for all Ages 18 and Under Across all Transportation Modes Offered by Pierce Transit, Effective September 1, 2022, and Acknowledging Final Acceptance of the Related Title VI Fares Equity Analysis;** presentation by Lindsey Sehmel, Principal Planner – Scheduling

Ms. Sehmel offered to answer any additional questions on the proposed fare program, which was previously discussed during the public hearing earlier in the meeting.

A short question and answer period ensued around the agency’s communications and roll out plans for this program. Various commissioners noted their support for the program with emphasis that there be a systematic process to roll out the ORCA cards/transit passes with the proper safety measures in place.

Commissioners Walker and Mello **moved** and seconded to approve Resolution 2022-007, approving the amendments to Pierce Transit Code Section 3.72 Fares as presented in Exhibit A to allow for the implementation of the Free Youth Transit Pass for ages 18 and under across all transportation modes offered by Pierce Transit effective September 1, 2022, and acknowledging final acceptance of related Title VI Fares Equity Analysis as presented in Exhibit B.

Chair Campbell thanked staff for their work on this project.

Motion **carried**, 9-0.

- 2. FS 2022-034, Authorize the Chief Executive Officer to Increase the Local Contribution and Overall Total Project Budget for Planned and Budgeted Design and Construction Work for the Bus Rapid Transit Pacific Avenue/State Route 7 Corridor Project;** presentation by Sean Robertson, Sr. Construction Project Manager

Mr. Robertson presented on the item and noted that the Board received an overview on this item during the June 13, 2022, study session. He reported that this increase bridges the funding gap and is needed to help secure the Small Starts Grant from the FTA. He gave an overview of the changes in funding estimates.

Mr. Robertson also reported that the \$241 million budget is based on 60 percent design and that there is a high chance that the project budget can change. He noted that approximately a year from now staff will come back to the Board with a complete estimate for the BRT project.

Commissioners Walker and Roscoe **moved** and seconded to approve Resolution No. 2022-008, authorizing the Chief Executive Officer to increase the total project budget to \$241,400,000 and raise the local Pierce Transit General Funds contribution amount to \$22,000,000 for the Bus Rapid Transit Pacific Avenue/State Route 7 Corridor Project.

Motion **carried**, 9-0.

**3. FS 2022-035, Authorize the Chief Executive Officer to Submit an Application to the U.S. Department of Transportation for a Transportation Infrastructure Finance and Innovation Act (TIFIA) Loan;** presentation by Chris Schuler, Chief Financial Officer

Mr. Schuler presented on the item and reported that the TIFIA loan program was recommended by the FTA and this additional funding (if approved) could help with completing the Maintenance and Operations Base Improvement (MOBI) Project that is currently scheduled to be completed in phases by 2029, which will be needed to support the infrastructure costs to maintain and operate the BRT fleet and other potential Sound Transit programs. Mr. Schuler estimated that \$110-\$140 million is needed to complete the project.

Upon inquiry, Mr. Schuler responded to questions relating to future infrastructure costs that the agency is planning to support on behalf of Sound Transit services and noted that the agency is planning to support double decker buses and articulated buses.

Mr. Schuler reviewed the loan application approval process and noted it could take up to 9-12 months to complete the process. If the Agency is approved for the loan and it's feasible to proceed with, staff will bring back the final agreement for Board approval.

Commissioners Keel and Whalen **moved** and seconded to authorize the Chief Executive Officer to submit an application to the U.S. Department of Transportation for a Transportation Infrastructure Finance and Innovation Act (TIFIA) loan and directing staff to return to the full board for final approval of the loan agreement contingent upon receiving a successful loan approval from the U.S. Department of Transportation.

Motion **carried**, 9-0.

**4. FS 2022-036, Authorize the Chief Executive Officer to Increase the Contract not to Exceed Amount with Medstar Transportation, Contract No. PT-52-18, to Extend the Pilot Program for On-Demand Paratransit Services Through December 31, 2022;** presentation by Cherry Thomas, Specialized Transportation Manager

Ms. Thomas presented on the item and reported that this service began in 2019 and was suspended due to Covid. She noted that the intent of this service is to improve the mobility options for paratransit customers. She compared the on-demand service

ridership numbers and service costs to traditional paratransit ridership numbers and service costs and noted that the additional time will allow staff to analyze the current service model. Staff expects to return to the Board at the end of the year with a recommendation.

Commissioners Walker and Mello **moved** and seconded to authorize the Chief Executive Officer to increase the contract not to exceed amount with Medstar Transportation, Contract No. PT-52-18, in the amount of \$95,000 to extend the pilot program for On-Demand Paratransit services through December 31, 2022, for a new authorized contract not to exceed amount of \$537,560.

Motion **carried**, 9-0.

**5. FS 2022-037, Authority to Execute Contract No. 1357 with Medstar Cabulance, Inc., to Provide the Spanaway Runner Service in the Spanaway, Midland and Parkland Areas;** presentation by Duane Wakan, Senior Planner

Mr. Wakan presented on the item. He reviewed the runner services that are currently offered and discussed the various service models that are operationalized through the runner services such as point to point, point to hub.

He reviewed the grant funding that was awarded for this project and provided an overview of this service per the terms of the grant program.

He gave an overview of the service area for this project. He also noted that the runner service model, including this runner services, was presented to the CTAG committee and they were excited for this service to be rolled out.

Commissioners Walker and Mello **moved** and seconded to authorize the Chief Executive Officer to enter into and execute a contract with Medstar Cabulance, Inc., Contract No. 1357, to provide the Spanaway Runner Service to the Spanaway, Midland, and Parkland areas for a total contract spending authority amount of \$887,310.

Motion **carried**, 9-0.

**6. FS 2022-038 Authorize the Chief Executive Officer to Execute a Contract with Gillig, LLC, Contract No. 1415, for the Purchase of Nine (9) Forty-Foot, Low Floor, Compressed Natural Gas (CNG) Replacement Buses,;** presentation by Adam Davis, Executive Director of Maintenance

Mr. Davis presented on the item. He noted that the grant funds for this project is very specific to the purchase of CNG buses and is part of the agency's replacement schedule. He reported the agency heavily weighed this purchase with the purchase of Battery Electric Buses (BEBs) due to costs associated with reliability and charging stations of BEBs. Future grant opportunities will consist of options for CNG and BEB buses. Additional information of the infrastructure costs, reliability and replacement ratio for Battery Electric fleet will be given at the Board retreat in September.

Commissioner Keel noted that he would like to hear more information on the agency's road map to converting to complete electrification.

Mr. Davis reported that the agency's current fleet consists of just over 80 percent CNG buses and nine electric buses. The agency is moving forward with the purchase of three electric buses and with the installation of charging stations at Commerce Street. He reported that the agency will continue to look for grant opportunities for electric buses.

CEO Griffus reported that the agency has an electrification plan and will be bringing that forward to the Board retreat in September.

Commissioners Walker and Keel **moved** and seconded to authorize the Chief Executive Officer to enter into and execute a contract with Gillig, LLC, Contract No. 1415, for nine (9) forty-foot, low floor, CNG Buses for a total contract spending authority amount of \$6,612,709.

Motion **carried**, 9-0.

## **1. CEO'S Report**

CEO Mike Griffus reported on the following items:

- In partnership with Pierce County, ForeverGreen Trails, the Washington Trails Association, Walk and Roll Pierce County and other entities, Pierce Transit will provide free rides on all Pierce Transit modes of service on July 30, 2022, to promote Pierce County Trails Day. Physical education and transit go hand and hand.
- Applauded staff for achieving zero preventable accidents for June 2022.
- Reported there has been no slippage in schedule changes or in costs to the Bus Rapid Transit project.

## **INFORMATIONAL BOARD ITEMS**

### **1. Chair's Report**

Chair Campbell reported on the following items:

- The next Executive Finance Committee is scheduled for Thursday, July 21 at 3:00 p.m. There are currently no agenda items for this meeting and staff will let the committee members know by the end of this week if the meeting will be canceled.

### **2. Sound Transit Update**

Commissioner Keel gave an update on the Seattle/Ballard alignment progress and noted that communities are concerned about how the project will impact them with infrastructure obstructions

He reported that cost increases and delays in schedule will have an impact to Pierce County and noted that Sound Transit will continue to rely on more services from Pierce Transit and other entities.

### **3. Puget Sound Regional Council Transportation Policy Board Update**

Commissioner Mello reported that the Transportation Policy Board will meet Thursday, July 14. He reviewed the items on the agenda and spoke about the business before them relating to projects and FTA funding.

### **4. Commissioners' Comments**

No comments were provided.

## **EXECUTIVE SESSION**

At 5:31 p.m., Chair Campbell recessed the meeting into Executive Session for approximately 20 minutes for purposes of evaluating the performance of a public employee, pursuant to RCW 42.30.110 (4)(g). He reported that no formal action or final disposition will be taken today when the Board returns to open session.

At 5:50 p.m., it was announced to the public that the executive session would be extended until 6:00 p.m.

At 6:00 p.m., it was announced to the public that the executive session would be extended until 6:10 p.m.

At 6:10 p.m., it was announced to the public that the executive session would be extended until 6:20 p.m. (*Commissioner Whalen and Woodards left the meeting at approximately 6:23 p.m.*)

## **RECONVENE/ADJOURNMENT**

Chair Campbell reconvened the meeting back to open session at 6:26 p.m.

Commissioners Walker and Keel **moved** and seconded to adjourn the meeting at 6:27 p.m.

Motion **carried**, 7-0.

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Deanne Jacobson  
Clerk of the Board

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Marty Campbell, Chair  
Board of Commissioners

TITLE: Procedural Matter - Acknowledging Receipt of Additional Public Hearing Comments on the Proposed Fare Policy Change to Allow for the Implementation of a Free Youth Transit Pass for 18 and Under

DIVISION: Service Delivery & Support

SUBMITTED BY: Lindsey Sehmel, Planning and Community Development

RELATED ACTION:

Resolution No. 2022-007, Authorizing Amendments to Pierce Transit's Code Chapter 3.72 FARES to Implement the Free Youth Transit Pass for all Ages 18 and Under Across all Transportation Modes Offered by Pierce Transit, Effective September 1, 2022, and Acknowledging Final Acceptance of the Related Title VI Fares Equity Analysis.

ATTACHMENTS: Exhibit A, Additional Public Comments      RELATION TO STRATEGIC PLAN: N/A

BUDGET INFORMATION: N/A

BACKGROUND:

On July 11, 2022, Pierce Transit held a public hearing and allowed public comment according to its public hearing policy related to its **Policy for Fare Free for Youth 18 and Younger**. After the hearing, it came to staff's attention that some members of the public provided public comment to an agency email address other than the one listed on the notice of public hearing. Because these public comments were sent to a different email address, they were inadvertently not included during the discussion last month or incorporated into the record for the July 11, 2022, Board of Commissioners meeting.

STAFF RECOMMENDATION:

Staff recommends the board consider the additional public comment, reaffirm their vote, and supplement the record with the additional public comments and acknowledging its position on this matter.

ALTERNATIVES:

N/A

PROPOSED MOTION:

Move to: Acknowledge receipt of the public hearing comments attached in Exhibit A and to further acknowledge that with this additional information the Board of Commissioners of Pierce Transit reaffirms its position of approval of Resolution No. 2022-007, as adopted on July 11, 2022.

## Customer Service Event Detail

Type	Date/Time	Created By	Created On	Modified By
FARES	7/7/2022 10:05:00 AM	Randee Strange	07th Jul, 2022	Randee Strange

### Modified On

07th Jul, 2022

### Stated By Customer

I do not want to have to pay for people under the age of 18, to ride public transportation. I am a senior citizen living on \$749 S.S and our second income is my husbands \$1608 S.S. We are stretched passed our financial limits. NO TO FREE PUBLIC TRANSPORTATION.

**Customer requests a response, to see the customer contact information, you need to log into Trackit Manager**

Operator	Assign to	Status
--Unknown Operator	Lindsey Sehmel (3584)	Review Requested

[Click here to add comment...](#)

### Comments

- Randee Strange (3042) Thu 07th Jul, 2022 10:9am

**From New to Review Requested**
- Randee Strange (3042) Thu 07th Jul, 2022 10:5am

**From Randee Strange (3042) to Lindsey Sehmel (3584)**
- Randee Strange (3042) Thu 07th Jul, 2022 10:5am

**created incident**

## Customer Service Event Detail

Type	Date/Time	Created By	Created On	Modified By
FARES	7/7/2022 10:16:00 AM	Randee Strange	07th Jul, 2022	Randee Strange

### Modified On

07th Jul, 2022

### Stated By Customer

Thank you for holding a Public Hearing on Free Youth Transit Pass. I will not be able to attend but wanted to provide a comment for the Pierce County Transit Board of Commissioners to review. My name is Kristine Coman. I have a Masters in Community Planning and have been working with low income neighborhoods for 5 years, particularly in the Hilltop and Eastside neighborhoods. Youth in these neighborhoods are in need of transportation to school, extracurricular activities, health care needs, social needs, to visit Metro Parks and facilities, and to go just about anywhere. Most of the time, their parents either use public transit or only have one vehicle that is in use to take a parent to work. For parents that use public transit, free bus rides for their youth will allow them to use those funds for food or other necessities. Youth cannot sit at home. This leads to social emotional problems that will cost WA state in the future. Transportation for the East side is paramount as this neighborhood is cut off from most of Tacoma's resources and parks. Youth need transit to participate in summer programs, going to the library or a park, or to go to a health care appointment. A lot of times, youth have no support from their household and are trying to get to places on their own. Please, please consider free bus passes/service for our youth. I assure you this will pay off in the future when our youth have more options for their future now. Thank you for your time and consideration.

**Customer requests a response, to see the customer contact information, you need to log into Trackit Manager**

Operator	Assign to	Status
--Unknown Operator	Lindsey Sehmel (3584)	Review Requested

[Click here to add comment...](#)

### Comments

- Randee Strange (3042) Thu 07th Jul, 2022 10:21am

**From New to Review Requested**
- Randee Strange (3042) Thu 07th Jul, 2022 10:21am

**created incident**

## Customer Service Event Detail

Type	Date/Time	Created By	Created On	Modified By
FARES	7/7/2022 10:22:00 AM	Randee Strange	07th Jul, 2022	Randee Strange

**Modified On**

07th Jul, 2022

**Stated By Customer**

As long as the transit system can afford it and I think it's a good idea. The only thing I would say is I would extend it through age 20 or 21. I have my 14 year old riding the bus round trip to swim practice. So far it's been a good experience and I also would like to know that I appreciate having the extra security around the bus station so that he feels safe or rather so that I feel that he is safe. Thank you.

**Customer requests a response, to see the customer contact information, you need to log into Trackit Manager**

Operator	Assign to	Status
--Unknown Operator	Lindsey Sehmel (3584)	Review Requested

[Click here to add comment...](#)

**Comments**

- Randee Strange (3042) Thu 07th Jul, 2022 10:23am

**From New to Review Requested**
- Randee Strange (3042) Thu 07th Jul, 2022 10:23am

**created incident**
- Randee Strange (3042) Thu 07th Jul, 2022 10:23am

**changed assigned to**

**From Randee Strange (3042) to Lindsey Sehmel (3584)**

## Customer Service Event Detail

Type	Date/Time	Created By	Created On	Modified By
FARES	7/7/2022 10:31:00 AM	Randee Strange	07th Jul, 2022	Randee Strange
<b>Modified On</b>				
07th Jul, 2022				

### Stated By Customer

My thoughts on the Youth Pass: 1) The youth pass will lead to increased crime on public transportation. Punks running around the streets will now be punks riding around victimizing and harassing legitimate passengers. Any fool with common sense can see this. 2) 18 is not a minor, it's an adult who should have a full-time job, and/or a full time class-load at a college or tech school. They should be able to pay for their own transportation. I did. 3) If bus fare is too expensive, why don't you just "cut costs' like top Democrat Joe Biden says? 4) Transportation is not free. Transportation is very valuable and is an important consideration of how every productive American lives their life. Children need to learn this lesson, not avoid it. 5) Subsidizing transportation only devalues it, just like subsidizing anything else devalues it in the minds of the beneficiaries of every type of welfare. I'm sure this is falling on deaf ears, but this foolish legislation will only add to the mounting problems that face Pierce County. It's a political giveaway gimmick that will only serve to increase the dependency on government, which is exactly the point, assuming you're honest enough to say it out loud. Trash this program and every other one like it. In fact, trash the buses and trains. Lower taxes on the savings, and let Pierce county residents choose how to spend their own money on their own choice of transportation. If buses and trains were a good idea, there would be a private market for them. There isn't. That should tell you all you need to know about their efficacy. We don't live in a factory based economy anymore. Everyone is going to a different place. That's why Uber and Lyft are so successful. Why not come up with something that reflects the world as it is, rather than trying to force everyone into an archaic Utopian vision? The answer is that the people who are bright enough to solve these "problems" are busy doing productive things, and are not government "workers". So here we are, at the mercy of people who can't cut it in the real world. How did we get here?

**Customer requests a response, to see the customer contact information, you need to log into Trackit Manager**

<b>Operator</b>	<b>Assign to</b>	<b>Status</b>
--Unknown Operator--	Lindsey Sehmel (3584)	Review Requested

[Click here to add comment...](#)

### Comments

Randee Strange (3042) Thu 07th Jul, 2022 10:41am

**From New to Review Requested**

Randee Strange (3042) Thu 07th Jul, 2022 10:41am **saved it**

## Customer Service Event Detail

Type	Date/Time	Created By	Created On	Modified By
FARES	7/7/2022 1:54:00 PM	Randee Strange	07th Jul, 2022	Randee Strange
<b>Modified On</b>				
07th Jul, 2022				

### Stated By Customer

This free pass would have to come with logical restrictions (e.g., free pass to libraries or Youth clubs only.) Otherwise? You are just creating a daily misery for many PAYING commuters. Nobody who takes transit to and from work wants to babysit. Without any parental supervision, youth are more likely to get in trouble. Teens tend not to destroy their own neighborhood but give a group of rogue youth access to neighborhoods where they have no business loitering ... and watch the crime escalate! With free mobility, and no adult supervision, youth are going to find more ways to make trouble for more communities.

**Customer requests a response, to see the customer contact information, you need to log into Trackit Manager**

Operator	Assign to	Status
--Unknown Operator--	Lindsey Sehmel (3584)	Review Requested

[Click here to add comment...](#)

### Comments

Randee Strange (3042) Thu 07th Jul, 2022 1:59pm

**From New to Review Requested**

Randee Strange (3042) Thu 07th Jul, 2022 1:59pm

● changed assigned to

**From Randee Strange (3042) to Lindsey Sehmel (3584)**

Randee Strange (3042) Thu 07th Jul, 2022 1:59pm

● created incident

## Customer Service Event Detail

Type	Date/Time	Created By	Created On	Modified By
FARES	7/8/2022 9:46:00 AM	Randee Strange	08th Jul, 2022	Randee Strange
<b>Modified On</b>				
08th Jul, 2022				

### Stated By Customer

When I was a youth in San Francisco transit fees for bus, trolley, etc was a nickel. Free is much better. When I was a student at Bethel High School I had no familiarity with Tacoma. Life in the 22nd century calls for more mobility! Whether modern youth want to use transit to get to school, to a museum, their place of employment, a concert or even just to go shopping we should encourage them. Free fares represent Freedom! I applaud the state legislature in making such free fares a condition of the transit grants for which Pierce County must needs apply. Pass this measure posthaste!

**Customer requests a response, to see the customer contact information, you need to log into Trackit Manager**

Operator	Assign to	Status
--Unknown Operator--	Lindsey Sehmel (3584)	Review Requested

[Click here to add comment...](#)

### Comments

- Randee Strange (3042) Fri 08th Jul, 2022 9:47am

**From New to Review Requested**
- Randee Strange (3042) Fri 08th Jul, 2022 9:47am

**changed assigned to**

**From Randee Strange (3042) to Lindsey Sehmel (3584)**
- Randee Strange (3042) Fri 08th Jul, 2022 9:47am

**created incident**

## Customer Service Event Detail

Type	Date/Time	Created By	Created On	Modified By
FARES	7/11/2022 10:05:00 AM	Randee Strange	11th Jul, 2022	Randee Strange
<b>Modified On</b>				
11th Jul, 2022				

### Stated By Customer

Hello, I think it's a great legislation however due to Washington being one of the highest in human trafficking and runaways, we should make it mandatory that the youth are accompanied by an adult.

**Customer requests a response, to see the customer contact information, you need to log into Trackit Manager**

Operator	Assign to	Status
--Unknown Operator--	Lindsey Sehmel (3584)	Review Requested

[Click here to add comment...](#)

### Comments

Randee Strange (3042) Mon 11th Jul, 2022 10:6am

**From New to Review Requested**

Randee Strange (3042) Mon 11th Jul, 2022 10:5am

● changed assigned to

**From Randee Strange (3042) to Lindsey Sehmel (3584)**

Randee Strange (3042) Mon 11th Jul, 2022 10:5am

● created incident

## Customer Service Event Detail

Type	Date/Time	Created By	Created On	Modified By
FARES	7/8/2022 11:14:00 AM	Randee Strange	08th Jul, 2022	Randee Strange

### Modified On

08th Jul, 2022

### Stated By Customer

As Superintendent of the Bethel School District, I am in favor of providing free youth transit passes as part of the Move Ahead Washington transportation Package. This change would help many of our students access part-time jobs, events, and neighboring communities even though there is only three miles of bus service in this 202 square mile school district. The free pass would provide greater opportunities for many youth, especially of low income families. In regard to the unincorporated Bethel community, however, restoration of bus service to the level available prior to 2008's cuts is a priority to help contend with the growth and congestion that we currently face and will see accelerate as a result of recent county changes to housing density in this area.

**Customer requests a response, to see the customer contact information, you need to log into Trackit Manager**

Operator	Assign to	Status
--Unknown Operator--	Lindsey Sehmel (3584)	Review Requested

[Click here to add comment...](#)

### Comments

- Randee Strange (3042) Fri 08th Jul, 2022 11:15am

**From New to Review Requested**
- Randee Strange (3042) Fri 08th Jul, 2022 11:14am

**changed assigned to**

**From Randee Strange (3042) to Lindsey Sehmel (3584)**
- Randee Strange (3042) Fri 08th Jul, 2022 11:14am

**created incident**



# Action Agenda



# Public Transit Agency Safety Plan 2022-2023

Reginald C. Reese  
Chief Safety Officer

## Commissioners, concerning the **Pierce Transit Public Transit Agency Safety Plan....**

(It is our understanding that Board members have been provided the document in its entirety.)

- Today, we will summarize our Public Transit Agency Safety Plan content and invite you to ask questions.
- In this short presentation, we will identify components of the Plan we live by every day in the performance of our duties as Pierce Transit employees.
- In order to explain our PTASP, we will discuss the four “pillars” of ***Safety Management Systems*** (SMS)...the framework element of the Agency’s responsibility to:
  - ✓ establish safety policies
  - ✓ identify hazards and control risks
  - ✓ set and achieve goals by planning, prioritizing resources and measuring performance.
- The Agency’s SMS is a valuable 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.*



**PUBLIC TRANSPORTATION AGENCY  
SAFETY PLAN FOR PIERCE TRANSIT**



Pierce Transit  
3701 96th ST SW  
Lakewood, WA 98499  
Safety Hotline  
253-983-3330  
[safetyhotline@piercetransit.org](mailto:safetyhotline@piercetransit.org)

Revision 012122



*Figure 1 - Four Pillars of SMS*

(121 pages)



Figure 1 - Four Pillars of SMS

## Concept of SMS Operations:

The four components of Pierce Transit Safety Management System are:

1. **Safety Policy** — Establishes our commitment to continually improve safety; defines the methods, processes, and organizational structure needed to meet safety goals.
2. **Safety Risk Management (SRM)** — Determines the need for, and adequacy of new or revised risk controls based on the assessment of acceptable risk.
3. **Safety Assurance (SA)** — Evaluates the continued effectiveness of implemented risk control strategies; supports the identification of new hazards.
4. **Safety Promotion** — Includes training, communication and other actions necessary to create a positive safety culture at all levels within the Agency.





## PUBLIC TRANSPORTATION AGENCY SAFETY PLAN



### Table of Contents

1. TRANSIT AGENCY INFORMATION .....	3
2. PLAN DEVELOPMENT, APPROVAL, AND UPDATES .....	4
3. SAFETY PERFORMANCE TARGETS .....	5
4. SAFETY MANAGEMENT POLICY.....	6
5. SAFETY RISK MANAGEMENT.....	7



### 1. Transit Agency Information

The Agency Safety Plan specifies:

<input checked="" type="checkbox"/> Checklist Item	ASP Page Number	Comments
<input checked="" type="checkbox"/> Name(s) and address(es) of the transit agency(ies) that the Agency Safety Plan applies to.		
<input checked="" type="checkbox"/> Mode(s) of transit service covered by the Agency Safety Plan.		
<input checked="" type="checkbox"/> Mode(s) of service provided by the transit agency (directly operated or contracted service).		
<input checked="" type="checkbox"/> FTA funding types. (e.g., 5307, 5337, 5339)		
<input checked="" type="checkbox"/> Transit service provided by the transit agency on behalf of another transit agency or entity, including a description of the arrangement(s).		
<input checked="" type="checkbox"/> An Accountable Executive who meets requirements in § 673.5 and § 673.23(d)(1).		
<input checked="" type="checkbox"/> A Chief Safety Officer or SMS Executive who meets requirements in § 673.5 and § 673.23(d)(2).		

Although not **required** to do so, every year Pierce Transit submits it's revised ASP to the FTA Technical Advisory Committee for review and feedback before submitting it to the CEO and the Board.



Agency Name	Plan Version	Review Version	Submitted to FTA
Pierce Transit	2022-2023	1	4/26/2022

Agency type:  
 Transit agency  State DOT  Other

Document type:  
 Full ASP  Partial ASP  Other

## Review of Draft Public Transportation Agency Safety Plan — Bus Transit

### Notes

This document pertains to the voluntary participation of a public transportation agency or State DOT in the review of its draft Agency Safety Plan (ASP) (or related document) and is provided for technical assistance purposes only.

FTA based this review of the voluntarily-submitted draft ASP or other document listed above, on the guidance contained in the [Public Transportation Agency Safety Plan Checklist](#) and the [Public Transportation Agency Safety Plan Template](#) for Bus Transit and on the requirements in 49 C.F.R. Part 673 (Part 673). The completed checklist contained on the following pages is intended to be used strictly by the participating agency as a tool for further development of an ASP that meets these requirements. Neither the "completed" checklist items (i.e., items marked with an "X") nor any comments provided by the reviewer(s) constitute a "verification" or "certification" of "compliance" with Part 673.

This checklist has been modified to facilitate the review of the submitted draft ASP. The original template is available at <https://www.transit.dot.gov/regulations-and-guidance/safety/public-transportation-agency-safety-program/guidance-and-templates>.

The full text of Part 673 is available at <http://www.transit.dot.gov/PTASP>.<sup>1</sup>

<sup>1</sup> Version 1, 10/1/19

The guidance in this document is not legally binding in its own right and will not be relied upon by the Federal Transit Administration as a separate basis for affirmative enforcement action or other administrative penalty. Compliance with the guidance in this document (as distinct from existing statutes and regulations) is voluntary only, and noncompliance will not affect rights and obligations under existing statutes and regulations.



## Revision Summary

Version Number	Date	Approved By -	Version Number	Date	Approved By -
090117	09/01/2017	Sue Dreier	032621 (Rev. 3)	03/26/2021	Sue Dreier
072319 (Rev. 1)	07/23/2019	Sue Dreier		06/23/2022	Pierce Transit Safety Committee
	09/09/2019	The Pierce Transit Board		06/28/2021	Puget Sound Regional Council
102519	10/25/2019	Safety Department	012122 (Rev. 4)	7/25/2022	Mike Griffus, CEO
				08/8/2022	The Pierce Transit Board
112519	11/25/2019	Safety Department			
062620 (Rev. 2)	06/26/2020	Sue Dreier			
	09/14/2020	The Pierce Transit Board			

In accordance with the new **Bipartisan Infrastructure Law**, this year we extensively trained our **Safety Committee** on the PTASP, and they approved it before being submitted to the Board of Commissioners



## PTASP Highlights.....

### Appendix O - Safety Goals, Objectives, and Performance Targets

1. Reduce the number of transit-related fatalities
2. Reduce the frequency of preventable vehicle-related collisions and those events which are related to operation of Agency vehicles
3. Response to reports of safety-related equipment/facility concerns, repair requests
4. Reduce the number of employee service-related injuries
5. Reduce employee time lost due to work-related injuries and illnesses
6. Reduce the severity of preventable vehicle-related collisions and events related to driver distraction
7. Increase quality of operators performing vehicle sweeps at the beginning, middle and end of route in collaboration with TSA
8. Reduce the frequency and severity of preventable transit- passenger related injuries
9. Increase attendance at regular transit safety meetings
10. Increase the reporting of near misses and incidents that would otherwise go unreported
11. Increase employee safety training opportunities and attendance
12. Distribute relevant defensive driving reminders to operators in real time (on the job).
13. Reduce the number of safety-related vehicle road failures
14. Increase quality of operators performing vehicle sweeps at the beginning, middle and end of route in collaboration with TSA
15. Prioritize preventative safety-related maintenance or inspections
16. Response to safety-related findings during Safety Inspections.
17. NTD Related Goals to PSRC annually



Starting on Page 91, you will find listed the “revision tracking details” to this document since the last ASP (submitted to the Board in 2021). Many of these revision items are cosmetic. However, there are additions, subtractions and expansions to language as we bring on (or alter) processes, systems, equipment and safety programs.

Revision Number	Date	Section	Update By	Approved By
012122	01/21/2022	Multiple – See below.	Reggie Reese Jason Hovde Amy Maxwell Brentt Mackie Rodney Chandler Fran Draxton	Mike Griffus
Cover – Adjusted year, cover photo and revision number.				
Revision Summary – Added version information and adjusted CEO to Mike Griffus.				
1 – Acronym Glossary and Definitions – Added My-EOP and SSI information.				
Multiple sections –				
* Adjusted grammar and language for clarification.				
* Adjusted all references to Trackit to be uniform and consistent.				
* Changed all references to Public Safety Department to Department of Public Safety.				
* Adjusted all references to Safety Manager to Chief Safety Officer				
2.1 – Added bullet - Ensure the Agency has established Emergency Plans and a focus on exercising these plans once established, in addition establish relationships with other county agencies to collaborate and participate in county wide exercises; Also, adjusted CEO to be Mike Griffus.				
2.3.2 – Updated image.				
2.5 – Updated Figure 2.				
2.5.5 – Changed position title to Administrator. Also, adjusted bullets to reflect the current responsibilities of this role more accurately.				
2.5.6 – Added My-EOP App to the bulleted list.				
2.5.8 – Safety Responsibility Matrix has been adjusted to reflect current responsibilities.				
2.6 – Multiple adjustments as follows:				
1) Adjusted responsibility for developing plans and procedures to be the Safety Department instead of Service Delivery and Support.				
2) Section 1 –				

\* Adjusted title to Administrator instead of Coordinator and “under the direction of” to CSO instead of SDS.

\* Adjusted information in this section to more accurately reflect the current activities of (and documents maintained by) the Emergency Management Administrator.

\* Added the following verbiage –  
The Emergency Management Administrator works collaboratively with the Public Safety Department to work on public safety and security emergency response. This collaboration 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

The Agency’s security plan is covered under the SSEPP (System Security Emergency Preparedness Plan) this plan is continuously updated through each year and annually.

3) Section 2 – Removed bullets listed and other items listed above that shift Public Safety Department to the Emergency Management Administrator.

2.7 – Changed Emergency Fueling Plan to the official document name Emergency Refueling Plan.

2.8 – Replaced the word Audit with Review.

3.1 – Removed date for RAIA update and added the Risk Department as and request the RAIA.

3.1.3 – Added Create and submit an Incident Report as a method for reporting concerns. Also added Safety Hotline phone number, email address and the QR code.

3.1.5 – Added the following verbiage for clarification - The purpose of these identify hazardous behaviors, locations and system processes for quick resolution.

3.1.5.1 – Added Insurance to WSTIP’s full name.

3.1.5.1.1 – Added information on Mystery Shopper program –  
Our Service Delivery and Support Department has contracted with a vendor Customer’s Point of View to provide “mystery rider” services for our training project is intended to provide an assessment of the agency’s overall performance its stated customer service objectives: ensure safety, provide outstanding service, enable organizational development and exemplify financial stewardship retain the community’s trust. Collected information is used to assess organizational strengths and weaknesses and improve where necessary. The information is used to provide feedback to employees as to their performance in providing excellent customer service and performing safely.

3.1.5.2 – Multiple adjustments as follows:  
\* Added instructors in as another source to provide observations.  
\* Added the following verbiage - Training Department Instructors complete several “onboard” Operator Performance Evaluations (PE) per month.  
\* Removed verbiage that does not accurately reflect our current operations.  
\* Adjusted verbiage of number of observations for operators to be Generally, senior operators are required to receive one annual OB and one PE. New hire operators will receive more than one PE and OB during their first year.  
\* Removed bullet regarding operators with less than 1 year of experience as that is addressed in the new information added above.  
\* Added a bullet – Special evaluations due to reported trends or concerns.

3.1.5.3 - Replaced figure 5 with current incident flow chart.

3.1.8 – Multiple adjustments as follows:  
\* Adjusted the term description for “Event” to be any occurrence, incident, safety event, or situation where reporting is appropriate or required regardless of whether contact was made, a collision occurred, or whether it results in property damage, bodily injury, a claim of property damage and/or bodily injury, or a statement of injury.  
\* Removed event type list.

4.2 – Added All-Hazard incidents to the list of review issues.

5.1.1 – Adjusted to reflect current section number (2.5.8 instead of 1.5.7)

5.1.4 – Removed RePortal as an option from the list of recordkeeping and training documentation locations.

5.2.1 – Added guest speakers to the list of topics presented at the safety meetings. Also, removed information on the Maintenance Department installing Safestart in 2021.

5.2.2 – Added the following verbiage - In addition, the Safety Committee is responsible for the administration of the Agency’s Million Mile Club.

The Safety Committee meets monthly. Committee members form a working group committed to safety and are actively involved in improving our safety culture. Committee members may be expected to present at Quarterly Safety Meetings or other safety-related functions.

5.2.4 – Added the following verbiage – via the PULSE page and posted on the Safety Bulletin Board in the Ops Lobby.

5.2.6 – Added bullet for “Safety Starts with Me” Program.

8-Appendix C – Replaced with new photo listing Rafah Haidar as COO.

9-Appendix D – Replaced logo.

14-Appendix I – Replaced with new brochure.

17-Appendix L – Replaced with updated list of safety classes as of 3/14/2022.

19-Appendix N – Added revision details.

20-Appendix O – Updated information on goals and targets with 2022 figures.

21-Appendix P – Updated with new CAPP policy and form.



# PTASP Highlights.....

## 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, 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 and maintenance employees.

PierceTransit PUBLIC TRANSPORTATION AGENCY SAFETY PLAN REV. 012122

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



CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

PIERCE TRANSIT  
3701 96<sup>th</sup> St SW  
Lakewood, WA 98499  
PierceTransit.org

VERSION 1.1  
MARCH 2021

VERSION	APPROVED BY	REVISION DATE	DESCRIPTION OF CHANGE	AUTHOR
1.0	Mike Coffey, Exec. Dir. Service & Delivery & Chief Safety Officer	Feb 2020	Created	Reggie Brown Kevin Wacker
1.1	Mike Coffey, CEO & Chief Safety Officer	Mar 9, 2021	Updated	Doree Williams Mike Stearns



# PTASP Highlights.....

## Documents in Appendix

**APPENDIX A** – Job Hazard Analysis Example

**APPENDIX B** – Guest Rider Form

**APPENDIX C** – DriveCam Sample Distinguished Driving Award

**APPENDIX D** – DriveCam Safety Program

**APPENDIX E** – Department Inspection Sheets

**APPENDIX F** – Sample Quarterly Safety Inspection Report from Trackit

**APPENDIX G** – Fire Extinguisher Inspection Sheet

**APPENDIX H** – Contractor Safety Checklist

**APPENDIX I** – Safety Guidelines for Visitors & Contractors

**APPENDIX J** – Sample Corrective Actions Tracking Log

**APPENDIX K** – Lean Problem Solving & Change Management

**APPENDIX L** – Safety E-Learning Courses

**APPENDIX M** – Administering the Agency Safety Committee

**APPENDIX N** – Revision Record

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

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

**APPENDIX Q** – Zonar Information



# PTASP Highlights.....

## Emergency Plans

The position of Emergency Management Administrator works with internal/external partners to maintain the following:

**Emergency Communications Plan**

**Inclement Weather Response Plan** (Every year during snow & ice, EOC functions during all operating hours)

**Emergency CNG Refueling Plan**

**Pandemic Response Plan** (throughout pandemic: leadership, resources, information)

**COVID-19 Prevention Plan** (PT, and required of all businesses who do business on site with PT)

**Private Medication Center Plan** (vaccinated almost 300 PT employees and family members in March 2021 (COVID-19))

**Active Shooter Plan** (in development, facilities and buses)

**Emergency Evacuation Plan** (drills to resume)

**Continuity of Operations Plan** (COOP)

**All Hazards Emergency Plan**



The Safety Department respectfully asks that the Board of Commissioners approve the Pierce Transit Public Transit Agency Safety Plan. We thank the Board of Commissioners and welcome questions at this time....



**TITLE:** Housekeeping – Adopting the 2022-2023 Pierce Transit Public Transportation Agency Safety Plan

**DIVISION:** Service Delivery & Support

**RELATED ACTION:** N/A

**SUBMITTED BY:** Reggie Reese, Safety Manager

**ATTACHMENTS:** Proposed Resolution  
 Exhibit A, Proposed PTASP  
 Exhibit B, Bipartisan Infrastructure Law  
 PTASP Requirements

**RELATION TO STRATEGIC PLAN:** Financial

**BUDGET INFORMATION:** N/A

**BACKGROUND:**

Effective July 19, 2019, and in accordance with the Federal Transportation Administration’s final rule 49 C.F.R. Part 673, which applies to recipients or sub-recipients of financial assistance under 49 U.S.C. § 5307 that operate a public transportation system, Pierce Transit is required to have a Public Transportation Agency Safety Plan (PTASP) that includes the processes and procedures necessary for implementing Safety Management Systems (SMS). Pierce Transit met this requirement and continues to be in compliance with this Rule.

The agency’s PTASP is reviewed and updated yearly to address trending safety occurrences, policy or process change, organizational structure changes, as well as new requirements from the FTA and other regulatory entities. In addition to the revision purposes stated above and detailed below, the 2022-2023 PTASP also includes requirements of the Bipartisan Infrastructure Law signed into law in November 2021 (see Exhibit B).

The FTA requires that the agency’s PTASP and future amendments be approved by the agency’s Safety Committee prior to approval by the Pierce Transit Board. Pierce Transit’s Safety Committee approved the proposed PTASP on June 23, 2022. Board approval is the final step required to complete the process.

The revised PTASP includes the following components below:

Revision Number	Date	Section	Update By	Approved By
012122	01/21/2022	Multiple – See below.	Various Staff	Mike Griffus
Cover – Adjusted year, cover photo and revision number.				
Revision Summary – Added version information and adjusted CEO to Mike Griffus.				
1 – Acronym Glossary and Definitions – Added My-EOP and SSI information.				
Multiple sections –				
* Adjusted grammar and language for clarification.				
* Adjusted all references to Trackit to be uniform and consistent.				
* Changed all references to Public Safety Department to Department of Public Safety.				
* Adjusted all references to Safety Manager to Chief Safety Officer				

<p>2.1 – Added bullet - Ensure the Agency has established Emergency Plans and a focus on exercising these plans once established, in addition establish relationships with other county agencies to collaborate and participate in county wide exercises; Also, adjusted CEO to be Mike Griffus.</p>
<p>2.3.2 – Updated image.</p>
<p>2.5 – Updated Figure 2.</p>
<p>2.5.5 – Changed position title to Administrator. Also, adjusted bullets to reflect the current responsibilities of this role more accurately.</p>
<p>2.5.6 – Added My-EOP App to the bulleted list.</p>
<p>2.5.8 – Safety Responsibility Matrix has been adjusted to reflect current responsibilities.</p>
<p>2.6 – Multiple adjustments as follows: 1) Adjusted responsibility for developing plans and procedures to be the Safety Department instead of Service Delivery and Support. 2) Section 1 – * Adjusted title to Administrator instead of Coordinator and “under the direction of” to CSO instead of SDS. * Adjusted information in this section to more accurately reflect the current activities of (and documents maintained by) the Emergency Management Administrator. * Added the following verbiage – The Emergency Management Administrator works collaboratively with the Public Safety Department to work on public safety and security emergency response. This collaboration is responsible for developing, implementing and updating public safety and security emergency response procedures, including but not limited to:</p> <ul style="list-style-type: none"> <li>• Early Warning System (EWS)</li> <li>• Bomb Threats</li> <li>• Active Shooter Training (posted in NEOGOV)</li> <li>• Workplace Violence</li> <li>• Physical Security</li> </ul> <p>The Agency’s security plan is covered under the SSEPP (System Security Emergency Preparedness Plan) this plan is continuously updated through each year and reviewed annually.</p> <p>3) Section 2 – Removed bullets listed and other items listed above that shifted from the Public Safety Department to the Emergency Management Administrator.</p>
<p>2.7 – Changed Emergency Fueling Plan to the official document name Emergency CNG Refueling Plan.</p>
<p>2.8 – Replaced the word Audit with Review.</p>
<p>3.1 – Removed date for RAIA update and added the Risk Department as another contact to request the RAIA.</p>
<p>3.1.3 – Added Create and submit an Incident Report as a method for reporting safety concerns. Also added Safety Hotline phone number, email address and the Safety Suggestion QR code.</p>
<p>3.1.5 – Added the following verbiage for clarification - The purpose of these programs is to identify hazardous behaviors, locations and system processes for quick resolution.</p>
<p>3.1.5.1 – Added Insurance to WSTIP’s full name.</p>
<p>3.1.5.1.1 – Added information on Mystery Shopper program – Our Service Delivery and Support Department has contracted with a vendor called A Customer’s Point of View to provide “mystery rider” services for our transit system. This project is intended to provide an assessment of the agency’s overall performance against its stated customer service objectives: ensure safety, provide outstanding customer service, enable organizational development and exemplify financial stewardship, and retain the community’s trust. Collected</p>

<p>information is used to assess organizational strengths and weaknesses and improve where necessary. The information is used to provide feedback to employees as to their performance in providing excellent customer service and performing safely.</p>
<p>3.1.5.2 – Multiple adjustments as follows:  <ul style="list-style-type: none"> <li>* Added instructors in as another source to provide observations.</li> <li>* Added the following verbiage - Training Department Instructors complete several “onboard” Operator Performance Evaluations (PE) per month.</li> <li>* Removed verbiage that does not accurately reflect our current operations.</li> <li>* Adjusted verbiage of number of observations for operators to be Generally, senior operators are required to receive one annual OB and one PE. New hire operators will receive more than one PE and OB during their first year.</li> <li>* Removed bullet regarding operators with less than 1 year of experience as that is addressed in the new information added above.</li> <li>* Added a bullet – Special evaluations due to reported trends or concerns.</li> </ul> </p>
<p>3.1.5.3 - Replaced figure 5 with current incident flow chart.</p>
<p>3.1.8 – Multiple adjustments as follows:  <ul style="list-style-type: none"> <li>* Adjusted the term description for “Event” to be any occurrence, incident, safety event, or situation where reporting is appropriate or required regardless of whether contact was made, a collision occurred, or whether it results in property damage, bodily injury, a claim of property damage and/or bodily injury, or a statement of injury.</li> <li>* Removed event type list.</li> </ul> </p>
<p>4.2 – Added All-Hazard incidents to the list of review issues.</p>
<p>5.1.1 – Adjusted to reflect current section number (2.5.8 instead of 1.5.7)</p>
<p>5.1.4 – Removed RePortal as an option from the list of recordkeeping and training documentation locations.</p>
<p>5.2.1 – Added guest speakers to the list of topics presented at the safety meetings. Also, removed information on the Maintenance Department installing Safestart in 2021.</p>
<p>5.2.2 – Added the following verbiage - In addition, the Safety Committee is responsible for the administration of the Agency’s Million Mile Club.</p> <p>The Safety Committee meets monthly. Committee members form a working group committed to safety and are actively involved in improving our safety culture. Committee members may be expected to present at Quarterly Safety Meetings or other safety-related functions.</p>
<p>5.2.4 – Added the following verbiage - , via the PULSE page and posted on the Safety Bulletin Board in the Ops Lobby.</p>
<p>5.2.6 – Added bullet for “Safety Starts with Me” Program.</p>
<p>8-Appendix C – Replaced with new photo listing Rafeh Haidar as COO.</p>
<p>9-Appendix D – Replaced logo.</p>
<p>14-Appendix I – Replaced with new brochure.</p>
<p>17-Appendix L – Replaced with updated list of safety classes as of 3/14/2022.</p>
<p>19-Appendix N – Added revision details.</p>
<p>20-Appendix O – Updated information on goals and targets with 2022 figures.</p>
<p>21-Appendix P – Updated with new CAPP policy and form.</p>

STAFF RECOMMENDATION:

Staff recommends approval of the 2022-2023 Pierce Transit Public Transportation Agency Safety Plan (PTASP) as presented in Exhibit A.

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. 2022-009, adopting the 2022-2023 Pierce Transit Public Transportation Agency Safety Plan as presented in Exhibit A.

**RESOLUTION NO. 2022-009**

1 A RESOLUTION of the Board of Commissioners of Pierce Transit Adopting the 2022-2023 Pierce Transit Public  
2 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 Federal Transportation  
6 Administration (FTA) grant funds to develop safety plans that include the processes and procedures necessary  
7 for implementing Safety Management 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, the agency's PTASP is reviewed and updated yearly to address trending safety concerns,  
12 policy or process change, organizational structure changes, as well as new requirements from the FTA and other  
13 regulatory agencies; and

14 WHEREAS, the agency's Safety Committee reviewed and approved the 2022-2023 PTASP Plan on June  
15 23, 2022, as required by the FTA; and

16 WHEREAS, the FTA requires that the PTASP and future amendments be approved by the Pierce Transit  
17 Board.

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

19 Section 1. The Board of Commissioners hereby adopts the 2022-2023 Pierce Transit Public  
20 Transportation Agency Safety Plan in substantially the same form as Exhibit A.

21 ADOPTED by the Board of Commissioners of Pierce Transit at their regular meeting thereof held on  
22 the 8th day of August 2022.

23 PIERCE TRANSIT

24 \_\_\_\_\_  
25 Marty Campbell, Chair  
26 Board of Commissioners

27 ATTEST/AUTHENTICATED  
28

29 \_\_\_\_\_  
30 Deanne Jacobson, CMC  
31 Clerk of the Board

# 2022-2023

## PUBLIC TRANSPORTATION AGENCY SAFETY PLAN FOR PIERCE TRANSIT



### Pierce Transit

3701 96<sup>th</sup> ST SW  
Lakewood, WA 98499  
Safety Hotline  
253-983-3330  
[safetyhotline@piercetransit.org](mailto:safetyhotline@piercetransit.org)

Revision 012122

### Revision Summary

Version Number	Date	Approved By -	Version Number	Date	Approved By -
090117	09/01/2017	Sue Dreier	032621 (Rev. 3)		
072319 (Rev. 1)	07/23/2019	Sue Dreier		03/26/2021	Sue Dreier
	09/09/2019	The Pierce Transit Board		04/12/2021	Puget Sound Regional Council
102519	10/25/2019	Safety Department	012122 (Rev. 4)	6/28/2022	Puget Sound Regional Council
112519	11/25/2019	Safety Department		08/10/2021	The Pierce Transit Board
				06/23/2022	Safety Committee
062620 (Rev. 2)	06/26/2020	Sue Dreier		7/25/2022	Mike Griffus
	09/14/2020	The Pierce Transit Board			The Pierce Transit Board

  
 \_\_\_\_\_  
 Mike Griffus, Chief Executive Officer

7/25/2022  
 \_\_\_\_\_  
 Date

*“This page is intentionally left blank.”*

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## 1 Acronym Glossary and Definitions

<b>Acronym</b>	<b>Definition</b>
APP	Accident Prevention Plan
BBP	Bloodborne Pathogen
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
IWRP	Inclement Weather Response Plan
JBSC	Joint Bus Safety Committee
JHA	Job Hazard Analysis
KPIs	Key Performance Indicators
LMS	Learning Management System
My-EOP	Pierce Transit's app for Emergency Operation Procedures
NIMS	National Incident 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
SD	Safety Department
SDS	Service Delivery and Support
SMS	Safety Management System
SOP	Standard Operating Procedure
SRM	Safety Risk Management
SSEPP	System Security & Emergency Preparedness Plan
SSI	Sensitive Security Information
ST	Sound Transit
TSA	Transportation Security Administration
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

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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.

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## 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. We also provide SHUTTLE services through contracted service with First Transit. 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:

<b>Policy Statement</b>	<p>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.</p> <p>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.</p>
<b>Safety Objectives</b>	<p>Specifies measurable and attainable safety objectives to reach the Agency’s annual and overall safety goals.</p>
<b>Safety Performance Targets</b>	<p>Establishes a list of quantifiable levels of safety performance that the Agency has established as a base for safety performance measurability.</p>
<b>Safety Accountabilities and Responsibilities</b>	<p>Clearly defines roles and responsibilities for safety management that provides for ownership at every level including assurance of safety.</p>
<b>Employee Safety Reporting Program</b>	<p>Formalizes a reporting structure that empowers and encourages employees to report safety conditions to all management personnel void of any repercussions.</p>
<b>SMS Review and Recordkeeping</b>	<p>Outlines an annual process to review and update the plan including a timeline for implementation of the process.</p>
<b>Safety Risk Management Approach</b>	<p>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.</p>
<b>Safety Assurance</b>	<p>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.</p>
<b>Safety Training and Communication</b>	<p>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.</p>



## 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 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, direction to the Safety Department and collaborates with all Agency departments 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** the Agency has established Emergency Plans and a focus on exercising these plans once established, in addition establish relationships with other county agencies to collaborate and participate in county wide exercises;
  - **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.

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Mike Griffus, Chief Executive Officer

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Date

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## 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 operations 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.



**2.3.3 GOAL 3: SMS to Enhance System/Equipment Reliability**

Provide safe and reliable transit operations by assuring that all vehicles, equipment and facilities are regularly inspected, maintained and serviced as needed.

**2.3.4 GOAL 4: Annual Safety Goals and Objectives**

Each year all Agency departments will be required to establish safety goals and objectives that include benchmarks and KPIs.

**2.4 Concept of SMS Operations:**

The four components of the Pierce Transit Safety Management System are:

- **Safety Policy** – Establishes our commitment to continually improve safety; defines the methods, processes, and organizational structure needed to meet safety goals.
- **Safety Risk Management (SRM)** – Determines the need for, and adequacy of, new or revised risk controls based on the assessment of acceptable risk.
- **Safety Assurance (SA)** – Evaluates the continued effectiveness of implemented risk control strategies; supports the identification of new hazards.
- **Safety Promotion** – Includes training, communication and other actions necessary to create a positive safety culture at all levels within the Agency.

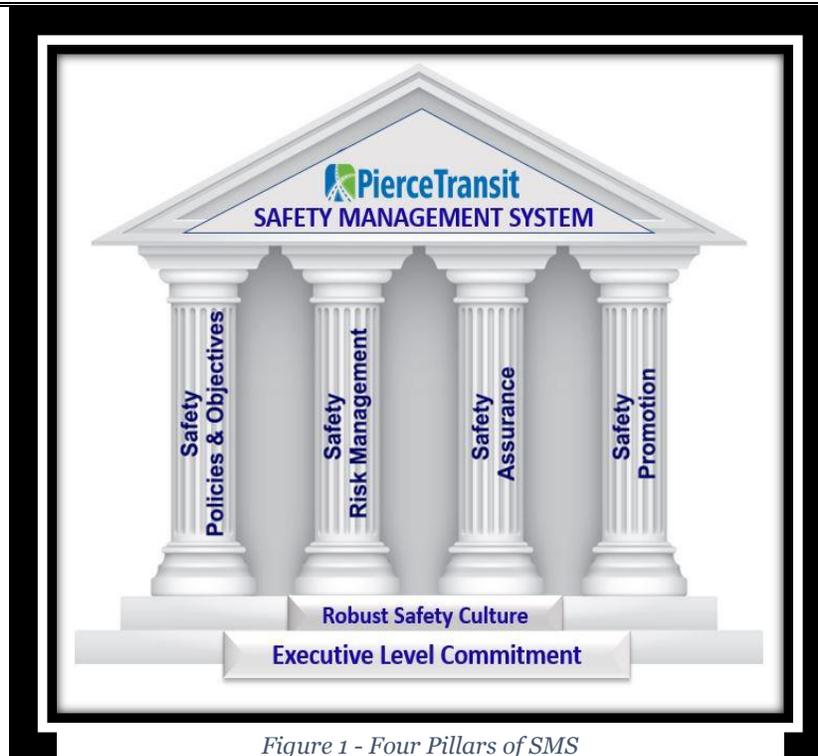


Figure 1 - Four Pillars of SMS

## 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.

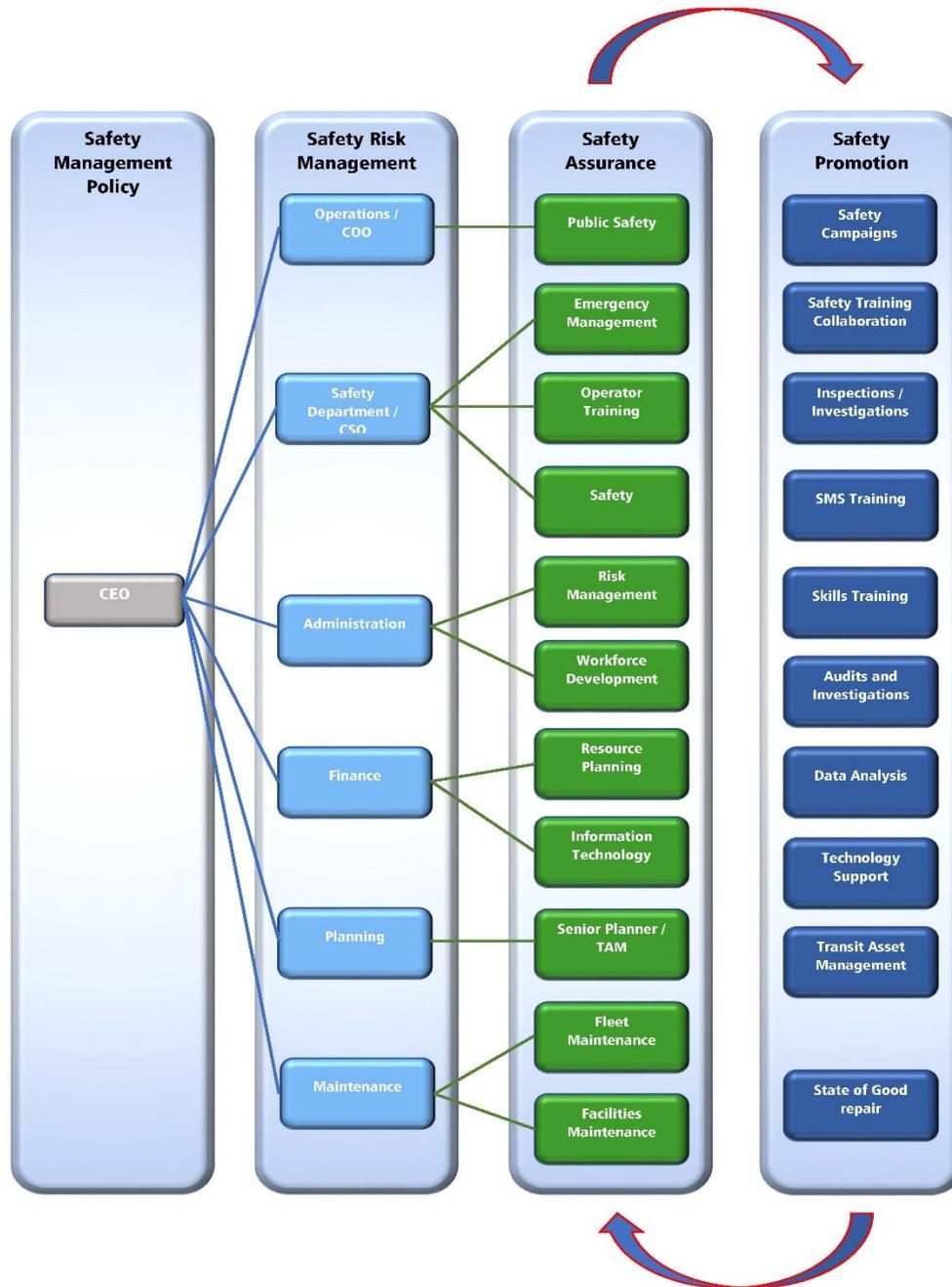


Figure 2 - Pierce Transit SMS Organization Chart

### 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 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, direction to the Safety Department and collaborates with all Agency departments for managing day-to-day implementation and operation of the Agency's SMS.

### **2.5.3 Duties of the Chief Safety Officer**

The safety of operations rests with the relevant agency managers. The Chief Safety Officer's role is to assist those managers with safe operations. The duties of the Chief Safety Officer 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)).
- Collaborating with all departments on policies, plans, standards and programs related to bus operator and system 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 Agency-wide initiatives.
- Providing support, direction and/or advice on programs with region-wide significance, such as best practices and transit center safety 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.
- Supporting and 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.
- Developing a coherent system safety management program that will ensure the Agency meets environmental, safety and health requirements.
- Tailoring safety management plans for conduct of operations based upon risk.
- Allocating safety resources based on work, associated hazards and importance of facilities/activities.
- Providing training and education programs that maintain competency in safety-critical areas.
- Measuring and reporting 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 Pierce Transit SMS Organization Chart (Figure 2) 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 Department staff;
  - Ensure due processes and procedures are in place for safe operations;
  - Make sufficient resources available to support the SMS plan;
  - Continually monitor all Agency areas, as outlined in the SMS plan.

#### **2.5.5 Safety Responsibilities of Emergency Management Administrator**

The Emergency Management Administrator 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 Administrator:

- Develops and maintains the implementation of the Agency’s emergency response plans ensuring the plans integrate the Agency’s strategic goals with emergency preparedness measures.
- 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).
- Functions as the liaison to Pierce County for the Department of Homeland Security Region 5 activities to include completing the Agency’s annex to the Region 5 Hazard Mitigation Plan.
- 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 Operation Center (EOC) work groups that are 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 work group 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 and ensuring that it is operationally ready for activation.
- Collaborates with all departments and obtain their feedback when revising plans or creating new Agency plans.
- 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 operations, providing information, instruction and training to ensure Pierce Transit effectively develops and implements its safety policies.

Supervisors are accountable to ensure that employees have been familiarized and comply with safety processes/procedures and reporting referenced 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-critical task is completed.

Duties and responsibilities of key 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;
- Job descriptions;
- My-EOP App

### 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 operating condition;
- Ensure every task/job performed is completed safely and free from recognized hazards;
- Identify, assess, control and report hazards;
- Cooperate with Safety Department staff and Safety Committee members;
- Safeguard and identify hazards that could effect co-workers;
- Follow established procedures and policies;
- Identify and report 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 and situations 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	Service Delivery	Human Resources	Fleet Maintenance	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 SMS Plan	S	S	S	S	P	S	S	S	S	S	S	R
4. Identifiable and Attainable Objectives	S	S	S	S	P	S	S	S	S	S	S	S
5. System Description/Organizational Structure	S				P	S				R		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	Service Delivery	Human Resources	Fleet Maintenance	Executive
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
8. Accident/Incident Reporting and Investigation	S	S			R / S	R / S	P	S	P	S	S	S
9. Facilities Inspections (Includes Systems Equipment and Rolling Stock) – See APP	P	P	P	P	R	P	P	P	P	P	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	P				R	P		P	P	P	P	
13. Emergency Planning and Response	S	S	S	S	P	S	P	S	S	S	S	R
14. System Modification Review/Approval Process	P	P	P	P	P	R / S	P	P	P	P	P	P
15. Safety Data Acquisition/Analysis	P	P	S	P	P	P	P	P	P	P	P	R / S
16. Interdepartmental/ Interagency Coordination	P	P	P	P	P	P	P	P	P	P	P	P
Key Code: P=Primary Responsibility S=Support Responsibility R=Review Responsibility												

	Facilities Maintenance	Finance / PMO	IT	Planning/Dev	Safety	Risk Mgt.	Public Safety	Training	Service Delivery	Human Resources	Fleet Maintenance	Executive
17. Configuration Management	P	P	P	P	P	R / S	P	P	P	P	P	P
18. Employee Safety Programs – See APP	P	P	P	P	P	P	P	P	P	P	P	P
19. Hazardous Materials Programs – See APP	P	S	S	S	R / S	S	S	S	S	S	P	S
20. Drug and Alcohol Abuse Programs	R / S	R / S	R / S	R / S	R / S	P	R / S	R / S	R / S	R / S	R / S	P
21. Contractor Safety Coordination	P	P	P	P	P	P	P	P	P	P	P	P
22. Procurement	P	P	P	P	P	P	P	P	P	P	P	P
23. Alternative Fuels and Safety	P	S	S	S	R / S	R / S	S	R / S	R / S	S	P	R / S
24. Operating Environment and Passenger Facility Management	P	P	R / S	S	P	P	R	P	P	S	S	S
25. Security	R / S	R / S	P	S	P	R / S	P	R / S	R / S	R / S	R / S	R / S
26. Internal Safety Audit Process	P	P	P	P	P	P	P	P	P	P	P	S
Key Code: P=Primary Responsibility S=Support Responsibility R=Review Responsibility												

## 2.6 Public Safety and Emergency Management Interaction

The Safety Department (SD) is responsible for developing plans and procedures to contend with emergencies and making contingency plans to return to normal operations. Each department within the Agency takes part in and collaborates with the SD in the emergency planning for the Agency.

### 1. **Emergency Management Administrator (under the direction of CSO)**

takes the lead in coordinating the agency’s emergency responses and the Emergency Operations Center (EOC). The Emergency Management Administrator 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 employees. During an emergency, this position helps with the following:

- Notifications to Agency personnel
- Emergency evacuation assistance
- Detour preparation when an emergency plan is implemented (working closely with Scheduling, Planning and Service Delivery Departments to coordinate the detour)
- Public Safety, SHUTTLE and Fixed Route radio communications
- Emergency Management liaison
- Pierce Transit EOC activation
- Situational Report (SIT Rep)
- Returning to normal operations

The position of Emergency Management Administrator is working to maintain the following\*:

- [Emergency Communications Plan](#)
- [Inclement Weather Response Plan](#)
- [Emergency CNG Refueling Plan](#)
- [Pandemic 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 2/15/2022) unless protected by Sensitive Security Information (SSI).

The Emergency Management Administrator works collaboratively with the Department of Public Safety to work on public safety and security emergency response. This collaboration 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

The Agency’s security plan is covered under the SSEPP (System Security Emergency Preparedness Plan) this plan is continuously updated through each year and reviewed annually.

The Agency uses the “My-EOP” mobile application (app) to help first responders such as managers, 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 Administrator.

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

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

2. **The Department of Public Safety** is responsible for providing security at transit centers that are served by Pierce Transit buses.

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 under 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 Threat and Vulnerability Assessment 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 CNG Refueling 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

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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 retained for 3 years after creation and be made available upon request by the FTA or other regulatory entities according to retention schedules.

### **I. PLAN REVIEW 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 review is conducted by ISO 45001 certified auditor.

II. REVIEW SCOPE:

This review focuses on the first of the four pillars of Pierce Transit PTASP under Section 2 – Safety Management Policy. The review 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 review.

### 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.

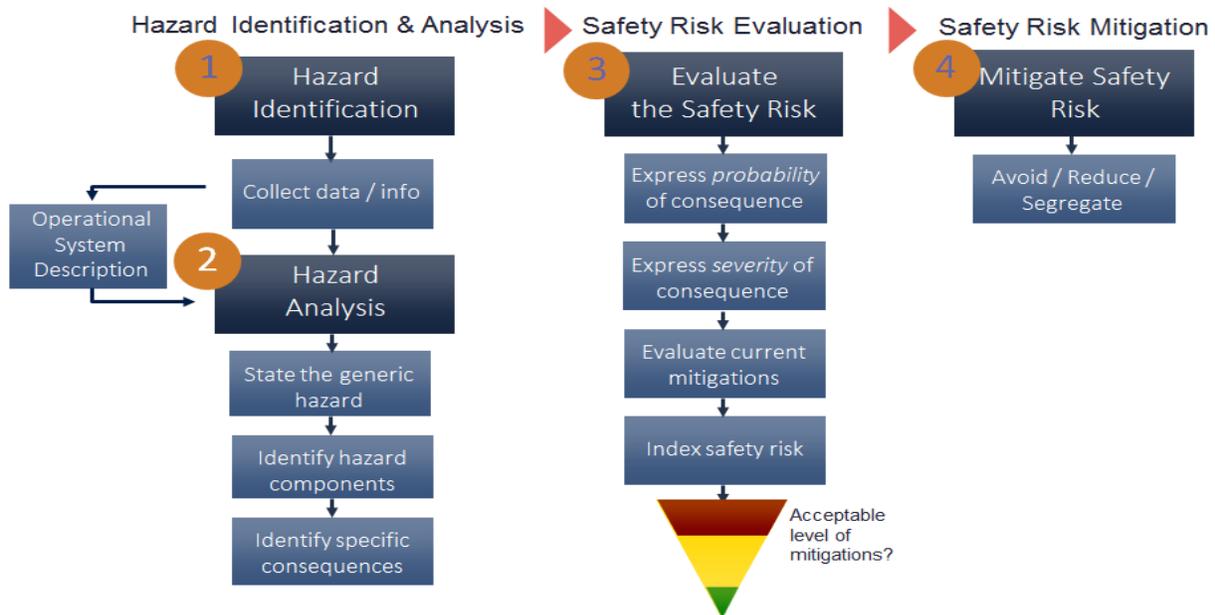


Figure 3 – Safety Risk Management Flow Chart

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### 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. Portions of the RAIA may be available upon request to those with a legitimate need to know, as the RAIA does contain Sensitive Security Information (SSI). Please contact the Emergency Management Administrator or the Pierce Transit Risk Management Department 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.

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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) Create and submit an Incident Report
- 6) Report through the Communication Center
- 7) Call or email the Safety Hotline at 253-983-3330 or [safetyhotline@piercetransit.org](mailto:safetyhotline@piercetransit.org)
- 8) Form submitted to the Safety Suggestion Box
- 9) Electronic safety suggestion submitted via QR code



All safety concerns and comments are investigated and reviewed with response to the submitter (if identified) by the direct supervisor, manager or 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 Bus Shop. The Customer Service Team is responsible for documenting and forwarding the customer’s concern to the appropriate individual or department for resolution. The flowchart for customer comments is below.

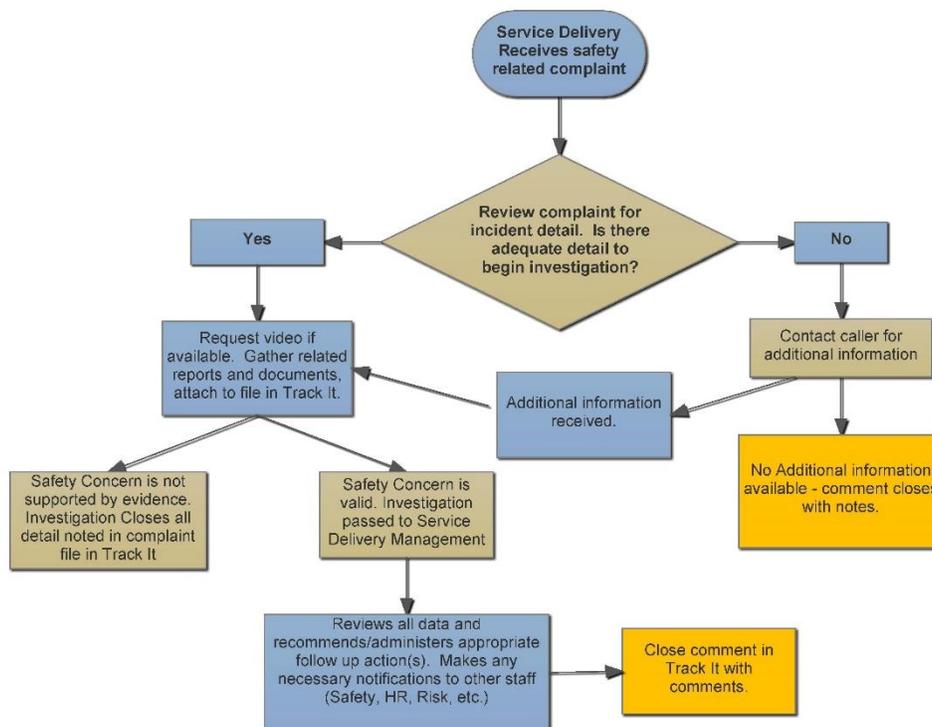


Figure 4 – Customer Comment Flowchart

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### **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. The purpose of these programs is to identify hazardous behaviors, locations and system processes for quick resolution.

#### **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 Insurance 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.

##### **3.1.5.1.1 Mystery Shopper Services**

Our Service Delivery and Support Department has contracted with a vendor called A Customer’s Point of View to provide “mystery rider” services for our transit system. This project is intended to provide an assessment of the agency’s overall performance against its stated customer service objectives: ensure safety, provide outstanding customer service, enable organizational development and exemplify financial stewardship, and retain the community’s trust. Collected information is used to assess organizational strengths and weaknesses and improve where necessary. The information is used to provide feedback to employees as to their performance in providing excellent customer service and performing safely.

#### **3.1.5.2 Operator Observations made by Service Supervisors and Instructors**

Service Supervisors and Instructors also provide observations as outlined below:

- Service Support Supervisors are required to complete a minimum of one Operator Observation (OB) per week.
- Training Department Instructors complete several “onboard” Operator Performance Evaluations (PE) per month.
- Service Supervisors follow the selected vehicle unobserved to evaluate the performance of the operator for 20 minutes or more.
- Operator Observations and Performance Evaluations are conducted using an electronic form in the Trackit program.
- Supervisors and Instructors select operators to evaluate based on the information in the Trackit and DriveCam systems. Observations are documented by the day and time they are completed on the Tracking Sheet. When the form is updated, all the most recent observation stats are extracted from the Trackit and DriveCam systems. Generally, senior operators are required to receive one annual OB and one PE. New hire operators will receive more than one PE and OB during their first year.

There are identified groups, which are observed multiple times, to create positive coaching and help change behavior. Those groups are:

- 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 or Training Department
- Special evaluations due to reported trends or concerns

The Trackit system records information and maintains a record of the evaluation. Managers; 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 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 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 Bluetooth 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 analytics and clips are intended to reduce risky behavior by helping employees identify ways to stop unsafe driving behaviors.

In addition, use of this system allows 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.

# DriveCam Incident

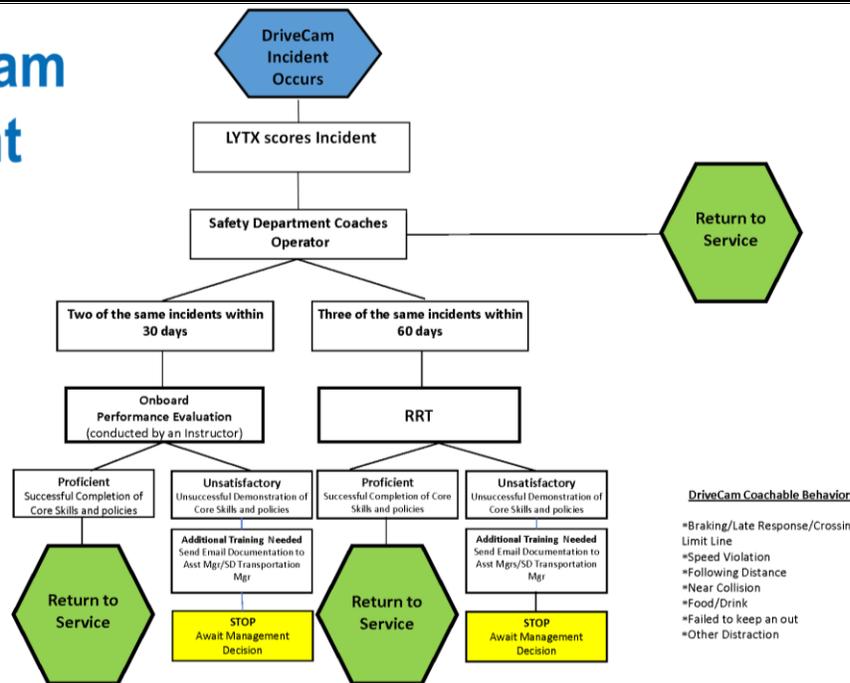


Figure 5 – Pierce Transit DriveCam Incident Flowchart

### 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, 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 and maintenance employees.

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

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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](mailto:CommCenterControllers@piercetransit.org),
- **PT Department of Public Safety:**  
[PublicSafetyDepartment@piercetransit.org](mailto:PublicSafetyDepartment@piercetransit.org),
- **Service Delivery and Support, Transportation Manager, Assistant Managers and Customer Satisfaction Coordinator:**  
[TransportationManagementServiceDelivery@piercetransit.org](mailto:TransportationManagementServiceDelivery@piercetransit.org),
- **PT Training Department:** [BusSafetyandTraining@piercetransit.org](mailto:BusSafetyandTraining@piercetransit.org)
- **PT Safety Department** - Safety Administrator: [jhovde@piercetransit.org](mailto:jhovde@piercetransit.org), Safety Coordinator, DriveCam Administrator: [bmackie@piercetransit.org](mailto:bmackie@piercetransit.org), Chief Safety Officer: [rreese@piercetransit.org](mailto:rreese@piercetransit.org), Executive Assistant: [amaxwell@piercetransit.org](mailto: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, the inspector will 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 on the PULSE page and an example can be found 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 *Trackit Manager* program for both the inspection forms and a record of the Safety Department inspections. Completed inspection forms are generated from the Trackit Manager program and forwarded to the responsible employee(s) for timely correction. An example of a completed inspection form can be

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found in Appendix F.

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

The Risk Department may assign inspections of first aid kits, fire extinguishers or other components of safety systems 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 “any occurrence, incident, safety event, or situation where reporting is appropriate or required regardless of whether contact was made, a collision occurred, or whether it results in property damage, bodily injury, a claim of property damage and/or bodily injury, or a statement of injury.

### 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"> <li>Event/Incident Report</li> </ul>	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"> <li>Event/Incident Report</li> <li>Supervisor Report with Evaluation and Review</li> <li>Law enforcement report</li> <li>Radio Log Review</li> <li>Submitted passenger courtesy card</li> </ul>	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"> <li>Post-accident review and evaluation</li> </ul>	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"> <li>Formal Incident Investigation with Root Cause Analysis</li> </ul>	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 severe 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 6 describes the reporting procedures:

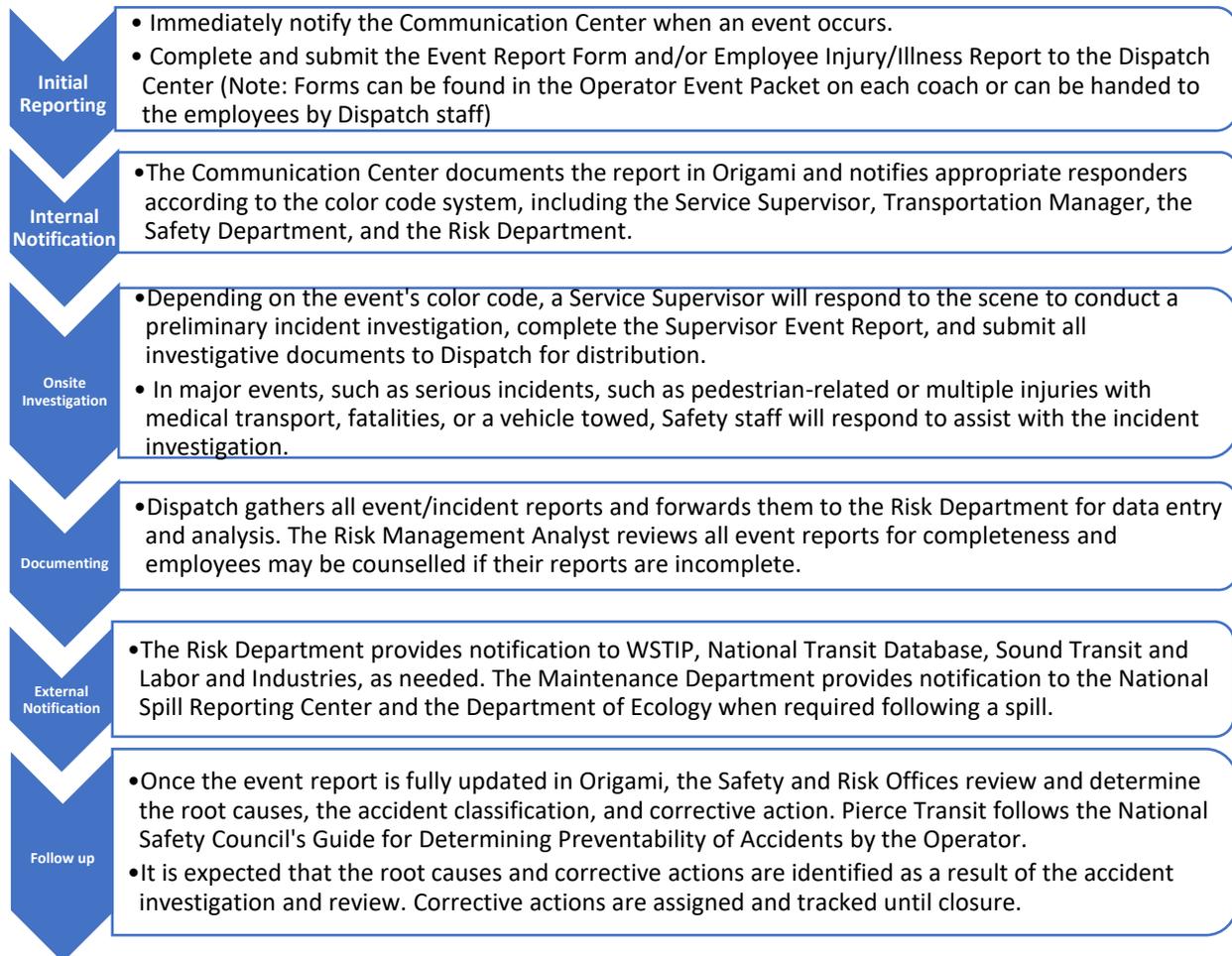


Figure 6 - Reporting Procedures Flow Chart

### 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.

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## 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 3.2.1 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 3.2.1 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.

Qualified 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 known hazards exist. 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

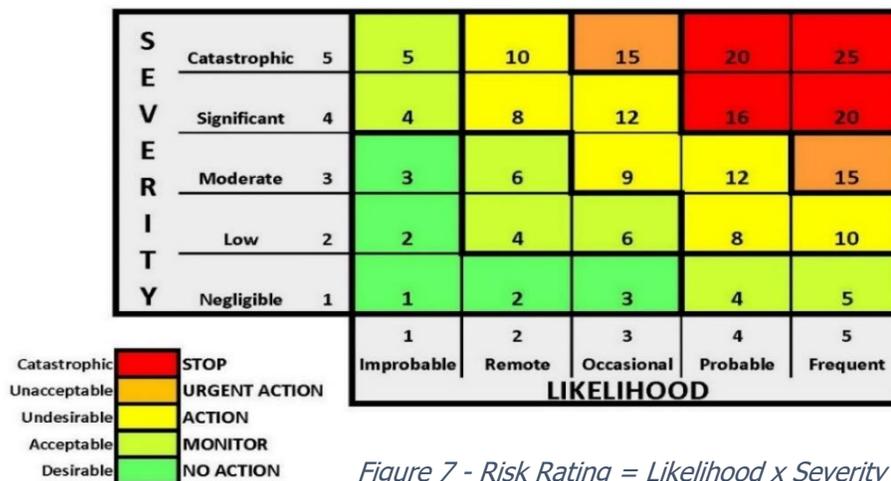
safety plans before starting any work onsite and are expected to perform their work in a safe manner and not expose themselves, Pierce Transit employees or the public to risk of harm. The Safety Department will discuss any special safety issues, procedures or circumstances the contractor expects to encounter 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 Workplace
- Other Safety Systems and Components as Applicable
- COVID-19 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

**RISK RATING = LIKELIHOOD x SEVERITY**



### 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 are 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.
- State of Good Repair – Perform asset condition assessments and SMS hazard analyses to ensure compliance with standards.

## 4 Safety Assurance

The purpose of Safety Assurance is to evaluate the overall effectiveness of safety risk controls established under Safety Risk Management (SRM) and Pierce Transit’s 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 the 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 Surveys
- 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.

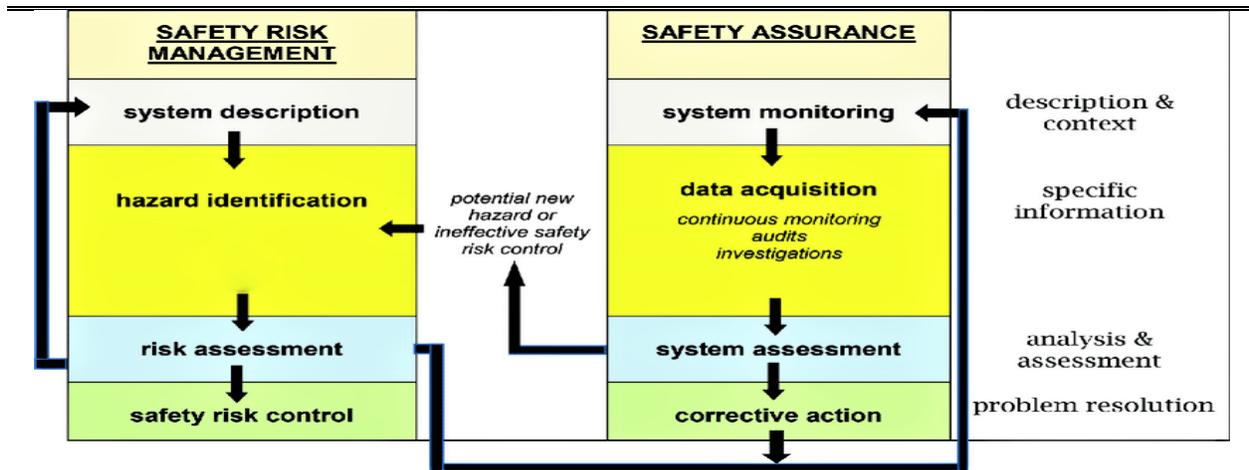


Figure 8 – Safety Risk Management and Safety Assurance Flow Chart

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 and Operations Departments 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 meetings with our partner agencies, and at the quarterly Safety Meetings with all employees. In addition, this document and accompanying reference documents are permanently posted on appropriate Agency sites and updated 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. For instance, right-side clearance was determined to be the most common preventable accident type with employees with 2 years of tenure or less. 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 effected 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 review 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 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 effectiveness;
- Recommend improvements to the system safety program;
- Provide management with assessment of status and adequacy of system safety program;

- Ensure continuing evaluation of safety-related programs, issues, awareness and reporting;
- Promote a clear understanding of success measures;
- Promote continuous improvement of the Pierce Transit PTASP; and
- Determine if they are inappropriate, ineffective or not implemented as intended.

The Risk Management Department and the Safety Department work collaboratively with other departments to develop and perform the annual internal review.

#### **4.1.4 Employee Surveys**

The Agency conducts employee surveys 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 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 a 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 organization 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, Agency Leadership and Accountable Executive changes
- Design and implementation of new systems and other capital projects
- Existing systems or service
- New services provided to the public
- New operations or maintenance procedures
- Existing operations or maintenance procedures
- Capabilities and organizational capacity

- Procurement process
- 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 or modification, and system rehabilitation

Within Pierce Transit, the Operations Department submits changes such as bus retrofits to the Safety, Risk Management 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 Management 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 Management, Training and Operations Departments review issues, such as:

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

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

The Safety, Risk Management, Training and Operations 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 policies;
- 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 2.5.8, 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.

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### **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.

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Additional recordkeeping and training documentation can be accessed in:

- Trackit
- Workforce Development Department
- Operations Decisions Database System

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

### **5.1.5 Training Curriculums**

Training curriculums are based on adult learning principles. Training also focuses on local and regional needs of all stakeholders.

## **5.2 Safety Promotion and Communication**

### **5.2.1 Employee Safety Meetings**

The Safety Department will conduct quarterly employee Safety Meetings. This 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
- Guest speakers
- SMS Training
- Agency Safety Plan

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 highlighting historic trends and involves each employee as part of our culture of safety accountability.

### **5.2.2 Safety Committee**

Safety Committees are required by state law to serve as the basic forum to review safety issues and hazards. Safety Committee Representatives communicate safety concerns from their work areas to the Safety Committee and report back to their workgroups. In addition, the Safety Committee is responsible for the administration of the Agency's Million Mile Club.

The Safety Committee meets monthly. Committee members form a working group committed to safety and are actively involved in improving our safety culture. Committee members may be expected to present at Quarterly Safety Meetings or other safety-related functions.

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Safety Committee meeting minutes are made available to all employees via the Safety PULSE page and Safety bulletin boards.

The Safety Committee is presented a detailed review of the PTASP annually for approval before the document is forwarded to the Board of Commissioners.

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 and operating area.

### **5.2.4 Weekly Safety Chats**

The Safety Department publishes weekly “Safety Chats” via email to all Pierce Transit employees with agency email addresses, via the PULSE page and posted on the Safety Bulletin Board in the Ops Lobby. 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 (if known) 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. Some safety-related recognition programs include:

- Operator of the Month
- Quarterly Smooth Driver Award
- Yearly Honor Roll Award
- Employee of the Quarter
- Million Mile Club
- Distinguished Driver Awards
- Good Job Cards
- “Safety Starts with Me” Program

## 6 APPENDIX A – Job Hazard Analysis Example

	<b>PierceTransit</b>	<b>Job Hazard Analysis</b> Forklift Operation
	3701 96th St. SW, Lakewood, WA 98499 Maintenance Training Department, Telephone: :253.984.8169	

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

<b>Required PPE:</b>
Non-slip work shoes 

<b>Required/Recommended Trainings:</b>
Forklift operator (O) certification

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

	<b>Job Hazard Analysis Administrative Professional</b>
<p>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.</p>	
<b>Job Hazard</b>	<b>Hazard Control</b>
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.
<p><b>Recommended Instruction:</b>                  New Employee Orientation                  Hazard Communication                  Fire Safety and Emergency Evacuation                  Ergonomics                  Defensive Driving                  First Aid / CPR                  Bloodborne Pathogens</p>	<p>EMPLOYEE NAME:</p> <hr/> <p>EMPLOYEE NUMBER:</p> <hr/> <p>HIRE DATE:</p> <hr/> <p>EMPLOYEE SIGNATURE:</p> <hr/> <p>ADMINISTRATOR:</p> <hr/>

# 7 APPENDIX B – Guest Rider Form

Guest Rider 2017

Page 1 of 2



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

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

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

### APPENDIX B

# 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\*



### 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



## 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.**

lytx  
DriveCam.

## 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

lytx  
DriveCam.

## 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



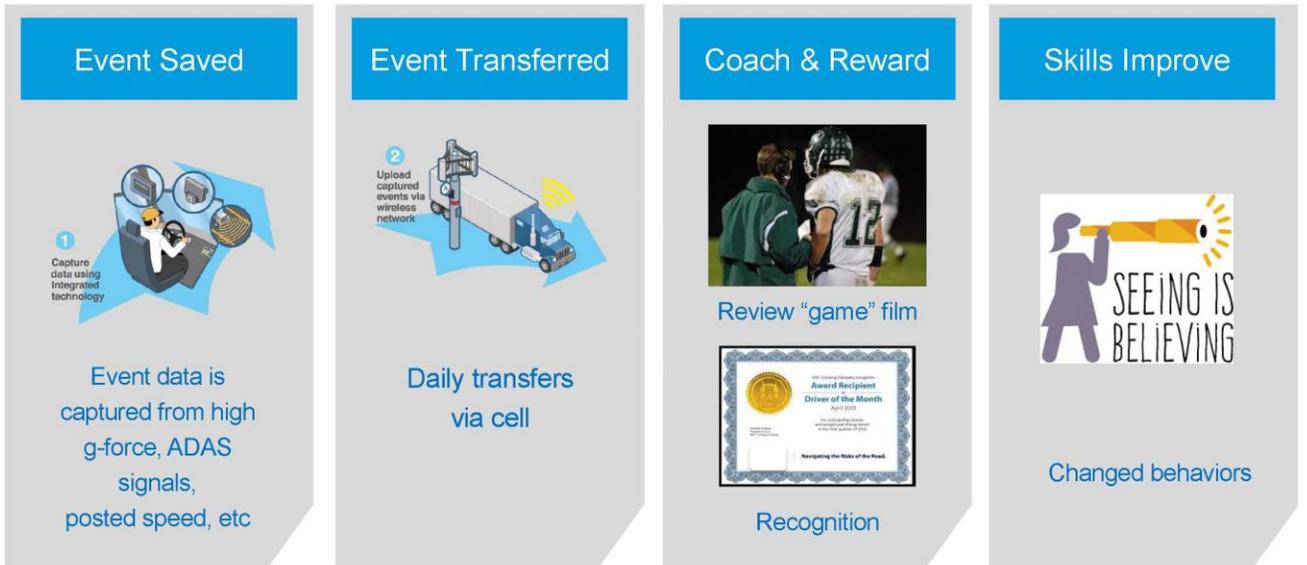
Rough Roads



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\*



## EXONERATIONS



# QUESTIONS



WHAT'S ON YOUR MIND?



# 10 APPENDIX E – Department Inspection Sheets

## PIERCE TRANSIT SAFETY INSPECTION CHECKLIST

### ACCOUNTING/PAYROLL

S	U	Items Checked	Comments if Unsatisfactory
		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**

S	U	Items Checked	Comments
		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 Trackit



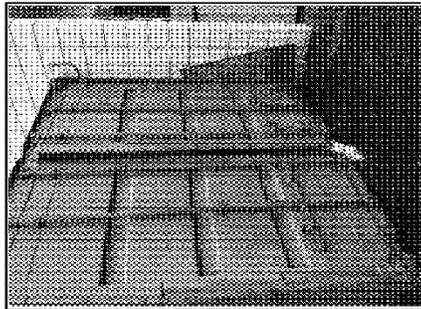
## FACILITY SAFETY INSPECTION CHECKLIST

<b>Location ID:</b> LOC3	<b>Location Name:</b> Building 3
<b>Inspector ID:</b> 2032	<b>Inspector Name:</b> Jason L. Hovde
<b>Date:</b> 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					
<b>B4-L2-3</b>	<b>REMOVED</b>	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

5/06

Special comments:

# 14 APPENDIX I – Safety Guidelines for Visitors & Contractors

## At Pierce Transit... Safety Guidelines

### ...Your Safety is Our Highest Priority

The safety and health of not just our employees, but also our guests, is the utmost concern of Pierce Transit. While we recognize safety is a choice everyone makes individually, by accepting mutual responsibility to operate safely, we all contribute to the well-being of everyone else around us. Thank you for joining us in making safety the *highest priority* at Pierce Transit.



- 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.



 **Pierce Transit**  
253.581.8000 | [PierceTransit.org](http://PierceTransit.org)

 **Pierce Transit**  
**SAFETY**  
**GUIDELINES**  
**FOR VISITORS & CONTRACTORS**

Oct 2021

## For Visitors and Contractors

## Pierce Transit Base Evacuation Map

All non-Pierce Transit staff are **required to sign the Visitor In/Out Log sheet at the Building 4 Lobby Front Desk. 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

- Face coverings are required in all buildings.
- 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
Comm Center	253.581.8109

Buildings 1, 2, 3 & 6	→	Emergency Assembly Area <b>C</b>
Building 4	→	Emergency Assembly Area <b>B</b>
Building 5	→	Emergency Assembly Area <b>A</b>
Building 7	→	Emergency Assembly Area <b>D</b>

# 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.	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	Electrical cords – good condition, no exposed wiring	Mike's office – surge protector plugged into extension cord.	2C-MEDIUM	11-Mar-20	112 days	11-Feb-20	Complete	Amy Maxwell	Amy Maxwell	2/25/2020 14:30
77	Jason L. Houde (2032)	LOC 4	First aid kits – full and accessible	Triple Antibiotic Cream and PVP Iodine Wipes are expired and need to be replaced.	4E-LOW	11-Mar-20	112 days	11-Feb-20	Complete	Amy Maxwell	Amy Maxwell	2/25/2020 15:11
150	Jazmine Martinez (257)	LOC 5	Permanent wiring in place – no extension cords.	Extension cord removed from Jazmine Martinez cube due to improper rating and lack of ground	4E-LOW	26-Mar-20	7 days	26-Mar-20	Complete	Amy Maxwell	Amy Maxwell	5/26/2020 13:02
66	Larry McCarty (2500)	Safety	Expired Fire Extinguisher	Replace expired fire extinguisher in Comm Center kitchen.	3E-LOW	9-Jan-20	173 days	12-Dec-19	Complete	Amy Maxwell	Amy Maxwell	3/26/2020 12:59
61	Safety Department	Safety	Microwave Missing Inspection Label	Safety comment submitted that new Microwave in Bldg 4 Central is missing the inspection tag. Please investigate and mitigate the hazard.	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	Area near emergency eye wash at Fuel Island appears to need fops think. Water dumping may create slip hazard in surfceeing temperatures.	4E-LOW	15-Feb-20	139 days	15-Jan-20	New	Amy Maxwell	Larry McCarty	3/4/2020 9:36
69	Steven Jeffries (843)	LOC 3	Outlets switches and boxes have covers	EWS button in counting room coming off wall. Please repair.	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.	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	3/7/2020 9:34
67	Jace Banta (3364)	LOC 3	Walkways dry, maintained aisles defined, undisturbed	Air vent in counting room needs cleaning	4E-LOW	15-Feb-20	139 days	15-Jan-20	New	Amy Maxwell	Larry McCarty	3/4/2020 9:33
71	Steven Jeffries (843)	LOC 4	Walkways dry, maintained aisles defined, undisturbed	Window broken in old budget area - new employee services area. Please repair/replace.	3D-LOW	15-Feb-20	139 days	15-Jan-20	New	Amy Maxwell	Larry McCarty	3/7/2020 9:37
73	Jace Banta (3364)	LOC 4	Portable fire extinguishers of proper type are mounted properly.	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
72	Jace Banta (3364)	LOC 4	Illumination adequate for normal conditions, emergency lighting in place	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
74	Jace Banta (3364)	LOC 4	Electrical panels have clear access	Electrical panels opposite quiet room obstructed by storage.	4E-LOW	15-Feb-20	139 days	15-Jan-20	New	Amy Maxwell	Larry McCarty	1/15/2020 14:25
107	Amy Maxwell (3485)	LOC 4	Other	General Housekeeping needed in Copy Room	4E-LOW	31-May-20	67 days	27-Mar-20	New	Amy Maxwell	Amy Maxwell	3/27/2020 14:20
81	Steven Jeffries (843)	LOC 4	Other	Lights burnt out in Service Delivery copy room and also outside Safety Manager's office. Please replace.	4E-LOW	11-Mar-20	112 days	11-Feb-20	New	Amy Maxwell	Larry McCarty	3/7/2020 9:39
75	Steven Jeffries (843)	LOC 6	External walking, parking, break areas free of hazards, well maintained	Fence line at back of building can be defeated by pushing chainlink back. Please secure.	3D-LOW	15-Feb-20	139 days	15-Jan-20	New	Amy Maxwell	Larry McCarty	3/7/2020 9:30
76	Steven Jeffries (843)	LOC 6	Portable fire extinguishers of proper type are mounted properly, 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	3/7/2020 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 3/14/2022

A COVID-19 Response: Returning to Work	ESH@Work
Accident Incident Investigation	Eye and Face Protection
Aggressive Driving and Road Rage	Fall Protection
Aquatic Safety	Fire and Explosion Hazards
Arc Flash Safety	Fire Extinguisher Safety
Area and Door Control Monitor Responsibilities	Fire Prevention
Asbestos Awareness	Flagger Safety
Avoiding Collisions While Backing & Parking	Forklift Safety
Avoiding the Crush Zone	Forming and Operating Safety Committees
Back Injury Prevention	General Safety Boost Episode 1: Ergonomics
Back Safety	General Safety Boost Episode 10: Skin Protection
Backhoe Safety with Trackhoe Supplement	General Safety Boost Episode 11: First Aid
Basic Construction Safety	General Safety Boost Episode 12: Active Shooter
Basic Industrial Safety	General Safety Boost Episode 2: Back Safety
Basic Plus - CPR, AED, and First Aid for Adults	General Safety Boost Episode 3: Trip Hazards
Behavior-Based Safety for Supervisors	General Safety Boost Episode 4: Emergency Preparedness
Bloodborne Pathogens	General Safety Boost Episode 5: Fire Safety
Bloodborne Pathogens Condensed	General Safety Boost Episode 6: Hazard Communication
Chemical Hazard Communication	General Safety Boost Episode 7: Slip Hazards
Compressed Gas Safety	General Safety Boost Episode 8: Drug-Free Workplace
Confined Space Entry	General Safety Boost Episode 9: Bloodborne Pathogens
Defensive Driving	Hand and Power Tool Safety
Driving Around Animals	Hazard Communication: The New GHS Standards
Driving in Adverse Weather	Hazardous Energy Control
Driving While Impaired	Hearing Conservation
Driving with Distractions	
Electrical Safety	
Electrical Safety Awareness	
Employee Safety Awareness	

Hearing Conservation: Protecting Yourself from Hearing Loss	Personal Protective Equipment: Noise Exposure and Hearing Conservation
Hoisting and Rigging	Personal Protective Equipment: Respiratory Protection
Hydrogen Sulfide Safety Awareness	Pierce County Mental Health Training
Indoor Crane and Sling Safety	Pierce Transit Defensive Driving Program
Intersections: Turning & Right of Way	PT Safety Inspections-Area Safety
Introduction to OSHA	PT Safety Leadership Development
Job Hazard Analysis	RAD-Women's Self Defense
Job Hazard Analysis for Supervisors	Respiratory Protection
Ladder Safety	Safety Awareness Program for Supervisors
Landscape Safety	Safety in Local Government: Part 2
Lane Use	Safety in Our Workplace-Bloodborne Pathogens
Lead Awareness	Safety in Our Workplace-HAZCOM (GHS)
Lockout/Tagout Safety	Safety in Our Workplace-Lock Out/Tag Out
Machine Guarding	Safety in Our Workplace-Pierce Transit Safety Policies
Material Handling and Storage	Safety Meeting, Q1/2021, Part 1 of 2
Medical First Aid CPR	Safety Meeting, Q1/2021, Part 2 of 2
OSHA Investigations and Inspections	Safety Meeting, Q4/2020, Part 1 of 2
OSHA Recording and Reporting	Safety Meeting, Q4/2020, Part 2 of 2
Personal Protective Equipment	Scaffolding Safety
Personal Protective Equipment: Eye and Face Protection	Slip, Trip, and Fall Prevention
Personal Protective Equipment: Foot Protection	Spill Prevention and Control
Personal Protective Equipment: General Overview	Street Sweeper Safety
Personal Protective Equipment: Hand and Arm Protection	Waste Management
Personal Protective Equipment: Hand Protection	Welding, Cutting & Brazing Safety
Personal Protective Equipment: Head Protection	Work during COVID-19 orientation
	Zonar Refresher (Coach)
	Alerta de clima extremo: ¿estás preparado?

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Bloqueo y etiquetado de alto impacto	Primeros Auxilios
Como Controlar Los Vicios de Drogas y Alcohol...Para Empleados	Protección Contra Caídas
Comprender y prevenir enfermedades relacionadas con el calor	Protección de máquinas y seguridad del operario
Conducción distraída	Proteger nuestra visión
Conducir con Seguridad	Reconocimiento de riesgos
Correcta limpieza: responsabilidad de todos	Salud de la espalda
Directo al grano: entrada a espacios cerrados	Seguridad antiincendios para trabajadores de oficina
Entrada a espacios cerrados	Seguridad antiincendios para trabajadores industriales
Factores de caída: comprender y prevenir resbalones, tropiezos y caídas	Seguridad de grúas
Formación para empleados sobre sulfuro de hidrógeno	Seguridad de zanjas y apuntalamiento en entornos de construcción
HazCom y el Sistema de Armonización Global	Seguridad eléctrica
Investigación de accidentes	Seguridad eléctrica para todos
La conservación auditiva y tú	Seguridad eléctrica para trabajadores cualificados
Lecciones aprendidas de las heridas en las manos [sin gráficos]	Seguridad en el Uso de Escaleras
Muévelo con seguridad: evitar lesiones al desplazar materiales, breve	Seguridad en la conducción
Patógenos de transmisión sanguínea en instalaciones comerciales e industriales	Seguridad en plataformas de trabajo aéreas
PowerLift: ¡formación de elevación que funciona!	Seguridad ocular
PPE: tu última capa de protección	Seguridad para el operario de carretillas elevadoras
Prácticas de trabajo eléctrico seguro y NFPA 70E© 2015	Seguridad peatonal en entornos con carretillas elevadoras
Prefiero mirar a otro lado: tres historias sobre seguridad laboral	Seguridad que funciona: resumen de seguridad laboral y responsabilidades
Preparación y respuesta ante emergencias	Sobrevive: seguridad del empleado en espacios cerrados
Prevenir incendios en trabajos en caliente	Sobrevive: seguridad del empleado en espacios cerrados, breve

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Sobrevivir a la caída: uso correcto de tu sistema anticaídas personal	Slips, Trips, and Falls
Soldar en condiciones de seguridad	Snow Plow Safety
Teléfonos móviles en el trabajo: una peligrosa distracción	Space and Time Management
Tirador: sobrevivir a un ataque	Stress Management at Work and Elsewhere
Tiradores y violencia en el lugar de trabajo	Survival Driving - Emergencies and Natural Disasters
Tomar decisiones seguras: sobreponerse a la naturaleza humana	Survival Driving - Urban Driving
Tómate un tiempo por tu seguridad	Tailgate Topics - Avoiding Accidents
Tratar con el abuso del alcohol y las drogas (para gerentes y supervisores)	Tailgate Topics - Buckle Up
Uso seguro y operación de grúas industriales	Tailgate Topics - Distracted Driving: Drop it & Drive
Light Trucks: Ergonomics	Tailgate Topics - Driving Defensively
Light Trucks: Handling Extreme Conditions	Tailgate Topics - Drowsy Driving
Light Trucks: Trailering	Tailgate Topics - Emotional Driving
Managing Speed	Tailgate Topics - Hang Up and Drive: Cell Phones + Driving
National Incident Management System (NIMS) Public Information Systems	Tailgate Topics - Intersections
New Employee Safety Orientation	Tailgate Topics - Look Back: Mirror, Mirror on the Car
Office Safety	Tailgate Topics - Safe Following
Pierce Transit Safety Orientation	Tailgate Topics - Winter Driving
Pierce Transit Workplace Inspections	Trip and Transportation Safety
Practicing Hand Hygiene	Turning Hazards
Preventing Slips, Trips, and Falls	Vehicle Care and Maintenance
Preventing Strains and Sprains	Winter Driving Safety
Safety Data Sheets	Work Zone Safety
Safety in Local Government: Part 1	Working Outdoors in Warm Weather
Safety Leadership Development	Workplace Ergonomics

## 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 

#### **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.

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**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
<b>Nature of revision</b>				
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
<b>Nature of revision</b>				
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	
<b>Nature of revision</b>				
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	
<b>Nature of revision</b>				
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 / PT Board 9/14/2020
<b>Nature of revision</b>				
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>				

<p><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."</i></p> <p>- Added the sentence - <i>"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."</i></p> <p>- Added the following paragraph under Policy Statement – <i>"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."</i></p>
<p>2.5.3 – Removed SSPP.</p>
<p>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.</p>
<p>2.5.6 – Added <i>"Ensure that they are familiar and comply with safety processes/procedures and reporting contained within this document."</i></p>
<p>2.5.7 – Removed <i>"See SSPP."</i></p>
<p>2.6 No. 1 – Added Situational Report (SIT Rep).</p>
<p>2.6 No. 2 – Added Emergency Management and Emergency Plans. (Pandemic Flu Response Plan, COVID-19 Prevention Plan, Private Medication Center Plan)</p>
<p>2.6 No. 3 – Added planned date to update the SSEPP by and refresher training. - Added <i>"Base Master Plan includes CPTED planning for existing upgrades and new facility designs."</i></p>
<p>2.6 No. 4 – Added <i>"(in 2020 the plan is to integrate this information into the COOP, which is in development)."</i></p>
<p>2.8 – Added audit information I, II, and III. - Added the following to the first paragraph – <i>"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></p>
<p>3.1.3 – Added Safety Suggestion QR code under No. 7.</p>
<p>3.1.6 through 3.1.8 – Moved down to accommodate addition of Conflict and Assault Prevention Program.</p>
<p>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 - <i>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.</i></p>

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	Sue Drier / PT Board 8/10/2021
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 Threat and Vulnerability Assessment 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</i>				

<i>with a legitimate need to know, as the RAIAs do 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 <input type="checkbox"/> 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 - *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 verbiage 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.*

Revision Number	Date	Section	Update By	Approved By
012122	01/21/2022	Multiple – See below.	Reggie Reese Jason Hovde Amy Maxwell Brentt Mackie Rodney Chandler Fran Draxton	Mike Griffus

Cover – Adjusted year, cover photo and revision number.

Revision Summary – Added version information and adjusted CEO to Mike Griffus.

1 – Acronym Glossary and Definitions – Added My-EOP and SSI information.

Multiple sections –

- \* Adjusted grammar and language for clarification.
- \* Adjusted all references to Trackit to be uniform and consistent.
- \* Changed all references to Public Safety Department to Department of Public Safety.
- \* Adjusted all references to Safety Manager to Chief Safety Officer

2.1 – Added bullet - Ensure the Agency has established Emergency Plans and a focus on exercising these plans once established, in addition establish relationships with other county agencies to collaborate and participate in county wide exercises;  
Also, adjusted CEO to be Mike Griffus.

2.3.2 – Updated image.

2.5 – Updated Figure 2.

2.5.5 – Changed position title to Administrator. Also, adjusted bullets to reflect the current responsibilities of this role more accurately.

2.5.6 – Added My-EOP App to the bulleted list.

2.5.8 – Safety Responsibility Matrix has been adjusted to reflect current responsibilities.

2.6 – Multiple adjustments as follows:

- 1) Adjusted responsibility for developing plans and procedures to be the Safety Department instead of Service Delivery and Support.
- 2) Section 1 –

<p>* Adjusted title to Administrator instead of Coordinator and “under the direction of” to CSO instead of SDS.</p> <p>* Adjusted information in this section to more accurately reflect the current activities of (and documents maintained by) the Emergency Management Administrator.</p> <p>* Added the following verbiage – The Emergency Management Administrator works collaboratively with the Public Safety Department to work on public safety and security emergency response. This collaboration is responsible for developing, implementing and updating public safety and security emergency response procedures, including but not limited to:</p> <ul style="list-style-type: none"> <li>• Early Warning System (EWS)</li> <li>• Bomb Threats</li> <li>• Active Shooter Training (posted in NEOGOV)</li> <li>• Workplace Violence</li> <li>• Physical Security</li> </ul> <p>The Agency’s security plan is covered under the SSEPP (System Security Emergency Preparedness Plan) this plan is continuously updated through each year and reviewed annually.</p> <p>3) Section 2 – Removed bullets listed and other items listed above that shifted from the Public Safety Department to the Emergency Management Administrator.</p>
<p>2.7 – Changed Emergency Fueling Plan to the official document name Emergency CNG Refueling Plan.</p>
<p>2.8 – Replaced the word Audit with Review.</p>
<p>3.1 – Removed date for RAI A update and added the Risk Department as another contact to request the RAI A.</p>
<p>3.1.3 – Added Create and submit an Incident Report as a method for reporting safety concerns. Also added Safety Hotline phone number, email address and the Safety Suggestion QR code.</p>
<p>3.1.5 – Added the following verbiage for clarification - The purpose of these programs is to identify hazardous behaviors, locations and system processes for quick resolution.</p>
<p>3.1.5.1 – Added Insurance to WSTIP’s full name.</p>
<p>3.1.5.1.1 – Added information on Mystery Shopper program – Our Service Delivery and Support Department has contracted with a vendor called A Customer’s Point of View to provide “mystery rider” services for our transit system. This project is intended to provide an assessment of the agency’s overall performance against its stated customer service objectives: ensure safety, provide outstanding customer service, enable organizational development and exemplify financial stewardship, and retain the community’s trust. Collected information is used to assess organizational strengths and weaknesses and improve where necessary. The information is used to provide feedback to employees as to their performance in providing excellent customer service and performing safely.</p>
<p>3.1.5.2 – Multiple adjustments as follows:</p> <ul style="list-style-type: none"> <li>* Added instructors in as another source to provide observations.</li> <li>* Added the following verbiage - Training Department Instructors complete several “onboard” Operator Performance Evaluations (PE) per month.</li> <li>* Removed verbiage that does not accurately reflect our current operations.</li> <li>* Adjusted verbiage of number of observations for operators to be Generally, senior operators are required to receive one annual OB and one PE. New hire operators will receive more than one PE and OB during their first year.</li> <li>* Removed bullet regarding operators with less than 1 year of experience as that is addressed in the new information added above.</li> <li>* Added a bullet – Special evaluations due to reported trends or concerns.</li> </ul>

3.1.5.3 - Replaced figure 5 with current incident flow chart.
3.1.8 – Multiple adjustments as follows: * Adjusted the term description for “Event” to be any occurrence, incident, safety event, or situation where reporting is appropriate or required regardless of whether contact was made, a collision occurred, or whether it results in property damage, bodily injury, a claim of property damage and/or bodily injury, or a statement of injury. * Removed event type list.
4.2 – Added All-Hazard incidents to the list of review issues.
5.1.1 – Adjusted to reflect current section number (2.5.8 instead of 1.5.7)
5.1.4 – Removed RePortal as an option from the list of recordkeeping and training documentation locations.
5.2.1 – Added guest speakers to the list of topics presented at the safety meetings. Also, removed information on the Maintenance Department installing Safestart in 2021.
5.2.2 – Added the following verbiage - In addition, the Safety Committee is responsible for the administration of the Agency’s Million Mile Club.  The Safety Committee meets monthly. Committee members form a working group committed to safety and are actively involved in improving our safety culture. Committee members may be expected to present at <u>Quarterly Safety Meetings</u> or other safety-related functions.
5.2.4 – Added the following verbiage - , via the PULSE page and posted on the Safety Bulletin Board in the Ops Lobby.
5.2.6 – Added bullet for “Safety Starts with Me” Program.
8-Appendix C – Replaced with new photo listing Rafeh Haidar as COO.
9-Appendix D – Replaced logo.
14-Appendix I – Replaced with new brochure.
17-Appendix L – Replaced with updated list of safety classes as of 3/14/2022.
19-Appendix N – Added revision details.
20-Appendix O – Updated information on goals and targets with 2022 figures.
21-Appendix P – Updated with new CAPP policy and form.

## 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**

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

#### **ACCIDENT FREQUENCY RATE**

<b>OBJECTIVE/OUTCOME</b>	<b>METRICS (KPIs)</b>	<b>BASELINES</b>	<b>TARGETS</b>
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  New ops = 100. Service levels projected to decrease. Mileage projected to remain static.	Preventable Accident Frequency Rate from the previous year 2019 AFR = 1.23 2020 AFR = .60* 2021 AFR = .55	Target reflects decreased mileage and an increase of new operators. Decreased ability to provide SORT classes consistently.  2022 projection = .65

<b><u>ACCIDENT SEVERITY</u></b>			
<b>OBJECTIVE/OUTCOME</b>	<b>METRICS (KPIs)</b>	<b>BASELINES</b>	<b>TARGETS</b>
Reduce the severity of preventable vehicle-related collisions and events related to driver distraction: <ul style="list-style-type: none"> <li>• Following Distance</li> <li>• Failure to Yield</li> <li>• Operator Inattention</li> <li>• Ran Red Light</li> <li>• Lane Encroachment</li> <li>• Late Response</li> </ul>	Total claim cost and frequency of events deemed preventable per calendar year. Total for 2021 = 20 preventable accidents related to driver-distraction.	2021 – 20 preventable accidents that are distraction-related (20 Accidents x 100,000/13,802,213 = .14 AFR)	At least 5% improvement of the frequency
<b><u>PASSENGER ACCIDENTS</u></b>			
<b>OBJECTIVE/OUTCOME</b>	<b>METRICS (KPIs)</b>	<b>BASELINES</b>	<b>TARGETS</b>
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	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  2021 – 4 Pax Accidents x $100,000/13,802,213 = .03$ PIR	5% improvement over the previous year. (.03 PIR)  COVID-19 Factor (2019 PIR – 10%)
<b><u>EMPLOYEE INJURY ACCIDENTS</u></b>			
<b>OBJECTIVE/OUTCOME</b>	<b>METRICS (KPIs)</b>	<b>BASELINES</b>	<b>TARGETS</b>
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  2021 – 40 Recordable Cases x $200,000/1,528,079$ Labor Hours = 5.2 IFR	Remain steady from previous year.  2022 IFR (projected) = 5.2  COVID-19 Factor (2019 IFR – 10%)

<b>EMPLOYEE INJURY SEVERITY</b>			
<b>OBJECTIVE/OUTCOME</b>	<b>METRICS (KPIs)</b>	<b>BASELINES</b>	<b>TARGETS</b>
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  2021 – 2588 Lost Work Days/41 Recordable Cases = 63.12 Days/Case*  * Risk WC Coordinator B.T. 3/10/2022	Remain steady from previous year.  2022 Time Loss Severity (projected) = 63.12
<b>FACILITY AND SYSTEM SAFETY INSPECTIONS</b>			
<b>OBJECTIVE/OUTCOME</b>	<b>METRICS (KPIs)</b>	<b>BASELINES</b>	<b>TARGETS</b>
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  2021 = 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
<b>SYSTEM SECURITY VEHICLE INSPECTIONS (QUALITY)</b>			
<b>OBJECTIVE/OUTCOME</b>	<b>METRICS (KPIs)</b>	<b>BASELINES</b>	<b>TARGETS</b>
Increase quality of operators performing vehicle sweeps at the beginning, middle and end of route in collaboration with TSA	How many sweeps catch suspicious objects or passengers left on the coach	2021 – Pre-trip assessment – 19/20 bags found  2022 – Post-trip assessment – 6/10 bags found  2022 Post-trip assessment 9/10 sleepers found	100% objects and passengers found

<b><u>GOAL 2: SMS TO FOSTER A ROBUST SAFETY CULTURE</u></b>			
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.			
<b><u>SAFETY TRAINING</u></b>			
<b>OBJECTIVE/OUTCOME</b>	<b>METRICS (KPIs)</b>	<b>BASELINES</b>	<b>TARGETS</b>
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.  An average of 42.7% of employees participated in the quarterly safety meetings in 2021	10% increase in attendance over the previous year  Target = 47%
<b>COVID caused cancellation of in-person training in 2020. Resumed quarterly safety meeting schedules in virtual format. Operators have been given access to the virtual meeting platform.</b>			
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.
<b><u>SAFETY COMMUNICATIONS</u></b>			
<b>OBJECTIVE/OUTCOME</b>	<b>METRICS (KPIs)</b>	<b>BASELINES</b>	<b>TARGETS</b>
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.	Avoidable near collisions per month average = 5.3 2019 = near collisions = 144 2020 – near collisions = 72 2021 – near collisions = 64	5% reduction over previous year  2022 projection - 60 near collisions per year.
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**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  The Road Calls for 2021 were 1264, MPRC = 9,971	5% improvement over the previous year [10,469] (2021)

**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. 2021 – 94% 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. 2021 – 90% 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. 2021 – 82 % 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	100% REDUCTION of 1	CY 2022		0
2) Fatality rate by vehicle revenue miles	100% REDUCTION of 1	CY 2022	100,000	0
3) Total number of injuries	8% REDUCTION of 13	CY 2022		12
4) Injury rate by vehicle revenue miles	13 x 100,000 / 4,363,241 (2021 MILLAGE) = 0.298 8% REDUCTION (17 x 100,000 / 4,363,241) = 0.375 (2022 target)	CY 2022	100,000	0.275
5) Total number of safety events	7% REDUCTION from 2021 (30 x 0.07 = 2.10 2022 target = 130 x 0.10) 28	CY 2022		28
6) Safety event rate by vehicle revenue miles	30 x 100,000 / 4,363,241 (2021 MILLAGE) = 0.69 7% REDUCTION (28 x 100,000 / 4,363,241)	CY 2022	100,000	0.61
7) Average distance between major mechanical failures	5% REDUCTION (11,145 (2021 NTD) x 5% = 5317.557 +11,145 = 11,702 (2022 new target)	CY 2022		11702

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 2022		0
2) Fatality rate by vehicle revenue miles	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2022	100,000	0
3) Total number of injuries	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2022		0
4) Injury rate by vehicle revenue miles	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2022	100,000	0
5) Total number of safety events	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2022		0
6) Safety event rate by vehicle revenue miles	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2022	100,000	0
7) Average distance between major mechanical failures	Annual Safety Performance Reports/NTD Reporting	10% IMPROVEMENT (9,100 miles between failures = 91,000 22,264 x 0.9 = 19,837.6)	CY 2022		22,327/68 est between failures

Agency Name:  
Date:

**Van Pool**

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	2021 = 0	% Reduction of 0	CY 2022		0
2) Fatality rate by vehicle revenue miles	2021 = 0	% Reduction of 0	CY 2022	100,000	0
3) Total number of injuries	2021 = 0	% Reduction of 0	CY 2022		0
4) Injury rate by vehicle revenue miles	2021 = 0	% Reduction of 0	CY 2022	100,000	0
5) Total number of safety events	2021 = 1	100% Reduction of 1	CY 2022		0
6) Safety event rate by vehicle revenue miles	2021 = 1	100% Reduction of 1	CY 2022	100,000	0
7) Average distance between major mechanical failures	2021 = 228336.53 miles between mechanical failures	5% more miles between mechanical failures (28,536 x 0.95 = 27,107)	CY 2022		271253 miles between mechanical 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**



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.

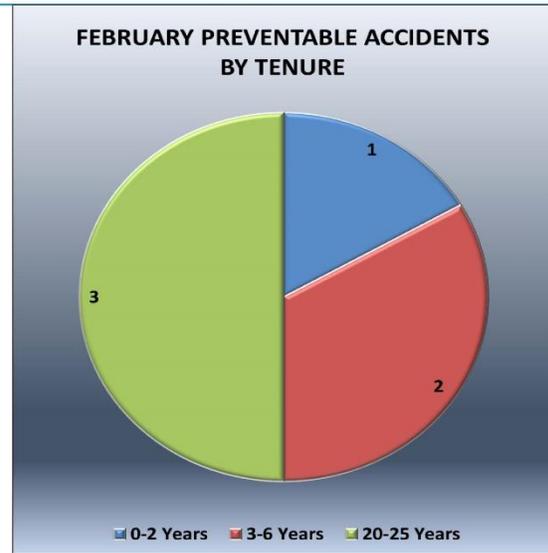
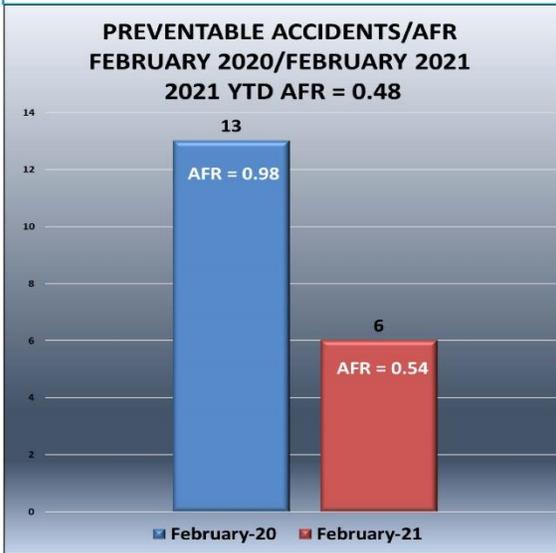
SAFETY DEPARTMENT MONTHLY REPORT

February 2021

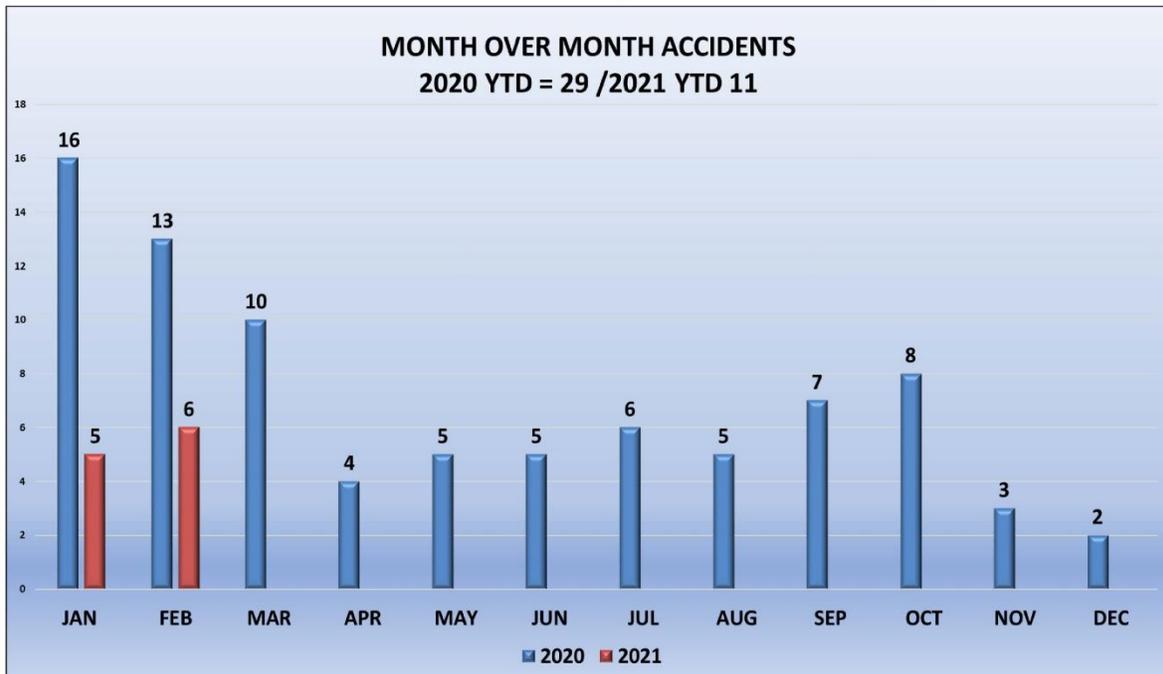
SAFETY KPI's

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

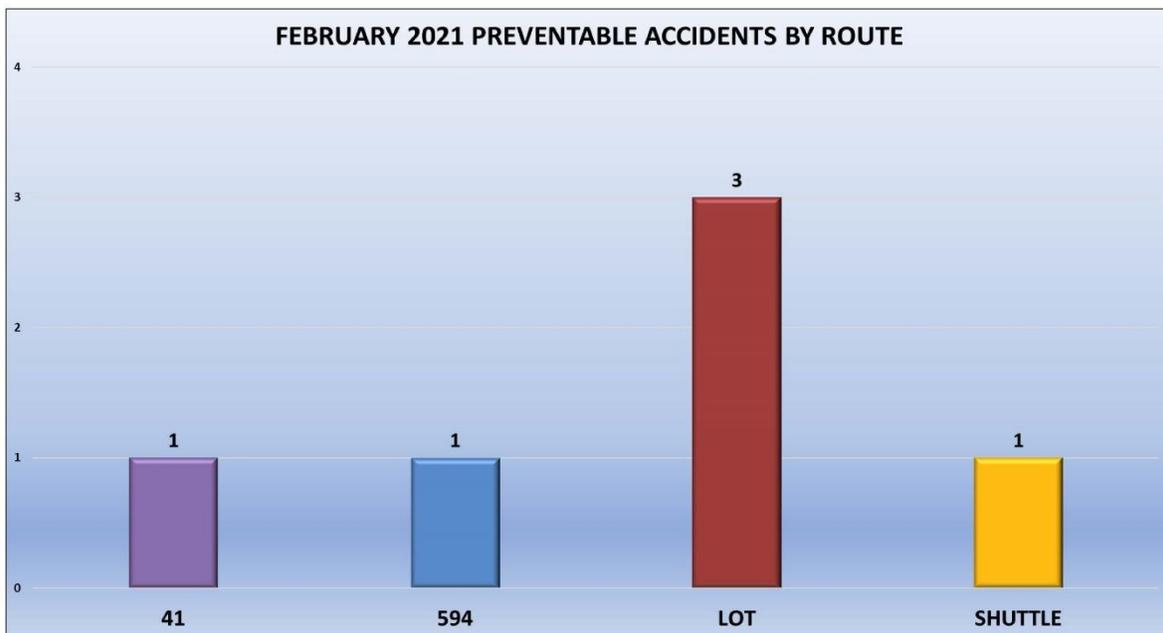
February 2021

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.



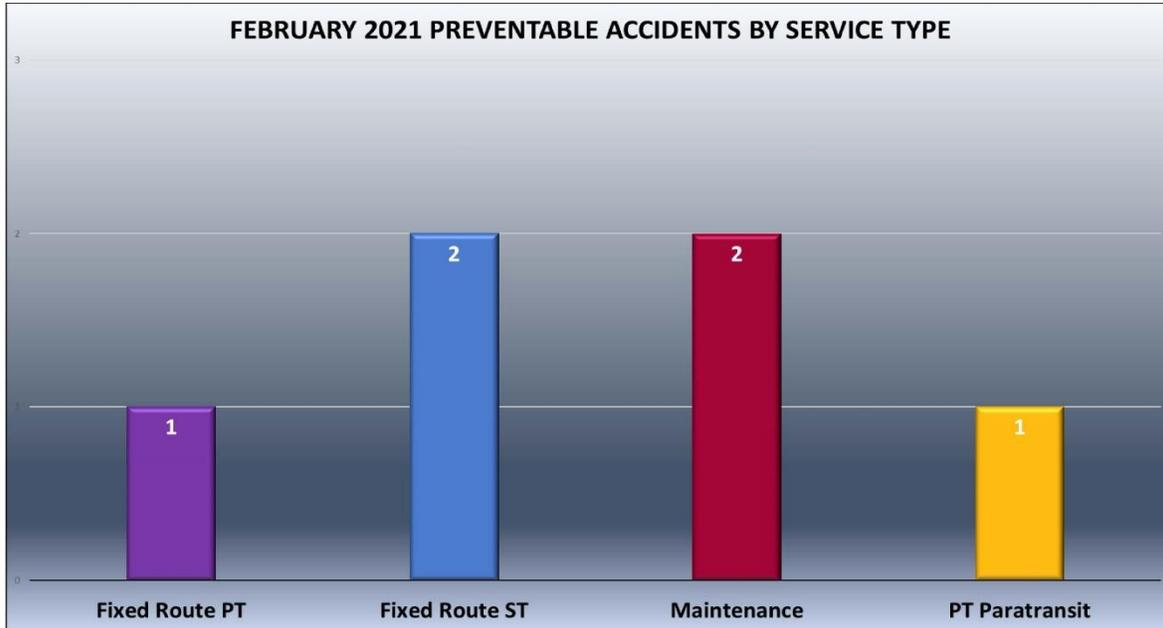
4

SAFETY DEPARTMENT MONTHLY REPORT

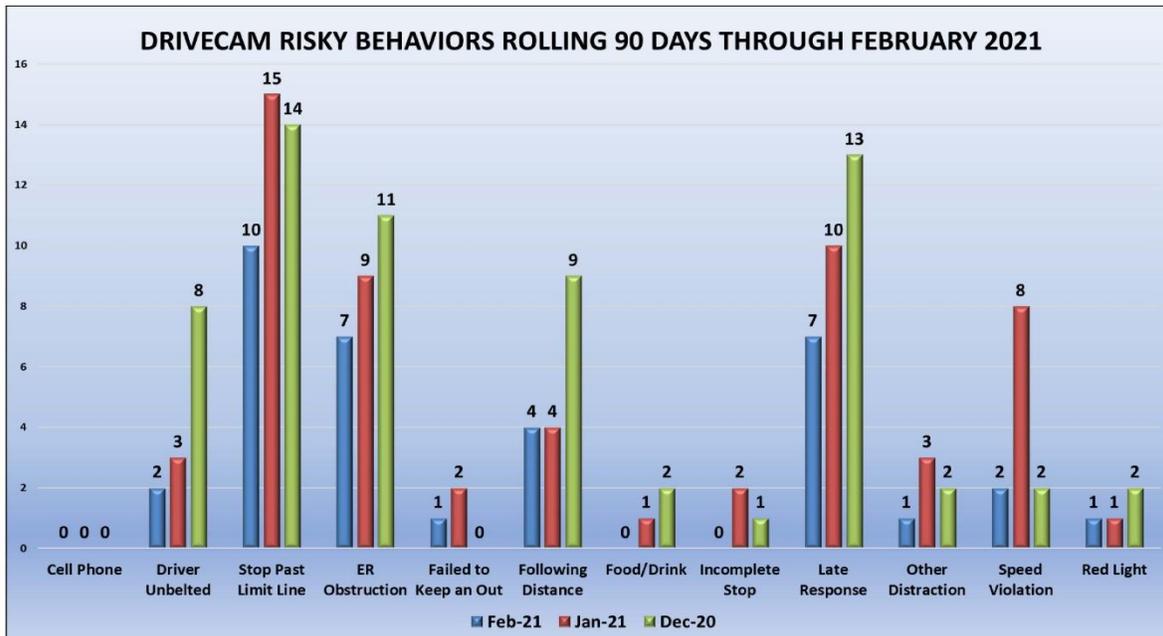
February 2021

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

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



# CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

PIERCE TRANSIT  
 3701 96<sup>th</sup> St SW  
 Lakewood, WA 98499

[Piercetransit.org](http://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)**

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**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: Michael Griffus Date 03/22/2021

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*<sup>1</sup> 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](mailto:CommCenterControllers@piercetransit.org),
- **PT Department of Public Safety:** [PublicSafetyDepartment@piercetransit.org](mailto:PublicSafetyDepartment@piercetransit.org),

<sup>1</sup> 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](mailto:TransportationManagementServiceDelivery@piercetransit.org),
- **PT Training Department:** [BusSafetyandTraining@piercetransit.org](mailto:BusSafetyandTraining@piercetransit.org)
- **PT Safety Department –** [safetydepartment@piercetransit.org](mailto: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 Support<sup>2</sup> 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 Support<sup>2</sup> 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?

---

## EMPLOYEE ASSAULT CHECKLIST INSTRUCTIONS

*Please carefully read the following instructions before filling out the form:*

- Communications Center Controller will open and create the report in the P drive in the “Employee Assault” folder.
- The report and folder are named, by using the date, vehicle number, and employee number. (example- 021420-09715-02333, coded like an ECL/EIR).
- Communications Controller will fill out the top section of the form and SAVE AS in the P drive, Employee Assault folder.

*Once the report is saved in the folder by the Communications Center, all employees will follow these guidelines:*

- All departments and entries will be made on the form saved by the Communications Center, for any individual assault.
- Information will be “saved”, not “saved as” after all entries. Do not create duplicate files. Make sure the file is not already open before you enter you information and save the file.
- Each department will fill out the top of their section, to include the name of the person performing the “action”, the date, time and their employee number.
- Upon completing tasks, you must enter your employee number to the right of the form to document that the task was completed, unless you are the initial person filling out the form for your department.

Time Reported:		<b>PIERCE TRANSIT</b>		Radio Controller
<b>Employee Assault Checklist</b>				
Date:	Vehicle #	Route #	SIR #	
Employee Name:		Employee # and Title		Police Response
Location of Incident			City of Incident	
Injuries			Medical response	

**Communications Center**

Actions	Date	Time	Completed by
Communications Controller (Initial Call Taker)			

*If a controller other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.*

<input type="checkbox"/> <b>Facilitated Employee's Removal from immediate additional harm/threat (if applicable)</b>	Date	Time	Employee #
<input type="checkbox"/> <b>Ascertained Employee's condition</b>	Date	Time	Employee #
<input type="checkbox"/> <b>Obtained pertinent info for first responders.</b>	Date	Time	Employee #
<input type="checkbox"/> <b>Dispatched Police (PS Dispatcher)</b>	Date	Time	Employee #
<input type="checkbox"/> <b>Dispatched Medical (if needed)</b>	Date	Time	Employee #
<input type="checkbox"/> <b>Dispatched Service Supervisor</b>	Date	Time	Employee #
<input type="checkbox"/> <b>Sent Everbridge Notification</b>	Date	Time	Employee #
<input type="checkbox"/> <b>Re-assessed Employee's Condition (radio call)</b>	Date	Time	Employee #
<input type="checkbox"/> <b>Covered Run (if needed)</b>	Date	Time	Employee #
<input type="checkbox"/> <b>Notified an on-duty Peer Support/CISM member or called 24/7 Peer Support Hotline</b>	Date	Time	Employee #
<input type="checkbox"/> <b>Notified Dispatch and Provide SIR Number (phone call)</b>	Date	Time	Employee #
<input type="checkbox"/> <b>Created "Assault" folder</b>	Date	Time	Employee #
<input type="checkbox"/> <b>Followed-up radio call to operator (if they remained on duty)</b>	Date	Time	Employee #
<input type="checkbox"/> <b>Placed copy of RCL in the "Assault" folder</b>	Date	Time	Employee #

**Service Support**

Actions	Date	Time	Completed by
Service Support Supervisor			

*If a supervisor other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.*

<input type="checkbox"/> <b>Responded to the scene</b>	Date	Time	Employee #
<input type="checkbox"/> <b>Checked employee condition</b>	Date	Time	Employee #
<input type="checkbox"/> <b>Contacted Medical/Police</b>	Date	Time	Employee #
<input type="checkbox"/> <b>Offered Peer support, EAP, and handed brochure to employee</b>	Date	Time	Employee #
<input type="checkbox"/> <b>Transported to base, when needed, if not for medical care</b>	Date	Time	Employee #
<input type="checkbox"/> <b>Directed operator to Dispatch to complete forms and meet Peer Support team member</b>	Date	Time	Employee #
<input type="checkbox"/> <b>Offer employee assistance with forms or any other tasks</b>	Date	Time	Employee #
<input type="checkbox"/> <b>Completed and added Track-It entry report, photos, and other documents to CAPPS file</b>	Date	Time	Employee #
<input type="checkbox"/> <b>If exposed to bodily fluids: Advised exposed employee to complete correct OJI paperwork and strongly encouraged them to see a physician within 24 hours of the incident.</b>			

**Dispatch**

Actions	Date	Time	Completed by
Dispatcher			

*If a dispatcher other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.*

<input type="checkbox"/> Checked on the condition of the employee and verified absence status	Date	Time	Employee #
<input type="checkbox"/> Prepared Injury or Illness, OJI, and/or SIR paperwork for employee	Date	Time	Employee #
<input type="checkbox"/> Offered place outside of Ops lobby to fill out paperwork and speak with Peer Support	Date	Time	Employee #
<input type="checkbox"/> Scanned reports and added to file	Date	Time	Employee #

**Assistant Managers**

Actions	Date	Time	Completed by
Assistant Managers			

*If an assistant manager other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.*

<input type="checkbox"/> Checked employee's condition as soon as practical	Date	Time	Employee #
<input type="checkbox"/> Assured the employee was offered Peer Support and/or EAP	Date	Time	Employee #
<input type="checkbox"/> Reviewed video using Appendix A as a resource (CAPPS)	Date	Time	Employee #
<input type="checkbox"/> Followed up with employee	Date	Time	Employee #
<input type="checkbox"/> Documentation	Date	Time	Employee #

**Comments:**

**Customer Satisfaction Coordinator**

Actions	Date	Time	Completed by
Customer Satisfaction Coordinator			

*If a customer service coordinator other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.*

<input type="checkbox"/> Checked police & complaint information	Date	Time	Employee #
<input type="checkbox"/> Reviewed video	Date	Time	Employee #
<input type="checkbox"/> Reviewed incident with employee and support person(s)	Date	Time	Employee #
<input type="checkbox"/> Scheduled a hot wash on lessons learned	Date	Time	Employee #

**Comments:**

**Risk**

Actions	Date	Time	Completed by
Risk			

*If someone from risk other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.*

- Collected OJI forms 

Date	Time	Employee #
- Gathered information for Analysis 

Date	Time	Employee #

**Comments:**

**Safety**

Actions	Date	Time	Completed by
Safety			

*If someone from the Safety Department other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.*

- Reviewed video 

Date	Time	Employee #
- Lessons learned 

Date	Time	Employee #
- Recommendations 

Date	Time	Employee #

**Comments / Recommendations:**

**Training Department**

Actions	Date	Time	Completed by
Training Department			

- Scheduled employee for retraining (if required)

**Comments:**

**Public Safety**

Actions	Date	Time	Completed by
Public Safety			

*If someone from Public Safety other than the one above completed one of the below tasks, please enter the information in the box at the end of the task.*

- Pierce Transit Police responded to employee assaults that occur in Pierce County. Employee assaults that occur outside of Pierce County are the responsibility of the agency who has jurisdiction of the location where the assault occurred 

Date	Time	Employee #

---

- Initial investigation included interviewing and obtaining written or recorded statements for victims and witnesses, collecting evidence at the scene, photographing injuries and the scene, identifying/apprehending suspect(s), obtaining a medial release from the victim 

Date	Time	Employee #

---

- Reviewed, documented, and booked the video from the coach or TC into evidence 

Date	Time	Employee #

---

- Contacted the Victim in the days after the assault for follow up photos and statement 

Date	Time	Employee #

---

- Confirmed the Prosecutor has all the needed information to make an informed charging decision 

Date	Time	Employee #

---

- Completed any follow up asked for by the Prosecutor 

Date	Time	Employee #

**For Cases that occurred outside Pierce County:**

- Contacted the lead agency and obtain a copy of the report 

Date	Time	Employee #

---

- Sent the agency the video from the coach or TC 

Date	Time	Employee #

---

- Offered any assistance needed for follow up to occur in Pierce County 

Date	Time	Employee #

---

- Stayed in contact to find out if the case was charged 

Date	Time	Employee #

**Comments:**

## 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
  - AOB RD 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



DRIVER TASKS COMPLETED

SMART FLEET CONNECTED

DATA SECURELY TRANSMITTED

ACTIONABLE DATA DISPLAYED

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.

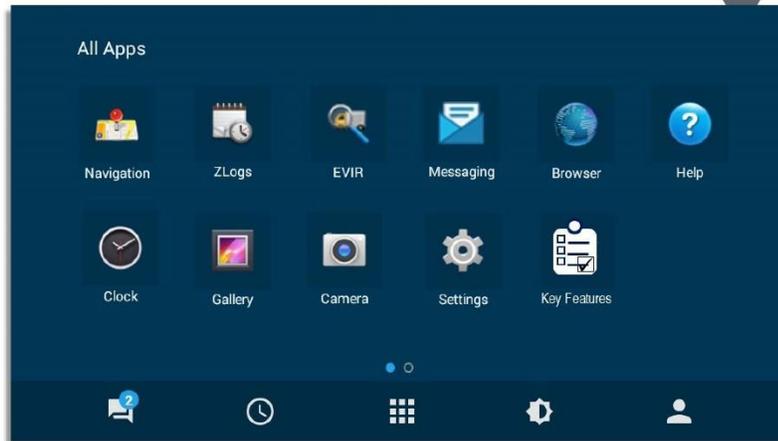
4

DRIVING TECHNOLOGY FUELING EFFICIENCY EMPOWERING PEOPLE

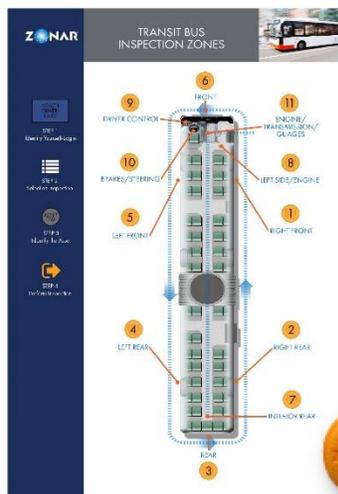
# ZONAR®

Android™ Platform

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.



**ZONAR EVIR®** 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 05:29	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, Kneeling, 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	05:48:27	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/lugs, Windows/glass, RF Lighting	N	Y			
Right Rear	05:46:25	Access Panels, Audible Air Leak, Other, Body, Mud flap/susp, Tires/wheels/lugs, 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/lugs, Windows/glass, RF Lighting	N	Y			
Left Front	05:50:46	Access Panels, Audible Air Leak, Other, Body, Lighting, Mirrors, Tires/wheels/lugs, 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: <a href="#">Chang, J</a>				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.							
<a href="#">Standard (Printer Friendly)</a>		<a href="#">Shop Copy (Printer Friendly)</a>		<a href="#">Print Shop Copies This EVIR - Only (Generates PDF file)</a>		<a href="#">Print Shop Copies This Asset Only (Generates PDF file)</a>	

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

# Safety

Requires recipients of Urbanized Area Formula program funds that serve urbanized areas with populations of 200,000 or more to:

1. Establish a **Safety Committee**, composed of representatives of frontline employees and management, that is responsible for identifying, recommending, and analyzing the effectiveness of risk-based mitigations or strategies to reduce consequences identified in the agencies' safety risk assessment
2. Develop, and add to their agency safety plan, a **risk reduction program** for transit operations to improve safety by reducing the number and rates of accidents, injuries, and assaults on transit workers based on data submitted to the National Transit Database
3. Set **risk reduction performance targets** using a three-year rolling average of the data submitted by the recipient to the National Transit Database and allocate not less than 0.75% of their Urbanized Area Formula program funds to **safety related projects**
4. Require maintenance personnel to meet the existing safety **training requirements** and safety, operations, and maintenance personnel to complete de-escalation training



Provides **state safety oversight agencies authority to collect and analyze data and conduct risk-based inspections** of rail fixed guideway transportation systems

Requires recipients of Urbanized Area Formula program funds serving an urbanized area with a population of fewer than 200,000 to **develop their agency safety plan in cooperation with frontline employee representatives**



Requires agency safety plans to be consistent with Centers for Disease Control and Prevention and State health authority guidelines to **minimize exposure to infectious diseases**



# RideBRT

**BUS RAPID TRANSIT TACOMA TO SPANAWAY  
Pierce Transit SR 7/Pacific Avenue BRT Design**

Pierce Transit Board  
8/8/2022

# Contract PT-105-18

## WSP Amendment 11 Approved on 4/11/22, Scope included:

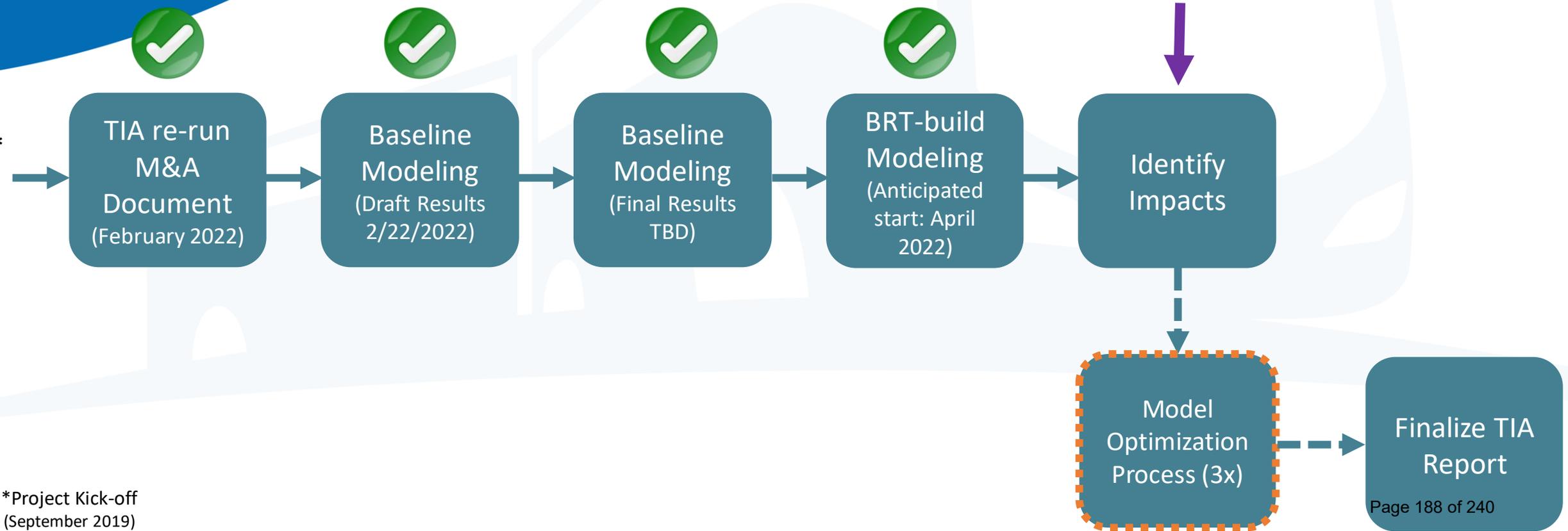
- City of Tacoma Permit Set – July 2022
- Advance Traffic Impact Analysis through the BRT-Build Model
- Continue utility and third-party agreement support
- Project Management Design and Administration support

WSP Amendment 12 was planned for the July 2022 Board, but was moved to August.



# Where are we in the TIA re-run Process

## TIA Re-run Milestones



\*

\*Project Kick-off (September 2019)

# Amendment 12 Scope

## Scope includes:

- Project Management starting August 1, 2022, and extending through September 30, 2023 (14 months)
- Federal Transit Administration (FTA) support providing documentation for submittal for readiness review
- Utility coordination and third-party agreement support
- Utility identification and field investigation
- Final Traffic Impact Analysis (TIA) report
- Final Safety Analysis Report
- WSDOT Design Approval
- WSDOT Plan for Approval
- 65% Plans Specs & Estimates for Volumes 1, 2, and 3 that will include TIA mitigation
- National Environmental Policy Act (NEPA) and State Environmental Policy Act (SEPA) analysis and documentation

# Future Amendments

## WSP Amendment 13 Scope:

- Final Design Amendment expected: September 2023
- Scope will include 90-100% permit design and GCCM MACC negotiation support
- Final Project Management Design and Administration support



Pierce Transit  
***Stream***

TITLE: Authorize the Chief Executive Officer to Increase the Contract Authority Amount for WSP USA, Inc., Contract No. PT-105-18, for Planned and Budgeted Design Work for the Bus Rapid Transit Pacific Avenue/State Route Project

DIVISION: Finance

SUBMITTED BY: Sean Robertson, Sr. Construction PM

RELATED ACTION:

FS No. 2022-019, Authorized 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/State Route 7 Design by \$2,939,000 for a new authorized total contract not to exceed amount from \$18,384,346 to \$21,323,346 to provide additional Architectural and Engineering Services for Design Support including permit review plans and FTA Small Starts updates.

FS No. 2021-062, Authorized 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/State Route 7 Design by \$2,498,645 for a new authorized total contract not to exceed amount from \$15,885,701 to \$18,384,346 to provide additional Architectural and Engineering Services for Design Support including 60% Design and FTA Readiness Review.

FS No. 2021-046, Authorized 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/State Route 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.

FS No. 19-043, Authorized the Chief Executive Officer to execute a contract with WSP, USA to provide Architectural and Engineering Services for Design and Construction Support of the proposed Bus Rapid Transit Pacific Avenue/State Route 7 Corridor Bus Rapid Transit Project in a not to exceed amount of \$12,635,701.

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:

Current Contract Authority	\$ 21,323,346
Increase Contract Authority Amount	\$ 7,246,000
Total Authorized Amount	\$ 28,569,346

The Increase amount of \$7,246,000 will be funded using local Pierce Transit Funds and is within the BRT project budget of \$241.4 million.

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 boarding's, 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/State Route 7 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/State Route 7 Project.

WSP, USA provided a proposal for consulting services dated June 19<sup>th</sup>, 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 late 2027, adding four additional years to the contract.

Due to challenges experienced during the COVID-19 Pandemic and unforeseen permitting efforts to align WSDOT and City of Tacoma standards, staff is requesting an increase to the WSP contract to complete 65% design and support services for FTA readiness review. A summary of the amendment scope included in this increase is listed below:

- Project Management starting August 1, 2022, and extending through September 30, 2023 (14 months)
- Federal Transit Administration (FTA) support providing documentation for submittal for readiness review
- Utility coordination and third-party agreement support
- Utility identification and field investigation
- Final Traffic Impact Analysis (TIA) report
- Final Safety Analysis Report
- WSDOT Design Approval
- WSDOT Plan for Approval
- 65% Plans Specs & Estimates for Volumes 1, 2, and 3 that will include TIA mitigation

- National Environmental Policy Act (NEPA) and State Environmental Policy Act (SEPA) analysis and documentation

Pierce Transit will reassess the project progress in the Summer of 2023 and will expect to come back to the board for a final increase to allow WSP to complete 100% design and construction support.

STAFF RECOMMENDATION:

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

ALTERNATIVES:

Reject the contract increase amount for WSP USA, Inc. and continue work until the existing contract authority is met. This would result in all design work ceasing in September 2022. This is not recommended as it would put the project in jeopardy.

PROPOSED MOTION:

Move to: Authorize the Chief Executive Officer to increase the contract authority amount for WSP USA, Inc., Contract No. PT-105-18, by \$7,246,000 for a new contract authority amount of \$28,569,346 to provide additional planned and budgeted Architect and Engineer design work for the Bus Rapid Transit Pacific Avenue/State Route 7 Project.



Maintenance and Operations Building  
Improvements (MOBI)  
Construction Contract Authority Amount Update

August 8, 2022

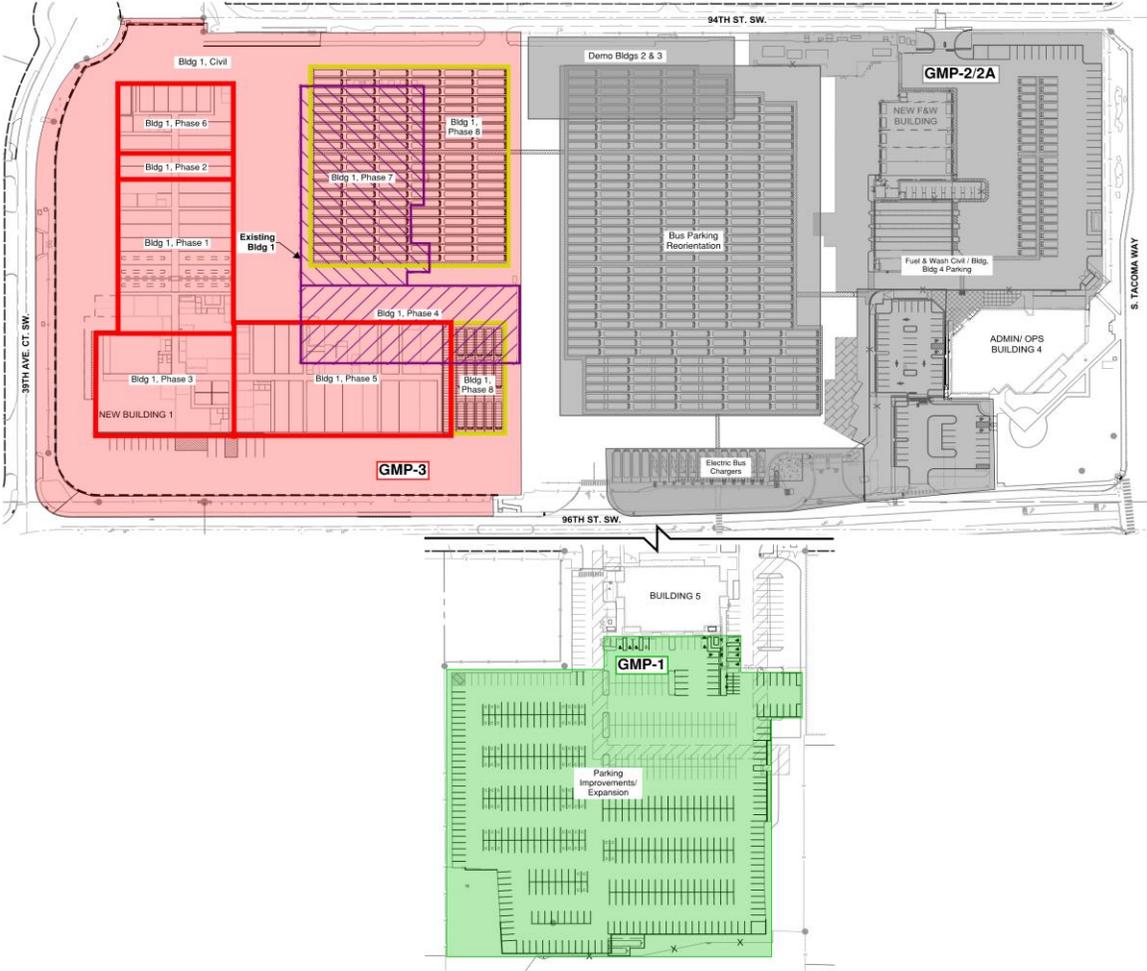
Brian Matthews, Senior Capital Project Manager

# Building 6 Improvements



# Project Location and Phases

Project Site 



# Questions?



TITLE: Authorize the Chief Executive Officer to Increase the Contract Authority Amount for Absher Construction Company, Contract No.1087, for Building 6 Tenant Improvements

DIVISION: Finance

SUBMITTED BY: Brian Matthews, Sr. Construction Project Manager

RELATED ACTION:

FS 2020-033 Authorization to Execute a Contract with Absher Construction for Construction of the New Fuel and Wash, Bus Rapid Transit Electric Charging Facility and Related Improvements for Guaranteed Maximum Price (GMP) Package 2.

FS 2021-010 Authorization to Execute Change Order No. 4 to Contract No.1087 with Absher Construction Company to Increase the Contract Authority Amount for the Construction of the New Fuel and Wash Facility and Related Improvements for Guaranteed Maximum Price (GMP) Package 2a.

ATTACHMENTS: None

RELATION TO STRATEGIC PLAN: Customer

**BUDGET INFORMATION**

Is it Budgeted?  Yes /  No

Project Name or Number: 525.2 BMP Fuel and Wash Facility

Operating Budget

Capital Budget

FUNDING SOURCE:		EXPLANATION:
Current Contract Authority	\$ 32,214,037	The amount reflects the estimated expenditures for Building 6 Tenant Improvements and a contingency of 10% (\$89,000)
Increase Contract Authority Amount	\$ 979,000	
Total Authorized Amount	\$ 33,193,037	

BACKGROUND:

Due to the complexity of the Base Master Plan Update, the project phasing requires continuous operations throughout the construction period. The second Guaranteed Maximum Price (GMP) package approved by the Board of Commissioners on July 13, 2020, included civil work to prepare for construction of a new Fuel and Wash Building and SHUTTLE and relief vehicle parking behind Building 4, constructed new staff ADA parking next to Building 4 and other miscellaneous work to prepare for future phases, is complete.

The third GMP (2a) includes constructing the new Fuel and Wash Building, replacing the old facility that limits capacity and utilizes aging technology. The new building will allow more efficient operations for expanding bus fleet types, as well as eliminate bottlenecks at peak service hours. The new building location behind Building 4 will also allow expansion and reconfiguration of the current bus lot to accommodate future needs. The construction is 60% complete on the Fuel and Wash Building and the project is on schedule and on budget.

This additional work includes tenant improvements to Building 6 that are required to accommodate Facilities Maintenance functions. Facilities Maintenance is currently in Building 2 which will be demolished in 2023 leaving the work group without a home. After a study and new Building 1 programming was completed, staff realized a cost savings by relocating the Facilities Maintenance work group to Building 6 instead of a second floor and elevator that would have been required in the new Maintenance facility. By relocating Facilities Maintenance to Building 6 and eliminating the elevator, staff reduced the cost of the new Maintenance facility by \$1,000,000.

The scope of work includes site, interior and exterior improvements including relocation, commissioning and startup of generator and compressor, addition of overhead door, demolition of a canopy that is not needed, security card readers to exterior doors, roof ladders for safety, inspection report of roof condition, removal of signage, removal of old cracking VCT flooring and refinishing of the concrete floor, removal of ceiling grid to allow for forklift use in the building, demolition of unsafe storage shelving and installation of shelves being repurposed from West Base facility which was recently demolished, a welding and carpentry shop along with the required ventilation, restroom and locker room conversion including required plumbing improvements, modifications to the fire sprinkler system where room modifications are completed and other work required to complete the project.

#### STAFF RECOMMENDATION:

Staff recommends increasing the Contract authority amount for Absher Construction, Contract No. 1087, for Building 6 Tenant Improvements.

#### ALTERNATIVES:

Reject the Contract authority increase amount for Absher Construction. This is not recommended as it would require a full set of specifications and drawings be developed and Pierce Transit having to bid out separately from the Maintenance and Operations Base Improvements Project.

#### PROPOSED MOTION:

Move to: Authorize the Chief Executive Officer to increase the Contract authority not to exceed amount for Absher Construction, Contract No. 1087, by \$979,000 for Building 6 Tenant Improvements for a new contract authority not to exceed amount of \$33,193,037.

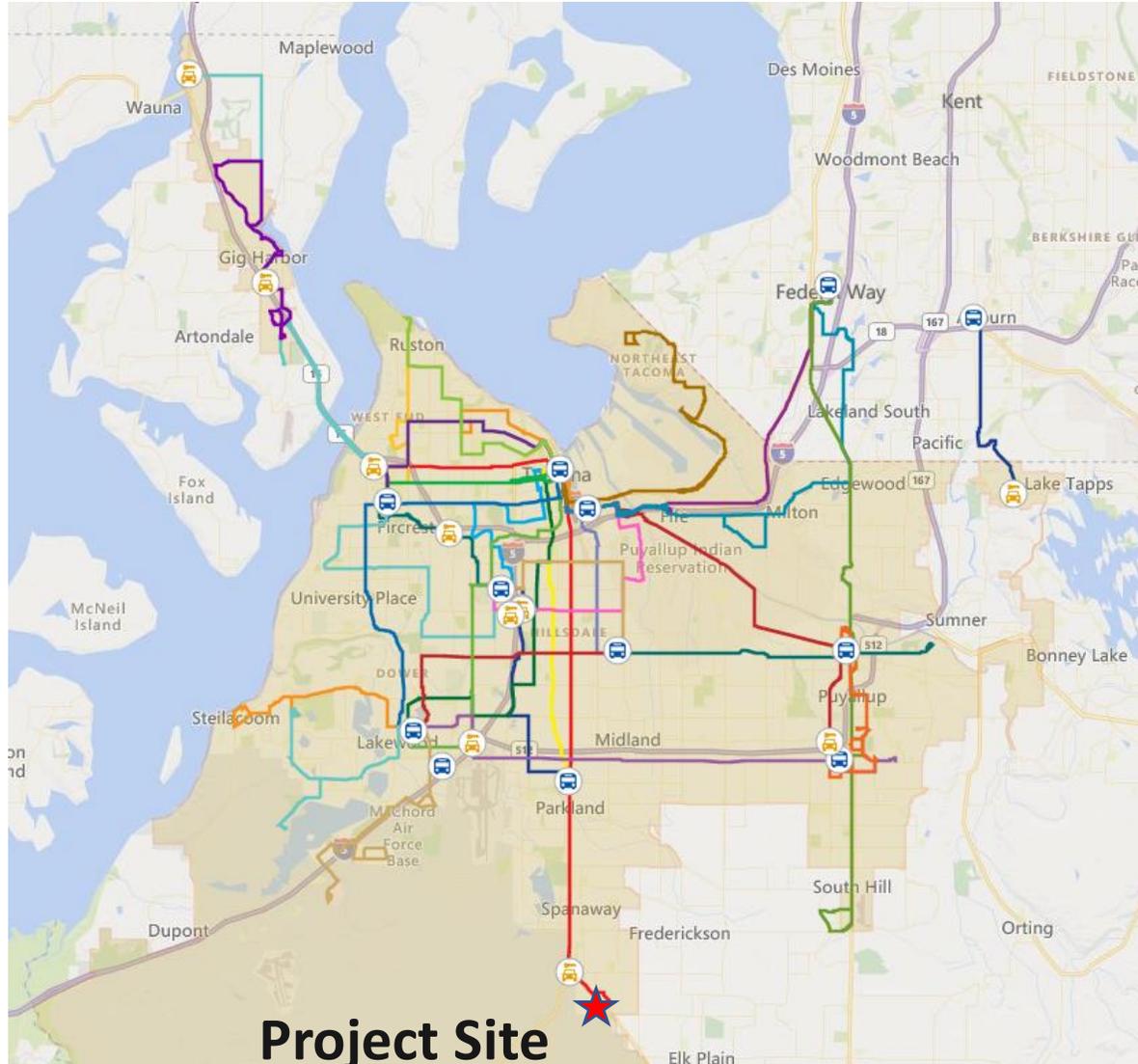


# Spanaway Transit Center Phase I Project Update

August 8, 2022

Hope Gibson, Senior Capital Project Manager

# Area Map

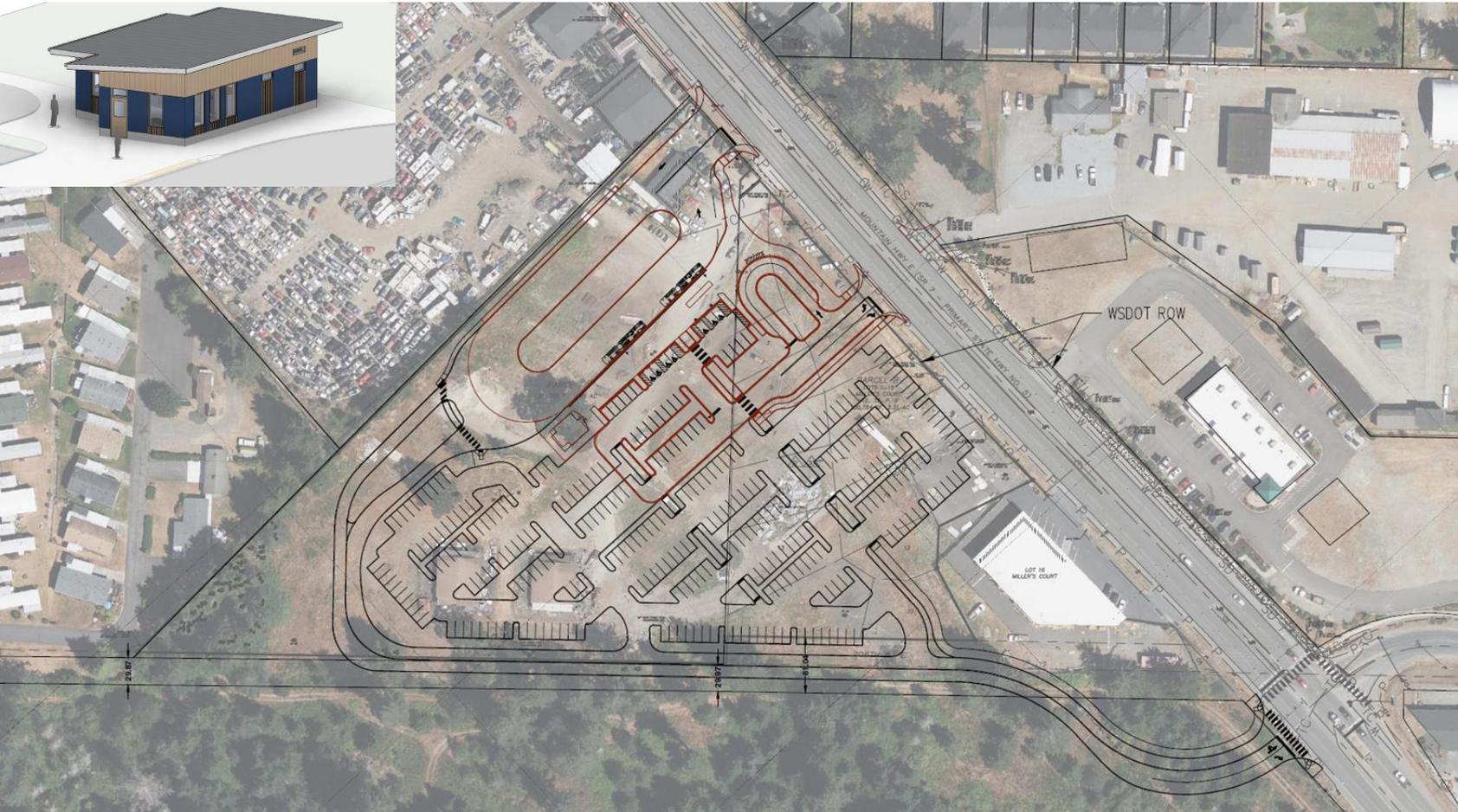


A new transit center at the end of Route 1 and the future Bus Rapid Transit line.



Photo of project site around time of acquisition

# Project Phases



## Phase I

- Bus turnaround
- 38-car parking lot
- Operator comfort station
- Passenger drop off

Phase I bid on August 2. Low bid came in at \$4,511,000. Anticipate construction to begin Fall, 2022 and take one year.

## Phase II

- Total parking—250 spaces
- Permanent egress solution

Phase II in planning.



# Questions?



TITLE: Authority to Execute a Contract with Construct, Inc., DIVISION: Finance  
 Contract No. 1136, for Construction of Phase 1 of the  
 Spanaway Transit Center

SUBMITTED BY: Hope Gibson, Senior Capital Project  
 Manager

RELATED ACTION:

FS 2018-086, A resolution Amending the 2018 Capital Budget to Include Funding for Pac Avenue/SR7 Park and Ride & Authorizing the CEO to Enter Into and Execute an Agreement with the WA State Dept of Transportation to Receive Regional Mobility Grant Funds for the Pacific Avenue/SR7 Park and Ride.

FS 2020-025, Authorizing the Chief Executive Officer to Execute a Purchase and Sale Agreement to Acquire Real Property for the Spanaway Transit Center.

FS 2019-019, Authorization to Execute a Contract with KPFF for Architectural and Engineering Services for the Spanaway Turnaround Facility.

ATTACHMENTS:

RELATION TO STRATEGIC PLAN: Customer

**BUDGET INFORMATION**

Is it Budgeted?  Yes /  No

Project Name or Number: 588 Spanaway Transit Center

Operating Budget

Capital Budget

FUNDING SOURCE:		EXPLANATION:
Local Amount	\$ 4,431,838.93	Contract amount: \$4,511,000.00
Grant/Other Amounts	\$ 429,161.07	Contingency: \$350,000.00
Total Expenditure	\$ 4,861,000.00	Total: \$4,861,000.00

BACKGROUND:

In 2018, staff began work on identifying a site for a new transit center in Spanaway. The location was to serve as the southern end of Route 1, which is Pierce Transit's most utilized fixed route. It will eventually serve as the southern terminus of Pierce Transit's first Bus Rapid Transit route.

The current terminus of Route 1 is a pullout located several blocks to the north, which provides one shelter and one bench, and offers no break facilities or restrooms for operators.

FACT SHEET  
PAGE 2

The new facility will include an off-street turnaround for buses, a comfort station for operators, a drop off area for passengers, shelters, benches and a park-and-ride lot consisting of 38 parking spaces (to be expanded under Phase II).

After an extensive site selection process, the current site was chosen and the agency closed on the property in 2020.

The agency selected KPFF as the planning and design consultant for the project in 2019. Since that time, the design was completed, permits were obtained, and site clearing and cleanup were executed. The site is now well-positioned for development.

The construction contract was released for public bidding on July 15. Five (5) companies submitted bids on the project; and Construct, Inc. submitted the lowest responsible and responsive bid.

STAFF RECOMMENDATION:

Execute a contract with Construct, Inc. to provide construction services for the Spanaway Transit Center.

ALTERNATIVES:

Reject Construct, Inc's bid and put the project back out for bid. This is not recommended, as it would delay the project with no guarantee of a future lower bid.

PROPOSED MOTION:

Move to: Authorize the Chief Executive Officer to enter into and execute a contract with Construct, Inc., Contract No. 1136, to provide construction services for Phase 1 of the Spanaway Transit Center in the amount of \$4,861,000.00.



# Handouts



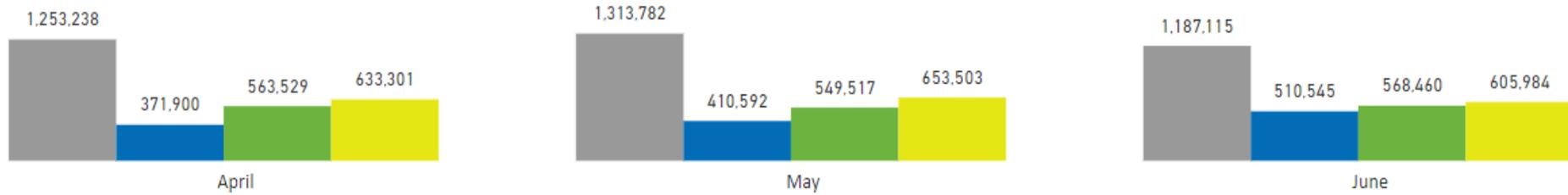
# Quarterly Ridership and On Time Performance Report

Quarter 2  
(April – June 2022)

# 2<sup>nd</sup> Quarter Ridership - Includes Sound Transit Boardings

Total boardings (all modes) by month and year

● 2019 ● 2020 ● 2021 ● 2022

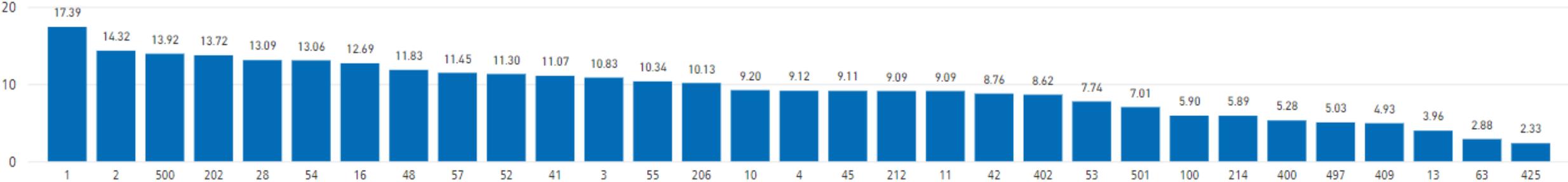


All modes boardings, miles, and hours by year and month

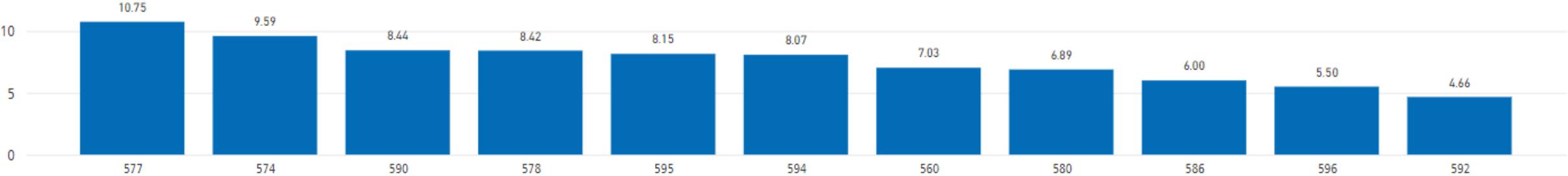
Year & Month	Pierce Transit Fixed Route Boardings	Vanpool Boardings	SHUTTLE Boardings	Sound Transit Fixed Route Boardings	Total Boardings
2022	1,211,658	64,604	39,407	577,119	1,892,788
April	397,655	33,133	17,139	185,374	633,301
May	412,425	31,471	17,060	192,547	653,503
June	401,578	*	5,208	199,198	605,984
<b>Total</b>	<b>1,211,658</b>	<b>64,604</b>	<b>39,407</b>	<b>577,119</b>	<b>1,892,788</b>

\*Vanpool data for previous month pending

# 2<sup>nd</sup> Quarter Boardings per Service Hour



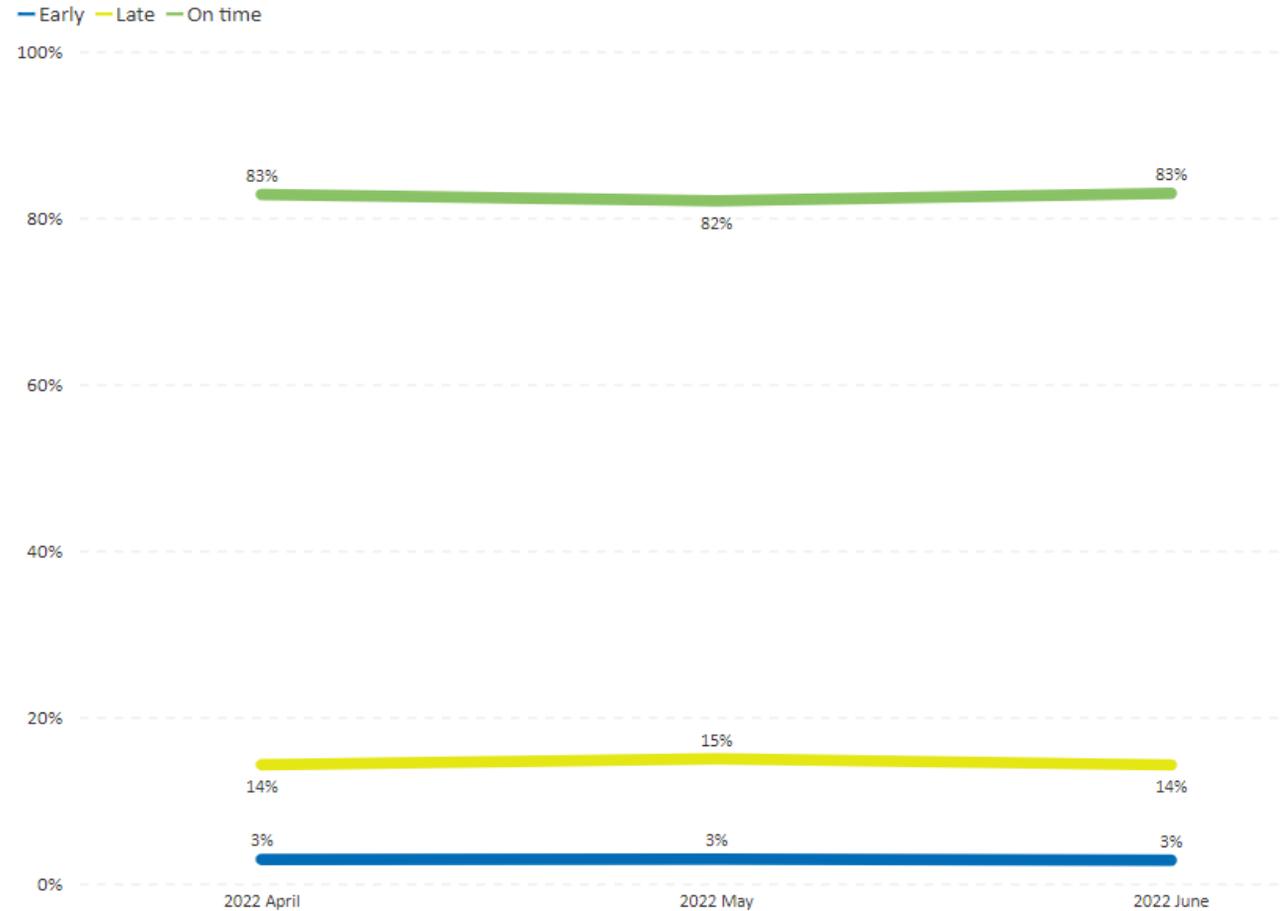
## Pierce Transit Routes



## Sound Transit Routes

# 2<sup>nd</sup> Quarter Pierce Transit On Time Performance (OTP)

Official monthly on-time performance (OTP)



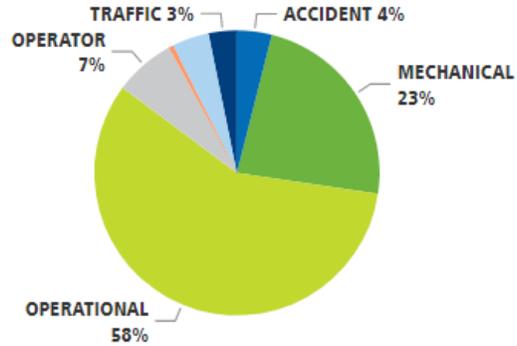
Highest OTP Routes	
13 – N 30 <sup>th</sup> St	95.8%
63 – NE Tacoma	93.8%
497 – Lakeland Hills connector	93.5%
10 – Pearl St	93.4%
52 – TCC Tac Mall	92.8%

Lowest OTP Routes	
409 – Puyallup/72 <sup>nd</sup>	67.3%
1 – 6 <sup>th</sup> Ave / Pacific Ave	72.3%
100 – Purdy Gig Harbor TCC	75.5%
28 – S 12 <sup>th</sup> St	77.0%
214 – Washington	77.1%

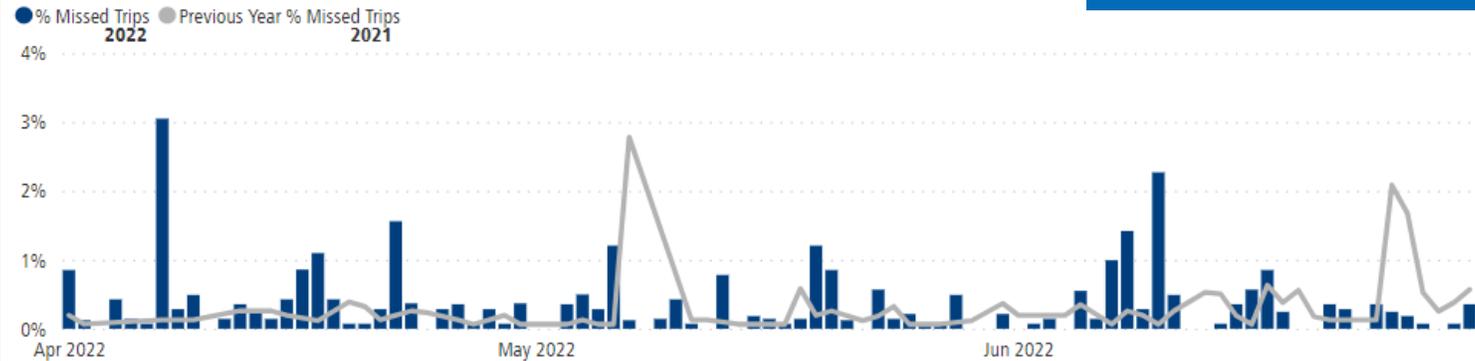
# 2<sup>nd</sup> Quarter Missed Trips by Route

<b>406</b>	<b>273</b>
Missed trips in 2022	Missed trips in 2021
<b>0.4%</b>	<b>0.2%</b>

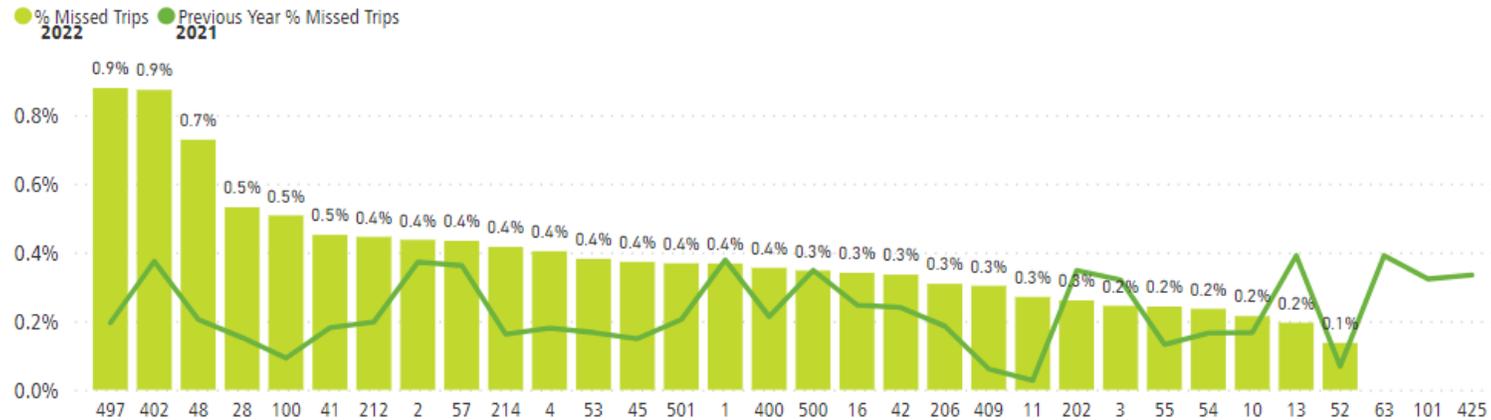
Reasons for missed trips 2022



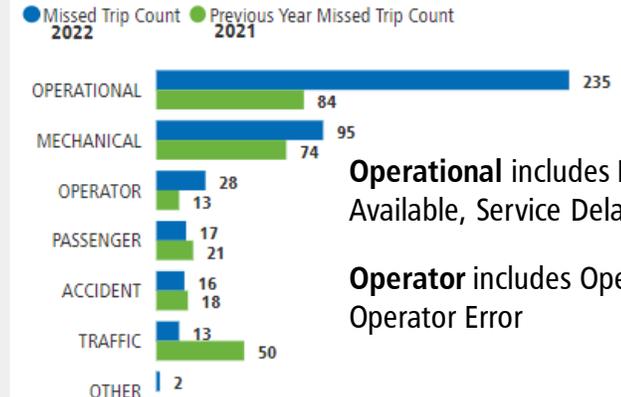
Percentage of trips missed, by day



Percentage of trips missed, by route



Missed trips, by reason



**Operational** includes No Operator Available, Service Delays, etc.

**Operator** includes Operator Illness, Operator Error

# Key Take-Aways

- Total boardings for all modes are higher in April, May, and June 2022 compared to same months in 2020 and 2021
- Boardings per service hour (all day types) are highest on PT routes 1, 2, 500, 202, and 28 and highest on ST routes 577, 574, 590, 578, and 595.
- Average OTP for all PT routes during April, May, and June 2022 is 82-83%.
- Missed trips on PT routes in Q2 were the highest in April (160), then decreased in May (112) and increased again slightly in June (134)

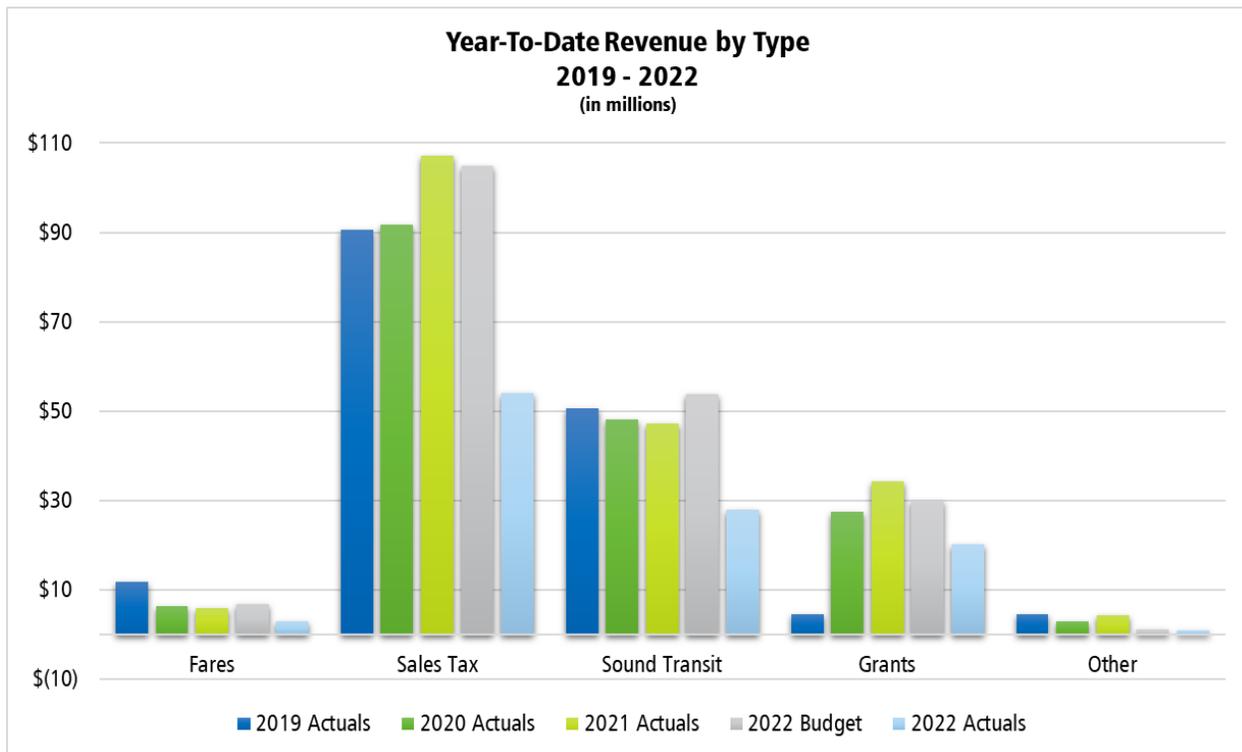
**Pierce Transit**  
**Quarterly Financial Report**  
**04.01.2022 – 06.30.2022**



## Operating Revenues

As of June 30th, Pierce Transit has received 53.91% of the budgeted revenue. A comparison of operating revenue for three prior years and the 2022 Budget to Actuals are provided in the table below. Prior year actuals and budget figures are for the full year whereas current year actuals are January through June.

	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budget	2022 Actuals	% of Budget Received
Fares	\$ 11,820,798	\$ 6,391,850	\$ 5,987,961	\$ 6,747,477	\$ 2,872,269	42.57%
Sales Tax	90,647,576	91,744,911	107,084,956	104,956,178	54,091,882	51.54%
Sound Transit	50,713,326	48,109,519	47,250,234	53,818,060	27,907,108	51.85%
Grants	4,635,073	27,548,949	34,233,034	29,966,320	20,233,701	67.52%
Other	4,514,848	2,934,627	4,247,743	1,247,417	946,374	75.87%
<b>Total Operating Revenues</b>	<b>\$ 162,331,621</b>	<b>\$ 176,729,855</b>	<b>\$ 198,803,928</b>	<b>\$ 196,735,452</b>	<b>\$ 106,051,334</b>	<b>53.91%</b>



### Highlights from 2<sup>nd</sup> Quarter:

Fares are under budget by 7.43% which is reflective of the reduced services hours due to the Operator shortage. Sales tax is coming in slightly higher than budget and is expected to continue this trend through the remainder of the year. Sound Transit reimburses Pierce Transit on equal monthly payments and is not reconciled until year-end. Grants are higher by 17.52% largely due to American Rescue Plan Act (ARPA) funding awarded at a higher level than budgeted. Other revenue is up the most at 68.73% of budget. The increase is due to gains on disposed assets making up 30% of the other revenue.

## **Revenue Definitions**

Fares – Revenues for actual services provided and include fixed route, SHUTTLE and Vanpool services. The current average fare per boarding is \$1.00. The last adult fare increase was in 2010.

Sales Tax – This revenue source provides most of our operating revenue and is based on taxable sales within the Pierce Transit Public Transportation Benefit Area. Currently, Pierce Transit only collects 0.6% of the 0.9% allowable sales tax rate.

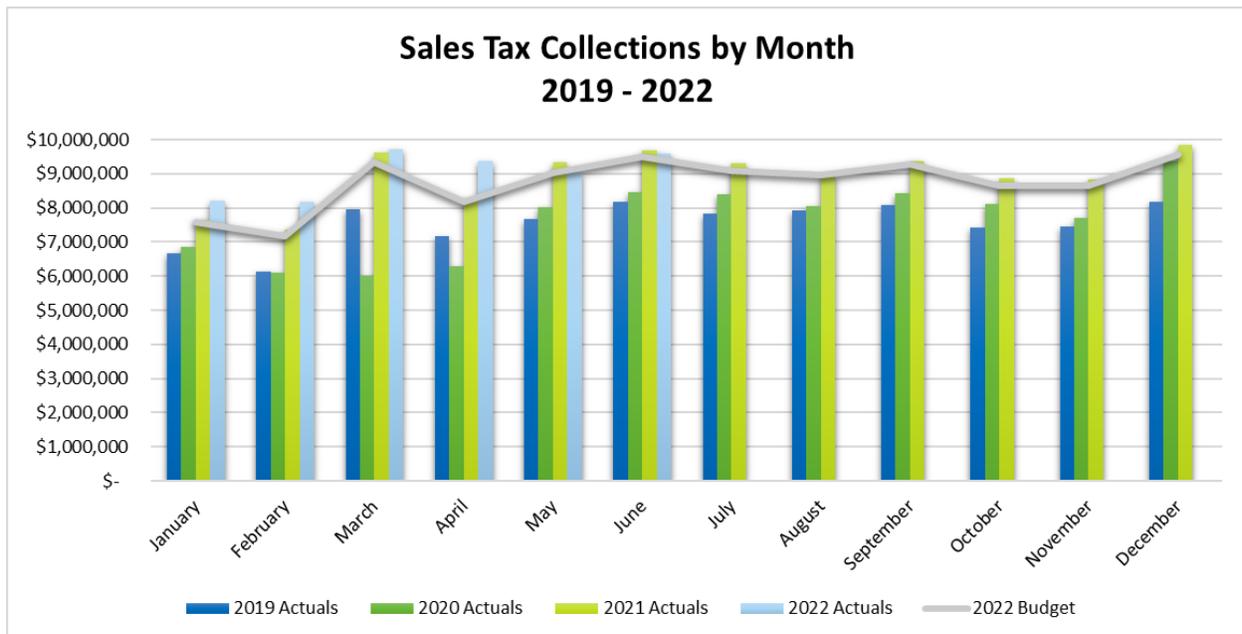
Sound Transit – Are reimbursable expenses for Pierce Transit providing regional transit service from Pierce to King County on behalf of Sound Transit. Reimbursements are based on the costs of services at an hourly rate for service hours required to provide the service.

Grants – Revenues to offset costs of running services. Included in grant revenues are Commute Trip Reduction and Special Needs Operations. These revenues are provided by Pierce County and Washington State.

Other – Other includes interest and advertising revenues that are received with more consistency as well as revenues that cannot be classified in one of the other revenue types.

## Sales Tax Collections by Month

	2019	2020	2021	2022		% of Budget
	Actuals	Actuals	Actuals	Budget	Actuals	Received
January	\$ 6,661,763	\$ 6,855,621	\$ 7,637,028	\$ 7,589,780	\$ 8,208,188	108.15%
February	6,123,214	6,092,111	7,370,653	7,162,528	8,190,205	114.35%
March	7,966,546	5,994,922	9,636,003	9,343,411	9,715,321	103.98%
April	7,164,339	6,291,754	8,250,503	8,182,179	9,374,223	114.57%
May	7,673,750	8,019,580	9,337,168	9,029,374	9,027,088	99.97%
June	8,178,012	8,456,153	9,683,916	9,481,088	9,576,858 *	101.01%
July	7,835,117	8,381,745	9,299,206	9,094,877		0.00%
August	7,916,716	8,043,555	8,974,836	8,966,014		0.00%
September	8,086,917	8,410,943	9,357,987	9,259,733		0.00%
October	7,424,375	8,104,755	8,875,194	8,651,791		0.00%
November	7,446,670	7,710,856	8,825,007	8,636,986		0.00%
December	8,170,157	9,382,916	9,837,454	9,558,417		0.00%
<b>Total Sales Tax</b>	<b>\$ 90,647,576</b>	<b>\$ 91,744,911</b>	<b>\$ 107,084,956</b>	<b>\$ 104,956,178</b>	<b>\$ 54,091,882</b>	<b>51.54%</b>



\*There is a two-month delay between when the sales tax is collected and remittance to Pierce Transit. The projection is based on the current year's monthly budgeted amount for this report until the remitted amount is finalized.

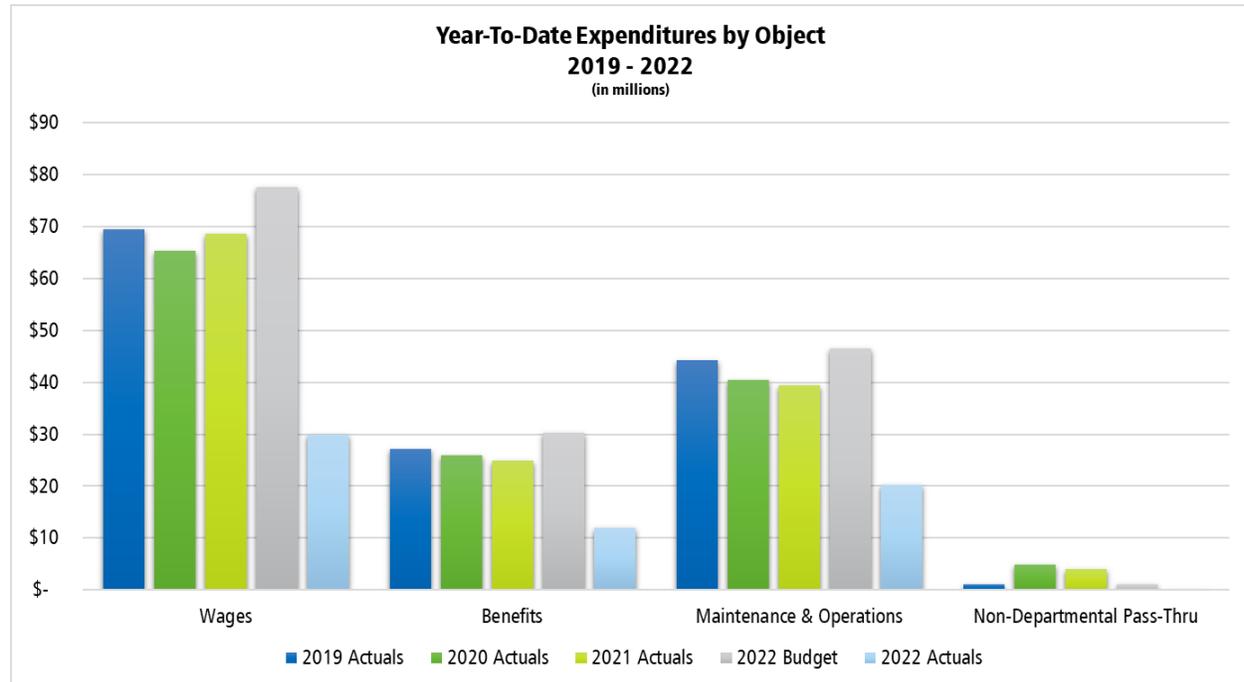
2<sup>nd</sup> Quarter 2022 collections are up 4.19%, or \$2,176,610 over year-to-date 2021 actuals.

2<sup>nd</sup> Quarter 2022 collections are up 6.50%, or \$3,303,522 over year-to-date 2022 budget.

## Operating Expenditures by Object

As of June 30<sup>th</sup>, Pierce Transit has expended 39.94% of the budgeted expenditures. A comparison of operating expenditures for three prior years and the 2022 Budget and Actuals are provided in the table below. Prior year actuals and budget figures are for the full year whereas current year actuals are for January through June. Non-Departmental Pass-Thru funds are payments made to Pierce County as part of the 5307 agreement.

	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budget	2022 Actuals	% of Budget Expended
Wages	\$ 69,382,120	\$ 65,241,313	68,615,578	\$ 77,490,382	\$ 29,870,088	38.55%
Benefits	27,084,106	25,905,379	24,993,805	30,351,438	12,027,905	39.63%
Total Personnel	96,466,226	91,146,692	93,609,383	107,841,820	41,897,994	38.85%
Maintenance & Operations	44,240,095	40,490,730	39,464,910	46,539,108	20,222,770	43.45%
Total Operating Expenditures	140,706,322	131,637,423	133,074,293	154,380,928	62,120,763	40.24%
Non-Departmental Pass-Thru	1,143,468	4,945,230	4,063,915	1,143,054	-	0.00%
<b>Total Expenditures</b>	<b>\$ 141,849,790</b>	<b>\$ 136,582,653</b>	<b>\$ 137,138,208</b>	<b>\$ 155,523,982</b>	<b>\$ 62,120,763</b>	<b>39.94%</b>



### Highlights from 2<sup>nd</sup> Quarter:

Overall operating expenditures are under budget by 9.77% when compared to 50% of the annual budget.

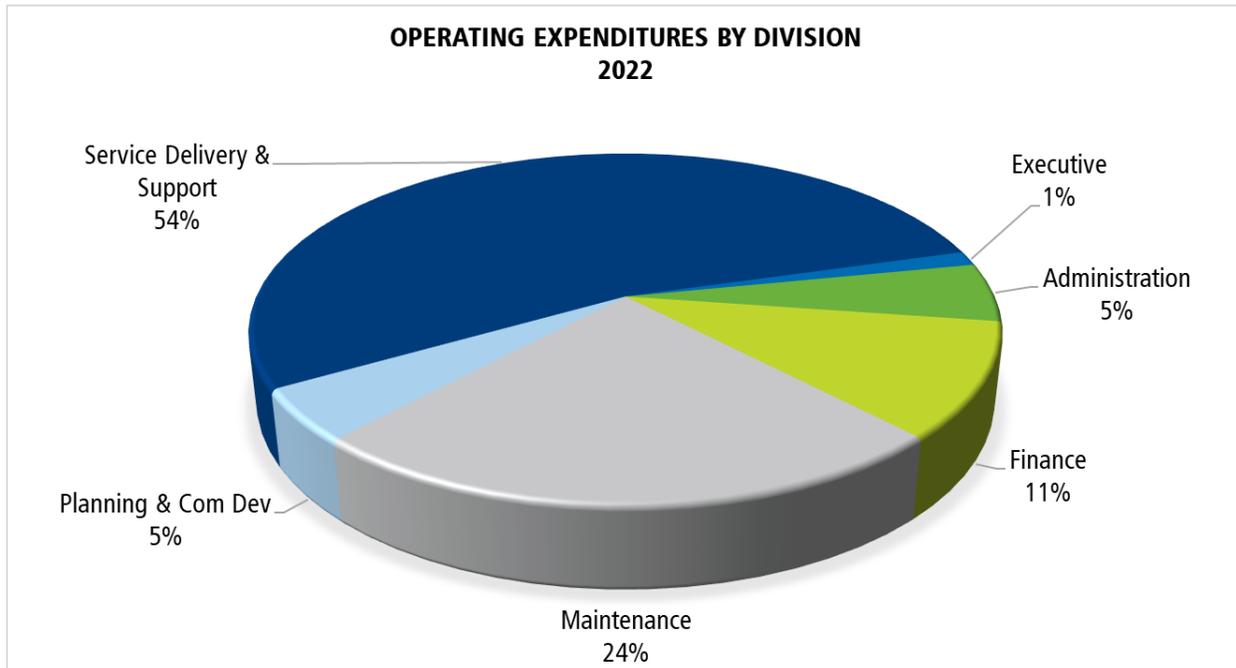
Wages and benefits are 67.45% of the total expenditures.

No non-departmental pass-thru payments have been made to Pierce County as part of the 5307 agreement in the first quarter of 2022. Historically payments have been made later in the year. This year Pierce County will receive their portion of the ARPA funds, similar to CARES and CRRSSA in previous years, as well as regular funding.

## Operating Expenses by Division

Pierce Transit consists of six divisions: Executive, Administration, Finance, Maintenance, Planning & Community Development, and Service Delivery & Support. Approximately 70% of our budgeted operating expenditures are wages and benefits for personnel. 870 or 89% of our personnel is included in Maintenance and Service Delivery & Support.

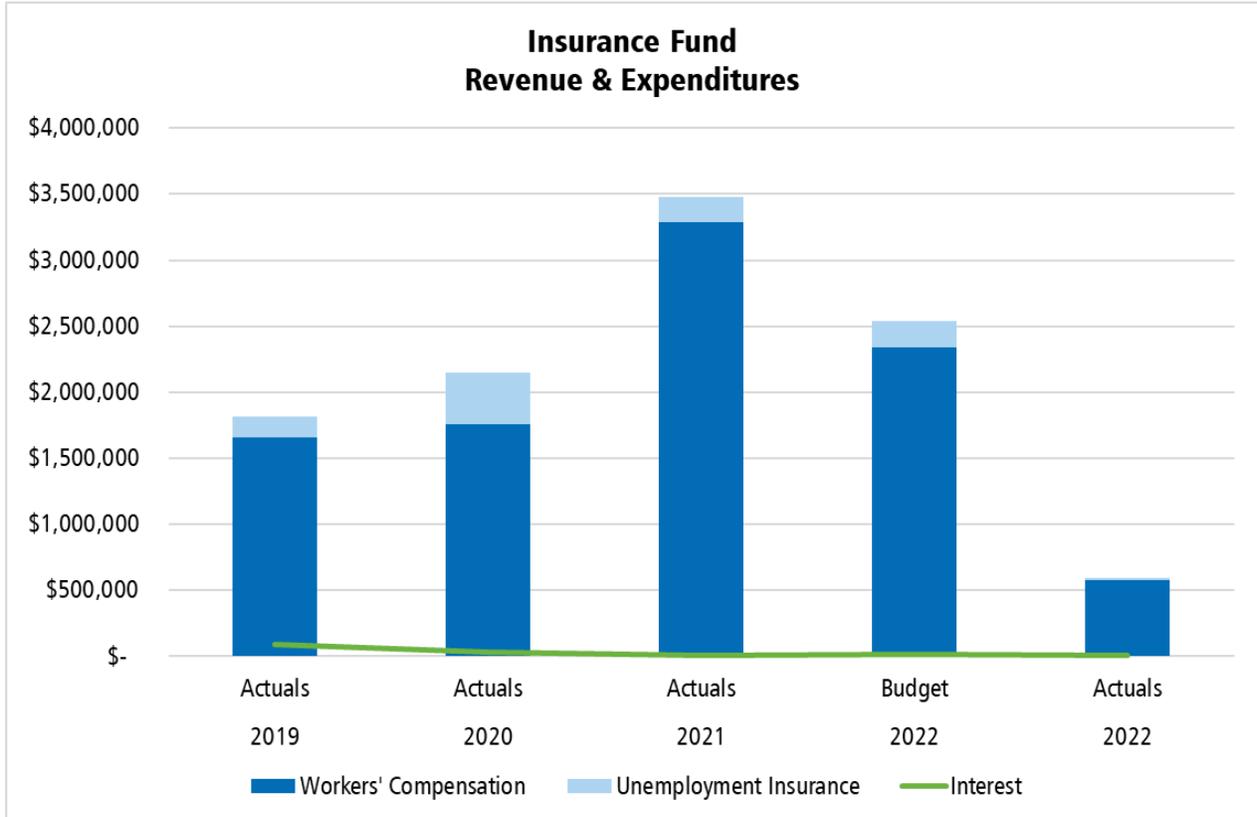
	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budget	2022 Actuals	% of Budget Expended
Executive	\$ 1,705,646	1,552,165	\$ 1,744,538	\$ 1,903,001	\$ 822,128	43.20%
Administration	7,115,727	6,397,270	6,781,367	8,229,060	3,355,186	40.77%
Finance	11,606,724	11,985,261	11,343,753	13,102,091	6,565,411	50.11%
Maintenance	33,413,075	33,255,427	32,430,018	35,795,409	14,961,039	41.80%
Planning & Com Dev	6,959,382	5,977,022	6,096,954	7,835,157	2,973,786	37.95%
Service Delivery & Support	79,905,768	72,470,277	74,677,663	87,516,210	33,443,213	38.21%
<b>Subtotal Operating Expenditures</b>	<b>\$ 140,706,322</b>	<b>\$ 131,637,423</b>	<b>\$ 133,074,293</b>	<b>\$ 154,380,928</b>	<b>\$ 62,120,763</b>	<b>40.24%</b>



## Insurance Fund

Pierce Transit's Insurance Fund covers the expenses for Worker's Compensation and Unemployment Insurance. This fund receives minimal revenues from interest. Expenditures over revenue are covered using reserves and transfers from the Operating Fund.

	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budget	2022 Actuals	% of Budget
Revenue						
Interest	\$ 94,888	\$ 30,493	\$ 4,862	\$ 16,000	\$ 6,081	38.01%
Expenditures						
Workers' Compensation	\$ 1,657,148	\$ 1,758,366	\$ 3,285,201	\$ 2,340,000	\$ 575,587	24.60%
Unemployment Insurance	161,774	391,280	194,588	200,000	17,301	8.65%
	<u>\$ 1,818,922</u>	<u>\$ 2,149,646</u>	<u>\$ 3,479,789</u>	<u>\$ 2,540,000</u>	<u>\$ 592,888</u>	<u>23.34%</u>
Net Income (Loss)	<u>\$ (1,724,034)</u>	<u>\$ (2,119,153)</u>	<u>\$ (3,474,927)</u>	<u>\$ (2,524,000)</u>	<u>\$ (586,807)</u>	

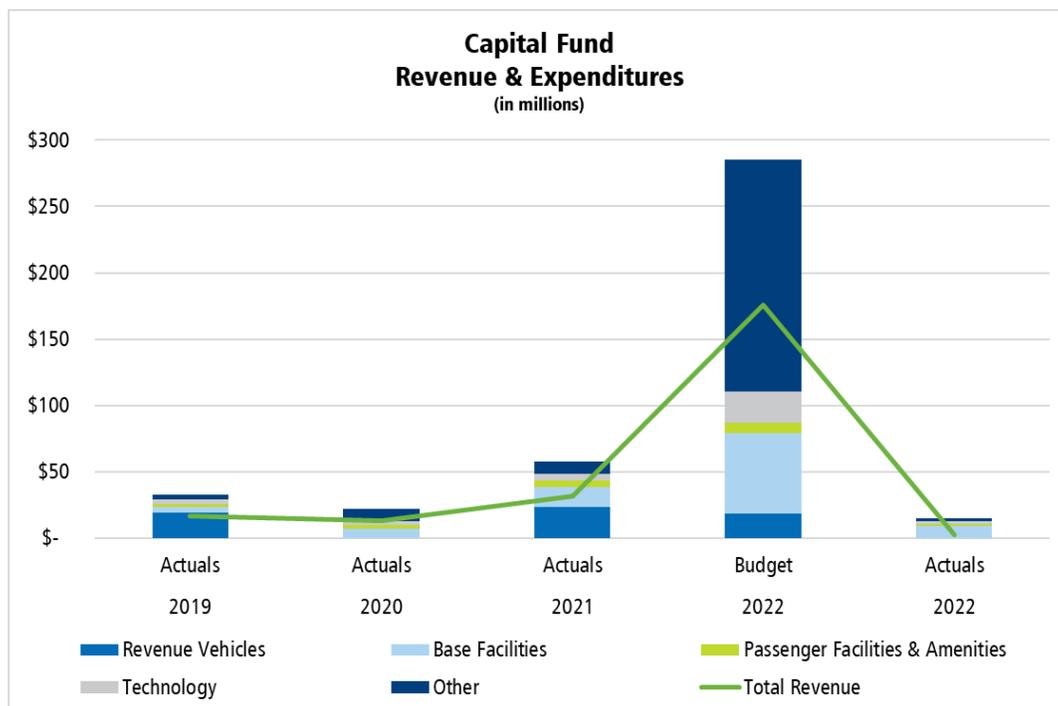


## Capital Fund

Capital Fund is designated to provide funding and budgets for projects that meet the guidelines of capital, broadly defined as greater than \$5,000, or aggregate purchases over \$50,000, and useful life of more than one year. Capital projects are budgeted for the full amount in the year that they are added to the capital portfolio. Any unspent budgets are carried forward to the next budget year along with any remaining funding. Funding for projects is received from Federal, State, and other sources and is project specific. Expenditures over revenue are covered using reserves and transfers from the Operating Fund. Classifications of capital expenditures are defined by the National Transit Database (NTD).

	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budget	2022 Actuals
Interest	\$ 1,281,523	\$ 378,937	\$ 60,408	\$ 325,000	\$ 107,235
Federal Grants	10,176,485	463,051	11,729,684	101,712,035	10,137
State Grants	2,518,313	3,506,650	7,905,372	15,668,258	279,920
Other Grants	2,864,005	8,286,327	11,590,582	58,142,208	1,789,448
<b>Total Revenue</b>	<b>\$ 16,840,326</b>	<b>\$ 12,634,965</b>	<b>\$ 31,286,046</b>	<b>\$ 175,847,501</b>	<b>\$ 2,186,740</b>
Revenue Vehicles	\$ 19,241,522	\$ 8,126	\$ 23,610,313	\$ 18,341,397	\$ 10,000
Base Facilities	3,753,722	6,602,654	14,542,631	60,751,000	9,004,700
Passenger Facilities & Amenities	2,291,463	3,442,263	5,237,629	7,505,501	1,309,079
Technology	3,946,960	2,698,789	4,704,589	23,645,828	1,923,519
Other	3,369,026	9,263,181	9,473,279	174,890,226	2,681,569
<b>Total Expenditures</b>	<b>\$ 32,602,693</b>	<b>\$ 22,015,014</b>	<b>\$ 57,568,440</b>	<b>\$ 285,133,952</b>	<b>\$ 14,928,867</b>
<b>Net Income (Loss)</b>	<b>\$ (15,762,367)</b>	<b>\$ (9,380,049)</b>	<b>\$ (26,282,394)</b>	<b>\$ (109,286,451)</b>	<b>\$ (12,742,126)</b>

% Covered by Outside Funding                      47.72%                      55.67%                      54.24%                      61.56%                      13.93%



## Transfers

Transfers made from the Operating Fund to the Insurance and Capital Funds are to cover reserve requirements and expenditures. Transfers out from the Operating Fund and into the Insurance and Capital Funds net to zero and are not considered an actual revenue or expenditure in any fund. Below is a historical view of transfers made between funds.

	2019 Actuals	2020 Actual	2021 Actual	2022 Budget	2022 Actual	% of Budget
Operating Fund	\$ (17,562,500)	\$ (22,189,135)	\$ (20,647,692)	\$ (61,510,479)	\$ -	0.00%
Insurance Fund	2,433,505	2,758,476	334,904	2,098,101	-	0.00%
Capital Fund	15,128,995	19,430,659	20,312,788	59,412,378	-	0.00%

## Balances

Ending balances include the required reserves for the operating, insurance, and capital funds. The Board of Commissioner's reserve policy supports management decision-making by avoiding revenue-expenditure imbalances, supporting stable service delivery, and assuring funds are available for operations, self-insurance programs, and planned capital acquisition during economic downturns or other unanticipated events.

	Operating	Insurance	Capital
Beginning Balance	\$ 115,845,220	\$ 475,452	\$ 61,887,828
Revenue	\$ 106,051,334	6,081	2,186,740
Transfers-In	\$ -	\$ -	\$ -
	<u>\$ 106,051,334</u>	<u>\$ 6,081</u>	<u>\$ 2,186,740</u>
Expenditures	\$ 62,120,763	592,888	14,928,867
Transfers-Out	\$ -	\$ -	\$ -
	<u>\$ 62,120,763</u>	<u>\$ 592,888</u>	<u>\$ 14,928,867</u>
Ending Balance	<u>\$ 159,775,791</u>	<u>\$ (111,355)</u>	<u>\$ 49,145,702</u>
Required Reserve	\$ 25,700,000	\$ 1,200,000	\$ 9,300,000
Margin (Deficit)	\$ 134,075,791	\$ (1,311,355)	\$ 39,845,702

### Reserve Requirements

**Operating:** A minimum of two months of agency operating expenditures of the current year and is currently \$25.7 million for 2022.

**Insurance:** An adequate level to protect the agency from self-insurance risk. The level is reviewed periodically and is currently \$1.2 million.

**Capital:** A minimum of 50% of the previous three years average of annual asset depreciation at any point in the Six-Year Financial Plan; 100% in the final year of the Six-Year Financial Plan and is currently \$9.3 million per year and \$18.6 million in the final year.

## Budget Revisions & Amendments

Budget revisions are done when the approved budget moves from one account to another. Revisions do not have a financial impact on the agency budget. Budget revisions do require the Board of Commissioners' approval when capital projects are increased by \$50,000 or more cumulatively over the life of the project.

Budget amendments occur when unforeseen expenses are expected, and the agency budget is increased. Budget amendments require Board of Commissioner approval. Below is a list of changes made to the budget in the 1<sup>st</sup> quarter of 2022 and a table showing the new fund balances caused by the changes.

2022 Budget Summary												
Fund	Revenues & Other Sources						Expenditures & Other Uses				Original Ending Fund Balance	Revised Ending Fund Balance
	Original Beginning Balance	Fund Balance Adjustments	Adjusted Beginning Balance	Original Budget	Amendments	Revised Budget	Original Budget	Amendments	Revised Budget			
Operating	97,907,630	17,937,590	115,845,220	196,735,452	-	196,735,452	217,034,461	-	217,034,461	77,608,621	95,546,211	
Insurance	1,625,899	(1,150,447)	475,452	2,114,101	-	2,114,101	2,540,000	-	2,540,000	1,200,000	49,553	
Capital	59,174,073	2,713,755	61,887,828	235,259,879	52,380,457	287,640,336	285,133,952	60,690,929	345,824,881	9,300,000	3,703,283	
<b>Total</b>	<b>158,707,602</b>	<b>19,500,898</b>	<b>178,208,500</b>	<b>434,109,432</b>	<b>52,380,457</b>	<b>486,489,889</b>	<b>504,708,413</b>	<b>60,690,929</b>	<b>565,399,342</b>	<b>88,108,621</b>	<b>99,299,047</b>	

Fund	Item Description	Quarter	Beginning Fund Balance	Sources	Uses	Ending Fund Balance	Fact Sheet or Resolution #
Operating	Beginning Fund Balance Adjustment from Estimate to Actual	1	17,937,590	-	-	17,937,590	N/A
			<b>17,937,590</b>	<b>-</b>	<b>-</b>	<b>17,937,590</b>	
Insurance	Beginning Fund Balance Adjustment from Estimate to Actual		(1,150,447)	-	-	(1,150,447)	N/A
			<b>(1,150,447)</b>	<b>-</b>	<b>-</b>	<b>(1,150,447)</b>	
Capital	Beginning Fund Balance Adjustment from Estimate to Actual	1	2,713,755	-	-	2,713,755	N/A
	Add Project #618 Lobby Hardening	1		-	85,543	(85,543)	FS2021-056
	Add Project #620 Bldg 5 A/V Equipment	1		-	220,386	(220,386)	FS2021-065
	New Project - Bus Shelter Refurbishment	2		-	1,000,000	(1,000,000)	FS2022-007
	Increase Project #563 - BRT 1	2		52,380,457	59,385,000	(7,004,543)	FS2022-034
			<b>2,713,755</b>	<b>52,380,457</b>	<b>60,690,929</b>	<b>(5,596,717)</b>	
	<b>Grand Total</b>		<b>19,500,898</b>	<b>52,380,457</b>	<b>60,690,929</b>	<b>11,190,426</b>	

### Budget Revision & Amendment Highlights:

2021 Ending fund balances were up \$19,500,898 compared to estimate.

2022 Revenue increased by \$52,380,457 in capital due to additional funding on BRT

2022 Expenditures increased by \$60,690,929 due to increases in capital projects, the majority belonging to BRT



## PUBLIC SAFETY QUARTERLY REPORT

**QUARTER 2, 2022**

**TO:** Grantley Martelly, Chief Operations Officer, Service Delivery and Support

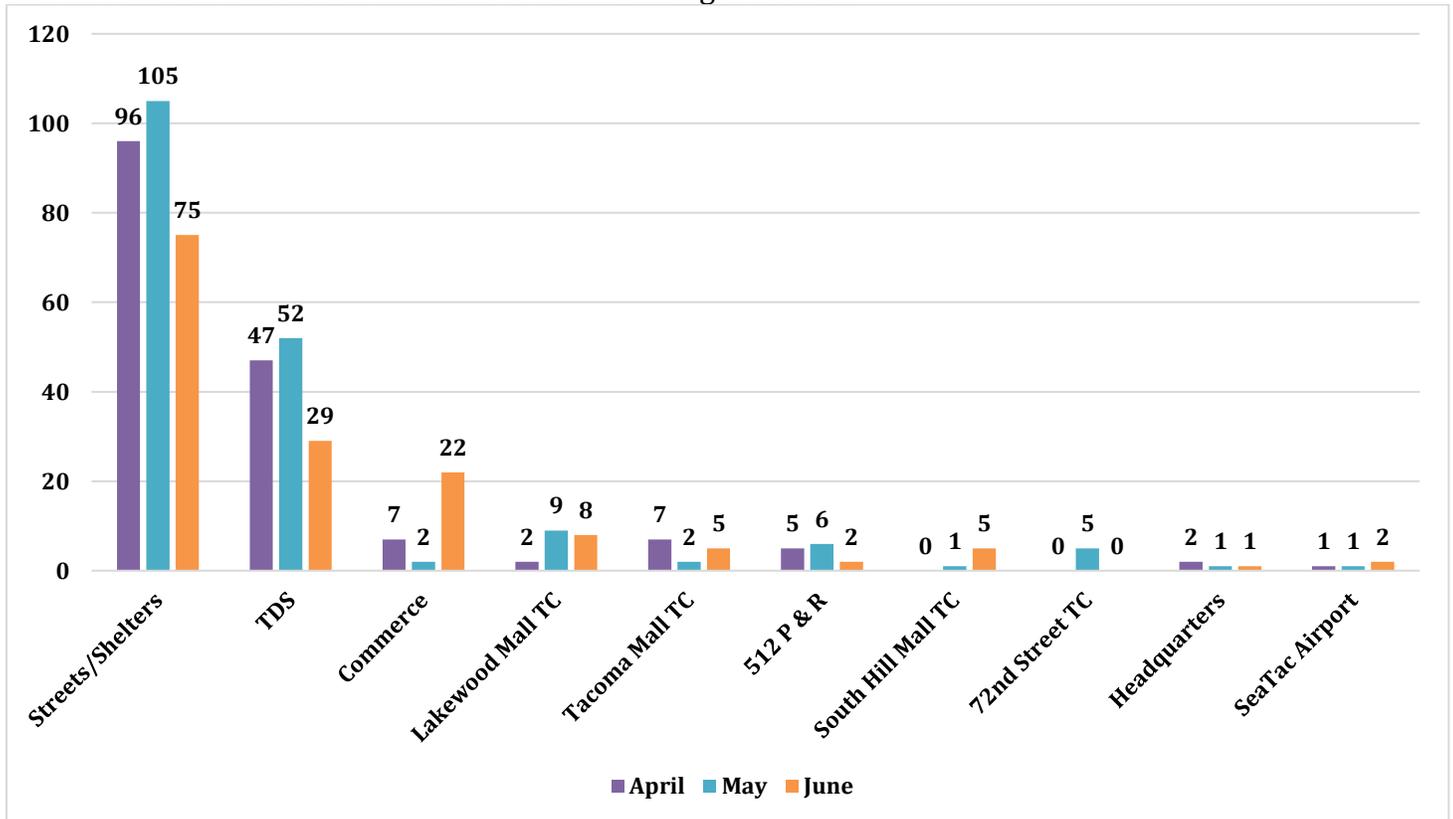
**FROM:** Jim Kelly, Public Safety Chief

**DATE:** July 20, 2022

**RE:** SECOND QUARTER 2022 PUBLIC SAFETY QUARTERLY REPORT

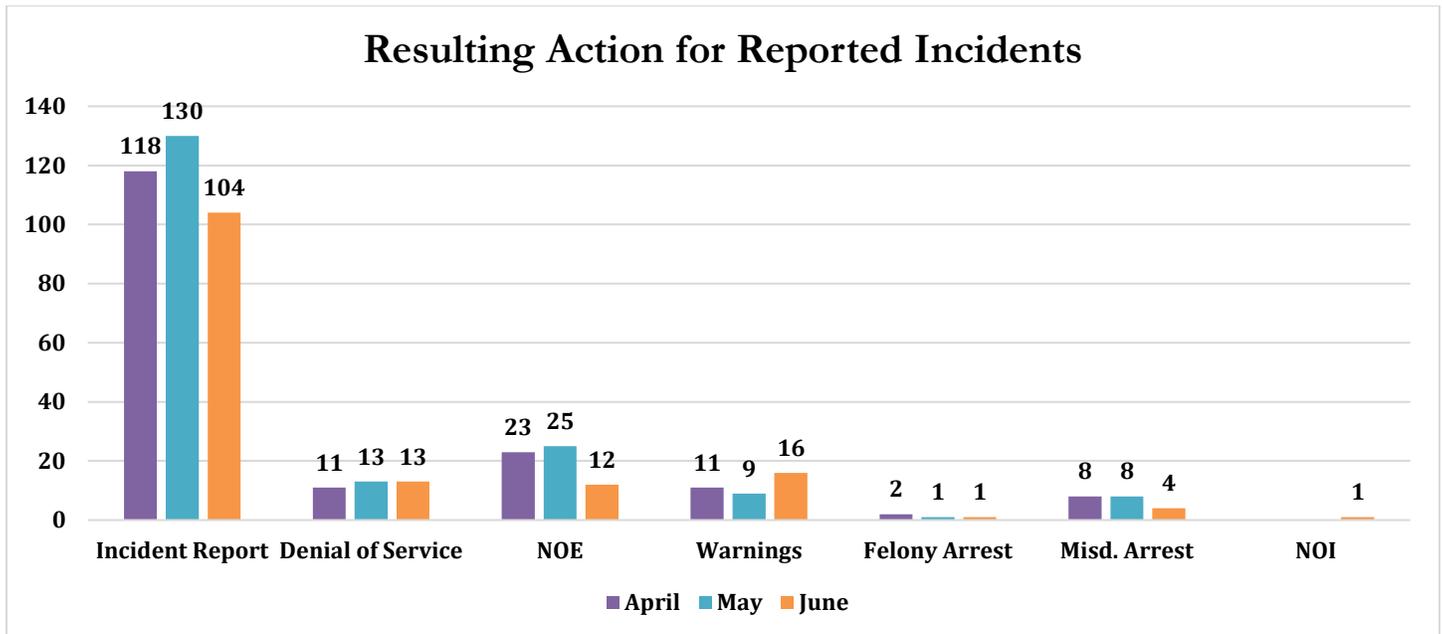
### Transit Incidents by Location

The documented incidents occurred at the following locations:

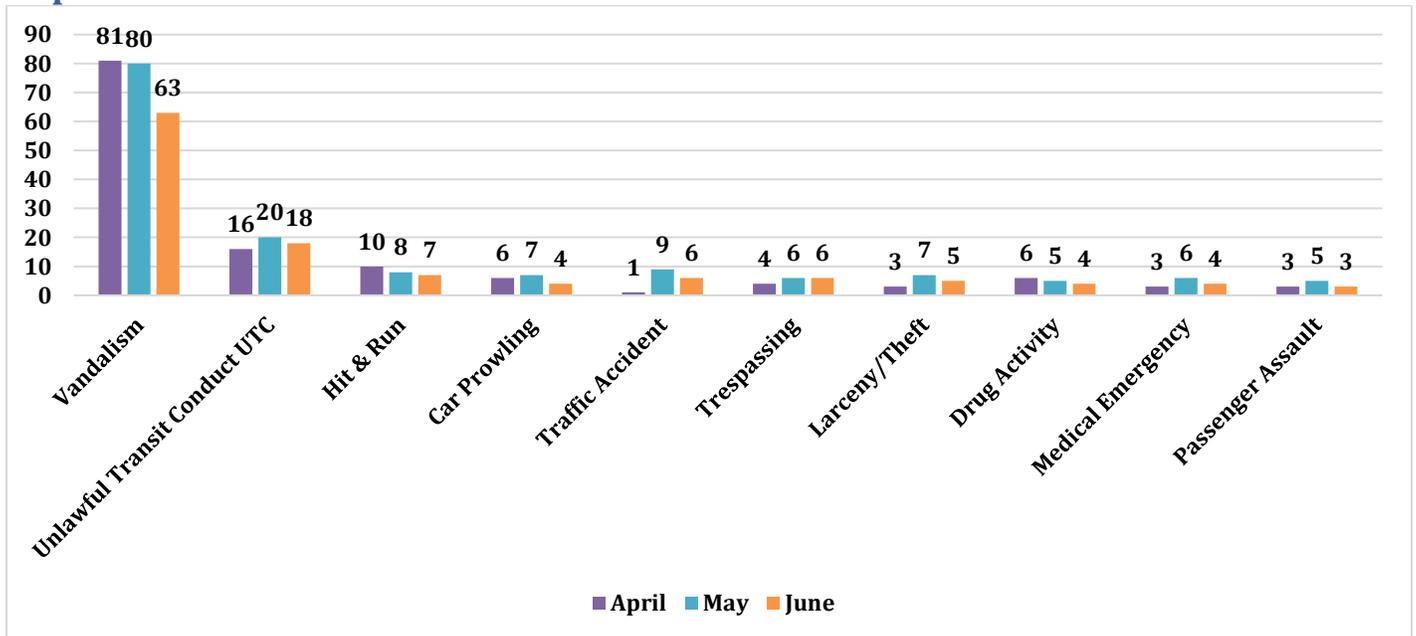


## Action Taken

Depending on the crime/incident, there are various methods of action taken and outcomes vary:



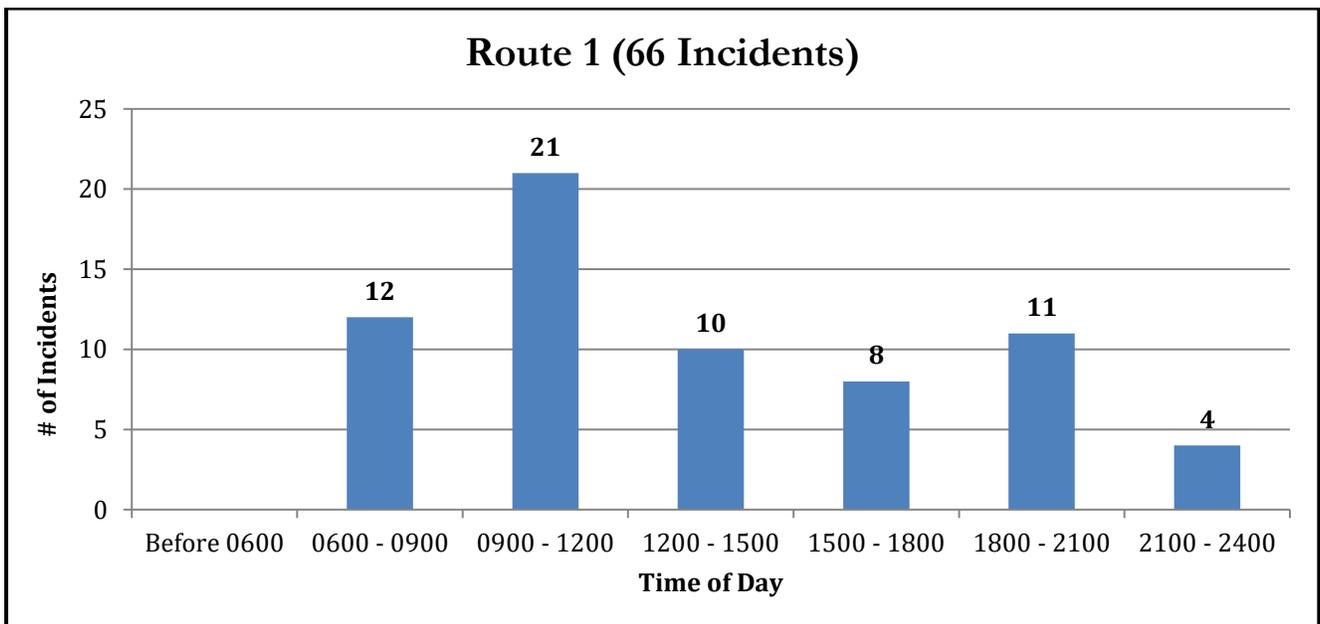
## Top 10 Documented Offenses

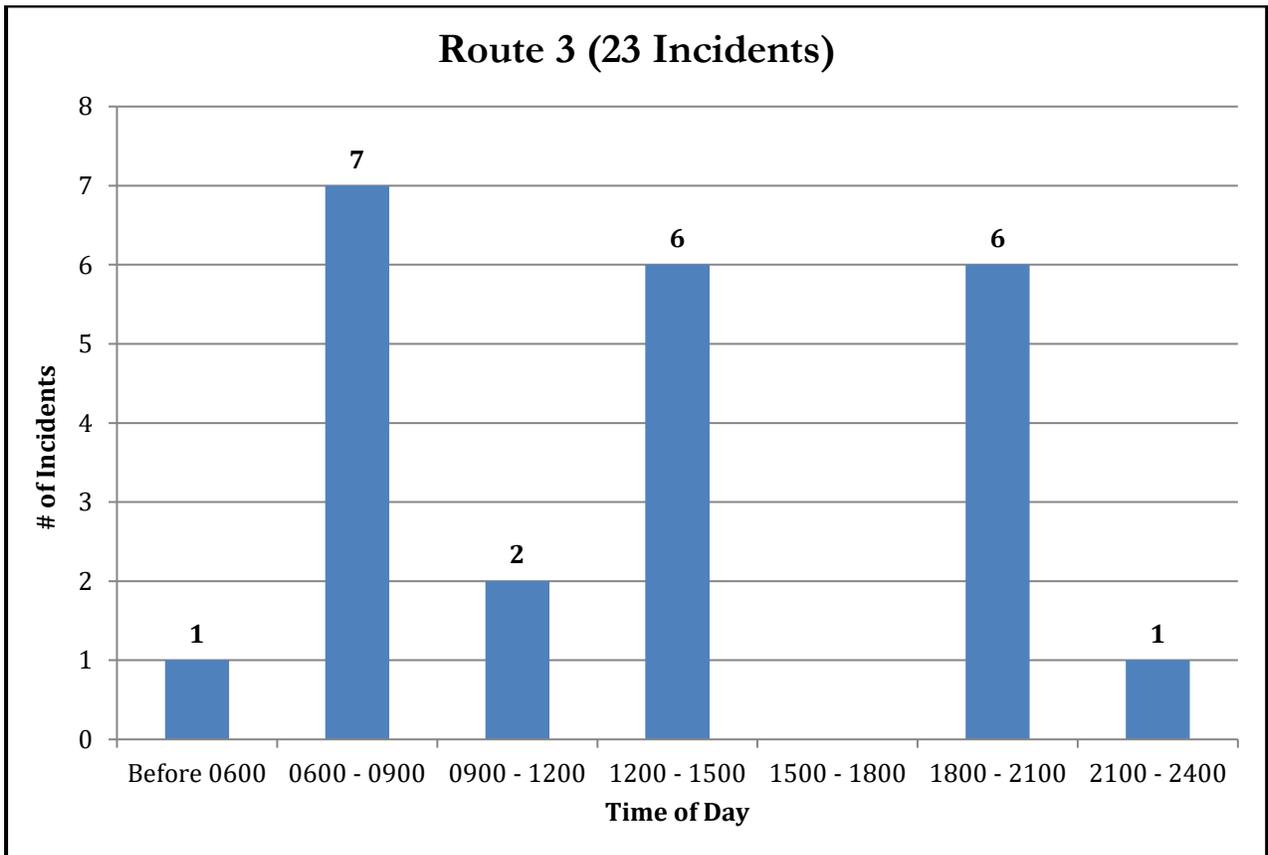
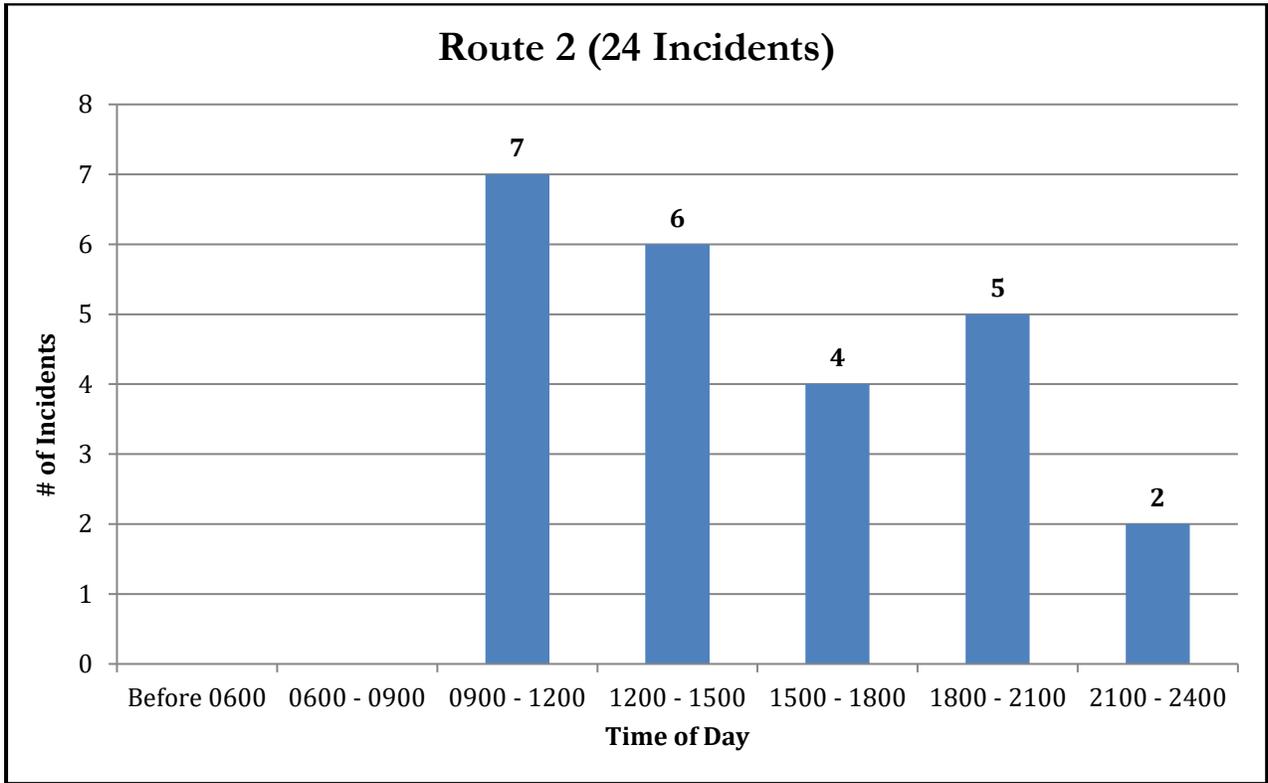


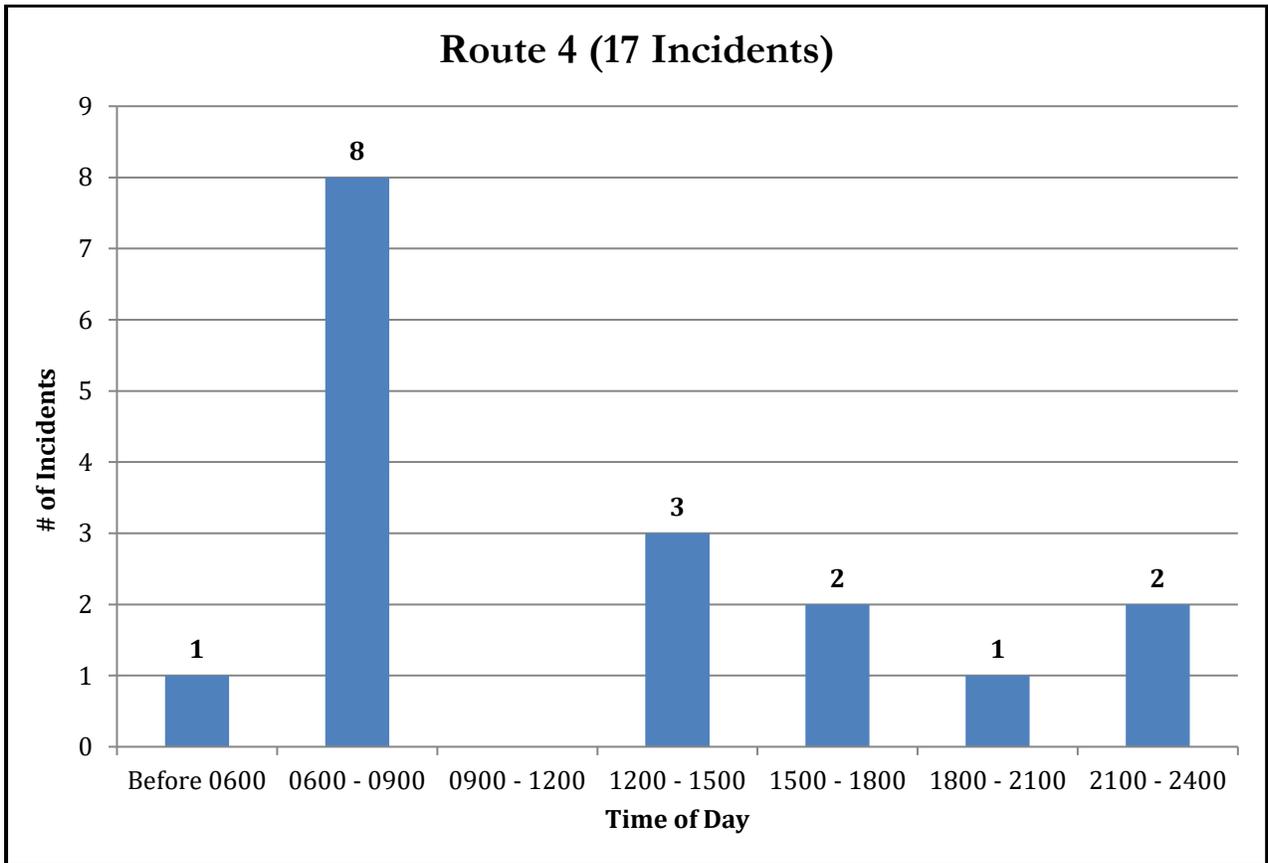
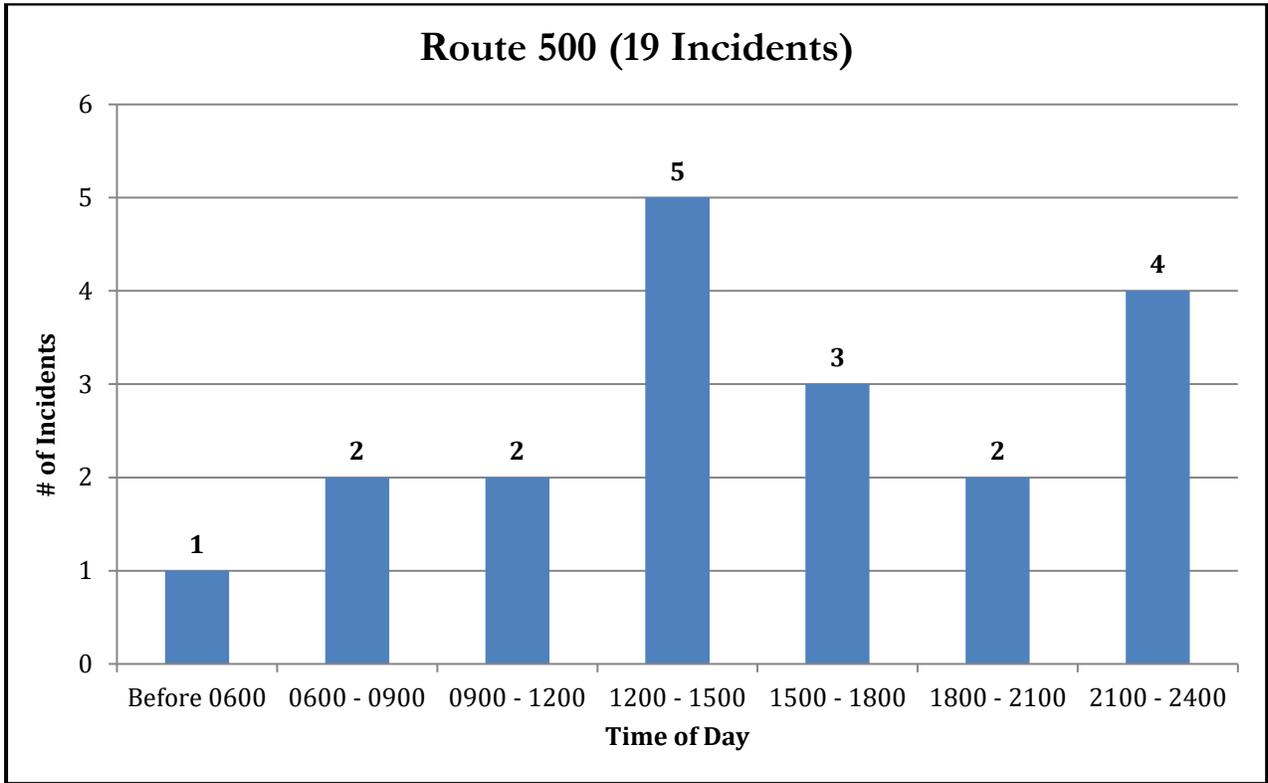
## Security Incidents – Top Routes

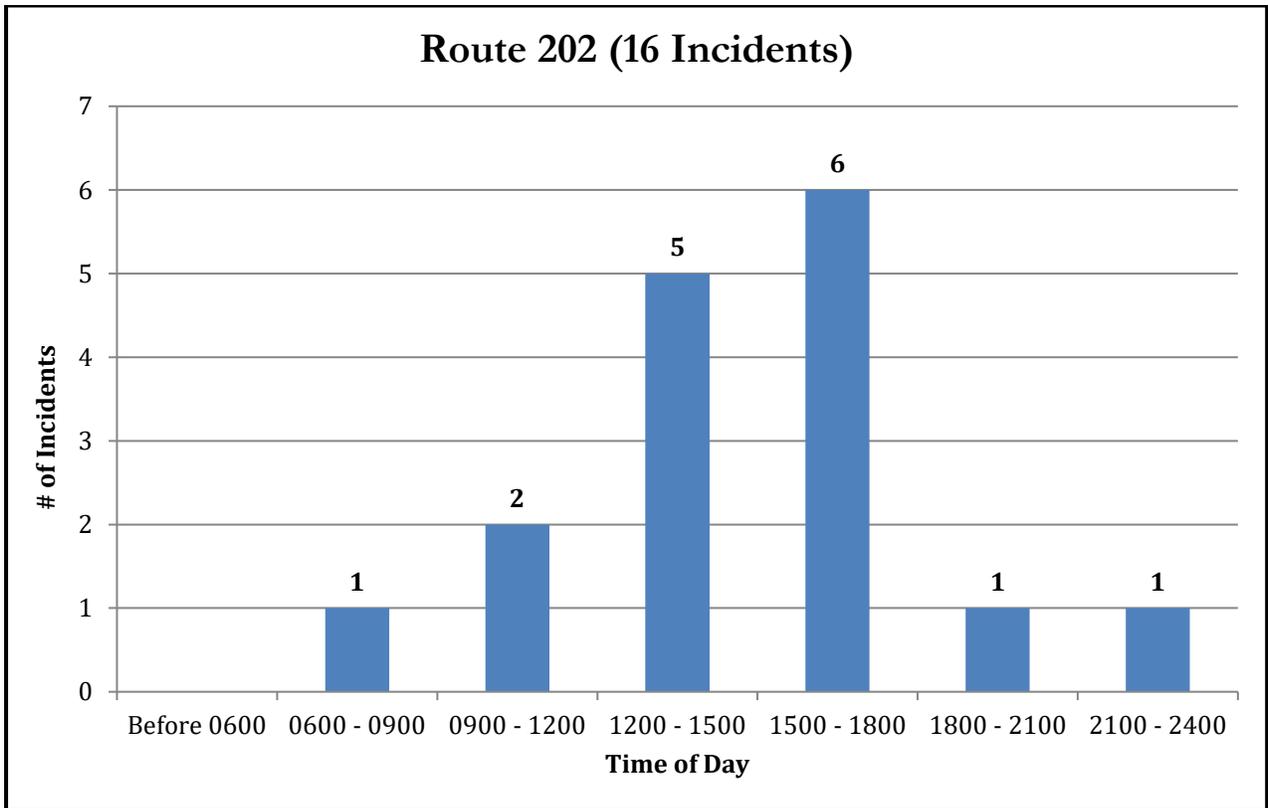
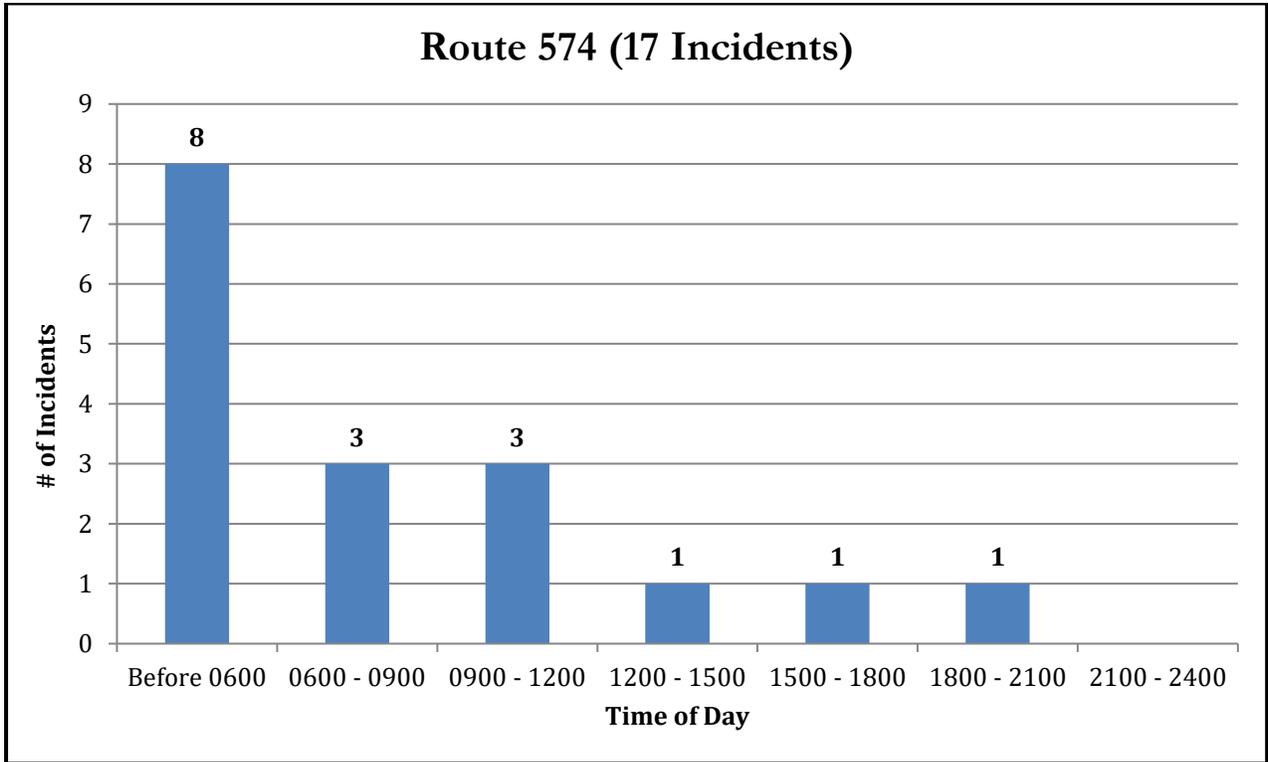
Some routes have more activity than others. The chart below reflects the routes with the most documented incidents:

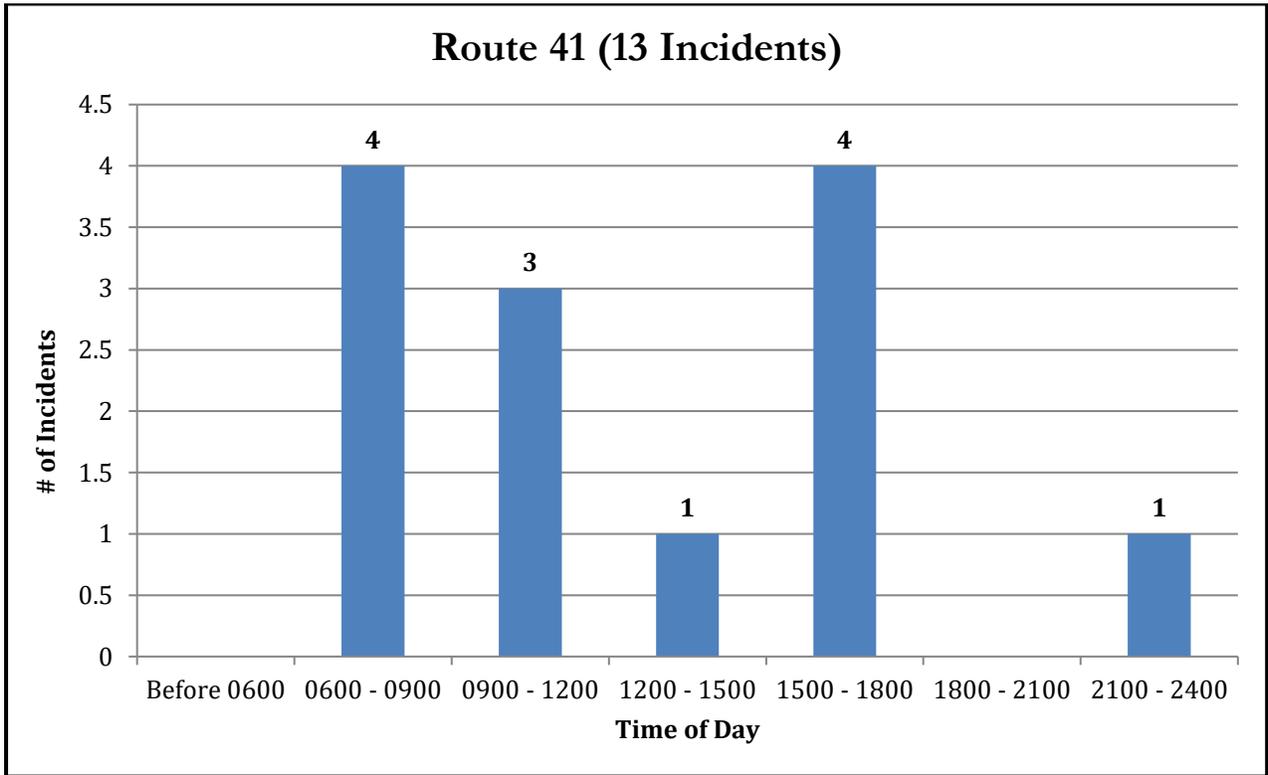
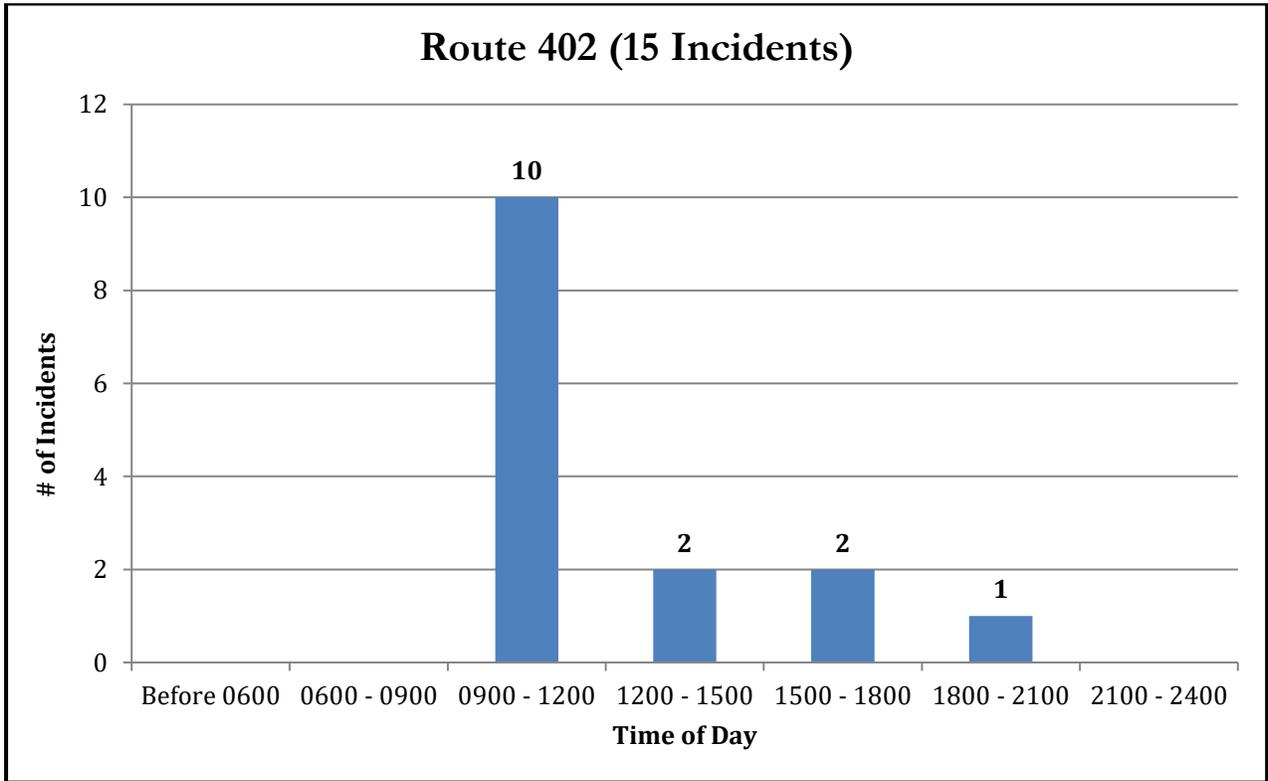
There were 232 incidents documented to have occurred in and around Pierce Transit’s top 11 routes during the second quarter of 2022; two routes tied for 10<sup>th</sup> place, so the information below reflects our top 11 routes having documented incidents. Below are charts displaying the number of incidents and the times those incidents occurred for each route.

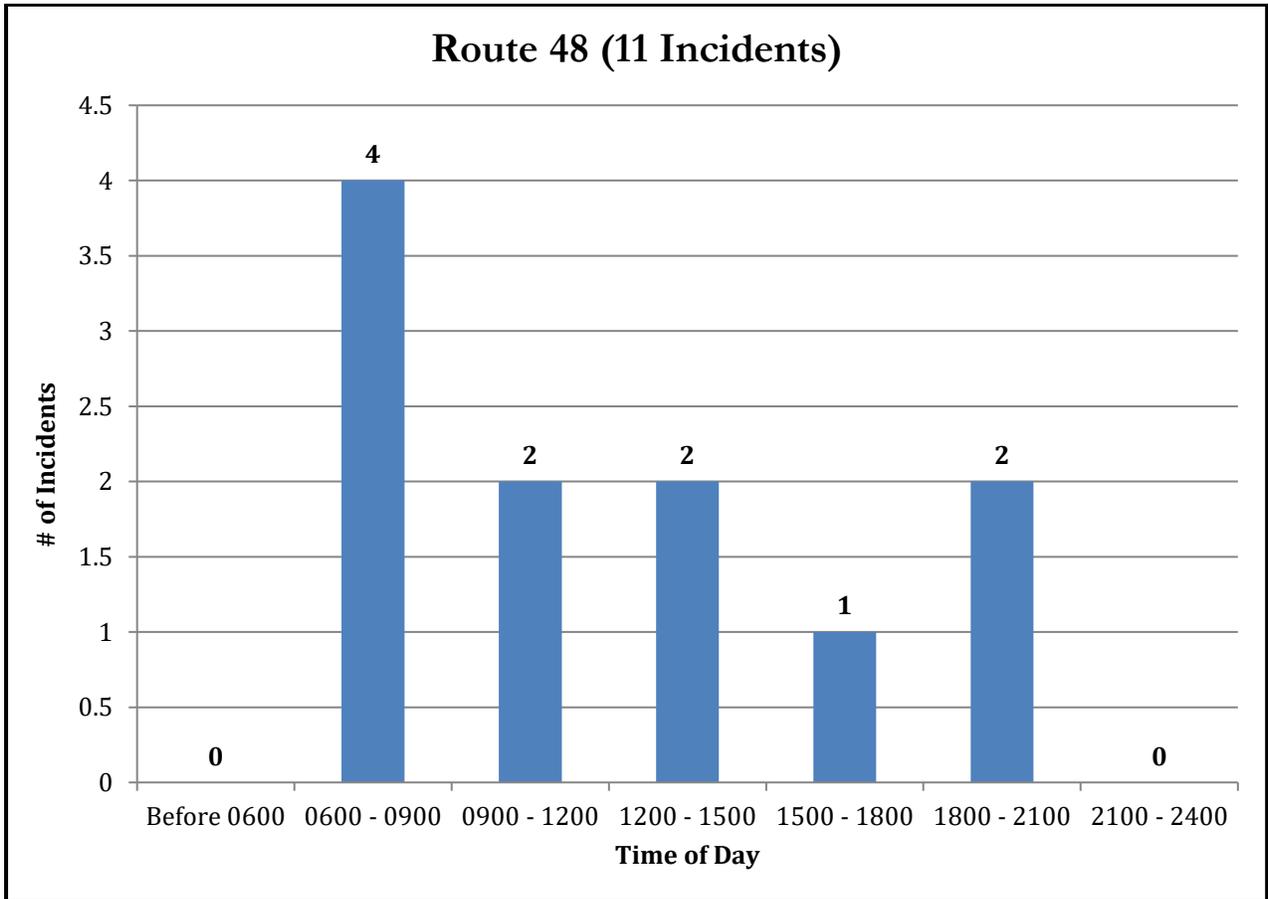
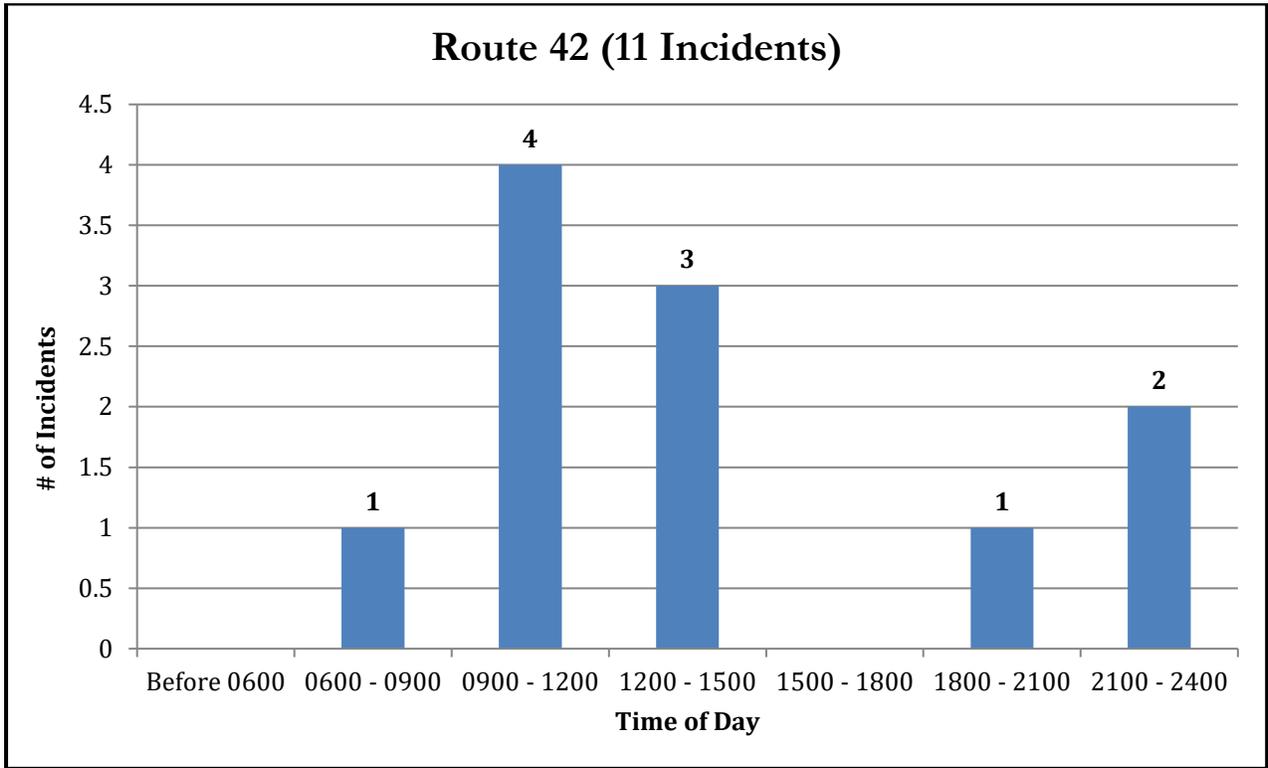




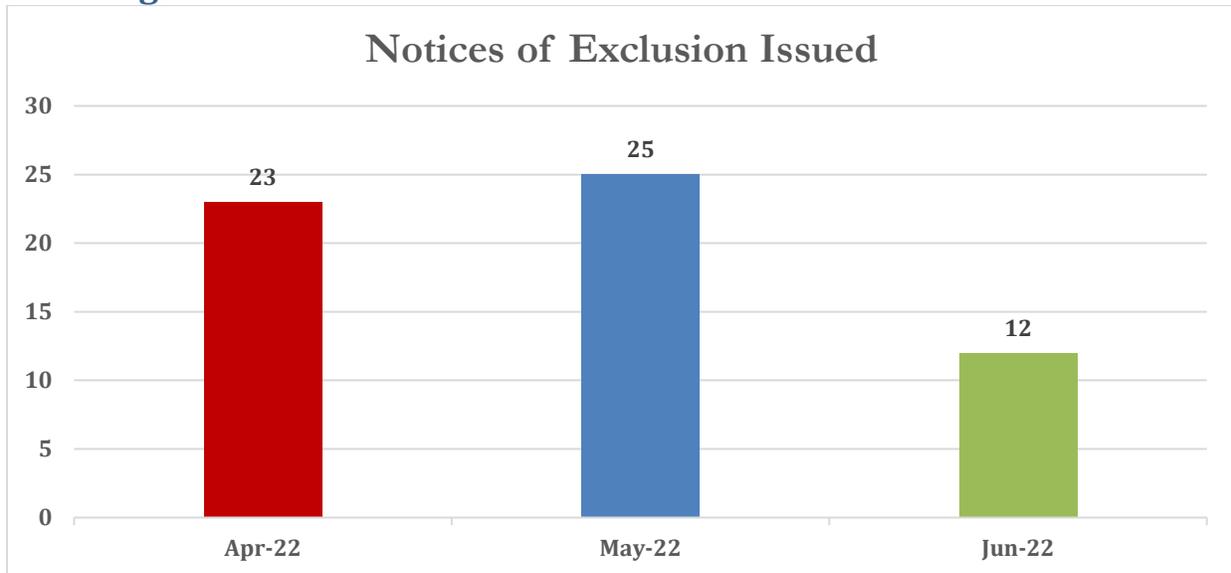






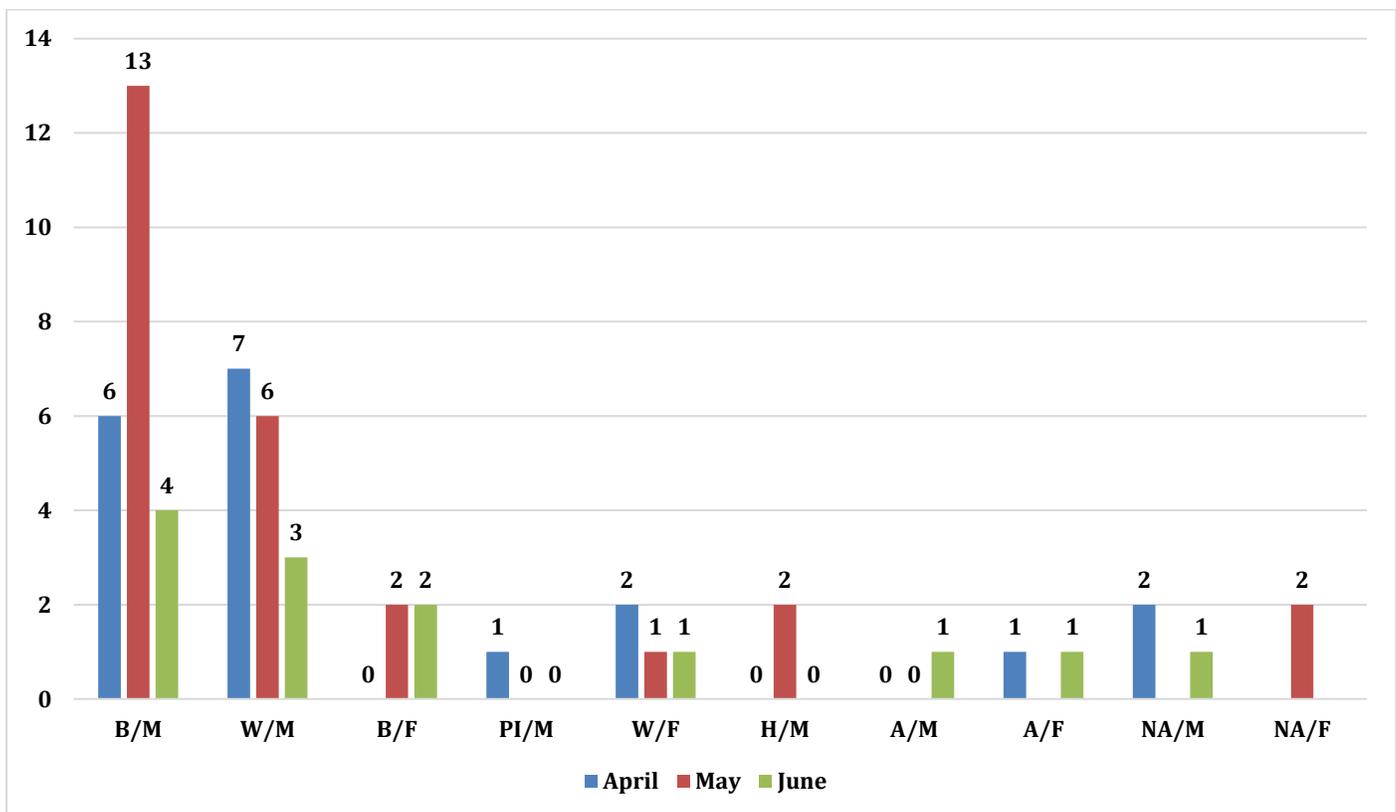


## Exclusion Program



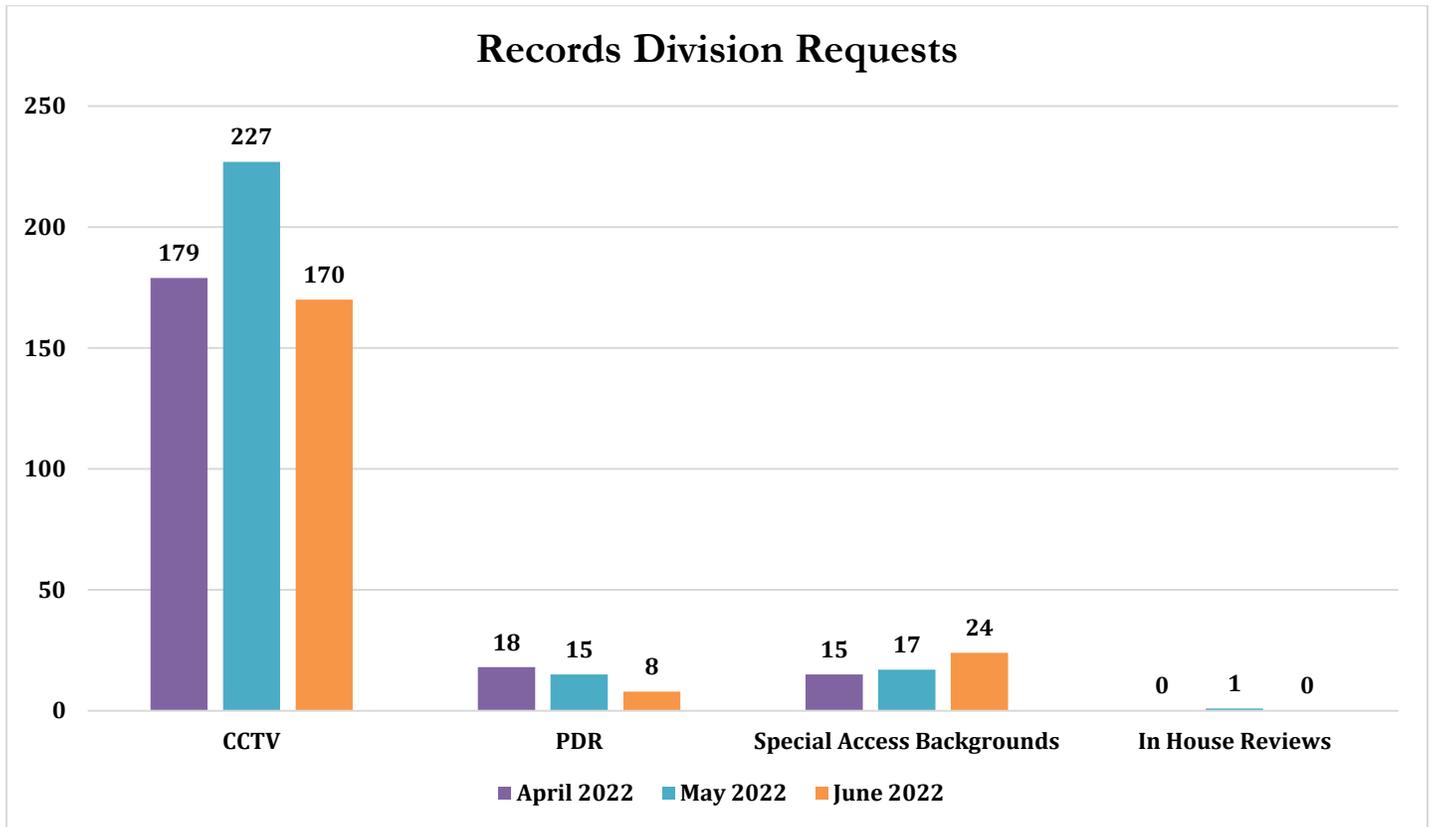
## Exclusion Breakdown

This chart reflects the total number of exclusions issued in the second quarter of 2022. It's been broken down by race and gender.

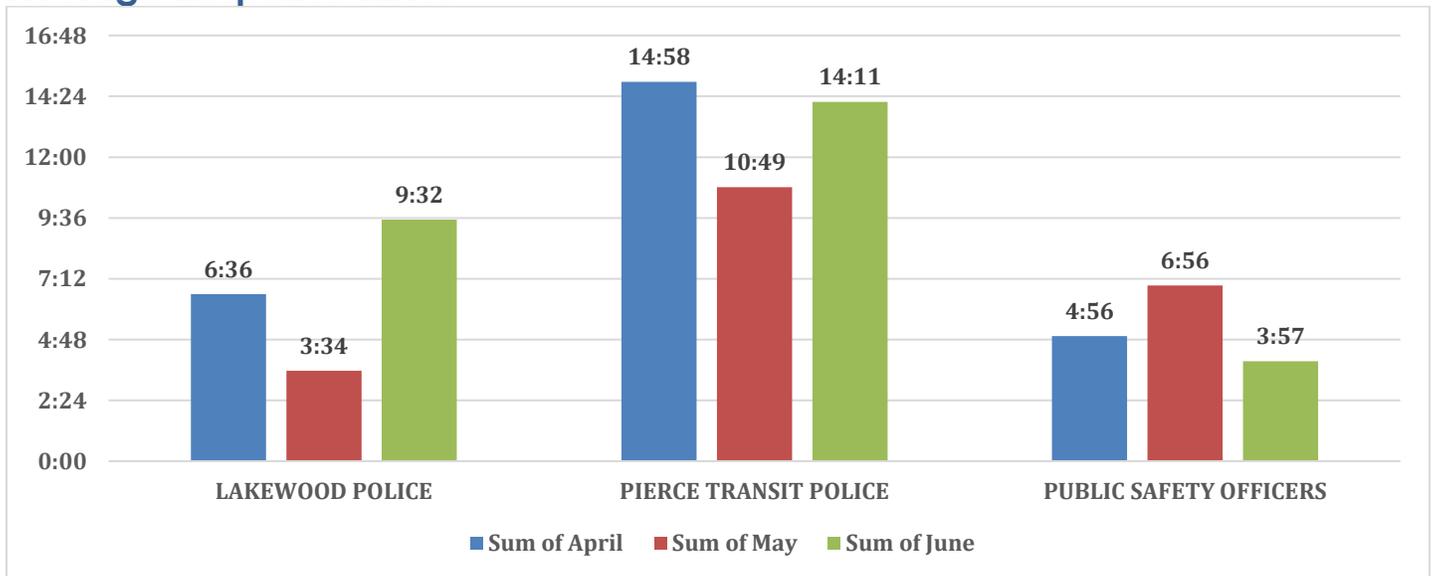


## Records Division Requests

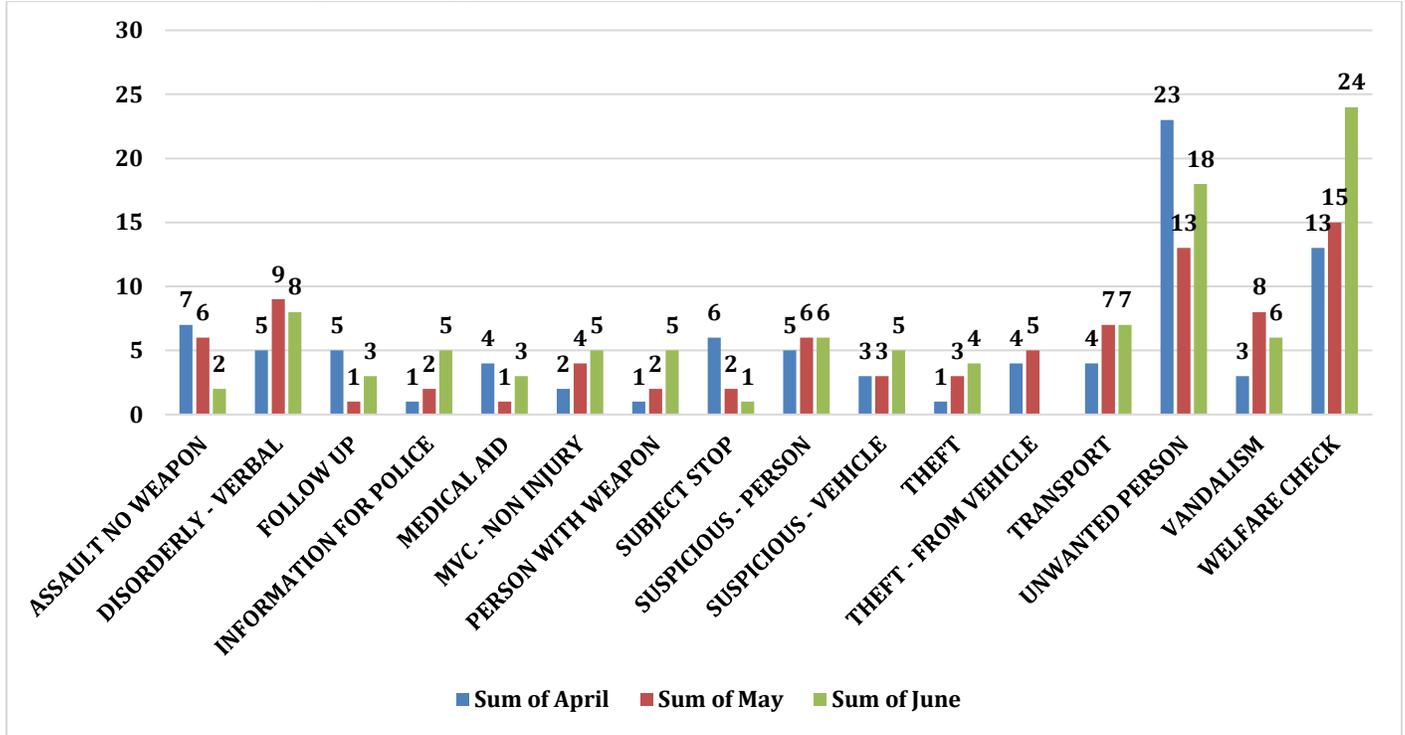
Our division receives various types of requests from within the Agency, from local law enforcement agencies, prosecutors, and the public. The following reflects the volume of requests we received for some of the records pertaining to the Department of Public Safety during the second quarter of 2022.



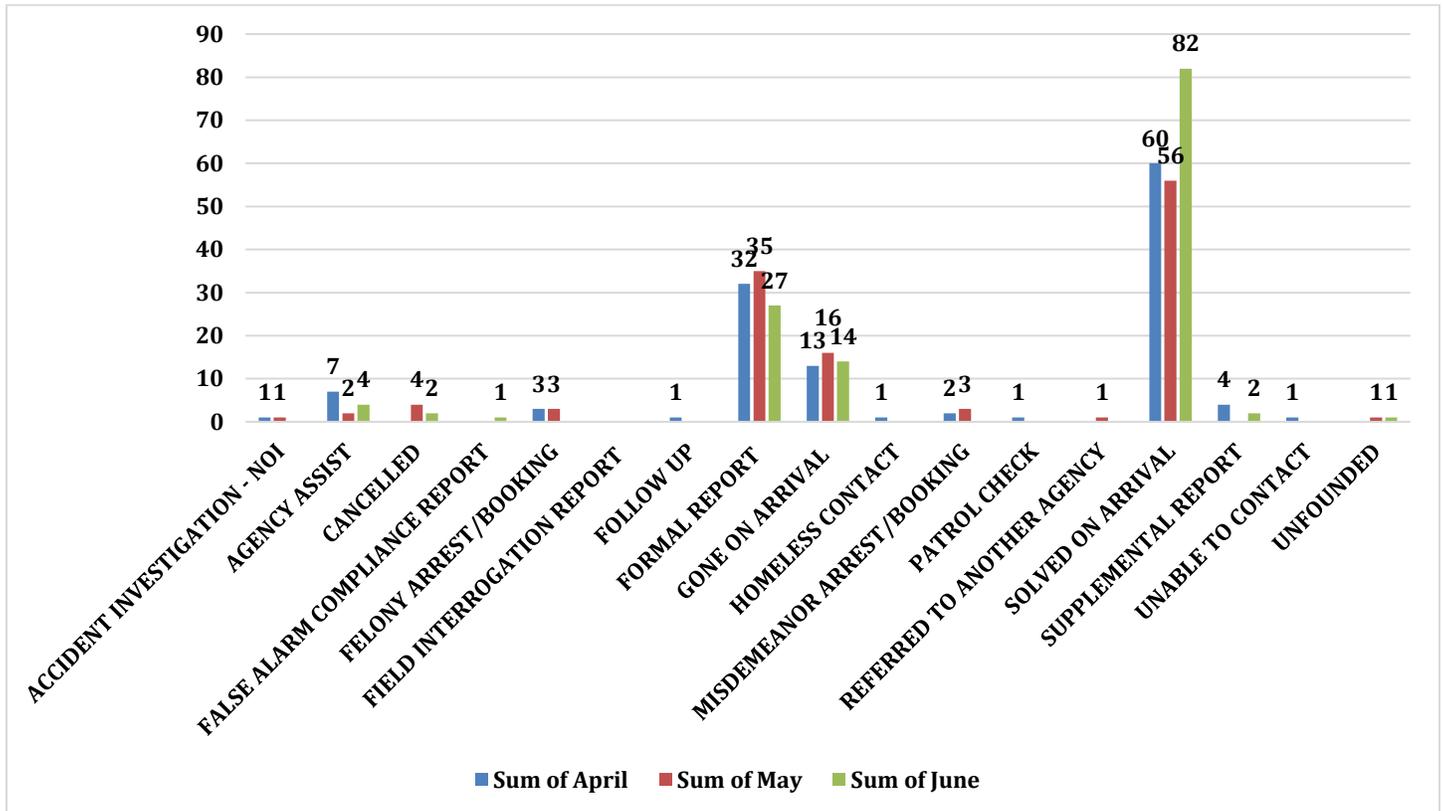
## Average Response Times



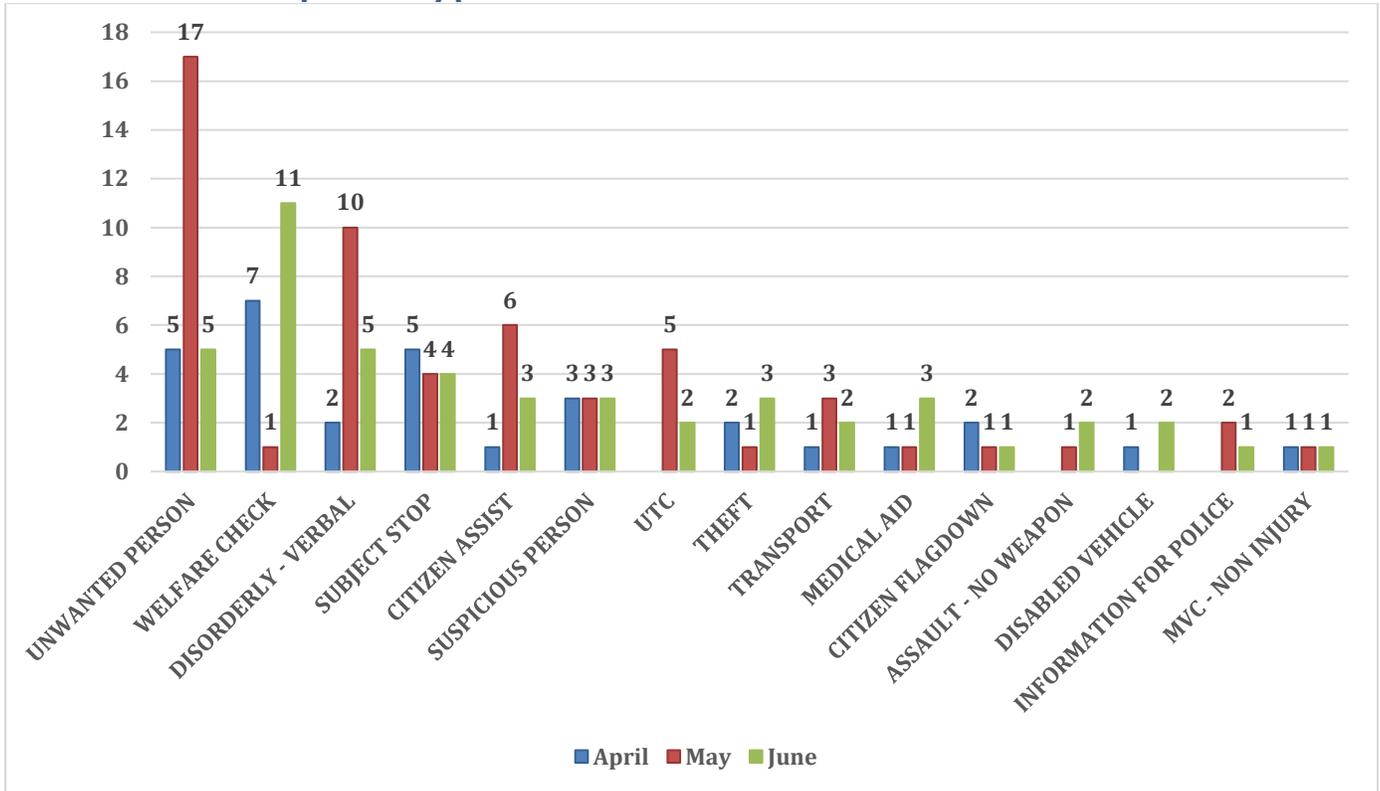
## Transit Police - Top Call Types



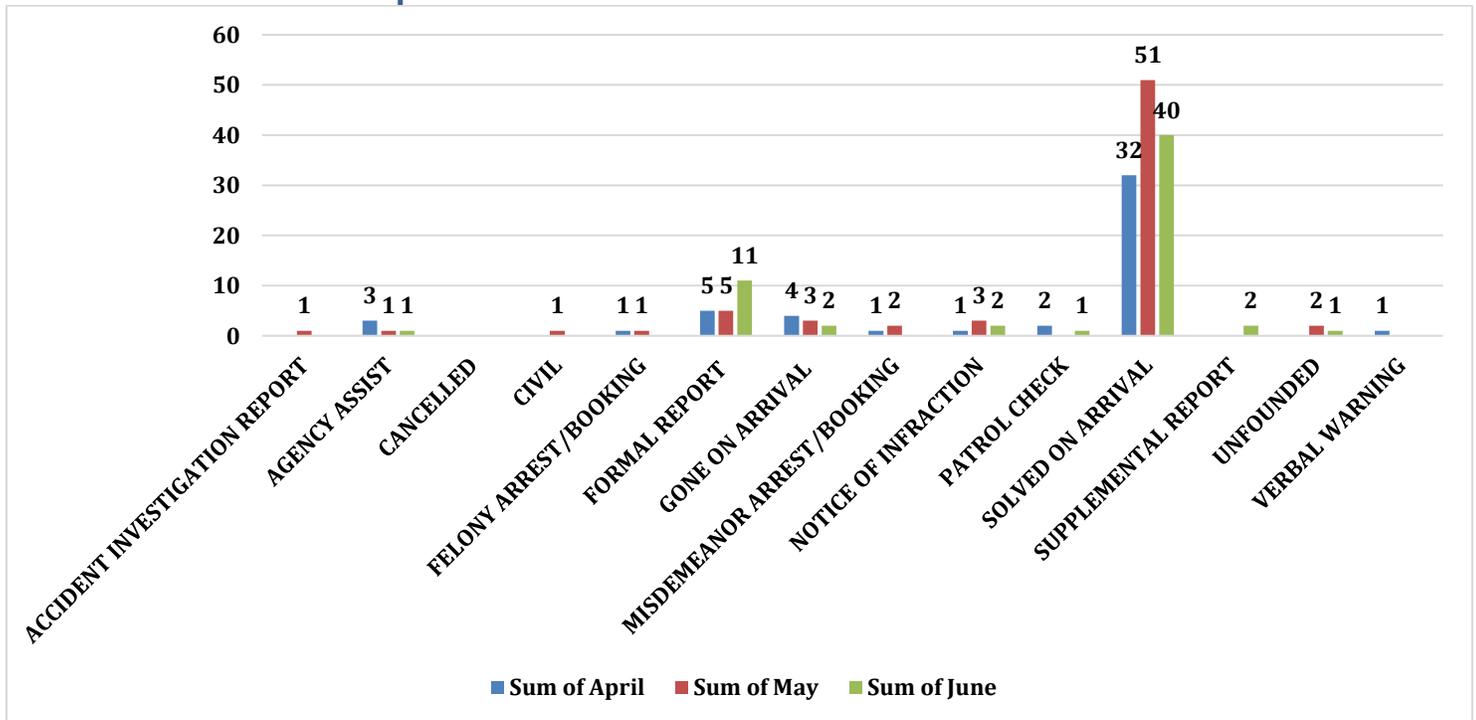
## Incident Resolution – Pierce Transit Police



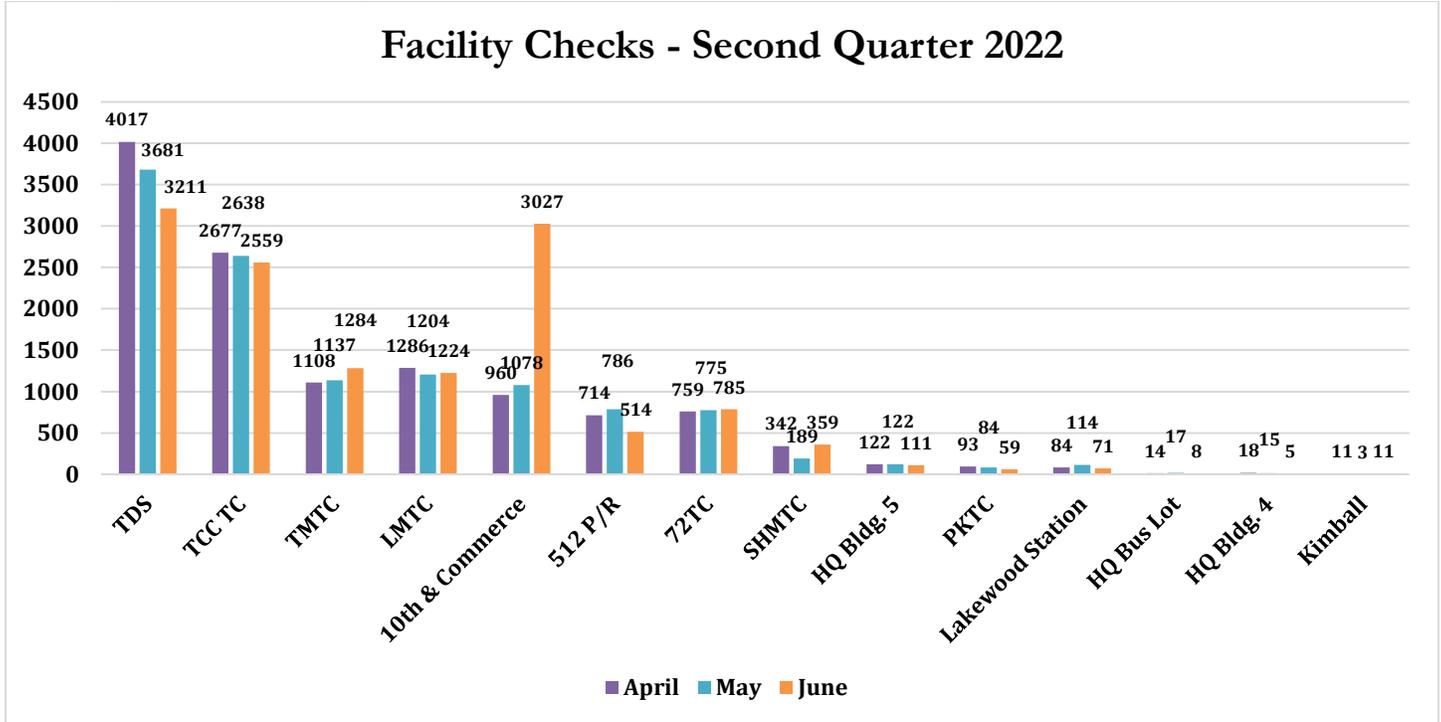
## Lakewood PD – Top Call Types



## Lakewood PD Call Dispositions

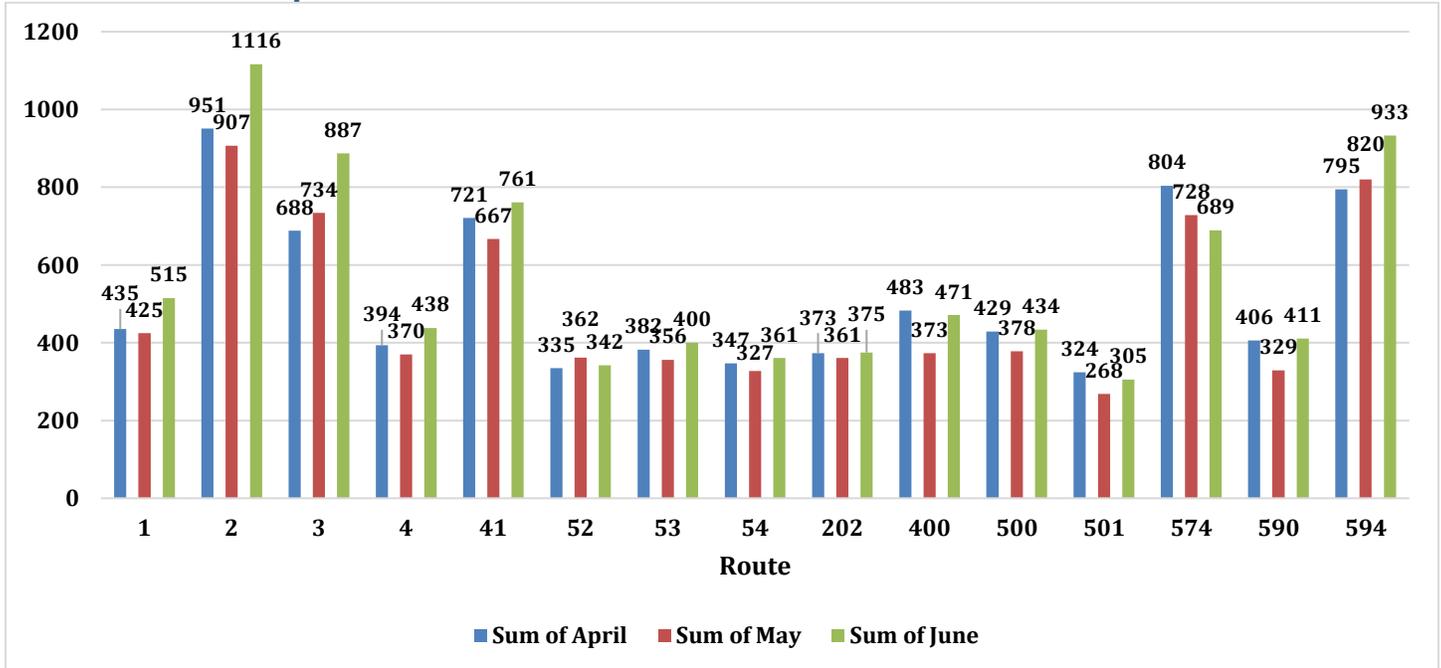


## Facility Checks – Top Facilities



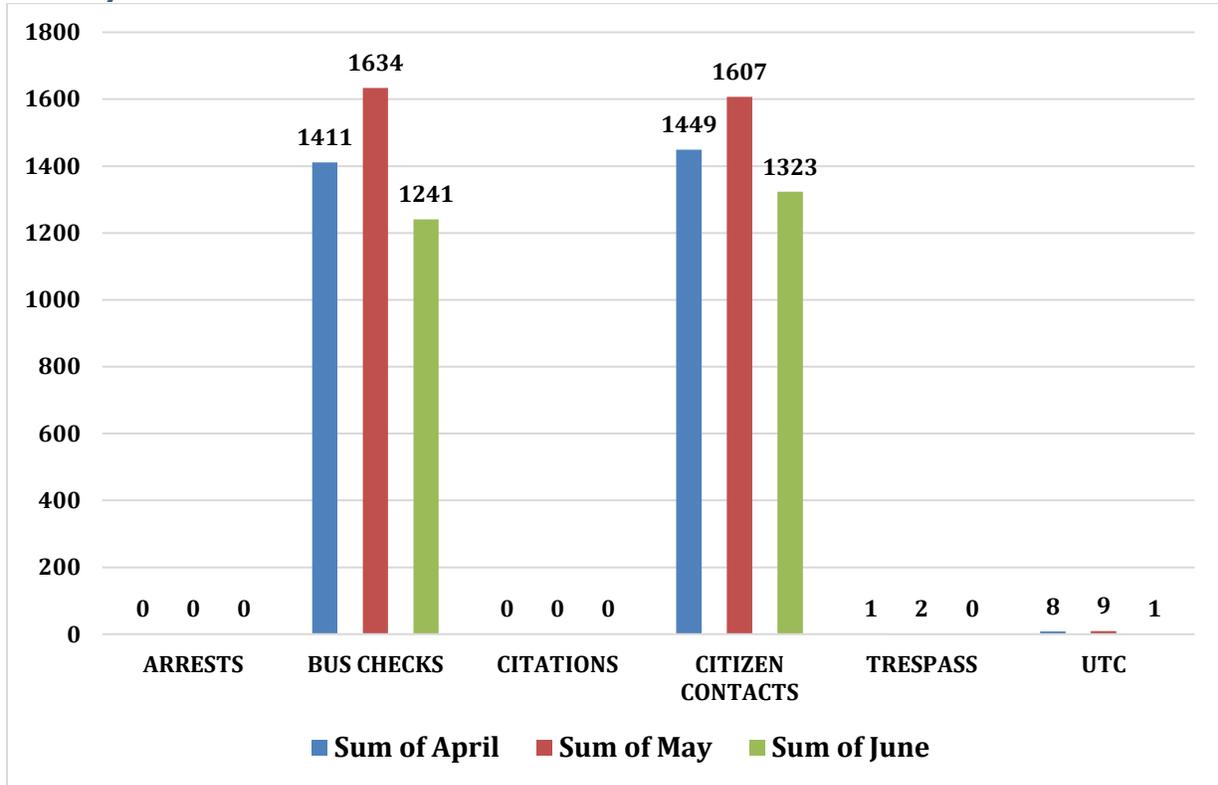
There was a total of 37,352 Facility Checks in the second quarter (12,224 in April, 11,876 in May, and 13,252 in June). In the first quarter there was a total of 38,947 Facility Checks (12,220 in January, 12,641 in February, and 14,086 in March).

## Bus Checks – Top Routes



There was a total of 33,199 Bus Checks in the second quarter (10,851 in April, 10,329 in May, and 12,019 in June). In the first quarter there was a total of 35,518 Bus Checks (10,331 in January, 11,510 in February, and 13,677 in March 2022).

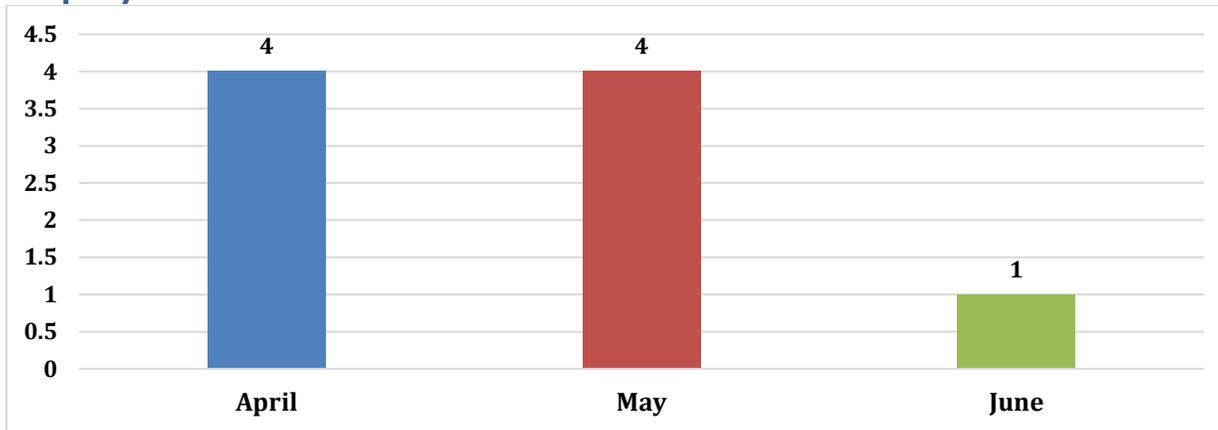
## Federal Way Police Statistics



FWPD had a total of 4,286 Bus Checks in the second quarter (1,411 In April, 1,634 in May, and 1, 241 in June). There were 4,107 Bus Checks in the first quarter (1,343 in January 1,310 in February, 1,444 in March).

FWPD a total of 4,379 Citizen Contacts in the second quarter (1,449 in April, 1,634 in May, and 1,241 in June). There were 3,624 Citizen Contacts in the first quarter (1,067 in January, 1,174 in February, 1,383 in March).

## Employee Assaults



### Second Quarter Employee Assaults-9 (7 incidents)

- 6 Operators (2 in same incident), 2 Public Safety Personnel (same incident), 1 Service Supervisor
  - 3 involved the Employee being spit on or at.
  - 6 involved a passenger making some sort of contact with the Employee (Push/Shove/Punch).

In 4 cases the suspects were booked into jail, in 2 cases the suspects were identified and the case referred for charging, and in 1 case the suspect has not been identified.

In the first quarter there were 6 Employee Assaults in 5 incidents

## Trespass Arrests Report– Pierce Transit Police

	2017	2018	2019	2020	2021	2022
January	14	8	7	10	2	2
February	13	6	3	5	4	1
March	7	4	4	3	3	0
April	8	10	7	6	6	4
May	10	10	8	7	0	0
June	11	4	18	1	1	2
July	9	11	15	1	4	
August	11	6	8	3	3	
September	4	16	10	4	1	
October	5	11	7	1	3	
November	6	8	6	5	2	
December	5	15	10	2	1	

## K9 Statistics

