PierceTransit

Meeting Location: Teleconference
Phone: 253-215-8782
Meeting ID: 843 2441 4528

Virtual Meeting Participation Information:

Due to the COVID-19 Pandemic and the Governor Proclamation 20-28 that is in effect, a physical meeting location will not be provided for this meeting. The public is welcome to attend the meeting by calling 253-215-8782 or 669-900-6833 and entering Meeting ID No. 843 2441 4528, or by accessing https://us02web.zoom.us/j/84324414528.

Call to Order

Roll Call

Presentations

1. Community Transportation Advisory
   Group (CTAG) Quarterly Update

   Sandy Paul
   CTAG Chair

2. 2nd Quarter Financial Update

   Brett Freshwaters
   Executive Director of Finance

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

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, August 1, 2020 through August 31, 2020

2. Approval of Minutes, August 10, 2020 Board Meeting

3. FS 2020-040, Authorizing Execution of Amendment No. 3 with Sound Transit to Extend the Sound Transit Express Bus Service Operations and Maintenance Contract Through June 30, 2021 Sound Transit Contract Extension

4. FS 2020-041, Adoption of Revision No. 2 of the Pierce Transit Public Transportation Agency Safety Plan

Action Agenda

1. FS 2020-042, Adoption of Transit Development
   Plan 2020-2025

   Duane Wakan
   Principal Planner

2. FS 2020-039, Selecting the Bus Rapid Transit
   (BRT) System Name

   Ryan Wheaton
   E.D. of Planning & Community Dev.

3. FS 2020-043, Authority to Amend the 2020
   Capital Budget and Execute Contract No. 1064
   with Construct, Inc., to Provide Construction
   Services for the Commerce Tunnel Refurbishment
   Project

   Monica Adams
   Sr. Project Manager

4. FS 2020-044, Authorizing Amendments to Section
   2.02.010 of the Pierce Transit Bylaws to Address
   Proportional Representation Pursuant to RCW
   36.57A.050 and to Reflect the Change in the
   Board Composition that was Authorized at the
   Board Composition Review Committee Meeting
   on July 22, 2020

   Deanne Jacobson
   Clerk of the Board

Staff Updates/Discussion

1. CEO's Report

   CEO Dreier

Informational Board Items

1. Chair Report

   Chair Woodards

2. Sound Transit Update

   Commissioners Keel, Dammeier or
   Woodards

3. PSRC Transportation Policy Board Update

   Commissioner Anderson

4. Commissioners' Comments

Executive Session

Pursuant to RCW 42.30.110 (g), evaluate the performance
of a public employee

Adjournment

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

Presentations

Pierce Transit

FINANCIAL STATUS
2020 Second Quarter Review

2020 Q2 Operating Revenue

Revenue collections forecast to be under budget

|	2020 Budget	2020 Actual	% of Budget
Sales Tax *	$ 97,561,853	$ 39,473,353	40%
Sound Transit Reimbursement	57,277,321	27,016,059	47%
Fare Revenue	11,363,904	3,478,041	31%
Federal / State Funds	2,956,180	1,107,925	37%
Miscellaneous **	1,676,414	730,320	44%
Advertising	340,000	170,000	50%
	$ 171,175,672	$ 71,975,698	42%

Highlights: Major Variances

Based on current economic conditions and impacts due to Covid-19,
major revenue categories of Sales Tax, Sound Transit Reimbursement,
and Fare Revenue have been negatively impacted

- Federal/State Funds - Timing of reimbursement
- Miscellaneous - Gain on sale of assets and recoveries
- Advertising - Contractual agreement received for first half of year

2020 Actual Revenues

Sales Tax 54%
Advertising <1%
Miscellaneous 1%
Federal / State Funds 2%
Fare Revenue 7%
Sound Transit Reimbursement 36%
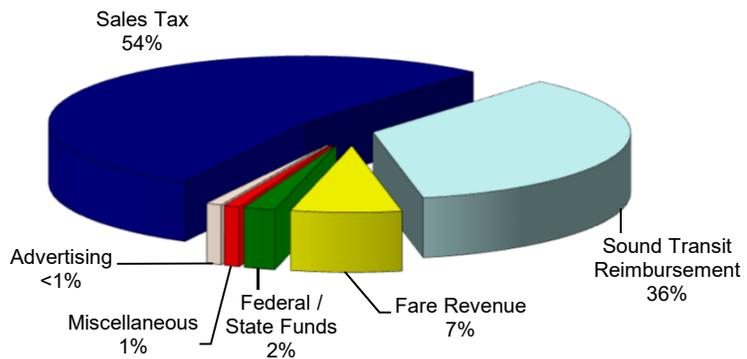
* Actual collections are preliminary accruals based. Not updated for actuals.
** Miscellaneous includes: Combined Communication Network,
interest on investment, and miscellaneous non-transportation.

Sales Tax Summary

Sales tax collections are impacted by Covid-19

	2018	2019	2020
January	$ 6,286,644	$ 6,661,763	$ 6,855,621
February	6,186,256	6,123,214	6,092,111
March	7,618,846	7,966,546	5,994,922
April	6,856,361	7,164,339	6,291,754
May	7,279,348	7,673,750	8,019,580
June	7,826,817	8,178,012	8,456,153
	$ 42,054,272	$ 43,767,624	$ 41,710,141

Actual Sales Tax Collections by Month

■ 2018 ■ 2019 ■ 2020

Millions
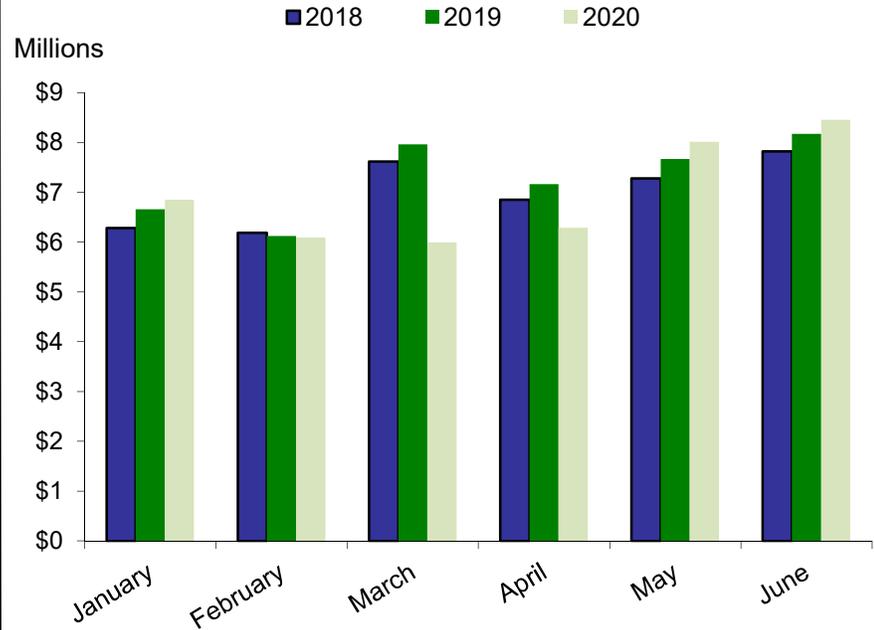
Sales tax revenue collections have two month gap between tax collection and payment to Pierce Transit.

Source: Pierce Transit sales tax report

2020 Q2 Operating Expense by Category

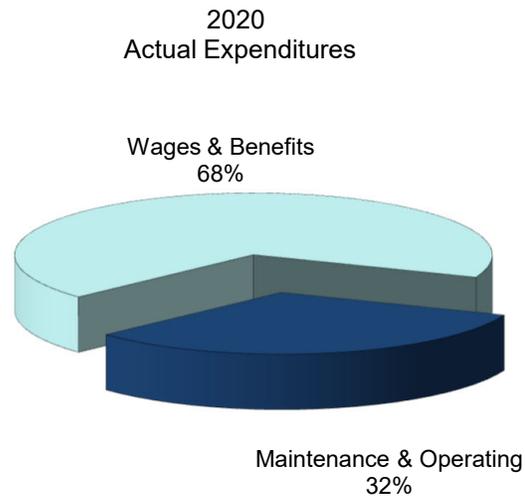|	2020 Budget		2020 Actual	% of Budget
Wages & Benefits	$ 105,789,739	$	46,816,398	44%
Maintenance & Operating	49,373,668		22,149,502	45%
	$ 155,163,407	$	68,965,900	44%

Total expenditures are under budget.

Highlights: Major Variances

Current financial forecasts project Operating Expenditures to be approximately $10 -$15 million under budget.

- Wages & Benefits - Service reductions; furloughs, layoffs
- Maintenance & Operating - Essential spending for service

Wages & benefits are 69% of total expenditures.

2020 Actual Expenditures

Wages & Benefits 68%

Maintenance & Operating 32%

2020 Q2
Self Insurance
Expenditures

Self-Insurance expenditures are under budget.

	2020 Budget	2020 Actual	% of Budget
Workers' Comp. Insurance	$ 2,741,330	$ 792,231	29%
Unemployment Insurance	150,000	19,035	13%
	$ 2,891,330	$ 811,265	28%

Highlight:
- Lower frequency and duration of workers compensation claims.
- Unemployment insurance expense has a lag in posting. Second quarter billing is expected in August.

Consent Agenda

PIERCE TRANSIT
Board Payments Over $50,000
Payments From: Aug 1, 2020 to Aug 31, 2020
Cash and Investment Balance: $118,611,519.00

Payment Numbers CK 00374311 through CK 00374495
Wire Numbers EFT 00005060 through EFT 00005303
No Advance Travel Checks
Total $7,047,870.57
Payments in Excess of $50,000 are as follows:

Operating Fund

	Check	Vendor	Item/Service	Amount
CHK	00374339	PIERCE COUNTY BUDGET & FINANCE	08/2020 Policing Services	301,909.00
CHK	00374413	VOYAGER FLEET SYSTEMS INC	FUEL VANPOOL 07/01/20	76,719.91
CHK	00374494	WA ST DEPT OF L&I - ELEVATOR	SELF INS RPT Q220	40,548.00
EFT	00005065	ASSOCIATED PETROLEUM	DIESEL USAGE	85,132.91
EFT	00005069	CITY TREASURER - TPU	RFD CUST VP PP 2020	230,820.03
EFT	00005110	SOUND TRANSIT	2020-2Q-023 ORCA	2,332.37
EFT	00005129	US BANK CORPORATE PAYMENT SYST	MISC BUSN EXPENSES	48,090.73
EFT	00005141	FIRST TRANSIT	FAREBOX RECOVERY 06/20	357,020.32
EFT	00005180	GREAT WEST RETIREMENT	PP 17 2020 Empower	53,883.33
EFT	00005181	ICMA RETIREMENT	PP 17 2020 ICMA	169,688.15
EFT	00005186	AWC EMPLOYEE BENEFIT TRUST	AWC Cobra May-Aug 2020	156,194.39
EFT	00005187	AWC	AWC BGLI Aug 20	1,135,198.46
EFT	00005195	CERIUM NETWORKS	Skype for Business Online	105,917.00
EFT	00005211	LYTX INC	DRIVECAM SUBSCRIPTION	196,256.70
EFT	00005229	SOUND TRANSIT	ST Farebox Revenue July 20	52,730.71
EFT	00005255	GREAT WEST RETIREMENT	PP 18 2020 Empower	53,182.93
EFT	00005256	ICMA RETIREMENT	PP 18 2020 ICMA	167,364.64
EFT	00005262	ASSOCIATED PETROLEUM	DIESEL USAGE	50,290.48
EFT	00005264	BRIDGESTONE AMERICA	DAMAGED TIRES 5377 07/20	61,197.45
EFT	00005267	COST MANAGEMENT SERVICES INC	CNG USAGE 07/20	70,568.48
EFT	00005290	SOUND TRANSIT	2020-2Q-025 ORCA	38,870.81
EFT	00005293	SUMMIT PUBLIC SCHOOLS	RFD COVID 05/20 ADMIN FEES	63,847.40
EFT	00005300	JEANNETTE TWITTY	BUS CLEAN BELLV 07/25-07/31/20	52,069.02
Payments for Fund 1 Total				**3,569,833.22**

Self Insurance Fund

	Check	Vendor	Item/Service	Amount
CHK	00374447	EMPLOYMENT SECURITY DEPT WASHI	UNEMPLOYMENT Q220	267,650.66
CHK	00374494	WA ST DEPT OF L&I - ELEVATOR	SELF INS RPT Q220	77,675.84
Payments for Fund 4 Total				**345,326.50**

Capital Fund

	Check	Vendor	Item/Service	Amount
CHK	00374385	HULTZ BHU ENGINEERS INC.	DESIGN COMM 05/25-06/24/20	66,927.71
EFT	00005080	HUITT-ZOLLARS INC.	PROF SVC BMP PARK 06/27/20	122,718.62
EFT	00005110	SOUND TRANSIT	ngORCA ILA Capital 20-020	193,079.66
EFT	00005129	US BANK CORPORATE PAYMENT SYST	MISC BUSN EXPENSES	10,800.11
EFT	00005206	GRANITE CONSTRUCTION COMPANY	PRECON SVC BRT 06/20	73,771.79
EFT	00005260	ABSHER CONSTRUCTION COMPANY	Civil Work BMP 07/20	728,313.09
EFT	00005275	HUITT-ZOLLARS INC.	PROF SVC FUEL/WASH 06/27/20	391,831.93
EFT	00005290	SOUND TRANSIT	ngORCA Capital 20-028	14,266.19
Payments for Fund 9 Total				**1,601,709.10**
Total Payments in Excess of $50,000.00				**5,516,868.82**

Sep 2, 2020   10:14:21 AM

Bank ID		Check Numbe	Check Date	Amount	Vendor Name
01	CHK	00374311	08/06/2020	50.76	AT&T
01	CHK	00374312	08/06/2020	27.99	AT&T
01	CHK	00374313	08/06/2020	80.08	AT&T
01	CHK	00374314	08/06/2020	2,875.95	AT&T
01	CHK	00374315	08/06/2020	146.99	AUTO PLUS PARTS
01	CHK	00374316	08/06/2020	13.95	AUTO PLUS PARTS
01	CHK	00374317	08/06/2020	60.00	BRIAN CARTWRIGHT
01	CHK	00374318	08/06/2020	2,974.58	CITY OF GIG HARBOR
01	CHK	00374319	08/06/2020	1,195.00	CITY TREASURER - TPU
01	CHK	00374320	08/06/2020	624.06	CLF WAREHOUSE
01	CHK	00374321	08/06/2020	741.75	CLINICAL REFERENCE LABORATORY
01	CHK	00374322	08/06/2020	150.24	COMCAST
01	CHK	00374323	08/06/2020	395.59	COMCAST
01	CHK	00374324	08/06/2020	908.25	CONSOLIDATED ELECTRICAL DIST
01	CHK	00374325	08/06/2020	228.66	CORNWELL TOOL
01	CHK	00374326	08/06/2020	135.00	DARIUS JOHNSON-WILSON
01	CHK	00374327	08/06/2020	189.59	FRUITLAND MUTUAL WATER COMPANY
01	CHK	00374328	08/06/2020	1,326.14	GENES TOWING CORP
01	CHK	00374329	08/06/2020	85.61	GILCHRIST CHEVROLET
01	CHK	00374330	08/06/2020	512.27	HAUGEN GRAPHICS
01	CHK	00374331	08/06/2020	49.37	HOME DEPOT CREDIT SERVICES
01	CHK	00374332	08/06/2020	79.61	INSTRUMENTS SALES & SVC INC
01	CHK	00374333	08/06/2020	3,771.25	KING COUNTY FINANCE
01	CHK	00374334	08/06/2020	303.71	LOWE'S COMPANIES INC
01	CHK	00374335	08/06/2020	16,297.08	MACHINISTS HEALTH &
01	CHK	00374336	08/06/2020	2,267.98	NORTHWEST IAM BENEFIT TRUST
01	CHK	00374337	08/06/2020	61.59	OFFICE DEPOT CORP
01	CHK	00374338	08/06/2020	2,014.48	PACIFIC TORQUE
01	**CHK**	**00374339**	**08/06/2020**	**301,909.00**	**PIERCE COUNTY BUDGET & FINANCE**
01	CHK	00374340	08/06/2020	307.91	PURCELL TIRE & RUBBER COMPANY
01	CHK	00374341	08/06/2020	27.48	RAINIER SUPPLY
01	CHK	00374342	08/06/2020	32.97	REX PEGG FABRICS INC
01	CHK	00374343	08/06/2020	20.00	RICHARD KOHN
01	CHK	00374344	08/06/2020	25.79	ROBERT GLANS
01	CHK	00374345	08/06/2020	228.06	SHERWIN-WILLIAMS (S TAC WAY)
01	CHK	00374346	08/06/2020	3,250.00	SIMON AND COMPANY INC
01	CHK	00374347	08/06/2020	3,267.74	SMITH FIRE SYSTEMS INC
01	CHK	00374348	08/06/2020	378.27	SNIDER ENERGY
01	CHK	00374349	08/06/2020	373.36	SONITROL PACIFIC
01	CHK	00374350	08/06/2020	11,093.23	SM STEMPER ARCHITECTS PLLC
01	CHK	00374351	08/06/2020	134.53	TACOMA DAILY INDEX
01	CHK	00374352	08/06/2020	4,689.62	TACOMA MALL PARTNERSHIP
01	CHK	00374353	08/06/2020	2,350.00	TACOMA PIERCE COUNTY CHAMBER
01	CHK	00374354	08/06/2020	651.61	UNITED SITE SERVICES (Everson)
01	CHK	00374355	08/06/2020	1,860.93	WALTER E NELSON CO.
01	CHK	00374356	08/06/2020	1,860.00	WESTROCK
01	CHK	00374357	08/07/2020	1,177.38	JAMES L WHITE JR
01	CHK	00374358	08/07/2020	1,177.37	JAQWADRE MARKS
01	CHK	00374359	08/07/2020	1,177.37	JENAI PRICE
01	CHK	00374360	08/13/2020	1,400.00	ATU LOCAL 758 CORP
01	CHK	00374361	08/13/2020	329.86	BEN'S CLEANER SALES INC
01	CHK	00374362	08/13/2020	37.50	CALIFORNIA STATE DISBURSEMENT
01	CHK	00374363	08/13/2020	62.98	CENTURY LINK
01	CHK	00374364	08/13/2020	74.99	CENTURY LINK
01	CHK	00374365	08/13/2020	617.62	CENTURY LINK
01	CHK	00374366	08/13/2020	1,191.30	CHAPTER 13 TRUSTEE
01	CHK	00374367	08/13/2020	21,146.80	CITY OF FEDERAL WAY
01	CHK	00374368	08/13/2020	3,916.07	CITY TREASURER - TPU
01	CHK	00374369	08/13/2020	239.25	CITY TREASURER - TPU
01	CHK	00374370	08/13/2020	4,706.31	COLONIAL SUPPLEMENTAL LIFE
01	CHK	00374371	08/13/2020	150.18	COMCAST
01	CHK	00374372	08/13/2020	140.24	COMCAST
01	CHK	00374373	08/13/2020	155.18	COMCAST
01	CHK	00374374	08/13/2020	171.84	COMCAST
01	CHK	00374375	08/13/2020	43.34	COMM ON POLITICAL EDUCATION
01	CHK	00374376	08/13/2020	223.60	CREATIVE BUS SALES
01	CHK	00374377	08/13/2020	417.60	DAILY JOURNAL OF COMMERCE INC
01	CHK	00374378	08/13/2020	1,024.36	DM RECYCLING CO INC
01	CHK	00374379	08/13/2020	128.00	DONALD L ANDERSON
01	CHK	00374380	08/13/2020	75.00	DSHS
01	CHK	00374381	08/13/2020	50.00	EMPLOYMENT SECURITY DEPA

01	CHK	00374382	08/13/2020		991.99	GENES TOWING CORP
01	CHK	00374383	08/13/2020		6,883.36	HAROLD LEMAY ENTERPRISES
01	CHK	00374384	08/13/2020		19,342.41	HOERBIGER SERVICE INC
01	**CHK**	**00374385**	**08/13/2020**		**66,927.71**	**HULTZ BHU ENGINEERS INC.**
01	CHK	00374386	08/13/2020		804.75	IAM & AW
01	CHK	00374387	08/13/2020		220.00	INTERNAL REVENUE SERVICE
01	CHK	00374388	08/13/2020		128.00	KENT KEEL
01	CHK	00374389	08/13/2020		39,801.57	LAKEVIEW LIGHT & POWER CO
01	CHK	00374390	08/13/2020		122.60	LEMAY MOBILE SHREDDING
01	CHK	00374391	08/13/2020		708.85	LEVEL 3 (CENTURY LINK)
01	CHK	00374392	08/13/2020		4,768.70	LEVEL 3 (CENTURY LINK)
01	CHK	00374393	08/13/2020		1,140.00	MICHAEL G MALAIER
01	CHK	00374394	08/13/2020		167.50	MISSOURI FAMILY SUPPORT PAYMEN
01	CHK	00374395	08/13/2020		1,356.00	MULTICARE HEALTH SYSTEM
01	CHK	00374396	08/13/2020		136.40	NH DEPT OF H & HS
01	CHK	00374397	08/13/2020		435.21	NYS CHILD SUPPORT PROCESSING
01	CHK	00374398	08/13/2020		653.33	OFFICE DEPOT CORP
01	CHK	00374399	08/13/2020		96.66	PACIFIC TORQUE
01	CHK	00374400	08/13/2020		334.60	PENINSULA LIGHT
01	CHK	00374401	08/13/2020		5,401.43	PIERCE COUNTY BUDGET & FINANCE
01	CHK	00374402	08/13/2020		6,250.00	PREMIER MEDIA GROUP
01	CHK	00374403	08/13/2020		432.29	SHERWIN-WILLIAMS (LKWD, CEDR)
01	CHK	00374404	08/13/2020		68.14	SIX ROBBLEES INC
01	CHK	00374405	08/13/2020		3,823.33	SNIDER ENERGY
01	CHK	00374406	08/13/2020		2,083.34	SOUTH SOUND TOGETHER
01	CHK	00374407	08/13/2020		1,500.00	SWARNER COMMUNICATIONS
01	CHK	00374408	08/13/2020		223.78	TACOMA DAILY INDEX
01	CHK	00374409	08/13/2020		105.79	TERMINIX COMMERCIAL
01	CHK	00374410	08/13/2020		105.79	TERMINIX COMMERCIAL
01	CHK	00374411	08/13/2020		293.35	TX CHILD SUPPORT SDU
01	CHK	00374412	08/13/2020		816.17	UNITED WAY OF PIERCE COUNTY
01	**CHK**	**00374413**	**08/13/2020**		**76,719.91**	**VOYAGER FLEET SYSTEMS INC**
01	CHK	00374414	08/20/2020		71.34	AT&T
01	CHK	00374415	08/20/2020		29.01	AT&T
01	CHK	00374416	08/20/2020		15.00	BRIAN CARTWRIGHT
01	CHK	00374417	08/20/2020		11.86	BUNCE RENTALS INC
01	CHK	00374418	08/20/2020		7,519.23	CENTURY LINK
01	CHK	00374419	08/20/2020		21,718.96	CITY OF FEDERAL WAY
01	CHK	00374420	08/20/2020		2,967.31	CITY TREASURER - TPU
01	CHK	00374421	08/20/2020		150.18	COMCAST
01	CHK	00374422	08/20/2020		150.24	COMCAST
01	CHK	00374423	08/20/2020		69.00	DARIN KEYS
01	CHK	00374424	08/20/2020		75.00	DIANE ALLEN
01	CHK	00374425	08/20/2020		94.01	DISH
01	CHK	00374426	08/20/2020		50.00	FORMFOX, INC.
01	CHK	00374427	08/20/2020		842.77	GENES TOWING CORP
01	CHK	00374428	08/20/2020		1,382.01	GILCHRIST CHEVROLET
01	CHK	00374429	08/20/2020		6,500.00	JAMES WEBBER
01	CHK	00374430	08/20/2020		91.33	JOHNSON CONTROLS
01	CHK	00374431	08/20/2020		128.00	KENT KEEL
01	CHK	00374432	08/20/2020		5,914.71	KPFF CONSULTING ENGINEERS
01	CHK	00374433	08/20/2020		3,366.94	LEVEL 3 (CENTURY LINK)
01	CHK	00374434	08/20/2020		275.00	MATTHEW HUDGEL
01	CHK	00374435	08/20/2020		15.00	MIKE SMITH
01	CHK	00374436	08/20/2020		62.09	OFFICE DEPOT CORP
01	CHK	00374437	08/20/2020		642.93	PACIFIC FITNESS PRODUCTS
01	CHK	00374438	08/20/2020		876.55	PACIFIC TORQUE
01	CHK	00374439	08/20/2020		1,608.52	PIERCE COUNTY BUDGET & FINANCE
01	CHK	00374440	08/20/2020		780.62	PURCELL TIRE & RUBBER COMPANY
01	CHK	00374441	08/20/2020		11.00	ROBERT GLANS
01	CHK	00374442	08/20/2020		2,271.16	SHERWIN-WILLIAMS (LKWD, CEDR)
01	CHK	00374443	08/20/2020		148.58	SHERWIN-WILLIAMS (S TAC WAY)
01	CHK	00374444	08/20/2020		500.00	SOURCE PANEL
01	CHK	00374445	08/20/2020		6,750.00	SM STEMPER ARCHITECTS PLLC
01	CHK	00374446	08/20/2020		806.51	UNITED SITE SERVICES (Everson)
01	**CHK**	**00374447**	**08/26/2020**		**267,650.66**	**EMPLOYMENT SECURITY DEPT WASHI**
01	CHK	00374448	08/27/2020		46,287.60	ATU LOCAL 758 CORP
01	CHK	00374449	08/27/2020		66.13	BRYAN SHANNON
01	CHK	00374450	08/27/2020		37.50	CALIFORNIA STATE DISBURSEMENT
01	CHK	00374451	08/27/2020		1,191.30	CHAPTER 13 TRUSTEE
01	CHK	00374452	08/27/2020		1,029.54	CITY TREASURER - TPU
01	CHK	00374453	08/27/2020		150.18	COMCAST
01	CHK	00374454	08/27/2020		150.24	COMCAST
01	CHK	00374455	08/27/2020		632.80	COPIERS NORTHWEST INC
01	CHK	00374456	08/27/2020		465.06	CREATIVE BUS SALES
01	CHK	00374457	08/27/2020		672.59	CUMMINS-ALLISON CORP
01	CHK	00374458	08/27/2020		16.78	DEBORAH E BROWN
01	CHK	00374459	08/27/2020		75.00	DSHS
01	CHK	00374460	08/27/2020		50.00	EMPLOYMENT SECURITY DEPA
01	CHK	00374461	08/27/2020		15,638.77	FLEET MOBILE LUBE-WASH INC
01	CHK	00374462	08/27/2020		1,454.48	GENES TOWING CORP

01	CHK	00374463	08/27/2020	72.98	GILCHRIST CHEVROLET
01	CHK	00374464	08/27/2020	220.00	INTERNAL REVENUE SERVICE
01	CHK	00374465	08/27/2020	1,059.41	JEFFERSON CAPITAL SYSTEMS, LLC
01	CHK	00374466	08/27/2020	159.63	JOHNSTONE SUPPLY
01	CHK	00374467	08/27/2020	147.00	KAREN GODBAY
01	CHK	00374468	08/27/2020	202.69	LAKEVIEW LIGHT & POWER CO
01	CHK	00374469	08/27/2020	6,365.77	LAKEWOOD WATER DISTRICT
01	CHK	00374470	08/27/2020	36.25	MICHAEL ANTHONY RICKEY
01	CHK	00374471	08/27/2020	1,140.00	MICHAEL G MALAIER
01	CHK	00374472	08/27/2020	167.50	MISSOURI FAMILY SUPPORT PAYMEN
01	CHK	00374473	08/27/2020	1,865.00	MULTICARE HEALTH SYSTEM
01	CHK	00374474	08/27/2020	136.40	NH DEPT OF H & HS
01	CHK	00374475	08/27/2020	435.21	NYS CHILD SUPPORT PROCESSING
01	CHK	00374476	08/27/2020	699.80	PACIFIC TORQUE
01	CHK	00374477	08/27/2020	246.72	PARKLAND LIGHT & WATER CO
01	CHK	00374478	08/27/2020	508.07	PENINSULA LIGHT
01	CHK	00374479	08/27/2020	766.35	PIERCE COUNTY BUDGET & FINANCE
01	CHK	00374480	08/27/2020	1,147.07	PUGET SOUND ENERGY
01	CHK	00374481	08/27/2020	32.84	RAINIER SUPPLY
01	CHK	00374482	08/27/2020	25.57	REX PEGG FABRICS INC
01	CHK	00374483	08/27/2020	1,015.12	RPAI US MANAGEMENT LLC
01	CHK	00374484	08/27/2020	420.00	T-MOBILE USA, INC
01	CHK	00374485	08/27/2020	17.63	TACOMA RUBBER STAMP & MARKING
01	CHK	00374486	08/27/2020	293.35	TX CHILD SUPPORT SDU
01	CHK	00374487	08/27/2020	1,112.05	UNITED SITE SERVICES (Everson)
01	CHK	00374488	08/27/2020	816.17	UNITED WAY OF PIERCE COUNTY
01	CHK	00374489	08/27/2020	914.95	VERIZON WIRELESS
01	CHK	00374490	08/27/2020	2,610.69	VERIZON WIRELESS
01	CHK	00374491	08/27/2020	13,114.54	VERIZON WIRELESS
01	CHK	00374492	08/27/2020	7,383.50	VERIZON WIRELESS
01	CHK	00374493	08/27/2020	55.00	WA ST DEPT OF ECOLOGY
01	**CHK**	**00374494**	**08/27/2020**	**118,223.84**	**WA ST DEPT OF L&I - ELEVATOR**
01	CHK	00374495	08/27/2020	89.57	WALTER E NELSON CO.
01	EFT	00005060	08/06/2020	3,108.28	A & E IMAGING
01	EFT	00005061	08/06/2020	30,237.60	ABSHER CONSTRUCTION COMPANY
01	EFT	00005062	08/06/2020	29,603.00	ACI CUSTODIAL INC
01	EFT	00005063	08/06/2020	3,215.68	ADVANCED TRAFFIC PRODUCTS INC
01	EFT	00005064	08/06/2020	10,543.81	ALLIED BODY WORKS INC
01	**EFT**	**00005065**	**08/06/2020**	**85,132.91**	**ASSOCIATED PETROLEUM**
01	EFT	00005066	08/06/2020	10,524.19	ATWORK! COMMERCIAL ENTERPRISES
01	EFT	00005067	08/06/2020	1,240.29	BATTERY SYSTEMS
01	EFT	00005068	08/06/2020	39,744.06	BRIDGESTONE AMERICA
01	**EFT**	**00005069**	**08/06/2020**	**230,820.03**	**CITY TREASURER - TPU**
01	EFT	00005070	08/06/2020	34.73	COMMERCIAL BRAKE & CLUTCH
01	EFT	00005071	08/06/2020	21,386.88	COMMONSTREET CONSULTING LLC
01	EFT	00005072	08/06/2020	250.00	CYBERSOURCE CORP.
01	EFT	00005073	08/06/2020	200.00	DRUG FREE BUSINESS
01	EFT	00005074	08/06/2020	1,512.67	ELTEC SYSTEMS LLC
01	EFT	00005075	08/06/2020	2,517.40	FINISHMASTER, INC
01	EFT	00005076	08/06/2020	2,228.79	GTT COMMUNICATIONS
01	EFT	00005077	08/06/2020	26,713.62	GILLIG LLC
01	EFT	00005078	08/06/2020	5,500.00	GORDON THOMAS HONEYWELL
01	EFT	00005079	08/06/2020	4,901.78	GRAINGER
01	**EFT**	**00005080**	**08/06/2020**	**122,718.62**	**HUITT-ZOLLARS INC.**
01	EFT	00005081	08/06/2020	2,476.12	IWG TOWERS ASSETS I LLC
01	EFT	00005082	08/06/2020	14,584.77	JENCO DEVELOPMENT
01	EFT	00005083	08/06/2020	745.47	KORUM FORD
01	EFT	00005084	08/06/2020	639.64	LARSCO INC
01	EFT	00005085	08/06/2020	600.05	LARSEN SIGN COMPANY
01	EFT	00005086	08/06/2020	3,073.89	LUMINATOR MASS TRANSIT LLC
01	EFT	00005087	08/06/2020	1,322.66	MALLORY SAFETY & SUPPLY LLC
01	EFT	00005088	08/06/2020	674.70	MERITOR INC
01	EFT	00005089	08/06/2020	2,332.40	MOHAWK MFG & SUPPLY
01	EFT	00005090	08/06/2020	100.32	MOOD MEDIA
01	EFT	00005091	08/06/2020	366.84	MUNCIE RECLAMATION & SUPPLY CO
01	EFT	00005092	08/06/2020	1,445.00	NAVIA BENEFIT SOLUTIONS
01	EFT	00005093	08/06/2020	332.34	NEOPART TRANSIT LLC
01	EFT	00005094	08/06/2020	161.31	ELEMENT 14
01	EFT	00005095	08/06/2020	54.11	NORTHWEST STEEL & PIPE CO
01	EFT	00005096	08/06/2020	4,410.00	OPEN SQUARE
01	EFT	00005097	08/06/2020	571.87	PACIFIC AIR CONTROL INC
01	EFT	00005098	08/06/2020	7,854.91	PACIFIC POWER PRODUCTS
01	EFT	00005099	08/06/2020	136.37	PACIFIC WELDING SUPPLY INC
01	EFT	00005100	08/06/2020	15,622.62	PARAMETRIX ENGINEERING
01	EFT	00005101	08/06/2020	72.80	PREVOST CAR (US), INC.
01	EFT	00005102	08/06/2020	543.21	PRINT NW
01	EFT	00005103	08/06/2020	919.89	PROTERRA INC
01	EFT	00005104	08/06/2020	7,225.09	QBSI-XEROX
01	EFT	00005105	08/06/2020	236.58	R E AUTO ELECTRIC
01	EFT	00005106	08/06/2020	294.27	SAMBA HOLDINGS INC
01	EFT	00005107	08/06/2020	94.66	SEATTLE AUTOMOTIVE DIST.

01	EFT	00005108	08/06/2020		33,993.56	SHI INTERNATIONAL CORP
01	EFT	00005109	08/06/2020		3,118.96	SOLARWINDS NORTH AMERICA INC
01	**EFT**	**00005110**	**08/06/2020**		**195,412.03**	**SOUND TRANSIT**
01	EFT	00005111	08/06/2020		5,001.70	SOUTH TACOMA GLASS
01	EFT	00005112	08/06/2020		274.75	STANDARD PARTS CORP
01	EFT	00005113	08/06/2020		339.84	STAPLES
01	EFT	00005114	08/06/2020		19,226.29	STRATAGEN SYSTEMS, INC.
01	EFT	00005115	08/06/2020		755.38	TACOMA DODGE CHRYSLER JEEP
01	EFT	00005116	08/06/2020		840.92	TACOMA SCREW
01	EFT	00005117	08/06/2020		11,340.60	TECHNICAL SECURITY INTEGRATION
01	EFT	00005118	08/06/2020		24,565.42	THE AFTERMARKET PARTS CO LLC
01	EFT	00005119	08/06/2020		2,708.54	THERMO KING NW INC
01	EFT	00005120	08/06/2020		7,994.00	JEANNETTE TWITTY
01	EFT	00005121	08/06/2020		36,635.67	TRAPEZE SOFTWARE GROUP
01	EFT	00005122	08/06/2020		1,531.82	UNIFIRST CORPORATION
01	EFT	00005123	08/06/2020		269.60	REDDAWAY
01	EFT	00005124	08/06/2020		551.83	WAXIE SANITARY SUPPLY
01	EFT	00005125	08/06/2020		581.80	WESTERN FLUID COMPONENTS
01	EFT	00005126	08/06/2020		10,236.73	WESTERN PETERBILT
01	EFT	00005127	08/06/2020		14.92	WILLIAMS OIL FILTER
01	EFT	00005128	08/13/2020		5,062.50	CSCHED
01	**EFT**	**00005129**	**08/13/2020**		**58,890.84**	**US BANK CORPORATE PAYMENT SYST**
01	EFT	00005130	08/13/2020		1,530.00	A CUSTOMER'S POINT OF VIEW
01	EFT	00005131	08/13/2020		80.58	AIRGAS-NOR PAC INC
01	EFT	00005132	08/13/2020		1,574.30	ALLSTREAM
01	EFT	00005133	08/13/2020		13,145.70	ATWORK! COMMERCIAL ENTERPRISES
01	EFT	00005134	08/13/2020		3,984.64	CHEVRON PRODUCTS CO.
01	EFT	00005135	08/13/2020		45.28	COMMERCIAL BRAKE & CLUTCH
01	EFT	00005136	08/13/2020		32,076.40	CUMMINS INC
01	EFT	00005137	08/13/2020		2,804.76	DIAMOND PARKING SERVICES LLC
01	EFT	00005138	08/13/2020		1,153.92	DRIVELINES NW INC
01	EFT	00005139	08/13/2020		2,995.00	ANA LABORATORIES INC
01	EFT	00005140	08/13/2020		43.96	BETSCHART ELECTRIC CO.
01	**EFT**	**00005141**	**08/13/2020**		**357,020.32**	**FIRST TRANSIT**
01	EFT	00005142	08/13/2020		15,936.97	GILLIG LLC
01	EFT	00005143	08/13/2020		980.45	GRAINGER
01	EFT	00005144	08/13/2020		1,261.20	GREAT FLOORS COMMERCIAL SALES
01	EFT	00005145	08/13/2020		1,980.74	GROENEVELD LUBRICATION SOLUTIO
01	EFT	00005146	08/13/2020		16,518.54	LIBERTY MUTUAL GROUP INC
01	EFT	00005147	08/13/2020		1,685.23	HERITAGE-CRYSTAL CLEAN LLC
01	EFT	00005148	08/13/2020		168.15	INTELLICORP RECORDS INC
01	EFT	00005149	08/13/2020		1,294.57	KORUM FORD
01	EFT	00005150	08/13/2020		250.57	LARSCO INC
01	EFT	00005151	08/13/2020		1,254.92	LEGACY TELECOMMUNICATIONS, INC
01	EFT	00005152	08/13/2020		461.58	LYTX INC
01	EFT	00005153	08/13/2020		260.59	MALLORY SAFETY & SUPPLY LLC
01	EFT	00005154	08/13/2020		1,778.75	MAYES TESTING ENGINEERS INC
01	EFT	00005155	08/13/2020		428.30	MCGUIRE BEARING CO
01	EFT	00005156	08/13/2020		584.75	MOHAWK MFG & SUPPLY
01	EFT	00005157	08/13/2020		603.13	MUNCIE RECLAMATION & SUPPLY CO
01	EFT	00005158	08/13/2020		60.73	N C POWER SYSTEM CO.
01	EFT	00005159	08/13/2020		256.00	NANCY HENDERSON
01	EFT	00005160	08/13/2020		14,012.25	NORTHWEST PLASTICS, INC
01	EFT	00005161	08/13/2020		11,724.70	PACIFIC POWER PRODUCTS
01	EFT	00005162	08/13/2020		18.41	PACIFIC WELDING SUPPLY INC
01	EFT	00005163	08/13/2020		611.94	PROTERRA INC
01	EFT	00005164	08/13/2020		1,212.96	QUALITY PRESS
01	EFT	00005165	08/13/2020		72.58	R E AUTO ELECTRIC
01	EFT	00005166	08/13/2020		189.19	SEATTLE AUTOMOTIVE DIST.
01	EFT	00005167	08/13/2020		18,570.23	SMS CLEANING INC
01	EFT	00005168	08/13/2020		770.68	STANDARD PARTS CORP
01	EFT	00005169	08/13/2020		20.87	STAPLES
01	EFT	00005170	08/13/2020		767.76	TACOMA DODGE CHRYSLER JEEP
01	EFT	00005171	08/13/2020		315.38	TACOMA SCREW
01	EFT	00005172	08/13/2020		114.54	TECHNICAL SECURITY INTEGRATION
01	EFT	00005173	08/13/2020		25,630.34	THE AFTERMARKET PARTS CO LLC
01	EFT	00005174	08/13/2020		27,994.50	JEANNETTE TWITTY
01	EFT	00005175	08/13/2020		3,334.79	UNIFIRST CORPORATION
01	EFT	00005176	08/13/2020		189.51	VEHICLE MAINTENANCE PROGRAM
01	EFT	00005177	08/13/2020		153.56	WESTERN FLUID COMPONENTS
01	EFT	00005178	08/13/2020		8,383.88	WESTERN PETERBILT
01	EFT	00005179	08/13/2020		4,411.69	XEROX FINANCIAL SERVICES
01	**EFT**	**00005180**	**08/13/2020**		**53,883.33**	**GREAT WEST RETIREMENT**
01	**EFT**	**00005181**	**08/13/2020**		**169,688.15**	**ICMA RETIREMENT**
01	EFT	00005182	08/13/2020		15,167.90	NAVIA BENEFIT SOLUTIONS
01	EFT	00005183	08/13/2020		6,949.27	TACOMA EMPLOYEES RETIREMENT SY
01	EFT	00005184	08/13/2020		5,663.35	WA ST CHILD SUPPORT REGISTRY
01	EFT	00005185	08/13/2020		15,529.17	GALLS LLC
01	**EFT**	**00005186**	**08/13/2020**		**156,194.39**	**AWC EMPLOYEE BENEFIT TRUST**
01	**EFT**	**00005187**	**08/17/2020**		**1,135,198.46**	**AWC**
01	EFT	00005188	08/20/2020		205.47	A & E IMAGING

01	EFT	00005189	08/20/2020	486.62	ALLSTREAM
01	EFT	00005190	08/20/2020	5,716.42	AMAZON.COM CORPORATE CREDIT
01	EFT	00005191	08/20/2020	2,850.10	ANGI ENERGY SYSTEMS
01	EFT	00005192	08/20/2020	27,545.14	ASSOCIATED PETROLEUM
01	EFT	00005193	08/20/2020	339.83	BATTERY SYSTEMS
01	EFT	00005194	08/20/2020	135.83	*DNU* USE 107087
01	**EFT**	**00005195**	**08/20/2020**	**105,917.00**	**CERIUM NETWORKS**
01	EFT	00005196	08/20/2020	141.70	COMMERCIAL BRAKE & CLUTCH
01	EFT	00005197	08/20/2020	726.00	CUMMINS INC
01	EFT	00005198	08/20/2020	150.00	DAVID BANHAM
01	EFT	00005199	08/20/2020	44,678.81	DKS ASSOCIATES
01	EFT	00005200	08/20/2020	333.98	DRIVELINES NW INC
01	EFT	00005201	08/20/2020	7,706.52	ENVIROISSUES
01	EFT	00005202	08/20/2020	32.96	FERGUSON
01	EFT	00005203	08/20/2020	1,114.89	NORTHWEST CASCADE INC
01	EFT	00005204	08/20/2020	11,335.14	GILLIG LLC
01	EFT	00005205	08/20/2020	2,310.00	GRAINGER
01	**EFT**	**00005206**	**08/20/2020**	**73,771.79**	**GRANITE CONSTRUCTION COMPANY**
01	EFT	00005207	08/20/2020	4,720.00	HIGH LINE SOFTWARE INC
01	EFT	00005208	08/20/2020	7,235.32	HOERBIGER SERVICE INC
01	EFT	00005209	08/20/2020	1,072.00	IPKEYS TECHNOLOGIES LLC
01	EFT	00005210	08/20/2020	3,989.37	JANEK CORPORATION
01	**EFT**	**00005211**	**08/20/2020**	**196,256.70**	**LYTX INC**
01	EFT	00005212	08/20/2020	2,165.00	MAYES TESTING ENGINEERS INC
01	EFT	00005213	08/20/2020	1,137.40	MOHAWK MFG & SUPPLY
01	EFT	00005214	08/20/2020	822.64	MUNCIE RECLAMATION & SUPPLY CO
01	EFT	00005215	08/20/2020	128.00	NANCY HENDERSON
01	EFT	00005216	08/20/2020	125.12	NORTHWEST PUMP & EQUIPMENT CO
01	EFT	00005217	08/20/2020	33.06	NORTHWEST STEEL & PIPE CO
01	EFT	00005218	08/20/2020	5,139.99	OPEN SQUARE
01	EFT	00005219	08/20/2020	238.20	OUTFITTER SATELLITE INC
01	EFT	00005220	08/20/2020	635.53	PACIFIC AIR CONTROL INC
01	EFT	00005221	08/20/2020	1,774.39	PACIFIC POWER PRODUCTS
01	EFT	00005222	08/20/2020	416.32	PRINT NW
01	EFT	00005223	08/20/2020	125.00	PUBLIC SAFETY SELECTION, PC
01	EFT	00005224	08/20/2020	2,114.49	R E AUTO ELECTRIC
01	EFT	00005225	08/20/2020	128.00	ROBIN FARRIS
01	EFT	00005226	08/20/2020	7,438.50	SCHNEIDER-SIMPSON SHEET METAL
01	EFT	00005227	08/20/2020	4,225.67	SHI INTERNATIONAL CORP
01	EFT	00005228	08/20/2020	649.00	SITECRAFTING INC.
01	**EFT**	**00005229**	**08/20/2020**	**52,730.71**	**SOUND TRANSIT**
01	EFT	00005230	08/20/2020	6,383.21	SOUND TRANSIT
01	EFT	00005231	08/20/2020	200.00	MARK W MEROD
01	EFT	00005232	08/20/2020	3,639.86	SOUTH TACOMA GLASS
01	EFT	00005233	08/20/2020	112.42	STANDARD PARTS CORP
01	EFT	00005234	08/20/2020	602.93	STAPLES
01	EFT	00005235	08/20/2020	86.50	STERICYCLE
01	EFT	00005236	08/20/2020	6,704.50	SUMMIT LAW GROUP PLLC
01	EFT	00005237	08/20/2020	4,690.77	TACOMA COMMUNITY COLLEGE
01	EFT	00005238	08/20/2020	240.53	TACOMA DODGE CHRYSLER JEEP
01	EFT	00005239	08/20/2020	824.05	TACOMA SCREW
01	EFT	00005240	08/20/2020	2,845.80	TECHNICAL SECURITY INTEGRATION
01	EFT	00005241	08/20/2020	19,611.71	THE AFTERMARKET PARTS CO LLC
01	EFT	00005242	08/20/2020	1,652.99	NEWS TRIBUNE, THE
01	EFT	00005243	08/20/2020	339.59	THOMSON REUTERS-WEST
01	EFT	00005244	08/20/2020	28,734.34	JEANNETTE TWITTY
01	EFT	00005245	08/20/2020	348.31	UNIFIRST CORPORATION
01	EFT	00005246	08/20/2020	2,678.31	VIX TECHNOLOGY USA INC
01	EFT	00005247	08/20/2020	56.50	WA ST AUDITOR
01	EFT	00005248	08/20/2020	11,126.43	WA ST TRANSIT INSURANCE POOL
01	EFT	00005249	08/20/2020	950.70	WAXIE SANITARY SUPPLY
01	EFT	00005250	08/20/2020	76.37	WESTERN FLUID COMPONENTS
01	EFT	00005251	08/20/2020	1,172.05	WSP USA, INC.
01	EFT	00005252	08/20/2020	11,572.47	ZONAR SYSTEMS INC
01	EFT	00005253	08/21/2020	9,813.75	GALLS LLC
01	EFT	00005254	08/21/2020	6,351.53	WA ST DEPT OF REVENUE
01	**EFT**	**00005255**	**08/27/2020**	**53,182.93**	**GREAT WEST RETIREMENT**
01	**EFT**	**00005256**	**08/27/2020**	**167,364.64**	**ICMA RETIREMENT**
01	EFT	00005257	08/27/2020	15,002.53	NAVIA BENEFIT SOLUTIONS
01	EFT	00005258	08/27/2020	7,110.29	TACOMA EMPLOYEES RETIREMENT SY
01	EFT	00005259	08/27/2020	5,851.85	WA ST CHILD SUPPORT REGISTRY
01	**EFT**	**00005260**	**08/27/2020**	**728,313.09**	**ABSHER CONSTRUCTION COMPANY**
01	EFT	00005261	08/27/2020	237.38	ADRIAN JAFARI
01	**EFT**	**00005262**	**08/27/2020**	**50,290.48**	**ASSOCIATED PETROLEUM**
01	EFT	00005263	08/27/2020	319.81	BATTERY SYSTEMS
01	**EFT**	**00005264**	**08/27/2020**	**61,197.45**	**BRIDGESTONE AMERICA**
01	EFT	00005265	08/27/2020	1,950.00	COACHING SYSTEMS, LLC
01	EFT	00005266	08/27/2020	951.78	COMMERCIAL BRAKE & CLUTCH
01	**EFT**	**00005267**	**08/27/2020**	**70,568.48**	**COST MANAGEMENT SERVICES INC**
01	EFT	00005268	08/27/2020	34,089.96	CUMMINS INC
01	EFT	00005269	08/27/2020	2,406.81	CUSTOM EDGE, INC.

01	EFT	00005270	08/27/2020	3,597.00	ELTEC SYSTEMS LLC
01	EFT	00005271	08/27/2020	147.83	ERICH SCHIMITSCHEK
01	EFT	00005272	08/27/2020	676.25	GARDA CL NORTHWEST INC
01	EFT	00005273	08/27/2020	15,934.84	GILLIG LLC
01	EFT	00005274	08/27/2020	4,818.97	GRAINGER
01	**EFT**	**00005275**	**08/27/2020**	**391,831.93**	**HUITT-ZOLLARS INC.**
01	EFT	00005276	08/27/2020	124.54	JAMES E MOORE
01	EFT	00005277	08/27/2020	549.50	LEGACY TELECOMMUNICATIONS, INC
01	EFT	00005278	08/27/2020	9,546.59	MEDSTAR CABULANCE INC
01	EFT	00005279	08/27/2020	2,234.27	MERITOR INC
01	EFT	00005280	08/27/2020	1,650.96	MOHAWK MFG & SUPPLY
01	EFT	00005281	08/27/2020	284.97	MUNCIE RECLAMATION & SUPPLY CO
01	EFT	00005282	08/27/2020	883.62	NORTHWEST PUMP & EQUIPMENT CO
01	EFT	00005283	08/27/2020	353.06	NORTHWEST STEEL & PIPE CO
01	EFT	00005284	08/27/2020	1,480.42	OPEN SQUARE
01	EFT	00005285	08/27/2020	12,208.62	PACIFIC POWER PRODUCTS
01	EFT	00005286	08/27/2020	2,114.49	R E AUTO ELECTRIC
01	EFT	00005287	08/27/2020	238.43	SCHETKY NORTHWEST SALES INC
01	EFT	00005288	08/27/2020	48.69	SEATTLE AUTOMOTIVE DIST.
01	EFT	00005289	08/27/2020	4,891.65	SHI INTERNATIONAL CORP
01	**EFT**	**00005290**	**08/27/2020**	**53,137.00**	**SOUND TRANSIT**
01	EFT	00005291	08/27/2020	552.92	STANDARD PARTS CORP
01	EFT	00005292	08/27/2020	245.33	STAPLES
01	**EFT**	**00005293**	**08/27/2020**	**63,847.40**	**SUMMIT PUBLIC SCHOOLS**
01	EFT	00005294	08/27/2020	1,490.16	TACOMA DODGE CHRYSLER JEEP
01	EFT	00005295	08/27/2020	671.26	TACOMA SCREW
01	EFT	00005296	08/27/2020	174.44	TACOMA TROPHY
01	EFT	00005297	08/27/2020	27,881.17	THE AFTERMARKET PARTS CO LLC
01	EFT	00005298	08/27/2020	1,061.96	THERMO KING NW INC
01	EFT	00005299	08/27/2020	784.85	TITUS WILL FORD INC
01	**EFT**	**00005300**	**08/27/2020**	**52,069.02**	**JEANNETTE TWITTY**
01	EFT	00005301	08/27/2020	3,104.05	UNIFIRST CORPORATION
01	EFT	00005302	08/27/2020	5,000.00	WA ST TRANSIT INSURANCE POOL
01	EFT	00005303	08/27/2020	12,745.64	WESTERN PETERBILT

Total Payments　　　　　　　　　　　　　　**$7,047,870.57**

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

August 10, 2020

CALL TO ORDER

Chair Woodards called the virtual Regular Board meeting to order at 4:04 p.m.

ROLL CALL

Commissioners present:
  Victoria Woodards, Chair of the Board, Mayor of the City of Tacoma
  Marty Campbell, Vice Chair of the Board, Pierce County Councilmember
  Nancy Henderson, Town of Steilacoom Councilmember
        (*representing Auburn/Gig Harbor/Fircrest/Pacific/Ruston/Steilacoom*)
  Daryl Eidinger, City of Edgewood Mayor *(representing Fife/Milton//Edgewood)*
  Bruce Dammeier, Pierce County Executive
  Kent Keel, City of University Councilmember
  Don Anderson, City of Lakewood Mayor
  Robin Farris, Puyallup City Councilmember

Commissioners excused:
  Conor McCarthy, City of Tacoma Councilmember

Staff present:
  Sue Dreier, Chief Executive Officer
  Deanne Jacobson, Clerk of the Board
  Aaron Millstein, General Counsel from K&L Gates

Opening Remarks and Housekeeping Items

Chair Woodards welcomed Board Members, staff and citizens to the virtual meeting and
provided instructions for participation to attendees.

PRESENTATIONS

1. **Q1/Q2 Award Recipients**

   Larry Delgado recognized the Pierce Transit employees who received 1st and 2nd Quarter
   2020 awards for their work and contributions to Pierce Transit and detailed their efforts.
   The recipients were as follows:

   1st Quarter 2020 Recipients:

   - Christopher Peters – Effectiveness and Efficiency Award
   - Reggie Reese and Jason Hovde – Excellence in Safety Team Award

2ⁿᵈ Quarter 2020 Recipients:

Schedule/IT Team – Effectiveness and Efficiency Award
- Lindsey Sehmel
- Lonnie Salzberg
- Sam Timbers
- John Perez
- Jim Paske
- Liem Hong

Enoka Fatuesi – Effectiveness and Efficiency Award

Jana Blackburn – Employee of the Quarter

PUBLIC COMMENT
No members of the public registered to speak during public comment.

PUBLIC HEARING
2020-2025 Transit Development Plan (TDP)

Senior Planner Duane Wakan gave an overview of the Plan, noting that it outlines Pierce Transit's intermediate operating and capital plans for the period from 2020 through 2025 and adoption of the Plan is required each year. The TDP is based upon the 2020 budget adopted by the Board of Commissioners on December 9, 2019. members of the public registered to speak during the public hearing.

This year's TDP was reformatted to comply with new content guidelines provided by WSDOT in late April; it continues to provide a general outline of services and facility changes anticipated for the 2020-2025 horizon; includes financial elements (both operating and capital) budgeted for 2020 and projections through 2025; better conveys performance measures and timelines outlining how Pierce Transit intends to comply with Statewide Transportation goals and policies; includes local key performance indicators important to the agency; provides a briefer accounting of agency activities and accomplishments in 2019; and acknowledges COVID-19 and its high-level impacts to the agency.

A short discussion ensued about whether Title VI requirements should be included in the Transit Development Plans, with staff indicating that the Agency is required to follow those requirements and the purpose of the TDP is to serve more as a report card and road map of the Agency.

Adoption of the TDP is scheduled for September 14, 2020.

The Public Hearing was opened and closed with nobody signing up to speak.

CONSENT AGENDA

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

Commissioners Campbell and Eidinger **moved** and seconded to approve the consent agenda as presented.

Motion **carried,** 8-0.

1. Approval of Vouchers, July 1, 2020 to July 31, 2020
   Operating Fund #10
   Self-Insurance Fund #40
   Capital Fund #90
   Payment Nos. 374098 through 374310
   Wire Nos. 4770 through 5059
   No Advance Travel Checks
   Total $12,036,901.80

2. Minutes: July 13, 2020 regular meeting.

ACTION AGENDA

1. **FS 2020-037, Lakeland Hills Agreement**

   Senior Planner of Scheduling Lindsey Sehmel presented on the proposed agreement, noting that the partnership agreement has been in service since 2008. She reviewed the Service Map for the proposed agreement and reviewed the contractual elements/costs of the contract.

   Commissioners Campbell and Anderson **moved** and seconded to authorize the Chief Executive Officer to enter into and execute a five year Transit Service Financial Funding Agreement with the City of Auburn and King County Metro for the Operation of the Route 497 Lakeland Hills Connector in an amount not to exceed $2,834,725.36.

   Motion **carried**, 8-0.

STAFF UPDATES/DISCUSSION

CEO's Report – CEO Dreier reported on the following items:

- Pierce Transit received $500,000 of CARES Monies from Pierce County and thanked Commissioners Anderson, Dammeier and Campbell for their assistance in helping Pierce Transit to receive the funds.
- Provided a recap of the July 22, 2020 Board Composition Review Meeting and detailed the next steps for transitioning to the new composition.
- Furloughed operators will be returning to accommodate a 90 percent service level.

INFORMATIONAL BOARD ITEMS

Chair Report

Chair Woodards congratulated CEO Dreier for her five years of service with Pierce Transit and detailed her significant accomplishments.

Various members of the Board expressed their thanks and gratitude for her service and strong leadership during times that have been turbulent such as building back from the Great Recession, COVID-19, and for her emphasis on Safety.

Sound Transit Update

Commissioner Keel reported that Sound Transit is going through a realignment process due to COVID-19 which will extend into 2021 and will have a short-term plan to continue with capital projects. Sound Transit is also looking at its operations/service agreements that it has with other transit agencies who operate service on their behalf, noting that there could be impacts to Pierce Transit.

PSRC Transportation Policy Board Update

Commissioner Anderson reported that there was no meeting in August and noted that he believes that the belief that PSRC funds are not being distributed in an equitable fashion is gaining traction amongst other elected officials.

Commissioner Comments

Commissioner Farris talked about the concept of large businesses such as Amazon/Google setting up local satellite offices along the train route and how to get these large businesses to invest in the community.

EXECUTIVE SESSION

At 5:00 p.m., the regular meeting was recessed into Executive Session for 45 minutes to discuss the performance of a public employee pursuant to RCW 42.30.110 (g). She noted that it is anticipated that the Board will take formal action in open session.

[*Commissioner Dammeier left the Executive Session at approximately 5:10 p.m.*]

At 5:45 p.m., the meeting was extended approximately 15 minutes. Staff was unable to announce the extension due to technology difficulties; however, there were no members of the public in attendance of the virtual meeting.]

RECONVENE

The regular meeting was reconvened into open session at 6:05 p.m. Chair Woodards noted that the Board will postpone taking any action on this matter until the September 14, 2020 Board meeting. [Members remaining present: RF, DA, MC, KK, VW, DE, NH]

ADJOURNMENT

Commissioners Campbell and Anderson **moved** and seconded to adjourn the meeting at 6:06 p.m.

Motion **carried**, 7-0.

_____   _____
Deanne Jacobson   Victoria Woodards, Chair
Clerk of the Board   Board of Commissioners

TITLE: Authorizing Execution of Amendment No. 3 with Sound Transit to Extend the Sound Transit Express Bus Service Operations and Maintenance Contract Through June 30, 2021

DIVISION: Service Delivery & Support

SUBMITTED BY: Mike Griffus, Executive Director, Service Delivery and Support

RELATED ACTION: Resolution No 15-038, Sound Transit Express Bus Service Operating and Maintenance Agreement

Resolution No. 18-046, Authorized the Execution of Amendment No. 1 to Extend the Sound Transit (ST) Express Bus Service Operations And Maintenance Contract For One-Year Through December 31, 2019 Which Includes a Revised Cost Allocation Model (CAM)

Resolution No. 19-034, Authorized the Chief Executive Officer to Execute Amendment No. 2 to Extend the Sound Transit Express Bus Service Operations and Maintenance Contract Through December 31, 2020.

ATTACHMENTS:

RELATION TO STRATEGIC PLAN: Financial

Proposed Amendment No 3.

BACKGROUND:

Pierce Transit (PT) operates and maintains a significant portion of Sound Transit's regional bus fleet in accordance with the terms of the Interagency Agreement for ST Express Bus Service Operations and Maintenance that extends through December 31, 2020. Accommodating both local and regional transit operations needs are important and deemed to be within the public interest. Pierce Transit and Sound Transit have maintained an interagency agreement for the operation of Regional Express Bus Operations and Maintenance for many years. Staff from Pierce Transit and Sound Transit have negotiated a fair and reasonable service agreement that ensure high quality service and an equitable compensation plan for the operations of Sound Transit Express Bus Service Operations and Maintenance. The proposed Amendment will extend the Agreement to expire June 30, 2021. The estimated revenue is approximately $28 million for 2021.

Both parties have mutually agreed to the terms of the attached Exhibit A. The Amendment was approved at the Sound Transit Board meeting on July 23, 2020. Negotiations for the next five (5) year contract for Sound Transit Express Bus Service Operations and Maintenance is currently in negotiations.

STAFF RECOMMENDATION:

Recommendation by staff is to approve the Resolution Authorizing the Chief Executive Officer to enter into an Amendment to extend the Sound Transit Express Bus Service Operating and Maintenance contract for six (6) months through June 30, 2021. The expected revenue is an estimated $28million for the first (6) months of 2021.

ALTERNATIVES:

Do not authorize the CEO to enter into the Amendment to extend the ST Express Bus Operations and Maintenance

Contract. The result of this would-be termination of the existing contract that expires on December 31, 2020. Pierce Transit would be operating Sound Transit services without a current Express Bus Operating and Maintenance contract.

PROPOSED MOTION:

Move to: Authorize the Chief Executive Officer to enter into and execute Amendment No. 3 with Sound Transit extending the Sound Transit Express Bus Operation and Maintenance Contract to June 30, 2021.

AMENDMENT NO. 3
TO THE INTERAGENCY AGREEMENT
BETWEEN PIERCE TRANSIT AND SOUND TRANSIT
FOR ST EXPRESS BUS SERVICE OPERATIONS AND MAINTENANCE

WHEREAS, on July 6, 2015, Pierce County Public Transportation Benefit Area Corporation (hereinafter referred to as "Pierce Transit") and Central Puget Sound Regional Transit Authority (hereinafter referred to as "Sound Transit") entered into the ST Express Bus Service Operations and Maintenance Agreement (the "Agreement") to define the operations and maintenance services to be provided by Pierce Transit for the Operations of Sound Transit's Express Bus Services and to address the associated maintenance costs and the basis for allocation; and

WHEREAS, on November 27, 2018, the parties entered into Amendment No. 1 to the Agreement, which amendment included a Revised Cost Allocation Model (CAM) and extended the Agreement through December 31, 2019; and

WHEREAS, on September 13, 2019, the parties entered into Amendment No. 2 to the Agreement, which amendment included a Revised Cost Allocation Model (CAM) and extended the Agreement through December 31, 2020; and

WHEREAS, Sound Transit has requested an extension of the current Agreement for an additional six (6) month period to allow time to complete a Regional Bus Survey in an effort to determine its future service needs, and Pierce Transit has agreed to said six (6) month extension;

NOW, THEREFORE, the parties agree as follows:

Term: The parties agree to extend the term of the Agreement to June 30, 2021.

All other terms and conditions of the Agreement and any prior Amendments thereto remain unchanged during this extended term.

The Parties have executed Amendment No. 3 to the ST Express Bus Service Operations and Maintenance Agreement as of the day and year set forth below their signatures.

PIERCE COUNTY PUBLIC TRANSPORTATION BENEFIT AREA CORPORATION	CENTRAL PUGET SOUND REGIONAL TRANSIT AUTHORITY
Susan Dreier Chief Executive Officer	Peter Rogoff Chief Executive Officer
Date: _____	Date: _____
Approved as to form:	Approved as to form:

_____ Pierce Transit Legal Counsel	_____ Sound Transit Legal Counsel

TITLE: Adoption of Revision No. 2 of the Pierce Transit
Public Transportation Agency Safety Plan

DIVISION: Service Delivery & Support

SUBMITTED BY: Mike Griffus, Executive Director of Service
Support and Delivery

RELATED ACTION:

Resolution No. 17-034, adopting the Pierce Transit Public Transportation Agency Safety Plan.
Resolution No. 19-033, adoption of Revision No. 1 of the Pierce Transit Public Transportation Agency Safety Plan

ATTACHMENTS:

RELATION TO STRATEGIC PLAN: Financial

BUDGET INFORMATION: N/A

Proposed Resolution
Exhibit A, Pierce Transit Public Transit Agency Safety Plan
With Revisions

BACKGROUND:

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

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

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

On September 11, 2017 the Board of Commissioners adopted the Pierce Transit Public Transportation Agency Safety Plan by Resolution No. 2017-034, which served as a high-level overview of the Agency's Safety Program. The plan was revised on September 9, 2019, which were adopted by the Board of Commissioners on September 9, 2019 by Resolution No. 2019-033.

Since that time, the Safety Department has revised this document to fully meet the requirements of 49 C.F.R. Part 673 and greatly enhanced this document by creating a clear road map on how the Agency will meet its safety targets and how it responds to national pandemics. The Federal Transportation Administration requires that the PTASP and future amendments be approved by the Pierce Transit Board. The below table illustrates the amendments proposed in Revision 2 of the PTASP and includes the following components below:

Nature of revision
Cover – Adjusted to include address per FTA requirement and reformatted cover.
Revision Record – Moved to 19 Appendix N and adjusted for easier identification of changes.
Revision Summary added after Cover.
Acronym Glossary – Removed SSPP.
Executive Summary – Added Federal Way. - Added the paragraph - *"Recipients or sub-recipients of financial assistance under 49 U.S.C. § 5307 that operate a public transportation system. Pierce Transit as it is known today is a Public Transportation Benefit Area Corporation, incorporated under authority of Chapter 36.75A of the Revised Code of Washington State. Serving Washington's second largest county, Pierce Transit provides four types of service: fixed route, specialized transportation (SHUTTLE) services for the disabled, Vanpool ridesharing transportation services for long distance commuters, and seasonal trolley services. Today the agency's service area covers 292 square miles of Pierce County. the agency only receives .006% (or 6/10 of 1 percent) of the maximum .009% in local sales and use taxes allowed under the Washington State Department of Revenue."* - Added the sentence - *"Pierce Transit's Agency Safety Plan addresses all applicable requirements and standards as set forth in FTA's PTASP and the National Public Transportation Safety Plan."* - Added the following paragraph under Policy Statement – *"Accountable Executive means a single, identifiable person who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a public transportation agency; responsibility for carrying out the agency's Transit Asset Management Plan; and control or direction over the human and capital resources needed to develop and maintain both the agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the agency's Transit Asset Management Plan in accordance with 49 U.S.C. 5326."*
2.5.3 – Removed SSPP.
2.5.4 and 2.5.5 - Added clarifying information as to the responsibilities of Executive Directors, Managers and Supervisors – including ensuring employees are familiar with and comply with the plan.
2.5.6 – Added "Ensure that they are familiar and comply with safety processes/procedures and reporting contained within this document."
2.5.7 – Removed "See SSPP."
2.6 No. 1 – Added Situational Report (SIT Rep).
2.6 No. 2 – Added Emergency Management Coordinator and Emergency Plans (**Pandemic Flu Response Plan, COVID-19 Prevention Plan, Private Medication Center Plan**)
2.6 No. 3 – Added planned date to update the SSEPP by and refresher training. - Added *"Base Master Plan includes CPTED planning for existing upgrades and new facility designs."*
2.6 No. 4 – Added *"(in 2020 the plan is to integrate this information into the COOP, which is in development)."*
2.8 – Added audit information I, II, and III. - Added the following to the first paragraph – *"Changes, updates or additions to the PTASP might be prompted by such occurrences as change in trends, policy or process change, organizational structure or recommendations by qualified internal/external reviewing entities.   Major substantive changes to the PTASP will be presented annually on or around the 2nd quarter meeting to the Board of Directors for approval after being reviewed, accepted and signed by the CEO (Accountable Executive). This document will be maintained for 3 years after creation and be made available upon request by the FTA or other regulatory entities."*
3.1.3 – Added Safety Suggestion QR code under No. 7.

3.1.6 through 3.1.8 – Moved down to accommodate addition of Conflict and Assault Prevention Program.
4.1.1 – Updated data to reflect 2019 figures and adjusted targets to reflect 2020 projected targets and moved to 20 Appendix O per recommendation.   Added the following language - *This data is also used to determine opportunities to tailor training to the trends observed. For example, data analysis determined there was a higher frequency of preventable accidents in employees with 2 years of tenure or less over any other tenure. Right-side clearance was determined to be the most common preventable accident type in employees with this same tenure as well. With this data, additional training for employees within this tenure has been created along with a new cone course designed to provide practice maintaining right-side clearance while maneuvering.*
4.1.6 – 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.

STAFF RECOMMENDATION:

Staff recommends approval of the amendments proposed in Revision 2 of thePublic Transportation Agency Safety Plan (PTASP) as presented.

ALTERNATIVES:

Do not approve the amendments proposed in Revision 2 as presented and direct staff to make certain identifiable edits to the Plan.

PROPOSED MOTION:

Move to: Approve Resolution No. 2020-016, adopting Revision No. 2 of the Pierce Transit Public Transportation Agency Safety Plan as presented in Exhibit A.

RESOLUTION NO. 2020-016

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

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

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

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

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

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

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

17 WHEREAS, Revision No. 2 amendments fully meet the requirements of 49 C.F.R. Part 673 and creates a
18 clear road map on how the Agency will meet its safety targets and response to the national pandemic.

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

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

22 Section 1. The Board of Commissioners adopts Revision 2 of the Pierce Transit Public Transportation
23 Agency Safety Plan in substantially the same form as Exhibit A, attached hereto.

24 ADOPTED by the Board of Commissioners of Pierce Transit at their regular meeting thereof held on
25 the 14th day of September 2020.

26 PIERCE TRANSIT
27
28 _____
     Victoria Woodards, Chair
29 Board of Commissioners
30 ATTEST/AUTHENTICATED
31 _____
32 Deanne Jacobson, CMC
33 Clerk of the Board

PierceTransit

2019-2020

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

Revision 062620

Revision Summary

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

"This page is intentionally left blank."

1.0 Table of Contents

1 Acronym Glossary

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

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

Executive Summary

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

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

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

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

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

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

Pierce Transit addresses the following elements:

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

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

2 Safety Management Policy
2.1 Mission and Policy Statement

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

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

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

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

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

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

Pierce Transit commits to:

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

- **Foster a** positive safety culture and embed best practices among all managers and employees;

- **Clearly define** to all managers and other employees their responsibilities for the delivery of the organization's safety performance and the performance of our Safety Management System;

- **Establish** a systematic and comprehensive approach to identify, analyze, evaluate, and mitigate safety risks to ensure the Agency meets or exceeds the acceptable level of safety performance;

- **Integrate** the Safety Management System into all departmental levels;

- **Ensure** there are no repercussions when employees report unsafe work practices and hazards. As an Agency, we encourage participation and contribution of all employees in the management of safety. We ensure that no action will be taken against any employee who discloses a safety concern unless such a disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures;

- **Provide** adequate and appropriate safety-related information and job-specific safety training for our employees and ensure that they are competent in safe work performance;

- **Ensure** that sufficient skilled and trained human resources are available to implement safety management processes;

- **Establish and measure** our safety performance with realistic and data-driven safety performance indicators and safety performance targets;

- **Comply** with and exceed wherever possible, legislative and regulatory requirements and standards;

- **Continuously improve** our safety performance through management processes that ensure the Agency is taking appropriate and effective safety management actions; and

- **Ensure** that systems and services supplied from outside the Agency are delivered in timely manner that meets our safety performance standards.

- **Ensure** that Pierce Transit's Board of Commissioners is kept apprised of Agency safety management initiatives.

Sue Dreier   7/23/19

Sue Dreier, Chief Executive Officer   Date

2.2 Purpose and Applicability

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

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

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

2.3 Safety Goals

2.3.1 GOAL 1: SMS to Reduce Casualties/Occurrences.

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

2.3.2 GOAL 2: SMS to Foster a Robust Safety Culture

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

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.
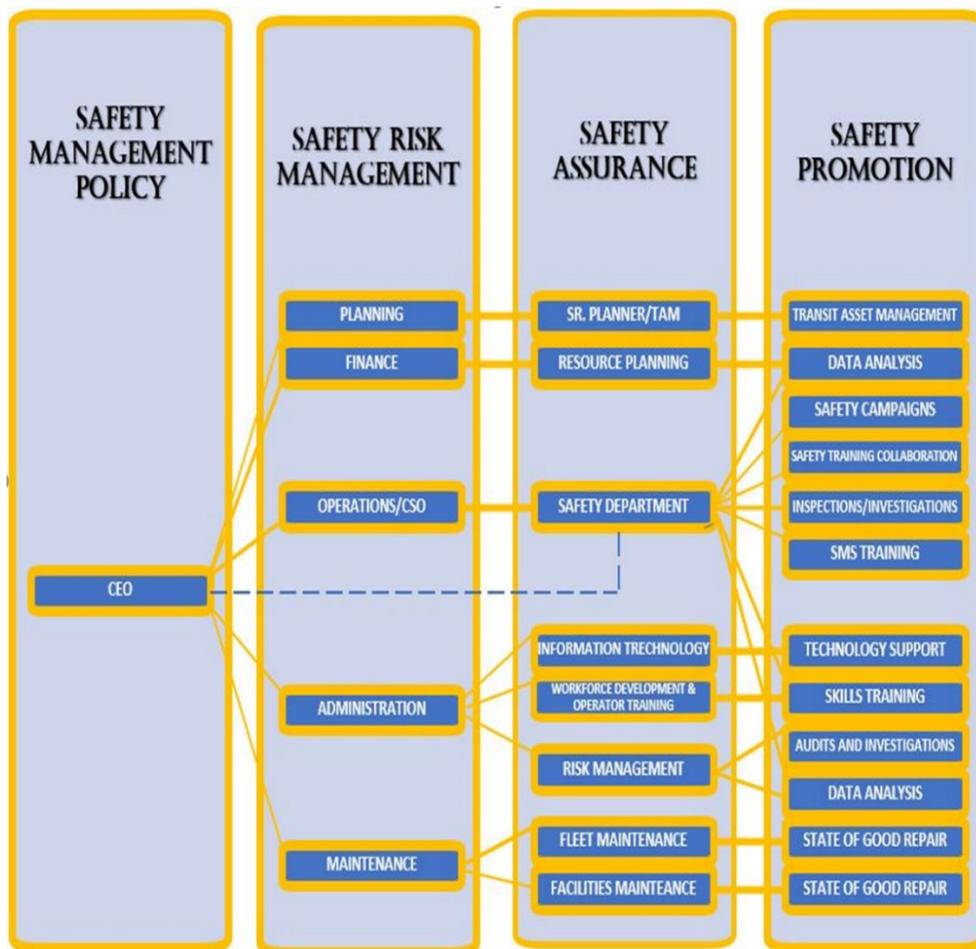

Figure 2 - Pierce Transit SMS Organization Chart

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 Department Officer (CSO)

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

2.5.3 Safety Responsibilities of Safety Manager

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

- Developing/maintaining safety policies, plans, procedures and processes and developing and maintaining a proactive SMS Plan/program.
- Providing advice for developing realistic and data-driven safety performance indicators and safety performance targets.
- Jointly engaging, with Risk Management, in safety audit activities, including verifying compliance with the SMS Plan with relevant legislation, guidelines and standards.
- Providing advice, interpretation and recommendations over technical matters such as safety design and systems in new bus purchases; facility renovations; decommissioning of old equipment; and other areas (e.g., standards for safe working, job hazard analyses and assisting with the development of Standard Operating Procedures (SOPs)).
- Coordinating closely with Public Safety on policies, plans, standards and programs related to bus operator and Public Safety activities that involve passenger injuries or incidents (e.g., anti-social behavior), pedestrian incidents or incidents with other road users (e.g., collisions), preventing and mitigating transit worker assaults, emergency response and security procedures for transportation

events.

- Providing support, direction and/or advice on programs with region–wide significance, such as Best Practices and Fatigue Management guidelines, in which the Agency works with the Sound Transit (ST) Safety Transit Integration Group and/or Washington State Transit Insurance Pool (WSTIP).
- Leading the development of safety training, competency and awareness programs and providing advice, input and final review in the development of training activities.
- Participating in Health and Wellness Programs covering the policies, plans, procedures and processes related to employee health and wellness, including health promotions, Safety Day, fitness for work, vaccinations and the Employee Assistance Program.
- Auditing the Drug and Alcohol program in accordance with the SMS Plan/ audit schedule.
- Develop a coherent system safety management program that will ensure the Agency meets environmental, safety and health requirements.
- Tailor safety management plans for conduct of operations based upon risk.
- Allocate safety resources based on work, associated hazards and importance of facilities/activities.
- Provide training and education programs that maintain competency in safety-critical areas.
- Measure and report program effectiveness in a form that is useful and relevant.

2.5.4 Safety Responsibilities of Executive Directors and Managers

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

Plan.

2.5.5 Safety Responsibilities of Supervisor

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

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

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

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

2.5.6 Safety Responsibilities of Pierce Transit Employees

All employees are responsible for and empowered to:
- Ensure that they are familiar and comply with safety processes/procedures and reporting contained within this document.
- Ensure their work areas and equipment are in safe condition;
- Ensure every task/job performed is completed safely and with no adverse consequences;
- Identify, assess, control and report hazards;
- Cooperate with the Safety Manager, safety staff and Safety Committee Members;
- Safeguard and look out for co-workers;
- Follow established procedures and policies;
- Identify situations where procedures are not adequate;
- Ask for assistance if their skills, physical capabilities and/or knowledge are not adequate to complete the task;
- Stop and report work they deem unsafe; and
- Demonstrate safe work behaviors.

2.5.7 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	WD/Training	Operations	HR	Fleet	Executive
1. Policy Statement and Authority for SMS Plan					R							**P**
2. Description of Purpose for SMS Plan					**P**	S						R
3. Goals for the Safety Management System Plan	S	S	S	S	**P**	S	S	S	S	S	S	R
4. Identifiable and Attainable Objectives	S				**P**	S	S					S
5. System Description/Organizational Structure	S				**P**	S				R		S
6. Plan Control and Update Procedures	R	R	R	R	**P**	R	R	R	R	R	R	S
7. Hazard Identification/Resolution Process	S	S	S	S	**P**	S	S	S	S	S	S	S
8. Accident/Incident Reporting and Investigation	S	S			R /S	R /S	S	S	**P**	S	S	S
9. Facilities Inspections (Includes Systems Equipment and Rolling Stock) – See APP	**P**	S	S		R	S	S				**P**	S
10. Maintenance Audits/Inspections (All Systems and Facilities) – See APP	**P**		S		R	S					**P**	S
11. Rules/Procedures Review	S	S	S	S	**P**	S	S	S	S	S	S	S
Key Code: P=Primary Responsibility S=Support Responsibility R=Review Responsibility												

	Facilities Maintenance	Finance / PMO	IT	Planning/Dev	Safety	Risk Mgt.	Public Safety	WD/Training	Operations	HR	Fleet	Executive
12. Training and Certification Review/Audit					R	S		**P**		S		
13. Emergency Planning and Response	S	S	S	S	**P**	S	**P**	S	S	S	S	S
14. System Modification Review/Approval Process	S	**P**		S		S	S	S	S			
15. Safety Data Acquisition/Analysis – See Risk Memorandum		S	S		R	**P**	S		S		S	
16. Interdepartmental/ InterAgency Coordination					**P**	R	S	S	S			S
17. Configuration Management	R			R	**P**	R	R	R				S
18. Employee Safety Programs – See APP	S	S	S	S	**P**	R	S	**P**	S	S	S	S
19. Hazardous Materials Programs – See APP	S	S	S	S	**P**	S		S			S	S
20. Drug and Alcohol Abuse Programs – See Program document.					R					**P**		
21. Contractor Safety Coordination	S	**P**		S	R	S	S	S	S	S	S	S
22. Procurement		**P**	S	S	S					S		
23. Alternative Fuels and Safety	S				S						**P**	
24. Operating Environment and Passenger Facility Management	**P**			S	S	S		S			S	S
Key Code: P=Primary Responsibility S=Support Responsibility R=Review Responsibility												

	Facilities Maintenance	Finance / PMO	IT	Planning/Dev	Safety	Risk Mgt.	Public Safety	WD/Training	Operations	HR	Fleet	Executive
25. Security	S		S	S	R	S	S	S	**P**	S	S	S
26. Internal Safety Audit Process	S	S	S	S	**P**	**P**	S	S	S	S	S	S
Key Code: P=Primary Responsibility S=Support Responsibility R=Review Responsibility												

2.6 Public Safety and Emergency Management Interaction

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

1. **Service Support Department** takes the lead in coordinating the agency's emergency responses and the Emergency Operations Center (EOC). This department serves as the Pierce Transit Emergency Management Liaison and works closely with the Pierce County Emergency Management Office to arrange training and exercises for Pierce Transit Emergency Responders. During an emergency, this department helps with the following:
   - Emergency evacuation assistance
   - Detour preparation (working closely with Scheduling and Planning Department to coordinate the detour)
   - Public Safety radio communication
   - Passenger assistance
   - Emergency Management liaison
   - Pierce Transit EOC activation
   - Bus bridge coordination
   - Situational Report (SIT Rep)

2. **Service Delivery Department** provides short- and long-term coordination to aid in the emergency response of federal, state, and local agencies, and/or the restoration of essential public transit services during emergency and disaster events.

   Presently (2019/2020), the position of Emergency Management Coordinator is working to update/create the following*:
   - Emergency Communications Plan
   - Inclement Weather Response Plan
   - Emergency CNG Refueling Plan

- Pandemic Flu Response Plan
- COVID-19 Prevention Plan
- Private Medication Center Plan
- Active Shooter Plan
- Emergency Evacuation Plan
- Continuity of Operations Plan (COOP)

    * Plans completed will have a hyperlink to their location on the PULSE page.

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

- Early Warning System (EWS)
- Bomb threats
- Active shooter training
- Workplace violence
- Physical security

Pierce Transit is responsible for providing security at transit centers that are served by Pierce Transit buses. The Agency's security plan is covered under the SSEPP (System Security Emergency Preparedness Plan) planned to be updated by 2nd quarter 2020.

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 Executive Director of Service Delivery & Support. Uniformed police officers serve Pierce Transit on contract through the Pierce County Sheriff's Office along with uniformed security.

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

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.

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

4. **Safety Department** takes the lead in coordinating the development and implementation of the All-Hazard Emergency Plan for the Agency (in 2020 the plan is to integrate this information into the COOP, which is in development).

_____

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

Below is the general summary of PT Emergency Response:

ACTION BY:	ACTION:
Communication Center Controller	1. Takes ownership of the call
	2. Broadcasts notification of the Emergency Alarm (EA) to all field units
Field Supervisors	3. Goes into monitor and/or observation mode
Public Safety Department	4. Responds to location
Communication Center Controller	5. Monitors the covert microphone and live look-in
	6. Periodically provides information from the covert microphone audio and live look-in to the responding field units
	7. Sends EverBridge Notification (if EA determined to be true/real)
	8. Continues providing updates to responding field units until the EA is cancelled
	9. Documents the incident in the Radio Control Log (RCL)

2.7 Interface with Internal and External Documents

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

- Accident Prevention Plan (APP)
- Risk Management Manual

- Risk and Insurance Handbook
- Transit Asset Management Plan (TAMP)
- Inclement Weather Response Plan (IWRP)
- Workplace Security Plan
- System Security & Emergency Preparedness Plan (SSEPP), which includes Threat and Vulnerability Assessments
- Collective Bargaining Agreement (CBA)
- Maintenance Work Rules
- Operator's Handbook
- Job Descriptions (competency-based provisions)
- Job Hazard Analysis
- FTA Drug and Alcohol Policy
- Emergency Fueling Plan
- Safety Data Sheets (SDSs)

* These documents are available upon request.

2.7.1 Workplace Chemicals

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

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

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

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

Employees who work with industrial chemicals may require additional training on the hazards of those chemicals, especially if they contain lead, chromium, asbestos, methylene chloride or other regulated chemicals.

2.8 Plan Reviews and Recordkeeping

The Safety and Risk Management departments are responsible for coordinating the annual review and update of the Agency's PTASP. Representatives from participating departments are required to contribute to the review process. Changes, updates or additions to the PTASP might be prompted by such occurrences as change in trends, policy or process change, organizational structure or recommendations by qualified internal/external reviewing entities.   Major substantive changes to the PTASP will be presented annually on or around the 2nd quarter meeting to the Board of Commissioners for approval after being reviewed, accepted and signed by the CEO (Accountable Executive). This document will be maintained for 3 years after creation and be made available upon request by the FTA or other regulatory entities.

I.   AUDIT OBJECTIVE:

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

II.   AUDIT SCOPE:

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

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

III.   REFERENCE & CRITERIA:

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

3   Safety Risk Management

Pierce Transit's Safety Risk Management (SRM) component comprises the process, activities, and tools that the Agency uses to identify and analyze hazards, the mitigation of those hazards and any residual risk. The flow chart below describes the SRM process. Furthermore, the Risk Management Department will serve as a central receiving hub for safety-related data and will serve as a resource for Agency departments as they establish goals, benchmarks and KPIs. Each year the Risk Management Department will conduct

an internal assessment of one component of the PTASP - Safety Policy, Safety Risk Management, Safety Assurance or Safety Promotion. Findings will be shared with the appropriate Agency employees and executive staff.
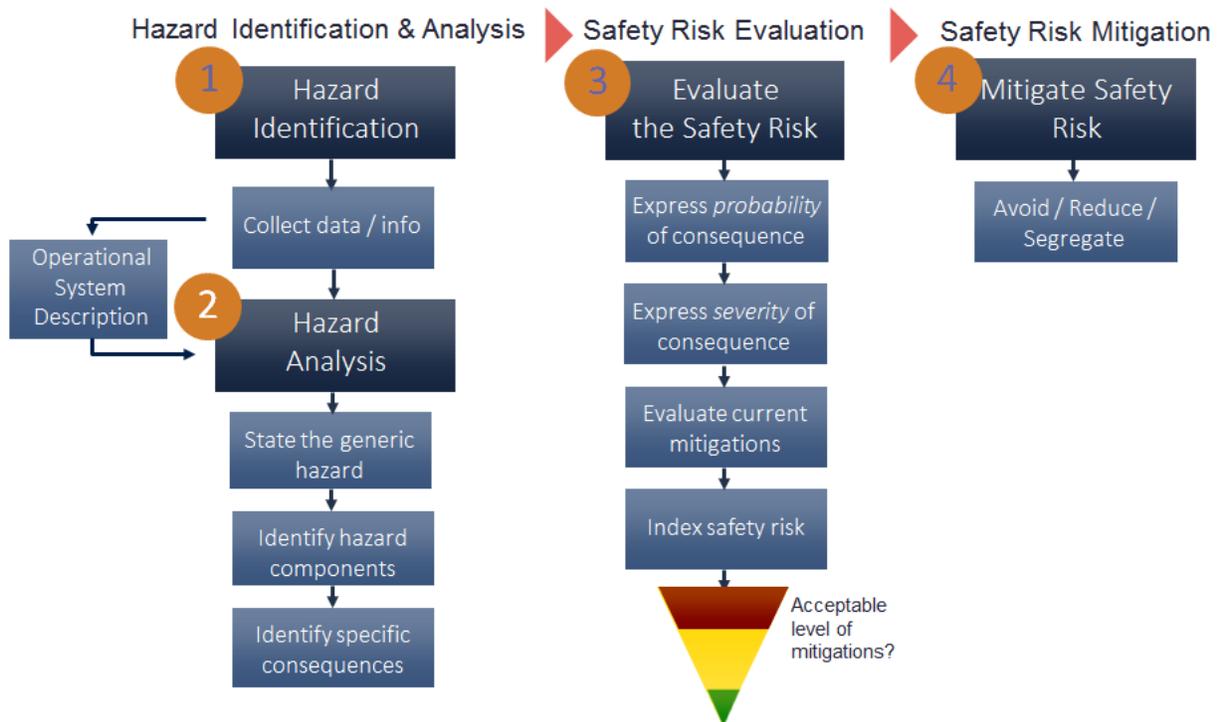
Figure 3 – Safety Risk Management Flow Chart

3.1 Hazard Identification and Analysis

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

When hazards are identified, they are addressed by:
- Immediate resolution
- Reporting to a higher level within the organization (if it cannot be fixed by the person identifying the hazard)
- Reporting the hazard to the representative safety committee

3.1.1 Job Hazard Analysis (JHA)

A Job Hazard Analysis (JHA) describes the high-risk work activities that take place in a workplace, the hazards and risks arising from these activities, and the measures that should be put in place to control the risks. A JHA focuses on:
- The job steps
- The potential hazards associated in undertaking the job steps
- The hazard control measures required to eliminate the risk of injury, or reduce the risk to an acceptable level

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

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

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

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

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

3.1.2 Risk Assessment Survey

The Risk Assessment Survey 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 with a corrective action plan.

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

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

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

All safety concerns and comments are reviewed with follow up by the direct supervisors, managers and the Safety Department in a timely manner.

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.

The Customer Service Team is responsible for documenting and forwarding the customer's concern to the appropriate individual or department for resolution.

3.1.5 Observations of Operations

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

3.1.5.1 Guest Rider Program

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

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

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

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

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

3.1.5.2 Operator Observations made by Service Supervisors

Service Supervisors also provide observations as outlined below:

- Service Support Supervisors are required to complete a minimum of one operator observation (OB) per week.
- Service Supervisors follow the selected vehicle unobserved to evaluate the performance of the operator for 20 minutes or more.
- Operator Observations are conducted using an Observation Form in the Track-It program.
- Supervisors refer to the Service Supervisor Observation Tracking Sheet, which is created by information extracted from the Track-It program and updated twice monthly. Supervisors select operators to evaluate based on the information in the form and Supervisors document on the Tracking Sheet the day and time they complete an observation. When the form is updated, all the most recent observation stats are extracted from Track-it and included in the report. The new list is shared with Risk Management.
- Generally, there is no specific required number of observations for operators. There are identified groups, which are observed multiple times, to create positive coaching and help change behavior. Those groups are:
  - Operators with less than one year of experience (the goal is to evaluate at least 3-4 times the first year);

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

3.1.5.3 DriveCam

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

- A camera with sensors and LTE cellular with Blue Tooth connectivity to communicate incidents;
- 8 high-lumen, infrared LED lighting for inside view at night with a 130+ degree view;
- 10 Frames Per Second video capture;
- 9 axis accelerometer;
- Built in g-force sensor; and
- Built in GPS.

This system is;

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

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

In addition, use of this system will for the first time allow Pierce Transit to identify and recognize employees who exhibit safe, professional defensive driving behaviors in the

performance of their duties. A sample DriveCam "Good Driver Award" can be found in Appendix C. A DriveCam Safety Program Presentation can be found in Appendix D.

Figure 4 – Pierce Transit DriveCam Coaching and Decision Making Chart

3.1.6 Conflict and Assault Prevention Program

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

Pierce Transit Management places a high priority on police responding to every assault reported to the Communications Center (Comm Center), and each case is thoroughly reviewed. While 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.

Regular policy reviews concerning relevant customer service will occur when trending warrants additional training opportunities or when requested by employees. Post incident coaching and training will be conducted by the Safety Department, the Training

Department, Customer Satisfaction Coordinator or the Department of Public Safety as outlined in this document (CAPP).

The CAPP Process

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

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

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. 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. Safety Inspection forms are located in Appendix E of this document.

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

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

- o **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.
- o **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.
- o **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.
- o **Category IV – Negligible**
  Operating conditions are such that human error, environment, design deficiencies, sub-system or component failure or procedural deficiencies will result in ***no, or less than minor, illness, injury or system damage***.

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

Every inspection is recorded and retained in Track-It. This record is used to follow up on accident reports and hazard mitigation, and to support the medical surveillance and workplace monitoring program.

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

3.1.8 Event/Incident Reporting and Investigation

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

- Single or multidiscipline cases
- Small or large cases

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

A Root Cause Analysis will disclose:

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

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

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

damage, but potential for severe injury or high value property damage could have resulted from the event); and

5) Incident (no injury or damage, but injury or damage could have occurred).

3.1.8.1 Reporting Criteria

The table below summarizes Pierce Transit's reporting criteria:

Report Level	Consists of	Type of Event
1	• Event/Incident Report	Incidents – An incident is an event where there is no evidence that contact was actually made or where a passenger accident does not require medical care, the passenger has no visible injury, and no claim was filed.
2	• Event/Incident Report • Supervisor Report with Evaluation and Review • Law enforcement report • Radio Log Review • Submitted passenger courtesy card	Incidents - when, at the discretion of the Supervisor or Safety/Risk Management Department, an additional level of investigation is warranted.
3	Everything in Level 1, plus: • Post-accident review and evaluation	Events, Near Mishaps or High Severity Incidences Any National Transit Database (NTD) Reportable Occurrence
4	Everything in Level 2, plus: • Formal Incident Investigation with root cause analysis	Events, Near Mishaps or High Severity Incidences, and any NTD Reportable Occurrence when, at the discretion of the Supervisor or Safety/Risk Management Department, an additional level of investigation is warranted.
5	Third party investigation and report, including fault-tree analysis	Very significant occurrences of any kind, major events, and when multiple events of a similar nature occur.

3.1.8.2 Reporting Policy and Procedures:

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

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

soon as possible.

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

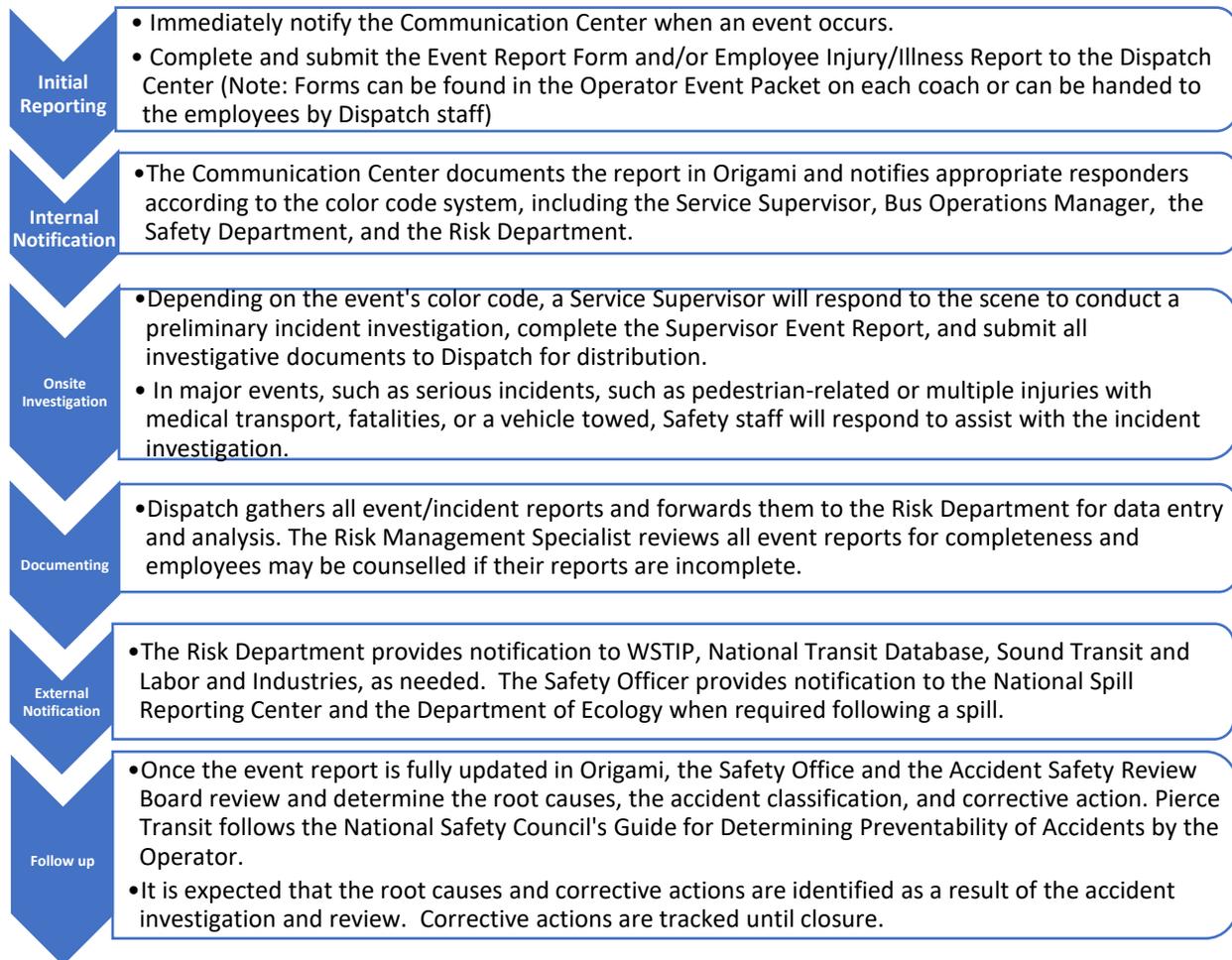The flow chart in Figure 4 describes the reporting procedures:

Initial Reporting
- Immediately notify the Communication Center when an event occurs.
- Complete and submit the Event Report Form and/or Employee Injury/Illness Report to the Dispatch Center (Note: Forms can be found in the Operator Event Packet on each coach or can be handed to the employees by Dispatch staff)

Internal Notification
- The Communication Center documents the report in Origami and notifies appropriate responders according to the color code system, including the Service Supervisor, Bus Operations Manager, the Safety Department, and the Risk Department.

Onsite Investigation
- Depending on the event's color code, a Service Supervisor will respond to the scene to conduct a preliminary incident investigation, complete the Supervisor Event Report, and submit all investigative documents to Dispatch for distribution.
- In major events, such as serious incidents, such as pedestrian-related or multiple injuries with medical transport, fatalities, or a vehicle towed, Safety staff will respond to assist with the incident investigation.

Documenting
- Dispatch gathers all event/incident reports and forwards them to the Risk Department for data entry and analysis. The Risk Management Specialist reviews all event reports for completeness and employees may be counselled if their reports are incomplete.

External Notification
- The Risk Department provides notification to WSTIP, National Transit Database, Sound Transit and Labor and Industries, as needed. The Safety Officer provides notification to the National Spill Reporting Center and the Department of Ecology when required following a spill.

Follow up
- Once the event report is fully updated in Origami, the Safety Office and the Accident Safety Review Board review and determine the root causes, the accident classification, and corrective action. Pierce Transit follows the National Safety Council's Guide for Determining Preventability of Accidents by the Operator.
- It is expected that the root causes and corrective actions are identified as a result of the accident investigation and review. Corrective actions are tracked until closure.

Figure 4 - Reporting Procedures Flow Chart

3.1.9 Incident, Injury and Accident History

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

3.2 Safety Risk Evaluation

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

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

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

The evaluation consists of:

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

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

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

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

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

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

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

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

3.2.1 Safety Risk Evaluation Matrix

Figure 5 - 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 is as follows:

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

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

When to use Safety Risk Mitigation:
- Daily Operational Systems Assessment - Methods that provide real-time feedback of safety compliance, adherence to established safety norms, or identified job hazards.

- Design – Steps taken to ensure safety requirements are considered in the planning, operation and disposal of all items including shops, facilities and equipment.
- Purchasing Goods – Steps taken to ensure purchased items and equipment are safe to use.
- Purchasing Services – Steps taken to ensure that purchased services are performed in a safe manner.
- Perform asset condition assessments and SMS hazard analyses to ensure compliance with State of Good Repair standards.

4 Safety Assurance

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

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

- Monthly KPI Reviews
- Safety Inspections and Surveillance Surveys
- Risk Assessment Survey
- Internal and External Audits
- Employee Surveys
- Internal and External Findings through Observations of Operations
- Committee Reviews

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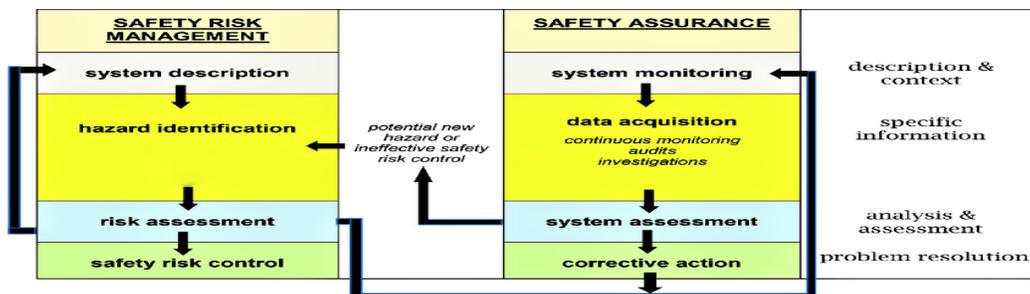

Figure 6 – Safety Risk Management and Safety Assurance Flow Chart

There are three subcomponents under Safety Assurance:

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

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

4.1 Safety Performance Monitoring and Measurement

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

4.1.1 Data Collection

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

- Event reports on safety and security incidents, accidents, injuries and illnesses
- Observations of operations reports
- Internal and external inspection, survey, and audit reports
- Safety Hotline comments and suggestions
- Historic recall
- Seasonal events and effects
- Environmental considerations
- Deployment of new equipment
- Maintenance common fleet issues
- Process review and improvement
- Leadership training
- Emergency planning
- SORT training content

This safety data is reviewed, discussed and shared at the management meetings, monthly Safety Committee Meetings, Joint Bus Safety Committee Meeting with our partner agencies, and at the quarterly Safety Meetings with all employees.

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

4.1.2 Key Performance Indicators (KPIs)

The Safety Department uses collected data to establish Key Performance Indicators and baselines for realistic safety performance targets. Safety also uses Key Performance Indicators to assess and communicate with affected departments within the Agency in a timely manner.

4.1.3 Internal and External Audits

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

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

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

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

4.1.4 Employee Surveys

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

4.1.5 Corrective and Preventive Actions Track Log

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

follows up on the mitigation plan on regular basis.

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

4.2 Management of Changes

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

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

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

- Criticality of systems and activities
- Stability of systems and operational environments
- Past performance

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

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

Pierce Transit Safety, Risk and Training departments review issues, such as installing new crosswalks at facilities. The Safety, Risk and Training departments also conduct facility safety inspections of transit centers and submits work orders to correct hazards.

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

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

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

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

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

4.3 Continuous Improvement Process

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

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

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

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

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

5 Safety Promotion, Training, and Communication

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

5.1 Training

5.1.1 Employee Safety Training

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

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

5.1.2 Operator Training

Pierce Transit offers Commercial Driver License (CDL) training for bus operators. Pierce Transit's Training Department documents CDL training, which includes a self-certification process audited by the state. Training programs are also subject to internal

auditing that includes auditing of trainer performance and content. Auditing the number of accidents incurred by new operators is one measure to evaluate the effectiveness of new operator training.

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

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

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

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

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

5.1.3 Mechanical Certification and Training

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

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

5.1.4 Training Assignments and Recordkeeping

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

Further recordkeeping and training documentation can be accessed at:

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

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

5.1.5 Training Curriculums

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

5.2 Safety Promotion and Communication

5.2.1 Employee Safety Meetings

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

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

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

5.2.2 Safety Committee

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

Safety Committee Guidelines can be found in Appendix M.

5.2.3 Safety Bulletins

Pierce Transit has display monitors in centrally located areas (e.g. lunchrooms) to display safety and emergency alerts, accident statistics, and other safety education materials.

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

5.2.4 Weekly Safety Chats

The Safety Department publishes weekly "Safety Chats" via email. This communication tool is used to enhance health and safety awareness among Pierce Transit employees.

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. Any safety-related comments and concerns common to the agency overall (as determined by Safety Department) received via these avenues are discussed and addressed at the Safety Committee Meeting.

5.2.6 Employee Recognition Program

Pierce Transit establishes the Employee Recognition Program such as the Million Mile Club, Distinguished Driver Awards or Good Job Cards to promote safety performance, build morale and focus attention on achieving the Agency's safety goals.

6 APPENDIX A – Job Hazard Analysis Example

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

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

Required PPE:

Non-slip work shoes

Required/Recommended Trainings

Forklift operator (s) (certification)

TASK	HAZARDS	CONTROLS
Driving a Forklift	Concussion Whiplash Laceration Contusion Trauma	❖ Always wear a seatbelt when operating a forklift and always operate the forklift from the operator's seat. ❖ Slow down for turns, uneven or slippery surfaces. ❖ Watch for clearances for forks, mast, guards and swing radius. ❖ When traveling with an empty load; ➢ Travel with the lifting mechanism slightly raised off the ground, keep vision clear ➢ Travel with the lifting mechanism in front of you when traveling down hill ❖ When traveling with a weighted load; ➢ Make sure forks are spaced as far as load permits ➢ Loads should be evenly and securely stacked. ➢ Never handle loads that are higher than the load bracket. ➢ Avoid any sudden stops, starts, turns or changes in direction. ➢ Never angle or turn on an incline ➢ When traveling uphill, always have the load in front of you. ➢ Never exceed rated capacity. ➢ Keep clear view of travel path, if load is blocking view then travel with load behind you.

PierceTransit

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

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

Recommended Instruction: New Employee Orientation Hazard Communication Fire Safety and Emergency Evacuation Ergonomics Defensive Driving First Aid / CPR Bloodborne Pathogens	EMPLOYEE NAME:
	EMPLOYEE NUMBER:
	HIRE DATE:
	EMPLOYEE SIGNATURE:
	ADMINISTRATOR:

7 APPENDIX B – Guest Rider Form

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

Guest Ride Form 2017

Host Agency *

Guest Rider Agency *

Transit Operator:
(Name if Known)

Date: *
05/15/2016

Vehicle #:
0126

Brd Start Time:
9:00 am

Boarding Location:
4th and Pine

Brd End Time:
9:30 am

Deboarding Location:
Madison and Washington

Route Number:
121

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

1. Smooth* *
N/O

15. Wears seatbelt *
N/O

2. Turns* *
N/O

16. Door operation *
N/O

3. Bus Stops* *
N/O

17. ADA compliance* *
N/O

4. Lane Use* *
N/O

18. Climate control *
N/O

5. Mirror use *
N/O
(checks every 5-10 seconds)

19. Proper uniform* *
N/O

6. Intersection awareness* *
N/O

20. Radio use *
N/O

7. Defensive driving skills* *
N/O

21. Route turnover* *
N/O

8. Steering control *
N/O

22. Proper body mechanics* *
N/O

23. Proper fare & transfer procedures *

N/O ⌄

10. Yields right-of-way* *

N/O ⌄

24. Passenger relations* *

N/O ⌄

11. Vehicle securement* *

N/O ⌄

25. Bus interior* *

N/O ⌄

12. Obeys traffic signs/signals* *

N/O ⌄

26. Distracted driving* *

N/O ⌄

13. Speed control* *

N/O ⌄

27. Miscellaneous Observations* *

N/O ⌄

14. Stopping distance *

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 Good Driving Award

9 APPENDIX D – DriveCam Safety Program Presentation

LYTX DRIVECAM™
SAFETY PROGRAM
BEHAVIOR MATTERS

August 2, 2017

PIERCE TRANSIT

lytx
DriveCam.

AGENDA

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

lytx
DriveCam.

MYTHS ABOUT THE
LYTX DRIVECAM SAFETY PROGRAM

Slide 1
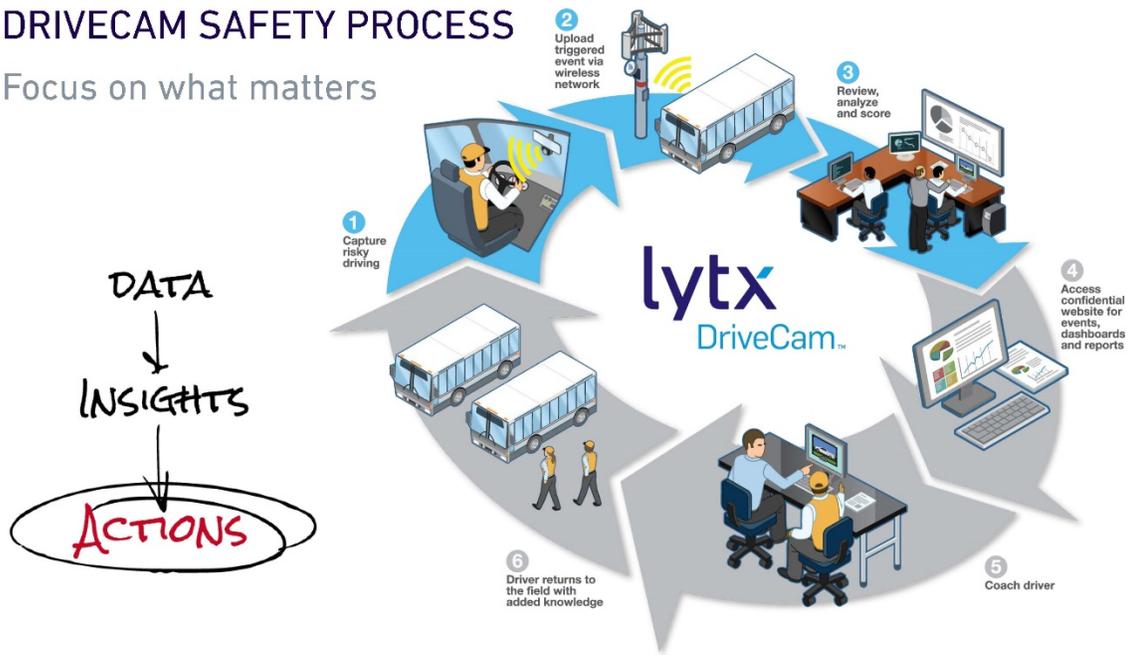
ONLY SAVES VIDEO WHEN TRIGGERED

Video is not continuously saving

*Some companies save 20 seconds of video

DRIVERS ARE IN CONTROL

- Driving maneuvers are the main things that trigger an event

- Event recorder only saves 12 seconds of video*

lytx
DriveCam.

Slide 2

NO SPYING

No one has access into the cab to watch the driver

MANAGEMENT CANNOT

- Look into the cab

- Turn on the event recorder

- Remotely trigger the event recorder to save video

Nor do we want to

lytx
DriveCam.

NOT INTENDED TO BE PUNITIVE

Helps identify unknown habits

THE PURPOSE IS TO

- Protect the driver!

- Help during litigation

- Improve driving skills

- Reduce collisions

lytx
DriveCam.

WHY WE ARE ADOPTING THE
DRIVECAM SAFETY PROGRAM

lytx
DriveCam.

SAFETY HAS ALWAYS BEEN A TOP PRIORITY AT PIERCE TRANSIT

Our culture is built around safety

Safety Service Schedule

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

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?

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

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

Accelerator or Hard Braking

Posted Speed

Cornering

Manual
(Driver Activated)

lytx
DriveCam.

JUST SO YOU KNOW: ROAD CONDITIONS CAN ALSO TRIGGER EVENTS

Events triggered by rough roads <u>are not</u> sent for coaching.

Potholes

Rough Roads

Railroad Crossings

lytx
DriveCam.

DRIVECAM SAFETY PROGRAM PROCESS
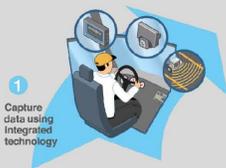
Event Saved	Event Transferred	Coach & Reward	Skills Improve
1 Capture data using Integrated technology	2 Upload captured events via wireless network	Review "game" film	SEEING IS BELIEVING
Event data is captured from high g-force, ADAS signals, posted speed, etc	Daily transfers via cell	Recognition	Changed behaviors

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*

Manual Button

lytx
DriveCam.

EXONERATIONS

FWD 0.00   LAT 0.08   TIME -5.75

lytx
DriveCam.

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	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: _____

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

PIERCE TRANSIT the way to go!

FACILITY SAFETY INSPECTION CHECKLIST

Inspector ID:	2032	Location Name	Jason L. Hovde
Location ID:	2032	Instructor Name:	Jason L. Hovde
Area	Ops lobby		

Life Safety Issues/Housekeeping:

Egress routes marked and accessible:

Comment: ADA DOOR NEAR RISK TO LOT : BUTTON DOES NOT OPEN DOOR FROM INTERIOR

Electrical Hazards:
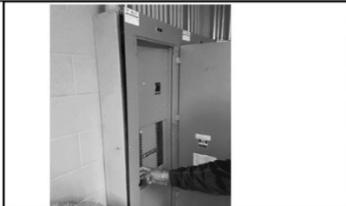
Outlets, switches and boxes have covers

1. Selected:

Comment:

2. Selected:

Comment: Panel a7 cover coming away from box

Comment:

Noted several lights out near pool table

Tile removed from ceiling above mens rr.

Final Grade Recommendation:

Issues Found

12 APPENDIX G – Fire Extinguisher Inspection Sheet

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

Inspected By: _____

Print & Sign

Date: _____

Revised: 11/2014

13 APPENDIX H – Contractor Safety Checklist

Pierce Transit 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 it's 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

_____
Company Name

_____
Pierce Transit - Safety Officer, Date

5/06

Special comments:

14 APPENDIX I – Safety Guidelines for Visitors & Contractors

Visitors: Safety Guidelines

Your Safety is
Our Highest Priority

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

- All visitors must display Pierce Transit issued ID badge while on the premises.

- All vehicles must obey the posted speed limit in all parking lots.

- While in bus lot, wearing ANSI high-visibility II apparel and closed-toe shoes is required at all times.

- Read and obey all posted signage.

- Observe and become familiar with EXIT routes.

- Stay clear of machinery, equipment and welding activity. If the nature of your work requires you to approach machinery or a welding area, wear appropriate protective equipment, remove jewelry, and secure loose clothing and hair.

- Do not distract operators or employees who are working.

- Watch out for forklifts and stay clear of overhead hazards.

- Avoid contact with shop chemicals. Safety Data Sheets (SDS) are available electronically on all agency computers.

- In the event of an emergency, an alarm will sound. If no verbal prompts follow this alarm, carefully move to the designated evacuation area for your location. Report to a supervisor to complete a head count.

- Smoking is only permitted in designated outdoor smoking areas. Place cigarette butts in proper receptacles.

- Avoid using personal electronic devices including cell phones, or other distractions in operational areas.

Pierce Transit

253.581.8000 | PierceTransit.org

253.581.8000 | PierceTransit.org

PIERCE TRANSIT
SAFETY
GUIDELINES
FOR VISITORS & CONTRACTORS

All Visitors and Contractors

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

For your health and welfare please follow these safety guidelines:

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

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

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

Pierce Transit Base

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

E Evacuation Area
S Designated Smoking Area

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

15 APPENDIX J – Sample Corrective Actions 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-Mar-20	Complete	Amy Maxwell	Amy Maxwell	2/25/2020 14:30
77	Jason L. Hovde (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	Jazzmine Martinez (2257)	LOC 5	Permanent wiring in place – no extension cords:	Extension cord removed from Jazzmine Martinez cube due to improper rating and lack of ground	4E-LOW	26-May-20	7 days	26-May-20	Complete	Amy Maxwell	Amy Maxwell	5/26/2020 13:02
66	Larry McCarty (2500)	Safety Suggestions	Expired Fire Extinguisher	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 Suggestions	Microwave Missing Inspection Label	Safety comment submitted that new Microwave in Bldg 4 Cantina 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 flops think. Water dumping may create slip hazard in subfreezing temperatures.	4E-LOW	15-Feb-20	139 days	15-Jan-20	New	Amy Maxwell	Larry McCarty	3/2/2020 9:36
69	Steven Jeffries (843)	LOC 3	Outlets, switches and boxes have covers	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, accessible, and inspected	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	3/2/2020 9:34
67	Jace Banta (3364)	LOC 3	Walkways dry, maintained, aisles defined, uncluttered	Air vent in counting room needs cleaning	4E-LOW	15-Feb-20	139 days	15-Jan-20	New	Amy Maxwell	Larry McCarty	3/2/2020 9:33
71	Steven Jeffries (843)	LOC 4	Walkways dry, maintained, aisles defined, uncluttered	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	3/2/2020 9:37
73	Jace Banta (3364)	LOC 4	Portable fire extinguishers of proper type are mounted properly, accessible, and inspected	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	3/2/2020 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	3/2/2020 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	3/2/2020 9:32

16 APPENDIX K – Lean Problem Solving & Change Management

LEAN PROBLEM SOLVING AND CHANGE MANAGEMENT PROCESS

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

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

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

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

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

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

17 APPENDIX L – Safety E-Learning Courses

Course List as of 6/2/2020

Name	Description
Common Sense and Transportation Safety	We will learn the pet peeves of pedestrians and drivers. We will learn how cell phone users impact their environment. We will learn common sense ways to be aware and safe. Having a driver's license is a privilege, not a right. On the road, drivers and pedestrians will expect you to abide by the law and exercise good judgment. Unchecked stress and biases can be a recipe for disaster. Life is precious and surprisingly short. Avoid taking unnecessary risks and follow the rules of the road. But for all the rules and regulations and signs and training, many people display their contempt for others through erratic behavior and reckless driving often leading to accidents and, in some cases, fatalities. Explore the pet peeves of drivers, passengers, and bikers ... and see where everyone would benefit from common sense.
Health Hazards at Work: Promoting a Culture of Safety and Health	Welcome to the Health Hazards at Work video course, meant to help workplaces be more aware of health hazards and office safety essentials to create a safer work environment for everyone. This video lesson describes ways that a company can promote nutrition and physical activity for employees. It also emphasizes the importance of employee assistance programs (EAPs) for creating healthier and happier employees.
Bloodborne Pathogens for Campus Law Enforcement	This course provides information to minimize the health risks to workers exposed to blood and other potentially infectious materials. Topics include the definition of bloodborne pathogens, symptoms of the diseases they cause, and modes of transmission; Exposure Control Plans; universal precautions, engineering controls, work practices, and personal protection equipment; decontamination and disposal; hepatitis B vaccines and emergency procedures related to exposure incidents. This course primarily covers OSHA 29 CFR 1910.10.
FERPA for Higher Education	This course teaches you how to comply with the law and how to identify and report problematic situations so your employer can take appropriate action. FERPA sets minimum standards for privacy of student information.
School Bus Safety: Bullying on the Bus	This course aims to equip you, the bus driver with the necessary knowledge needed in keeping students safe from incidents of bullying while riding on your bus. It includes methods of identification, intervention, and prevention of bullying aboard your bus.
School Bus Safety: Emergency Operations	As a school bus driver, one of the most crucial aspects of your job is maintaining the safety of your students. You must know how to prevent emergency situations on the bus, and what to do if an emergency does occur. Completing this course will equip you to promote student and bus safety by explaining what an emergency is and how to identify one, utilizing awareness and other techniques to prevent emergencies, and following proper procedures in the event that an emergency takes place.
School Bus Safety: Loading & Unloading	This course is designed to equip school bus drivers with the proper procedures for safely loading/unloading students from the bus. It addresses the rules that student passengers should follow, proper use of warning light systems, and safely executing turnarounds in the school bus.
School Bus Safety: Safe Bus Operation	This training focuses on the proactive aspects of school bus safety -that is, the purposeful steps that you can take to foster a bus environment where safety thrives. This includes Preventative Maintenance, Safe Driving Fundamentals, Defensive Driving, and Post-Trip Inspections
School Bus Safety: Transporting Students with Special	Transporting special needs students can be a difficult job. It is a job that requires both physical and mental exertion and requires you to keep students comfortable and safe.
Title IX, VAWA, & Clery Act for Faculty & Staff	The Clery Act requires all higher education institutions to receive training on sexual assault, dating and domestic violence, and stalking. The course educates faculty/staff members about sexual assault, domestic and dating violence, and stalking, as well as how the university prohibits such offenses and employee responsibilities to respond.
Child Abuse Awareness and Prevention for Texas	Recent high-profile cases have emphasized the need to train on properly reporting potential child abuse. This course discusses how to recognize, prevent and report suspected child maltreatment. It also explains who is legally required to do so and the potential civil and criminal penalties for failure to report in the state of Texas.
Appropriate Touch	Keeping children safe from child sexual abuse means only touching children in appropriate ways and teaching them about appropriate and inappropriate touch. Children who know which touches are appropriate or inappropriate are better able to protect themselves. This training will teach you how to appropriately interact with children and how to teach them about appropriate touch.

Name	Description
Before and After School Program	You play an important role as a before or after school supervisor to keep children safe. Before and After School Programs carry several specific risks. This training will prepare you for the before/after school environment and teach you proper supervise, bullying prevention and child sexual abuse prevention.
Camp Aquatics Safety	Aquatic safety is everyone's responsibility. This training will teach non-lifeguard camp staff how to protect campers in the pool and natural bodies of water. It shows a video from a surveillance camera of a real drowning and provides learnings on how to keep all campers safe in the water.
Day Camp Supervision	The day camp environment has many unique challenges to supervise campers. This training conveys the important role counselors play in the development of campers and offers solutions for supervising small and large groups of children at day camp.
Injury Prevention in Youth Sports	Young athletes have their entire lives ahead of them to win, but you have to make sure that they don't injure themselves now. By learning which conditions and factors create a likelihood for injury, you learn how to prevent injury. This course aims to help youth sports coaches and volunteers prevent common injuries and keep young athletes safe.
Resident Camp Supervision	The day camp environment has many unique challenges to supervise campers. This training conveys the important role counselors play in the development of campers and offers solutions for supervising small and large groups of children at day camp.
Aggressive Driving and Road Rage	Road rage can become a deadly event. This course will help you to identify the difference between aggressive driving and road rage, avoid aggressive driving behavior, and understand the importance of maintaining your composure.
Avoiding Collisions	This course covers the causes of rear-end collisions and how to avoid them, the precautions you should take to avoid head on collisions, key factors of safe passing, right of way rules and how to navigate intersections without incident, and how to avoid accidents when backing up.
Avoiding Collisions While Backing & Parking	The space behind your vehicle can be just as dangerous as the space in the front. Because of this fact, you must be aware of your surroundings at all times and know what is around you- in every direction and in all situations. This course covers the dangers of backing and par king collisions, the best ways to back up and park safely, and how to protect yourself from backing and parking collisions.
Backhoe Safety with Trackhoe Supplement	Whether you are new backhoe operator or a veteran, this course will equip you to identify the different components of a backhoe and how they work, use best practices to inspect and operate your backhoe, ensure the safety of the workers and worksite where the backhoe will be used, and apply the same practices and principles when using large excavators or trackhoes.
Bulldozer Safety	Bulldozer operator course that covers bulldozer parts, safety structures, basic maintenance and inspection procedures, PPE, safe operations, and shut down procedures.
Defensive Driving	This course, intended for experienced drivers, covers the risks inherent in driving and offers concrete tips on how to reduce the likelihood of a collision. The course covers vehicle protection systems, rules of the road, how to deal effectively with hazardous conditions, and making safe choices.
Defensive Driving for Passenger Vans	This course, intended for experienced drivers, covers the risks inherent in driving and offers concrete tips on how to reduce the likelihood of a collision. The course covers vehicle protection systems, rules of the road, how to deal effectively with hazardous conditions, making safe choices, passenger van safety.
Defensive Driving Refresher	This course covers driving techniques to reduce the likelihood of involvement in a motor vehicle accident. Topics include the definition of defensive driving, recognition of accident prevention methods, the impact of drinking and driving, and vehicle safety measures on the job.
Driving Around Animals	Animals on the roadways are often unexpected, unpredictable, and erratic, leading to dangerous driving situations. No matter where you drive, there will be animals around. As a driver, you should prepare to encounter animals when you are operating a vehicle. This course covers the consequences of animal vehicle collisions, common risk factors associated with animal vehicle collisions, and practical strategies for reducing the risks of collisions with animals.

Name	Description
Driving in Adverse Weather	While we cannot control the weather, we can learn how to prepare for and safely react to rain, snow, ice, and fog. This course covers the hazards associated with inclement weather, reacting appropriately to hazardous weather conditions, and implementing beneficial methods to prepare for bad weather.
Driving While Impaired	Driving is an activity that requires both mental and physical alertness. Yet a surprising amount of drivers on the roads today rob themselves of this attentiveness by driving while impaired. They put themselves, and those they share the road with, at great risk. This course covers the types of driving impairments, the risks associated with driving impaired, and common sense strategies for safe driving.
Driving with Distractions	Every year, thousands of people are injured or killed nationwide in accidents involving a distracted driver. Additionally, at any given time in this country, nearly 700,000 people are driving while manipulating electronic devices. This course covers the types of driving distractions, the amount of distance lost to driver distractions, and common sense solutions to practice attentive driving.
Dump Truck Safety	This course focuses on the safe work practices of dump truck operation It covers performing safety checks on your dump truck before beginning work, operating the various controls and safety features found on a dump truck, avoid injury by exercising caution around the moving components of a dump truck, and safely load and unload the contents of your dump truck.
Hazard Recognition	As drivers, we are constantly exposed to hazards. Completing our journey safely is relative to our ability to recognize and respond to all hazards we will be subjected to. This course will help you recognize and respond to hazards, use your mirror and head checks to prevent collisions, and be prepared for hidden hazards.
Intersections: Turning & Right of Way	Imagine how simple it would be to go anywhere if we could just travel from Point A to Point B in a straight line. In reality, a direct path like that is a thing of rarity. Instead, as we get in our vehicles to head to wherever we are going, we face corners, turns, intersections, and roundabouts. This course covers operating your vehicle in a manner that minimizes the inherent dangers of intersections, yielding the right of way, and strategies for safe navigation of roundabouts and turns.
Lane Use	Driving is truly a social event. Other motorists expect you to drive safely with their well-being in mind, just as you expect them to drive safely with your well-being in mind. Our expectations that other drivers will drive in the correct lane, in the correct direction, and not pass when unsafe and/or illegal is possibly the strongest examples of those social expectations. This course covers correct lane usage, merging, and causes and avoidance of head-on collisions.
Light Trucks: Avoiding Collisions	Nine hundred thousand people were injured and another 12,602 were killed in light truck crashes in 2004. Experts agree that almost all of these accidents could have been prevented. In this course, you will learn how to avoid collisions, especially the common rear-end collision. Topics include inspections, causes of collisions, stopping distances, following distance, and distractions. 20 minutes
Light Trucks: Backing Safety	According to the National Safety Council, one of every four vehicle accidents can be blamed on poor backing techniques. Between busy freight yards and crowded metropolitan areas, backing is always a potentially dangerous maneuver for light truck drivers. In this course, you will learn how to prevent backing collisions. Topics include making wise choices, backing techniques, and using spotters. 20 minutes
Light Trucks: Driving Hazards	Driving without collisions is a goal of every light truck driver. Unfortunately, hazards of the road make achieving this goal a daily challenge. In this course, you will learn how to deal effectively with your blind spots, changing weather conditions, traffic, pedestrians, and intersections. 20 minutes
Light Trucks: Ergonomics	Your job as a light truck driver may involve loading, unloading, and moving your truck's cargo. These activities, when not done properly, can result in back injury. Back injuries are the leading cause of lost days from work. This course will help you to avoid becoming yet another back injury statistic by covering safe lifting, use of hand trucks, and proper stacking techniques. 20 minutes
Light Trucks: Handling Extreme Conditions	Driving safely in the best of conditions is a challenge in itself for light truck drivers. Add to the challenge, conditions of extreme weather (snow, ice, rain, fog, wind) and extreme conditions (brake or tire failure, mountain driving, animals in the road), and the situation can become dangerous. In this course, you will learn steering, braking, and skid recovery techniques that will help you drive effectively in extreme conditions. 20 minutes

Name	Description
Light Trucks: Trailering	Driving a light truck that is towing a trailer takes an additional set of skills and knowledge. This course covers what to do before you drive to ensure that your truck and trailer are properly prepared. It also describes tips for driving, backing, driving in challenging conditions, dealing with trailer sway, and parking. 20 minutes
Managing Speed	Speeding is defined as, driving too fast for conditions, or exceeding the posted speed limit. Of course, the laws of the road and of physics see no difference between driving above the posted speed limit and driving too fast for conditions. Both are not only illegal but also extremely dangerous. This course covers safe and excessive speeds, the conditions that require a reduction in speed, and tips for safe driving in a variety of road conditions.
Road Grader Safety	This course focuses on the safe work practices of road grader operation. It covers the features and capabilities of a road grader, performing safety checks, and the some of the road grader's more complex maneuvers.
Snow Plow Safety	Snow, sleet, ice, wintry mix— it all happens, and when it does, it can greatly reduce the safety and drivability of our roadways and parking areas. Snow plows can help deal with it all, and as a snow plow operator, you'll be filling an important role in keeping the roads as clear and passable as possible.
Space and Time Management	Each year over 2.5 million rear-end collisions are reported, making them the most common type of automobile accidents in the United States. This course covers the factors that cause rear-end collisions, the recommended spaced needed between vehicles on the road, and how to protect yourself from being on the receiving end of a rear-end collision.
Street Sweeper Safety	Our cities and towns are facing a crisis--debris is piling up on the roadways, pollutants are being washed into our waterways, and particulates are clogging the air we breathe. A hero is needed to clean things up--and that hero can be you! This course will equip you to identify the different types of street sweepers and how they work, describe the benefits of street sweeping, and operate a street sweeper in a safe, effective manner.
Survival Driving - Emergencies and Natural Disasters	In this course, host and cartoonist Bruce Blitz will expose you to a variety of potentially dangerous situations while offering insights that just might save your life in an emergency.
Survival Driving - Urban Driving	Think your instincts will keep you safe? It takes more than instincts to stay safe on the road. Join host Bruce Blitz as he draws you into an entertaining and educational look at driving in the urban environment.
Tailgate Topics - Avoiding Accidents	Although you may not be able to control everything that occurs on the road, there are many strategies you can employ in order to avoid an accident. This course provides tactics to avoid accidents on the roadway.
Tailgate Topics - Buckle Up	Choosing to buckle up before every trip, no matter the distance, is a quick and easy decision that protects you and your loved ones from danger. Encouraging everyone in the car to buckle up, including those in the back seat, could save your life, your pocketbook, and your driving record. Learn how to effectively wear your seat belt and about state seat belt laws in this course that highlights the importance of buckling up.
Tailgate Topics - Distracted Driving: Drop it & Drive	Distractions are anything that takes your attention away from the task at hand. In this case, the task is driving. If you allow distractions to take your attention away from driving, you are not driving. If you do not give your full attention to driving a vehicle, bad things can happen very quickly. Seeing and reacting safely to sudden changes can keep you from having an accident. To drive safely, you must pay full attention at all times. That will give you enough time to react. People's lives are in your hands.
Tailgate Topics - Driving Defensively	There is no way to predict how driver behavior will affect driver safety. By remembering that even one poor decision can have tragic consequences, you will better prepare yourself for making smarter decisions while driving. Driving defensively and anticipating possible accidents will protect you against other driver's harmful decisions.
Tailgate Topics - Drowsy Driving	Although your sleep habits may be the last factor you may figure into good driving, your sleeping behaviors undoubtedly influence your safety and those sharing the road with you. This course provides information on how to counteract fatigue on the roadway and discusses proper sleeping habits.
Tailgate Topics - Emotional Driving	Drivers must remember the finer points of good driving, including the mental and physical conditions that affect performance on the road. Driver error causes more than 90% of highway crashes. Your ability to drive safely depends not only on what you know, but how you feel.

Name	Description
Tailgate Topics - Hang Up and Drive: Cell Phones + Driving	Although it may seem harmless to talk on your cell phone while driving, nearly 1 out of every 5 motor vehicle crash involves cell phone use. Cell phone use while driving isn't just a manual and visual distraction, but also a cognitive one. To drive safely, you must pay full attention at all times. Drop the phone and focus on the road.
Tailgate Topics - Intersections	With different crossing and entering movements by both drivers and pedestrians, an intersection is one of the most complex traffic situations that motorists encounter. Dangers are compounded when we add the element of speeding motorists who disregard traffic controls. Because of this conflict opportunity, intersections represent a disproportionate share of the safety problem. About half of all crashes and half of all injury crashes occur at intersections.
Tailgate Topics - Look Back: Mirror, Mirror on the Car	Almost all backing accidents are preventable. When a backing accident occurs, the driver typically overlooked some basic safety principles, such as not checking the area or relying solely on mirrors. Safe backing requires a driver to be alert and aware of the surrounding area. Anything less and you are recklessly backing up into a dangerous scenario.
Tailgate Topics - Safe Following	To avoid a collision you need time to react to danger. Establishing a safe following distance creates enough time for you to safely react to sudden changes on the road.
Tailgate Topics - Winter Driving	Winter driving calls for special skills. By allowing yourself extra time on the road and by using these safe-driving tips, you can arrive at your destination safe and warm.
Turning Hazards	Turning maneuvers can be very challenging, possibly even scary to some drivers. While there are hazards involved when moving your vehicle across the paths of other vehicles, properly performed, you can reduce the threat of a crash. This course covers when and how to use turn signals, when to make turns in your car, at red lights, and when U-Turns are permitted
Vehicle Care and Maintenance	Before you begin a trip of a few miles or a few thousand miles, you should ensure that you and your vehicle are both Road Ready. This course will show you how to conduct a circle of safety inspection, identify the purpose and meaning of warning lights, and periodically perform routine inspections and maintenance on your vehicle.
Winter Driving Safety	This course covers safe driving techniques in adverse winter weather conditions. Topics include defensive driving, accident prevention methods, the impact of drinking and driving, vehicle safety measures, vehicle maintenance, winter weather patterns and associated hazards, personal safety considerations, and actions to take for breakdowns or accidents.
Active Shooter and Workplace Violence	Emergencies involving violence are unfortunately a real possibility in today's workplace. This can also include encountering an active shooter on the premises. One of your job responsibilities is to be prepared and know how to respond should such an emergency occur at your workplace. Knowing the proper procedures to follow during an emergency could mean the difference between life and death. The purpose of this program is to familiarize you with basic response practices when encountering workplace violence, practices that will help you to be prepared for and to respond to a violent emergency. Topics include indicators of potentially violent behavior, how to respond to violent behavior, how to respond to an active shooter situation, and how to react when law enforcement arrives at an active shooter scene.
Active Shooter: Surviving an Attack	MARCOM's video lesson on Active Shooter: Surviving an Attack provides step-by-step explanations of the survival techniques that law enforcement agencies recommend to help people get through an active shooter incident safely. All too often these days, we hear about active shooter incidents...multiple shootings in nightspots, public areas...and workplaces. What should employees do to survive if one of these situations takes place where they work? Areas covered in the program include preparing for the unpredictable, recognizing and surviving an attack, running or hiding from a shooter, when to fight, and what to do once the police arrive.
Threat Detector: Your Role in Preventing Workplace Violence	Employees play a very important role in preventing violence in the workplace. They're on the front lines; they may be the first ones to see behavior in a co-worker, customer or vendor that makes them uncomfortable or even scared. The Threat Detector program will clarify what these behaviors are and what action to take when you see them. The goal is to get the right people in your company quickly involved to handle the potential threat. This ultimately results in a safer workplace for all. This is part one of two in the Threat Detector video series. Part two of this video is called, Test Your Threat Detector.

Name	Description
Workplace Violence	MARCOM's Video On Demand (VOD) program on Workplace Violence discusses how employees can help to prevent violence in their facilities and respond safely if aggression takes place. Workplace violence costs businesses more than $100 billion dollars in lost revenue annually. At least two million workers report being assaulted on the job every year. And one in ten fatalities that occur in the workplace is a homicide. But workplace violence can be prevented. Areas covered in the course include what is violence; warning signs to watch for; handling aggressive behavior; avoiding injury if violence does occur; and more.
Workplace Violence	Here are some behaviors that may indicate that an individual has a propensity for violence. Included with this video are some tips to help prevent workplace violence within your organization.
Practicing Hand Hygiene: Medical Professionals	This course is developed specifically for medical professionals. Germs are the disease and infection producing microscopic agents that live everywhere. You can't see them, but they exist on literally every surface. This course covers proper hand hygiene, when to wash your hands, and how to wash your hands in order to prevent the spread of disease-causing germs.
Practicing Hand Hygiene: Child Care Providers	This course is developed specifically for child care providers. Germs are the disease and infection producing microscopic agents that live everywhere. You can't see them, but they exist on literally every surface. This course covers proper hand hygiene, when to wash your hands, and how to wash your hands in order to prevent the spread of disease-causing germs.
Practicing Hand Hygiene: Food Service Professionals	This course is developed specifically for food service professionals. Germs are the disease and infection producing microscopic agents that live everywhere. You can't see them, but they exist on literally every surface. This course covers proper hand hygiene, when to wash your hands, and how to wash your hands in order to prevent the spread of disease-causing germs.
General Safety Boost Episode 1: Ergonomics	Identify work practices that reduce or eliminate musculoskeletal disorders and keep you pain free.
General Safety Boost Episode 10: Skin Protection	Protect yourself from harmful UV exposure when working outdoors.
General Safety Boost Episode 11: First Aid	Know how to safely and quickly respond to minor injuries in the workplace.
General Safety Boost Episode 12: Active Shooter	Run. Hide. Fight. Be prepared to respond to an active shooter situation in the workplace.
General Safety Boost Episode 2: Back Safety	Utilize various practices and techniques to avoid a back injury.
General Safety Boost Episode 3: Trip Hazards	Identify and eliminate trip hazards in the workplace.
General Safety Boost Episode 4: Emergency Preparedness	Know what to do during an emergency by getting to know your organization's Emergency Action Plan.
General Safety Boost Episode 5: Fire Safety	Practice the PASS technique when using a fire extinguisher.
General Safety Boost Episode 6: Hazard Communication	Identify the safety information found on the labels of hazardous chemical containers.

Name	Description
General Safety Boost Episode 7: Slip Hazards	Identify and eliminate slip hazards in the workplace.
General Safety Boost Episode 8: Drug-Free Workplace	Identify the signs of employee substance abuse in the workplace.
General Safety Boost Episode 9: Bloodborne Pathogens	Adopt universal precautions in order to prevent the spread of bloodborne pathogens in the workplace.
Bloqueo y etiquetado de alto impacto	Casi 200 empleados mueren cada año, y miles más resultan heridos, cuando se ven expuestos a liberaciones de energía repentinas e inesperadas. Para proteger a los trabajadores de estos incidentes, existe un procedimiento conocido como de bloqueo y etiquetado, mediante el que se desconecta y aísla toda fuente de energía peligrosa de una máquina, equipo o dispositivo. Este programa destaca la importancia de controlar la energía peligrosa en todas las situaciones necesarias, y proporciona un conocimiento básico de los elementos clave del proceso de bloqueo y etiquetado. También se muestran seis recreaciones de accidentes laborales que ilustran las consecuencias devastadoras de un procedimiento de bloqueo y etiquetado inadecuado. Entre los temas se incluyen: situaciones que requieren bloqueo y etiquetado, empleados autorizados, afectados y otros, uso correcto de bloqueos y etiquetas, pasos para realizar un procedimiento de bloqueo, verificación de estado de cero energía, paso del equipo a servicio y procedimientos de bloqueo de grupo.
Factores de caída: comprender y prevenir resbalones, tropiezos y caídas	Los resbalones, tropiezos y caídas provocan más de 15 millones de accidentes laborales cada año; lamentablemente, las lesiones relacionadas con caídas son la segunda causa de muerte en el trabajo. Las caídas son, además, la tercera mayor causa de discapacidad entre los empleados. La buena noticia es que estos accidentes pueden prevenirse. Si comprendemos cómo funcionan los factores de caída, tales como equilibrio, gravedad, fricción e inercia, podemos tomar medidas preventivas y evitar las caídas. Ese es el objetivo de este programa: evitar incidentes relacionados con caídas, ofreciendo a los alumnos un conocimiento de los factores implicados en las caídas, así como de los riesgos comunes y actos peligrosos que propician las posibilidades de caer. También se revisan las técnicas y prácticas de trabajo seguras que podemos emplear para controlar los factores que contribuyen a resbalones, tropiezos y caídas.
Gestión de vertidos peligrosos	Gestión de vertidos peligrosos ha sido diseñado para ayudar a los empleados a enfrentarse a los posibles peligros que puede acarrear la limpieza de un vertido. Estos pueden producirse en distintas instalaciones y trabajos, desde la fabricación y la construcción hasta los entornos de oficinas y comercios. Algunas organizaciones han de tratar con materiales peligrosos como parte de su trabajo diario, y cuentan con planes detallados y trabajadores altamente cualificados para la gestión de vertidos inesperados. Sin embargo, en otras instalaciones no suele haber necesidad de manejar materiales peligrosos, y quizá no hayan pensado en qué hacer en caso de un vertido. Este programa cubre cuestiones como el plan de comunicación de riesgos, plan de respuesta a emergencias, los cinco niveles de la formación HAZMAT de OSHA, respuesta inicial a vertidos, contención de vertidos, instrumentos para la identificación de productos químicos en vertidos, riesgos adicionales de un vertido y más.
HazCom y el Sistema de Armonización Global	Los recientes cambios en el estándar de comunicación de riesgos de OSHA alinearán la regulación con los estándares internacionales, gracias a la implementación del Sistema de Armonización Global. La implementación del Sistema de Armonización Global, o GHS, ayuda a mejorar la calidad y la coherencia en la clasificación y etiquetado de todos los productos químicos, lo cual, a su vez, mejora la capacidad del empleado de comprender rápidamente la información de seguridad crítica. Este programa ha sido diseñado para ayudar a los empleados a comprender los tres elementos clave del GHS: clasificación de riesgos, etiquetado de contenedores y fichas de datos de seguridad. Entre los temas se incluyen: plan de comunicación de riesgos por escrito, clases de riesgos físicos y para la salud, pictogramas, palabras de advertencia y otra información contenida en el etiquetado GHS y en las 16 secciones de una ficha de datos de seguridad.

Name	Description
Patógenos de transmisión sanguínea en instalaciones comerciales e industriales	El programa sobre Patógenos de transmisión sanguínea en instalaciones comerciales e industriales del vídeo bajo demanda (VOD) de MARCOM ofrece información esencial para ayudar a las organizaciones industriales y comerciales a cumplir los requisitos de formación de la normativa sobre patógenos de transmisión sanguínea de OSHA. Las enfermedades de transmisión sanguínea siguen planteando importantes problemas de salud. Las crecientes tasas de infección por hepatitis B y hepatitis C están provocando un problema tan serio como el del VIH, el virus que causa el SIDA. Por tanto, es más importante que nunca que los empleados comprendan los peligros de los patógenos transmitidos por la sangre, las políticas y prácticas que pueden prevenir la transmisión y las regulaciones OSHA sobre el tema. El programa aborda los patógenos transmitidos por la sangre, como el VIH y la hepatitis, la infección y el Plan de control de exposición, los métodos de control de exposición, protección personal y vacunación, limpieza y residuos regulados, procedimientos de exposición accidental y otros. Este programa de VOD es uno de los medios más eficaces y eficientes para que los empleados obtengan la formación necesaria, ya sea en un aula o individualmente con su ordenador o tablet. El programa puede ser proporcionado por tu distribuidor o cargado en tu sistema de descarga. Se encuentra disponible en los formatos de vídeo más comunes, como .mp4, .wmv, .flv, etc.
Seguridad antiincendios para trabajadores industriales	Debido a los materiales peligrosos e inflamables que se usan o almacenan a menudo en instalaciones industriales, los incendios en estos lugares pueden tener consecuencias desastrosas. De hecho, 3000 trabajadores se lesionan y otros 150 fallecen cada año en incendios en instalaciones industriales. La buena noticia es que casi todos estos incendios pueden prevenirse. Ese es el objetivo de este programa: mostrar las prácticas de trabajo seguras que deben seguir los empleados para reducir el riesgo de incendio en el trabajo, así como los pasos a seguir en caso de incendio. Entre los temas se incluyen: cinco clases de fuego, limpieza, manipulación y almacenamiento de materiales peligrosos, electricidad estática, plan de acción de emergencia, procedimientos de evacuación, extintores y tratamiento de lesiones relacionadas con el fuego.
Seguridad de zanjas y apuntalamiento en entornos de construcción	El programa sobre Seguridad de zanjas y apuntalamiento en entornos de construcción del vídeo bajo demanda (VOD) de MARCOM ayuda a las instalaciones a cumplir las regulaciones de OSHA sobre prácticas de seguridad en el trabajo que pueden evitar accidentes. El veinte por ciento de los accidentes laborales con resultado de muerte en EE. UU. implicaron a trabajadores de la construcción, y las posibilidades de sufrir un accidente fatal se duplican al trabajar en una zanja. Cada mes mueren dos empleados en promedio cuando la zanja en la que están trabajando colapsa sobre ellos. Muchas de estas muertes y miles de lesiones pueden prevenirse cuando los empleados comprenden los peligros que pueden encontrar al trabajar en zanjas. Este programa de VOD es uno de los medios más eficaces y eficientes para que los empleados obtengan la formación necesaria, ya sea en un aula o individualmente con su ordenador o tablet.
Seguridad eléctrica	El curso de MARCOM sobre Seguridad eléctrica ayuda a los empleados a comprender cómo funciona la electricidad y a trabajar con ella de forma segura. Este programa de educación y formación ha sido diseñado para ofrecer información básica en estas áreas. Mediante una poderosa combinación de audio, vídeo, texto y coloridos gráficos, este curso proporciona la formación más rentable sobre cumplimiento normativo y de seguridad disponible. El curso está dividido en distintas secciones lógicas con el fin de retener y comprender fácilmente la información.
Seguridad en la conducción	El curso de MARCOM sobre Seguridad en la conducción proporciona a los empleados la información que necesitan para conducir coches, furgonetas y camiones pequeños con seguridad. Mediante una poderosa combinación de audio, vídeo, texto y coloridos gráficos, este curso proporciona la formación más rentable sobre cumplimiento normativo y de seguridad disponible. El curso está dividido en distintas secciones lógicas con el fin de retener y comprender fácilmente la información.
Seguridad ocular	El curso de MARCOM sobre Seguridad ocular presenta los fundamentos de seguridad ocular para todos los empleados y trata temas como el funcionamiento de los ojos y las causas más comunes de lesiones oculares. Mediante una poderosa combinación de audio, vídeo, texto y coloridos gráficos, este curso proporciona la formación más rentable sobre cumplimiento normativo y de seguridad disponible. El curso está dividido en distintas secciones lógicas con el fin de retener y comprender fácilmente la información.

Name	Description
Seguridad para el operario de carretillas elevadoras	Los elevadores industriales, comúnmente conocidos como carretillas elevadoras, pueden resultar muy peligrosos. Cada año, casi 100 trabajadores mueren y otros 20 000 resultan gravemente heridos en accidentes relacionados con carretillas elevadoras. Los operarios de estos vehículos desempeñan un papel fundamental en la prevención de estos accidentes. Al emplear la formación recibida, estar alerta ante los peligros y trabajar de forma segura con los peatones, las cargas podrán transportarse siempre con seguridad. Ese es el objetivo de este programa: mostrar a los operarios las prácticas de trabajo seguras que deben seguir para evitar lesiones y daños a la propiedad. Entre los temas se incluyen: formación y cualificación, inspección preoperativa, montaje y salida segura de carretillas elevadoras, triángulo de estabilidad, preparación ante riesgos antes del desplazamiento, desplazamiento con carga y funcionamiento seguro en entornos con peatones. El vídeo también muestra el uso de plataformas de mantenimiento, tipos y clases de carretillas elevadoras, superficies inclinadas y otras cuestiones.
Seguridad peatonal en entornos con carretillas elevadoras	Las carretillas elevadoras pueden ser muy peligrosas, tanto para los operarios como para el personal a pie. De hecho, el 20% de los incidentes con carretillas elevadoras se produjeron por atropellos de personal a pie. En un incidente de este tipo, es el peatón el que sufrirá una lesión, pudiendo quedar herido de muerte. Los trabajadores pueden evitarlo prestando atención al entorno, guardando una distancia segura con las carretillas elevadoras y siguiendo los procedimientos adecuados. Ese es el objetivo de este programa: mostrar las precauciones a seguir para evitar las graves y traumáticas lesiones que puede sufrir un peatón si es atropellado por una carretilla elevadora. Entre los temas se incluyen: importancia de la seguridad en las carretillas elevadoras, características de funcionamiento de las mismas, caminar con seguridad en entornos con tráfico de carretillas elevadoras, apartarse del camino de estas, conciencia entre peatón y operario, prácticas de seguridad en el trabajo y prevención de actos inseguros.
Sobrevivir a la caída: uso correcto de tu sistema anticaídas personal	Una caída, aunque sea desde poca altura, puede generar grandes fuerzas y causar lesiones, incluso si no te golpeas contra el suelo. El correcto uso de equipos de protección anticaídas reduce estas fuerzas y evita lesiones. En este programa veremos equipos de protección anticaídas implementados en situaciones reales, y aprenderemos a seleccionar y usar correctamente estos dispositivos. Además de las prácticas de trabajo seguras, como las técnicas de sujeción completa, se hace hincapié en la importancia de tener un plan de rescate en caso de que se produzca una caída. Los temas incluyen: selección de punto de anclaje, inspección de arnés y cuerda, cálculo correcto de distancia de caída, dispositivos de conexión especializados y pros y contras de cuerdas y salvavidas retráctiles.
Tratar con el abuso del alcohol y las drogas (para gerentes y supervisores)	El curso de MARCOM sobre Tratar con el abuso del alcohol y las drogas (para gerentes y supervisores) recuerda a los gerentes y supervisores que ¡ellos pueden marcar la diferencia! El curso aborda los efectos de la influencia de alcohol y drogas sobre la seguridad de los empleados y sus compañeros, e indica lo que pueden hacer los gerentes y supervisores y cómo tratar con el abuso de sustancias en el trabajo. Mediante una poderosa combinación de audio, vídeo, texto y coloridos gráficos, este curso proporciona la formación más rentable sobre cumplimiento normativo y de seguridad disponible. El curso está dividido en distintas secciones lógicas con el fin de retener y comprender fácilmente la información.
Safe Patient Handling	Healthcare industry employees are continually exposed to injury as a result of lifting, transferring, and repositioning patients or residents. The primary focus of this course is to provide general guidance about how caregivers can prevent injury as a result of lifting and moving patients.
Accident Incident Investigation	This course covers the four-step investigation process for workplace incidents according to OSHA. Define accidents, incidents, root causes, and close calls and learn how to follow all four steps to make your workplace safe and prevent further incidents.
Silica Awareness: Silica and the OSHA Silica Standard	This course covers the health hazards associated with exposure to respirable crystalline silica, specific tasks in the workplace that could result in exposure to respirable crystalline silica, and the contents of OSHA's silica standard.
Silica Awareness: Working Safely with Silica	This course covers specific measures used to protect employees from exposure to respirable crystalline silica, including engineering controls, work practices, and personal protective equipment (PPE) as well as the purpose and a description of the medical surveillance program.
Arc Flash Safety	This course covers the risk and hazards associated with working on or near energized electrical systems.

Name	Description
OSHA Recording and Reporting	This course covers OSHA's standard to record and report injuries and illnesses. Recognize when a new case of an injury or illness is work-related and learn how to report it using OSHA forms 301, 300, and 300A.
Accident Incident Investigation Cal/OSHA	This course covers a four-step investigation process that you can use as part of your Cal/OSHA injury and illness prevention program. Define accidents, incidents, root causes, and close calls and learn how to follow all four steps to make your workplace safe and prevent further incidents.
Ladder Safety	Learn the basics of ladder safety. You'll find out how to select the appropriate ladder for the job, inspect and maintain ladders, check for safety hazards, follow safe climbing procedures, and identify the purpose of safety systems and devices. This course covers OSHA Standard 29 CFR 1910.23.
Fire Prevention	This course teachers you to recognize and classify potential fire hazards in your work environment, prevent fires with good housekeeping practices, differentiate between a fire that's safe to extinguish versus a fire that requires immediate evacuation, and apply the P.A.S.S. method to use a fire extinguisher.
Personal Protective Equipment: Foot Protection	Learn the basics of foot protection at work. You'll find out how to recognize foot hazards, name common types of foot protection, and follow requirements for wearing and maintaining foot personal protective equipment. This course covers OSHA Standard 29 CFR 1910.32 and 1910.136.
Lockout/Tagout Safety	This course covers the OSHA standard regarding specific practices and procedures that safeguard employees from the unexpected startup of machinery, and the release of hazardous energy from that start up.
Fall Protection	Learn the basic components of a good fall protection plan. You'll find out how to recognize and prevent fall hazards at your worksite using OSHA's hierarchy of controls. This course covers OSHA Standards 29 CFR 1926.501 and 1910.132.
COVID-19: A Pandemic Response	This course covers the rapidly evolving COVID-19 pandemic and separates the myths from the facts so you can protect yourself and those around you in uncertain times. It features important tips on social distancing, as well as steps to follow to avoid exposure, reacting to infection, and maintaining good mental health during times of uncertainty.
Personal Protective Equipment: Eye and Face Protection	Learn the basics of eye and face protection at work. You'll find out how to recognize hazards, name common types of protection, and follow requirements for wearing and maintaining personal protective equipment for your eyes and face. This course covers OSHA Standard 29 CFR 1910.132 and Standard 29 CFR 1910.133.
Personal Protective Equipment: Hand Protection	Learn the basics of hand protection at work. You'll find out how to recognize hazards, name common types of protection, and follow requirements for wearing and maintaining personal protective equipment for your hands. This course covers OSHA Standard 29 CFR 1910.132 and Standard 29 CFR 1910.138.
Personal Protective Equipment: Head Protection	Learn the basics of head protection at work. You'll find out how to recognize hazards, name common types of protection, and follow requirements for wearing and maintaining personal protective equipment for your head. This course covers OSHA Standard 29 CFR 1910.132 and Standard 29 CFR 1910.135.
Personal Protective Equipment: Noise Exposure and Hearing Conservation	Learn the basics of hearing conservation at work. You'll find out how to recognize noise hazards, name common types of hearing protection, and follow requirements for wearing and maintaining personal protective equipment for your ears. This course covers OSHA Standard 29 CFR 1910.32 and 1910.95.
Personal Protective Equipment: Respiratory Protection	Learn the basics of respiratory protection at work. You'll find out how to recognize respiratory hazards, name common types of respiratory protection, and follow requirements for wearing and maintaining respiratory personal protective equipment. This course covers OSHA Standard 29 CFR 1910.32 and 1910.134.
Personal Protective Equipment: Noise Exposure and Hearing Conservation Cal/OSHA	Learn the basics of hearing conservation at work. You'll find out how to recognize noise hazards, name common types of hearing protection, and follow requirements for wearing and maintaining personal protective equipment for your ears. This course covers Cal/OSHA Standards Title 8, Subpart 7, Sections 5095-5100.

Name	Description
Fire Prevention Cal/OSHA	This course teachers you to recognize and classify potential fire hazards in your work environment, prevent fires with good housekeeping practices, differentiate between a fire that's safe to extinguish versus a fire that requires immediate evacuation, and apply the P.A.S.S. method to use a fire extinguisher. This course covers Cal/OSHA Standards Title 8, Subpart 7, Sections 3220, 3221, and 6151.
Preparing Your Workplace for COVID-19	Learn the latest guidance from OSHA and the CDC regarding your response to COVID-19 in the workplace. This course helps employers and supervisors in non-healthcare settings prepare their workforce and workplace for Coronavirus 2019's effects.
Aquatic Safety	Every year 3,000 to 4,000 people drown in the U.S., with most of those occurring during the summer months. Even if you're not a trained lifeguard, as a counselor you have a crucially important role in protecting kids during swim time this summer. This pool safety training contains footage of an actual drowning and explains how counselors can work together to make swim time safe all summer long.
Asbestos Awareness	This course covers health hazards and protective measures related to asbestos. Topics include locations where asbestos is commonly found, requirements for signs and labels, circumstances where employees may risk asbestos exposure, exposure prevention safety measures, asbestos-related illnesses, and OSHA's required medical program. This course covers OSHA standard 29 CFR 1910.1001.
Avoiding the Crush Zone	Don't get caught in the crush zone! Too many accidents involve workers who are caught between moving and stationary objects. The results have been devastating. This course will raise awareness about some of the most common Crush Zone hazards faced by public employees.
Back Safety	How important is back health? Protecting your back can save you time, money, and pain. This course covers basic back safety in the workplace. Topics include safe lifting steps, common back injuries, and an ergonomic overview.
Basic Industrial Safety	This awareness level course covers industrial safety fundamentals covered under OSHA 29 CFR 1910, Industrial Safety Standards. Topics include hazard communication, bloodborne pathogens, lockout-tagout, confined space entry, personal protective equipment, emergency response planning, and respiratory protection. The course also provides and overview of OSHA 29 CFR 1903.1.
Behavior-Based Safety Training	This course covers the concepts of behavior-based safety as well as methods and techniques used to protect workers. Topics include the scope and purpose of safety policies, the supervisor's responsibilities, the purpose of OSHA's Industrial Safety Standards (29 CFR 1910), and when the General Duty Clause (29 CFR 1903.1) is used to keep workers safe.
Bloodborne Pathogens	This course provides information to minimize the health risks to workers exposed to blood and other potentially infectious materials. Topics include the definition of bloodborne pathogens, symptoms of the diseases they cause, and modes of transmission; Exposure Control Plans; universal precautions, engineering controls, work practices, and personal protection equipment; decontamination and disposal; hepatitis B vaccines and emergency procedures related to exposure incidents.
Bloodborne Pathogens for all Employees	This course provides information to minimize the health risks to workers exposed to blood and other potentially infectious materials. Topics include the definition of bloodborne pathogens, symptoms of the diseases they cause, and modes of transmission; Exposure Control Plans; universal precautions, engineering controls, work practices, and personal protection equipment; decontamination and disposal; hepatitis B vaccines and emergency procedures related to exposure incidents. This course primarily covers OSHA 29 CFR 1910.10.
Bloodborne Pathogens for Healthcare Professionals	This course provides information to minimize the health risks to workers exposed to blood and other potentially infectious materials. Topics include the definition of bloodborne pathogens, symptoms of the diseases they cause, and modes of transmission; Exposure Control Plans; universal precautions, engineering controls, work practices, and personal protection equipment; decontamination and disposal; hepatitis B vaccines and emergency procedures related to exposure incidents. This course primarily covers OSHA 29 CFR 1910.10.
Bullying Prevention at Camp	Bullying is a growing problem that cannot be ignored. This course will teach you what bullying is, what the consequences could be, and how to identify, stop and prevent bullying.

Name	Description
Carcinogen Safety	This course covers recognition, management, usage, and control of carcinogens. Topics include carcinogen-related information in an MSDS, warning label requirements, the carcinogenic risk assessment process, and methods of carcinogenic hazard control.
Child Sexual Abuse Prevention at Camp	Child sexual abuse is a risk at your camp. Protecting campers is one of your most important challenges this summer. This course will teach you how to identify red flags warning signs of abuse and methods to protect campers from peer-to-peer sexual abuse and adult-to-child sexual abuse.
Compressed Gas Safety	This course covers how employers and employees can work safely with compressed gases by controlling the physical and health hazards associated with them. Topics include physical properties of widely used compressed gases; inspection of cylinders, regulators, and fittings; handling and storage of compressed gases; safety relief devices for compressed gas containers; basic hazard recognition and control procedures; and responding to emergencies. The course provides an overview of OSHA's 29 CFR 1910.101.
Confined Space Entry	This course covers information about working safely in confined spaces and hazardous atmospheres, necessary equipment and permits. Topics include definitions and identification of hazards related to confined spaces and hazardous atmospheres; duties of a confined space attendant; equipment, pre-entry requirements, and point-of-entry permits. This course provides an overview of OSHA's 29 CFR 1910.146.
Crossing Guard Training	Street Smart is Street Safe discusses the basic principles School Crossing Guards need to protect children and themselves. The program is designed to be a part of an initial training program as well as a refresher course for experienced crossing guards.
Decontamination in Industrial Environments	This course covers major factors affecting permeation of contaminants, steps in creating a decontamination plan, decontamination procedures for personnel and equipment, testing decontamination method effectiveness, and emergency decontamination situations. This course provides and overview of OSHA's 29 CFR 1910.120.
DOT Hazardous Materials	This course, designed for drivers carrying hazardous materials, covers the basic requirements of the Hazardous Materials (HAZMAT) Regulations. Topics include the parts of the HAZMAT table, hazard classifications and divisions, HAZMAT shipping paperwork, packaging requirements, marking, labeling, and placarding, proper loading of hazardous material, compatibility with other transported materials, and emergency response procedures.
DOT Hazardous Materials Transportation	This course, designed for drivers carrying hazardous materials, covers the basic requirements of the Hazardous Materials (HAZMAT) Regulations. Topics include the parts of the HAZMAT table, hazard classifications and divisions, HAZMAT shipping paperwork, packaging requirements, marking, labeling, and placarding, proper loading of hazardous material, compatibility with other transported materials, and emergency response procedures.
DOT Security Training	This course covers the Department of Transportation's Security Requirements rule for companies that work with and transport hazardous materials. Topics include requirements of the rule, ways to evaluate potential threats to security, the Department of Homeland Security's warning system, practices for transporting hazardous substances, and responding to possible security threats.
DOT Shipper Training	This course, designed for shippers of hazardous materials, covers the Department of Transportation's regulations and requirements related to the shipment of hazardous materials (HAZMAT). Topics include the parts of the HAZMAT table, hazard classifications and divisions, HAZMAT shipping paperwork, packaging requirements, marking, labeling, and placarding. U.S. Department of Transportation Hazardous Materials Regulations (HMR), 49 CFR Parts 171-180
Electrical Safety	This course covers defining "unqualified workers" and "qualified workers" according to OSHA, the basic rules of electricity, how electricity impacts the human body, how to recognize electrical hazards, and basic electrical safety prevention methods. This course provides an overview of OSHA's Subpart S 29 CFR 1910.302 through 1910.399.
Emergency and Disaster Preparedness	This course provides instruction on emergency response, safety, reporting, and evacuation of company facilities in the event of a natural disaster, fire, bomb threat, or other emergency.

Name	Description
Emergency Communication in the Workplace	Are you ready for an emergency? Communication plays a primary role in the workplace. If an everyday breakdown in communication at your workplace can have such negative results, imagine the consequences of miscommunication during an emergency. This courses focuses on knowing how to communicate during an emergency, how to effectively report an emergency, and how to overcome communication barriers.
Emergency Evacuation & Egress Safety	This course, designed for employees and supervisors, covers how to develop, communicate, train, and enforce a plan for safe egress in an evacuation situation. Topics include means of egress, OSHA's physical requirements for exit routes, employee and employer responsibilities, fire prevention plans, egress hazards, and safe housekeeping practices. OSHA: 29 CFR 1910.36-38
Emergency Response in the Workplace	Are you ready for an emergency? When you go to work, are you prepared for your day to get turned upside down in a moments notice? This course focuses on giving you the basic skills to react and adapt to emergencies, including understanding the basics of evacuation, shelter-in-place, and lockdown procedures, and the psychological effects of stress.
Emergency Response: Incidental Chemical Releases	This course covers preparation for chemical releases and threats of releases that are not specifically covered by the HAZWOPER standard. The course covers acting safely when chemical releases and threatened releases are limited in quantity, exposure potential, or toxicity and present minor safety or health hazards when handled properly. Topics include recognition of a release, risks associated with a release, and responsibilities in the event of a release. This course provides an overview of OSHA's 29 CFR1910.1200.
Employee Safety Awareness	Our newest Online University course discusses what employees can do to promote a positive safety culture in their entity in order to prevent accidents. Topics covered include hazard identification, coaching fellow employees to work safely, reporting and investigating accidents, and getting involved in safety program activities.
Environmental Regulations Overview	This course covers the history, purpose, and mission of the key regulatory agencies: OSHA, EPA, and DOT. Topics include the sources of regulatory occupational safety and health work practices and standards, including the Toxic Substances Control Act (TSCA), the Resource Conservation and Recovery Act (RCRA), the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), and the National Environmental Policy Act (NEPA). The course provides an overview of the EPS's 40 CFR.
Ergonomics for Supervisors	This course, designed for supervisors of workers in jobs that put them at risk for musculoskeletal disorders (MSD), details the process to follow when an incident occurs. The course uses OSHA's DRAFT Ergonomics Standard and the NIOSH manual, "Elements of Ergonomics Program," to define risk factors, signs and symptoms of work-related MSDs. It also classifies the most common MSDs, identifies work practices to reduce the risk of MSDs, and describes ergonomics programs and the roles of the employee and employer.
Eye and Face Protection	This course covers types of personal protective equipment used to protect the eyes and face, when personal protective equipment is necessary, and the selection, use, and maintenance of personal protective equipment in the workplace. Topics include how to don, doff, adjust, and wear PPE; limitations of PPE; and the proper care, useful life, and disposal of PPE. OSHA: 29 CFR 1910 Subpart I
Fire & Explosion Hazards	This course covers principles of fire and explosion hazards in industrial environments. Topics include fire elements, fire terminology, ignition sources, safety principles, and safe handling and proper storage of potentially flammable or explosive materials. This course provides an overview of OSHA's 29 CFR 1910.38 and 29 CFR 1926 Subparts E and F.
First Aid & CPR Academic Training	This course covers basic First Aid and CPR practices in the workplace though does not provide certification for either. Topics include appropriate responses to emergency situations such as bleeding, shock, burns, eye injuries, heart attack, fractures, and exposure to chemicals. The goal of the course is to give employees the confidence to face emergency and first aid situations, knowing where their responsibilities begin and end. OSHA: 29 CFR 1910.152 [Reserved] Subpart K; 29 CFR 1910.151 Subpart K
Flagger Safety	Flagging is an extremely dangerous job. This course aims to prepare flaggers for work zone fundamentals and introduce proper flagging procedures and protocol. Topics include flagger responsibilities and signals, use and definitions of traffic control devices, and road signs and placement.

Name	Description
Flagger Safety-CO	Flagging is an extremely dangerous job. This course aims to prepare flaggers for work zone fundamentals and introduce proper flagging procedures and protocol. Topics include flagger responsibilities and signals, use and definitions of traffic control devices, and road signs and placement.
Flagger Safety-Gated CO	Flagging is an extremely dangerous job. This course aims to prepare flaggers for work zone fundamentals and introduce proper flagging procedures and protocol. Topics include flagger responsibilities and signals, use and definitions of traffic control devices, and road signs and placement.
Food Safety Training	Over 76 million people in the United States get food-borne illnesses each year. Food-borne illness can result in missed work, medical costs and even death, so it is incredibly important that the food your program gives to people is safe. This course will teach you tools you can use at your program to make food safer for your clients and guests.
Forklift Safety	This forklift safety course provides the necessary academic training required to become a qualified forklift operator. Topics include forklift physics, proper forklift operation and safety practices, general preventive maintenance practices, and safe refueling and recharging procedures. Many practical exercises are provided and good habits are illustrated. This course mainly covers OSHA 29 CFR 1910.178.
Forming Effective Safety Committees	An active joint employee-management safety committee is one of the most effective means to consistently providing a safe work environment. This course introduces managers to best practices in establishing and maintaining an effective safety committee, from planning through operations and training to evaluating and improving safety committees.
General Ergonomics	This course addresses the key components of an ergonomics program identified by CAL/OSHA in the Ergonomics Standard and the NIOSH manual "Elements of Ergonomics Program." It includes information regarding the risk factors, signs, and symptoms of work-related musculoskeletal disorders (MSD).
Hand and Finger Safety	This course covers safety precautions required to prevent industrial hand and finger injuries. Topics include common hand and finger injuries in the workplace, hazards of mechanical and hand tools, safe practices, engineering and administrative controls to increase hand and finger safety for those working around equipment, and the use of personal protective equipment and machine guards. The course provides an overview of OSHA: 29 CFR 1910.132 (d)(I); 29 CFR 1910.138(a) and (b); 29 CFR 1926 Subpart I; 29 CFR 1910.212; and 29 CFR 1910 Subpart I.
Hand and Power Tool Safety	There are several types of power tools based on the power source they use: electric, pneumatic, liquid fuel, hydraulic, and powder-actuated. These tools are commonly used in industry and at home. This course will provide an understanding of the potential hazards power tools exhibit and identify safety precautions that will minimize or eliminate these hazards. (OSHA's 29 CFR 1926 Subpart I and 29 CFR 1910 Subpart P)
Hazard Communication - The New GHS Standards	This course covers OSHA's Hazard Communication Standard (HAZCOM), 29 CRF 1910.1200, which requires that hazardous materials used at the work site are identified, labeled, handled, used, and disposed of properly. Topics include chemical states, employer and employee responsibilities, company goals, and federal agencies that regulate workplace chemicals. The goal of the course is to prevent or minimize employee exposure to hazardous materials and to minimize their accidental release in the work environment. This course covers the 2012 changes to SDS, labeling, and GHS.
Hearing Conservation	Hearing is a gift that you should protect from loud noise at work. Upon successful completion of this training, you will be able to identify the effects of noise on hearing, recognize the different causes of hearing impairment, identify the purpose of OSHA's Hearing Conservation Program, specify the purpose and procedures for audiometric testing, specify the purpose of hearing protectors and the advantages and disadvantages of the various types, and specify the proper fitting, use, and care of hearing protection.
Hoisting and Rigging	This course covers the safety issues related to moving large, heavy loads in manufacturing and construction industries. Topics include safety in using various types of cranes and derricks, hoists, elevators, conveyors, aerial lifts (1926.556), trucks, booms, and safety requirements for employees working on marine vessels. This course provides an overview of OSHA's 29 CFR 1926.550-556 and 1926.605.
Hydrogen Sulfide Safety Awareness	Applies to anyone who may have an occupational exposure to hydrogen sulfide (H2S). This course reviews the many places this extremely hazardous, toxic compound can be found – both in nature and as a result of industrial activity. The course offers detailed information concerning H 2S monitoring devices, ways to reduce risk, and what to do if exposure exceeds standards.

Name	Description
Indoor Air Quality	This course covers tools needed to prevent and correct indoor air quality (IAQ) problems in buildings or work areas through an IAQ program. Topics include health effects of poor air quality, hazards, toxicology, and integration of IAQ-related activities using skilled staff. The course provides an overview of the American Society of Heating, Refrigerating and Air-Conditioning Engineers, Inc. (ASHRAE) Standards 62-1989 and 55-1981.
Indoor Crane and Sling Safety	This course covers the safety issues related to moving large, heavy loads in manufacturing and construction industries. Topics include crane and sling safety, the manufacturer's role, required supervisory skills, inspections of cranes and slings, basic operator and rigger skills, safety concepts and techniques for handling, attaching, and moving loads. OSHA: 29 CFR 1926.550-556, and 1926.605
Introduction to OSHA	An overview of OSHA's role in the prevention and elimination of work related illnesses and injuries. Includes information about the OSH Act, the Code of Federal Regulations, reporting and record keeping, employer and employee rights and responsibilities, and the inspection process.
Job Safety Analysis	This course covers the benefits of participating in a company safety program and safe work practices to eliminate or minimize the potential for injury from work place hazards. Topics include assessment tools, job safety analysis (JSA), JSA control methods, workplace inspections, and housekeeping practices for work areas. OSHA: 29 CFR 1910 Subparts D, E, and G
Job Safety Analysis for Supervisors	This course, designed for Job Safety Analysis supervisors, covers safe work practices and the processes of identifying and rectifying hazards on the job. Topics include safe work practices programs that eliminate or minimize the potential for injury from workplace hazards, assessment tools, job safety analysis (JSA), JSA control methods, workplace inspections, and housekeeping practices for work areas. OSHA: 29 CFR 1910 Subparts D, E, and G
Laboratory Radiation Safety	This course covers working safely with radioactive materials in a laboratory setting. Topics include federally mandated training requirements; types, characteristics, and examples of emitters of radiation; hazardous effects to tissue; measuring exposure to radiation; safety procedures for controlling exposure; and decontamination procedures. U.S. Nuclear Regulatory Commission (USNRC) 10 CFR Part 19.12
Laboratory Safety	This course, designed for workers in industrial, clinical, and academic laboratory settings, covers general requirements of the Laboratory Safety Standard. Topics include Chemical Hygiene Plans in the workplace, the purpose of a Material Safety Data Sheet, safety guidelines specific to laboratory fire and burn hazards, and general emergency guidelines to be followed in the laboratory. OSHA: 29 CFR 1910.1450
Ladder and Scaffolding Safety	This course covers how to recognize, control or minimize the hazards associated with ladders and scaffolding used at worksites. Topics include ladder and scaffold hazards; construction, use, placement, care, and handling of ladders; important safety features; correct procedures for erecting and moving ladders and scaffolding; fall protection devices; and electrical hazard safety guidelines. This course provides an overview of OSHA's 29 CFR 1926.1060 Subpart X and 1926.454 Subpart L.
Landscape Safety	This course offers a look at the basic safety needs for landscape workers, emergency response, tips on identifying, and avoiding dangers. The course will review core safety guidelines that everyone on your crew should be aware of. During this course, we will review how to prepare for work, including what to wear and taking proper weather precautions, avoid injury while working with chemicals and electricity, safely operate mowers and trimmers, and initiate first aid response.
Lead Safety Awareness	This course covers hazards related to lead exposure, the purpose and elements of a Medical Surveillance Program and Medical Removal Protection Program, and respirator use. Topics include sources of lead exposure, health effects, and controls and work practices to reduce lead exposures. OSHA 29 CFR 1910.1025
Machine Guarding	This course covers the purpose and requirements of a machine guarding program, machine guarding, point of operation guarding, and examples of machinery that require guarding. The course provides an overview of OSHA's 29 CFR 1910.212.
Materials Handling and Storage	This course covers drum handling and hazards associated with handling drums and containers; handling, transportation, storage, and use of compressed gas cylinders; hazards associated with handling acetylene, oxygen, and hydrogen; how to detect leaks; recognition of flammable and combustible material; selection, use, and inspection of slings; and safe lifting, handling, and moving procedures.OSHA: 29 CFR 1910 Subpart N

Name	Description
New Employee Safety Orientation	New employees are at a higher risk for being involved in a job-related accident. It is estimated that most accidents occur within an employees' first six months on a new job. This course compiles key information from many of the web-based safety courses available to provide you with an overview of the safety issues you might encounter in your new job. For an in-depth look on specific safety issues, please take each individual course.
Occupational Disease Prevention for Firefighters	As a firefighter, it is important to have a good understanding of how to prevent occupational diseases while on and off the job. In this course we will identify what firefighters can do to reduce their risk of exposure to occupational hazards.
Office Safety	Each year, employees miss work and potential wages due to work-related injuries or hazards. Working safely means more than just using special equipment or following special procedures. It means building safety into your actions and your thinking. It means making safety a way of life-on and off the job. This training course will help employees and supervisors recognize potential office hazards and learn how to eliminate or reduce accidents in the workplace. (OSH Act Section 5A.1).
Operating Safety Committees	An active joint employee-management safety committee is one of the most effective means to consistently providing a safe work environment. This course introduces employees to the benefits of working effectively and efficiently on a company safety committee.
OSHA Investigation/Inspection	This course, designed for managers, supervisors, safety professionals, human resources professionals and others, covers what to expect of and how to properly respond to OSHA inspections. Topics include planning, preparation, training, follow-up, and review in order to achieve compliance with OSHA regulations. OSHA: 29 CFR 1904
OSHA Investigations and Inspections	This course, designed for managers, supervisors, safety professionals, human resources professionals and others, covers what to expect of and how to properly respond to OSHA inspections. Topics include planning, preparation, training, follow-up, and review in order to achieve compliance with OSHA regulations. OSHA: 29 CFR 1904
Playground Safety	Each year, over 200,000 children are treated for playground-related injuries. These injuries occurred due to negligent maintenance and the use of improper materials. They could have been prevented. This course will show you how to identify potential hazards and how to correct them, ensuring that playgrounds are safe for all children.
Playground Supervision	Playground time is not break time, it's a time when a fall can ruin a child's experience. This course will teach you how most playgrounds injuries happen and then cover the strategies you can use to prevent them from occurring.
Pollution Prevention	This course, designed for employees in general industry, covers pollution prevention. Topics include causes of pollution, participants in pollution prevention programs, regulatory requirements related to pollution prevention, classes of waste generators, pollution prevention methods, and the steps in pollution prevention practice. The course provides an overview of the EPA Pollution Prevention Act of 1990.
Powered Industrial Truck Safety	This course is designed for those who work around or with power-propelled trucks (forklifts) used to carry, push, pull, lift, stack or tier materials. The course covers health and safety concerns associated with the use and maintenance of power-propelled trucks. The course provides an overview of OSHA's 29 CFR 1910.178.
Practicing Hand Hygiene	Germs are the disease and infection producing microscopic agents that live everywhere. You can't see them, but they exist on literally every surface. Germs responsible for the common cold, as well as some of the nastier ones like Salmonella, E. coli, and norovirus, can enter your system and make you, and those you come into contact with, very, very sick. This course covers proper hand hygiene, when to wash your hands, and how to wash your hands in order to prevent the spread of disease-causing germs.
Preventing Slips, Trips, and Falls	With great mobility comes great responsibility- namely watching where you are going and scanning your walkway for hazards. Slips, trips, and falls are the second leading cause of workplace injuries and the fourth leading cause of workplace fatalities. This course aims to help employees identify slip, trip, and fall hazards; learn how to avoid them; and know how to react if employees find themselves on the receiving end of gravity.
Preventing Slips, Trips, and Falls for Firefighters	With great mobility comes great responsibility- namely watching where you are going and scanning your walkway for hazards. Slips, trips, and falls are the second leading cause of workplace injuries and the fourth leading cause of workplace fatalities. This course aims to help firefighters identify slip, trip, and fall hazards; learn how to avoid them; and know how to react if they find themselves on the receiving end of gravity.

Name	Description
Preventing Strains and Sprains	Physical activity puts stress on the body that can cause injuries to muscles and ligaments. Risks exist both on and off the job. This course will help you be aware of steps your can take to reduce injury risk.
Proactive Approaches to Chemical and Biological Threats	This course offers a practical approach to safe practices regarding potential threats from chemical and biological agents, including sarin, phosgene, anthrax, plague, tularemia, and others. Topics include fallacies, company plans, properties of malicious agents, delivery routes, effective containment, steps to take after an incident, governmental agencies, and notification procedures for public leaders. OSHA Act of 1970, Section 5 (General Duty Clause); OSHA Recommendations for Handling Suspicious Letters or Packages; CDC Guidelines for State Health Departments; CDC Recommendations and Reports: Biological and Chemical Terrorism: Strategic Plan for Preparedness and Response
Process Safety Management	This course, designed for employees, contractors, and contract employees who work at industrial process plants, covers how to recognize job-related potential health and safety implications. Topics include the prevention and minimization of consequences from a catastrophic release of toxic, reactive, flammable, or explosive Highly Hazardous Chemicals (HHC) from an industrial process. OSHA 29 CFR 1910.119 and Appendix A, OSHA Directives CPL 2-2.45A CH-1. Process Safety Management of Highly Hazardous Chemicals – Compliance Guidelines and Enforcement Procedures (1994, September 13). CPL 2.94. OSHA Response to Significant Events of Potentially Catastrophic Consequences (1991, July 22).
Reasonable Suspicion for Drug and Alcohol Testing: Signs and Symptoms of Alcohol Misuse	Organizations that employ workers tasked with performing safety-sensitive functions are required by Department of Transportation to implement workplace anti-drug and alcohol policies and programs. This course is designed to help supervisors recognize the signs and symptoms of potential alcohol misuse in the workplace.
Reasonable Suspicion for Drug and Alcohol Testing: Signs and Symptoms of Drug Use	Organizations that employ workers tasked with performing safety-sensitive functions are required by Department of Transportation to implement workplace anti-drug and alcohol policies and programs. This course is designed to help supervisors recognize potential drug use in the workplace by identifying its signs and symptoms.
Reasonable Suspicion for Drug and Alcohol Testing: The Role of the Supervisor	Organizations that employ workers tasked with performing safety-sensitive functions are required by Department of Transportation to implement workplace anti-drug and alcohol policies and programs. This course is designed to inform supervisors of their roles and responsibilities regarding reasonable suspicion drug and alcohol testing in the workplace.
Respiratory Protection	This course covers respiratory hazards, protection mechanisms, safe work practices, and use of respiratory protection against hazardous airborne contaminants in the work environment. Topics include employer and employee responsibilities; the nature, extent, and effects of respiratory hazards; the operation, limitations, and capabilities of respirators; and respirator selection, use, inspection, maintenance, cleaning, storage, and malfunctions. OSHA: 29 CFR 1910 Subpart I
Safe Patient Handling	Healthcare industry employees are continually exposed to injury as a result of lifting, transferring, and repositioning patients or residents. This is a major problem for a healthcare profession. Research conducted by safety and health professionals has shown that safe patient lifting and moving programs can protect workers from injury, reduce workersï¿½ compensation costs, and improve the quality of care delivered to patients. The primary focus of this course is to provide general guidance about how caregivers can prevent injury as a result of lifting and moving patients.
Safety Awareness for Seasonal Employees	As a seasonal employee, it is important to have a good overview of safety considerations. Statistics show that new employees are more susceptible to accidents than more experienced workers.
Safety Data Sheets	This course covers the purpose of a Safety Data Sheet, type of information found on an SDS, required availability of an SDS in a Hazard Communication Program, and ways to obtain an SDS. OSHA: 29 CFR 1910.1200

Name	Description
Safety in Local Government: Part 1	This program continues our discussion about the health and safety of public employees. In this presentation, employees are introduced to safety guidelines for working around blood, chemicals, and machinery. The course also includes safety lessons on two of the most common injuries to municipal employees, strains to the back and slip-trip incidents. There are ten questions at the end of the program based on the material presented in the program.
Shallow Water Blackout	Prolonged and competitive breath holding is a dangerous practice that can lead to shallow water blackout. Shallow water blackout is a term used to describe the loss of consciousness caused by decreased levels of carbon dioxide, created by hyperventilating and prolonged breath holding. This training explains the dangers of shallow water blackout and how to prevent it from happening in your aquatic facilities.
Site Control	This course describes how site control programs can minimize employee exposure to hazards and prevent migration of contamination. Site control measures covered in this course include preparation of site maps, work zones, buddy systems, site security, communications, and multiple safe work practices. This course provides an overview of OSHA's site control measures from General Industry standards, 1910.120 and Construction Industry standards, 1926.65.
Slips, Trips, and Falls	Slips, trips and falls are the most commonly reported accidents. The resulting injuries can range from a skinned knee to a fractured hip, or worse. This training will teach you to identify potential slip, trip and fall hazards and the best practices to prevent slips, trips and falls in organizations like yours. We show real images of slip, trip fall hazards from our customers and recommend how you can fix the problem.
Spill Prevention and Control	This course covers safe handling, movement and storage of hazardous materials, as well as spill control and confinement methods. Topics include likely locations for and control of spills, containment and confinement, procedures for spill and leak response, steps for containing hazardous spills, confinement methods for solids, liquids and gases, and roles of emergency responders if hazardous materials are involved. The course provides and overview of OSHA 29 CFR 1910 Subpart H.
Stress Management at Work and Elsewhere	Let's be real--we all know what stress is. We also know that too much stress can be bad for us and that there are a number of practical ways to deal with stress. But, knowing about stress and how to relieve it is one thing, and actually doing something to recognize and mitigate stress is another thing altogether. This course is your chance to pause your regular activities and worries for a short while, and take a deeper look at how stress is showing up in your life and in your job.
Stress Management for Public Safety Telecommunicators	Let's be real--we all know what stress is. Life tends to have plenty of it, and working in a job like public safety telecommunications adds a special type of stress to the mix as well. We also know that too much stress can be bad for us and that there are a number of practical ways to deal with stress. So why take this course? Because knowing about stress and how to relieve it is one thing, and actually doing something to recognize and mitigate stress is another thing altogether.
Supervisor Safety Awareness Program	Safety awareness is an employee's ability to identify job hazards and take the proper safeguards to prevent accidents to themselves and fellow employees. Supervisors play a key role in increasing employee safety awareness and preventing accidents. The purpose of this course is to review what supervisors can do to increase safety awareness among their employees in order to prevent accidents.
The Professional Lifeguard	Every year, we investigate 15-20 drowning incidents, with results ranging from overnight hospital stays to fatalities. At every one of these incidents, trained lifeguards were present. The Professional Lifeguard training helps guards understand their responsibilities and the practical application of their skills on the pool deck. Guards will understand the following key lifeguard attributes upon completion: rescue ready, positioned to protect, singularly focused, aggressively scanning and protecting everyone.
Toxicology Training	This course, developed in accordance with OSHA regulations created for Hazardous Waste Operations and Emergency Response (HAZWOPER), covers the basics of toxicology. Topics include making decisions concerning protection from chemical exposure, types of toxic agents, agent routes of entry, adverse responses to toxic chemical exposure, and chemical exposure limits. This course covers primarily OSHA 29 CFR 1910.120.

Name	Description
Transitional Duty - Improving Your Return to Work Program	Injuries and change are two tough challenges. Together, they can create one overwhelming combination. Employees are sometimes faced with an injury that requires a long rehabilitation period, and physical limitations that affect what he or she can do. With Transitional Duty assignments, an employee's recovery is accompanied with a positive distraction that provides a chance to contribute to the organization. Transitional duty isn't just a return to work program; it's an investment in your employee.
Transitional Duty | Improving Your Return to Work Program	Injuries and change are two tough challenges. Together, they can create one overwhelming combination. Employees are sometimes faced with an injury that requires a long rehabilitation period, and physical limitations that affect what he or she can do. With Transitional Duty assignments, an employee's recovery is accompanied with a positive distraction that provides a chance to contribute to the organization. Transitional duty isn't just a return to work program; it's an investment in your employee.
Trenching and Excavation Safety	This course covers health and safety concerns unique to trenching and excavating. Topics include confined space requirements, safety principles, site assessment, causes of fatalities, factors to consider before trenching and excavating, and types of excavation methods. OSHA: 29 CFR 1926.650 Subpart P
Trip and Transportation Safety	Every summer, incidents and injuries happen on trips. Whether it's a day trip or overnight trip, this training will help you plan and prepare for all off site adventures to make them memorable, safe and fun.
Waste Management	This course covers hazardous waste problems, federal laws which govern waste management, regulated hazardous waste, steps for properly managing hazardous waste including generation, transportation, treatment, storage and disposal, recent developments in waste management, types of waste, waste determination tests, generator statuses, and the list of high-priority chemicals (PBT). RCRA (1976, amended 1984); Pollution Prevention Act of 1990
Welding Cutting and Brazing Safety	This course covers potential health and safety concerns unique to welding, cutting, and brazing. Topics include compressed gas and oxygen cylinders; arc welding and cutting; personal protection equipment (PPE); fire prevention techniques; mechanical ventilation; confined spaces; and metals of toxic significance or with protective coatings. This course provides an overview of OSHA 29 CFR 1910 Subpart Q.
Work Zone Safety	This course aims to introduce work zone fundamentals to individuals who work in, around, or drive through work zone areas, as well as providing an orientation on safety for work zone areas. Topics covered include the importance of safety while working on traffic work zones, the significance of the MUTCD, standard work zone areas, types of road signs, basic definitions and general placement of common traffic control devices, and hazards associated with both external and internal traffic control.
Working in Extreme Temperatures	This course has been developed in accordance with OSHA's 29 CFR 1910.120 regarding personnel exposed to temperature extremes. Topics include illnesses resulting from hot and cold temperature exposure, first aid measures, steps to avoid illness, factors that affect the body's ability to withstand temperature extremes, and measures to prevent injuries related to temperature extremes.
Working Outdoors in Warm Weather	Working outdoors in the summer can be a great way to enjoy Mother Nature but it has its own set of hazards. In this course, you will learn to recognize the dangers and learn how to prevent problems related to elements of nature like the sun, heat, tick-borne diseases, West Nile virus, and poisonous plants. This training is helpful to anyone who works outdoors in warm climates. Both employers and employees need to know about special hazards related to working outdoors and the many ways these hazards can be minimized.
Working Outdoors in Warm Weather for Camp Employees	Working outdoors in the summer can be a great way to enjoy Mother Nature but it has its own set of hazards. In this course, you will learn to recognize the dangers and learn how to prevent problems related to elements of nature like the sun, heat, tick-borne diseases, West Nile virus, Zika, and poisonous plants. This training is helpful to anyone who works outdoors in warm climates. Both employers and employees need to know about special hazards related to working outdoors and the many ways these hazards can be minimized.
Workplace Ergonomics	This course addresses the key components of a healthy ergonomics practice in the workplace. It includes information regarding the risk factors, signs, and symptoms of work-related musculoskeletal disorders (MSD).

Name	Description
Salud de la espalda	El curso de MARCOM sobre salud de la espalda destaca la importancia de cuidar esta zona del cuerpo, tanto en el trabajo como fuera de él, e incluye ejercicios y control de peso. Mediante una poderosa combinación de audio, vídeo, texto y coloridos gráficos, este curso proporciona la formación más rentable sobre cumplimiento normativo y de seguridad disponible. El curso está dividido en distintas secciones lógicas con el fin de retener y comprender fácilmente la información.
Seguridad de grúas	El curso de MARCOM sobre Seguridad de grúas ayuda a los empleados a trabajar de forma segura con grúas. Este programa de educación y capacitación ha sido diseñado para ofrecer información básica en este ámbito. Mediante una poderosa combinación de audio, vídeo, texto y coloridos gráficos, este curso proporciona la formación más rentable sobre cumplimiento normativo y de seguridad disponible. El curso está dividido en distintas secciones lógicas con el fin de retener y comprender fácilmente la información.
Conducir con Seguridad	Este curso presenta información fundamental sobre la seguridad al conducir. Al concluir el curso, los empleados deberán: - Saber cómo inspeccionar un vehículo antes de conducir. - Reconocer los peligros relacionados con adelantarse a vehículos grandes. - Saber cómo conducir un vehículo con seguridad en diversas condiciones de conducción. - Estar consciente de cómo minimizar las distracciones al conducir. - Saber cómo hacerles frente a distintos tipos de emergencias al conducir.
DOT HAZMAT: información general	Bienvenido a la serie Hazmat del Departamento de Transporte (DOT). Es muy importante manipular los materiales peligrosos de forma segura. El no hacerlo puede dar lugar a graves incidentes, como vertidos químicos o incendios, e incluso provocar lesiones o muertes. Para evitar accidentes de este tipo, el Departamento de Transporte de Estados Unidos ha desarrollado un conjunto de normas que indican cómo han de manipularse y transportarse los materiales peligrosos. Este vídeo proporciona información general de dichas normas.
Conducción distraída	El programa de MARCOM sobre Conducción distraída proporciona a los empleados la información que necesitan para conducir de forma segura coches, furgonetas y camiones pequeños. Todos hemos visto a esos conductores que van por la carretera tomando su taza de café, maquillándose, comiendo... y hablando por sus teléfonos móviles. Cada día, más y más gente deja de prestar atención al tráfico y se dedica a otras cosas cuando circula por la carretera. Esto se llama conducción distraída. Los temas tratados incluyen el coste de la conducción distraída, la multitarea, tecnología y distracciones, eliminar las distracciones antes de conducir, teléfonos móviles, luchar contra las distracciones durante la conducción y más.
Protección Contra Caídas	Este curso presenta información fundamental sobre la protección anticaídas. Al terminar este curso, los empleados deberán: - Entender las prácticas seguras básicas para trabajar en altura. - Poder identificar los componentes de un plan eficaz de protección anticaídas. - Poder describir el funcionamiento básico de los sistemas personales de detención anticaídas.
Investigación de accidentes	Investigación de accidentes proporciona a los empleados la información que necesitan para comprender los objetivos de la investigación de un accidente, el proceso en sí mismo y la forma en que ellos pueden participar para fomentar un entorno de trabajo más seguro. Cuando ocurre un accidente, es importante saber por qué. Aunque las razones parezcan obvias, la verdadera causa puede ser más complicada. Ahí es donde entra en juego la investigación de accidentes. En ella se examina el incidente sistemáticamente para determinar su auténtica causa. Esta información se puede usar para actualizar las políticas, procedimientos o equipo y asegurarse de que no vuelva a ocurrir un accidente similar en el futuro. El programa cubre cuestiones como accidentes y casi accidentes, investigaciones y análisis de causas, el papel de las herramientas y el equipo, la importancia de la formación, el papel de los procedimientos en la prevención de accidentes, aprender de los accidentes y otros. Este vídeo es una forma eficaz y eficiente para que los empleados obtengan la formación necesaria, ya sea en un aula o individualmente con su ordenador o tablet.
Entrada a espacios cerrados	El vídeo de MARCOM sobre Entrada a espacios cerrados aborda las principales áreas de formación exigidas por la normativa. Este curso se ha creado específicamente para la normativa de OSHA Regulación de espacios cerrados con permiso necesario (29 CFR parte 1910.146) e incluye información sobre la normativa de Espacios cerrados en construcción (CFR 29 1926 subparte AA). Este vídeo es una forma eficaz y eficiente para que los empleados obtengan la formación necesaria, ya sea en un aula o individualmente con su ordenador o tablet.

Name	Description
Reconocimiento de riesgos	El programa de MARCOM sobre Reconocimiento de riesgos proporciona a los empleados la información que necesitan para evitar accidentes y lesiones en el trabajo. Según la Administración de Seguridad y Salud Ocupacional (OSHA), cada año se producen en el trabajo más de 3 millones de lesiones y enfermedades y más de 4500 muertes. La reducción de estas cifras debe ser prioritaria para todos en el entorno laboral. Empleadores, empleados, gerentes y supervisores, todos pueden mejorar la seguridad en sus instalaciones identificando y controlando los riesgos laborales antes de que causen accidentes. Este proceso se llama reconocimiento de riesgos.
Tirador: sobrevivir a un ataque	El vídeo de MARCOM Tirador: sobrevivir a un ataque proporciona explicaciones paso a paso de las técnicas de supervivencia que los agentes de la autoridad recomiendan en caso de sufrir un incidente de seguridad con un tirador. Actualmente, vemos con frecuencia noticias sobre incidentes con tiradores: tiroteos en locales nocturnos, zonas públicas... y lugares de trabajo. ¿Qué debe hacer un trabajador para sobrevivir si vive una de estas situaciones en su trabajo? Este programa cubre cuestiones como prepararse para imprevistos, reconocer un ataque y sobrevivir a él, huir o esconderse de un tirador, cuándo luchar y qué hacer cuando llega la policía.
Como Controlar Los Vicios de Drogas y Alcohol...Para Empleados	Este curso presenta información fundamental para empleados sobre cómo enfrentar la drogadicción y el alcoholismo. Al terminar este curso, los empleados deberán: - Entender los peligros que se relacionan con la drogadicción y el alcoholismo. - Conocer las sustancias de las cuales se abusa comúnmente y sus efectos. - Entender las políticas que usan los empleadores para controlar la drogadicción en sus sedes. - Conocer lo que pueden hacer para evitar los peligros de la drogadicción.
Primeros Auxilios	Este curso presenta información fundamental sobre primeros auxilios en ambientes de construcción. Al terminar el curso, los empleados deben: - Entender la manera en que puede usar los procedimientos de primeros auxilios para ayudar a alguien que ha sufrido una lesión. - Reconocer qué tipo de lesiones puede tratar con los procedimientos de primeros auxilios. - Poder describir cómo administrar primeros auxilios en distintas situaciones de lesiones en un lugar de trabajo. - Entender cuándo debe dar primeros auxilios a fin de proteger a alguien de más lesiones.
Concienciación General sobre Materiales Peligrosos del DOT	Este curso presenta información fundamental que requieren las reglamentaciones de instrucción de Concienciación General sobre Materiales Peligrosos del DOT. Al terminar el curso, los empleados deben: - Entender las reglamentaciones que ha establecido el DOT para el transporte seguro de los Materiales Peligrosos. - Poder reconocer los materiales peligrosos que encuentran en su trabajo. - Poder identificar los peligros que asociados con estos materiales. - Saber las prácticas de trabajo seguras que pueden usar para manejar los Materiales Peligrosos sin exponerse.
Instrucción de Seguridad sobre Materiales Peligrosos del DOT	Este curso presenta información fundamental que requieren las Reglamentaciones de Instrucción de Seguridad sobre Materiales Peligrosos del DOT. Al terminar el curso, los empleados deben: - Entender los peligros asociados con transportar materiales peligrosos. - Entender los requisitos de seguridad que ha establecido el Departamento de Transportes (DOT) para enviar Materiales Peligrosos. - Conocer las políticas y los procedimientos de trabajo seguros que deben utilizarse para enviar, recibir y almacenar materiales peligrosos. - Saber cómo responder a las emergencias que implican Materiales Peligrosos.
Concienciación sobre Seguridad de Materiales Peligrosos del DOT	Este curso presenta información fundamental que requieren las reglamentaciones de concienciación sobre seguridad de Materiales Peligrosos del DOT. Al terminar el curso, los empleados deben: - Entender los riesgos de seguridad que pueden estar asociados con el transporte de los materiales peligrosos. - Entender los requisitos de seguridad para transporta materiales peligrosos que contienen las Reglamentaciones de Materiales Peligrosos del Departamento de Transportes. - Conocer las políticas y los procedimientos que deben seguir para mantener seguros los Materiales Peligrosos al transportarlos.
Instrucción Profundizada sobre Seguridad de Materiales Peligrosos del DOT	Este curso presenta información fundamental que requieren las reglamentaciones de instrucción de Concienciación General sobre Materiales Peligrosos del DOT. Al terminar el curso, los empleados deben: - Entender las reglamentaciones que ha establecido el DOT para el transporte seguro de los Materiales Peligrosos. - Poder reconocer los materiales peligrosos que encuentran en su trabajo. - Poder identificar los peligros que asociados con estos materiales. - Saber las prácticas de trabajo seguras que pueden usar para manejar los Materiales Peligrosos sin exponerse.

Name	Description
Seguridad en el Uso de Escaleras	Este curso presenta información fundamental sobre cómo trabajar con escaleras con seguridad. Al terminar este curso los empleados deberán: - Cómo seleccionar la escalera apropiada para cada tipo de trabajo que se vaya a hacer. - Reconocer la importancia de inspeccionar una escalera antes de usarla. - Ser capaz de encaramarse en una escalera con seguridad. - Saber cómo trabajar con seguridad al estar en una escalera.
Volver al trabajo, volver a la seguridad: recuperar hábitos de seguridad tras pasar tiempo fuera del trabajo	Distracción, rutina, agotamiento, olvido de peligros comunes, falta de conocimiento de los cambios en el entorno laboral, frustración, falta de planificación y organización, depresión y cambios de humor; todos estos factores contribuyen a los incidentes laborales que se producen cuando alguien vuelve después de estar un tiempo sin trabajar. Este programa explica e ilustra cada una de estas cuestiones mediante varios ejemplos, testimonios y recreaciones. Los alumnos aprenderán valiosas lecciones de seguridad sobre los riesgos que sufren los trabajadores al volver de vacaciones, enfermedades prolongadas u otras bajas.
Teléfonos móviles en el trabajo: una peligrosa distracción	Nuestros teléfonos móviles son poderosas herramientas que nos permiten tener acceso instantáneo a la información y la comunicación. Si se usan de forma adecuada, estos dispositivos pueden facilitar nuestras vidas y hacerlas más agradables, pero si se usan en el momento equivocado y de forma incorrecta, pueden meternos en problemas en el trabajo e incluso causar lesiones graves. Este programa explica por qué enviar y recibir mensajes de texto puede hacer que perdamos la concentración en el trabajo y olvidemos la seguridad y la eficiencia, y explica también la importancia de seguir siempre la política de la empresa sobre el uso de teléfonos móviles. También se muestran distintos escenarios laborales que ilustran las trágicas consecuencias de ignorar estas políticas y enviar mensajes cuando es peligroso o está prohibido. Entre otros temas, se incluyen la manera en que el uso del teléfono móvil afecta a nuestra productividad, seguir el plan de la empresa para contacto de emergencia, uso adecuado de los móviles de la empresa y por qué debemos negarnos a participar en envío de mensajes inseguro e inadecuado.
Correcta limpieza: responsabilidad de todos	La buena limpieza es responsabilidad de todos. No importa cuál sea tu puesto o qué trabajo realices, mantener la zona de trabajo limpia y ordenada debería ser una obligación de todo empleado. Es parte de tu compromiso con la seguridad, y tus acciones demuestran a tus compañeros tu propósito de finalizar la jornada con seguridad. Este programa repasa las prácticas de limpieza básicas que pueden prevenir incendios y otros peligros en el lugar de trabajo que, aunque podrían ser causa de lesiones, pueden controlarse con una correcta limpieza. Entre los temas se incluyen: mantener limpia la zona de trabajo, control de peligros de incendio, maximizar la productividad, controlar peligros de resbalones y tropiezos, mantener la higiene personal y prácticas de limpieza para oficinas y áreas de descanso.
Seguridad que funciona: resumen de seguridad laboral y responsabilidades	En solo un instante, un accidente laboral puede convertir a un trabajador productivo en alguien incapaz de trabajar. Por eso deben evitarse los accidentes laborales; todos los empleados deben poner en práctica el programa de seguridad. Este programa ofrece una visión general de los riesgos laborales más comunes y cómo controlarlos, mostrando la importancia del compromiso y participación de todos los empleados en los esfuerzos de seguridad. También veremos lo fácil que es que se produzcan lesiones cuando los empleados no se responsabilizan de su seguridad. Entre los temas se incluyen: bloqueo y etiquetado, equipo de protección personal, patógenos de transmisión sanguínea, entrada a espacios cerrados, comunicación de riesgos, limpieza adecuada y seguridad de peatones.
PPE: tu última capa de protección	Casi todos sabemos que para realizar muchos de nuestros trabajos y entrar en las distintas zonas de nuestras plantas necesitamos equipo de protección personal, o PPE. Aun así, cada año se producen miles de accidentes porque los empleados no llevan el equipo de protección adecuado al trabajo que realizan o, simplemente, no llevan equipo de protección alguno. Este programa explica la correcta selección y uso de los tipos más comunes de equipo de protección personal, y muestra testimonios de trabajadores que ofrecen valiosas lecciones sobre la importancia de usar tu PPE. Los temas incluyen protección ocular y facial, cascos, calzado de protección, guantes y protección auditiva.

Name	Description
Del principio a la práctica con David Lynn, CSP	Existen cinco principios de seguridad básicos que deben formar parte de todo programa de seguridad exitoso: compromiso de la dirección, implicación del personal, análisis del lugar de trabajo, reconocimiento de riesgos y formación de los empleados. Estos conceptos son también los componentes clave del programa de protección voluntaria de OSHA. En esta presentación, el profesional de la seguridad y conferenciante motivacional David Lynn muestra 15 técnicas sencillas y reales para poner en práctica estos cinco principios de seguridad. Este programa, concebido para concienciar a líderes de seguridad y gerentes, ayudará a cambiar la actitud y cultura sobre seguridad en la organización.
Proteger nuestra visión	Cada día, nuestros ojos son la puerta que nos permite reconocer y comprender el mundo en el que trabajamos, vivimos y disfrutamos. La visión es crucial para casi todos los aspectos de nuestra vida cotidiana, así que es difícil entender por qué no protegemos nuestros ojos. Estos se encuentran en peligro en todo momento, y aun así, cada día 2000 trabajadores norteamericanos sufren lesiones visuales de algún tipo que necesitan de tratamiento médico. Este programa muestra los dispositivos de protección y precauciones que podemos tomar para evitar este tipo de lesiones. También destaca la importancia de evaluar los riesgos que conlleva cada tarea, y evitar los peligros más comunes que causan este tipo de incidentes. El programa cubre temas como: tipos de lesiones visuales, responsabilidad del empleado de llevar protección adecuada, uso de gafas de seguridad, pantallas faciales y protección ocular necesaria para trabajos con soldadura y láser, protección fuera del trabajo y respuesta adecuada a lesiones oculares.
Tomar decisiones seguras: sobreponerse a la naturaleza humana	Mucha gente asume que los trabajadores eligen trabajar de forma segura simplemente porque no quieren sufrir un accidente. Por desgracia, nuestro proceso de toma de decisiones no es tan sencillo. Este programa, presentado por el profesional de la seguridad Tom Harvey, usa ejemplos comunes, recreaciones y un poco de humor para explicar por qué los humanos nos sentimos tentados a tomar decisiones poco seguras, sucumbiendo a la gratificación instantánea de atajos, asunción de riesgos y presión de grupo. El programa explica cómo funciona nuestro proceso de toma de decisiones seguras, y ofrece consejos y técnicas para sobreponernos a nuestra naturaleza humana y tomar decisiones que nos protejan en lugar de ponernos en peligro. Los temas incluyen: por qué trabajar con seguridad va contra nuestra naturaleza humana, factores que influyen en el proceso de toma de decisiones, cómo afecta el resultado de nuestros actos a las decisiones futuras, el concepto de desviación normalizada y la creación de una cultura de seguridad positiva ofreciendo y aceptando feedback sobre seguridad.
Sobrevive: seguridad del empleado en espacios cerrados	Los espacios cerrados pueden ser peligrosos, pero no tienen por qué serlo. No importa qué papel jueguen los empleados en el programa de entrada a espacios cerrados de su organización; todos deben comprender claramente su responsabilidad y contar con los conocimientos y habilidades necesarios para llevarla a cabo. Este programa explica por qué entrar en espacios cerrados puede ser peligroso, y cómo controlar esos peligros siguiendo los procedimientos adecuados de entrada a espacios cerrados. Los alumnos también aprenderán valiosas lecciones con la recreación de una entrada irresponsable en un espacio cerrado que termina con la pérdida innecesaria de tres vidas. Los temas incluyen: definición de espacios cerrados que necesitan o no permiso de acceso, sistema de permisos de acceso, cuatro tipos de peligros atmosféricos, prueba y monitorización atmosférica, control de riesgos de espacios cerrados y responsabilidades del supervisor de entrada, encargado y operarios.
Sobrevive: seguridad del empleado en espacios cerrados, breve	Los espacios cerrados pueden ser peligrosos, pero no tienen por qué serlo. No importa qué papel jueguen los empleados en el programa de entrada a espacios cerrados de su organización; todos deben comprender claramente su responsabilidad y contar con los conocimientos y habilidades necesarios para llevarla a cabo. Este programa explica por qué entrar en espacios cerrados puede ser peligroso, y cómo controlar esos peligros siguiendo los procedimientos adecuados de entrada a espacios cerrados.

Name	Description
Tómate un tiempo por tu seguridad	En nuestras ocupadas vidas, solemos enfrentarnos a elecciones relacionadas con la gestión del tiempo. Siempre que podamos, debemos elegir la seguridad en lugar de intentar ahorrar tiempo. Las prisas nos hacen perder la concentración, saltarnos pasos y tomar malas decisiones. De hecho, todo el tiempo que pasamos seguros es tiempo bien empleado. En este programa, aprenderemos los riesgos asociados a las prisas. Mediante varios ejemplos, aprenderemos a reconocer los síntomas de la prisa, sabremos por qué es tan peligroso trabajar de forma apresurada y qué pasos debemos seguir para mantenernos seguros. El programa también explica que la prisa no es la causa real de accidentes y lesiones sino, más bien, un síntoma de mala planificación, malas decisiones y mala gestión del tiempo. Todo esto puede prevenirse con una preparación y organización correctas.
Comprender y prevenir enfermedades relacionadas con el calor	A medida que las condiciones de calor se intensifican con la llegada del verano, el potencial de sufrir enfermedades relacionadas con el calor mientras realizamos nuestro trabajo aumenta drásticamente. Estas enfermedades, conocidas en conjunto como estrés térmico, son graves y pueden incluso causar la muerte en algunos casos. Tus empleados deben esforzarse en prevenirlas. Este programa muestra cómo el calor afecta al cuerpo humano, los síntomas de dolencias relacionadas con el calor y qué hacer si empezamos a experimentarlos, cómo tratar a las víctimas de estrés térmico y, lo más importante, las precauciones que debemos tomar para evitar problemas al trabajar en entornos con calor. Otros temas incluyen: aclimatarse al calor, uso del sistema de compañeros, evitar el estrés térmico en instalaciones interiores y ropa especializada y dispositivos de protección para trabajar en entornos con calor.
Prevenir incendios en trabajos en caliente	Este vídeo aborda temas como: programa de seguridad de trabajo en caliente, áreas establecidas para trabajo en caliente, precauciones de seguridad a seguir antes de realizar un trabajo en caliente, circunstancias que requieren de vigilancia contra el fuego, comunicación con contratistas externos y responsabilidades del individuo autorizante, vigilante del fuego y operario de trabajo en caliente.
Preparación y respuesta ante emergencias	Los temas que aborda este vídeo incluyen ciertos conocimientos generales de seguridad que los empleados deben conocer para prepararse ante emergencias, respuesta a incendios, atención a compañeros heridos o enfermos, respuesta a vertidos, liberaciones y exposiciones de químicos, preparación y respuesta ante inclemencias del tiempo y seguridad en caso de terremotos.
Seguridad eléctrica para todos	Este vídeo aborda temas como la definición de un trabajador cualificado, planteamiento de límites, riesgo de descarga eléctrica, guantes y ropa protectora antivoltaje, riesgo de arco eléctrico, niveles de equipamiento protector contra arco eléctrico, creación y verificación de condiciones de trabajo seguras y excepciones en las que se permite trabajar con tensión.
Seguridad eléctrica para trabajadores cualificados	Este vídeo aborda temas como la definición de un trabajador cualificado, planteamiento de límites, riesgo de descarga eléctrica, guantes y ropa protectora antivoltaje, riesgo de arco eléctrico, niveles de equipamiento protector contra arco eléctrico, creación y verificación de condiciones de trabajo seguras y excepciones en las que se permite trabajar con tensión.
PowerLift: ¡formación de elevación que funciona!	A casi todos nos han enseñado a levantar objetos de la forma tradicional, doblando las rodillas y manteniendo la espalda recta... Pero eso no funciona. Este método nos obliga a forzar rodillas y piernas, y la espalda acaba soportando el peso de la carga. El doctor Michael Schaefer ha reconocido los defectos de la técnica de elevación convencional, y ha desarrollado una posición de elevación más fácil, segura y eficaz: el powerlift. Esta técnica mantiene la espalda en una postura segura y eficaz cuando levantamos un objeto. El programa explica las cinco técnicas de elevación, derivadas de la posición powerlift, que permiten izar materiales de forma segura en prácticamente cualquier situación.
Muévelo con seguridad: evitar lesiones al desplazar materiales, breve	Intentar lucirse ante los compañeros y no tomarse el tiempo necesario para equiparse correctamente o pedir ayuda: estas son dos de las principales causas de las lesiones laborales producidas al manipular materiales. Los trabajadores a veces luchan por elevar y transportar materiales demasiado pesados para que una sola persona los mueva de forma segura. Para desplazar estos objetos con seguridad, los empleados deben ser formados en técnicas seguras de manipulación de materiales, y adoptar la actitud y mentalidad correctas para usar esta formación cada vez que deban elevar o mover un objeto. Este programa explica las técnicas, precauciones y prácticas de trabajo seguras que los empleados deben seguir para mover objetos con seguridad. Los temas incluyen: preparación para desplazar una carga, técnicas de elevación manual, uso de carretillas de mano, carros y grúas y manipulación segura de palés.

Name	Description
Orientación completa de Bob sobre seguridad en la construcción	Trabajar en la construcción es muy peligroso: cada año, casi 1000 trabajadores fallecen y otros miles resultan heridos en accidentes laborales. Aunque a lo largo de los últimos años se han realizado muchas mejoras de seguridad para controlar los riesgos que provocan estos incidentes, los trabajadores nuevos e inexpertos siguen sufriendo accidentes con demasiada frecuencia. Este programa destaca la necesidad de que los trabajadores se responsabilicen de su propia seguridad personal. El especialista en construcción Bob Synnett muestra los riesgos del trabajo en la construcción y las medidas que los trabajadores deben tomar para evitar posibles accidentes. Entre los temas se incluyen: PPE, excavación, escaleras de seguridad, andamios y seguridad eléctrica.
Formación en concienciación general sobre el plan de prevención de contaminación de aguas pluviales	Cuando las aguas pluviales fluyen hacia áreas de almacenamiento de productos químicos, pueden recoger materiales peligrosos. Si es así, las aguas contaminadas fluirán sin tratar y directamente hacia las aguas más cercanas usadas para el baño, consumo, ocio y agricultura. La diseminación de contaminación por aguas pluviales es un problema real, y el objetivo de este programa es ofrecer a los trabajadores un conocimiento básico del plan de prevención de contaminación de aguas pluviales de la empresa. También se indica la importancia de que todos los empleados conozcan sus responsabilidades en el control de contaminación de aguas pluviales y sepan responder a fugas o derrames de potenciales contaminantes.
Comprender el plan de prevención de contaminación de aguas pluviales de tus instalaciones	Todos los empleados deben conocer el alcance del plan de prevención de contaminación de aguas pluviales de su organización y el papel de cada persona en el éxito del mismo. La diseminación de contaminación por aguas pluviales es un problema real, y el objetivo de este programa es ofrecer a tus empleados información sobre el plan de tus instalaciones. Los temas incluyen: sistema nacional de eliminación de descarga de contaminación, permiso general multisectorial, equipos de prevención de contaminación de aguas pluviales, evaluaciones de posibles fuentes de contaminación de aguas pluviales en las instalaciones, distintos métodos para reducir la exposición a contaminantes, respuesta a derrames y fugas y tres tipos de inspecciones de descarga de aguas pluviales.
Seguridad antiincendios para trabajadores de oficina	Aunque los oficinistas no suelen pensar en la posibilidad de enfrentarse a incendios en su trabajo, cada año se producen más de 1000 fuegos en entornos de oficina. Este programa explica cómo eliminar los factores que contribuyen a la ignición de incendios y cómo responder en caso de incendio. Entre los temas se incluyen: correcta limpieza, control de riesgos eléctricos, planes de acción ante emergencias, procedimientos de evacuación, clases de fuego y agentes extintores, importancia de usar el extintor adecuado, uso del sistema PASS para extinguir un fuego y tratamiento de lesiones relacionadas con el fuego.
Formación para empleados sobre sulfuro de hidrógeno	Los empleados pueden trabajar de forma segura en áreas con potencial peligro de sulfuro de hidrógeno, siempre y cuando sigan las reglas del plan de contingencia de sulfuro de hidrógeno de su organización, sepan cómo y cuándo usar protección respiratoria y conozcan el significado de los sonidos y señales de advertencia de sulfuro de hidrógeno en sus instalaciones. Este programa repasa estas tres cuestiones fundamentales y muchas otras precauciones que protegen a los empleados de exposiciones a H2S.
Lecciones aprendidas de las heridas en las manos [sin gráficos]	Desde nuestra más temprana infancia, usamos las manos para aprender, explorar e interactuar con el mundo que nos rodea y, ahora, como adultos trabajadores, nuestras manos siguen en primera línea, tocando, agarrando, empujando, tirando y alzando en nuestro camino por la vida y el trabajo. Por desgracia, estar en primera línea también significa ponerse en peligro, y de vez en cuando las cosas salen mal. Este programa incluye recreaciones de lesiones de las manos en escenarios laborales, que enseñan valiosas lecciones para proteger nuestras manos en cualquier situación peligrosa. Veremos las traumáticas consecuencias de las distracciones, el uso de guantes inadecuados o de bisutería cerca de maquinaria móvil y comprobaremos lo que ocurre cuando dejamos de prestar atención a nuestro trabajo o intentamos realizar tareas para las que no estamos preparados.
Prefiero mirar a otro lado: tres historias sobre seguridad laboral	En este dramático relato, los alumnos serán testigos de tres escenarios comunes en los que los trabajadores prefirieron mirar a otro lado y no seguir las normas de seguridad. Las historias muestran las trágicas consecuencias de no seguir un procedimiento de bloqueo y etiquetado, negarse a usar indumentaria y equipo de protección y olvidar la protección anticaídas. Tus empleados aprenderán que el motivo real de estas desgracias fue la reticencia a hablar. Así, se convencerán de que sacar a la luz los actos inseguros es fundamental para prevenir accidentes laborales. El programa también aborda otras cuestiones sobre seguridad, como supervisores, prisas, hábitos, trabajo por turnos e intimidación.

Name	Description
Uso seguro y operación de grúas industriales	Existen grúas de distintos tamaños y configuraciones, y con distintas capacidades de elevación y transporte de los productos y materiales usados en la industria. Debido a los graves peligros que presenta la operación de las grúas, sus operarios deben estar plenamente capacitados y comprometidos con el funcionamiento seguro de las mismas. Ese es el objetivo de este programa: revisar las normas de seguridad, precauciones y prácticas operativas de seguridad comunes a todas las grúas con el fin de que los operarios trabajen de forma segura. Los temas incluyen: cualificación para operar una grúa, inspección preoperativa, inspección de eslingas y cadenas, colocación de carga, ángulos de eslinga horizontal, comprobación de peligros antes del funcionamiento, elevación y transporte de la carga y uso de señales y advertencias manuales.
Protección de máquinas y seguridad del operario	Si se usan correctamente, las cubiertas protectoras y dispositivos de seguridad de las máquinas permiten a los operarios trabajar de forma segura y eficiente. Por desgracia, muchos operarios eligen ignorar, desactivar o engañar a este tipo de dispositivos, lo cual puede resultar en lesiones graves o muertes. Es por esto que los operarios tienen la responsabilidad de respetar el poder de su equipo y los peligros que este puede presentar. Esta responsabilidad incluye comprender los peligros que presenta el equipo concreto en su zona de trabajo, y seguir las precauciones y prácticas de trabajo seguras con el fin de prevenir lesiones. Este programa explica dichos peligros y muestra cómo pueden evitarse las lesiones usando correctamente las protecciones de la máquina y los dispositivos de seguridad con prácticas de trabajo seguras. Entre los temas se incluyen: peligros más comunes de máquinas y equipos, prácticas de trabajo seguras básicas, protecciones fijas y ajustables, bloqueos eléctricos, dispositivos detectores de presencia, controles bimanuales y desplazamientos bimanuales.
Tiradores y violencia en el lugar de trabajo	Las emergencias con situaciones violentas son, desgraciadamente, una posibilidad real en el entorno laboral de hoy en día. Entre estas emergencias, podría darse el caso de encontrar a un tirador en las instalaciones. Una de tus responsabilidades es estar preparado y saber cómo responder en caso de vivir una emergencia de este tipo en tu lugar de trabajo. Conocer los procedimientos a seguir durante una emergencia puede suponer la diferencia entre la vida y la muerte. El objetivo de este programa es familiarizarte con las prácticas de respuesta básicas ante situaciones violentas en el trabajo. Estas prácticas te ayudarán a prepararte y responder ante una emergencia de este tipo. Entre los temas se incluyen indicadores de comportamiento potencialmente violento, cómo responder a este comportamiento, cómo responder a un tirador y cómo reaccionar cuando los agentes de la autoridad llegan a una situación en la que hay un tirador.
Alerta de clima extremo: ¿estás preparado?	¿Sabes qué hacer si se produce un evento de clima extremo en tu zona? Los eventos meteorológicos graves pueden ocurrir en cualquier parte y en cualquier momento. Debes estar preparado para ellos, porque si ocurren deberás reaccionar rápidamente. Tomar la decisión adecuada puede significar la diferencia entre ser superviviente y ser víctima. En este vídeo hablaremos de tormentas severas y tornados, y ofreceremos datos, consejos y advertencias que te ayudarán a sobrevivir ante emergencias meteorológicas extremas. Los temas incluyen: previsiones y advertencias de tormentas severas, peligros asociados a las tormentas, inundaciones y aguas en movimiento, preparación ante tornados, planes de respuesta ante emergencias y precauciones a seguir tras el paso de una tormenta.
La conservación auditiva y tú	Mira cómo Steve, Jerry y un grupo de compañeros reciben su formación anual sobre conservación de la audición. Jerry y los demás comprenden y siguen las recomendaciones, pero Steve no. Steve no se ha tomado en serio el problema de la pérdida auditiva e ignora la necesidad de protección en casa y en el trabajo. Con el paso del tiempo, Steve desarrolla los síntomas de pérdida de audición debido a sus malas decisiones sobre protección auditiva. El audiograma anual de Steve revela pérdida auditiva y, al final, Steve se convence de la importancia de proteger por fin su audición. Ver este ejemplo de mala actitud y la posterior pérdida de audición de Steve convencerá a tus empleados de la importancia de proteger su audición tanto en casa como en el trabajo. Los alumnos también conocerán información importante sobre el programa de conservación de la audición.

Name	Description
Directo al grano: entrada a espacios cerrados	Nuestro trabajo está lleno de peligros; peligros que pueden herirnos o incluso matarnos. Controlar los riesgos y prevenir lesiones es el objetivo de nuestro programa de salud y seguridad. Uno de estos peligros son las condiciones de los espacios cerrados, como pozos, tanques, conductos, alcantarillas y zonas similares. Controlar el acceso a los espacios cerrados y sus peligros puede evitar accidentes y salvar vidas. Ese es el objetivo de nuestro programa sobre entrada a espacios cerrados, y el tema de este vídeo. Los temas incluyen: permiso de entrada a espacios cerrados, peligros atmosféricos, prueba y monitorización atmosférica, otros peligros de los espacios cerrados, control de los mismos y responsabilidades del supervisor de entrada, encargado y operarios.
Soldar en condiciones de seguridad	Los soldadores se enorgullecen de su trabajo; este es visible para todos. Para evitar lesiones, los soldadores también deben enorgullecerse de su seguridad, y que esta también sea visible para todos. Cada día, el soldador se enfrenta a muchos peligros que pueden causar lesiones graves y daños a la propiedad. Metal caliente, luz intensa, humos nocivos y equipo pesado son solo algunos de los posibles peligros que encuentra un soldador en su trabajo. Es imprescindible que los trabajadores que realizan soldaduras sean capaces de reconocer todos los riesgos de su trabajo para controlarlos o eliminarlos. En este programa, los soldadores verán un resumen general de problemas de seguridad relacionados con las operaciones de soldadura, y las acciones que deben tomar para evitar lesiones en ellos mismos y en sus compañeros. Entre los temas se incluyen la prevención de incendios, permisos, limpieza, ventilación, equipo protector, uso de respiradores y trabajo en proximidad de otros soldadores.
HazCom, GHS y tú	Este programa de formación muestra cuatro situaciones reales que subrayan la importancia de poder obtener rápidamente la información de salud, seguridad y riesgos de los productos químicos y sustancias peligrosas en el trabajo. Tal como requiere la OSHA, los datos de seguridad de productos químicos deben ser transmitidos usando elementos de comunicación estándar presentes en el Sistema Globalmente Armonizado de Etiquetado y Clasificación de Productos Químicos, conocido comúnmente como GHS. El programa explica en detalle cada uno de estos elementos de comunicación, para que los empleados comprendan cómo se comunican los riesgos químicos y cómo usar esta información para garantizar su seguridad en el almacenamiento, manipulación y utilización de sustancias peligrosas.
Seguridad en plataformas de trabajo aéreas	Las plataformas de trabajo aéreas son una herramienta esencial que permite elevar al personal con seguridad. Estas útiles plataformas se comercializan en distintos tamaños y configuraciones, como elevadores de tijera, grúas y grúas articuladas. Cuando un empleado de mantenimiento o construcción debe realizar una tarea en una plataforma elevada, suele utilizar una de estas potentes máquinas. Este programa muestra algunos de los riesgos comunes que los operarios de plataformas de trabajo aéreas deben tener en cuenta al usar estos equipos, así como prácticas de trabajo seguras y técnicas de funcionamiento que deben respetarse para garantizar la seguridad durante el uso de una plataforma de trabajo aérea. Los temas incluyen: inspección preoperativa, prueba de controles de funcionamiento, inspección del recorrido, conducción segura, elevación y bajada de la plataforma y prácticas de trabajo seguras.
Prácticas de trabajo eléctrico seguro y NFPA 70E© 2015	Cada año, miles de electricistas sufren graves lesiones o fallecen al contactar con piezas energizadas o sufrir arcos eléctricos. Para evitar este tipo de incidentes, los trabajadores y sus organizaciones deben comprender y seguir las prácticas actualizadas de seguridad para trabajos eléctricos, los requisitos de mantenimiento y los controles administrativos. Una de las principales autoridades en materia de seguridad eléctrica es la National Fire Protection Association, NFPA. Su documento 70E es reconocido por distintas autoridades reguladoras y organizaciones como la mejor práctica de seguridad eléctrica. Este programa ofrece un resumen de la edición de 2015 del NFPA 70E y muestra cómo seguir sus directrices ayuda a mantener la seguridad de los trabajadores eléctricos. También se explican los cambios con respecto a la edición de 2012. Los temas incluyen: planteamiento de límites, habilidades de los trabajadores eléctricos cualificados, selección de ropa y equipo de protección contra arcos eléctricos, categorías de PPE contra arcos eléctricos, creación de un entorno de trabajo eléctrico seguro, cuándo se permite el trabajo energizado y permisos del mismo.

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.

Page 1 of 2

3. **The Committee shall meet at least monthly.**

4. **At a minimum, the following topics shall be addressed at each meeting:**
   a. Safety and health inspection reports and actions taken to mitigate risks identified.
   b. Accident investigation reports to determine if causes were unsafe conditions and, if so, what can be done to correct the condition(s).
   c. Workplace accident (on the job injury) and illness reports and actions taken to minimize lost time and claims.

5. **A record of each meeting and who attended shall be written and published.**
   a. Records of each meeting shall be kept for at least one year and minutes posted on agency bulletin boards.
   b. Records of meetings shall be made available to safety and health consultation personnel of the Department of Labor and Industries.

19 APPENDIX N – Revision Record

Revision Number	Date	Section	Update By	Approved By
090117	09/01/2017	All	Rob Hyuck	Sue Dreier

Nature of revision
Drafted the Pierce Transit PTASP Plan according to the FTA Guideline for a PTASP development.

Revision Number	Date	Section	Update By	Approved By
072319 (Rev. 1)	07/23/2019	All	Reggie Reese Jason Hovde Selena Ngo Bill Kessler Amy Maxwell	Sue Dreier Adopted by the Pierce Transit Board on 9/9/2019 – Resolution No. 2019-033

Nature of revision
Reviewed, updated, and reformatted the Plan to reflect the current safety work practices.

Revision Number	Date	Section	Update By	Approved By
102519	10/25/2019	3.1.6	Reggie Reese Jason Hovde Amy Maxwell	

Nature of revision
Added language to add photos of deficient area or equipment to safety inspection submissions. Updated verbiage for clarification.

Revision Number	Date	Section	Update By	Approved By
112519	11/25/2019	3.2.1	Reggie Reese Jason Hovde Amy Maxwell	

Nature of revision
Adjusted Safety Risk Evaluation Matrix to reflect standard model.

Revision Number	Date	Section	Update By	Approved By
062620 Annual Review (Rev. 2)	06/26/2020	Multiple – See below.	Reggie Reese Jason Hovde Amy Maxwell	Sue Dreier

Nature of revision
Cover – Adjusted to include address per FTA requirement and reformatted cover.
Revision Record – Moved to 19 Appendix N and adjusted for easier identification of changes.
Revision Summary added after Cover.
Acronym Glossary – Removed SSPP.
Executive Summary – Added Federal Way.
- Added the paragraph - *"Recipients or sub-recipients of financial assistance under 49 U.S.C. § 5307 that operate a public transportation system. Pierce Transit as it is known today is a Public Transportation Benefit Area Corporation, incorporated under authority of Chapter 36.75A of the Revised Code of Washington State. Serving Washington's second largest county, Pierce Transit provides four types of service: fixed route, specialized*

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

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

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

2.5.3 – Removed SSPP.

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

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

2.5.7 – Removed "See SSPP."

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

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

2.6 No. 3 – Added planned date to update the SSEPP by and refresher training.
- Added *"Base Master Plan includes CPTED planning for existing upgrades and new facility designs."*

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

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

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

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

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

4.1.5 – Adjusted verbiage to clarify the Safety Department will review all findings. Removed Risk Department and the Safety Committee.
5.2.5 – Added clarifying language that the Safety Department will determine which safety-related comments and concerns will be discussed and addressed at the Safety Committee Meeting. Also, added the Safety Suggestion QR code as another means for employees to share safety ideas and concerns.
5.2.6 – Changed "Good Driver" to "Distinguished Driver" to accurately reflect our awards.
8-Appendix C – Changed "Good Driver" to "Distinguished Driver" and replaced sample with correct award.
10-Appendix E – Exchanged sample inspection sheets to reflect samples of the current sheets being used.
15-Appendix J – Replaced with example of new Corrective Action Log pulled from TrackIt.
17-Appendix L – Replaced with updated list of Safety classes as of 6/2/2020.
20-Appendix O – Added NTD Goals to PSRC.
21-Appendix P – Added draft of Conflict and Assault Prevention Program as of 6/9/2020.

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.			

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

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

ACCIDENT SEVERITY			
OBJECTIVE/OUTCOME	**METRICS (KPIs)**	**BASELINES**	**TARGETS**
Reduce the severity of preventable vehicle-related collisions and those events which are related to operation of Agency vehicles	Total claim cost of events deemed preventable per 100,000 odometer miles	Preventable Incident Rate and total incurred for preventable incidents from the previous year 2019 Total Incurred = $821,000	At least 5% improvement over the previous year. 2020 (projected) Total Incurred = $779,950

PASSENGER ACCIDENTS			
OBJECTIVE/OUTCOME	**METRICS (KPIs)**	**BASELINES**	**TARGETS**
Reduce the frequency and severity of preventable transit- passenger related injuries	Number of passenger injuries and its total claim cost per 100,000 revenue miles. *Includes PT, ST and Shuttle from spreadsheet S:\allshare\System History Database.	Passenger Injury Rate (PIR) Passenger Injuries from the previous year – 2019 – 8 Pax Accidents X 100,000/11,214,584=.07 PIR	5% improvement over the previous year. (.06 PIR)

EMPLOYEE INJURY ACCIDENTS			
OBJECTIVE/OUTCOME	**METRICS (KPIs)**	**BASELINES**	**TARGETS**
Reduce the number of employee service related injuries	Number of employee injuries per 200,000 total work hours	Injury Frequency Rate (IFR) from the previous year – 2019 - 68 Recordable Cases X 200,000/1,809,087 Labor Hours = 7.51 IFR	5% improvement over the previous year. 2020 IFR (projected) = 7.13

EMPLOYEE INJURY SEVERITY			
OBJECTIVE/OUTCOME	**METRICS (KPIs)**	**BASELINES**	**TARGETS**
Reduce employee time lost due to work-related injuries and illnesses	Number of work-related injuries and illnesses that results in time lost and total days away from work per month	Lost Time Injury Frequency rate vs. Time Loss Severity from previous year – 2018 – 1436 Lost Work Days/68 Recordable Cases = 21.1 Days/Case	5% improvement over the previous year. 2020 Time Loss Severity (projected) = 20.04

FACILITY AND SYSTEM SAFETY INSPECTIONS			
OBJECTIVE/OUTCOME	**METRICS (KPIs)**	**BASELINES**	**TARGETS**
Increase the assessment and analysis of physical system facilities, equipment and procedures to identify and mitigate any potential safety risks	Number of facility safety audits, inspections, completed quarterly per year	1 per quarter	Complete one facility safety inspection per month and ensure all Pierce Transit-operated facilities are inspected at least twice per year

REVENUE VEHICLE PRE-TRIP INSPECTIONS (QUALITY)			
OBJECTIVE/OUTCOME	**METRICS (KPIs)**	**BASELINES**	**TARGETS**
Increase quality of operators reporting vehicle safety related issues through verifiable daily pre-trip inspection process	Install ZONAR on all revenue vehicles, train operators, feed through EAM system. Move from exception-based reporting	Reporting is all exception based	Build baseline using Zonar Ground Traffic Control (Goals and targets TBD after first quarter of Zonar operation)

GOAL 2: SMS TO FOSTER A ROBUST SAFETY CULTURE

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 brings safety concerns to the attention of agency leadership.

SAFETY TRAINING

OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Increase attendance at regular transit safety meetings comprised of staff at varying levels, including executives, officers, managers, operators, administrative employees and maintenance employees	Percent of employees who participate in the quarterly safety meeting	An average of 52.7% of employees participated in the quarterly safety meetings in 2019	10% increase in attendance over the previous year

Target = 58% |
| Increase employee safety training opportunities and attendance | New 2019 Learning System thru NEOGOV created | Establish usage and targets in 2019 | Completed safety library in NEOGOV. |

SAFETY COMMUNICATIONS

OBJECTIVE/OUTCOME	METRICS (KPIs)	BASELINES	TARGETS
Increase safety material distributed to employees and the general public	Number of manuals, brochures, posters or campaigns distributed on monthly basis, number of safety chats, Safety Monitor presentations, and monitors in every building communicating safety information	Weekly Safety Chat, Monthly Safety Statistic & lesson learned, Quarterly Safety Campaign for employees; and Annual safety promotion for general public at the	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.	12 (avoidable) near collisions per month average	5% reduction over previous year (12 months would equate to 6 less near collisions per year).

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 2019 / Total 2019 Road Calls = 14,910,789 /1256 = 11,871.65 Miles between road failures) Source: System History Database	5% improvement over the previous year [12,465.23]

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.	Continue 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.	1% improvement over the previous year (96.69%)
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.	5% improvement over the previous year (90%)

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).

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	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 2020		
2) Fatality rate by vehicle revenue miles	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2020	100,000	
3) Total number of injuries	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2020		40
4) Injury rate by vehicle revenue miles	Annual Safety Performance Reports/NTD Reporting	42 X 100,000/5,019,818 (2019 MILEAGE) = 0.84 5% REDUCTION (40 X 100,000/5,019,818) = 0.80 (2020 target)	CY 2020	100,000	0.8
5) Total number of safety events	Annual Safety Performance Reports/NTD Reporting	5% REDUCTION from 2019 (39) 39 x .05 = 2 2020 target = (39-2) 37	CY 2020		37
6) Safety event rate by vehicle revenue miles	Annual Safety Performance Reports/NTD Reporting	39 X 100,000/5,019,818 (2019 MILEAGE) = 0.78 5% REDUCTION (37 X 100,000/5,019,818)	CY 2020	100,000	0.74
7) Average distance between major mechanical failures	Annual Safety Performance Reports/NTD Reporting	5% REDUCTION (6486 ((2019 #)) X 5% = 324) 324+6486= 6810 (2020 new target)	CY 2020		6810

774X100000/5019818

5,019,818

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 2020		0
2) Fatality rate by vehicle revenue miles	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2020	100000	0
3) Total number of injuries	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2020		0
4) Injury rate by vehicle revenue miles	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2020	100000	0
5) Total number of safety events	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2020		0
6) Safety event rate by vehicle revenue miles	Annual Safety Performance Reports/NTD Reporting	% REDUCTION of 0	CY 2020	100000	0
7) Average distance between major mechanical failures	Annual Safety Performance Reports/NTD Reporting	2,013,555 (2019 miles) / 94 (2019 road failures) = 21,421 21,421 x .05 = 1,071 miles 5% IMPROVEMENT (21,421+ 1,071=22492)	CY 2020		22,492 Miles between failures

505,823
1,507,732
2,013,555

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

PierceTransit

CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

PIERCE TRANSIT
3701 96th St SW
Lakewood, WA 98499

Piercetransit.org

VERSION 1.0
MARCH 2020

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

APPROVALS

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

This program has been distributed internally within Pierce Transit.

Approved: _____ Date _____

Mike Griffus, Executive Director
Service Delivery and Support
Chief Safety Officer

Agency Commitment

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

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

Employer Coaching and Training Opportunities

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

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

The CAPP Process

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

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

---

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

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

C.A.P.P. Incident Management

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

1. Requesting (from the Department of Public Safety) and watching available relevant video/audio footage of the incident. The Customer Satisfaction Coordinator should chart points of significance throughout the video/audio capture for review with employee and law enforcement authorities as needed. The questionnaire in Appendix B may assist in noting significant occurrences during the event. This questionnaire is intended for the Customer Satisfaction Coordinator to guide them while watching the video (not questions to ask the employee).
2. Contacting PT Peer Support[2] 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[2] 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.

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.

As amended on 10/3/2019 through memo from Transportation Manager, Service Delivery, SUBJECT: Transit Operator Manual: CORRECTION TO SECTION D * See *Appendix A below*:

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.

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.

<center>**DETAINING**</center>

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".

Appendix A

QUESTIONNAIRE for INCIDENT REVIEW

PEOPLE HAVE A NEED TO BE RESPECTED

1) Was the employee's interaction with the aggressor respectful?

_____
_____
_____

2) Was the other party (i.e. passenger) being respectful?

_____
_____
_____

PEOPLE WOULD RATHER BE ASKED, NOT TOLD

3) Was there a time when either party were being _told_ to do something rather than _asked_?

_____
_____
_____

PEOPLE HAVE A DESIRE TO KNOW WHY

4) During the exchange did anyone explain "why" they took the position which might have led to the conflict?

_____
_____
_____

5) Was the request depersonalized? Example: *"Agency policy requires that we cannot transport intoxicated passengers"*.

_____
_____
_____

PEOPLE PREFER TO HAVE OPTIONS OVER THREATS

6) What options were offered?

_____
_____
_____

7) Listening to discussion, was anything done or said which could have been perceived as "threatening" to either party?

_____
_____
_____

PierceTransit

CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

MISSED OPPORTUNITIES

8) 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?

_____
_____
_____

9) Was there an opportunity to continue the route without further involvement with this individual?

_____
_____

10) Was fare evasion or shortage a contributing factor to the confrontation?

_____
_____

11) Did this conflict at any time increase risk of physical harm to our passengers?

_____
_____

12) Did you recognize this individual from an exclusion list or have previous history with the individual?

_____
_____

13) Was an option offered that was not followed through? Ex: Were police requested after aggressor was told they would be called?

_____
_____

14) Do you feel you were adequately supported by the agency during and after this event?

_____
_____

15) How could the agency's policies, processes and procedures have prevented or lessened the effects of this event in your opinion?

_____
_____
_____

Employee Coaching Session:

_____   Date:_____
Print Name

_____
Signature

Coach:

_____   Date:_____
Print Name

_____
Signature

Coaching Notes:

_____

_____

Refresher Training Conducted?   YES   NO

Follow Up (if any)?

_____

_____

_____

2019-2020

Pierce Transit Inclement Weather Response Plan
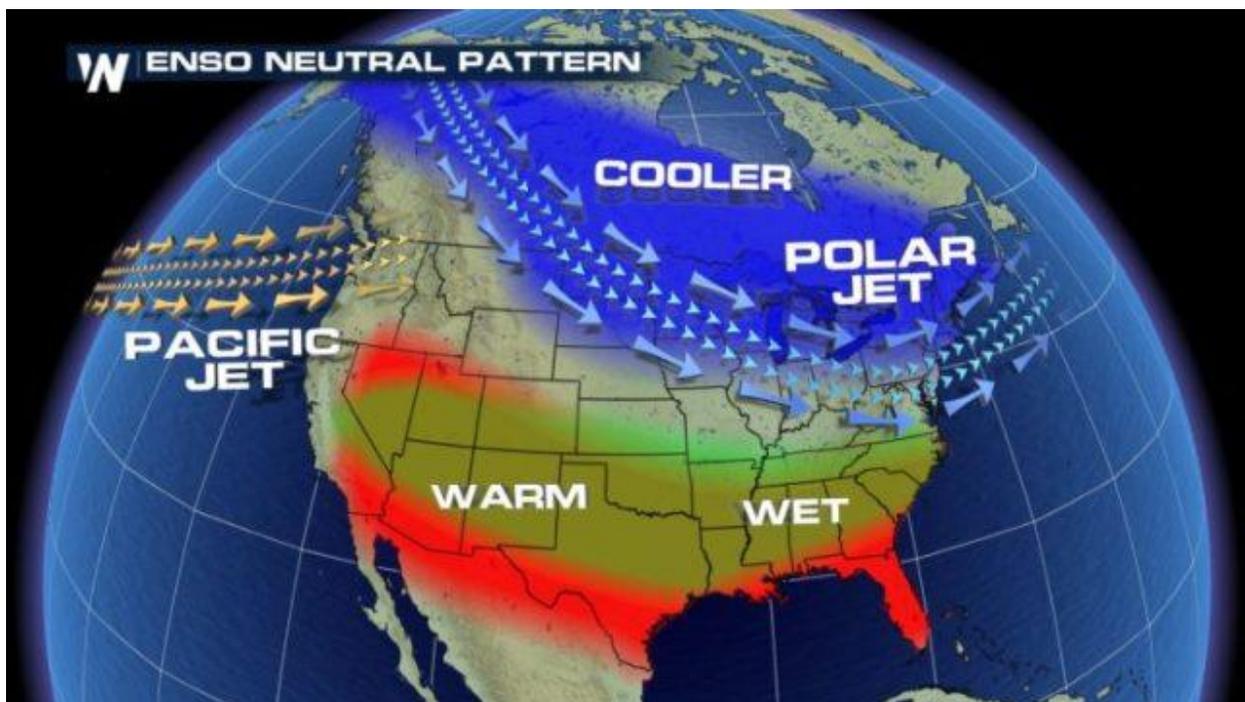
According to NOAA, the 2019 -2020 winter is forecasting warmer-than-average-temperatures for much of the US, with neutral conditions that are expected to persist into Spring.

Approvals

Approved _____   Date_____

    Sue Dreier, CEO

Approved _____   Date_____

    Mike Griffus
    Executive Director
    Service Delivery and Support

Issued Date: 11/1/19
Effective Date: 11/1/19

Revised:

Reissued:

Electronic document features: a hyperlinked table of contents (click on the table of contents to automatically move to that section in the document), and hyperlinks to the appendix when referenced in the document (click on the blue underlined text).

This document is setup to print duplex (with a 1" gutter and mirror margins).

November 1, 2019
Laurie Langlois

Table of Contents

I. INTRODUCTION

BACKGROUND

Pierce and surrounding counties experienced significant weather events in the last several years. The Agency and the Transportation Office performed admirably during these unusual weather events. After Action Review revealed challenges with continuity of operations and other areas where improvements could and should be made. As a result, the Inclement Weather Response Plan Committee was formed.

The Committee understands that regional involvement, coordination, and integration are critical. This Committee will introduce, as an essential part of the Pierce Transit Inclement Weather Response Plan (IWRP), National Incident Management Systems (NIMS) Incident Command Structure (ICS) to help reduce confusion and foster the use of the Continuity of Operations Plan (COOP).

The Pierce Transit IWRP has the following characteristics:

- It allows each division's response capability to be maintained at a high level of readiness with the plan being capable of being implemented in any emergency with or without warning;
- It assists each division in sustaining operations for up to 72 hours; until the Continuity of Operations Plan (COOP) (still under development) takes over or at the point of reconstitution to normal operations.

The objective of the IWRP is to provide the Agency with the ability to react quickly and effectively in the event of a weather emergency. This includes major and minor snowstorms, situations involving ice on the roadways, and other types of weather emergencies.

MISSION

The Pierce Transit IWRP exists to coordinate with other offices, divisions and departments, with supporting policy and procedures.

POLICY

Pierce Transit will maintain a current and effective IWRP. The IWRP identifies each division's essential functions and personnel, plan implementation, concept of operations, alternate facilities, plan maintenance, essential resources, and emergency funding. Pierce Transit complies with the principles identified in the NIMS.

PURPOSE

The IWRP addresses the following objectives:

- Protect personnel, facilities, equipment, and other assets;
- Ensure the safe performance of the Agency's essential functions and operations during an Inclement Weather event;
- Reduce or mitigate disruptions to operations;
- Achieve a timely and orderly transition to the IWRP, return to normal operations, or transition to COOP; and
- Ensure and validate IWRP readiness through a dynamic, integrated test, training, and exercise program.

SCOPE

This IWRP will be implemented in response to a weather emergency that results in service disruptions of less than 72 hours of duration.

II.   ASSUMPTIONS

This PT IWRP is based on the following assumptions:

- Weather emergencies may affect Pierce Transit's budget;
- All Agency personnel and resources will be made available to continue essential operations;
- Not all weather emergencies will require an IWRP activation;
- The IWRP activation period is a maximum of 72 hours;
- The COOP (still under development) will activate after 72 hours.

III. **IMPLEMENTATION and ACTIVATION**

Inclement Weather Communication Plan

Action By	Action
Transportation Manager Service Support (TMSS)	Consults with Executive Director of Service Delivery and Support (EDSDS) to activate the PT IWRP.
Comm. Center	Sends out Everbridge notification to PT Management Team that PT IWRP has been activated. Calls Metro, Intercity, and Sound Transit to notify them of PT IWRP.
TMSS	Sends text to the PT EOC Team members to confirm that they have received the Everbridge notification sent out by the Comm. Center:
All Managers	Contact staff as described in their individual sections of the PT IWRP.

ESSENTIAL EMPLOYEES/TRANSPORTATION

There may be times when the weather is so severe that the CEO will announce that only essential employees report to work. If you are an essential employee and are unable to navigate the roads, there's a possibility that an agency employee may be able to pick up and take you home. To see if a ride is available, please contact 253-983-3521 once the PT EOC has been activated.

CODE YELLOW ACTIVATION AND FUNCTIONS

Code Yellow indicates awareness of a National Weather Service (NWS) alert for the expected arrival of significant weather event that may disrupt service within the next 12 to 24 hours.

1. After receiving NWS forecast, **the TMSS will direct the Communications Center to issue Code Yellow notification** that will be sent to all employees on the Code Yellow Everbridge notification distribution list and an email to the Outlook Detour Distribution List. **Each division will coordinate the communication of instructions for their employee groups to prepare for the arrival of the storm and subsequent implementation of the IWRP.**
2. The TMSS notifies the PT EOC Working Group by text or phone and prepares for activation.
3. The PT EOC Working Group includes, but is not limited to: TMSS, Executive Director of Maintenance (EDM), Fleet Manager, Facilities Manager, Communications Manager, Scheduling Transportation Manager Service Support, Transportation Manager, Customer Services Assistant Manager, Safety Manager, Specialized Transportation Manager, Special Events Coordinator, and Service Impacts.
4. As needed the TMSS will contact the EDSDS to discuss status and prepare for transition to Code Red when necessary. TMSS will request authority from the EDSDS to determine when to activate Code Red.

CODE RED ACTIVATION AND FUNCTIONS

Code Red advises that storm conditions have arrived and are sufficient enough to disrupt normal service throughout the service area

1. When a storm arrives, the change is noted by employees in the field. Transit Operators, Field Service Supervisors, and Public Safety will advise the Communications Center that weather conditions have changed.
2. The TMSS will contact the EDSDS to discuss the plan of action and will communicate with the Communications Center.
3. When the EDSDS and TMSS decide to implement the IWRP, **the TMSS will direct the Communications Center to send Code Red Everbridge notification** and to send an email via Outlook to the "All Employee" Distribution List.
4. At this point the Communication Plan will be activated as outlined in the Inclement Weather Communication Plan.
5. Non-essential personnel will be directed by their respective managers to proceed with their duties as determined by each manager. Each division will be responsible for communicating follow up duties once the Code Red has been activated.

SERVICE OPTIONS

During a weather emergency, several options may be initiated for providing transit service with varying limitations. Any or all of the options listed below may be employed.

1. **Snow Route Detours:**
   Pierce Transit's standard snow routing is detailed under appendix Snow Routes- Snow and Ice Operations.
   - If there has been significant snowfall overnight, Operators may be directed to use these snow routes at the start of daily service.
   - As conditions improve, Communications Center Personnel will restore service, with modifications, as appropriate.

2. **Chained Buses:**
   - Standard operating procedures in the Maintenance Office dictate that a sufficient inventory of chains be on-hand, and that Maintenance supervisory personnel will be able to implement a chaining program expeditiously.
   - The criteria for evaluating the installation or continued use of tire chains is based on information the Communications Center receives regarding weather conditions and forecast and topography.
   - The decision to chain buses and unchain buses will be made ***collaboratively*** between the TMSS, Executive Director of Maintenance (EDM), and the Pierce Transit EOC, and is based on updates received.
   - MCI buses shall be equipped with traction devices (i.e. chains, socks, abrasive traction material) year-round, located in baggage storage.

   Note: buses that are chained are limited to 25 mph or less.
   Auto-chained buses should be used in specific areas (ST routes/freeways).
   Operating MCI buses with tag axle air released will result in irreparable frame damage to coach. Only Maintenance personnel will release air from tag axles.

3. **Use of Specialized Transportation Vans:**
   In some situations, it may be advisable to use available vans from Specialized Transportation to provide fixed route service during a weather emergency and for the Downtown Tacoma Circulator.

4. **Accessible Bus Service:**
   - Due to operability issues, a decision to discontinue the use of lifts will be determined by the ED Maintenance based on information provided by the PT EOC.
   - Fleet Maintenance will do everything possible to restore accessible service equipment to use as rapidly as possible after a winter weather emergency.

5. Temporary Service Closure:

The TMSS must consult with the EDSDS and CEO prior to directing the discontinuance of service on an entire route or combination of routes.

IV. TO NORMAL ACTIVITIES – CODE YELLOW

The PT EOC will recommend to the TMSS that we return to normal service once these series of benchmarks are met.

1. <u>Weather Forecast and Conditions</u>: improvement in weather conditions
2. <u>Personnel:</u> sufficient Operators, Service Supervisors, and Maintenance personnel are available to meet demands
3. <u>Vehicles:</u> the number of vehicles available is equal to peak pull numbers
4. <u>Routes:</u> roads are cleared and navigable for normal routes as confirmed by Service Supervisors
5. <u>Transit Centers and Park and Rides:</u> operational and accessible

The TMSS will direct Communications Center to send a downgraded Code Red to Yellow EVERBRIDGE notification and to send an email via Outlook to the All Employee Distribution List and Outlook Detour Distribution List, which includes the effective date and time of return to normal service.

V. <u>MOVE TO CONTINUITY OF OPERATIONS PLAN</u>

The Continuity of Operations Plan (COOP) is in development. The EDSDS will describe how the Operations Division will safely perform essential functions after a 72-hour disruption in operations.

The COOP ensures that the Agency:
1. Is able to perform essential functions after its activation, up to 30 days;
2. Is supported in the relocation to alternate facility when necessary; and
3. Identifies and documents temporary operating procedures which enable the performance of essential functions.

VI.   INCLEMENT WEATHER DEBRIEFING

The purpose of the weather debriefing meeting will be to summarize lessons learned, capture incident documentation, and agree on Plan revisions.

1. The TMSS will arrange a weather debriefing meeting, consisting of the PT EOC working group and affected groups, no later than two weeks after the return to normal service. The deliverable from the debriefing will be a revised Plan to be published no later than sixty days after return to normal service.
2. Prior to the meeting, the TMSS will assign tasks, such as gathering feedback from other departments. Feedback should be provided in the following format.
3. Lessons learned format:
   a. Issue – define the problem or successful activity
   b. Discussion – discuss the effect this activity or process had on the department or division
   c. Recommendation – provide actions that need to be taken to correct or sustain the desired activity.
   d. PT EOC members should bring lessons learned.

VII. ROLES AND RESPONSIBILITIES

ON CALL MANAGER SERVICE SUPPORT OR TRANSPORTATION MANAGER SERVICE SUPPORT

Plan of Action
1. The TMSS or designee will monitor the National Weather Service forecasts and will communicate those reports with the EDSDS. **The EDSDS will make the decision to implement the PT IWRP. The TMSS will direct the Communications Center to send Code Yellow, or Red notification** to employees on the respective Everbridge notification distribution list.

2. The TMSS will contact personnel as outlined in the Inclement Weather Communication Plan (page 8).

Sustaining Mission
1. The TMSS will Support PT EOC as needed. The PT Communications Center Assistant Manager will take over the OCM duties while the PT IWRP is activated.

Moving to COOP

- This COOP is in development at this time and we anticipate that we will develop a plan that will be initiated at 72 hours after the initiation and implementation of the IWRP.

INCLEMENT WEATHER RESPONSE EMERGENCY OPERATIONS CENTER WORKING GROUP (PT EOC)

Purpose:

The PT EOC working group is a coordinated group with the following objectives:

- Ensures the members have a common operating picture or situational awareness
- Provides an information sharing forum
- Allows members to plan first for the next 12-hour cycle
- Allows members to then plan out 24-48 hours
- Will provide a thorough and seamless plan to EDSDS

Required members of the PT EOC working group include but are not limited to: PT EOC Manager, Fleet Manager, Facilities Manager, EDM, Communications Manager, Scheduling Transportation Manager Service Support, Transportation Manager, Comm Center Assistant Manager, Customer Services Assistant Manager, Specialized Transportation Manager, Safety Manager, Special Events Coordinator, and Service Impacts. The PT EOC Working Group will expand, or contract as needed.

Plan of Action

- If a weather event is forecast, the PT EOC Manager will call a meeting of the PT EOC Working Group. A draft agenda is located on page 53. Results of that meeting will be communicated through members' departments and divisions. A meeting summary will be kept.
- Notifies Webmaster when the first bus goes on snow routing.
- When needed, activate the Downtown Tacoma Snow Circulator which will require eight SHUTTLE vehicles and Operators. This MUST be done before placing downtown routes on snow detours. Contact the Specialized Transportation Assistant Manager to coordinate these resources.
- Make sure all Articulated Buses are removed from service.
- Make sure that chained vehicles are operating on route 100 between Kimball and Purdy P&R.

Sustaining Mission

- Throughout the snow event, the PT EOC is a forum through which members can communicate with one another and provide needed information to make informed decisions.

Post Event

- Members of the PT EOC will report a timeline and summary of their department/division's plan to return to normal service. Recommendation to return to normal service should be based on the department with the longest time required to ensure synchronization across departments.

Pierce Transit ICS Structure and Shift Coverage

ICS Position	Team 1 (3a-3p)	Team 2 (3p-3a)	Team 3 contact as needed.
EOC Manager	Eric Donner	Barb Strong-Nelson	Rod Chandler
Liaison at PCDEM	Scott Gaines	Trevor Swynenburg	Mark Davilla
Communications	Rebecca Japhet	Kelly Harp	Alexandra Mather
Public Safety Officers	Tony Oliver	Bill Mack	Shane See
Safety Officer	Reggie Reese	Jason Hovde	Brentt Mackie
Operations Section	Mark Veach Krista Sheehy	James Sullivan Eric Gallagher	Fran Draxton
Logistics Section	Victoria Dodson John Riggs	Tammara Good Tina Vaslet	Bevon Ingraham
Planning Section	Lonnie Salzberg	Sandy Johnson	Jason Morris
Finance (as needed)	Jeff Forslund	Liz Passmore	As assigned by Finance
Webmaster (works remotely)	Jason Robertson (Primary) Tunisia Price (Secondary	Jason Robertson (Primary) Tunisia Price (Secondary)	N/A
Comm Center	Earl Fowlkes	Rodney Dye	Laurie Langlois
Maintenance	Adam Davis	Jerry Blades	Sean Derry
Paratransit	Cherry Thomas	Kelvin Berring	As assigned by Spec. Trans. Manager
Facilities (works remotely)	Larry McCarty	Steve Jefferies	Jace Banta
Customer Service	Chris Barry	Julie Clapham	As assigned by C.S. Mgr.
COOP Coordinator	JoAnn Artis	N/A	N/A

- **EOC Manager** - a single person commands the EOC and is the decision-making final authority.

- **Liaison at PCDEM** – when required, stationed at PCDEM and serve as the primary representative for PT.

- **Communications** - serves as the information conduit to and from internal and external stakeholders, including the media or other organizations seeking information directly from the incident or event.

- **Operations Section** - is tasked with directing all actions to meet the incident objectives.

- **Planning Section** - is tasked with the collection and display of incident information, primarily consisting of the status of all resources and overall status of the incident.

- **Logistics Section** - is tasked with providing all resources, services, and support required by the incident.

- **Finance/Administration Section** – when needed, is tasked with tracking incident related costs, personnel records, requisitions, and administrating procurement contracts required by Logistics

- **Safety Officer -** monitors safety conditions and develops measures for assuring the safety of all assigned personnel.

COMMUNICATIONS CENTER – FIXED ROUTE

Plan of Action

1. During weather emergencies, the TMSS or designee will be available during evenings or weekends to report to Pierce Transit Headquarters to assist on-duty personnel.

2. Communications Assistant Manager (CAM) will receive a call from the TMSS (Or notification from the Everbridge notification) that the Inclement Weather Plan is being implemented. CAM will report to Pierce Transit headquarters to act in a support function to the Communication Center.

3. The Communication Center is the hub of the communications network. Communications Center personnel will receive and relay weather related information from units in the field (buses, Supervisors, support functions, and others), and will disseminate this information to other Agency personnel and outside agencies.

4. **The TMSS will direct the Communications Center to send a Code Yellow Everbridge notification** and to activate the Pierce Transit IWRP.

5. Communications Center will contact Maintenance Shop Lead via radio.

6. Communications Center personnel will maintain communications with the CAM or designee. CAM is to respond to Communications Center calls around the clock during the CAM pre - determined schedule.

7. Communications Center will pull all **articulated vehicles** out of service during ice and snow.

8. Communications Center will send a message to all buses to turn off their retarder.

9. Communications Center will maintain communications with units in the field at all times via radio, text messaging, Web EOC or cell phone.

10. Once the IWRP is activated, the Controllers will begin using Web EOC in lieu of the radio log to document bus activities.

11. Communication Center will replace buses with vans as directed by the PT EOC

12. Before snow routes in the downtown area can be activated, eight chained SHUTTLE vans and drivers must be obtained to create the Downtown Tacoma Circulator Service. Contact the EOC Manager to activate this service.

13. If necessary, create a Circulator Service from Kimball on route 100 using chained SHUTTLE vehicles. It will connect at Kimball and travel between Kimball and Purdy. The circulators will transfer passengers to a full-sized bus at Purdy that will continue to and from Tacoma. Contact the EOC to activate this service.

14. Contact the Bus Lead and request that the exit gate on the bus be locked open to avoid buses sliding into the gate.

Sustaining the Mission

1. The Communications Center will monitor changing conditions and report updates via Web EOC, email, Gov Delivery, and Everbridge.

2. As road conditions improve, Transit Operators, Field Service Supervisors and Public Safety will provide updates that will determine the ability to return to normal service schedules and routes.

3. In order to avoid undue confusion to customers, allow enough lead time to have buses on snow routes complete their current trip before returning to regular routes.
   When directed by the PT EOC the Communications Center will send out return to normal service information to Operators and Supervisors by ***voice and text***.

CUSTOMER SERVICES-FIXED ROUTE

Plan of Action

1. The Customer Services Assistant Manager will provide snow route plan to staff by November 1.
2. Once notified that the PT IWRP has been activated, CSR's will log onto Web EOC to monitor routes on snow detour.
3. CSR's will provide customers with current transit operations information by keeping up with Web EOC and the detour distribution emails.

Sustaining Mission

1. Once notified that the agency has implemented the IWRP, CSR's will monitor service on WEB EOC.
2. Calls to the Communication Center should be avoided once the IWRP is in place.
3. The Customer Service Assistant Manager conducts an after-action review with staff and forwards "lessons learned" to PT EOC.

TRANSIT OPERATOR ASSISTANT MANAGERS

Plan of Action

- After receiving a Code Red weather alert, all Assistant Managers will begin inclement weather work schedule. Assistant Managers will be used as determined by the PT EOC to assist Dispatch or Communications Center, or to perform various duties in the EOC.

- Dispatch Assistant Manager will ensure the list of routes on snow routing is displayed in the operators' lobby and updated frequently. Route status is available on Web EOC.

Sustaining Mission

- Assistant Managers will continue with the inclement work schedule assisting Dispatch or Communications Center, performing various duties in the EOC.

- As weather conditions change Transit Operator Assistant Managers will maintain a close and open line of communication with the Operators to gather detailed information on issues they are facing. This information must be included in communications with liaisons as well as be included in updates to PT EOC.

FIXED ROUTE DISPATCH

Plan of Action

- Dispatchers will perform the normal activities of their shifts with regard to administrative and personnel responsibilities.

Sustaining Mission

- Dispatch will continually monitor service requirements and personnel to be ready to respond to changing demands.
- Specific attention will include assuring that drive time and duty time restrictions are adhered to.
- Dispatch will closely examine the next-day's work to avoid double-back conditions.

Status Update

- As weather conditions continue and change, Dispatch will closely watch the number of Operators available to them versus the number of coaches available. This information will be communicated to the PT EOC to help ensure the best utilization of both of these resources.

SPECIALIZED TRANSPORTATION

Plan of Action

1. Specialized Transportation Management will coordinate activities within the Specialized Transportation program so as to provide service to Specialized Transportation customers at appropriate levels based on information from the field, maintenance, and the Communications Center.

2. Specialized Transportation Management, after notification of implementation of the IWRP, will notify Specialized Transportation staff to report to work as indicated on Snow Shifts schedule.

3. If Specialized Transportation begins returning passengers early in the day, eventually most of the Specialized Transportation Operators will be available for other types of work. If needed, Specialized Transportation Operators and their vehicles can be used on fixed routes provided that the area to be served is clear enough and more suitable for the use of vans to support fixed routes.

4. As Specialized Transportation service decreases, Specialized Transportation Operators become available; Specialized Transportation Dispatchers must inform Fixed Route Dispatch prior to releasing operator from shifts. No Specialized Transportation operator should be sent home without approval from Fixed Route Dispatch office.

5. If it is decided that Fixed Route will use Specialized Transportation vehicles on some routes, only Transit Operators who have been trained in the operation of Specialized Transportation vehicles will be utilized.

6. At the request of PT EOC, eight chained SHUTTLE vans with operators will be used to provide service for the snow circulator.

Sustaining Mission

1. Throughout the weather event, the Specialized Transportation Communications Center will provide updates to Specialized Transportation Management with information to confirm levels of service and preparations for extended service interruption if necessary.

2. As service levels are reduced, returning passengers early in the day, in-house Operators will be available for other types of work. If needed, Specialized Transportation Operators and their vehicles can be used on fixed routes.

3. As Specialized Transportation Operators become available, Specialized Transportation Communications Center personnel will inform Fixed Route Dispatch prior to releasing operator from shifts. No Specialized Transportation operator should be sent home without approval from Fixed Route Dispatch office. Only Operators who have been trained in the operation of Specialized Transportation vehicles will be utilized to operate Specialized Transportation vehicles.

4. Specialized Transportation Communications Center personnel will act as the key channel of communication with Specialized Transportation Operators and contractors and will coordinate communication with worksites, and passengers if trips must be modified or canceled because of weather conditions.

5. Specialized Transportation Management will be responsible for contacting Specialized Transportation Communications Center personnel to report for pre-defined weather shifts.

6. Provide information to assist with determination of when to cancel trips or return passengers early.

7. Coordinate telephone contact through Specialized Transportation customer service with passengers regarding necessary changes to their trips.
8. Prioritize trips by purpose to be canceled or returned early based on knowledge of individual passengers, and local road conditions throughout the service area.
9. Consult with PT EOC regarding installation or removal of chains.
10. Monitor and communicate with contractor(s) regarding any decisions made that may affect them or limitations or problems they experience with the trips referred to them.
11. Specialized Transportation Dispatchers will act as the key channel of communication with Specialized Transportation Operators and contractors. They will coordinate communication with contractors and Customer Service Reps if trips must be modified or canceled due to weather conditions.
12. Dispatcher on duty will contact Specialized Transportation personnel, Specialized Transportation Community Contacts (see appendix), based on directive given by Specialized Transportation Management.
13. Prioritize trips by purpose to be canceled or returned early based on knowledge of individual passengers, major destinations, and local road conditions throughout the service area.
14. Consult with PT EOC regarding installation or removal of chains.
15. Consult with PT EOC about the placement of Specialized Transportation Operators and/or vehicles into fixed route service.
16. Field Service Supervisors will have necessary safety and inclement weather equipment with them while on duty. Vans should be equipped with traction material and foul weather clothing beginning November 1st unless unseasonal weather makes early preparations necessary.
17. Field Supervisors will maintain constant vigil of changing road conditions and communicate status to Communications Center.
18. Field Supervisors will monitor WEB EOC during their shift and provide assistance where needed.
19. Supervisors should check facilities and transit centers and report to the Comm Center areas in need of treatment or plowing.
20. Supervisors will drive routes that historically have problems during inclement weather to include but not limited to: Route 41 Roosevelt Hills, Downtown Tacoma CBD, Bonney Lake TC, Lakeland Hills, Route 402, Route 501, Steilacoom, Pt Defiance etc. Report findings to the Communications Center.

21. Additional Notification Required
22. See Appendix: Specialized Transportation Community Contacts and Specialized Transportation Contractors *(see pages 49-50).*

Snow Removal

1. Facilities Maintenance shall be responsible for snow removal at only Pierce Transit facilities. Specialized Transportation Operators, Service Supervisors, and contractors may inform the PT EOC, via WEB EOC when external facilities or sites would require snow removal for the pickup and drop off of Specialized Transportation customers. The external facilities will be contacted by the PT EOC and informed that snow removal is required to provide service. External drop off sites and customers at their address are responsible for the snow removal.
2. External customers are responsible for their snow removal.

Chaining

1. Chaining of specialized transportation vehicles will be determined by the PT EOC.
2. Once weather conditions become severe enough to chain-up Specialized Transportation vehicles, it also becomes very important that we begin to discourage transportation for as many passengers as possible; and begin planning return rides for everyone who has received transportation. When weather conditions become severe, the safety of our passengers and Operators becomes a very serious issue. Even with the slightest amount of snow, it becomes extremely difficult to move ambulatory and wheelchair passengers. If weather conditions are bad early in the morning, passengers can be called prior to their pickup to cancel their appointments. Specialized Transportation Management will evaluate the alternatives as necessary.

Status Update

1. If weather, road and operating conditions get to where Specialized Transportation Operators are having difficulty, the decision will be made to begin calling pre-scheduled passengers and canceling their appointments for safety reasons. Once the decision has been made to begin canceling rides, Specialized Transportation staff will start calling passengers and canceling their appointments. If an area is deemed hazardous by a Service Supervisor, they will contact Specialized Transportation Dispatch immediately. The Specialized Transportation Dispatch will inform the Specialized Transportation Customer Service office and they will begin contacting passengers in that area to cancel their reservations. The Communications Center will keep the Specialized Transportation Customer Service office abreast of service changes throughout the day. This information will be forwarded to the PT EOC, who will then contact the CM. This information should also be forwarded to Specialized Transportation Management.
2. Provide regular updates to Specialized Transportation Management regarding service delivery
3. If weather, road and operating conditions get to where Specialized Transportation Operators are having difficulty, the decision will be made to begin calling pre-scheduled passengers and canceling their appointments for safety reasons. Once the decision has been made to begin canceling rides, Specialized Transportation CSRs will start calling passengers and canceling their appointments. If an area is deemed hazardous by a Field Supervisor, they will contact the Specialized Transportation Communications Center immediately.

4. The Specialized Transportation Communications Center will inform the Specialized Transportation Customer Service office and they will begin contacting passengers in that area to cancel their reservations.
5. The Specialized Transportation Communications Center will keep the Specialized Transportation Customer Service office informed of service changes throughout the day. This information will also be forwarded to Specialized Transportation Management and PT EOC, who will contact the media as appropriate.

BUS SAFETY & TRAINING

Plan of Action

All training personnel will prepare to support the PT EOC at the time a Code Yellow alert has been sent out by Communications Center. Training Instructors will assist with Fixed Route and Specialized Transportation preparations for arrival of an inclement weather system. To determine staff availability and readiness to assist with field or base operations as needed, Bus Safety & Training Supervisor (BS&T Supervisor) will notify the PT EOC regarding the number of instructors available for assignment. Training work schedules will vary depending on the intensity and duration of the storm.

Sustaining Mission

Training staff will coordinate with Transit Operator Assistant Managers to post safety notices reminding Transit Operators of safe bus operations while using tire chains and other storm related information as provided in the Transit Operator's Manual.

Status Update

BS&T Supervisor will communicate daily the level of staff availability for duration of weather event.

SERVICE SUPPORT

Plan of Action

1. The Transportation Manager Service Support will maintain alert status with Field Service Supervisors to gauge the level of response necessary. The Transportation Manager Service Support will prepare schedules and assignments at the time of the Code Yellow weather advisory from the National Weather Service.

2. When the Downtown Snow Circulator is activated, the Service Impacts Supervisor or Service Supervisor will act as the Incident Commander and will be positioned at 10th & Yakima to coordinate this service. They are dedicated and cannot leave this spot unless covered by another Supervisor. They will also ensure that the eight SHUTTLE vans have the Snow Circulator Magnetic signs placed on the curb size read panel. These signs will be available in the Service Impacts Office November 15th – April 1st. A second Supervisor or Service Support Training Coordinator will be positioned at TDS to manage the Snow Circulator headways.

3. A warming bus will be brought down to 10th & Yakima for waiting passengers. This can be done by Bus Safety & Training Instructors. Contact the EOC to arrange for this bus.

Sustaining Mission

1. Field Service Supervisors will have necessary safety and inclement weather equipment with them while on duty. Vans should be equipped with traction material and foul weather clothing beginning November 1st unless unseasonal weather makes early preparations necessary.

2. Field Supervisors will maintain constant vigil of changing road conditions and communicate status to Communications Center.

3. Field Supervisors will monitor WEB EOC during their shift and provide assistance where needed.

4. Supervisors should check facilities and transit centers and report to the Comm Center areas in need of treatment or plowing.

5. Supervisors will drive routes that historically have problems during inclement weather to include but not limited to: Route 41 Roosevelt Hills, Downtown Tacoma CBD, Bonney Lake TC, Lakeland Hills, Route 402, Route 501, Steilacoom, Pt Defiance etc. Report findings to the Communications Center.

Snow Removal

1. Service Supervisors will have minor snow removal equipment that can assist with clearing a small area for boarding buses, accessing a sidewalk, bus shelter or wheel chair ramps. All other snow removal will be accomplished by Facilities Maintenance. Refer to Facilities Maintenance Plan.

Chaining

1. Supervisor vans will have snow chains installed by Fleet Maintenance Automotive staff. If chains are necessary, drive your van to Building 1, Auto Shop, and Door 15W or supervisors can install chains themselves.

Status Update

1. Service Supervisors are expected to monitor the bus service in their area and report their findings to the Communications Center.
2. Supervisors should make recommendations to Communications Center that will best utilize buses that are in service.
3. Field Supervisors should advise Communications Center of changing conditions that will keep buses from returning to regular routing and scheduled service.
4. Supervisors should drive routes to ensure no customers are left stranded when buses deviate from posted routes and schedules.

Facilities Maintenance

Plan of Action

1. As conditions warrant, upon the direction of the Facilities Manager, or the Facilities Assistant Manager, Facilities Maintenance will apply deicing agents as required in advance of a forecasted weather event. This will be done in accordance with detailed Facilities maintenance snow plan. The application of the sand or ice melt will begin at the base facilities to ensure accessibility for staff and vehicles and will progress to outlying Pierce Transit Properties as conditions warrant once instructed to do so by Facilities Managers or PT EOC.

Sustaining Mission

1. Facilities Manager should be notified if unsafe conditions are encountered at Pierce Transit properties.
2. During off hours the Comm. Center should be called to request this assistance.
3. The priority of work shall be determined by the PT EOC.
4. The Maintenance crew will respond only to work given to them from the PT EOC through the Facilities Manager, Facilities Assistant Manager or designee.
5. A maintenance management representative will be part of at the PT EOC to coordinate the provision of service during snow and ice emergencies. They will use WEB EOC monitor calls for service.

Snow Removal

1. A detailed Facilities Maintenance Snow Plan is appended to the Pierce Transit IWRP in electronic form as well as a hard copy in the Comm. Center, as well as in various locations in Maintenance.

   Snow and Ice Control Maps 2017.pdf

   PT Facilities snow plan 2017-2018.docx

Chaining

1. As needed, Fleet Maintenance staff will install chains on Facilities vehicles when located on base.
2. Facilities Maintenance staff will be trained to safely install chains in the field as required ensuring safe operation of the vehicles.

Status Update

1. Status of staffing, equipment, and material availability will be provided to the PT EOC and the Facilities Manager by the Facilities Assistant Manager or a designee on a per shift basis during the weather event.

Prep

1. By November 15, facilities staff will have provided sand and melting materials in the containers located at Commerce, TDS, and transit centers.

Post Event

1. Upon notification from the Facilities Manager, or Facilities Assistant Managers, the base properties and outlying areas will be swept clean of sand. A comprehensive effort will be made to clean all properties to ensure cleanliness for the spring season. Attention will be paid to the condition of the lot striping and any concrete damage.

FLEET MAINTENANCE

Plan of Action

Fleet Manager:

By OCTOBER 15:

1. Receives request from EDSDS to provide ice scrapers in the Warehouse.
2. Inventories tire chains and tighteners; Order as needed.
3. Coordinates with various service stations in outlying areas for chaining support agreements.
4. Coordinates with Fleet Admin to ensure employee phone rosters are up to date and post changes (wallet size, supervisor office, shared drive).
5. Coordinates with the PT EOC on chaining priorities.
6. Coordinates with Fleet Assistant Manager to staff PT EOC.
7. Forms road crews for servicing and chaining of vehicles in areas of greatest bus concentration or as directed by the PT EOC.
8. Coordinates with Safety Office to inventory PPE.

By NOVEMBER 15:

1. Services all snow and ice control equipment.
2. Inventories tie straps for chain repair on supervisor vehicles; Restocks as necessary.
3. Reviews snow routes with staff.
4. Orders 20/20 windshield cleaner/deicer for vehicles.
5. Coordinates with Fleet Assistant Managers to re-task personnel to meet mission needs (road crews, facilities cleanup, etc.).
6. Coordinates with PT EOC on chaining priorities.
7. Ensures bus wash is not in use when ice indicators turn blue.
8. Provide instructional materials for tire chain installation.

Lead Mechanic:

1. Upon receipt of Code Red IWRP implementation from Communications Center, calls EDM, Fleet Manager, Facilities Manager and Fleet Assistant Managers to inform them of IWRP implementation. If unable to reach them, notifies PT EOC.
2. Authorized to call in additional staff as needed.
3. Calls Fleet Manager if more than five buses need to be chained.
4. Upon start of shift coordinate chaining team schedule with the PT EOC. Provide contact information and locations for crews and hour updates thereafter.

Maintenance Training Coordinator:

1. Coordinates and tracks snow chain training with Fleet and Facilities Managers.

Sustaining Mission

Fleet Manager:

1. Notifies EDM if wheel chair ramps become too contaminated to operate safely.
2. Attends daily Inclement Weather Response PT EOC working group.
3. Monitors chain and tie strap inventories to maintain adequate levels; consults with Parts.
4. Coordinates with Parts to order and restock of critical supplies.
5. Provides EDM and Inclement Weather Response PT EOC working group with daily reports concerning resources, personnel, road calls, and readiness levels that affect service.
6. Informs EDM of budget concerns.

Post Event:

Fleet Manager:

1. Evaluates unplanned repairs and determines time frame and plan for return to normal service
2. Submits final cost reports to EDM in case state or national emergency is declared, so requests for reimbursements can be made.
3. Conducts After Action Review with staff and forwards "lessons learned" to PT EOC working group.

SCHEDULING & PLANNING

Plan of Action

1. Ensure Planning/Scheduling staff has access to the computer network from their homes.
2. Track the approximate total cost of service and report to Executive Staff.
3. Track the approximate lost service hours for Executive Staff and FTA.
4. Identify any improvements that may be made to schedules to improve service.
5. Assist Dispatch with any Hastus issues that might occur.
6. Supports PT EOC.

Sustaining Mission

1. Adjust daily service as required and known.

EMPLOYEE SERVICES

Plan of Action

1. Identify critical Employee Services processes (i.e. Highline input); develop a plan to ensure continued operation of key systems.
2. Ensure staff has remote access to the computer network.
3. Ensure staff has the information necessary to perform assignments from a remote location.
4. Identify key staff to be available on-site or remotely at all times during the emergent situation.
5. Ensure staff understands method/lines of communication.
6. Ensure relevant policies (i.e. attendance, paid time off, etc.) have been reviewed prior to an event; facilitate consensus on application of policy in extraordinary situations.
7. Ensure policy, rules, contractual language, etc. are applied consistently across the agency.

INFORMATION TECHNOLOGY

Plan of Action

1. Ensure IT staff is available on-site to fully support the PT EOC initialization.
2. Ensure IT staff has access to the computer network and Agency Core Business Systems from their homes.
3. Ensure Agency telecommuting services are fully available to Agency telecommuters.
4. Ensure that the IT staff has necessary information and details to continue to perform their jobs from home or other remote location.
5. Ensure that one I/T Specialist and all Systems Analysts are available on-site or remotely at all times.
6. Ensure that Network Administration is available on-site or remotely at all times.
7. Ensure staff in the PT EOC and the Comm Center has access to Agency computer systems.

Sustaining Mission

Additional Notification Required

1. Work with Agency computer users to sustain the Agency network and Core Business Systems via Agency IT Help Desk and on-call technician support.
2. Primarily provide support remotely, and provide on-site support, as needed, throughout the event.

Status Update

1. Track additional cost expenditures related to additional service requirements caused by event and report to Executive Director of Finance.
2. Notify system users of any network/core business system outage.

RISK MANAGEMENT

Plan of Action

1. It is important that accident information is monitored through frequent communication with the OCM via cell phone and/or personal computer.
2. Ensure that the Risk staff has access to the computer network from their homes to continue to perform their jobs from home.
3. If office staff are unable to report to work temporary voice mail message will be left for callers involved with accidents requesting basic claim filing information. This will help sustain a reasonable level of customer service to reduce the impact on customers.
4. Suspend transitional duty assignments if office staff unable to report to work.
5. If a major accident occurs involving serious injury to passengers or other third parties inform legal counsel.

Sustaining Mission

1. Work with the Communications Center, Transportation Office staff, Public Safety, and outside adjustors and third-party administrator to investigate accidents and on the job injury claims.
2. Adjust transitional duty assignments to accommodate changing circumstances.
3. Respond as soon as possible to claimants and employees who are injured on the job.

SAFETY

Plan of Action

1. All Safety Office personnel will prepare to support the Transportation Office at the time a Code Yellow alert has been sent out by the Communication Center.
2. Safety staff will assist with Fixed Route, Specialized Transportation, and facility preparations for arrival of an inclement weather system. The Safety Office will monitor radios and conditions to support (not direct) the Transportation Office's safety needs. Radios will be monitored to assist with hazard identification. Safety Office personnel's work schedules may vary depending on the intensity and duration of the storm.
3. Safety staff will coordinate with Training staff and Transportation Office to post safety notices augmenting agency hazard/safety awareness.
4. The Safety Office may assist Field Service Supervisors with identifying unsafe areas of Pierce Transit's service area. Such areas may be cordoned off and/or rerouted until efforts are taken to remediate recognized hazards.
5. The Safety Office will provide snow related PPE to employees. Emergency supplies may also be made available as needed.
6. It is important that accident information is monitored through frequent communication with the OCM via cell phone and /or personal computer.

Sustaining Mission

1. Work with the Communications Center, Transportation Office staff, Public Safety, and law enforcement to investigate accidents and on the job injury claims.
2. Safety vans will have snow chains installed by Fleet Maintenance Automotive staff.

COMMUNICATIONS MANAGER

Plan of Action

During a weather emergency, vast amounts of information must be relayed to the public and internally as well. The Communications Manager (CM) is responsible for communications with the public via the media and other means, as well as general internal updates.

1. CM receives notification via Everbridge that the IWRP is being activated.
2. The CM will receive information from the OCM and will disseminate this information through various methods.
3. **External communication.** The CM will use various methods to notify the public about weather-related service impacts, including:
   a. The agency's Twitter (primary source), Facebook and Instagram accounts; this work is done in conjunction with the Customer Services Assistant Manager and Digital Content and Outreach Coordinator);
   b. News releases issued via email and phone conversations with the media; and
   c. GovDelivery route alerts. The Comm Center will continue to send route-specific text messages as they do outside a snow event, but the CM may use the GovDelivery system's "General News and Announcements" and/or "Snow Information" categories to send updates.
   d. Coordination will also occur with the Webmaster, to ensure we are communicating consistent information.
4. **Internal communication.** The CM will update internal staff on general weather-related news and service impacts via email. The CM will request the information be posted as appropriate for those without email, and/or posted on the agency's internal monitors.
5. During weather emergencies and/or when the PT EOC is activated, the CM or designee* will staff their position in the PT EOC unless otherwise advised.

Sustaining Mission
Status Update

1. The CM will receive updates and maintain contact with the PT EOC for the duration of a weather event.

* The Digital Content and Outreach Coordinator serves at the Communications Manager's backup for communicating with the public through social media and the website, and employees through email, monitors and other means. The agency's Government and Community Relations Officer serves as the Communications Manager's backup for media relations during large-scale events when additional media relations assistance is needed.

FINANCE DIVISION

Plan of Action

When weather advisory is announced, the Chief Financial Officer will contact the Finance Division Managers. The Managers will contact their direct reports who will in turn contact their direct reports.

Sustaining Mission

1. Conduct regular required responsibilities.
2. Assist other departments as necessary.
3. Maintain a contact list for direct reports including office and home numbers.
4. Refer to the Finance Division Plan that details how the department prepares for and responds to any emergency.

Post Event

1. Restoration of normal operations will be communicated by the Chief Financial Officer to personnel as indicated above.
2. Review the event with management personnel.
3. Identify the event approximate hours/costs for the department.
4. Suggest improvements that may be made to improve handling of the event(s) in the future.

VANPOOL

Plan of Action

1. Communicate with volunteer drivers regarding bad weather. Tips are included in the Volunteer Vanpool Participant Manual, which is accessible on the Vanpool webpage.

2. Vanpool vehicles are equipped with cable chains that volunteer drivers can install if they choose. Vanpool vehicles are equipped with all-weather tires rather than snow tires.

3. The Vanpool Department has a 24/7 emergency:
253.581.8000 or 1.800.562.8109
Press 3 for Vanpool, then
Press 1 for Vanpool Emergency
Or 253.380.1612

Vanpool Drivers:

1. Decide whether to operate the vanpool vehicle based on route, road conditions, experience, etc.
2. Advise the other participants in their group whether the van will operate or not and go to a backup carpool plan if necessary.
3. Are encouraged to listen to weather and traffic reports before deciding decision to drive.
4. Are instructed to call the 24/7 phone numbers listed above if van becomes immobile. Community Development Business Support staff will provide instructions and arrange for in-field repair or a tow (PT mechanic or towing company) if necessary.

Community Development Business Support Staff:

1. Are expected to make their best attempts to arrive at work while using good judgment as to whether travel should be made.
2. May obtain management approval to telework.
3. Will follow instructions in the Vanpool Participant Manual and Vanpool Desk Manual when providing information about cable installation, when the volunteer driver should not drive, and how to set up backup carpools.

Community Development Administrator:

1. Acts as the key channel of communication with vanpool participants who call the emergency line.
2. Continues to call duty regardless of physical location.
3. Will report to Pierce Transit Headquarters if needed.
4. Decides if Community Development Business Support essential duties can be handled from home. Most vanpool communications can be handled remotely. No specific snow shift schedule is necessary.
5. Authorizes shift changes as appropriate.

6. Advises Community Development Business Support Coordinators whether a mass communication should be emailed to volunteer vanpool drivers, or if staff should immediately update their phone messages with important updates or work schedule changes.
7. Will contact the vanpool team.

Sustaining Mission

Community Development Business Support Staff:
1. Updates management on out-of-the-ordinary issues. Examples:
   a. Out of spare vans due to regular commuter vans needing attention
   b. Falling behind on normal servicing because of unavailability of spare vans
   c. Vanpool customers' road call needs are not being met due to unavailable resources
   d. Excessive broken chains and Parts Room is out of stock
   e. Excessive damage to one or multiple vans
   f. Budget concerns

Management:
1. Notifies the Specialized Transportation Manager of areas of concern, as necessary.
   a. Budget
   b. Inventory issues
   c. Personnel
   d. Road calls

Post Event

Community Development Administrator:
1. Evaluates unplanned repairs and determines time frame and plan for return to normal service.
2. Coordinates final cost reports with Fleet Manager in case state or national emergency is declared, so requests for reimbursements can be made.
3. Conducts After Action Review with staff and forwards "lessons learned" to PT EOC.
4. Will coordinate with Maintenance Management to resume the normal servicing schedule, if necessary.

MARKETING

Plan of Action

1. Marketing and the Webmaster serve a critical role in keeping our customers, the general public, and employees informed of Pierce Transit's operations in the event of inclement weather or other critical situations affecting service.

   a. The Webmaster receives EVERBRIDGE notification by way of the Detour Distribution List from the Communications Center and a confirming phone call through the Inclement Weather Communication Table whenever there is a change in the color code or when the Inclement Weather Response PT EOC working group is activated.

   b. The Webmaster ensures that the Pierce Transit website is updated. If the information needed is a simple website post, the Communications Manager and/or Digital Content and Outreach Coordinator will sometimes assist with this work.

   c. Personnel may be utilized as support personnel in the PT EOC or in capacities as determined by the OCM.

Status Update

The Webmaster will initially be notified when the first routes go on snow detour. The Webmaster will check service and route status on WEB EOC and update the webpage accordingly. The first update to the Pierce Transit website will be made no later than 5:00 a.m. and throughout the service day as necessary. The last update to the website will be made around 11:00 p.m.

PIERCE TRANSIT STAFF TELEPHONE NUMBERS

Area Code is 253 unless otherwise noted.

Name	EOC Position	Work	Personal	
Comm Center	Communications Center	581-8109		
EXECUTIVE OFFICE				
Sue Dreier	CEO	581-8010		
Mike Griffus	Exec Dir Svc Dev & Support	983-2734		
Amy Cleveland	Exec Dir of Admin	983-3365		
Brett Freshwaters	Exec Dir of Finance	581-8014		
Vacant	Exec Director Maint			
Rebecca Japhet	Communication Mgr.	377-5436		
Keith Messner	Chief Technology Officer	905-1206		
EOC TEAM				
Eric Donner	EOC MGR	208-3908		
Barbara Strong-Nelson	EOC MGR	405-4433		
Rod Chandler	EOC MGR	606-4626		
Rebecca Japhet	Comm Manager	377-5436		
Kelly Harp	Digital Content Coordinator	625-6746		
Alexandra Mather	Gov & Comm Relations	365-5937		
Tony Oliver	EOC Team	405-7587		
Bill Mack	EOC Team	405-8654		
Jason Hovde	EOC Team	606-4604		
Reggie Reese	EOC Team	581-8047		
Cherry Thomas	EOC Team	983-3699		
Mark Davilla	EOC Team	377-5027		
Kelvin Berring	EOC Team	983-3352		
Jason Morris	EOC Team	983-3409		
Shane See	EOC Team	355-6152		
Brentt Mackie	EOC Team	722-4910		
Tammara Good	EOC Team	983-3445		
Mark Veach	EOC Team	606-4987		
John Riggs	EOC Team	606-0631		
Krista Sheehy	EOC Team	606-0623		
Steve Jeffries	EOC Team	255-8590		
Jeff Forslund	EOC Team	581-8134		
Fran Draxton	EOC Team	606-0577		
James Sullivan	EOC Team	N/A		
Jason Robertson	Webmaster	377-5056		
Lonnie Salzburg	EOC Team	377-4004		
Sandy Johnson	EOC Team	N/A		
Liz Passmore	EOC Team	581-8115		
Tunisia Price	Webmaster – backup	253.389.0874		
Bevon Ingraham	EOC Team	208-7538		
Scott Gaines	EOC Team	405-4438		

Name	EOC Position	Work	Personal	Home
Ron Mackenzie	EOC Team	625-4386		
Earl Fowlkes	Communication Asst. Manager	209-3710		
Laurie Langlois	Service Support Mgr.	625-4545		
Rodney Dye	Service Support Asst. Manager	548-7206		
Mark Veach	EOC Team	606-4987		
Victoria Dodson	EOC Team	983-3326		
MAINTENANCE				
Adam Davis	Fleet Manager (Interim ED)	722-9238		
Jerry Blades	Comp Rebuild Assist Mgr	405-1163		
Kirk Hamblen	Lead Mechanic	377-3425		
Sean Derry	Fleet Assist Mgr.	581-8003		
Bill Serenbetz	Fleet Assist Mgr	377-4833		
Harry Morris	Lead Mechanic	405-0758		
Steve Adams	Lead Mechanic	377-5028		
FACILITIES MAINTENANCE				
Larry McCarty	Facilities Manager	377-9486		
Steve Jeffries	Facilities Assist Mgr	255-8590		
Molly Lickert	Facilities Specialist	358-0593		
Jace Banta	Facilities Assist Mgr	208-3077		
Gene McPherson	Lead Mechanic	377-4809		
Ted Beretich	Mechanic I	606-4596		
Darryl Brown	Mechanic I	606-4635		
Kyler Downs	Custodian I	377-9014		
Mike Daves	Mechanic I	302-0897		
Grant Gilliam	Custodian I	377-7341		
Siyong Kim	Custodian I	606-0547		
Zach Orabanec	Custodian I	405-0320		
Greg Nelson	Mechanic I	973-8238		
Lori Pickering	Custodian I	405-2325		
Tony Smith	Mechanic I	973-8232		
Bob von Reichbauer	Custodian I	405-2728		
Larry Wallace	Mechanic I	377-4935		
Danny Williams	Mechanic I	327-4347		
Greg Nelson	Mechanic 1	973-8238		
CUSTOMER SERVICES				
Christine Barry	CS Assist Mgr. Assist	377-9490		
Julie Clapham	Lead CSR Fixed Route	732-6825		
Kelvin Barry	Para Assist Mgr.	983-3352		
Teri Bartle	Lead CSR SPECIALIZED	NA		
Tacoma Dome Station South – 984-8226				
PUBLIC INFORMATION				
Rebecca Japhet	Communications Manager	377-5436		
Kelly Harp	Digital Content Coordinator	625-6746		
Alexandra Mather	Gov & Comm Relations Off	365-5937		
PUBLIC SAFETY				
Jim Kelly	Public Safety Chief	377-8549		

Name	EOC Position	Work	Personal	Home
Katie Marcelia	Records Supervisor	377-4577		
Shane See	Physical Security	355-6152		
Tony Oliver	Public Safety Sergeant 2	405-7587		
FINANCE				
Liz Passmore	Finance Manager	581-8115		
Jeff Forslund	Finance Assistant Manager	253-581-8134		
VANPOOL				
Lani Fowlkes	Vanpool Assist. Manager	380-1612		
Vanpool 24/7 Emergency Line – 381-3762				
RISK MANAGEMENT				
Bill Kessler	Risk Manager	579-6342		
LEGAL				
Dana Henderson	General Counsel	777-4977		
INFORMATION TECHNOLOGY				
IT On Call #	After hours/Emergency	983.3333		
Keith Messner	Chief Technology Officer	905-1206		
Brent Campbell	IT Assistant Manager – Systems Support	341-5248		
Christian Handsaker	IT Assistant Manager – Network & Security	278-7101		
MARKETING				
Jason Robertson	Webmaster	377-5056		
Tunisia Price	Webmaster – backup	253.389.0874.		

Auburn	City of Auburn	253-931-3000 253-931-3048
Bellevue	City Hall 24 Hour Maintenance	425-452-6800 425-452-7840
Bonney Lake	Steve Willadson (Public Works) Brent Hoff (Streets and Storm Lead) After Hours	253-447-4301-Office or 253-261-5224-Cell 253-447-3120-Office or 253-261-1395-Cell. 253-261-5501-Cell
Burien	Public Works (Greg Rutkosky) After Hours (King County Sheriff)	206-391-1022 911
DuPont	Town Hall After Hours	253-964-8121 253-377-5060
Edgewood	Pierce County Maintenance Police (South Sound 911) City Of Edgewood	253-798-6000 253-798-4721 253-952-3299
Federal Way	Public Works, business hours Public Works, after hours	253-835-2700 800-400-0749
Fife	Public Works Department, 7 to 3:30, M-F After Hrs. (South Sound 911)	253-922-9315 253-798-4721
Fircrest	Public Works	253-564-8900
Gig Harbor	Public Works After Hours	253-851-6170 253-530-6888
Intercity	Transit Dispatch	360-705-5890/ 360-705-5888
Joint Base Lewis McChord	Public Works Sand Trucks	253-967-3131 253-967-3700
Kent	City Hall	253-856-5600
King County	Public Works King County Metro	206-477-8100 206-684-1705 206-684-1111
Lakewood	Operations and Street Maintenance City Of Lakewood	253-267-1628 253-983-7795
Milton	Public Works, 7 a.m. to 3:30 p.m. Fife Police Dispatch will contact Milton	253-922-8738 844-821-8911
Pierce County Public Works	Public Works, reception	253-798-6000
Puget Sound Energy		1-800-225-5773
Puyallup	Maintenance and Operations After Hours	253-841-5505 253-841-5431
Redmond	City Hall After Hours	425-556-2800 425-556-2500
Renton	City Hall Road Maintenance After Hours	425-430-6400 425-430-7400 425-430-7400
Ruston	Town Hall FAX	253-759-3544 253-752-3754
SeaTac	Public Works, Maintenance Supervisor After Hours	206-973-4770 206-786-4815 206-786-4815
Seattle	Port of Seattle (Fueling) DOT	206-787-6861 206-386-1218- 206-684-7623
Steilacoom	Public Works After hours	253-581-1912 253-620-4123
Sound Transit Facilities And Transit Centers	Duty Officer Security	206-398-5428 206-398-5268

Sumner	Public Works Department After Hours	253-299-5740 253-299-5740
Tacoma	Public Works, Street Maintenance, 24 hrs. Matt Fengler, Asst. Div. Mgr., cell Rae Bailey, Division Mgr., cell	253-591-5495 253- 348-3401 253- 405-3744
Tacoma Link	Manager (Gerry On Duty Cell	206-370-5680 or 206-293-4269 253-255-8442
Tacoma Public Utilities		253-502-8602 (Option #1)
Tacoma School District	Mike Fletcher Director Transportation After hours	253-571-1901 253-405-2407
University Place	Public Works, 7 a.m. to 4:30 p.m. After hours	253-460-6493 253-208-7925
Washington State DOT Maintenance	NW Region, S. King/E. Pierce NW Region, Seattle/Bellevue Olympic Region, Thurston/W. Pierce	206-440-4490 206-440-4491 253-538-3300

Specialized Transportation Community Contacts Do Not Mass Cancel Next Day Trips			
FACILITY	**ADDRESS**	**ER CONTACT**	**PHONE NUMBERS**
ACTIVE DAY Snow Plan – they will call in Closures	246 St Helens	Amanda Vance Tim Renn	253 627 9990 Office 253 224-2662 Cell 253 312-9743 Cell
BEACON SENIOR CENTER **Snow Plan - same as Tacoma Late or Closed SITE CLOSED Same Plan as Lighthouse Sr. Ctr**	415 S 13th St	Willow Cindy	253 591 5083 Office 253 565-2660 Home 253 905-6734 Cell
CENTERFORCE **Snow Plan - same as Clover Park Schools running late or CLOSED – Site CLOSED**	5204 Solberg Dr SW	Janet Pouvi Use email 1st, then call janetp@centerforce.net	253 426 1868 Office 253 584 1001 Office
COMEBACK CLUB **Call Puyallup Sr. Ctr. In event of Closures**	210 W Pioneer	Sue Bender	253 588 0174 Home 253 756-2512 Work 253 282-4488 Cell
GOODWILL	714 S 27th St	Marty Kogel	253 573 6718 Office
HARBOR MOBILE CREW **6708 144th St NW** **Snow Plan - follows Peninsula and/or same as Tacoma Schools If schools running late or CLOSED – Site CLOSED**	Kimball Park & Ride	Scott Rapp/Tahoma Kim Kullman	253 627 7980 Office 253 381 0654 Cell 253 752-6603 Home 253 851 2170 Office 253 691 0923 Cell
LARCHE FARM & GARDENS **NOAH'S WORKSHOP**	11716 Vickery Rd E 12319 36th Ave E	STAFF ON DUTY STAFF ON DUTY	253 230 9414 Cell 253 230 9414 Cell
LIGHTHOUSE SENIOR CENTER **Snow Plan - same as Tacoma Late or Closed – SITE CLOSED Same Plan as Beacon Sr. Ctr.**	5016 S A Street	Willow Cindy	253 591 5083 Office 253 565-2660 Home 253 905-6734 Cell

Specialized Transportation Contractors			
CONTRACTOR	ADDRESS	E-MAIL	PHONE NUMBERS
FIRST TRANSIT	2410 104TH Street Ct S Lakewood, WA 98499		253 589-9080 Main 253 589-9101 FAX 253 588-1625 Secured
Raul Silva General Manager	SAME	Raul.silva@firstgroup.com	253 589-9080 Ext 203 Office 253 470-2250
Kevin Rucker Operations Manager	SAME	kevin.rucker@firstgroup.com	253 589-9080 Ext209 Office 253 405-7461
Edward Kane Safety & Training	SAME	edward.kane@firstgroup.com	253 589-9080 Ext 204 Office 253 405-7463
James Crabbe Maintenance	SAME	James.crabbe@firstgroup.com	253 589-9080 Ext 205 Office 253 405-7450
Dispatch Office	SAME		253 589-9080 Ext 200 1-253-275-7104 Cell 253 584-8736 Direct Line for PIERCE TRANSIT
Field Supervisor	SAME		AM 253 405-7316 MID 1-253-275-7103 Cell PM 253 405-6589

Pierce Transit Media Contacts	
Within PT Service Area	Email
The News Tribune	newstips@thenewstribune.com
	alynn@thenewstribune.com
Puyallup Herald *(Puyallup, Sumner, South Hill)*	editor@puyallupherald.com
Tacoma Weekly	stevedunkel@tacomaweekly.com
Tacoma Daily Index	editor@tacomadailyindex.com
The Suburban Times *(DuPont, Fircrest, Lakewood, SteilaEDSDSm, UP)*	ben@thesubtimes.com
Peninsula Gateway *(Gig Harbor, Purdy, Key Peninsula)*	gatewayeditor@gateline.com
Peninsula Daily News	news@peninsuladailynews.com
The Weekly Volcano *(Military entertainment)*	feedback@weeklyvolcano.com
Fort Lewis Ranger, NW Airlifter (McChord)	editor@ftlewissranger.com
Joint Base Lewis-McChord	Jblm.pao@us.army.mil
Northwest Guardian *(official news site JBLM)*	NWGEditor@nwguardian.com
Sumner-Bonney Lake Courier-Herald	bbeckley@courierherald.com
Regional, National	Email
AP Seattle	apseattle@ap.com
The Seattle Times	newstips@seattletimes.com
The Olympian	news@theolympian.com
Puget Sound Business Journal	seattle@bizjournals.com
Mass Transit Magazine	leah.harnack@masstransitmag.com
	mailebucher@masstransitmag.com
Blogs	Email
Tacoma Tomorrow/Tacoma Transit blog	Chris.tacoma@gmail.com
Transportation Choices Coalition	info@transportationchoices.org
Seattle Transit Blog	contact@seattletransitblog.com
Slog (The Stranger)	editor@thestranger.com
Exit 133	Derek@exit133.com
Publicola	joshpublicola@gmail.com
Television	Email
KING 5 TV	newstips@king5.com;
	dmikkenson@king5.com
KIRO 7 TV	newstips@kiro7.com
KOMO 4 TV	tips@komo4news.com
KCPQ 13 TV	tipcs@q13fox.com

Pierce County Television Channel 22	Mhutto1@co.pierce.wa.us
TV Tacoma, Fred Yomes	fyomes@ci.tacoma.wa.us
Radio	Email
KIRO 710 AM radio	Newsdesk@710kiro.com
KOMO 1000 AM radio	tips@komonews.com
KNKX 88.5 FM radio	news@knkx.org
KUOW 94.9 FM radio	newsroom@kuow.com

Partner PIO Contacts		
Industry Organizations	**Contact Name**	**Email, Cell**
Pierce County Dept. Emergency Mgmt.	PIO Duties now rotating. To find out which PIO is on duty call 253-798-7470, press 1 and they'll put you in touch with the PIO on duty.	pceoc@co.pierce.wa.us
Sound Transit	Scott Thompson (backup contact: Geoff Patrick)	scott.thompson@soundtransit.org Geoff.patrick@soundtransit.org
King County Metro	Jeff Switzer	jeff.switzer@kingcounty.gov
Pierce Transit/Transit Police	Deputies Jason Harms (day) Darrell Tevis (night)	Deputy Harms: 253-377-3142 Deputy Tevis: 253-377-4164
Pierce County	Libby Catalinich	lcatali@co.pierce.wa.us 253-796-6606
Pierce County Sheriff	Ed Troyer	etroyer@co.pierce.wa.us 253-377-9055
City of Tacoma	Maria Lee Melanie Harding	maria.lee@cityoftacoma.org melanie.harding@cityoftacoma.org
Tacoma PD	Loretta Cool	Loretta.cool@cityoftacoma.org 253-405-6157
Tacoma Fire	Joe Meinecke	jmeinick@cityoftacoma.org 253-255-3260
City of Lakewood	Brynn Grimley	bgrimley@cityoflakewood.us 253-983-7761
Lakewood PD	Lt. Chris Lawler	clawler@cityoflakewood.us 253-606-6981
West Pierce Fire & Rescue (inc. Lakewood)	Jenny Weekes	Jenny.weekes@westpierce.org 253-226-9356

City of Puyallup	Brenda Fritsvold	Brenda@ci.puyallup.wa.us 253-770-3370
Puyallup PD	Captain Ryan Portmann	ryanp@ci.puyallup.wa.us 253-255-8474
WA State Patrol	Trooper Johnna Batiste	Johnna.batiste@wsp.wa.gov 253-606-1998
Central Pierce Fire & Rescue (covers Puyallup)	PIO Duties Rotate	Call 772-444-2737; the PIO on duty will pick up. Back-up contact is Fire Comm. Dispatch at 253-581-3888
APTA, Passenger Transport Magazine	Susan Berlin	SBerlin@apta.com passengertransport@apta.com

INCLEMENT WEATHER PT EOC AGENDA

Date:

Time:

Location: Conference Room

Facilitator:

Back-Up Lead:

Note Taker:

Attendees:

Please read and prepare input to make decisions:

- ▪ **PTIWRP**

Agenda Items	Lead	Min
Weather Forecast	OCM	3
PT EOC Update	OCM	10
Service Area	OCM	10
Facilities	Fac.	10
Fleet Maintenance Update	Fleet Mgrs.	10
Next 24-48 hrs	OCM	10

Facilities Misc. Vehicle and Equipment Listing	
Equipment Code	**Equipment Name**
X28	Deicer Sprayer
X34	Sand Spreader Truck Mtd
X38	Snow Blower
X39	Snow Blower
2037	Ford F 150 (I Type)
2001	Flatbed F-450 for Deicer
2012	Chevrolet pickup
2014	Flatbed F450 for sand spreader

See the links below for these documents.

 *Current as of revised date of the PT IWRP.

*S:\allshare\snowplan\2016-2017\Facilities_Ice-Snow_Remediation\Snow_and_Ice_Control_Maps 2016.pdf

PT Facilities snow plan 2017-2018.docx

PRIVATE
MEDICATION CENTER
PLAN & WORKBOOK

PIERCE TRANSIT
3701 96th St SW
Lakewood, WA 98499

Piercetransit.org

VERSION 1.0
DEC 2019

VERSION HISTORY				
VERSION	**APPROVED BY**	**REVISION DATE**	**DESCRIPTION OF CHANGE**	**AUTHOR**
	Sue Dreier, CEO	July 2015	Adoption of MOA Resolution 15-043	Jason Hovde
1.0	Sue Dreier, CEO	Dec 2019	Plan Created	Jo Ann Artis

APPROVALS

The Private Medication Center Program is a collaboration between the Tacoma-Pierce County Health Department and Pierce Transit to assist in dispensing preventative medications to our employees and their families during a public health emergency. This plan has been distributed internally within Pierce Transit and to external organizations that may be affected by its implementation.

Approved: _____ Date _____

      Sue Dreier, CEO

Approved: _____ _____ Date _____

      Mike Griffus, Executive Director
      Service Delivery and Support
      Safety Officer

FORWARD

Pierce Transit, in partnership with the Pierce County Health Department, is an authorized **Private Medication Center** which can assist in protecting Pierce Transit employees and their families from the health impacts of a wide range of emergencies and disasters.

A bioterror could be one scenario where our **Private Medication Center** would be activated. Whether by accident or part of a terrorist attack, a biological agent such as anthrax if released, could place millions of people across the nation at risk, including those in our community. People need preventative medications immediately, so the Centers of Disease Control and Prevention would ship supplies from its Strategic National Stockpile to locations within Washington State.

As a **Private Medication Center**, Pierce Transit would dispense preventative medications to our employees and their families, avoiding the need for them to visit crowed public sites. With paperwork already on file, the process is quick and easy. Pierce Transit employees and their families are protected from harm and our agency keeps running smoothly, while allowing public health agencies to serve the general public.

When Vaccinations are available to Pierce Transit in limited supply, they will be administered in sequential order. Within the Tier, individuals in Sub tier A will be vaccinated first until completed, then Sub tiers, B, C, and D.

Tier	Sub tier A	Sub tier B	Sub tier C	Sub tier D
Description	Transit employees directly exposed to customers, including: Paratransit operators Fixed route operators Service supervisors Fixed route customer service agents Facilities custodians	Vehicle custodians Mechanics Service station attendants	Employees in business continuity critical positions. Essential positions are listed in the COOP.	The balance of transit employees and their families who wish to be vaccinated.

The Private Medication Center Plan will be activated and administered by the PT EOC Team. The EOC Team will perform a Table Top Exercise annually to test their readiness.

Please reference the PT COOP and PT Pandemic Flu Plan as an additional resource.

THIS PAGE LEFT BLANK

Private Medication Center Planning Workbook

Partnering with Public Health to Dispense Emergency
Medications to Employees, Patients/Clients,
and their Families

Table of Contents

Attachments

Attachment A: Job Action Sheets

Attachment B: Private Medication Center Site Considerations

Attachment C: Signage

Attachment D: Activation Checklist

Attachment E: Dispense Assist

Attachment F: Antibiotic Medication Screening Form

Attachment G: Demobilization Checklist

Attachment H: Just-In-Time Training

Attachment I: Sample Letter Templates

Attachment J: PMC Exercise Guide

Attachment K: PT PMC Floor Plan

Introduction

What is a Private Medication Center?

Your local health department plans for and responds to a wide range of public health emergencies, including severe weather, chemical spills and accidents, terrorist attacks, and communicable disease outbreaks. In planning for and responding to a disease outbreak or pandemic, local health must account for a number of variables, such as how the disease spreads, when the disease was first noticed in the population, and if there are any preventative measures such as medications or vaccines that could be used to treat and prevent people from getting sick. These factors and many more are taken into consideration when writing emergency preparedness and response plans. As the potential threats to public health become increasingly varied and complex, partners from the healthcare, government, nonprofit, and private sectors are needed to participate in the planning process and pledge to help dispense emergency medications to their employees, patients/clients, and families during a public health emergency.

Your local health department has developed a tiered medication and vaccination strategy that can be activated depending on the number of affected individuals or groups in your community. For example, a targeted dispensing strategy calls for dispensing medications or administering vaccines to specific individuals or at-risk groups to prevent or treat an infection, whereas a mass dispensing strategy involves operating on a larger scale to dispense medications or administer vaccines to the general population. Beyond the size of the population that must be reached, these dispensing strategies also account for how quickly medications are needed. Some diseases necessitate dispensing medications to affected population in a very short time frame, possibly as soon as 48 hours after infection.

Private Medication Centers play an important part in these dispensing strategies. A Private Medication Center is a healthcare, government, nonprofit, or private organization where lifesaving medications are dispensed to an affected population during a public health emergency like a disease outbreak or a terrorist attack. Large employers or organizations that agree to become Private Medication Centers will dispense medications to their employees, patients/clients, and employees' family members and help ensure that all who need them receive emergency medications within a short amount of time. Unlike Public Medication Centers, which are directly operated by your local health department or pharmacy, Private Medication Centers are not open to the general public.

For incidents that require a larger sustained response, your local health department may not have enough medication on-hand to dispense to the entire affected population. When this is the case, assistance can be requested from the Strategic National Stockpile (SNS), a federally managed supply of medications, vaccines, and medical supplies intended for use during a public health emergency. Within 12 to 24 hours, resources from the SNS can be deployed anywhere in the United States or its territories to supplement and re-supply state and local health supplies. Through their local health departments, Private Medication Centers are eligible to receive supplies, including medications, from the SNS.

About this Workbook

This workbook will assist your organization with Private Medication Center planning before a public health emergency occurs. The tools and resources in this workbook were developed by your local health department and its partners and are based upon years of planning and lessons learned from real-world incidents. Each section of this workbook is designed to help your organization complete its own Private Medication Center Plan. Planning elements critical to every Private Medication Center are explained, and additional planning considerations are presented to help you tailor your plan to the needs of your organization. The sections of the workbook can be broken up and used as individual planning exercises, but you will receive the greatest benefit from completing the workbook in its entirety and in order. The workbook is also designed to be filled out in hard copy, enabling the completed workbook to serve as

your organization's Private Medication Center Plan. Helpful resources, such as sample letters, forms, and training materials, are included at the back of the workbook.

By completing this workbook, you are greatly improving your organization's readiness to activate a Private Medication Center. Your local health department is also available to answer any questions you may have as you go through the planning process. Contact information for each local health department is below.

King County
Nick Solari, MPA
Public Health - Seattle & King County
(206) 263-2414
nicholas.solari@kingcounty.gov

Snohomish County
Cristin Corcoran, CEM
Snohomish Health District
(425) 339-5529
ccorcoran@snohd.org

Pierce County
Cindy Miron
Tacoma-Pierce County Health Department
(253) 798-6556
cmiron@tpchd.org

Kitsap County
Jessica Guidry, MPH, CHES
Kitsap Public Health District
(360) 337-5267
jessica.guidry@kitsappublichealth.org

Washington State
Neil Good
Washington State Department of Health
(360) 236-4415
neil.good@doh.wa.gov

Plan Development Checklist

Getting Started

Making a plan to dispense medications to a large number of people may seem challenging. This planning workbook will help you produce a Private Medication Center (PMC) Plan to support your organization in dispensing lifesaving medications to your employees, patients/clients, and their families. Your planning process should include:

- Appointing a planning committee
- Determining your covered population
- Determining staffing and structure
- Identifying a dispensing site and designing your floor plan
- Determining security needs and capabilities
- Developing dispensing plans and procedures
- Developing communication and messaging systems

Private Medication Center Dispensing Models

This workbook assumes that your organization will want to operate the most common model of a PMC: a large, open space where people can come and pick up medications. For planning purposes, this is known as the ***Conference Room Model***. However, many other dispensing models exist and may be more efficient for your operations. Examples of other PMC dispensing models include:

- ***Strike Team Model:*** A team of trained personnel carry medications with them and visit each employee's desk or patient's bedside[1], where they review a medication screening form for the employee or patient and dispense medications before moving on to the next person. This model enables employees to remain in place performing their job functions, or patients to remain in their rooms, instead of coming to a central gathering place.
- ***Drive-through Model:*** Employees visit a medication pickup point and remain in their vehicles while PMC staff review their medication screening forms and dispense medications through their car windows.
- ***Intra-office Mail Model:*** Employees submit medication screening forms for themselves and family members to a central collection team. The team reviews the forms and sends out employees' medications via an intra-office mail system.

This workbook covers PMC planning considerations assuming your organization will adopt the Conference Room Model. If your organization wishes to adopt a different model, consider how your plans might need to shift from what is presented in this workbook. Your local health department can also assist you with your planning efforts should you choose to adopt an alternate model.

---

[1] Dispensing strategies and planning considerations for patients are applicable only to healthcare organizations.

Section 1: Appointing a Planning Committee

Collaborative Planning

Transforming your organization into a PMC will involve forming and bringing together a planning committee. Appoint or recruit employees from various departments within your organization as members of your planning committee and use the committee to establish operational plans for your PMC. Most planning committee members also take on leadership roles when your PMC Plan is activated, and you begin dispensing medications. Ensure that the members of your planning committee understand and accept their roles and responsibilities during a public health emergency.

Committee Members

Table 1 includes suggested members for your PMC Planning Committee. The expertise and/or resources employees can bring as members of the planning committee will help define their roles and responsibilities. This list of positions is a starting point, and you should add and/or delete positions based on your organization's structure. Keep in mind members of your planning committee may be the same individuals who activate your PMC Plan and respond during a public health emergency. Your organization should fill out this table in detail and update it annually.

Table 1: Planning Committee Members

List your Private Medication Center Planning Committee Members by position

PT EOC MEMBERS

Business Continuity

Name: _____   Position/Title: __

Work Phone: _____   Home Phone: __

Email: _____   Cell/Pager: __

What they bring to the planning committee:

Communications

Name: _____   Position/Title: __

Work Phone: _____   Home Phone: __

Email: _____   Cell/Pager: __

What they bring to the planning committee:

Facilities

Name: _____   Position/Title: __

Work Phone: _____   Home Phone: __

Email: _____   Cell/Pager: __

What they bring to the planning committee:

Human Resources \ Legal

Name: _____   Position/Title: __

Work Phone: _____   Home Phone: __

Email: _____   Cell/Pager: __

What they bring to the planning committee:

Logistics

Name: _____   Position/Title: __

Work Phone: _____   Home Phone: __

Email: _____   Cell/Pager: __

What they bring to the planning committee:

Occupational Health[2]

Name: _____   Position/Title: __

Work Phone: _____   Home Phone: __

Email: _____   Cell/Pager: __

What they bring to the planning committee:

---

[2] Do not worry if you are unable to fill this position because no one in your organization has a medical background. Your local health department will always provide training materials and medical guidance during a public health emergency.

Section 2: Determining Your Covered Population

Covered Population

Your *covered population* is the total number of people your PMC will dispense medications to during a public health emergency. Determining who is in your covered population is a critical step in the planning process. The total number of people you choose to cover impacts other aspects of your plan, however, including the size, location and layout of your dispensing site(s), the number of staff needed to operate your dispensing site(s), and the amount of time you will need to dispense medications to your entire covered population.

Along with employees and clients/patients[3], your organization is strongly encouraged to include family members in your covered population. During any public health emergency, your employees are most concerned about the health, safety, and protection of their loved ones. Family members will form the support structure that allows your employees to continue working as the community endures and recovers from an emergency. For these reason, it is strongly recommended that your organization provide medications to your employees' families. Note that family members do not need to visit your offices or workplaces to receive medications. An employee's family members can fill out medication screening forms from home, and the employee can pick up medications for his or her entire family.

The exact definition of a family member is determined by your organization. Definitions of a family member might include anyone claiming residence at the employee's household, individuals identified as dependents on the employee's tax forms or insurance coverage, or an employee plus a specified number (one, three, five, etc.) of immediate family members.

Your covered population should be clearly communicated to you will dispense medications to during a public health emergency. Then estimate approximately how many individuals your plan will cover.

Table 2: Covered Population

Categories of individuals your Private Medication Center will serve (define each in the space provided):

Employees (full-time, part-time, etc.):

All PT Employees

Patients/Clients (inpatient, outpatient, etc.):

Non-staff (vendors, contractors, interns, volunteers, etc.):

Intern's contracted employees

---

[3] Dispensing strategies and planning considerations for patients are applicable only to healthcare organizations.

Family Members (immediate, extended, etc.):
Family members living in the same household

Estimated Total Number in your Covered Population:

Employees:	TBD
Patients/Clients:	
Non-staff:	
Family Members*:	TBD
Total:	TBD (approx. 3000)

*If you choose to define family members in terms of household, you can use a multiplier of 3 to estimate the number of family members in your covered population. (Depending on your county, the average number of people per household is anywhere from 2.5 – 3.0.)

Finally, estimate the number of individuals that will be allowed to visit your dispensing sites(s) to pick up medications. Your total number of **visitors** usually includes at least your employees, but also may include patients/clients[4] and non-staff. In order to reduce crowd size, it is recommended that family members do not visit your dispensing site(s) to receive medications.

Number of Visitors:	

Access and functional needs

It is always important to make sure your plans are inclusive of your diverse covered population. This includes planning for individuals who have **access and functional needs**. Individuals with access and functional needs require additional assistance before, during, and after a public health emergency. Think about strategies for integrating the access and functional needs of individuals into your PMC plan. Examples could include providing education materials in alternative formats for individuals who are blind or have low literacy rates, modifying the layout of your dispensing site(s) to meet the ADA Accessibility Guidelines, and ensuring translation services are available for non-English speakers. Your local health department may have resources already on-hand that it can provide to your organization.
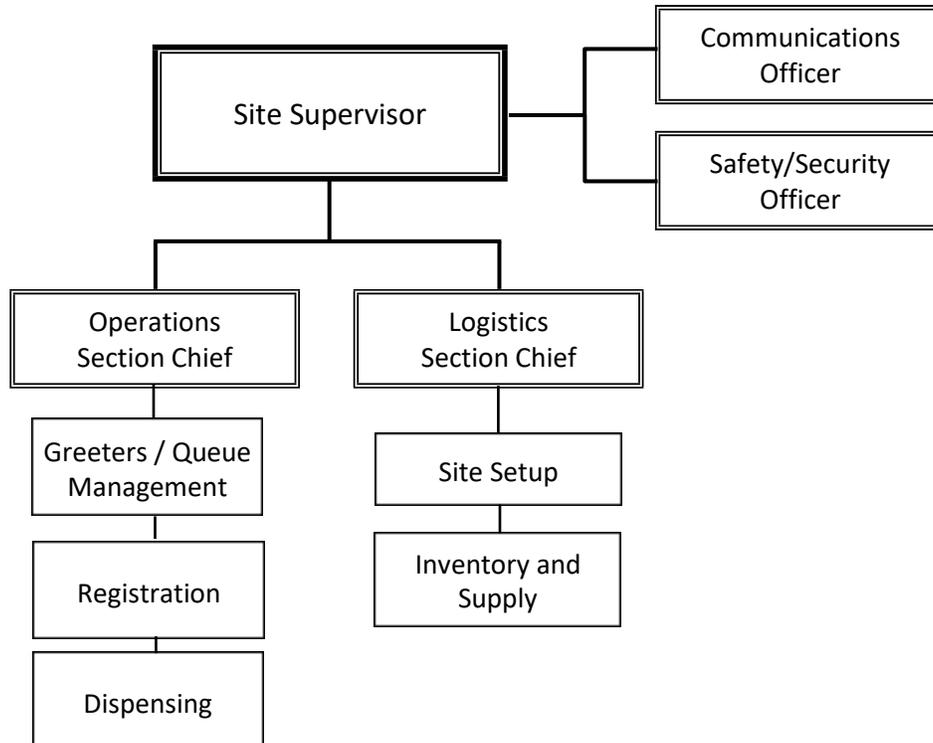
---

[4] Dispensing strategies and planning considerations for patients are applicable only to healthcare organizations.

Section 3: Determining Staffing and Structure

Determining Organizational Structure

The Incident Command System (ICS) is a standardized approach for incident management. Developed in the 1970s, ICS is a management tool that helps integrate and organize staff, facilities, equipment, and communications into a common operating picture. *Figure 1* is an example of an ICS chart that could be used to organize dispensing operations for your PMC.

Figure 1: Private Medication Center ICS Chart

```
                    ┌──────────────────────┐       ┌──────────────────────┐
                    │                      │───────│   Communications     │
                    │    Site Supervisor   │       │      Officer         │
                    │                      │       └──────────────────────┘
                    │                      │       ┌──────────────────────┐
                    └──────────────────────┘───────│   Safety/Security    │
                               │                   │      Officer         │
                               │                   └──────────────────────┘
                ┌──────────────┴──────────────┐
      ┌──────────────────┐         ┌──────────────────┐
      │   Operations     │         │    Logistics     │
      │  Section Chief   │         │  Section Chief   │
      └──────────────────┘         └──────────────────┘
               │                            │
      ┌──────────────────┐         ┌──────────────────┐
      │  Greeters / Queue │        │    Site Setup    │
      │   Management      │        └──────────────────┘
      └──────────────────┘                 │
               │                   ┌──────────────────┐
      ┌──────────────────┐         │  Inventory and   │
      │   Registration   │         │     Supply       │
      └──────────────────┘         └──────────────────┘
               │
      ┌──────────────────┐
      │    Dispensing    │
      └──────────────────┘
```

Depending on the size your dispensing site(s) and your covered population, you may need to add additional sections or branches to your ICS chart to handle specific tasks or manage certain phases of your PMC operations. Think through which roles and functions you will need to activate and which current employees will be assigned to these positions. Remember that some employees' day-to-day roles and responsibilities may make them good fits for certain positions within your ICS chart. See *Attachment A: Job Action Sheets* for sample job descriptions to consider for your PMC.

Determining Staffing Needs

The number of staff needed to support your PMC operations depends on a number of factors, including the size of your dispensing site(s), your floor plans, the number of people in your covered population, and the time allotted for dispensing operations. Some staffing assumptions for calculating the numbers of personnel needed to operate your dispensing site(s) are listed below.

- **Plan on dispensing medications to your covered population for a continuous 24 hours.** It is important for individuals to receive emergency medications as soon as possible, and dispensing initial courses of these medications cannot stretch out over multiple days.

- **Schedule staff for 8 hour shifts.** Extended shifts without breaks will decrease the efficiency of staff, especially dispensers, and hinder your organization's ability to dispense medications to 100% of your covered population.
- **Each dispenser can distribute courses to 50 visitors in his/her line per hour.** Based on data from exercise and real-world incidents, dispensers should be able to distribute medications to 50 individuals per hour. Keep in mind that these 50 visitors (most likely your employees) can, if allowed by your plan, pick up medications for their family members, too. Assuming a household multiplier of 3, each dispenser is in actuality able to distribute medication courses to about 150 people in your covered population per hour.
- **Each dispenser should be supported by 3 additional staff members.** Additional staff members are needed to greet people and direct individuals into the appropriate dispensing lines (Greeters/Queue Management), assist individuals with completing screening forms (Registration), and ensure dispensers have enough medications on hand (Inventory and Supply). Distribute staff into these Operations and Logistics Sections roles as appropriate. For example, if your dispensing site begins with a long hallway, you may find assigning more staff to Greeters/Queue Management will help reduce bottlenecking and keep your dispensing lines running smoothly.

Figure 2 provides sample Operations and Logistics Sections staffing totals for three dispensing sites. The first staffing plan assumes 1,000 individuals will visit the dispensing site to pick up medications; the second and third plans assume 10,000 and 100,000 visitors, respectfully.

Figure 2: Sample Private Medication Center Staffing Totals

Total Number of Visitors	Target # of Visitors Seen Per Hour	Total Dispensing Time	Dispensers	Greeters / Queue Management	Registration	Inventory & Supply	# Staff Per 8 Hour Shift	Total # Staff
1,000	200	5 hours	4	4	4	4	**16**	**16**
10,000	500	20 hours	10	10	10	10	**40**	**120**
100,000	6,000	~16 hours	120	100	180	80	**480[5]**	**960**

Now use *Table 3* to estimate the number of staff you will need per 8 hour shift based on the number of visitors (*Table 2*) at your dispensing site(s). Remember, 100% of your covered population must receive medications within 24 hours. The length of your dispensing operations (1 hour – 24 hours) depends on the number of staff you have available.

Table 3: Private Medication Staffing Totals

Total Number of Visitors	Target # of Visitors Seen Per Hour	Total Dispensing Time	Dispensers	Greeters / Queue Management	Registration	Inventory & Supply	# Staff Per 8 Hour Shift	Total # Staff
TBD								TBD

[5] For this row, numbers were not distributed evenly to each staffing section. This row demonstrates that your organization can and should assign support staff in areas where they are most needed as determined by your floor plan, access and functional needs of visitors, etc. The number of staff per 8 hour shift, 480, still follows the guideline of having 3 support staff for every 1 dispenser.

Complete the shift chart below, combining staff totals from your Operations and Logistics Sections with other positions from your ICS Chart (Site Supervisor, Communications Officer, etc.).

Job Position	#Staff Needed Per 8 Hour Shift	Total # Staff
Site Supervisor	Recommended 1 Per Site	
Communications Officer	Recommended 1 Per Site	
Support Staff		
Safety/Security Officer	Recommended 1 Per Site	
Support Staff		
Operations Section Chief	Recommended 1 Per Site	
Greeters/Queue Management		
Registration		
Dispensers		
Logistics Section Chief	Recommended 1 Per Site	
Site Setup		
Inventory and Supply		
Total Number of Staff		TBD at time of event

Section 4: Identifying a Dispensing Site and Designing your Floor Plan

Identifying a Primary and Alternate Dispensing Site

Your organization should identify both a primary and an alternate dispensing site. There are a number of things to consider when choosing your dispensing site:

- **Controlled room temperature:** Heat and air conditioning are needed to maintain a controlled room temperature between 68° and 77° F in accordance with the good manufacturing practices for pharmaceuticals.
- **Compliant with Americans with Disabilities Act (ADA) standards:** Your site must be able to accommodate individuals with mobility impairments, including individuals who require the use of a wheelchair.
- **Ability to receive large deliveries:** If your covered population is large enough to qualify for a direct shipment of medications to your dispensing site, keep in mind that these medications often come on pallets and are delivered using large trucks. Does your facility have a loading dock and/or a place to receive a delivery truck? Does your facility have pallet jacks and/or other equipment, like dolly carts, to facilitate taking the medications off of the delivery truck? Where will security staff be able to meet the delivery truck to ensure a secure arrival for the medications?
- **Sufficient parking space for staff and visitors:** Given the number of visitors who will be picking up medications at your dispensing site and the number of staff needed to sustain operations (*Table 3*), does your facility have enough parking?
- **Access to a large, covered room:** If operating under the *Conference Room Model*, facilities with large, covered rooms such as conference rooms, cafeterias, and/or gymnasiums work best as dispensing sites. Open spaces will help keep dispensing operations manageable and reduce overcrowding. In the event of inclement weather, avoid choosing an outdoor space, such as a patio, as a dispensing site.

See **Attachment B: Private Medication Center Site Considerations** for further guidance on selecting a dispensing facility location.

While some site considerations are non-negotiable (controlled room temperature, compliant with ADA standards), others are more flexible. For example, if your facility does not have enough parking for staff and visitors, that is not necessarily a deal-breaker; however, your organization will need to think about alternative ways people will be able to come to your site, like securing offsite parking and running a shuttle service.

Also keep in mind that even if you have identified a large room, like a conference room, it may not be large enough if you need to accommodate a high volume of visitors. **A good rule of thumb is 100 visitors per hour will need 1,000 square feet of space.** You may need to identify multiple dispensing sites. Even if your organization only anticipates needing to operate one dispensing site, you should still identify an alternate dispensing site in case your primary site is inaccessible during a public health emergency.

Use *Table 4* to list your primary and alternate dispensing sites.

Table 4: Identifying your Dispensing Sites

Primary Dispensing Site

Name of Facility: PT Building 5

Room Name: Rainier and St Helens Room

Address: 3720 96th Street SW

City: Lakewood WA   Zip Code: 98499

Site Contact: PT EOC

Phone Number: Email:

Alternate Dispensing Site

Name of Facility: PT Maintenance

Room Name: Repair Bays

Address: 3701 96th ST SW

City: Lakewood   Zip Code: 98499

Site Contact: PT EOC

Phone Number: Email:

List any additional planning considerations for your primary and/or alternate dispensing sites. For example, if your dispensing site will require a special parking plan, make a note of that in this space.

Designing Your Floor Plan

The design and layout of your dispensing site(s) will affect the efficiency of your dispensing operations. Here are some suggestions to consider that can help visitors navigate your dispensing site(s) and help ensure your organization can dispense medications to 100% of your covered population:

- **Clear signage:** Even if visitors have been to your facility before, now that it has switched into a dispensing site, they will most likely need help on where to enter and exit the facility. Greeters can help direct traffic, but signs should be used, too, to ensure visitors know where to go. See *Attachment C: Signage* for standard signs that can be copied and posted around your dispensing site.
- **Narrow hallways:** Using a hallway that leads into a large room can sometimes be beneficial in managing queues. Hallways provide a wall for visitors to stand and form a line against. If the hallway is not wide enough to easily allow for two-way traffic, however, visitors may not be able to enter and/or exit your facility site, causing delays in dispensing medications. Narrow hallways may also not meet ADA standards.
- **No tables/chairs:** Visitors may need to complete a screening form when they arrive to your site before they can receive medications. A designated area with tables and chairs is needed for these visitors so they may complete their screening forms before joining dispensing queues.

Figure 3 is a sample dispensing site floor plan. Using the ICS Chart from *Figure 1,* Registration and Dispensing are marked. Suggested placement for Greeters to help manage queues is also included.

Figure 3: Sample Dispensing Site Floor Plan
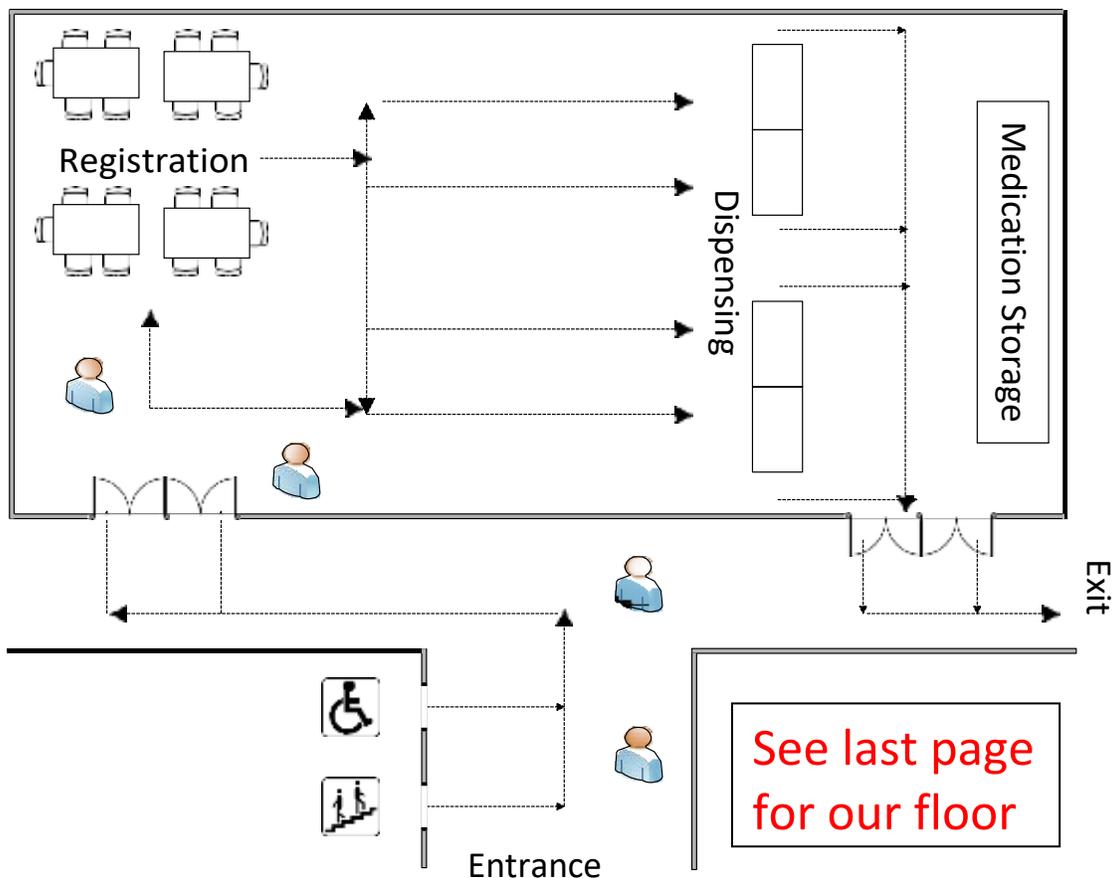
Below are descriptions of the major stations that should be included in your floor plan:

- **Greeters/Queue Management:** Although not a fixed station, the placement of Greeters/Queue Management staff is very important. Visitors will need to be directed through all stages of the dispensing process, from entering the site, to registration, to dispensing, and exiting. Consider signage and other equipment, such as stanchions, to supplement staff and help keep queues orderly and manageable. *Attachment A: Job Action Sheets* has a sample job description with additional duties and tasks for Greeters/Queue Management staff.
- **Registration:** Visitors should be encouraged to fill out their screening forms using Dispense Assist before coming to the dispensing site. (Dispense Assist and screening forms are explained in greater detail in *Section 6: Developing Dispensing Plans & Procedures*.) However, if visitors are unable to access Dispense Assist and do not present with pre-filled screening forms, a space with tables and chairs must be made available for them to complete paper copies. Staff assigned to Registration will help visitors complete their forms, and based on the information provided, mark on these forms the appropriate courses of medications for each individual. *Attachment A: Job Action Sheets* has a sample job description with additional duties and tasks for Registration staff.
- **Dispensing:** Visitors take their completed screening forms to Dispensing, where staff will dispense the appropriate courses of medications to them. Dispensers will keep visitors' screening forms upon dispensing medications. Along with medications, dispensers will also distribute educational materials to visitors. *Attachment A: Job Action Sheets* has a sample job description with additional duties and tasks for Dispensing staff.

Here are some additional guidelines to consider when planning the layout of your dispensing site:

- **A good rule of thumb is 100 visitors per hour will need 1,000 square feet of space.** Cramming more dispensers into your site than will reasonably fit will slow down your operations, not speed them up. Depending on your targets from *Table 3,* you may need to open more than one dispensing site if you need a high number of dispensers.
- **Measure your room.** Ask your property management or facilities divisions for a blueprint of the space you plan on using for your dispensing site. (Consider making a representative from these divisions a member of your PMC Planning Committee.) If blueprints are unavailable, take measurements of your space using a tool such as a laser distance measurer. With these measurements, you can use computer software, such as Microsoft Visio (a Microsoft Office product), to ensure the accuracy of your site plan.
- **Be detailed in your floorplan.** Making decisions ahead of time about smaller items, such as where signage will be placed, will save you time when setting up your dispensing site should you need to activate your plan. Also mark where personnel will be, including your Safety/Security Officer and other safety personnel.
- **Include an area for staff to arrive and take breaks.** Staff will need to check in and receive instructions before dispensing operations can begin. If you decide to make this check-in location separate from your main dispensing room, such as an adjacent office space, this location can also serve as an area where staff can take breaks.
- **Make access and functional needs a part of your plans.** Ensure there is enough space for individuals using wheelchairs to navigate between your stations. If specialized stations, such as translation services in Registration, are required, include these on your floorplan as well.

When ready with your blueprints/measurements, begin drawing or using computer software to make your floor plan. Attach it to your PMC Workbook when completed.

Section 5: Determining Security Needs and Capabilities

The safety and security of your staff and visitors is an important component of your PMC Plan. Here are some common planning considerations when assessing and developing your safety and security protocols:

- **Securing medication:** Medications and supplies should be accompanied by security personnel at all times. Have safety and security personnel meet the delivery truck and supervise the drop off of medications and supplies. Then, take the medications through your facility to the dispensing site and lock all medications in a secure storage area until dispensing operations begin. Safety and security personnel should remain at or near the medication storage area throughout your dispensing operations. Safety and security personnel should also secure and assist transporting unused medications back to your local health department.
- **Securing unused entrances/exits:** Non-emergency doors and exits that are not being used as a part of your site layout and floor plan should be locked. Signs directing visitors to the appropriate entrances/exits should be placed around your facility. Consider placing safety and security personnel at any entrances/exits you are concerned about visitors trying to enter.
- **Crowd control:** A visitor who is disruptive to your operations may need to be removed from your dispensing site. Should this need arise, safety and security personnel are encouraged to follow normal protocols for escorting unwanted individuals from your facility. These protocols should already be on file as a part of your day-to-day operations and may include contacting law enforcement.

Use *Table 5* to list how your organization would address the following safety and security concerns. Engage existing safety and security personnel within your organization in these discussions.

Table 5: Safety and Security Planning Considerations

Issue	Planning Considerations
Placement of personnel (where to post personnel, number of posts, etc.)	
Access to facility (entrances/exits, perimeters, signage, lighting for afterhours)	
Access control within facility (securing medications, verifying employee identification)	
Security breaches and/or disruptive individuals	

Section 6: Developing Dispensing Plans & Procedures

Activating your PMC Plan

During a disease outbreak or public health emergency, your local health department may ask your organization to activate its PMC Plan and request you to stand ready to receive and dispense medications. Your local health department will use multiple mechanisms to communicate with your organization during a public health emergency. All PMCs are asked to provide contacts that can be included into an emergency notification system. The notification system sends messages through multiple channels, including email, SMS text, and voicemail. (Your organization's contact information should have already been provided to your local health department using the PMC Enrollment Form. If you have not completed this form, please contact your local health department; contact information is found on Page 5 of this workbook.)

Use **Attachment D: Activation Checklist** as a starting point to guide you through the steps you will need to complete to get ready to open your dispensing site to visitors and to begin dispensing operations. Add additional steps to this checklist as needed.

Using Dispense Assist

After all of the steps are completed from **Attachment D: Activation Checklist,** your organization is ready to begin dispensing medications. In order for an individual to receive his or her medications, he or she must complete a **screening form.** Individuals complete their screening forms by answering very specific questions related to their allergies to medications and any history of adverse reactions. Dispensing site staff will use the answers provided on the screening forms to determine which medications to dispense.

Individuals should complete their screening forms prior to arriving at the dispensing site by using an online tool known as **Dispense Assist**. After completing the online screening form, a voucher for medications will be generated. Individuals will print their vouchers from their homes, bring them to the dispensing site, and submit their vouchers in exchange for the appropriate medications. Using Dispense Assist allows visitors to skip Registration and proceed directly to Dispensing, thus reducing crowds and making queues faster. If family members are a part of your covered population, each family member receiving medications should complete a screening form, print a voucher for him or herself, and give the voucher to the individual visiting the dispensing site and picking up medications.

At the direction of the local health departments, all PMCs are instructed to use Dispense Assist as a part of their dispensing operations. **Attachment E: Dispense Assist** is a screenshot of a sample medication screening form and shows what questions individuals would be asked to answer when they use the online tool.

If individuals do not have access to a computer and/or printer and cannot access Dispense Assist, paper screening forms can be used. Keep in mind that paper screening forms will only be available at your dispensing site, and individuals will have to complete these forms at Registration. Completed paper screening forms are given to Registration staff, who will then use the answers provided to assign the proper courses of medications. Visitors will then take their paper screening forms from Registration to Dispensing to receive their medications. **Attachment F: Antibiotic Medication Screening Form** is a sample paper screening form used by your local health department to dispense antibiotics.

The Dispensing Process: Step-by-Step

Below are the steps your organization should take to dispense medications:

1. **Protect Staff First:** Establish procedures to first dispense courses of medications to your dispensing staff. Staff should complete a screening form using Dispense Assist just like visitors.

2. **Dispense to Priority Groups:** Your local health department may direct your organization to dispense to additional high priority groups prior to opening your dispensing site(s). Your organization will be provided with screening tools customized for these specific circumstances.

3. **Open your dispensing site:** Ensure all staff is in place and ready to work in their assigned positions. Safety and security personnel will allow visitors to begin entering your site.

4. **Begin dispensing operations:** All of the steps you've completed to this point should have your organization prepared to dispense medications to visitors:

   o Your staff is organized into an ICS Chart (*Table 3*) and knows their assigned roles (***Attachment A: Job Action Sheets***).
   o Per ***Attachment D: Activation Checklist***, additional instructions have been provided to staff using guidance found in ***Attachment H: Just-in-Time Training***
   o Staff are placed in appropriate posts per your floor plan
   o Visitors are directed through your dispensing site per your floor plan
   o Visitors present their Dispense Assist voucher and/or paper screening forms to Dispensing. Dispensing staff follow the instructions on their Job Action Sheets to dispense medications and collect forms.

5. **Provide updates to your local health department:** Your organization will be asked to provide status updates, such as the number of medication courses dispensed, and to request additional medications and/or supplies if inventory levels are running low.

Adverse Reactions

While not expected, adverse reactions to medications can occur. If an individual experiences an adverse event, he or she should contact a physician immediately or call 911 if the event is severe. Your local health department will provide your organization with information sheets about potential adverse events of the medication you are dispensing. It is very important that any adverse event be reported regardless of the suspected cause. If your organization receives a report of an adverse event, you should first ensure the individual experiencing an adverse event has contacted his or her physician and/or 911. As a PMC, your organization should also report the adverse event to your local health department, who will then assist you in reporting the event to the appropriate agency.

Demobilization

At the direction of your local health department, your organization will demobilize or "stand down" operations after dispensing medications to 100% of your covered population. All unused medications will be collected by your local health department; supplies and medical waste will also be collected and/or disposed. These services will be provided at no cost to your agency.

Use ***Attachment G: Demobilization Checklist*** as a starting point to work through the steps your organization will need to complete to get ready to close your dispensing site to visitors and to demobilize your operations. Add additional steps to this checklist as needed.

Section 7: Developing Communication & Messaging Systems

As a PMC, your organization will take on the role of "risk communicator" during a public health emergency. Effective communication is critical to the success of your dispensing operations, but communicating with your PMC Plan's stakeholders can present unique challenges.

Your covered population

The unexpected and chaotic nature of emergencies can make it difficult to answer questions for information and reassurance. People in your covered population (employees, patients/clients, non-staff, and/or family members) may be highly emotional. They may want to know what happened and who is responsible. But most importantly, people will want to know what they can do to protect themselves and their loved ones.

Consider establishing an awareness campaign with your covered population letting them know that your organization has decided to become a PMC and has plans in place to dispense medications if asked to by your local health department. Use **Attachment I: Sample Letter Templates** as a starting point for communications with your covered population. Consider including the following points in your message(s):

- A definition of a PMC and a description of scenarios in which your organization may be asked to dispense medications
- A description of who is covered by your dispensing plan
- A description of how medication will be dispensed
- A request for volunteers to staff your PMC and any duties/trainings associated with these roles

If your PMC Plan is activated by your local health department, your organization will need to instruct your covered population on the steps to take in order to receive their medications. In your messaging, include descriptions of and links to **Dispense Assist** and **Attachment F: Antibiotic Medication Screening Form** so visitors to your dispensing site(s) will come prepared to pick up medications. Use *Table 6* to think through other pieces of information you will want to share with your covered population and how you plan on disseminating these messages. Note that public health specific information, such as a disease outbreak and what medications are available to prevent and/or treat infections, will come from your local health department for your organization to distribute to your covered population.

Table 6: Communicating with your covered population

List key instructions or pieces of information you will need to share with your covered population to prepare them for picking up their medications (place/time of pickup, where to park, etc.)

SEE PT COOP COMMUNICATION PLAN

Check all communication methods that you will use to disseminate this information.

☐ Phone   ☐ Intranet

☐ Email   ☐ SMS/text message

☐ Pager   ☐ Other (describe):

Party responsible for developing and sending these messages:

**If your organization has an existing emergency communications plan,
attach a copy of your plan to your PMC Workbook.**

After your dispensing operations have demobilized, your local health department may ask your organization to continue to push messages out to your covered population, such as the importance of taking the full course of medications and how to address any questions or concerns.

Your PMC staff

Your PMC staff will need a preliminary briefing or set of instructions to prepare them for their upcoming work shifts, such as where to report and who to check in with upon arrival. Use *Table 7* to think through other pieces of information you will want to share with your PMC staff and how you plan on disseminating these messages.

Table 7: Communicating with Your PMC Staff

List key instructions or pieces of information you will need to share with your PMC staff to prepare them for picking up their medications (Where to report, what to bring, etc.)

```


```

Check all communication methods that you will use to disseminate this information.

☐ Phone   ☐ Intranet

☐ Email   ☐ SMS/text message

☐ Pager   ☐ Other (describe):

Party responsible for developing and sending these messages:

Your local health department

Your local health department will use multiple mechanisms to communicate with your organization during a public health emergency. All PMCs are asked to provide contacts that can be included into an emergency notification system. The notification system sends messages through multiple channels, including email, SMS text, and voicemail. Regular communication will occur throughout the public health emergency, and conference calls will be scheduled so that you can receive briefings on the situation and ongoing guidance and instructions. (Your organization's contact information should have already been provided to your local health department using the PMC Enrollment Form. If you have not completed this form, please contact your local health department; contact information is found on Page 5 of this workbook.)

Your local and/or state health department may also elect to open a ***call center*** if it is determined one will be needed. A call center exists to provide both public information and support to all activated PMCs. For public information purposes, a call center can answer general questions from the public (including your covered population) about the emergency or incident and provide information on the medications being provided. A call center can also support PMCs by having professionals available to assist with consultations over the phone for any visitors with complex medical conditions that may need to be prescribed alternative medications not available at your dispensing site(s).

If a call center is activated, the phone number will be advertised to your organization and the general public by your local health department.

The public/media

Your organization should coordinate messaging for all outside parties, including members of the media, with your local health department. During a public health emergency, a larger, broader communications strategy will be developed and implemented by your local health department, and it is important for messaging to remain consistent across all public platforms. For this reason, your organization is strongly encouraged to direct all media inquiries to your local health department. If your organization chooses to field and answer media inquiries, please do so with assistance and guidance from your local health department.

Section 8: Training Your Workforce and Practicing Your Plan

Congratulations! You now have the framework for your PMC Plan and access to the tools and resources you will need if your organization is ever asked to activate its plan. Once finalized, schedule some time to train your PMC staff on your plan and participate in exercises to test your plan's viability and your organization's readiness.

Your organization should incorporate concepts from your PMC Plan into annual or recurring staff training forums. We recommend conducting annual internal training for your PMC staff, specifically addressing the following three key areas:

1. Activating your PMC Plan, including setting up your dispensing site
2. Receiving medications and dispensing them to your covered population
3. Roles and responsibilities for PMC staff

Attachment H: Just-In-Time Training can be used to deliver training during an actual event**. *Just-in-Time Training*** is hands-on training designed to be given in the moments before skills are to be used and provides simplified, step-by-step instructions for PMC staff to follow in order to serve in their positions.

Exercises, or simulated activations of your plan, provide a low-stakes way to familiarize PMC staff with concepts and identify gaps or challenges which should be addressed. For example, you could conduct an exercise where half of your PMC staff practice working in their positions, while the other half act as visitors to your dispensing site and receive fake "medications." Once each group has an understanding of how operations work, allow them to switch their roles. Your local health department may also provide opportunities for joint trainings and exercises. ***Attachment J: PMC Exercise Guide*** has some sample materials that may be helpful in designing and running an exercise.

After conducting a training or exercise, you may find that your PMC Plan has a gap that would hinder activating your plan and/or operating your dispensing site(s). Your PMC Plan should be adjusted and edited as needed to reflect any lessons learned from training and exercises.

Glossary

Access and functional needs: Needs a person may have before, during, and after an incident in functional areas, e.g. maintaining independence, communication, transportation, supervision, and medical care.

Adverse reactions: Any unexpected or dangerous reactions to a medication.

Business continuity manager: The person who writes and implements plans for ensuring that your organization can continue its critical business functions during emergencies or disasters.

Call center: An office set up to handle a large volume of telephone calls.

Communicable disease outbreak: The occurrence of disease cases that exceeds what would normally be expected in a defined community, geographical area, or season.

Conference room model: A Private Medication Center dispensing model that uses a large space where employees, patients/clients, and families can come and pick up medications.

Continuity of Operations Plan: The plan that describes how your organization would continue its critical business functions during an emergency or disaster.

Covered population: The total number of people your private medication center will dispense medications to during a public health emergency.

Demobilization: The process of discontinuing your emergency response activities and returning to normal operations.

Dispense Assist: An online screening tool that allows users to generate vouchers for receiving emergency medication at a public or private medication screening center. (https://www.dispenseassist.net)

Dispensing: The process of preparing and giving out medications.

Drive-through model: A Private Medication Center dispensing model that where employees, clients, or other personnel visit a medication pickup point and remain in their vehicles.

Health Insurance Portability and Accountability Act (HIPAA): A federal law that contains a rule that protects individuals' health information.

Incident Command System (ICS): A standardized approach to emergency response that provides a common hierarchy within which responders from multiple agencies can be effective.

Job Action Sheet: A tool (like a checklist) for defining and performing a specific emergency response functional role.

Intra-office mail model: A Private Medication Center dispensing model that uses dispenses employees' medications via an intra-office mail system.

Local health department: Local government agency responsible for creating and maintaining conditions that keep people healthy.

Mass dispensing strategy: Operating on a larger scale to dispense medications or administer vaccines to the general population.

Medical Advisor: A medical person who a Private Medication Center can contact for medical guidance for a PMC plan. The local health department can act as your Medical Advisor for a PMC plan.

Medical screening: The process where a person at a Private Medical Center reviews an individual's medication form to identify the right medication for him or her and/or any medical conditions that may affect the person's ability to take the emergency medication. Dispense Assist works as an online, rather than in-person, mechanism for medical screening.

Memorandum of Agreement: A written document describing a cooperative relationship between two parties wishing to work together on a project or to meet an agreed upon objective.

Pandemic: A disease outbreak occurring over a wide geographic area and affecting an exceptionally high proportion of the population.

Public Readiness and Emergency Preparedness (PREP) Act: A federal law that provides liability immunity related to the manufacture, testing, development, distribution, administration and use of medications and vaccines against chemical, biological, radiological and nuclear agents of terrorism, epidemics, and pandemics. It also added authority to establish a program to compensate eligible individuals who suffer injuries from administration or use of products covered by the PREP Act's immunity provisions.

Private Medication Center (PMC): A healthcare, government, nonprofit, or private organization where lifesaving medications are dispensed to an affected population during a public health emergency like a disease outbreak or a terrorist attack.

Public health emergency: A natural or manmade event that creates a health risk to the public. This includes a disease outbreak, earthquake, or bioterrorism incident.

Public Health Coordinating Liaison: The person who serves as the link between the Private Medication Center and the local health department and ensures local health participates in the organization's planning process as appropriate.

Strategic National Stockpile (SNS): A federally managed supply of medications, vaccines, and medical supplies intended for use during a public health emergency.

Strike team model: A Private Medication Center dispensing model used in a healthcare setting. A team of trained personnel carry medications with them and visit each employee's desk or patient's bedside where they review a medication screening form for the employee or patient and dispense medications before moving on to the next person.

Targeted dispensing strategy: Dispensing medications or administering vaccines to specific individuals or at-risk groups to prevent or treat an infection.

Private Medication Center	
Position Assignment:	**EOC Manager**
Staff Name:	
Mission:	Oversee dispensing operations for your Private Medication Center's dispensing site

Get Ready
- ☐ Read this entire Job Action Sheet.
- ☐ Receive notification from local public health authority that your Private Medication Center (PMC) is activated (via email/phone/website).
- ☐ Read your agency Operational Objectives, Incident Action Plan, and Situation Report.
- ☐ Receive medication for self and family first before dispensing to others; take first dose.
- ☐ Obtain contact information for the public health liaison supporting your organization.
- ☐ Review your PMC Plan.
- ☐ Inform PMC staff that your plan is activated and assign tasks.
- ☐ Provide orientation and position training to those assisting the dispensing effort.
- ☐ Prepare the site, obtain basic supplies and get vehicles dispatched (if required).
- ☐ Communicate to your covered population that you will be dispensing medications.
- ☐ Obtain and don appropriate Personal Protective Equipment (PPE), if needed.
- ☐ Follow incident Command Structure (ICS).

During Operations
- ☐ Get medications
- ☐ Send an authorized staff member to the PMC Delivery Site/Distribution Site to receive medications.
- ☐ Lock medication in secure location away from extreme heat or cold (room temperature); inventory initial supply.
- ☐ Copy dispensing materials (drug information sheets, others) or post to website for downloading by employees.

Dispense the Medications
- ☐ Monitor dispensing of medications.
- ☐ Dispense medication to PMC staff first.
- ☐ Ensure appropriate screening and drug dispensing.
- ☐ Ensure distribution of drug information sheets.
- ☐ Request additional medications from the local public health authority if required.
- ☐ Update your public health liaison with dispensing status as required or needed.

Follow up
- ☐ Return all medical screening forms and inventory control forms to your local health department.
- ☐ Dispose of PPE appropriately (if used).
- ☐ Complete and submit timesheets.
- ☐ Participate in after-action meetings, as directed.

Private Medication Center

Position Assignment:	**Logistics Section Chief**
You Report to:	EOC Manager
Staff Name:	
Mission:	Coordinate the medication dispensing effort at your agency.

Get Ready
- ☐ Read this entire Job Action Sheet.
- ☐ Receive medication for self and family first before dispensing to others; take first dose.
- ☐ Receive and participate in briefing with EOC Manager .
- ☐ Review instructions, become familiar with primary tasks and reporting structure.
- ☐ Meet with, brief and conduct just in time training with your direct reports.
- ☐ Obtain and don appropriate Personal Protective Equipment (PPE).
- ☐ Put on ID badge and introduce self to all staff in assigned area.
- ☐ Ensure that the receipts of the supplies and/or medications are coordinated appropriately.
- ☐ Ensure that all communications equipment has been set up, tested and is in working order.
- ☐ Ensure that all staff understands inventory management and request procedures.
- ☐ Follow Incident Command Structure (ICS).

During Operations
- ☐ Maintain Incident Command Structure (ICS).
- ☐ Coordinate with the Operations Section Chief to ensure that all logistical needs for dispensing area met.
- ☐ Meet with your direct reports regularly to coordinate needs and conduct a status check.
- ☐ Report critical issues or necessary changes to EOC Manager .
- ☐ Assure the privacy, confidentiality, and security of all protected health information on forms.
- ☐ Maintain universal precautions.
- ☐ Interface with Public Safety to ensure that all security issues are being addressed.
- ☐ Arrange for procurement of additional equipment/supplies as needed and as authorized by the EOC Manager.
- ☐ Keep dispensing stations stocked with supplies.

Follow up
- ☐ Breakdown and put away station materials.
- ☐ Participate in debrief if indicated.
- ☐ Report any changes to protocol.
- ☐ Dispose of PPE appropriately.
- ☐ Complete and submit timesheets.
- ☐ Participate in after-action meetings, as directed.

If you encounter a problem while dispensing, contact your supervisor immediately.

Private Medication Center	
Position Assignment: **Operations Section Chief**	
You Report to:	EOC Manager
Staff Name:	
Mission:	Coordinate the medication dispensing effort at your agency.

Get Ready
- ☐ Read this entire Job Action Sheet.
- ☐ Receive medication for self and family first before dispensing to others; take first dose.
- ☐ Receive briefing from EOC Manager.
- ☐ Review instructions, become familiar with primary tasks and reporting structure.
- ☐ Meet, brief and provide on the job training for your direct reports.
- ☐ Obtain and don appropriate Personal Protective Equipment (PPE), if needed.
- ☐ Put on ID badge and introduce self to all staff in assigned area.
- ☐ Follow Incident Command Structure (ICS).
- ☐ In coordination with Logistics Section Chief ensure efficient set up of clinic and establish efficient clinic flow.
- ☐ Ensure adequate staffing of designated functions.
- ☐ Ensure that your direct reports are informed on inventory request procedures.

During Operations
- ☐ Maintain constant communication with EOC Manager.
- ☐ Maintain constant communication with Logistics Section Chief.
- ☐ Meet with your direct reports regularly to coordinate needs and conduct a status check.
- ☐ Ensure appropriate implementation of Practice Procedures and Guidelines.
- ☐ In coordination with Logistics Section Chief maintain efficient clinic flow.
- ☐ In coordination with Logistics Section Chief identify and request additional staff if needed.
- ☐ Ensure appropriate use of universal precautions.
- ☐ Ensure appropriate use of PPE, if used.
- ☐ Problem-solve operational issues.
- ☐ Report critical issues or necessary changes to EOC Manager.
- ☐ Ensure the privacy, confidentiality and security of all protected health information.
- ☐ Maintain the use of ICS.

Follow Up
- ☐ Breakdown and put away materials.
- ☐ Participate in debrief if indicated.
- ☐ Report any changes to protocol.
- ☐ Plan for the possibility of extended deployment.
- ☐ Dispose of PPE appropriately, if used.
- ☐ Complete and submit timesheets.
- ☐ Participate in after-action meetings, as directed.

If you encounter a problem while dispensing, contact your supervisor immediately.

Private Medication Center
Position Assignment: **Public Safety**
You Report to: EOC Manager
Staff Name:
Mission: Manage site safety.

Get Ready
- ☐ Read this entire Job Action Sheet.
- ☐ Receive assignment from EOC Manager.
- ☐ Receive orientation and position training from EOC Manager.
- ☐ Read the current Operational Objectives, Incident Action Plan, and Situation Report.
- ☐ Receive medication for self and family first before dispensing to others; take first dose.
- ☐ Obtain and don appropriate Personal Protective Equipment (PPE).
- ☐ Follow Incident Command Structure (ICS).

During Operation
- ☐ Act as liaison to Local, County, State, Tribal and Federal Law Enforcement agencies and implement the security plan as agreed on by your PMC and designated law enforcement agency.
- ☐ Provide protection for the dispensing site staff and citizens.
- ☐ Secure the facility.
- ☐ Ensure that traffic flow to your dispensing site is being addressed adequately
- ☐ Respond to, or designated security personnel to respond to security issues.

Follow Up
- ☐ Breakdown and put away station materials.
- ☐ Brief the incoming Security Officer.
- ☐ Develop items for After Action Discussion.
- ☐ Dispose of PPE appropriately, if used.
- ☐ Complete and submit timesheets.
- ☐ Participate in after-action meetings, as directed.

If you encounter a problem while dispensing, contact your supervisor immediately.

Private Medication Center	
Position Assignment:	**PIO Communications Manager**
You Report to:	EOC Manager
Staff Name:	
Mission:	Manage communication to and from the Private Medication Center.

Get Ready
- ☐ Read this entire Job Action Sheet.
- ☐ Receive assignment from EOC Manager.
- ☐ Receive orientation and position training from EOC Manager.
- ☐ Read your agency Operational Objectives, Incident Action Plan, and Situation Report.
- ☐ Receive medication for self and family first before dispensing to others; take first dose.
- ☐ Obtain and don appropriate Personal Protective Equipment (PPE), if needed.
- ☐ Follow Incident Command Structure (ICS).

During Operation
- ☐ Provide employees instruction on how, when and why they should receive medication
- ☐ Provide staff with regular updates utilizing the Communication Plan
- ☐ Ensure Executive Team is updated on dispensing status.
- ☐ Bring unresolved issues to the attention of the EOC Manager.
- ☐ Provide Media response if solicited.

Follow Up
- ☐ Breakdown and put away station materials.
- ☐ Brief the incoming PIO.
- ☐ Participate in after-action meetings, as directed.
- ☐ Dispose of PPE appropriately, if used.
- ☐ Complete and submit timesheets.
- ☐ Participate in after-action meetings, as directed.

If you encounter a problem while dispensing, contact your supervisor immediately.

Private Medication Center	
Position Assignment:	**Registration**
You Report to:	Operations Section Chief
Staff Name:	
Mission:	Coordinate the medication dispensing effort at your agency.

Get Ready
- ☐ Read this entire Job Action Sheet.
- ☐ Receive assignment, orientation and position training from Operations Section Chief.
- ☐ Familiarize self with dispensing site layout, especially noting restrooms, emergency exits and flow of visitors.
- ☐ Make copies of medical screening forms and educational materials.
- ☐ Set up check-in/registration desk with paper medical screening forms and pens.
- ☐ Set-up Olympic room computers for people to complete online Antibiotic Screening form www.dispenseassist)
- ☐ Receive medication for self and family first before dispensing to others; take first dose.
- ☐ Obtain and don appropriate Personal Protective Equipment (PPE), if needed.
- ☐ Follow Incident Command Structure (ICS).

During Operations
- ☐ Keep station supplied with appropriate materials.
- ☐ Greet clients as they enter and provide instructions on how to complete form online. Give paper for if necessary
- ☐ Answer questions.
- ☐ Maintain adequate supply levels.
- ☐ Report disruptive client behavior to your supervisor.
- ☐ Performs other duties as assigned by Operations Section Chief.

Follow Up
- ☐ Breakdown and put away materials.
- ☐ Dispose of PPE appropriately, if needed.
- ☐ Sign-out after approval from Operations Section Chief.
- ☐ Complete and submit timesheets.
- ☐ Participate in after-action meetings, as directed.

If you encounter a problem while dispensing, contact your supervisor immediately.

Private Medication Center	
Position Assignment:	**Dispenser**
You Report to:	Operations Section Chief
Staff Name:	
Mission:	Coordinate the medication dispensing effort at your agency.

Get Ready
- ☐ Read this entire Job Action Sheet.
- ☐ Receive assignment from Operations Section Chief.
- ☐ Receive orientation and position training from Operations Section Chief.
- ☐ Familiarize self with screening and dispensing process (including algorithms).
- ☐ Set up station, or prepare supplies needed if dispensing in the field.
- ☐ Receive medication for self and family first before dispensing to others; take first dose.
- ☐ Obtain and don appropriate Personal Protective Equipment (PPE), if necessary.
- ☐ Follow Incident Command Structure (lCS).

Dispense the Medications
- ☐ Ensure that each client completes a medical screening/screening form.
- ☐ Review client medical screening form for completeness.
- ☐ Dispense appropriate medications based on patient's health history and medication algorithm.
- ☐ Remove lot number labels from pill bottles or label sheet. Put one on medical screening form and one label on drug information sheet.
- ☐ Fill out information on prescription label and adhere to pill bottle or drug information sheet. Record medications dispensed on medical screening form, initial medical screening form and retain form.
- ☐ Remind visitor to complete the entire course of medication.
- ☐ Provide dispensing status updates to Operations Section Chief as required.

Follow Up
- ☐ Return all materials to Operations Section Chief, including medical screening forms and any unused medication.
- ☐ Dispose of PPE appropriately, if used.
- ☐ Breakdown and put away station materials.
- ☐ Sign-out after approval from Operations Section Chief.
- ☐ Complete and submit timesheets.
- ☐ Participate in after-action meetings, as directed.

If you encounter a problem while dispensing, contact your supervisor immediately.

Private Medication Center Site Considerations

Site Name: _____   Site Address: _____

Date of Survey: _____   City, State, Zip:_____

Facility Point of Contact

Name/Title: _____   Access to facility keys? Yes ☐   No ☐

Work Phone: _____   Home Phone: _____

Email: _____   Cell/Pager: _____

Alternate Point of Contact

Name/Title: _____   Access to facility keys? Yes ☐   No ☐

Work Phone: _____   Home Phone: _____

Email: _____   Cell/Pager: _____

Facility Information

- Adequate parking
- Adequate HVAC capacity
- Lockable storage areas for medications
- ADA accessible restrooms
- Separate entrance/exit
- Electricity

- ☐ Refrigeration for medication (if necessary)
- ☐ Nearby breakrooms for staff
- ☐ Telephone availability
- ☐ Backup power source
- ☐ Tables and chairs
- ☐ Handwashing facilities

Suggested Equipment and Supply List

- ☐ First aid kit with equipment for measuring vital signs
- ☐ Tactical communications
- ☐ Signs to direct visitors and identify each station (Greeting/Registration Education, Screening, Dispensing)
- ☐ Janitorial supplies (i.e., toilet paper, paper towels, hand soap, etc.)
- ☐ Computer and printer
- ☐ Paper
- ☐ File folders and boxes
- ☐ Facial tissue
- ☐ TV/VCR (for education, if available)
- ☐ HAM radios
- ☐ List of emergency numbers (local health department, police, emergency medical services)
- ☐ Envelopes or small bags (to hold multiple bottles of medicine)

- ☐ Copier
- ☐ Notepads
- ☐ Clipboards
- ☐ Hand sanitizer
- ☐ 1-2 cots (if available)
- ☐ Gloves (latex or vinyl)
- ☐ Automated External Defibrillator (AED) (optional item, should only be used with proper training and under emergency conditions)
- ☐ Informational sheets
- ☐ Staplers
- ☐ Pens
- ☐ Extension cords
- ☐ Wastebaskets and trash bags

Attachment C: Signage

Entrance

Prohibited

- Photography
- Weapons
- Video or sound recording
- Pets (service animals allowed)
- Smoking
- Alcohol

Anthrax Symptoms

If you have recently developed the following symptoms, go to the hospital now:

- Fever

- Cough

- Headache

- Chills

- Weakness

- Difficulty Breathing

- Chest Discomfort

46

Medication Center

- Free medicine — large supply

- We are here to help

•Four simple steps

47

Any staff person wearing a vest can assist you.

Four Simple Steps

1. Fill Out Form

2. Show Form

3. Pick Up Medicine

4. Turn In Form & Exit

Step 1:

Fill Out Form

Step 2:

Show Form

51

Step 3:

Pick Up Medicine

Step 4:

Turn In Form & Exit

53

Thank you

Thank You - Spanish, Russian, Vietname, Chinese

Please Wait

Spanish, Russian, Vietnamese, and Chinese

Exit

First Aid

No Entrance

No Exit

PMC Activation Checklist

Procedure	In Progress	Completed
Review PMC Plan and staff assignments to ensure availability of personnel for identified key positions. Reassign staff as needed.	☐	☐
Confirm time and location for medication pickup with your local health department	☐	☐
Schedule start time for medication dispensing	☐	☐
Communicate activation of PMC Plan to covered population, PMC staff	☐	☐
Dispatch transportation staff for medication pickup	☐	☐
Conduct staff briefings for PMC staff	☐	☐
Make copies of all forms and fact sheets	☐	☐
Set up dispensing site per floor plan	☐	☐
Inventory medications and store in a cool, dry, and secure location until ready for dispensing	☐	☐
Dispense medication to designated individuals	☐	☐

Dispense Assist Voucher Form Example

This voucher permits the individual named below to receive this medication

D

BRING THIS VOUCHER WITH YOU

Dispense Assist
Post Exposure Prophylaxis Voucher

Medication: <u>Doxycycline</u>

Demographic Information

First Name:	John	Telephone:	(253) 821-3333
Last Name:	Doe	DOB:	4/23/2013
Address:	10 Docker St.	Weight:	30
Address 2:		Sex:	Male
City, St, Zip:	Tacoma, WA 98407		

Health History Information

1. Is this person allergic to doxycycline, tetracycline, or any other "cycline" drug?   No

2. Is this person allergic to ciprofloxacin or any other "floxacin" drug?   No

3. Is this person pregnant?   No

4. Does this person have a seizure disorder or epilepsy?   No

5. Is this person taking Tizanidine (Zanaflex)?   No

6. Does this person have difficulty swallowing pills?   Yes

7. Is this person less than 18 years old?   Yes

8. Does this person have renal (kidney) disease?   No

9. Does this person have an allergy to amoxicillin?   No

I, the undersigned, certify that all of the above information is correct to the best of my knowledge. I hereby authorize the recipient of this document to share this information with public health entities at the local, state, and federal level for purposes of ensuring medication efficacy and safety. I have been offered a copy of Notice of Information Practices.

Client Signature:_____   Date Signed:_____

Point of Dispensing Use Only:
Medication Provided: ☐ Doxycycline

Place Lot # Sticker
Here

Dispensing Site Name: _____

Dispenser Signature:_____   Date:_____

Fact Sheet: ***FDA EUA Doxycycline Drug Information Sheet***
                    How to Prepare Doxycycline for Children and Adults Who Can't Swallow Pills

Attachment F: Antibiotic Medication Screening Form

ANTIBIOTIC MEDICATION SCREENING FORM

Public Health
Seattle & King County

I, (FULL NAME) _____ am picking up medications for myself and/or I am picking up medications for others in my household or people who are unable to pick up their own medications. I agree to provide medications and instructions to all individuals written on this form.

Telephone Number: (_____) _____ -- _____   Your ZIP Code: _____   Age: _____   Signature: _____

INSTRUCTIONS: READ CAREFULLY		Part 1	Part 2	Part 3	STAFF USE ONLY
Step #1: Complete the consent statement above and provide your full name, telephone number, zip code, and signature **Step #2:** List your name and/or the names of everyone you are picking up medications for today **Step #3:** For each name listed below, write *YES* or *NO* for Part 1, Part 2, and Part 3 **Do not write in sections marked STAFF USE ONLY**		*Question 1:* Is this person allergic* to Doxycycline, Tetracycline, or any other "cycline"† drugs? *Question 2:* Is this person pregnant?	*Question 1:* Does this person have difficulty swallowing pills? *Question 2:* Is this person both less than 90 pounds and less than 18 years old?	*Question 1:* Is this person allergic* to Ciprofloxacin, Leavquin, or any other "floxacin"‡ drugs? *Question 2:* Is this person currently taking Tizanidine (Zanaflex)? *Question 3:* Does this person have renal (kidney) disease? *Question 4:* Does this person have seizure disorder or epilepsy?	Check that the following handouts have been provided: Antibiotic Information Sheet Agent Information Sheet Pill Crushing Instructions Letter to Medical Provider Today's Date (DD/MM/YY): /_____/ _____ Dispenser (Print Name):
First Name	Last Name	If YES to **any** question, write *YES* If NO to **all** questions, write *NO*	If YES to **any** question, write *YES* If NO to **all** questions, write *NO*	If YES to **any** question, write *YES* If NO to **all** questions, write *NO*	
					ATTACH LABEL
					ATTACH LABEL
					ATTACH LABEL
					ATTACH LABEL
					ATTACH LABEL

STAFF USE ONLY					
STAFF USE ONLY Dispensing Guide and Formula		NO	NO	YES or NO	*Dispense **Doxycycline***
		NO	YES	YES or NO	*Dispense **Doxy w/ Pill Crush Instr.***
		YES	NO	NO	*Dispense **Ciprofloxacin***
		YES	YES	NO	*Advise Additional Medical Consult.*
		YES	YES or NO	YES	*Advise Additional Medical Consult.*

*Allergic Reaction: Having one or more of the following symptoms: skin rash, hives, or itching; wheezing, shortness of breath or trouble breathing; and/or swelling of the face, lips, or throat. *If you have had one or more of these symptoms when taking this medication, write "YES" in the corresponding box under Part 1 and/or Part 3.*

†Tetracycline Drug List: demeclocycline (Declomycin); doxycycline (Adoxa, Alodox, Atridox, Avidoxy, Doryx, Doxy, Monodox, Morgidox, Ocudox, Oracea, Oraxyl, Periostat, Vibramycin); minocycline (Arestin, Dynacin, Minocin, Solodyn, Ximino)

‡Quinolone Drug List: ciprofloxacin (Cipro); gatifloxacin (Tequin); levofloxacin (Levaquin); moxifloxacin (Avelox); nadifloxacin (Acuatim); norfloxacin (Noroxin); ofloxacin (Floxin)

Screener Training Tool

1. "Consent" Section
Make sure all blanks *(Full Name, Telephone Number, Zip Code, Age, and Signature)* are completed by the individual who is picking up the medications.

2. "Name" Section
Every individual receiving medication should be listed. This list of names may include the individual completing the *"Consent" Section.*

3. "Medical History" Section
For each name listed, either *YES* or *NO* should be written in the boxes corresponding with Part 1, 2, and 3.

Each Part has multiple questions. For example, Part 1 has two questions. If the answer to any of the two questions in Part 1 is "yes," the word *YES* should be written in the box under Part 1. If the answer to all of the questions in Part 1 is "no," the word *NO* should be written. The same applies for Part 2 (two questions) and Part 3 (four questions). Each name listed must have either a *YES* or *NO* answer for all three parts. The words *YES* and *NO* cannot be written in the same box.

5. "Staff Use Only" Section
A. Check the box for each handout you provide.

B. Fill in the date and print your name.

C. Attach the removable label from the medication bottle. (The appropriate medication is determined using the *Dispensing Guide and Formula*.) Write the individual's name on the actual bottle. If no medication is given, write N/A in the Attach Label box.

4. "Dispensing Guide and Formula" Section
Determine what medications to dispense or what course of action to take by reviewing the *YES/NO* answers for Parts 1, 2, and 3.

PMC Demobilization Checklist

Procedure	In Progress	Completed
Contact your local health department about breaking down your dispensing site	☐	☐
Collect all paperwork – screening forms, inventory logs, etc. to return to your local health department	☐	☐
Meet with your PMC staff and hold a debriefing and address any issues or problems encountered during dispensing operations	☐	☐
Pack and store all medications in accordance to PMC Plan or ad directed by your local health department	☐	☐
Take down all signage and return to storage or discard any signage that cannot be used	☐	☐
Return facility to original layout	☐	☐
Ensure all PMC staff sign-on; keep for your records	☐	☐
Continue to monitor any public announcements regarding ongoing public health emergency	☐	☐
Complete process of returning unused medications and supplies to your local health department	☐	☐

Just-In-Time Training Checklist

Private Medication Center Site Supervisor: All Staff Briefing Checklist

☑ Welcome and thank PMC staff

☑ Introduce self

☑ Review org chart and introduce section chiefs

☑ Define chain of command and stress the importance of communicating with lead

☑ Reference handouts in staff packets
  o Job action sheet
  o Floor plan
  o Daily schedule

☑ Review daily schedule
  o Open/close times
  o Break/lunch times and procedures
  o Shift change briefing
  o Debrief (if scheduled)

☑ Overview of operations
  o Site layout and patient flow
  o Communication procedures when patient flow charges are needed
  o Life threatening emergency procedures

☑ Intercultural considerations
  o Neighborhood demographics
  o Language and other resources available on-site
  o Emphasize need for respectful communication

☑ Safety briefing (conducted by Safety/Security Officer)

☑ Safety first

☑ Safety/health resources on-site, e.g., first aid station

• Media interaction protocol—refer to Communications Officer

Section Chiefs (Operations, Logistics, Planning) Briefing Checklist

☑ Welcome section staff

☑ Introduce staff

☑ Review section org chart and introduce unit/team leads

☑ Review pre-shift procedures

- o Sign in
- o Store belongings
- o Setup stations
- o Check out tactical communication equipment

☑ Break/lunch procedures for section

☑ Review post-shift procedures

- o Break down stations
- o Timekeeping procedures
- o Return tactical communications equipment
- o Turn in forms/documentation
- o Retrieve personal belongings
- o Debrief procedures
- o Sign out

☑ Tactical communications training and practice (e.g., two-way radios)

☑ Detailed walk through of section work areas

- o Location of supplies, other resources
- o Work flow

☑ Safety issues

Unit/Group Lead Briefing Checklists

☑ Unit/group member introductions

☑ Review chain of command and stress the importance of communicating with lead

☑ Overview of equipment, supplies, forms

☑ Instructions and demonstration for specific job tasks

☑ Safety reminders

Sample Letter to Employees

[insert date here]

[insert organization name and appropriate term--employee's, members, faculty]

Subject: Preparedness Plans for Medical Emergencies

Your health and safety are very important to [insert organization name]. One of the many things that can threaten your health and safety is a public health emergency, such as an epidemic. You can be confident that we have a plan in place to limit the impact of public health emergencies on our [insert appropriate term: employees, members, faculty] and their families. Our goal is to protect the health of all [insert organization name and appropriate term: employee, members, faculty] employees during such an incident.

[Insert organization name] has been working with state and local authorities to create an emergency preparedness plan that will help protect your health and safety during a medical emergency. We encourage you to read the [insert organization name] emergency preparedness plan. The plan is available online at: [insert website].

Another way that we are working to protect your health and safety is through our collaborative planning efforts with the local health department and healthcare coalition. These efforts include having [insert organization name] serve as a Private Medication Center, during a medical emergency so that we can quickly dispense medication to keep you and your family from getting sick. Please read the attached fact sheet for additional details about Private Medication Centers.

[Insert organization name] will continue to plan to protect you and your family's health and safety during public health emergencies. As we make enhancements to our emergency preparedness plans, we will update you by [insert how contact individuals will be notified of updates to emergency preparedness·plans].

If you have any questions about [insert organization name] emergency preparedness plans or our plans to serve as a Private Medication Center, or if you are interested in volunteering to help with emergency preparedness planning, contact [insert contact person] at [insert phone number].

Sincerely,

[Insert organization's official name and title]

Sample Volunteer Solicitation Letter

Volunteer Opportunity During a Public Health Emergency

[Insert organization name] has been preparing to protect you and your family in case of an emergency, such as a widespread disease outbreak, natural disaster or a bioterrorism attack. In order for us to do this, we must ensure we have the resources and staff needed to help in an emergency. We have worked closely with the local health department to develop a plan for setting up a **Private Medication Center** for your convenience and safety during a public health emergency.

A Private Medication Center will allow us to:

- Provide free medicine on-site for you and your family.
- Give important information during and after an emergency.
- Answer questions and address concerns about the event.

[Specific information about business plans or pictures can be inserted here]

If you are interested in volunteering to help with the setup and operations of our on-site Private Medication Center, contact [insert contact person] at [insert phone number]. As we continue to develop our emergency plans, we will provide additional communications about our endeavors as well as more specifics about your role in keeping yourselves and your families safe. We are committed to preparedness because it is important to the [insert organization name] family, and it is important to the entire community.

Sincerely,

[Insert organization's official name and title]

Tabletop Exercise Guide

Plan of Instruction

Exercise Purpose
To assess organization's PMC Plan and to assess types of systems needed to guide the prevention of, response to, and recovery from a bioterror event.

Exercise Objectives
At the end of the exercise participants will be able to:
1. Assess Decision Making to open closed POD per Plan.

2. Determine communications to employees regarding closed POD schedule.

3. Evaluate process for creating closed POD ICS structure to fulfill operations.

4. Determine how information will be compiled for state and local health jurisdiction requirements when utilizing federal stockpile assets.

Target Audience
Organizations who have decided to become Private Medication Centers (also known as PODs).

Exercise Guidelines
The Bioterrorism Tabletop Exercise is most effective when the following guidelines are followed:
- All organizational leadership staff and key stakeholders participate in, and/or observe, the exercise.
- The exercise objectives are best met when only the Facilitator has access to the exercise PowerPoint and scenario prior to the exercise.
- The exercise Facilitator should not be a member of the organization's executive management team.
- Creating an Emergency Preparedness Improvement Plan is the final step and most critical step in the exercise. A plan template is included in this document.

Exercise Tips
It is recommended that:
- You plan for the exercise to take approximately 3 hours
- Observers and players not receive a printed copy of the PowerPoint exercise until after the exercise is complete,
- The exercise be done all at once (preferred) or in sequential order over 2 meetings,
- A 10 minute break be held every 1 – 1.5 hours,
- A sign-in sheet be circulated and maintained for training records.

Course Evaluation
A course evaluation should be provided to participants for feedback on course content and delivery. A suggested evaluation tool is included in this document.

Materials Needed Checklist
- ☐ Bioterrorism TTX PowerPoint Presentation
- ☐ Computer and LCD projector
- ☐ Private Medication Center (PMC) staff table cards or ID badges for each of the PMC staff roles you choose to activate
- ☐ "Post-It" sticky note pads
- ☐ Easel chart/paper or large dry erase board

Exercise Facility Set Up:
- ▪ Players sit at tables; observers sit in chairs behind and outside of "U-Shape". (see example below)
- ▪ Set up meeting room so tables and chairs are in a "U-Shape" and Players can easily see the LCD projection screen and dry erase board or flip chart.
- ▪ During the exercise, the Facilitator should be able to move easily within the "U-Shape"
- ▪ If possible, provide water and healthy snacks for participants and observers in the back of the room.
- ▪ Place Post-it Note pads on the tables
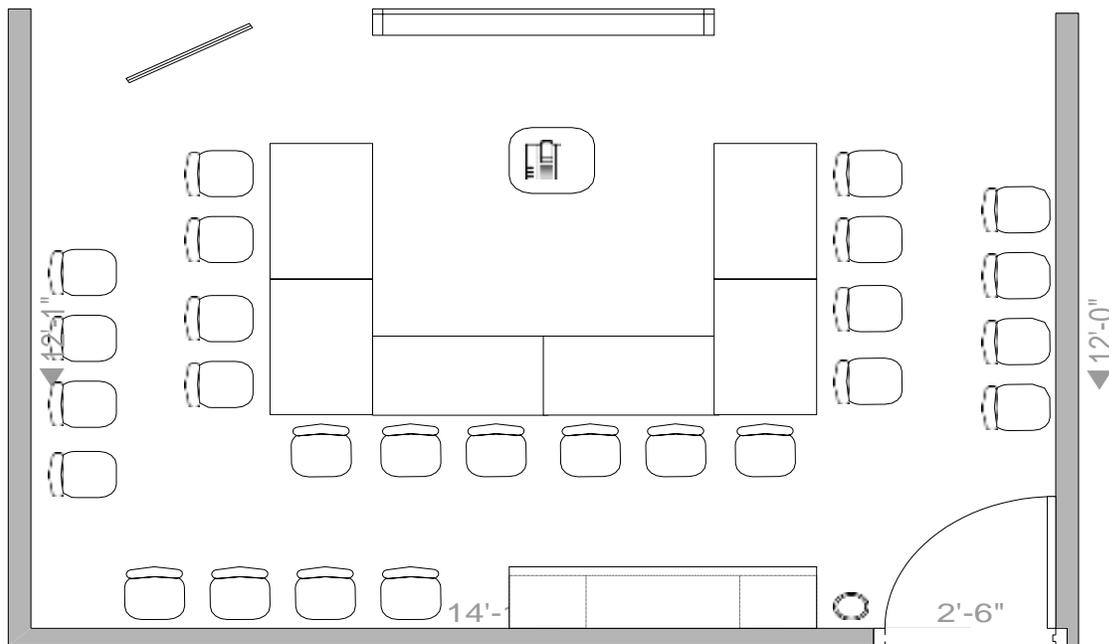
Preparation:
- • Customize by placing your organization's name in PowerPoint Slides where the symbols << >> are found.
- ☐ Prepare ICS identification badges or table tents
- • Facilitator familiarizes him or herself with the PowerPoint slides and notes (found in "normal view" setting of PowerPoint) prior to exercise.
- ☐ Facilitator prints out PowerPoint slides with notes to assist with facilitation.

PMC Tabletop Exercise Evaluation

Agency:_____

Name (Optional):_____

Your feedback is valuable, thank you for taking the time to complete this evaluation!

	Excellent	Good	Fair	Poor
Overall value of this exercise				
Length of the exercise				
Clarity of the scenarios and situation updates				
Exercise tested our capacity to respond to a bioterrorism attack				

What did you like most about the exercise?

What did you like least about the exercise?

What would you change, if anything, about the experience?

Would you recommend this exercise to other organizations in your sector? Why?

Did this exercise help you address your main concerns regarding bioterrorism? Why or why not?

What other disaster scenarios or issues would your organization like to address?

Were the exercise templates helpful in implementing today's exercise?

Additional Comments:

Emergency Preparedness Improvement Plan Matrix

The following matrix outlines a work plan for the items that are required to bridge an identified gap in current planning or response activities. Priority for each action should follow a scale of 1 to 5; 1 indicating highest priority, 5 indicating lowest. The person(s) listed as the responsible party will lead the effort to resolve each action listed.

Priority	Actions to be Taken	Responsible Party(s)	Estimated Completion Date	Status	Notes
SAMPLE: 1	Update staff emergency phone tree	John Smith	December 2010	In progress	John to add to Agency Go-Kit when done

**Testing Your
Private Medication Center**

Bioterrorism Attack Tabletop Exercise

<<Organization Name>>

<<Date>>

Agenda

Introduction & overview	30 minutes
Exercise Play	30 minutes per Situation Update
Break	10 minutes
Debrief/Hotwash	30 to 45 minutes

Public Health
Seattle & King County

What is a Tabletop Exercise?

- Informal discussion using a scripted disaster scenario as a catalyst

- No time pressures

- Designed to promote free and open exchange of ideas

What is a Tabletop Exercise?

- Familiarizes players with roles, responsibilities, functions, plans, and procedures

- Identify issues requiring further work

- Introductory narrative, followed by "problem statements" and subsequent updates

Procedural Notes

- **Parking Lot:** as you come up with things that need further action as an organization, write them on a Post-It note, hand to the facilitator and he/she will place it in the "parking lot"

- Your Specific Department: make notes of things you want to follow up on later with your department leadership and/or colleagues

Organizational Planning for Private Medication Centers(PMC)

<Describe Private Medication Center planning currently underway in your organization>

Exercise Objectives

1. Determine how to communicate to employees about the activation of a Private Medication Center (PMC)

2. Assess steps needed to make the decision to open a PMC

3. Evaluate process for activating PMC leadership and operations staff roles

4. Determine how required information will be compiled for local health departments

Assumptions

- Scenario is plausible

- Players are familiar with the organization's Private Medication Center plan

- All response partners across the Seattle area are involved in the response to this incident

Scenario

The local police department notified the state department of health that they received an anonymous tip that the deadly bacteria, tularemia, was purposefully released at a local mall during this weekend's art festival.

The local public health department conducted an investigation and confirmed the presence of the bacteria.

Situation Update 1 - *DAY ONE*

- You find that 60% of your staff and their families visited the mall the day the bacterial was released into the air

- Employees are concerned, impacting productivity

Questions

- What information would you provide to staff about the current bioterrorism situation?

- Do you also have communication mechanisms to relay information to employees' families?

- What information would you want from Public Health at this time?

Situation Update 2 – *DAYTWO*

- An increased number of hospitalized patients test positive for Tularemia

- All who visited mall, as well as their household members, advised to take antibiotics for prophylaxis

- Public Health asks partners to activate PMC plans

Tularemia Treatment Overview

- Tularemia can be treated with antibiotics, such as doxycycline and ciprofloxacin

- Emergency dispensing includes 10 days worth of antibiotics

- Treatment usually lasts 10 to 21 days

* Information retrieved from Centers for Disease Control and Prevention website.

Tularemia Treatment - *Continued*

- Symptoms may last for several weeks

- Groups at high risk of complications include children, elderly, and individuals with already compromised or weak immune systems.

* Information from Centers for Disease Control and Prevention website.

Questions

- Would your organization follow through with Public Health's recommendation to activate the PMC?

- What information do you need to know to make an informed decision to activate a PMC?

- How would you initiate activation of your PMC? Who in your organization, and outside it, would be involved?

Questions - *Continued*

- If you activate a PMC, what steps need to be taken? Are staff aware of their role in the activation?

- Do you have primary and alternate locations identified in your planning to use as a PMC?

- What information would you communicate to employees?

Break

Situation Update 3 – *DAYTHREE*

- Your PMC operation is ongoing

- Many supervisors and staff are choosing not to come into work for fear of exposure to Tularemia

- Public Health is requesting a status update on your progress with dispensing medications to affected staff and their families

Questions

- Do you have primary and alternate staff identified to fill roles for your PMC and have they been trained?

- Who would receive medications under your plan? Staff? Families? Others outside the organization?

- How will you track and record medication dispensed for your own records and reporting to Public Health?

Questions – *Continued*

- How will you address the impact of this incident on day to day operations?

- What steps would you take to address fear among your staff?

Greeter/Registration Duties

Position #1
Keep people from entering front lobby area

Position #2 (when needed)
Keep hallway queuing under control

Position #3
Registration. Hand out antibiotic screening forms and ink pens. Provide instructions as needed

Position #4
Answer questions and direct people to shortest dispensing lines

Public Safety Duties

Position # 5
Ensure people entering the building are employees or family members by showing badge or providing name and employee number. This position will have a list of agency employees.

Position # 6
Protect medication and crowd control

¾ of the room divider wall between Olympic & St Helens will stay up. The divider wall between St Helens and Rainier will be opened

96th St SW

Olympic

St Helens

Rainier

Check-in

3

Complete online antibiotic screening form , then proceed to dispensing area

4

6

Med Storage

Dispensing

Dispensing

D   C

B   A

EXIT

2

1

restrooms

elevator

EXIT

5
Medication
Entrance
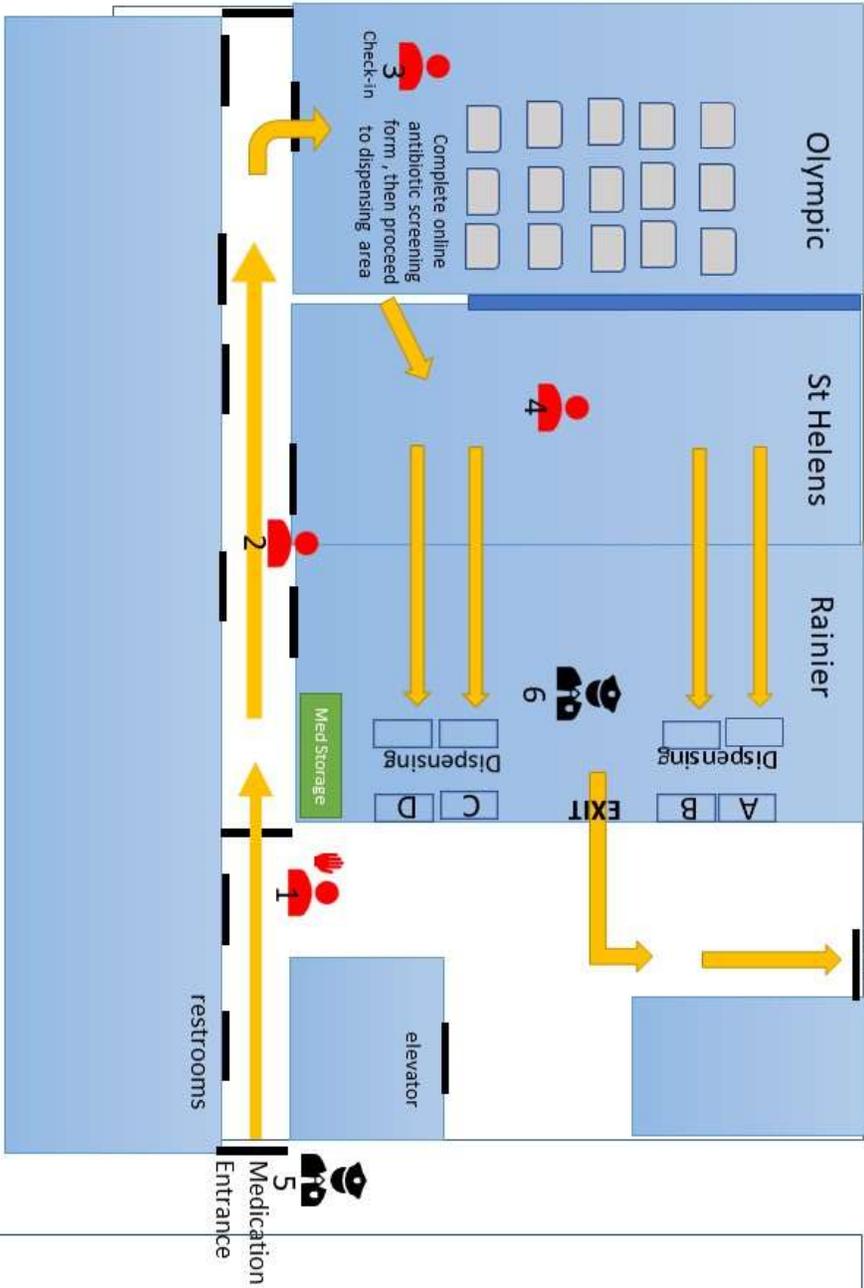
Visitor
Parking

During dispensing, all Bldg. # 5 first floor exterior doors will be locked from the outside and become exit only except the Medication Entrance.

EMERGENCY COMMUNICATION PLAN

PIERCE TRANSIT

3701 96th St SW

Lakewood, WA 98499

PierceTransit.org

VERSION 1.0

JAN 2020

VERSION HISTORY				
VERSION	**APPROVED BY**	**REVISION DATE**	**DESCRIPTION OF CHANGE**	**AUTHOR**
1.0	Sue Dreier, CEO and Mike Griffus, Executive Director Service Delivery & Support and Chief Safety Officer	Feb 2020	Created	Jo Ann Artis

APPROVALS

This Emergency Communication Plan was prepared by Pierce Transit to provide a viable communication response during and after an emergency. This plan has been distributed internally within Pierce Transit and to external organizations that might be affected by its implementation.

Approved: _____ Date _____

Sue Dreier, CEO

Approved: _____ Date _____

Mike Griffus, Executive Director
Service Delivery and Support
Chief Safety Officer

Table of Contents

ACRONYMS & INTRODUCTION

CSR's	Customer Service Representatives
CEO	Chief Executive Officer
ECP	Emergency Communications Plan
EMC	Emergency Management Coordinator
EPIC	Emergency Planning Implementation Committee
EWS	Early Warning System
IC	Incident Commander (usually a Field Supervisor)
ICS	Incident Command System
IVR	Interactive Voice Response
PIO	Public Information Officer (usually the PT Communications Manager)
PTEOC	Pierce Transit Emergency Operations Center

This Emergency Communications Plan (ECP) is intended to provide guidelines for communication with Pierce Transit staff, customers, community partners and external stakeholders during and after an emergency.

An emergency can include, but is not limited to: an earthquake, fire, hazardous materials accident, or extended loss of power. The procedures and messages contained within the ECP were developed by the Emergency Planning Implementation Committee (EPIC), and subject matter experts throughout the agency.

This plan will provide agency staff the guidelines for providing the best communication during difficult times.

1. EMERGENCY COMMUNICATION

1.1   Primary Emergency Communication Process

The primary methods of communicating emergency information and notification are by radio, phone, cell phone, Emergency Warning System (EWS under development), WEBEOC, GovDelivery and the Everbridge messaging system.

1. Operators, Supervisors, Maintenance and Public Safety employees who are involved in, witness, or receive a first report of an incident are responsible for contacting the Communication Center by radio.

2. Other Pierce Transit employees will contact 911 for life safety emergencies. For all other emergencies, employees will contact the Communication Center by phone at 253.581.8109. Depending on the incident, the Communication Controllers will initiate notification per established standard operating procedures.

3. The Communication Controllers will post an Everbridge message to the appropriate distribution list that will notify PT leadership and the ST Duty Officer (if applicable) of the emergency. The Everbridge notification will be updated as a situation develops.

4. When the EWS (under development) is activated, the Communication Center will take appropriate action and make the necessary notifications.

1.2   PT EOC Staff Notification

The PT EOC Staff Notification list includes the phone numbers of personnel who are integral to emergency response and management. This list is maintained by the Transportation Manager of Service Support within GovDelivery. When the PT EOC is activated, the Transportation Manager of Service Support will direct the Communication Center to send out a GovDelivery message to alert PT EOC staff to report.

1.3   PT Agency Staff Notification

In the event of a catastrophic emergency that impacts the agency, and regular methods of communication are not available, the Communications Manager or designee will write a text message, providing agency staff with up-to-date information on the status of the agency. This message will be sent by the Communication Center or their designee through, Gov Delivery, to the phone numbers listed in the employees' personnel file. Employees are responsible for keeping their contact information up-to-date. Employees can opt-out from receiving these messages on their personal phones by contacting their Supervisor.

1.4   EWS System Notification
Under development

1.5   Communication Tools

A. During normal work hours, standard communication tools will be used. Backup systems will be used if these are impacted by the emergency. Communication tools include:

1. Landlines (Skype)
2. Cell phones
3. E-mail

4. EWS (under development)
5. Text messages to include: TRAX and GovDelivery
6. Communication Monitors, that are positioned throughout the agency. During an emergency these monitors will be programmed by the Communications Manager or designee
7. PT 700 MHz Radio
8. mSlate
9. Two direct phone lines to Pierce County Emergency Management. These red phones are in the PT EOC/Olympic Room and Communication Center
10. Face-to-face communication
11. PT EOC Satellite Phones
12. WEBEOC (when PT EOC is activated)

2. RADIO & BACK-UP PLANS

A. Pierce Transit communicates on a 700 MHz radio system on the Combined Communications Network. This system is used by Transit Operators, Supervisors, Maintenance and Public Safety to communicate with the Communication Center if actions are needed specific to operations or safety.

B. In the event the cellular 700MHz radio fails, radio communication will go into "voice fall back" allowing radio communications to continue.

C. If the Communication Center needs to evacuate, Controllers will have access to supervisor vehicles and can run radio communications from these vans.

D. There is a dedicated Pierce Transit radio console at Pierce County Emergency Management located at 2501 S 35th ST, Tacoma.

E. The Communication Center has a direct intercom channel allowing us to contact SS911 over the radio if other systems, such as phones, are down.

F. The radio system has built in redundancies, allowing our radios to operate in the event that some infrastructure go down.

3. PHONES & BACK-UP PLANS

A. Fixed route and SHUTTLE CSR's use the Clarity phone system. If Clarity fails:
1. PT will utilize social media and the PT website to alert the public that the phone system is down. Fixed Route CSR's will use a dedicated cell phone to communicate with the Comm. Center and make emergency calls. The Fixed Route emergency cell number is 253.377.5629. The Customer Service Assistant Manager will notify our ORCA partners to have PT ORCA calls rerouted.

2. SHUTTLE CSR's will notify customers that our phones are down on the PT website and send a message through Interactive Voice Response (IVR) & GovDelivery directing customers to call one of the back-up cell phone numbers to make a reservation. The number for customers to call is 253.365.8696.

3.1   GETS/WPS Cards

Pierce Transit leaders and specific work groups have been enrolled in the Government Emergency Telecommute System (GETS) and Wireless Priority Service (WPS). They have been issued a GETS/WPS calling card that will allow them to place priority calls from land-lines and cell phones during an emergency that impedes phone traffic.

3.2   Total Communication Failure

In the event of failure of all electronic means of communication, messengers may be used to transfer communications between EOCs and agencies, as needed.

4. INCIDENT COMMUNICATION: INTERNAL

4.1   On-Scene Communication

A. The on-scene incident response is managed by an Incident Commander (Service Supervisor) utilizing the Incident Command System (ICS) structure. The Incident Commander will update the Communication Center who will determine the appropriate agency notification. Documentation during an emergency is maintained using WEBEOC.

4.2   Internal Agency Communication

A. Pierce Transit will position an Incident Commander (Service Supervisor) on scene, as a member of Unified Command or as a liaison representing Pierce Transit. The Incident Commander is responsible for ensuring situation reports are made back to the Communication Center who will update WEBEOC and notify the appropriate PT representatives.

B. The Communications Manager may distribute information on the incident to non-impacted employees via internal messaging mechanisms which could include; monitors, newsletters or emails.

4.3   Communication with Vendors and Contractors

A. Contractors and vendors will communicate with their Pierce Transit contact or designee during an emergency event.

4.4   Building Evacuation - Area Monitor Communication

A. Staff assigned as Area Monitors are provided Motorola hand-held radios. These radios are used to communicate with the Communication Center during an emergency evacuation at PT HQ. The following channels will be used by area monitors:

> **APEX 6000 & 7000 -will be turned to channel 16 EWS ZONE 2 New EWS**
> **EWS Radios -will be automatically programmed to EWS ZONE EWS**

4.5   Instructions for using Portable Radios

Follow these instructions when its necessary for the Area Monitors to communicate emergency information and receive instructions from the Comm Center during emergency situations.

The Area Monitor should retrieve agency radio from the charger in his/her work area and take a copy of the Area Monitor check-list if evacuating the building (see PT Emergency Evacuation Plan).

Step 1   Turn on the radio by pressing down or twisting the large knob on top of radio

Step 2   Adjust the volume setting by twisting large knob to right to turn up volume

Step 3   Ensure the radio is set to proper channel:
- APX 6000 & APX 7000 radios will need to be turned to channel 16 "Zone 2 new EWS."
- Channel is changed by adjusting dial to desired number.
- Screen on face of radio will reveal channel name.
- EWS designated radios will be automatically on "EWS ZONE EWS."

Step 4   Depress and hold green and black talk button on side of the radio when ready to speak and release the talk button when done speaking.

Step 1 & 2

Step 3

Step 4

5. INCIDENT COMMUNICATION: EXTERNAL

5.1   PIO Communications

The Public Information Officer (PIO), which is usually filled by the PT Communications Manager, is an identified role within the Incident Command System. The PIO is responsible for all media reports surrounding the incident. All information released must first be cleared through the Incident Commander. The PIO also ensures our web page, social media, and customer service staff have been notified when service is impacted.

In a multiple agency response (Unified Command), PIOs from each agency are likely to respond. PIOs work together to develop a joint statement, approved by the Unified Incident Commander that will be released to the media.

5.2   EOC Communications

A. The PT EOC maintains open communication with EOCs from other impacted agencies or jurisdictions. When EOCs at other agencies or jurisdictions are activated, Pierce Transit may send a representative to their EOC to assist with coordination and on-site communications.

B. A primary function of the PT EOC is to maintain communication with outside agencies. The PT EOC is also responsible for making decisions that are not covered by existing policy and communicating these decisions to others who need to know.
C. The PT EOC documents all activities in WEBEOC, providing the necessary updates to manage and track the event.
D. When the PT EOC is activated these numbers are active for each position within the PT EOC:

Positions	Phone #
EOC Manager	253.983.3528
PIO	253.983.3530
Finance	N/A
Logistics	253.983.3526
Logistics	253.983.3527
Operations	253.983.3521
Operations	253.983.3522
Planning	253.983.3524
Planning	253.983.3525
Safety Officer	253-589-6371
FAX	253.983.3530
Sat Phone # 1	1.646.563.3456
Sat Phone # 2	1.646.563.3457
Sat Phone # 3	1.646.563.3458
Sat Phone #4	1.646.563.3459

6. REQUIRED REGULATORY REPORTING

6.1 Reporting Table

Criteria for Reporting	Agency	Phone Number	Pierce Transit Employee responsible for making report	Report must be made within:
Death of (or probable death of) an employee, hospitalization (or probable hospitalization) of two or more employees as a result of a work-related accident	Labor and Industries	1800-321-6742	Risk Manager	8 hours
Chemical Spill- Storm water Chemical Spill-Soil Discovery of unknown contaminated soil or ground water	Dept. Of Ecology City of Tacoma when spill occurs within the city limits	425-649-7000 253-591-5000	Facilities or Fleet Management	Immediate
Chemical Spills to Waters of the State	WA State Division of Emergency Mgmt. National Response Center USCG Ecology Regional Office	1800-258-5990 1800-424-8802 Southwest 360-407-6300	Safety Officer or Facilities/Fleet Management	Immediate
Chemical Release into Air	Puget Sound Clean Air Agency	206-343-4341	Facilities/Fleet Management	Immediate
Sound Transit Bus Accident	Sound Transit Duty Officer	206-398-5428	Communication Controller	Immediate

7. COMMUNICATIONS MANAGER CHECKLIST

At the beginning of an emergency, the PT On-Call Manager will provide updates to the Communications Manager. Once the PT EOC is activated the Communications Manager will report to the EOC and fill the PIO position. If the PT EOC is not activated, the Communications Manager will facilitate communication with Pierce Transit's CEO, Executive Directors and outside agencies.

Responsibilities:

A. Coordinate effective crisis communications during and following the crisis. If unavailable, the Government & Community Relations Officer will perform the emergency duties. Immediate and periodic consultations will occur with the PT EOC.
B. Include the Customer Service Assistant Manager on any incident impacting operations.
C. Evaluate need for coordination with outside agencies. Discuss strategy with CEO as appropriate.
D. Work with PT EOC to determine how new info will be made available to media/public as it is received, or updates given at predetermined times such as hourly. Determine if updates will be given from incident site or from Pierce Transit office. All information released must be approved by the Incident Commander or PT EOC Manager.
E. Develop key messages.
F. Determine necessity and timing of press conference.
G. Keep CEO informed of communication strategy.
H. Work with CEO to inform the Board about events, key messages, and communications strategies.
I. Develop strategies to inform customers of the situation.
J. Oversee dissemination of information and updates through media, phone calls, written materials, and website.
K. Determine if information needs to go out through government or community relations.

8. MEDIA INTERVIEW GUIDELINES FOR AGENCY STAFF

A. The PIO/Communications Manager and CEO or designee are the only people who should talk with the media on crises relative to Pierce Transit. If the media approaches other Pierce Transit employees for information or comment, they should do the following;

   1. If contacted by telephone, cordially inform the reporter that the Communications Manager can respond to any questions. Take the reporter's name, telephone number and affiliation and offer to transfer the call or pass along the information to media relations.
   2. If a reporter shows up in-person, be friendly but do not respond to questions. Call the Communications Manager and inform him/her of the reporter's presence. The Communications Manager will decide how to respond to the situation.

B. From time to time, various Pierce Transit personnel will be designated by the Communications Manager to speak with the media due to their expertise in a certain field. In such instances; the Communications Manager will work with this person to prepare him/her prior to speaking with the media.

C. Unless specifically designated, an employee should not assume the role of a spokesperson, no matter what his/her position or connection to the crisis is.

9. MEDIA BRIEFING TECHNIQUES FOR CEO & PIO

A. At the onset of an emergency, people expect authorities to have more information than they do. Efforts to communicate accurately and quickly may mean some communications are incomplete. Honesty and speed are critical in a crisis, and it is vital to speak with accuracy about what we know and not speculate about what we do not know.

B. Pause before you answer. Give yourself plenty of time to consider the question and its implications. It sometimes works to explain your answer in a visual way that will be understood by television viewers. This is your interview so take your time in responding to their questions.

C. Keep your answers short. Use two or three sentences at most. Answer the question in the first sentence; explain it in the second and third sentences.

D. Don't speculate. If you don't know the answer, don't guess. Say you're not sure but will get the information and get back to the media representative. Don't guess as to the cause of an incident. Say, "It's still under investigation".

E. If the question is tough, ask the reporter to rephrase the question. You may know the answer but feel uncomfortable in responding because you're not sure what you want to say or what the reporter is getting at. What your response can do is buy you time in framing your response. It also forces the reporter to rephrase the question more clearly.

F. Do not provide any information that has not been cleared through the Incident Commander. If you are at the Incident Command Post, you may learn of information that should not be released because it may compromise the response or safety of the responders. The Incident Commander will also clarify that information to be released is accurate prior to passing it on to the media.

10. SAMPLE MEDIA INTERVIEW TEMPLATE

All information released must be approved by the Incident Commander.

This is the information we can confirm at the present time:

At approximately (_____) am/pm today, a Pierce Transit Bus on Route # (___) traveling from (____) to (____) was involved in a collision with a (____)

The bus was carrying an estimated (____) passengers. At this time the accident is under investigation and we cannot accurately tell you the extent of the damage or injuries other than to say that it has involved (____) people. Their names and their conditions will be disclosed by the local police or fire department that responded to the scene. Members of the media may stay in touch with (who at PT?) at 253-xxx-xxxx) so they can be briefed as additional verified information becomes available.

If you are asked additional questions, you can make the following statement:

That is all I can confirm at this time. Please understand that we are all very busy trying to deal with this situation and would appreciate your patience for a few hours. As soon as we have more information that has been confirmed, it will be disclosed to the public via the news media and on our website.

Anything involving our employees or those of our contractors will be disclosed to their families and loved ones first and will be handled by our senior management. Thank you.

Names and Conditions of victims are not to be released by Pierce Transit

If there are fatalities, once the coroner has confirmed them, a count and gender can be disclosed to the media. No additional information, including age, race etc. is to be given out. If those involved survive the incident, media should be referred to the fire department/paramedics that responded and transported the victims and to the local hospital that admitted them for information on their condition.

11. CUSTOMER SERVICE ASSISTANT MANAGER CHECKLIST

In the event of an emergency, the Pierce Transit Customer Service Assistant Manager will receive initial notification from Everbridge. Customer Service staff can then use WEBEOC to obtain the latest updates and impacts to service.

The primary responsibilities of the Customer Service Assistant Manager during an emergency are:

A. Consult with the PT EOC, Digital Content and Outreach Coordinator, and Webmaster to determine immediate communication needs.
B. Ensure Customer Service Staff are informed of the crisis.
C. Call in additional staff if necessary.
D. Coordinate response with Sound Transit customer service if relevant.
E. Obtain updated information for public distribution and share with CSR's.
F. Track public opinion and comments of Pierce Transit and handle crisis via Track-it.
G. Update work schedules of Customer Service Representatives and adjust as needed.

12. OTHER DEPARTMENTAL COMMUNICATION PLANS

Departments not directly involved in emergency communication will develop their own internal written communication plan to be used by staff during emergencies. It could be as simple as following the process they would use to call out "sick" or developing a phone tree for use within your department or work group. These plans should be reviewed and updated annually and submitted to the Executive Director for that Department.

13. TRAINING AND PLAN UPDATES

The Safety Manager or designee is responsible for annual training of staff and updates to this plan.

14. END OF THE EMERGENCY

The CEO will determine when an emergency has ended, and routine communication processes can resume. At that time, the Communications Manager will work with the PT EOC to determine how to return the agency communication to normal. This may include the need for messages from the CEO, promotion of support and counselling services, and all-employee meetings. The decision to declare the emergency/crisis over will trigger a review of how the crisis was handled and how communications can improve.

15. KEY PIERCE TRANSIT EMPLOYEE EMERGENY CONTACT LIST (CONFIDENTIAL)

Name	Position	Work	Personal	Home
Comm Center	Communications Center	581.8109		
Comm Center- Cell	Back Up Cell	363.0540		
Public Safety Radio		581.8017		
Physical Security		983.3646		
Dispatch- Fixed		581.8113		
Dispatch Back Up Cell		348.1223		
Dispatch SHUTTLE		581.8140		
Safety Hotline		983.3330		
EXECUTIVE OFFICE				
Sue Dreier	CEO	581.8010		
Mike Griffus	Exec Dir Svc Dev & Supp	983.2734		
Amy Cleveland	Exec Dir of Admin	983.3365		
Brett Freshwaters	Exec Dir of Finance	581.8014		
Ryan Wheaton	Exec. Dir Plan/Com Dev	983.3304		
Vacant	Exec Director Maint.			
Rebecca Japhet	Communication Mgr.	377.5436		
Keith Messner	Chief Technology Officer	905.1206		
Vacant	General Counsel			
EOC TEAM				
Barb Strong Nelson	Spec Event Coord Coordinator	405.4433		
Eric Donner	Scheduler	208.3908		
Ron Mackenzie	Trans Op Assist Mgr.	363.0682		
Rebecca Japhet	Communications Manager	377.5436		
Kelly Harp	Digital Content Coordinator	625.6746		
Alexandra Mather	Gov & Comm Relations	365.5937		
Tony Oliver	PS Sargent	405.7587		
Bill Mack	PS Sargent	405.8654		
Jason Hovde	Safety Officer	606.4604		
Reggie Reese	Safety Manager	581.8047		
Cherry Thomas	Spec Trans Manager	983.3699		
Mark Davilla	Service Impacts Sup	377.5027		
Kelvin Berring	Spec Trans Assist Manager	983.3352		
Rod Chandler	Service Supervisor	606.4626		
Shane See	Physical Security Specialist	355.6152		
Brentt Mackie	Safety & Qual Admin.	722.4910		
Tammara Good	Contract Administrator	983.3445		
Mark Veach	Training Instructor	606.4987		
John Riggs	Training Instructor	606.0631		
Krista Sheehy	Training Instructor	606.0623		
Steve Jeffries	Facilities Assist Manager	255.8590		
Jeff Forslund	Finance Assist. Manger	581.8134		

Name	Position	Work	Personal	Home
Fran Draxton	Training Supervisor	606.0577		
James Sullivan	Administration Spec.			
Jason Robertson	Webmaster	377.5056		
Lonnie Salzburg	Scheduler	377.4004		
Sandy Johnson	Sr Planner			
Liz Passmore	Finance Mgr.	581.8115		
Tunisia Price	Webmaster – backup	389.0874		
Bevon Ingraham	Training Instructor	208.7538		
Scott Gaines	Trans Op Assist Mgr.	405.4438		
Earl Fowlkes	Comm Assist Mgr.	209.3710		
Laurie Langlois	Service Support Mgr.	983.3440		
Trevor Swynenburg	Training Instructor	377.5560		
Victoria Dodson	Data Specialist	983.3326		
MAINTENANCE				
Adam Davis	Fleet Manager (Acting ED)	722.9238		
Jerry Blades	Comp Rebuild Assist Mgr.	405.1163		
Stephanie Prine	Warehouse Assist Mgr.	208-3463		
Marah Harris	Fleet Assist Mgr.	514.0541		
Aaron Lenk	Comm. Technologist Sup.	606.3046		
Kirk Hamblen	Lead Mechanic	377.3425		
Sean Derry	Fleet Assist Mgr.	581.8003		
Bill Serenbetz	Fleet Assist Mgr.	377.4833		
Harry Morris	Lead Mechanic	405.0758		
Vincent Cassino	Lead Mechanic	983.3353		
David Kreienbrink	Lead Mechanic	365.8516		
Edgardo Bautista	Lead Mechanic	983.3349		
Kim Huynh	Lead Mechanic	377.3233		
Steve Adams	Lead Mechanic	377.5028		
FACILITIES MAINTENANCE				
Larry McCarty	Facilities Manager	377.9486		
Steve Jeffries	Facilities Assist Mgr.	255.8590		
Molly Lickert	Facilities Specialist	358.0593		
Jace Banta	Facilities Assist Mgr.	208.3077		
Gene McPherson	Lead Mechanic	377.4809		
Ted Beretich	Mechanic I	606.4596		
Darryl Brown	Mechanic I	606.4635		
Kyler Downs	Custodian I	377.9014		
Grant Gilliam	Custodian I	377.7341		
Siyong Kim	Custodian I	606.0547		
Zach Orabanec	Custodian I	405.0320		
Greg Nelson	Mechanic I	973.8238		
Lori Pickering	Custodian I	405.2325		

Name	Position	Work	Personal	Home
Tony Smith	Mechanic I	973.8232		
Bob von Reichbauer	Custodian I	405.2728		
Larry Wallace	Mechanic I	377.4935		
Danny Williams	Mechanic I	327.4347		
CUSTOMER SERVICES				
Christine Barry	CS Assistant Mgr.	377.9490		
Julie Clapham	Lead CSR Fixed Route	732.6825		
Kelvin Berring	Para Assist Mgr.	983.3352		
Teri Bartle	Lead CSR Specialized	NA		
Tacoma Dome Station South 253.984.8226				
PUBLIC INFORMATION				
Rebecca Japhet	Communications Manager	377.5436		
Kelly Harp	Digital Content Coordinator	625.6746		
Alexandra Mather	Gov & Comm Relations Off	365.5937		
PUBLIC SAFETY				
Jim Kelly	Public Safety Chief	377.8549		
Katie Marcelia	Records Supervisor	377.4577		
Shane See	Physical Security	355.6152		
Tony Oliver	Public Safety Sgt	405.7587		
Bill Mack	Public Safety Sgt	405.8654		
Jason Harms	PT Sgt	377.3142		
Jason Youngman	PT Sgt	377.5290		
Eric Clarkson	PT Sgt	377.5739		
Jason LeFevre	PSO	405.2027		
Jon Donohue	PSO	405.6484		
Joseph Mager	PSO	377.4807		
Kenny Gainey	PSO	405.9026		
Sam Bissen	PSO	365.3390		
Andrew Martin	PSO	320.1913		
Jared Piephoff	PSO	320.1536		
Kyle Fellman	PSO	377.335		
Fiosage Fulu	PSO	306.3556		
Kallen Richardson	PSO	377.5621		
Christian Isaac	PSO	514.1510		
Frank Welle	PSO	365.3260		
Enoka Fatuesi	PSO	377.9568		
FINANCE				
Liz Passmore	Finance Manager	581.8115		
Jeff Forslund	Finance Assistant Manager	581.8134		
VANPOOL				
Kim McGilvery	Comm Dev Manager	651.9486		
Vanpool 24/7 Emergency Line 253.381.3762				

Name	Position	Work	Personal	Home
RISK MANAGEMENT				
Bill Kessler	Risk Manager	579.6342		
SAFETY OFFICE				
Reggie Reese	Safety Manager	581.8047		
Jason Hovde	Safety Officer	606.4604		
LEGAL				
Vacant	General Counsel			
INFORMATION TECHNOLOGY				
IT On Call #	After hours/Emergency	983.3333		
Keith Messner	Chief Technology Officer	905.1206		
Brent Campbell	IT Assistant Manager – Systems Support	341.5248		
Christian Handsaker	IT Assistant Manager – Network & Security	278.7101		
MARKETING				
Jason Robertson	Webmaster	377.5056		
Tunisia Price	Webmaster – backup	389.0874.		
Kathy Walton	Marketing Assist Mgr.	581.8083		
EMPLOYEE SERVICES				
Tara Schaak	Employee Services Mgr.	495.7262		
SHUTTLE				
Cherry Thomas	Spec Tran Mgr.	983.3699		
Kelvin Berring	Spec Trans Assist Mgr.	983.3352		
PLAN & COMM DEV				
Tina Lee	Planning Manager	377.5177		
Kim McGilvery	Comm Dev Mgr.	651.9486		
PROCUREMENT				
Linda Shilley	Procurement Manager	581.8059		
SERVICE DELIVERY				
Dena Withrow	Trans Mgr. Serv. Del.	606.0544		
Ron Mackenzie	Trans Op Assist Mgr.	363.0682		
Scott Gaines	Trans Op Assist Mgr.	405.4438		
Eric Gallagher	Trans Op Assist Mgr.	225.2971		
Laural Curry	Dispatch Assist Mgr.	606.0543		
SERVICE SUPPORT				
Laurie Langlois	Trans Mgr. Serv. Support	625.4545		
Earl Fowlkes	Comm Assist Mgr.	209.3710		
Rodney Dye	Serv Support Assist Mgr.	548.7206		

16. EMERGENCY COMMUNICATION FLOW CHART
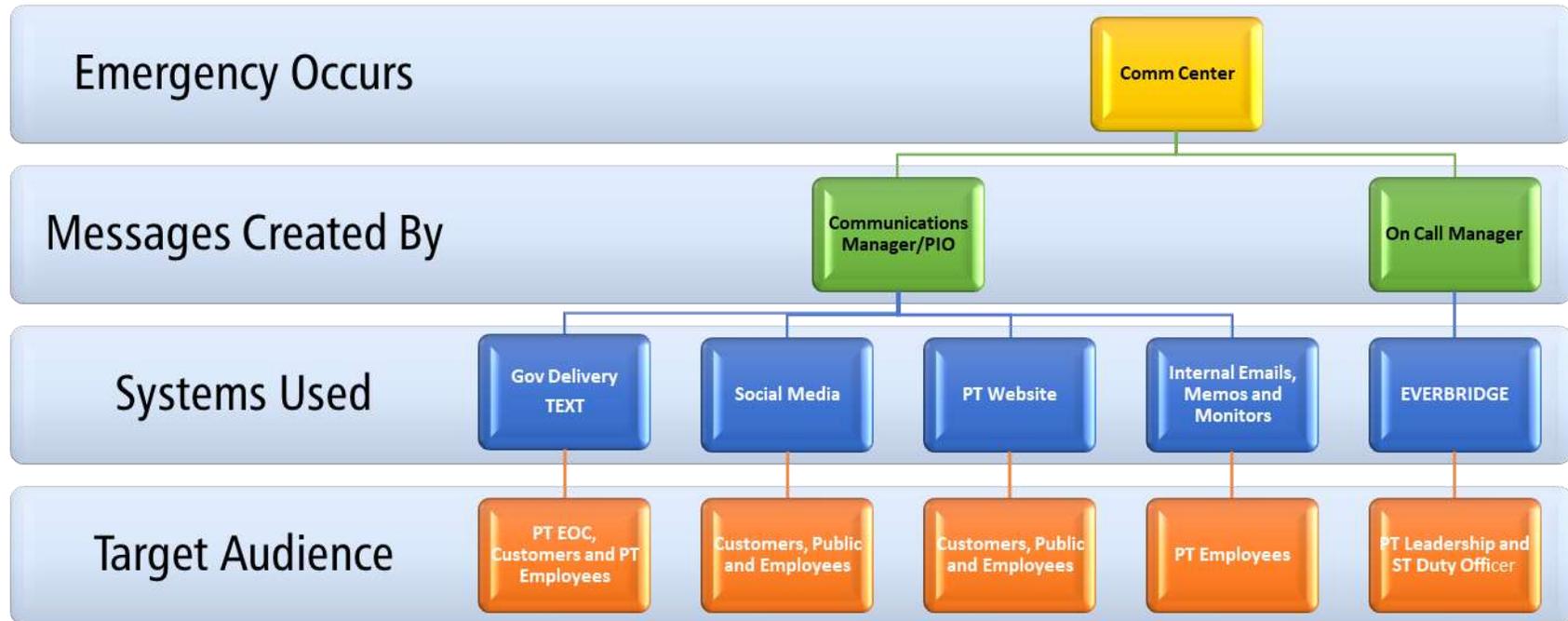
PierceTransit

CONTINUITY OF OPERATIONS PLAN (COOP)

PIERCE TRANSIT
3701 96th St SW
Lakewood, WA 98499

Piercetransit.org

VERSION 1.0.0
MAY 2020

VERSION HISTORY				
VERSION	**APPROVED BY**	**REVISION DATE**	**DESCRIPTION OF CHANGE**	**AUTHOR**
1.0	Sue Dreier, Chief Executive Officer Mike Griffus, Executive. Director Service Delivery & Support, Chief Safety Officer	May 2020	Created	Jo Ann Artis

1

APPROVALS

This Continuity of Operations (COOP) Plan was prepared by Pierce Transit to develop, implement, and maintain a viable COOP capability. This plan complies with applicable internal agency policy, local and state regulations, and supports recommendations provided in the Federal Emergency Management Agency Preparedness Circular 1 and 2. This plan has been distributed internally within Pierce Transit and to external organizations that might be affected by its implementation.
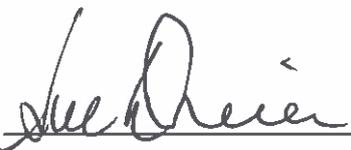
Approved: _____ Date 6/11/2020

Sue Dreier, CEO

Approved: _____ Date 6/1/2020

Mike Griffus, Executive Director
Service Delivery and Support
Chief Safety Officer

305 of 495

Contents

Disclaimer

While providing a structure of procedures and guidelines, at no time is Pierce Transit's COOP to inhibit the use of experience and common sense by Pierce Transit Executives and agency staff when determining the actions and resources needed. The details described in this plan may or may not apply to specific hazards and emergency situations. Agency staff must use their discretion in each situation to determine the best course of action. Procedures listed in this plan serve as guidance but are not intended to replace the best judgment of those who are directly handling a specific emergency response.

Introduction

Pierce Transit has grown increasingly aware of how all types of events can disrupt operations and jeopardize the safety of agency personnel and partners. Emergency planning, including COOP planning, has become a necessary and required process for the agency.

The all-hazards approach to COOP planning ensures that regardless of the event, essential functions and services will continue to operate and be provided in some capacity. This approach includes preparing for natural, man-made, or technological emergencies.

Pierce Transit is committed to the safety and protection of its customers, personnel, contractors, and visitors.

Purpose

The purpose of this COOP is to provide the framework for Pierce Transit to restore essential functions in the event of an emergency that affects operations. This document establishes procedures for addressing three types of extended disruptions:

- Loss of access to a facility (as in fire);

- Loss of services due to a reduced workforce (as in pandemic); and

- Loss of services due to equipment or systems failure (as in information technology (IT) systems failure).

This plan details procedures for implementing actions to continue essential functions within the Recovery Time Objectives (RTOs) to maintain these essential functions for up to 30 days.

Applicability & Scope

This document applies to Pierce Transit personnel in all departments and all locations where essential functions are conducted. It also applies to the array of events and hazards that could threaten the agency and its performance of essential functions.

The COOP is applicable to the following Divisions:

- Executive

4

- Finance

- Administration

- Service Delivery and Support

- Maintenance

- Planning and Community Development

The COOP plan does not apply to temporary disruptions of service including minor IT system, power outages and any other scenarios where essential functions can be readily restored in the primary facility.

This COOP plan has been distributed to the Executive and Leadership Teams at Pierce Transit. Training has been provided to Pierce Transit's personnel with identified responsibilities.

This COOP plan outlines the actions that will be taken to activate a viable COOP capability within 12 hours of an emergency event and to sustain that capability for up to 30 days. The COOP plan can be activated during duty and non-duty hours, both with and without warning.

The COOP plan covers facilities, systems, vehicles, and buildings operated or maintained by Pierce Transit. The COOP plan supports the performance of essential functions from alternate locations (due to the primary facility becoming unusable for a period that exceeds established RTOs) and provides for continuity of management and decision-making at the agency if senior leadership or technical personnel are unavailable.

References

- Continuity Plan Template and Instructions for Non- Federal Governments 2013

- Federal Continuity Guidance Circular 1 (CGC 1) and CGC 2

- Standards for a Continuity of Operations Plan for Transit Agencies APTA-SS-SEM-S-001-08

- Continuity of Operations Planning Guidelines for Transportation Agencies TCRP report 86/NCHRP report 525

Situation

The following situations impact Pierce Transit's COOP:

- Pierce Transit's primary facility is in Lakewood, Washington, providing 292 square miles of service within Pierce County. There are approximately 950 total personnel, ten contractors, and twenty-five daily visitors.

- Pierce Transit operates contracted express services for Sound Transit. These services travel within and between Pierce and King County; which accounts for approximately 46% of our work.

- The agency's primary facility is located near Joint Base Lewis McChord, an airfield, railroad tracks, a lahar hazard area and highways that carry hazardous materials.

Assumptions

- A disaster can occur with little or no warning, causing significant loss of life and environmental and economic damage. In an emergency, it will be necessary to continue our essential functions in order to respond to day-to-day needs of our customers. However, continuity of operations may be challenging because of absenteeism within the response agencies and civil unrest due to community mitigation measures.

- Employees who have been assigned specific responsibilities within the COOP are willing and able to carry out these responsibilities.

- Staff will be provided adequate training on this COOP such that they will be able to perform their duties during a COOP event.

- As part of their commitment to this plan, Pierce Transit will annually review, update and train on the procedures and resources as outlined in this plan.

Concept of Operations

A COOP must be maintained at a high level of preparedness and be ready to be implemented without warning. As such, Pierce Transit has developed a concept of operations, which describes the approach to implementing the COOP.

The plan can be fully implemented within 12 hours of activation and be capable of sustaining operations for up to 30 days. The broad objective of this COOP is to provide for the safety and well-being of Pierce Transit personnel, customers, contractors, and visitors while enabling the agency's continued operations during any crisis or event. Specific COOP objectives include the following:

- Enable staff to perform essential functions;

- Identify essential personnel, back-up staff, and supporting staff for relocation or for performing essential functions;

- Ensure the alternate facility location can support essential functions;

- Protect and maintain vital records, systems, and equipment.

Glossary of Terms

6

Business Impact Analysis (BIA) - Business Impact Analysis is an analytic process to identify business critical systems and processes as a precursor to any business continuity, emergency planning or disaster recovery planning effort.

BIA's are conducted within each department with the aim of identifying functions that are essential and time critical to agency operations, as well as personnel qualified to perform these functions.

COOP - Continuity of Operations Plan.

COOP Team - PT EOC team members that work in the EOC during a COOP activation.

Essential Function - Essential functions are those organizational functions and activities that must be continued under any and all circumstances. Those are the functions that enable an organization to provide vital services and sustain its industrial/economic base during an emergency.

Everbridge - Mass notification system that allows the Communication Center to send texts and e-mails to individuals or groups.

GovDelivery - Mass notification system that provides new information through e-mail and wireless alerts.

Incident Command System (ICS) - Standardized approach to the command, control, and coordination of emergency response providing a common hierarchy within which responders from multiple agencies can be effective.

PT EOC Team - Pierce Transit staff working in the PT Emergency Operations Center.

Recovery Time Objective (RTO) - The targeted duration of time within which a business process must be restored after a disaster (or disruption) in order to avoid unacceptable consequences associated with a break in business continuity.

Business Impact Analysis
The Business Impact Analysis (BIA) is the first step in business continuity planning. The BIA is conducted to help the agency identify which functions, operations or processes are vital and time critical to the agency. It also delineates the agency's ability to deliver/support the mission-critical services. Operations and functions which are also essential to agency operations, but not necessarily urgent or time critical, are not included in the BIA.

The BIA is completed under the assumption that the business interruption will last for 30 days, due to the loss of vital infrastructure and/or damaged or inaccessible resources. An interruption period lasting 30 days is considered the worst-case scenario for the agency.

The main objectives of BIA are:

- Identify the essential functions, operations, and processes for each department.
- Estimate the potential impact for each essential function, assuming worst-case scenarios.

7

- Prioritize the effort for recovery of the essential functions.
- Identify the resources required to recover and resume the essential functions, operations, and processes.

Each department/division is required to conduct a Business Impact Analysis for their business units. A summary of the BIA is shown on Table 1. Detailed BIAs for each department can be found on Appendix A.

Summary of Essential Functions

The Business Impact Analysis has identified essential functions and personnel who have roles in performing those functions to meet its responsibilities to citizens, personnel, contractors, and visitors.

The agency also has prioritized its functions by determining the essential functions' RTO. A summary of the agency's prioritized essential functions and their RTOs, along with all supporting resources including essential personnel and vital records, systems, and equipment required to execute them is shown on Table #1.

A complete list of essential functions, by department, can be found in the BIA Appendix A.

1.1 Table 1 - Summary of Essential Functions

Essential Function	Department(s)	Dependencies	Resources	Allowable Down Time (RTO)	Potential Impacts
Develop timely and accurate communication for internal and external customers	Communications Manager Marketing CEO	IT and News Media	Cell phones, computers, printers, internet, e-mail, news media, PT web access	0 hours	Potential for loss of public image
Create Transit Operator work schedules	Service Delivery Dispatch	IT, Hastus	Computers, network, phones	2 hours	Inability to deliver essential transportation services
Monitor and support PT local, ST Express and Paratransit revenue services	-Contract & Program Administrator -Public Safety -Service Support -Bus Training -Safety Office -Paratransit	IT, Radio Technology, Hastus, Maintenance, Planning, Service Delivery, Dispatch	TRAX, Motorola, Hastus, general office equipment, Origami, Swiftly, Envision, Track-it, support vehicles	0 hours	Potential for loss of public reputation Inability to deliver essential transportation services

8

Essential Function	Department(s)	Dependencies	Resources	Allowable Down Time (RTO)	Potential Impacts
Administer employee benefits	Employee Services	IT, labor unions	Highline	24 hours	Potential for loss of functionally and productivity
Infrastructure to provide revenue & support vehicles to include fueling, vehicle repair, and cleaning	Maintenance	Fuel vendors, IT, Warehouse, Procurement	Power, EAM, computers, fuel, supplies, radios, staffing	0-6 hours	Loss of ability to deliver critical function Potential for loss of productivity and functionality
Payroll - ensure employees, operators, and contractors are paid on time	Finance	IT, Employee Services, Dispatch	Computers, network, Highline, Hastus, Employee Self-Service	1 day	Potential for loss of productivity and functionality
Policy-making and changes and decision-making	Executive	Board	PT EOC location, communication systems	0	Potential for loss of productivity and functionality
Infrastructure for radio communication systems	Communication Center, Radio Systems Technology	Motorola, vendors, Procurement, IT	Cell towers, power, computers, radios	0	Potential for loss of productivity and functionality
Public Safety & Security	Transit Police, Public Safety, Surveillance, Physical Security	Pierce County Sheriff, Lakewood PD, Sound Transit, Public Safety, Service Supervisors, SS911	CCTV, Public Safety staff, safety equipment, Service Supervisors, Radio System, general office equipment, EWS	0	Potential for loss of life, functionality, public image, and productivity
Infrastructure to support customer care	Customer Service	IT, Communications Manager, Marketing	Clarity, ATIS, ORCA, computers, internet, website	1-2 hours	Potential for loss of productivity, and public image

9

Essential Function	Department(s)	Dependencies	Resources	Allowable Down Time (RTO)	Potential Impacts
Data back-up systems and Network Systems	IT	Refer to IT Disaster Recovery Plan	Refer to Disaster Recovery Plan	2-8 hours	High impact to workflow, potential for loss of functionality
Internal mail and courier	Warehouse	Fleet	Vehicle, cell phone	6 hours	Potential for loss of productivity
Essential accounts payable	Finance	IT	One Solution, checks (back-up), computers, printer with Mica Ink	3 days	Potential for slowing down the emergency response and recovery efforts
Regulatory reporting	Risk, Safety Office, Maintenance	Employee Services, WSTIP and IT	Highline, network, Origami, computers, internet, phones	0 hours	Failure to meet regulatory requirements
Procurement of: • temporary resources • emergency services • equipment and facilities	Procurement, PMO Office, Facilities	Vendors, Budget	eBuilder, computers, network, phones, One Solution	2-8 hours	Unable to authorize vendors to perform work, potential for slowing down the emergency response and recovery

Organization and Assignment of Responsibilities
Essential Employees

Specific staffing requirements will vary widely among Pierce Transit's departments due to differences in their size, structure, mission, and essential functions. Each essential function has associated personnel that are necessary to ensure continuity of operations. Without these personnel, the agency will not be able to perform its essential functions or meet the needs of citizens, contractors, and

10

agency visitors. These personnel are necessary to carry out essential functions in support of the Pierce Transit mission. A list of essential employees can be found on Appendix C.

Rapid Recall List

The Rapid Recall List identifies the employees who should be notified to report within 2 hours if the agency is threatened by or experiences an incident that requires COOP activation. The Rapid Recall List is maintained and activated by the Transportation Manager of Service Support.

The Rapid Recall List includes *Adam Davis; Amy Cleveland; Bill Kessler; Brett Freshwaters; Cherry Thomas; Christine Barry; Dena Withrow; Frank Castro; Jim Kelly; Kathy Walton; Keith Messner; Larry McCarty; Laurie Langlois; Mike Griffus; Rebecca Japhet; Reggie Reese; Ryan Wheaton; Sue Dreier; Tammara Good; Tara Schaak.*

As each situation is unique, if additional staffing is required, the executives and managers identified above will contact their employees to report. See PT Emergency Communication Plan.

COOP Team

The COOP team is staffed by PT EOC members and will adhere to the Incident Command System (ICS). The COOP team is notified to report by the Transportation Manager of Service Support. A list of COOP Team members can be found in Appendix B.

COOP Implementation Responsibilities

The following lists identify major responsibilities and positions of key personnel and leadership required to implement Pierce Transit's COOP.

The CEO is responsible for:

- Supporting and providing executive leadership for all emergency planning efforts;
- Activating the COOP;
- Providing policy direction, guidance, and objectives during an incident for the implementation of the COOP; and
- Consulting with and advising the Executive Team during implementation of the COOP.

PT EOC Team Responsibilities:

- Opening and staffing the Pierce Transit Emergency Operations Center (PT EOC) for COOP activation;
- Utilizing the Incident Command System (ICS) during response and recovery;

11

- Developing, coordinating, and managing all activities required for the agency to perform its essential functions during an event or other situation that would disrupt normal operations;

- Appointing a Reconstitution Team;

- Preparing site support plans to facilitate the smooth transition of direction and operations from the primary location(s) to the alternate location;

- Coordinating and overseeing the reconstitution process;

- Developing a time-phased plan, listing functions and projects in order of priority for resuming normal operations;

- Identifying management and policy issues;

- Creating a planning schedule and milestones for implementing COOP capabilities.

Members of the Reconstitution Team are responsible for:

Supporting development of the reconstitution plan and the processes and procedures to resume operations at the primary operating facility, a temporary operating facility, or a new or rebuilt operating facility;

- Coordinating with appropriate organizations to obtain office space for reconstitution if the building is inhabitable.

Agency staff are responsible for:

- Understanding their continuity roles and responsibilities within their respective departments;

- Knowing and being committed, through trainings, to their duties in a continuity environment;

- Understanding and being willing to perform in continuity situations to ensure an organization can continue its essential functions;

- Ensuring that family members are prepared for and taken care of in an emergency.

Personnel Relations and Family Preparedness Planning

- Employee Assistance Program (EAP) provides confidential counseling addressing critical incident debriefing, stress, anxiety, depression, grief and loss, legal services, childcare, and other assistance. EAP is available to employees and their immediate family. AWC EAP 1.800.570.9315 and is available 24/7.

- Critical Incident Stress Management (CISM) Peer Support Team offers peer-to-peer support, discussions and crisis intervention. 253.983.2738 and is available 24/7.

12

- Employees should consider developing their own Family Emergency Plan. Find out how to develop your plan at www.ready.gov/plan.

- Key/Essential Employees, not at work when an event occurs, should secure their family and households before reporting to work after being recalled.

SCENARIO 1: Loss of Access to a Facility

The following section addresses the agency's procedures when the COOP is implemented due to the loss of an operating facility, with or without advance notice.

Assumptions

- The agency is vulnerable to a full range of hazards (man-made, natural, and technological disasters);

- Leadership and personnel will continue to recognize their responsibilities to public safety and exercise their authority to implement the COOP in a timely manner when confronted with disasters;

- If properly implemented, this COOP will reduce or prevent disaster-related losses;

- Loss of facility may occur during duty or non-duty hours.

COOP Implementation

Implementation of the plan is based on three phases of operation:

- Activation and relocation
- Alternate facility operations
- Reconstitution

Phase I – Activation and Relocation

- The CEO or designee determines the need to activate the COOP. The CEO or designee will contact the Communications Manager and Transportation Manager of Service Support instructing them to send out notifications.

- The Transportation Manager of Service Support will instruct the Communication Center to send out an Everbridge alert to the **Rapid Recall List** alerting key staff that the COOP has been activated and provides them with initial directions (For example, "Arrive at designated meeting location within two hours for initial assessment").

- The Transportation Manager of Service Support sends out a GovDelivery message to PT EOC members instructing Team 1, 2, or 3 to report immediately.

- The CEO or designee will contact the Board of Commissioners with a situational update.

13

Additional notification measures within 12 hours of activation include:

- Communications Manager or designee prepares any necessary press release or public messages (for example, "Pierce Transit Offices are temporarily closed").

- The Communications Manager will coordinate with the CEO to develop general messaging updates for agency staff, that will be sent out using processes outlined in the PT Emergency Communication Plan.

- As appropriate, the PT EOC notifies the primary points of contact for surrounding organizations and jurisdictions of the COOP activation, any potential consequences, and planned alternate actions that might be required until normal operations can be restored.

- Upon order of the CEO, using GovDelivery, the Communications Manager may notify non-essential employees to remain at home. See the Pierce Transit Emergency Communication Plan for procedures.

- The PT EOC initiates activities to guide the actions being taken by the agency, including alert, notification, and guidance to support personnel and the public (e.g., reduction in services or operational hours).

- If applicable, Area Monitors will confirm the safe evacuation of staff from the facilities, and account for personnel throughout the duration of the event. See the PT Emergency Evacuation Plan for procedures.

- The PT EOC instructs the Warehouse, Procurement and Facilities Management to assign staff to assist in moving materials and equipment to alternate locations.

- If possible, IT will ensure critical systems, records and databases are available within the recovery time objectives, utilizing back-up systems and data as necessary.

- If radio connectivity is not available, if safe to do so, Operators will return to the nearest Transit Facility and wait for instructions from a Service Supervisor or Public Safety Officer.

- Service Supervisors and Public Safety Officers will position themselves at Transit Centers and Facilities and will keep Operators updated on the situation.

- Employee Services is responsible for keeping personnel contact lists updated and maintained in hard copy, off-site. Upon request, this information should be provided to the Operations Section Chief of the PT EOC.

Phase II – Alternate Facility Operations

- Once it is determined that an alternative facility is needed, the PT EOC will coordinate the move with Facilities, Procurement, IT and the Warehouse.

- A list of alternative facilities can be found in Table 2.

14

- The Communications Manager or designee provides additional information as required by the situation to non-essential employees via available means. See the PT Emergency Communication Plan for procedures.

- PT EOC Manager or Reconstitution Manager initiates efforts to return to normal operations (reconstitution).

Phase III – Reconstitution

- Key employees continue to provide essential services.

- The CEO or designee informs agency personnel that the threat of, or actual emergency, no longer exists, and provides instructions for resumption of normal operations and staffing. Announcement is disseminated via established notification procedures. See PT Emergency Communication Plan.

- PT EOC reports the status of reconstitution to contractors, agency partners, and other key contacts (local jurisdictions, vendors, etc.), as applicable.

- PT EOC Manager conducts a "hot wash" or review of its COOP operations and the effectiveness of its plans and procedures soon after the event.

1.2 Table 2 - Alternate Facilities

Alternate Facility Location Information		
WORK GROUP	**LOCATION**	**NOTES**
Admin Employees	1. Depending on which building is still available, essential employees could be consolidated into building 4 or 5. Essential employees that can work from home should telework. 2. If PT HQ is not available, all Admin employees will telework.	Dependencies - All future computer replacements will be laptops. If HQ is not available for essential admin personnel that need to be on site with staff, they will report to where their workgroup has been assigned. If there are not enough workstations for essential employees at PT HQ, shifts could be staggered so workstations are shared.
WORK GROUP	**LOCATION**	**NOTES**
Comm Center	1. See Emergency Communication Plan.	Comm Center has a bug-out plan & GO-KIT and can relocate within minutes.
Dispatch	1. Building 5 front lobby, SHUTTLE sign-in area. 2. Supervisor Vans-for short term use.	Dispatch has a bug-out plan & GO-KIT and can relocate within minutes.

15

Alternate Facility Location Information		
Facilities Maintenance	1. Building 6 (Shared with Warehouse). 2. TDS old surveillance room for Mgmt. staff.	
Fleet	TBD.	
Fueling	1. See Emergency Fueling Plan.	Updated Jan 2020.
IT	1. Depending on status of Data Center in Building 1 – if OK, IT can work from any building or telecommute. 2. With loss of Data Center, some system loss will occur, but if Internet is available, some core systems will be available.	With loss of Data Center, we would lose everything except Active Directory, Skype, and Clarity and our hosted applications (Office 365, Highline & NeoGov, One Solution, Trackit, Van Pool, etc.). Other core systems would be unavailable until new servers could be setup and rebuilt and then systems restored from tape backups. We are currently working to establish snapshot backups in the cloud for our Core Systems – until then we can only use tape backups.
Marketing	1. Telework and Building 4 as needed.	Building 4 does not have high quality printers, which will require all public facing projects to be printed by a print shop.
PT EOC	1. Bldg. 4, Grand Conference Room. 2. Back section of TDS Customer Service Office.	Grand Conference - will use laptops and cell phones. Customer Service has three workstations, kitchen and conference area.
Public Safety	1. Building 4. 2. TDS Surveillance Office.	
Service Supervisors	1. Building 5 for vehicles and telework for Mgmt. staff. 2. TDS Supervisors Office for staff and vehicles. 3. Mgmt. will telework and Supervisors take their vans home at night.	
WORK GROUP	**LOCATION**	**NOTES**
SHUTTLE	1. Operators and vans will move with Fixed Route vehicles. See Dispatch and Maint. plans. 2. Dispatchers will work from small office at First Transit.	First Transit Location - 2310 104th St CT S Lakewood. Cherry Thomas will work with Linda Shilley to develop a MOU.

16

Alternate Facility Location Information		
Surveillance Room	1. Building 5, PS Office. 2. Physical Security has a plan under development.	
TDS Customer Service	1. Mgr. and call takers will telework. 2. The Phone Sales CSR will work from the existing desk in the back office of the Comm Center.	Sales calls must be conducted in a secure area, which will require one CSR to work from the Comm Center back office.
Vanpool	1. Building 5. 2. TDS.	1. Move vans behind Bldg. 5. Essential staff can work from building 5 & all others will telework. 2. Park vans in TDS garage. Essential staff will work from the small office on the bus platform.
Warehouse	1. Building 6 (Vanpool Building) shared with Facilities.	

SCENARIO 2: Loss of Services Due to a Reduction in Workforce

The following section addresses the agency's procedures when the COOP is implemented due to reduction in workforce with or without advance notice. The most likely event to cause a reduction in workforce is a pandemic. Refer to the PT Pandemic Response Plan for detailed instruction.

If the reduction in work force is caused by an unexpected event such as an earthquake, civil unrest or terrorist act, the steps below provide guidance.

Assumptions

- The agency is vulnerable to the full range of hazards (man-made, natural, and technological disasters);

- Leadership and employees have been cross-trained;

- If properly implemented, this COOP will reduce or prevent disaster-related losses;

- A reduction in workforce might occur during or after operating hours;

- The agency has implemented reduction in workforce policies and procedures, such as cross training and alternate work arrangements (i.e., telework).

COOP Implementation

17

Implementation of the plan is based on three phases of operation:

- Activation
- Reduction in workforce operations
- Reconstitution

Phase I – Activation

- The CEO or designee determines the need to activate the COOP. The CEO or designee will contact the Communications Manager and Transportation Manager of Service Support instructing them to send out notifications.

- The Transportation Manager of Service Support will instruct the Communication Center to send out an Everbridge alert to the **Rapid Recall List** alerting key staff that the COOP has been activated and provides them with initial directions (For example, "Report to the PT EOC within two hours").

- The Transportation Manager of Service Support sends out a GovDelivery message to PT EOC members instructing Team 1, 2, or 3 to report immediately.

- The CEO or designee reviews the Executive Team Succession and Delegation of Authority Plan. Table #3

- The CEO or designee and the Communications Manager begin developing internal and external messaging.

- The CEO or designee will contact the Board of Commissioners with a situational update.

Additional notification measures within 12 hours of activation include:

- The Communications Manager or designee prepares any necessary press release or public messages (For example, "Pierce Transit services are being reduced").

- The Communications Manager will coordinate with the CEO to develop general messaging updates for agency staff, that will be sent out using processes outlined in the PT Emergency Communication Plan.

- As appropriate and necessary, the PT EOC notifies the primary points of contact for surrounding organizations and jurisdictions of the COOP activation, any potential consequences, and planned alternate actions that might be required until normal operations can be restored.

Phase II – Alternate Workforce Operations

- Activated personnel continue essential operations.

10

- The Executive Team and Planning Manager determine the appropriate service levels based on available staffing.

- The Chief Executive Officer provides additional guidance as required by the situation to staff via ZOOM meetings and through processes outlined in the PT Emergency Communication Plan.

- Executive Team provides general policies and procedures of alternate work arrangements to key personnel.

Phase III – Reconstitution

- Activated employees continue to provide essential services.

- The Chief Executive Officer or designee informs agency personnel that resumption of normal operations and staffing can occur.

- The Communication Manager updates external customers of the return to normal operations.

- PT EOC reports the status of reconstitution to contractors, agency partners, and other key contacts (local jurisdictions, vendors, etc.), as applicable.

- The PT EOC Manager conducts a "hot wash" of its COOP operations and the effectiveness of its plans and procedures as soon as possible.

Orders of Succession and Delegation of Authority

The order of succession and delegation of authority are an essential part of Pierce Transit's Business Continuity Plan. It is critical that agency personnel know who assumes authority and responsibility and their limitations if the CEO or an Executive Director becomes incapacitated or are otherwise unavailable. Departmental succession plans can be found on the BIA sheets in Appendix A.

1.3   Table 3 - Orders of Executive Succession & Delegation of Authority

Key Position	Successor 1	Successor 2	Limitations
Chief Executive Officer	Executive Director of Planning & Community Development	Executive Director of Service Delivery & Support / Safety Officer	The Board of Commissioners would determine this
Executive Director Service Delivery and Support/ Chief Safety Officer	Transportation Manager Service Delivery	Transportation Manager Service Support	Hiring
Executive Director Administration	Employee Services Manager	Risk Manager	

19

Key Position	Successor 1	Successor 2	Limitations
Executive Director Maintenance	Fleet Manager	Warehouse Assistant Manager	Warehouse Assistant Manager limited to Fleet Mgr. or EDM role
Executive Director Planning & Community Development	Planning Manager	Community Development Manager	
Executive Director Finance	Information Technology Manager - CTO	Finance Manager	

SCENARIO 3: Loss of Services Due to System or Equipment Failure

The following section addresses the procedures when the COOP is implemented from the loss of services due to equipment or system failure, with or without advance notice.

Assumptions
- If properly implemented, this COOP will reduce or prevent disaster-related losses.
- Loss of equipment or systems might occur during or after operating hours.
- Leadership and personnel will continue to recognize their responsibilities to public safety and exercise their authority to implement the COOP in a timely manner when confronted with disasters.
- The agency has established interim processes for various operating procedures as necessary.
- The **Pierce Transit Emergency Communications Plan** can be utilized if communications systems fail.
- The **Pierce Transit IT Disaster Plan** can be activated if IT systems fail.
- The **Pierce Transit Emergency Fueling Plan** can be activated if fueling systems fail.

COOP Plan Implementation
Implementation of the plan is based on three phases of operation:
- Activation
- Operations during systems failures
- Reconstitution

Phase I – Activation
- The CEO or designee determines the need to activate the COOP. The CEO or designee will contact the Communications Manager and Transportation Manager of Service Support instructing them to send out notifications.
- The Transportation Manager of Service Support will instruct the Communication Center to send out an Everbridge alert to the **Rapid Recall List** alerting key staff that the COOP has

been activated and provides them with initial directions (For example, "Arrive at PT EOC within two hours").

- The Transportation Manager of Service Support sends out a GovDelivery message to PT EOC members instructing Team 1, 2, or 3 to report immediately.
- The CEO or designee and the Communications Manager begin developing internal and external messaging.
- The CEO or designee will contact the Board of Commissioners with a situational update.

Additional notification measures within 12 hours of activation include:
- Communications Manager or designee prepares any necessary press release or public messages (For example, "Pierce Transit phones are temporarily down").
- The Communications Manager will coordinate with the CEO to develop general messaging updates for agency staff, that will be sent out using processes outlined in the PT Emergency Communication Plan.
- As appropriate and necessary, the PT EOC notifies the primary points of contact for surrounding organizations and jurisdictions of the COOP activation, any potential consequences, and planned alternate actions that might be required until normal operations can be restored.
- Upon order of the CEO, using GovDelivery, the Communications Manager may notify non-essential employees to remain at home. See the Pierce Transit Emergency Communication Plan for details.
- The PT EOC coordinates activities to guide the actions being taken by the agency, including alert, notification, and guidance to support personnel and the public (e.g., reduction in services or operational hours).

Phase II – Operations during system failures
- Activated personnel continue essential operations.
- Depending on the system failure the following agency plans can be activated:
    - PT Emergency Fueling Plan
    - PT Emergency Communications Plan
    - PT IT Disaster Plan
- The PT EOC initiates efforts to return to normal operations (reconstitution).

Phase III – Reconstitution
- The Chief Executive Officer or designee informs personnel that the system failure no longer exists and provides instructions for resumption of normal operations and staffing. Announcement is made using the procedures outlined in the PT Emergency Communications Plan.
- The PT EOC reports the status of reconstitution to contractors, agency partners, and other key contacts (local jurisdictions, vendors, etc.), as applicable.

21

- As soon as possible, the PT EOC Manager conducts a "hot wash" or review of its COOP operations and the effectiveness of its plans and procedures.

Go-Kits

Each work group should develop a Go-Kit, for their department. A Go-Kit should include anything needed to perform essential functions if computers and programs are not readily available. This could include standard operating procedures, departmental emergency plans, operating orders or regulations, and other relevant guidance that is not already pre-positioned at an alternate location. The Go-Kit may also include:

- The agency's COOP;
- Current contact lists for personnel and external parties;
- General office supplies (small amount);
- Office contact information;
- Current equipment report;
- Current software report; and
- Current vital records and files

A sample Go-Kit is available for viewing in either the Communications Center or Dispatch.

Appendix A: Departmental Business Impact Analysis (BIA)

Essential Business Function Inventory - **BUDGET**							Date Prepared: April 2020
Department Manager: Kelli Dion (Budget Assistant Manager)						Phone: 253.983.3344	Cell phone:
Successor # 1 Caron Sanderson						Phone: 253.581.8048	Cell phone:
Successor # 2						Phone:	Cell phone
Critical Function- what absolutely must be done by your group to keep the agency functioning.	How long can this work go undone?	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Can this work be done remotely?	Dependencies- Is there any work group or vendor that you need for this work?	Explain need for this work and impact if this work is not done	Software, Computers, Internet IT systems required for this work
Manage agency budget and prepare budget amendments	24 Hrs	1	Kelli Dion, Caron Sanderson	Yes	IT	Money is needed during recovery	Network, Computers, Phones, Internet
Capture Data for Data Warehouse.	72 Hrs	1	Trevor Manley	Yes	IT	Regulatory Reporting	Network, Computers, Phones, Internet

Essential Business Function Inventory - BUS TRAINING						Date Prepared: 4-29-2020	
Department Manager: Fran Draxton (Training Supervisor)					Phone: 253.983.3514	Cell phone: 253.606.0577	
Successor # 1 Krista Sheehy					Phone: 253.581.8030	Cell phone: 253.606.0623	
Successor # 2 Mike Griffus					Phone: 253.983.2734	Cell phone: 253.365.4081	
Critical Function- what absolutely must be done by your group to keep the agency functioning.	How long can this work go undone?	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Can this work be done remotely?	Dependencies- Is there any work group or vendor that you need for this work?	Explain need for this work and impact if this work is not done	Software, Computers, Internet IT systems required for this work
Train New Transit Operators/MXS	1 week	10-12	All Training Instructors	No	Maintenance, Employee Services	Not able to fill Operator vacancies	Training Buses, Tablets, AV, Network, Computers, Track-it Phones
RRT's	1 week	1 per RRT	All Training Instructors	No	Maintenance	Continued Performance Improvements	Training Buses, Tablets, AV, Network, Computers, Track-it Phones
Route & Bus Stop Evaluations	2 weeks	1-2	All Training Instructors	Yes	Planning Dept.	City & County rely on the evaluations to complete construction	Buses, Tablets, AV, Network, Computers, Track-it Phones
CDL Tests Operators/MXS	2 weeks	1-3	3 Certified CDL Examiners	NO	Maintenance, Employee Services	Not able to fill Operator/MXS vacancies	Training Buses, Tablets, AV, Network, Computers, Track-it Phones
Shake Up Training Fixed Route/Shuttle Training	3 Mo	1	Rene Bartlett, Krista Sheehy, John Riggs	No	Maintenance, Operations	Limit Shake Up Signing	Training Buses, Tablets, AV, Network, Computers, Track-it Phones
Fleet Safety	1 Day	1-2	All Training Instructors	No	Maintenance, Operations	Delay or stop service to the public without Safety Evaluations	Training Buses, Tablets, AV, Network, Computers, Track-it Phones

Essential Business Function Inventory - COMMUNICATIONS							Date Prepared: 2/23/2020
Department Manager: Rebecca Japhet					Phone: 253.377.5436		Cell phone: 253.297.0525
Successor # 1: Alexandra Mather					Phone: 253.983.3358		Cell phone: 253.365.5937
Successor # 2: Kelly Harp					Phone: 253.984.8221		Cell phone: 253.625.6746
Essential Function	Max Down Time	Min Staff Required	Who can perform this function?	Telecommute?	Dependencies	Potential Impact if not done	Equipment or Systems needed to perform this function
Issue News Release, Advisories via e-mail	0 Hr.	1	Rebecca Japhet, Alexandra Mather	Yes	IT	No Public Information	Cell Phones, computers with internet, e-mail
Update agency staff via e-mail and internal monitors	0 Hr.	1	Rebecca Japhet, Kelly Harp, Alexandra Mather	Yes	IT	No internal communications	Cell Phones, computers with Internet, e-mail
Update Social Media, PT Website and external agency monitors	0 Hr.	1	Rebecca Japhet, Kelly Harp, Jason Robertson	Yes	IT, Marketing	Lack of public information	Cell Phones, Computers with internet, Website access
Establish public messages in coordination with Exec Leadership, PT EOC and partnering agencies	1 Hr.	1	Rebecca Japhet, Alexandra Mather	Yes	IT	Lack of information; poor public perception; lack of confidence in agency's decisions	Cell Phones, computers with internet, e-mail, radio
Ability to monitor TV, Radio and online news coverage	0 Hr.	1	All staff	Yes	IT, News Media	Not up to date with current situation	Access to TV, Radio and internet, Computers with internet
Communicate with Board Members	2 hours	1	Sue Dreier, Rebecca Japhet, Deanne Jacobson, Alexandra Mather	Yes	IT	Agency leaders lack Information	Cell Phones, computers with internet, e-mail

25

| Essential Business Function Inventory - COMMUNITY DEVELOPMENT | | | | | | Date Prepared: 5/1/2020 |

Department Manager: Kim McGilvery				Phone: 253.581.8038		Cell phone:
Successor # 1 Brenda Davis				Phone: 253.581.8093		Cell phone:
Successor # 2 Andrew Arnes				Phone:		Cell phone

Critical Function- what absolutely must be done by your group to keep the agency functioning.	How long can this work go undone?	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Can this work be done remotely?	Dependencies- Is there any work group or vendor that you need for this work?	Explain need for this work and impact if this work is not done	Software, Computers, Internet IT systems required for this work
Vanpool Maintenance	2 days	1	Tracy Klein – Business Support	No	Auto Shop	Daily maintenance of vanpool vehicles – overdue vehicles	Excel, Outlook, RidePro, EAM
Vanpool Report Processing	2 days	2	Ellen Scott/Sharon Stockwell	Yes	Accounting	Payment of vanpool – loss revenue	Excel, Outlook, RidePro
Vanpool Customer Inquiries	2 days	1	Lynne Cunningham – Business Support	Yes		Customer calls – customers needing answers	Outlook, Ridepro
ORCA Business Accounts	5 days	1	Brenda Davis – Sales & Outreach	Yes	Regional Partners (ST, KCM)	Approval of ORCA orders, renewals, questions – loss of passes being distributed	Outlook, ORCA, Excel
Virtual Shuttle Pass/HSA passes	2 days	1	Denise Downs	Yes	SHUTTLE, HSA Companies	Distribution of products – customers not be able to get their passes	Outlook, ORCA software

26

Essential Business Function Inventory - CONTRACT AND PROGRAM ADMINISTRATOR — Date Prepared: April 2020

		Phone: 253.983.3445		Cell phone: 253.389.1230
Department manager Tammara Good				
Successor # 1 Mike Griffus		Phone:		Cell phone:
Successor # 2		Phone:		Cell phone

Critical Function- what absolutely must be done by your group to keep the agency functioning.	How long can this work go undone?	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Can this work be done remotely?	Dependencies- Is there any work group or vendor that you need for this work?	Explain need for this work and impact if this work is not done	Software, Computers, Internet IT systems required for this work
Contract Administration ST to include billing.	1 week	1	Tammara Good	Yes	Comm. Ctr., Service Support Maintenance Dispatch	Service response, Data analysis for service resource decisions, Loss of data	Phone, laptop, Outlook, Power BI, S Drive
Contact with ST Bus Operations	0	1	Tammara Good, Mike Griffus	Yes	N	Service updates, ability to provide emergency services would be affected	Phone, laptop, Outlook,

27

Essential Business Function Inventory - EMPLOYEE SERVICES | Date Prepared: 3.16.2020

Department Manager: Tara Schaak, Employee Services Manager	Phone: 253.983.3364	Cell phone: 253.495.7262
Successor # 1 Kendra Brokman, Senior Employee Services Analyst	Phone: 253.581.8039	Cell phone: 253.358.0566
Successor # 2 Amy Cleveland, Executive Director of Administration	Phone: 253.983.3365	Cell phone: 253.980.9925

Critical Function- what absolutely must be done by your group to keep the agency functioning.	How long can this work go undone?	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Can this work be done remotely?	Dependencies- Is there any work group or vendor that you need for this work?	Explain need for this work and impact if this work is not done	Software, Computers, Internet IT systems required for this work
Employee benefits – enrollments, COBRA, paying & mgmt. of benefits, LTD claims, loans	1 week – must be done each pay period	1	Laura Nakamura, Tina Givens (cross training)	Yes, dependent on rec. info from emp.	Onboarding, recruitment, Portals to vendors	Ensuring Employee Benefits are active and accurate	Highline, Laptop, Phones, Internet, Access to PT share drives
Pay Processing – database changes, garnishments, wage changes/ acting assignments, support payroll	1 week – must be done each pay period	1-2	Laura Nakamura, Tina Givens (cross training)	Yes – however dependent on receiving information from employees	Onboarding, recruitment, payroll	Getting employees paid accurately and on time	Highline, Laptop, Phones, Internet, Access to PT share drives
Labor Relations	24 Hrs	1	Amy Cleveland, Tara Schaak (normally Anh Hoang when not on leave)	Yes	ATU 758 IAM	Must meet bargaining obligations to change mandatory subjects	Highline, Laptop, Phones, Internet, Access to PT share drives

28

Critical Function- what absolutely must be done by your group to keep the agency functioning.	How long can this work go undone?	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Can this work be done remotely?	Dependencies- Is there any work group or vendor that you need for this work?	Explain need for this work and impact if this work is not done	Software, Computers, Internet IT systems required for this work
Verification of DOT medical cards, CDLs and driver licenses (for vanpool, etc)	24 Hrs	1	Shawna Thomas, Brandy Tuggle	Yes	Dispatch receives updated information (current DOT card, new CDL, etc)	To ensure valid credentials to do their job	Highline, Envision, Origami, Laptop, Phones, Internet, Access to PT share drives
Accident Reporting – input into Origami for 3rd party insurance	48 Hrs	1	Shawna Thomas, Brandy Tuggle, Selena Ngo, Terri Van Winkle	Yes	Dispatch e-mails report, Svc Supervisor save reports in P drive, Public Safety pulls videos, Comm Center data enters accident to Origami	Provide information to WSTP on claims and for rulings on accidents	Origami, Swiftly, Hastus, Laptop, Phones, Internet, Access to PT share drives
Title VI complaints	36 Hrs	1-2	Kendra Brokman, Shawna Thomas	Yes	Public safety pulls videos, CSR enter complaint, Op Interview	Timely response to comply with regulations	Trac-it, Swiftly, Hastus, Laptop, Phones, Origami, Internet, Access to PT share drives
FMLA, PFML and other leave entitlements	36 Hrs	1-2	Tina Givens, Tara Schaak, Tracey Freeman, Trish Macomber	Yes - mostly	Health care provider must complete FMLA form,	Compliance with State and Federal regulations. Need to adhere to timelines, notification of rights and responsibilities and designation(s)	Highline, Laptop, Phones, Internet, Access to PT share drives and confidential fax line (drop box). Copier and scanner
Return to Work	24 Hrs	1	Trish Macomber, Tara Schaak, Tina Givens	Yes	Employee must provide notice from physician, would need to be electronically available	Return employees to work as soon as possible to keep service going	Highline, Laptop, Phones, Internet, Access to PT share drives and confidential fax line (drop box).

Critical Function- what absolutely must be done by your group to keep the agency functioning.	How long can this work go undone?	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Can this work be done remotely?	Dependencies- Is there any work group or vendor that you need for this work?	Explain need for this work and impact if this work is not done	Software, Computers, Internet IT systems required for this work
Investigations of potential misconduct or policy violation, assignments to home	48 Hrs	1	Trish Macomber, Tara Schaak	Some	Public Safety to pull videos, IT to pull e-mails, Union, witnesses' representation	Maintain a safe and productive workplace, address any violations in a timely manner	Highline, Laptop, Phones, Internet, Access to PT share drives
Unemployment	48 Hrs	1	Kendra McCoy	Some	Letter comes in from ESD, response is due in two days.	Compliance	Highline, Laptop, Phones, Internet, Access to PT share drives
Drug & Alcohol Program	24 Hrs	1	Brandy Tuggle, Tara Schaak	Some	MultiCare collector, testing lab, Drugfree Business results, MRO, Need to provide letters each day to send employees for random testing, in person assessment for reasonable suspicion	Compliance with FTA drug and alcohol rules, PT Policy, ensure drugfree workplace	Highline, Laptop, Phones, Internet, Red arrow database, Drug free business results, Access to PT share drives
Support to Department Managers – Policy Issues and Questions	36 Hrs	1-2	Tara Schaak, Kendra McCoy, Laura Nakamura, Tina Givens, Trish Macomber	Yes		Timely and consistent policy administration and issue resolution for departments	Highline, Laptop, Phones, Internet, Access to PT share drives

30

Essential Business Function Inventory - FACILITIES MAINTENANCE						Date Prepared: April 2020
Department Manager: Larry McCarty					Phone: 253.581.8053	Cell phone: 253.377-9486
Successor # 1 Steve Jefferies					Phone: 253.984.8158	Cell phone: 253.255.8590
Successor # 2 Jace Banta					Phone: 253.984.8153	Cell phone: 253.208.3077
Critical Function	Max Down Time	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Work Remote?	Name of dependencies to perform this function	Explain need for this work and impact if this work is not done	Software, Computers, Internet IT systems required. Do not include standard office supplies.
Building Safety Inspections following a fire or earthquake	2 hrs.	5	All Management and Leads	No	Fleet, IT	Buildings could be unsafe to inhabit	Vehicle, Cell Phones, EAM
Coordinating Building Repairs	24 Hrs	5	All Management and Leads	No	PMO, Engineers, City Permits Departments, Procurement	Building repairs may be delayed	Vehicles, Cell Phones, Computers, EAM. E Builder
General Building and Transit Center Custodial	12 hours	10	All Custodians	No	Fleet, IT, Warehouse		Vehicles, Cell Phones, Cleaning Equipment, EAM
General Facility Repairs	24 Hours	6	All Facility Mechanics	No	Fleet, IT, Warehouse	General facility repairs go undone	Vehicles, Hand Tools,

31

Essential Business Function Inventory - FINANCE/ACCOUNTING

Date Prepared: 2/20/2020

Department Manager: Liz Passmore	Phone: 253.581.8115	Cell phone: 253.686.8310
Unit Lead: Jeff Forslund	Phone: 253.581.8134	Cell phone: 253.732.5277
Backup: Cami Schmidt	Phone: 253.983.3374	Cell phone: 253.999.3282

Essential Function	Max Down Time	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Work Remote?	Dependencies	Potential Impact	Equipment or Systems needed to perform this Essential Function
Pay Roll	1 day	1	Lisa Heikkila, Kelly Baldock	Yes, but prefer at PT	IT -HR	Employees Not Paid	Computers, Network, Highline, Hastus
FEMA Expense Tracking and Documents	10 day	2	Mary Hill, Cami Schmidt, Jeff Forslund	Yes	IT, Procurement	Financial	Computers, Network, Highline, One Solution
Emergency/Essential Vendor Payments	3 Day	2	Mary Hill, Cami Schmidt, Jeff Forslund	Yes	IT	Financial	Computers, Network, , One Solution, internet
Empty fareboxes/Vaults	2-day	2	Jeff Forslund, Cami Schmidt	No	Maintenance	Fareboxes could be full and jam. Vaults could be full, so buses could not be emptied.	Money Counting Room Access-Money Processing Equipment

32

Essential Business Function Inventory - FLEET MAINTEANCE						Date Prepared: April 2020

Department Manager: Adam Davis						Phone: 253.983.3319	Cell phone:

Successor # 1 Jerry Blades — Phone: 253.581.8067 — Cell phone: 253.405.1163

Successor # 2 — Phone: — Cell phone

Critical Function	Max Down Time	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Work Remote?	Name of dependencies to perform this function	Explain need for this work and impact if this work is not done	Software, Computers, Internet IT systems required. Do not include standard office supplies.
Fueling Vehicles	6 Hrs	6	Service Station Attendants	No	Warehouse, Vendors	If vehicle is not fueled, service will be impacted	Power, EAM, Computers
Vehicle Repair	0 hrs	24	Vehicle Mechanic's	No	Warehouse, Vehicle Bays	Vehicles won't be able to be used.	Power, EAM I, Computers
Vehicle Cleaning	6 hrs	9	Vehicle Custodians	No	Warehouse (supplies)	Public perception will suffer, operators may be impacted	Power, EAM, Computers
Radio Repair	0 hrs	5	Any Radio technologist	No	Motorola,	Radio System must function so employees can communicate	Power, Cell Towers, Computers. Radios

33

Essential Business Function Inventory - **General Counsel**						Date Prepared: April 2020
Department Manager: Vacant					Phone:	Cell phone:
Successor # 1 Dawne Shotsman					Phone: 253.983.3477	Cell phone:
Successor # 2					Phone:	Cell phone
Critical Function- what absolutely must be done by your group to keep the agency functioning.	How long can this work go undone?	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Can this work be done remotely?	Dependencies- Is there any work group or vendor that you need for this work?	Explain need for this work and impact if this work is not done
Support agency legal needs	1 day	1	Dawne, contracted Legal Counsel	yes	High Impact	Software, Computers, Internet IT systems required for this work
						General Office equipment. Contract Tracker and eBuilder

34

Department: Information Technology							Date Prepared: 05/27/2020
Department Manager/CTO: Keith Messner					Phone: 253.581.8122		Cell phone: 253.905.1206
Successor # 1: Brent Campbell					Phone: 253.983.3306		Cell phone: 253.341.5248
Successor # 2: Christian Handsaker					Phone: 253.984.8214		Cell phone: 253.278.7101
Critical Function- what absolutely must be done by your group to keep the agency functioning.	How long can this work go undone?	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Can this work be done remotely?	Dependencies- Is there any work group or vendor that you need for this work?	Explain need for this work and impact if this work is not done	Software, Computers, Internet IT systems required for this work
Network & Telecommunication Support	It can't	1-3	Christian Handsaker Tom Mazzei Mike Gulbranson	Some of it	At times vendor support is needed	The Agency Network allows all staff members to accomplish their daily tasks. If not accomplished, users would be unable to accomplish their jobs.	All of the above, including telecom equipment & software, network firewalls, switches, routers, wireless network, etc....
Core Business Support	Depends on circumstance and business system	1-8	Ed Alberto, Jim Paske, John Perez, Liem Hong, Muhammad Rahman, Roger Holmes, Sam Timbers and Vit Kolarik	Mostly	At times vendor support is needed	Provide support for Core Business Systems used throughout the Agency. If not done, core systems may not be available	Servers, Network, Internet, user's computers
Help Desk Support	It can't	1-4	Eddie Rivera, Jeff Conner, Roman Gutierrez and Yuri Mejia	Partially	At times vendor support is needed	Provide hands-on and remote user support for hardware/software issues	Network, Internet, computers, core business systems, phones

35

Essential Business Function Inventory - MARKETING							Date Prepared: 5/15/20
Department Manager: Kathy Walton					Phone: 253.581.8083		Cell phone: 253.377.5857
Successor # 1 Lorie Bartnes					Phone: 253.984.8209		Cell phone: 253.278.0859
Successor # 2 Jason Robertson					Phone: 253.581.8018		Cell phone: 253.377.5056
Critical Function- what absolutely must be done by your group to keep the agency functioning.	How long can this work go undone?	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Can this work be done remotely?	Dependencies- Is there any work group or vendor that you need for this work?	Explain need for this work and impact if this work is not done	Software, Computers, Internet IT systems required for this work
Public Website—update information	0 days	1	Jason Robertson, Tunisia Price, Peter Rebik, Rebecca Japhet	Yes	Information usually originates from other staff, from any dept.	Public would have incorrect emergency and service information. Unable to plan trips, see updated bus schedules. Poor perception of agency.	Computers with internet connection and access to Gearbox
Public Website— create new graphics, web pages or functionality	0 days	1	Jason Robertson, Peter Rebik	Yes	Information usually originates from other staff, in any department. For complex work, outside vendor Sitecrafting might be needed. Finance and Community Development would be involved for fare payment tasks.	In emergencies, new information/web functions may be needed for riders. The public would have incorrect emergency and service information.	Computers with internet connection, access to Gearbox, access to Adobe Suite design software, access to agency servers.

36

Critical Function—what absolutely must be done by your group to keep the agency functioning.	How long can this work go undone?	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Can this work be done remotely?	Dependencies- Is there any work group or vendor that you need for this work?	Explain need for this work and impact if this work is not done	Software, Computers, Internet IT systems required for this work
On-street signage—create emergency messages or service updates; produce.	1 day	1	Jason Robertson, Peter Rebik, Peyton Westman, Tunisia Price, Lorie Bartnes.	No. (Writing and designing could be done remotely, but printing is done onsite.)	Once produced by Marketing, installation work is done by Facilities Maintenance	Customers and the public would have incorrect emergency info and incorrect service information. Unable to plan trips, see updated bus schedules. Bus riders could get stranded; poor perception of agency.	Computers with internet connection, Adobe Suite design software, access to agency servers, plotters and printers.
Create on-board bus digital and audio announcements	0 days	1	Kathy Walton, Lorie Bartnes, Jason Robertson	Yes	John Perez	A necessary and quick way to reach bus riders. Without this, customers must receive info from other channels; possibly missing critical messages.	Voice recorder/cell phone; computer with internet connection, Word software.
Create on-board bus and SHUTTLE printed poster/signage	1 day	1	Jason Robertson, Peter Rebik, Peyton Westman, Tunisia Price, Lorie Bartnes, Kathy Walton	Yes	Once produced, installation work is done by Denise Downs, First Transit staff, or PT Maintenance.	Customers need information in non-digital channels too. If not done, some people would not receive critical information.	Computers with internet connection, Adobe Suite design software (or Word at minimum), access to agency servers, plotters and printers.

37

Critical Function- what absolutely must be done by your group to keep the agency functioning.	How long can this work go undone?	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Can this work be done remotely?	Dependencies- Is there any work group or vendor that you need for this work?	Explain need for this work and impact if this work is not done	Software, Computers, Internet IT systems required for this work
Resolve issues/create products with mobile ticket vendor	1 day	1	Kathy Walton, Ryan Wheaton, Sandy Johnson	Yes	Hopthru, Sandy Johnson, Ed Alberto, Jeff Forslund	Additional mobile products may be needed due to failure of other fare collection systems; fraudulent mobile products need to be resolved. If unresolved, revenue could be lost.	Computers with internet connection
Create GovDelivery messages for subscribers	0 days	1	Jason Robertson is backup to Communications Dept and Comm Center, Kathy Walton next backup to Jason	Yes	Granicus must be functioning.	Route-specific and general news is needed by customers. Without this method, information takes longer to reach customers.	Computers with Internet connection, access to GovDelivery
Social Media Updates	Q days	1	Jason Robertson (backup to Communications dept)	Yes	No	Customers and the public need information quickly. Without this channel people would access information elsewhere.	Computers with access to Internet and social media accounts.

Critical Function- what absolutely must be done by your group to keep the agency functioning.	How long can this work go undone?	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Can this work be done remotely?	Dependencies- Is there any work group or vendor that you need for this work?	Explain need for this work and impact if this work is not done	Software, Computers, Internet IT systems required for this work
Purchase goods and services (via Purchase Orders or P-Card)	0 days	1	All Marketing staff	Yes	Procurement, Finance	Purchase commercial printing, advertising, signage, consumables, assets etc, needed for various projects. Without this ability we would be unable to produce many projects.	Computers with internet connection, access to One Solution, access to E-builder, P-card.

39

Essential Business Function Inventory - PLANNING

Date Prepared: 4/27/20

Department Manager: Tina Lee	Phone: 253.589.6887	Cell phone: 253.377.5177
Successor # 1 Lindsey Sehmel	Phone: 253.581.8079	Cell phone: 253.320.8767
Successor # 2 Sandy Johnson	Phone: 253.581.8132	Cell phone:

Critical Function- what absolutely must be done by your group to keep the agency functioning.	How long can this work go undone?	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Can this work be done remotely?	Dependencies- Is there any work group or vendor that you need for this work?	Explain need for this work and impact if this work is not done	Software, Computers, Internet IT systems required for this work
Creating and Maintaining Service Schedules and Operator Shake-ups	1-2 days	1	Lonnie Salzberg, Eric Donner	Yes, but Hastus works more efficiently from HQ.	Giro/Hastus IT, cShed	Create Service Schedules and Operators Shake-ups. Impact -High	PC, Cell or Desk Phone, Hastus
Plan Development Data Analytics & Ridership Reporting	2-3 days	2	Lindsey Sehmel, Alicia Bradshaw, Sandy Johnson	Yes	IT	Ridership reporting and adhoc data reporting to support emergency	TRAX, Crystal Reports, Power BI
Bus Stop Support	1 week	1	Tina Vaslet	Yes	Facilities or IT	Dev. of service increase of decrease if needed. Bus stop changes and /or Service Impacts could create temporary bus stops	Hastus, Bus Stop Database, GIS MS Suite
Grants & FTA Coordination	1-2 weeks	1	Barb Hunter	Yes	Budget Office	Coordination with FTA. Grant requests for new fund	Remote access to Microsoft Office suite. Online access to FTA TEAMs or other grant modules.

40

Essential Business Function Inventory - PROJECT MANAGEMENT OFFICE (PMO)		Date Prepared: 3/13/2020

Department Manager: Heidi Soule	Phone: 253.581.8025	Cell phone: 253.377.5657
Successor # 1: Doug Dickinson	Phone: 253.581.8022	Cell phone: 253.370.2309
Successor # 2: Monica Adams	Phone: 253.581.8130	Cell phone: 253.320.5009

Critical Function- what absolutely must be done by your group to keep the agency functioning.	How long can this work go undone?	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Can this work be done remotely?	Dependencies- Is there any work group or vendor that you need for this work?	Explain need for this work and impact if this work is not done	Software, Computers, Internet IT systems required for this work
No critical function to keep the agency functioning. We may need to get hold of applicable vendors/contractors/consultants to either start or stop work.	24hrs	1	Doug Dickinson Monica Adams Sean Robertson Hope Gibson Usame Dahir Ashley DeGraffenreid Heidi Soule	Yes, unless a site-visit is required	Yes; will vary depending on the project or situation.	The PMO may be contacted to assist with public works as needed if an emergency arises. Depending on the nature of the emergency, PMO staff may be needed in the aftermath to manage capital contracts to get damaged critical facilities back up and running.	Remote computer access, cell phone.

41

Essential Business Function Inventory - PROCUREMENT							Date Prepared: 2/13/2020
Department Manager: Linda Shilley						Phone: 253.581.8059	Cell phone: 253.606.9279
Unit Lead: Linda Shilley						Phone: 253.581.8059	Cell phone: 253.606.9279
Backup: Amber Liebel						Phone: 253-581-8205	Cell phone
Back-Up 2						Phone:	Cell phone
Critical Function	Max Down Time	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Work Remote?	Dependencies	Potential Impact	Resources & IT systems required. Do not include standard office supplies.
Job Order Contracts (JOC)	1 day	1-2	Linda Shilley Amber Leibel	Yes, but prefer PT	IT	Response and Recovery	Phone Line, e-mail & Internet, E Builder
Mutual Aid Agreements	1 day	1-2	Linda Shilley Amber Leibel, Naomi Graham, Shawna Fore	Yes, but prefer PT	IT	Response and Recovery	Phone Line, e-mail & Internet, E Builder
All emergency related procurements	0	1-2	Linda Shilley, Amber Liebel, Naomi Graham, Shawna Fore	Yes	IT	Response and recovery	Phone Line, e-mail & internet, E-Builder

42

Department: PUBLIC SAFETY						Date Prepared: 5/18/2020
Department Manager: Jim Kelly					Phone: 253.983.3356	Cell phone: 253.377.8549
Successor # 1 Sgt. Jason Harms					Phone: n/a	Cell phone: 253.377.3142
Successor # 2 Sgt. Tony Oliver					Phone: n/a	Cell phone: 253.405.7587
Critical Function- what absolutely must be done by your group to keep the agency functioning.	How long can this work go undone?	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Can this work be done remotely?	Dependencies- Is there any work group or vendor that you need for this work?	Explain need for this work and impact if this work is not done
Safety and Security of Pierce Transit.	0 hrs	8	1. Pierce County Sheriff Deputies. 2. Pierce Transit Public Safety Officers. 3. Physical Security Specialist. 4. Records Supervisor.	Yes	Pierce Transit Communication Center	Safety of Pierce Transit employees and riders. Sheriff Deputies have their own computers. Public Safety Officers will need surveillance monitoring, computers, printers.

43

Essential Business Function Inventory- RISK							Date Prepared: 4/28/2020
Department Manager: Bill Kessler					Phone: 253.581.8045		Cell phone: Tracking 253.579.6342
Successor # 1: Selena Ngo					Phone: 253.983.3370		Cell phone: 253.307.6294
Successor # 2: Brandy Tuggle					Phone: 253.581.8058		Cell phone: 253.377.5130
Critical Function- what absolutely must be done by your group to keep the agency functioning.	How long can this work go undone?	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Can this work be done remotely?	Dependencies- Is there any work group or vendor that you need for this work?	Explain need for this work and impact if this work is not done	Software, Computers, Internet IT systems required for this work
General Liability Claims (minor)	1 week	1	Dawne Shotsman Selena Ngo	Yes	WSTIP	Over time other party files claim.	All of the above
General Liability Claims (major)	1 day	1	Dawne Shotsman Selena Ngo	Yes	WSTIP	Required by WSTIP	All of the above
WC Claims	2 days	1	Brandy Tuggle	Yes	TPA	Required by state law	All of the above

44

Essential Business Function Inventory-SAFETY OFFICE		Date Prepared: April 2020
Department Manager: Reggie Reese, Safety Manager	Phone: 253.3581.8047	Cell phone: 253.318.1283
Successor # 1: Jason Hovde, Safety Officer	Phone: 253.589.6371	Cell phone: 253.606.4604

Essential Function	Max Down Time (RTO)	Min Staff Required	Who can perform this function?	Telecommute?	Dependencies	Explain the impact if this work is not done.	List equipment, software or supplies needed to perform this essential function.
Develop safety messages for staff, PT EOC, and Contractors	0	1	Reggie Reese, Jason Hovde	Yes	IT	If safety messages do not go out, there is an increased risk for injury or death	Cell Phone, Computer, Internet
Safety Management	0	2	Reggie Reese, Jason Hovde	No	IT	Emergency inspections and procedures would not be performed.	Cell Phone, Computer, Internet, Track-it
Regulatory Reporting	2 hrs	1	Reggie Reese, Jason Hovde	Yes	IT	Failure to meet regulatory requirements	Cell Phone, Computer, Internet
Dispensing emergency supplies	24-48	2	Reggie Reese, Jason Hovde	No	Vehicle, Maintenance Warehouse	Emergency supplies not distributed	Emergency Container Access, Vehicle
Site Evaluations	1-48 hrs	2	Reggie Reese, Jason Hovde	No	Vehicle, Tools	Preemptive safety evaluations not conducted	Cell phone, Vehicle, Air Monitoring equipment, temporary lighting, generic heavy and hand tools

45

Essential Business Function Inventory - SERVICE DELIVERY							Date Prepared: 2/18/2020
Department Manager: Dena Withrow						Phone: 253.983.3362	Cell phone: 253.606.0544
Successor# 1 Eric Gallagher						Phone: 253.581.8084	Cell phone: 253.225.2971
Successor # 2 Scott Gaines						Phone: 253.581.8062	Cell phone: 253.405.4438
Essential Function	Max Down Time (RTO)	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Telecommute?	Dependencies	Potential Impact	Equipment or Systems Required.
Create Next Day Operator work schedule	5 hrs	1	Next Day Dispatch Qualified Service Supervisor	no	IT	Operators would not have a work schedule	Hastus, Phone, Computer
Coordinate Same Day Work Schedules	2 hrs	1	Dispatch Qualified Service Supervisors		Comm Center	Operator Work schedules	Hastus, Phone, Computer
Payroll review & transfer	Before Saturday	1	Judy Choate, Glenn Ford, Stephanie Jureidine, AJ Vital	no	IT & Payroll	Operators timekeeping would not be done	Hastus, Computer, Network
Dispatch oversight	2 Hour	1	Laural Curry, Judy Choate, Sam Headrick	No		No leadership is Dispatch Office	Hastus, Phone, Computer
EOC Staffing	2 Hours	4	Eric G, Scott G, Ron M. Dena W.	No		PT EOC would not be staffed appropriately	

Department: Service Support

Department Manager: Laurie Langlois		Date Prepared: 2/18/2020
Successor #1 Rodney Dye	Phone: 253.983.3440	Cell phone: 253.625.4545
Successor # 2 Earl Fowlkes	Phone: 253.548.7206	Cell phone: 253.678.1051
	Phone: 253.581.8061	Cell phone: 253.209.7813

Critical Function	Max Down Time (RTO)	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Telecommute?	Dependencies	Potential Impact	Equipment or Systems needed .
Service Restoration	0	12	All Service Supervisors	No	IT, Maintenance, Radio System	Drivers would have no field support	Vans, Radio, Van Computers with internet, Cell Phones, Portables,
Event Investigation and Reporting	0	12	All Service Supervisors	No	IT, Maintenance, Radio System	Events would not be investigated	Vans, Radio, Van Computers with internet, Cell Phones, Portables,
PT EOC Staffing	0	2	Barb Strong Nelson or Rodney Chandler	No	IT, Radio System	Response and Recovery	Radios, Computers, Internet, Printer Phones
Answering customer service phone calls	0-1 hr.	3	Any Fixed Route CSR	No	IT	Unable to answer customer questions	Atis, Phones, WebEOC, e-mail, Computers with Internet
Process Lost and Found	8 hr.	1	Any Fixed Route CSR	No	IT	Passengers will not get back L&F items quickly, including meds & glasses	Phones, e-mail, computers with Internet & PULSE
Process Human Service ticket orders	0-1 hr.	1	Any Fixed Route CSR	No	IT	No tickets for Human Resources	Phone, e-mail, computer, internet, Pulse, ORCA system, POS system

47

Department: Service Support							Date Prepared: 2/18/2020
Department Manager: Laurie Langlois					Phone: 253.983.3440		Cell phone: 253.625.4545
Successor # 1 Rodney Dye					Phone: 253.548.7206		Cell phone: 253.209.3710
Successor # 2 Earl Fowlkes					Phone: 253.581.8061		Cell phone: 253.678.1051
Critical Function	Max Down Time	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Work Remote?	Dependencies	Potential Impact	Physical Resources & IT systems required. Do not include standard office supplies.
Radio Communication	0 Min	2	Communication Controllers (12)	No	Maint, IT, Motorola, Pierce County	Unable to communicate with vehicles and Public Safety	Radio System & Computers
GovDelivery & Everbridge Messages	0 min	1	Comm. Controllers and SS Management	No	IT, GovDelivery and Everbridge programs	Inability to update Leadership Customers and Employees on status of service	Computers or Cell Phone with Internet access
On Call Manager	0 Min	1	Earl Fowlkes, Laurie Langlois	Yes	IT, Verizon	Emergency Response Coordination	Cell Phones, Computer and Internet

48

Essential Business Function Inventory - SPECIALIZED TRANSPORTATION							Date Prepared: 4/27/2002
Department Manager: Cherry Thomas					Phone: 253.983.3699		Cell phone: 253.365.3862
Successor # 1 Kelvin Berring					Phone: 253.983.3352		Cell phone:
Successor # 2					Phone:		Cell phone
Critical Function- what absolutely must be done by your group to keep the agency functioning.	How long can this work go undone?	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Can this work be done remotely?	Dependencies- Is there any work group or vendor that you need for this work?	Explain need for this work and impact if this work is not done	Software, Computers, Internet IT systems required for this work
CSR's take SHUTTLE phone reservations	3 Hrs	6	All Para Transit CSR's	YES	IT if done remotely	SHUTTLE passengers unable to make reservations	Clarity, Phones, Computers, ADEPT, Network, Internet.
SHUTTLE Pick-ups Scheduled	3 Hrs	2	All Schedulers	YES	CSR's, IT if done remotely		Computers, Internet, Network, ADEPT
SHUTTLE's Dispatched		3	All Dispatchers	YES	CSR's, Schedulers, IT if done remotely		Motorola, ADEPT, Phones, Computers, Network, Internet.
EOC Member	2 Hrs	1	Cherry Thomas, Kelvin Berring	No		EOC not supported	
SHUTTLE Trips Performed	2 Hrs		Drivers				Vehicle, mSlate, Network, Internet

Essential Business Function Inventory - WAREHOUSE

		Date Prepared:
Department Manager: Stephanie Prine, Warehouse Assistant Manager	Phone: 253.983.3342	Cell phone: 253.208.3463
Successor # 1 Cary Huber	Phone: 253.581.8073	Cell phone:
Successor # 2 Scott Tuttle	Phone: 253.581.8055	Cell phone

Critical Function	Max Down Time	Min Staff Required	Who can perform this function? List names of Dept members or other agency staff.	Work Remote?	Name of dependencies to perform this function	Explain need for this work and impact if this work is not done	Software, Computers, Internet IT systems required. Do not include standard office supplies.
Provide Essential Equipment and Supplies to Maintenance Employees	0 Hrs	6	Cary Huber Kelly Gloyn Dan Sparks Scott Tuttle Eugene Kaul Heidi Peterson William Strange	No	IT, Tire, Auto Parts & Fuel Vendors, Delivery Services, Freight Services	Lack of parts and equipment will result in vehicles not being repaired. Lack of supplies and parts will result in buildings not being repaired and or cleaned.	Network, Internet, Phones, Computers, Shared Department Cell Phone
Internal Mail and Courier Service	6 hours	1	Troy Weseman	No	Fleet Maint	Provide Mail, and deliveries throughout the agency. Pickup parts and supplies that can't be vendor delivered.	Vehicle Cell Phone

Appendix B: COOP Team Members

ICS Position	Team 1 (3a-3p)	Team 2 (3p-3a)	Team 3 contact as needed.
EOC Manager	Eric Donner	Barb Strong-Nelson	Rod Chandler
Liaison at PCEM	Scott Gaines	Trevor Swynenburg	Mark Davilla
Communications	Rebecca Japhet	Kelly Harp	Alexandra Mather
Public Safety Officers	Tony Oliver	Bill Mack	Shane See
Safety Officer	Reggie Reese	Jason Hovde	Brentt Mackie
Operations Section	Mark Veach Krista Sheehy	James Sullivan Ron McKenzie	Fran Draxton Eric Gallagher
Logistics Section	Victoria Dodson John Riggs	Tammara Good Tina Vaslet	Bevon Ingraham
Planning Section	Lonnie Salzberg	Sandy Johnson	Jason Morris
Finance (as needed)	Jeff Forslund	Liz Passmore	As assigned by Finance
Webmaster (works remotely)	Jason Robertson (Primary) Tunisia Price (Secondary)	Jason Robertson (Primary) Tunisia Price (Secondary)	N/A
Comm Center	Earl Fowlkes	Rodney Dye	Laurie Langlois
Maintenance	Adam Davis	Jerry Blades	Sean Derry
Paratransit	Cherry Thomas	Kelvin Berring	As assigned by Para Mgr.
Facilities (works remotely)	Larry McCarty	Steve Jefferies	Jace Banta
Customer Service	Chris Barry	Julie Clapham	assigned by C.S. Mgr.

51

Appendix C: Essential Employees

Essential Employees for each department are highlighted in yellow.

Essential Employees During Initial COOP Activation

Executive Office

As of 05/27/2020

52

Essential Employees for each department are highlighted in yellow.

Essential Employees During Initial COOP Activation

Executive Director of Administration / EEO Officer — Amy Cleveland

Sr. Executive Assistant — Maureen Smith

Lean & Change Management Administrator — Samantha Ericsson

Lean & Workforce Development Coordinator — Larry Delgado

Risk Manager — Bill Kessler

Sr. Risk Analyst — Vacant

Risk Analyst — Serena Ngo

Claims Administrator (Workers' Comp) — Brandy Tuggle

Admin Specialist I (2)

Labor Relations Officer — Ash Hoang

Employee Services Manager — Tara Schaaf

Employee Services Analyst (Benefits) — Laura Nakamura

Employee Services Specialist — Caroline Lazzie

Employee Services Analyst — Tina Givens

Sr. Employee Services Analyst — Kendra Brickman

Employee Services Assistant — Tracey Freeman

Employee Services Analyst — Shawna Thomas

Sr. Employee Services Analyst (Leave Administration) — Trish Macomber

Employee Services Specialist — James Sullivan

Employee Services Analyst — Randal Shultz

Members of the Rapid Recall Team

As of 05/27/2020

53

Essential Employees for each department are highlighted in yellow.

Essential Employees During Initial COOP Activation

Essential Employees for each department are highlighted in yellow.

Essential Employees During Initial COOP Acttivation

Executive Director of Service Delivery & Support / Safety Officer
(Barbra Lodal)

- **Operations & Safety Specialist** (Amy Mason)
- **Contract & Program Administrator** (Tammara Lodal)
- **Bus Safety & Training Supervisor** (Fran Deacon)
  - Instructor (6)
- **Emergency Management Coordinator** (Jo Ann Ahs)

Public Safety Chief
- Records Assistant (Judy Hulbert)
- **Transit Security Specialist** (Shane See)
- **Records Supervisor**
  - Records Technician (Janine Gamble)
- **Public Safety Sergeant (2)** (Tony Oliver, Earl Mack)
- **Public Safety Officer (17)**

Safety Manager (Reggie Russo)
- Safety Officer (Jacob Hune)
- **Safety & Service Quality Administrator** (Beena Uzzle)

Specialized Transportation Manager (Cheryl Thomas)
- Office Assistant - SHUTTLE (Bobbie Gaga)
- **Service Supervisor SHUTTLE (2)**
- Data Specialist - SHUTTLE (1)
- **Specialized Transportation Assistant Manager** (Karen Berny)
  - **Specialized Transportation Dispatcher (7)**
  - Specialized Transportation Analyst
  - **Lead CSR - SHUTTLE**
    - **CSR II - SHUTTLE (6)**
    - **CSR II SHUTTLE - PT (5)**
- **ADA Eligibility Assistant Manager** (Ausha Potts)
  - ADA Eligibility Coordinator (Kim Grimes)
  - ADA Eligibility Assistant (Trisha Candler, Vacant)
  - Travel Trainer (2)

Transportation Manager Service Support (Laura Largio)
- Office Assistant (Tamara Holtz)
- Service Support Training Coordinator (Treia Wissel)
- **Communications Assistant Manager** (Earl Fowler)
  - **Communications Controller (12)**
- **Service Support Assistant Manager** (Rodney Dye)
  - **Service Supervisors (32)**
- **Customer Service Assistant Manager** (Chris Barry)
  - **Lead CSR - Fixed**
  - **CSR I - Fixed (2)**
  - **CSR II - Fixed (6)**
- **Special Events Coordinator** (Barbara Strong-Nelson)
- **Service Impacts Supervisor** (Mark Dautle)

Transportation Manager Service Delivery (Dena Wallace)
- Office Assistant (Teresa Coleman)
- **Customer Satisfaction Coordinator** (Mike Hayes)
- **Transit Operator Assistant Manager (4)** (Scott Glennie, Eric Gallegos, Ron Vacharone, John Conlin)
  - **Transit Operator (438)**
  - **Relief Transit Operator (91)**
  - **SHUTTLE Operator (25)**
- **Dispatch Assistant Manager** (Laurel Curry)
  - **Service Supervisor Dispatchers (7)**

Members of the Rapid Recall Team

As of 05/27/2020

55

Essential Employees for each department are highlighted in yellow.

Essential Employees During Initial COOP Activation

Executive Director of Planning & Community Development
Ryan Wheaton

Sr. Executive Assistant
Michele McKenzie

Community Development Manager
Ken McGinety

Community Development Administrator
Andrew Armes

Sr. Program Administrator / ORCA
Mew Eldridge

Community Development Assistant Manager
Brenda Davis

Community Development Coordinator - Business Accounts (2)
Ellen Scott
Shawn Stockwell

Community Development Coordinator - Business Partnerships
Lynne Cunningham

Community Development Analyst - Business Partnerships
Karen Henderson

Community Development Specialist
Tracy Klein

Community Development Administrator - Projects/Sales
Penny Grebel

Community Development Coordinator - Sales (3)
Tammy Achorn
Nathan Behnke
Lana Fowkes

Community Development Specialist - Outreach & Education
Alexandria Alderman

Marketing Services Rep

Planning Manager
Tina Lee

Grants Administrator
Barb Harder

BRT Coordinator
Vacant

Principal Planner
Darin Slavish

Sr. Planner (2)
Junona Robinson
Sandy Johnson

Principal Planner - Scheduling
Lindsey Schield

Sr. Planner
Duane Watan

Planner Analyst
Alicia Bradshaw

Planner II - Bus Stop
Tina Vidot

Scheduler (2)

Marketing Assistant Manager
Kathy Watkin

Marketing Coordinator
Lane Barnes

Sr. Marketing Design Specialist
Turiaal Price

Sr. Marketing Design Specialist/Webmaster
Jason Roberson

Marketing Design Specialist
Peter Riebk

Member of the Fuel/Recall Team

As of 05/27/2020

56

Essential Employees for each department are highlighted in yellow.

Essential Employees During Initial COOP Activation

EMERGENCY CNG

REFUELING PLAN

PIERCE TRANSIT
3701 96th St SW
Lakewood, WA 98499

Piercetransit.org

VERSION 1.1
JAN 2019

VERSION HISTORY				
VERSION	**APPROVED BY**	**REVISION DATE**	**DESCRIPTION OF CHANGE**	**AUTHOR**
1.0	Sue Dreier CEO, Adam Davis Acting Exec. Dir. Maint.	Jan 2019	Created Plan	Jerry Blades Jo Ann Artis

Contents

Approvals

This Emergency CNG Refueling Plan was prepared by Pierce Transit to develop, implement, and maintain a viable response to a fueling emergency. This Plan has been distributed internally within Pierce Transit and to external organizations that might be affected by its implementation.

Approved: _____ Date _____

        Sue Dreier, CEO

Approved: _____ Date _____

        Adam Davis, Acting Executive Director Maintenance

Contact Information

MAINTENANCE CONTACTS		
Adam Davis, Interim Exec. Dir of Maintenance	480.334.8027	253.722.9238
Jerry Blades, Acting Fleet Manager	253.875.5074	253.405.1163
Larry McCarty, Facilities Manager	360.438.1806	253.377.9486
Sean Derry, Fleet Assistant Manager	253.761.6401	253.377.9179
Bill Serenbetz, Fleet Assistant Manager	706.767.4555	253.377.4833
Steve Jeffries, Facilities Assistant Manager	253.847.1259	253.255.8590
Jason Hovde, Safety Officer	253.278.7665	253.606.4604
OPERATIONS CONTACTS		
Dispatch:	253.581.8113	
Communication Center:	253.581.8109	
Mike Griffus, Exec Dir Service Delivery & Support & Chief Safety Officer	925.699.5787	253.365.4081
Dena Withrow, Trans. Mgr. Service Delivery	253.208.4607	253.606.0544
Laurie Langlois, Trans. Mgr. Service Support	253.906.5683	253.625.4545
Jo Ann Artis, Emergency Mgmt. Coord	253.302.9027	253.514.1301
COMMUNICATIONS (public relations)		
Rebecca Japhet	360.628.6836	253. 377. 5436
CNG REFUELING STATIONS		
Clean Energy SeaTac Station/CNG Station **19425 28th Ave S, SeaTac, WA.**	1.866.278.3674 Site #10-364 *	24 Hours
Clean n Green Kenyon Street Station **149 SW Kenyon Street, Seattle** Mechanical Dispensing Issues Aaron Reding (VP Cardlock Operations) Wes Sherman (Cardlock Manager)	1.800.950.3835 253.867.3233 253.867.3281	24 hours
Clean Scape 8th Ave South **7308 8th Ave S Seattle, WA 98108** Kevin Kelly, General Manager Doug Fenty, Maint. Manager	206.619.0892 206.859.6700	
Puget Sound Energy 38th St. Station Tacoma **3130 S 38th Street Tacoma, WA** David Wooten, Sup, Alternative Fuels Shane Richards, Major Accounts Exec Emergency Hotline for gas leaks	253.476.6202 425.505.3442 425.223.1407 1800.552.7171	Messages only after hours (unlisted)

Associated Petroleum Products (Diesel) 3224 S Tacoma Way, Tacoma, WA 98409		24 hours

Initial Steps After Fuel House Breakdown

Maintenance

- The service station attendants (SSAs) or lead mechanic are the first line of communication. The SSAs or lead mechanic will call the Facilities Maintenance pager, assistant maintenance managers, and the maintenance managers in the event of a breakdown or power outage.

  Once Facilities assesses the situation, an SSA, lead mechanic or assistant manager will contact the Communications Center. **It is critical that Service Delivery be notified as soon as possible** as early notification gives Operations an opportunity to hold buses that are in the Seattle area and fuel them at the nearest CNG station.

- A lead mechanic or assistant manager will determine the best course of action depending on the estimated completion time of repairs or interruption, time of day, and number of buses that require fuel.

- If the Emergency CNG Refueling Plan needs to be initiated, Fleet Maintenance will notify the on-duty Communications Center Controller immediately.

- If a problem occurs with our CNG station, Fleet Maintenance and Facilities will evaluate the situation before deciding to fuel off site. There are many variables in determining the need to access fuel outside of our site; some include:
  o Before 6:00 PM or after 6:00 PM considerations apply to the evaluation and determination process.

    1. The amount of fuel we can dispense (we may be able to fuel at limited capacity)
    2. How much fuel is currently in vehicles (some vehicles may have enough fuel for use, depending on the miles traveled and current fuel capacity)
    3. Number of vehicles needed (if problems occur on or before the start of a weekend, fewer vehicles will be needed for peak pull)

4

CNG Emergency Prior to 6:00 PM

Fleet Manager, Assistant Manager or Lead Mechanic will perform the following tasks.
- Notify Facilities Maintenance and request repair estimate on when CNG station will be operational.
  - Record incident on Facilities tab on Bank Sheet.
- Notify Fleet Manager via telephone or text of all fueling concerns, regardless of importance level.
- Notify Comm. Center of situation and initiate Everbridge message.
- Contact SSA's and prepare arrangements to start their shift later based on Facilities estimate.
- If CNG will not be operational until after 9:00 PM, dispatch a Dayshift SSA equipped with a fuel card and a radio or cell phone to one of the offsite CNG fueling stations. Coordinate with Comm Center to have buses "Dead Head" to offsite fueling station (Only a few buses can be fueled at a time, too many causes traffic issues).
- Continue with CNG Emergency after 6:00 PM fueling plan below.

CNG Emergency after 6:00 PM

Fleet Assistant Manager or Lead Mechanic will perform the following tasks.
- Notify Facilities Maintenance and request estimate on when CNG station will be operational.
  - Record incident on Facilities tab on Bank Sheet.
- Notify Fleet Manager via telephone or text of all fueling concerns, regardless of importance level.
- Notify Comm. Center of situation and initiate Everbridge message.
- Confirm the number of ST and PT buses needed for sign out with Lot Attendant.
- Direct SSA's to sweep, probe, wash and park buses by fuel level. Buses with 2000 psi or more will be parked for regular service. Segregate buses with less than 2000 psi of fuel.
- Meet with Lot Attendant and Comm. Center; inform them of the bus numbers and lanes the segregated buses are parked in. These buses will be assigned to low mileage runs.
- Once CNG fueling capabilities are repaired, return with normal fueling operations, but only fuel to 2700 psi to expedite fueling process (300 series buses need to be filled to 3000 psi).

Fleet Assistant Manager or Lead Mechanic will also perform the following tasks while CNG is nonoperational.

- Decide if it's feasible to utilize offsite CNG fueling station based on the estimate of days out of service from Facilities.
- If decision is made to fuel offsite, dispatch two SSA's with fuel cards and a radio or cell phone to one of the offsite CNG fueling stations. Coordinate with Fleet Maintenance personnel and have buses driven to offsite fueling location.
- If needed, coordinate with Comm. Center to have returning buses "Dead Head" to offsite fueling station.
- Coordinate for activation of the Reserve Bus Fleet.

5

Communications Center

The Communication Center will relay the information to the Service Support On-Call Manager, the Communications Manager, units in the field (buses, supervisors and others), other agency personnel and outside agencies.

A Communications Controller & Bus Lot Mechanic will assign buses to runs according to fuel capacity and determine which runs may be re-routed or canceled

Public Relations

The Communications Manager is responsible for external communications. If the Communication Center, Dispatch, Reception, etc. receives an inquiry from a news media representative, please record the time, their name, phone number and the news agency they represent. Contact Rebecca Japhet, Communications Manager at 360.628.6836 personal cell or by business cell phone at 253.377.5436. She will return the call as soon as she has gathered preliminary information. Pierce Transit supervisors with technical information may be asked to respond to the media after conferring with the Communications Manager.

6

Communication Flow Chart – Inoperative CNG Compressor

```
                    ┌─────────────────────────────────┐
                    │   Inoperative CNG Compressor     │
                    └─────────────────────────────────┘
                                    │
                    ┌─────────────────────────────────┐
                    │     Service Station Attendants   │
                    │          Lead Mechanic           │
                    │   Facilities Maintenance Mechanic│
                    └─────────────────────────────────┘
                                    │
                         ┌────────────────────┐
                         │    Comm. Center     │
                         └────────────────────┘
                                    │
                         ┌────────────────────┐
                         │  Facilities Manager │
                         │  Facilities Asst. Mgr.│
                         └────────────────────┘
```

Fleet Manager Asst. Mgr. Fueling Lead Mechanic	Executive Director of Maintenance	Comm. Center Dispatch Communication Center	Fleet Asst. Mgr.
Service Station Attendants Laborers		The Pierce Transit Emergency Operations Center (when open)	Journey Level Mechanics

Comm. Manager Sr. Marketing Specialist Route changes	Special Events Route changes/info.	Supervisors Operators
Cust. Services Asst. Mgr. CSRs		

7

Communication Flow Chart- Curtailment

```
┌─────────────────────────────────────────────────────────────┐
│                  Notice of Curtailment                        │
└─────────────────────────────────────────────────────────────┘
                              │
┌─────────────────────────────────────────────────────────────┐
│  Puget Sound Energy contacts PT in this order (left to right) │
│                    until someone responds.                    │
└─────────────────────────────────────────────────────────────┘
        │            │              │                │
┌────────────┐ ┌────────────┐ ┌────────────┐ ┌────────────┐
│ Facilities │ │  Fleet     │ │  Fleet     │ │ Exec Dir   │
│ Manager    │ │  Manager   │ │  Assistant │ │ Maint      │
│            │ │            │ │  Manager   │ │            │
└────────────┘ └────────────┘ └────────────┘ └────────────┘
        │            │              │
┌────────────┐ ┌────────────────────┐ ┌────────────────────────────┐
│ Clean      │ │ Service Station    │ │ Comm. Center               │
│ Energy     │ │ Attendants         │ │ Dispatch - Communication   │
│            │ │ Laborers           │ │ Center                     │
└────────────┘ └────────────────────┘ └────────────────────────────┘
                                              │         │         │
                      ┌────────────────┐ ┌────────────┐ ┌────────────┐
                      │ Comm. Manager  │ │ Special    │ │ Supervisors│
                      │ Sr. Marketing  │ │ Events     │ │ Operators  │
                      │ Specialist     │ │ Route      │ │            │
                      │ Route changes  │ │ changes    │ │            │
                      └────────────────┘ └────────────┘ └────────────┘
                                              │
                                      ┌────────────────────┐
                                      │ Customer Services  │
                                      │ Assist Mgr.        │
                                      │ CSRs               │
                                      └────────────────────┘
```

8

Communication Flow Chart – Natural Disaster

Natural Disaster

PT Emergency Operations Center
Executive Director of Maintenance
Safety Officer
Facilities Manager
Facilities Asst. Manager

Fleet Manager Maintenance	Comm Center	Fleet Manager Assistant Fleet Mgr. Lead Mechanic	Fleet Manager Mgr Assistant Fleet Mgr Lead Mechanic

Operations
CMS
PSE
Lakeview Light & Power

Service Station Attendants
Laborers

Journey Level Mech.

Comm Manager
Sr. Marketing Specialist
Route changes

Special Events
Route changes/information

Supervisors

Operators

Dispatch

Customer Services Assistant
Manager

CSRs

9

Refueling Stations

PUGET SOUND ENERGY (PSE)

3130 S. 38th Street, Tacoma, WA

Puget Sound Energy is closed from 5 PM to 7 AM. Contact the supervisor of alternative fueling to get access to the facility. Shuttles only due to limited space.

- One SSA is required for fueling (approximate fueling time 30-45 minutes per vehicle) and 3-5 vehicles can be staged for fueling.
- One SSA is needed to shuttle buses
- **Due to clearances, only trained SSA's can refuel low floor buses at PSE.**
- Use Pierce Transit fuel sheets to document fuel transactions

10

Clean Energy SeaTac Station

19425 28th Avenue South, SeaTac, WA

This station is open 24 hours a day and has no access restrictions.

- The SSAs will fuel vehicles they take to this location. (Approximate drive time one way is 20 minutes; fueling time is approximately 8-20 minutes – **about 22 buses in a 6-hour period**), space allows for 4-8 vehicles to be staged for fueling.
- An SSA will be stationed at this site. Operators who are in the area can drive to the station for fuel

You will need the Maintenance **Voyager** fuel card in order to obtain fuel. Fleet Assistant Managers and Lead Mechanics can issue the Voyager card and the code needed to access fuel. The limit for the Voyager fleet card is currently $1000. The Fleet Manager or Assistant Manager can go to fleetcommanderonline.com to raise the limit.

Directions from Pierce Transit to SeaTac CNG station:
1. Start out going East on 96th St SW toward South Tacoma Way   0.08 mi
2. Turn RIGHT onto South Tacoma Way   0.43 mi
3. Turn LEFT onto WA-512 East   0.2 mi
4. Merge onto I-5 North toward Tacoma/Seattle   23.62 mi
5. Take the South 188th Street exit (Exit number 152),
6. take LEFT at light onto 188th Street
7. Proceed STRAIGHT (1.4 miles) to 28th Avenue South;
8. Take LEFT onto 28th Ave South   1.4 mi
9. Proceed STRAIGHT for .4 miles, take RIGHT
   (29th Ave S marking not very visible)   0.4 mi

(see photographs next page)

11

Clean Energy SeaTac Station
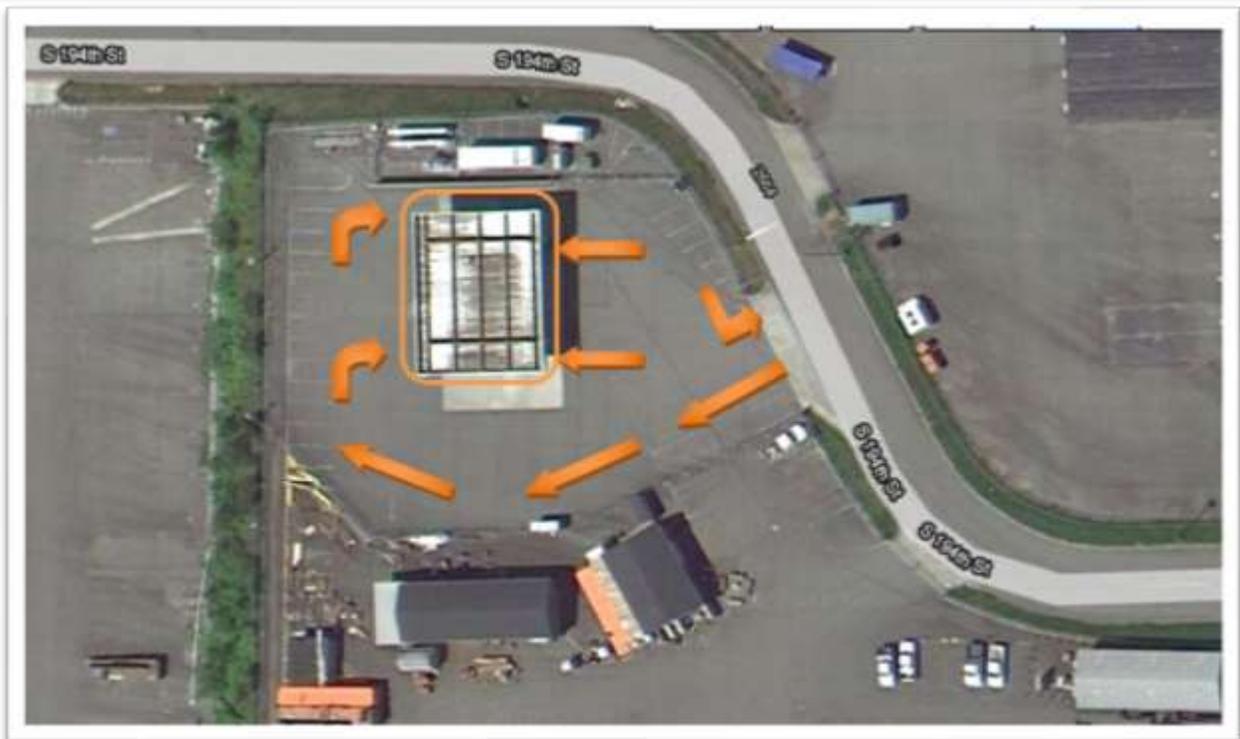
149 SW Kenyon St, Seattle WA 98106

12

- This station is open 24 hours a day and has no access restrictions
- The Service Station Attendants will fuel vehicles they take to this location. Approximate drive time is 41 minutes, one way. 3-6 vehicles can be staged for fueling.
- <u>Approximately 22 buses can be fueled in a 6-hour period.</u>
- You will need the **Petro** card in order to dispense fuel. Fleet Assistant Managers or Lead Mechanics can issue the cards.
- Use Pierce Transits fuel sheet to document fuel dispensed.

Directions from Pierce Transit Headquarters to Kenyon ST. Station
1.	Start going east on 96th St. SW toward South Tacoma Way	0.1 mi
2.	Turn right onto South Tacoma Way	0.4 mi
3.	Turn left onto WA-512 East	0.2 mi
4.	Merge onto I-5 North toward Tacoma/Seattle	28.3 mi
5.	Merge onto WA-599 N via Exit 156 to Tukwila/West Marginal Wy	2.1 mi
6.	WA-599 North becomes WA-99 North	3.1 mi
7.	Stay straight to go onto West Marginal Way South	.5 mi
8.	Turn Left onto 2nd Avenue South West	.4 mi
9.	2nd Avenue South West becomes 1st Avenue South	.1 mi
10.	Turn right onto Southwest Kenyon Street the station is on the left	0.0mi

Clean Scape 8th Ave

7303 8th Ave S. Seattle, WA 98108

Can only be used from 8 PM to 6 AM. Call to find out if there is any room on the lot. POC is Kevin Kelly, General Manager 206.619.0892

- The Service Station Attendants will fuel vehicles they take to this location. Approximate drive time is 45 minutes, one way. 2-4 vehicles can be staged for fueling.
- <u>Approximately 16 buses can be fueled in a 6-hour period.</u>
- Use Pierce Transits fuel sheet to document fuel dispensed.

Directions from Pierce Transit Headquarters to Clean Scape.
1. Start going east on 96th St. SW toward South Tacoma Way .1 mi
2. Turn right onto South Tacoma Way .4 mi
3. Turn left onto WA-512 East .2 mi
4. Merge onto I-5 North toward Tacoma/Seattle 30.3 mi
5. Take exit 158 S. Boeing access road 4.0 mi
6. Take a right on East Marginal Way S. .6 mi
7. Take a left on South Myrtle St. .2 mi
8. Take a left on 8th Ave S. located just past South Othello St. 0.0 mi

14

Associated Petroleum Products (Diesel Refueling)

3224 S Tacoma Way, Tacoma, WA 98409

- This station is open 24 hours a day and has no access restrictions. Shuttle vehicles will be fueled at 1st Transit.
- The SSAs will fuel vehicles they take to this location. (Approximate drive time one-way is 10 minutes; fueling time is approximately 5-10 minutes), space allows for one additional vehicle to be staged for fueling.
- An SSA will be stationed at this site. Operators who are in the area can drive to the station for fuel
- Use Pierce Transits fuel sheet to document fuel dispensed and save the receipt.

You will need the Maintenance **CFN** fuel card in order to obtain fuel. A Lead Mechanic or Assistant Manager can issue the CFN card and the code needed to access fuel. The Posi Lock fuel adapter will need to also be taken to the fuel station.

Directions from Pierce Transit Headquarters to Associated Petroleum Products.

1. Head east on 96th St SW toward S. Tacoma Way   187 ft.
2. Turn left at the first cross street onto S. Tacoma Way   4.0 mi

Note: You will pass a Starbucks on the right at 2.5 miles. Destination will be on the right.

15

CNG Fuel Sheet

CNG FUEL SHEET			
Location _____			Date _____
Bus #	PSI Before	PSI After	Therms / Gallon Equivalent

16

Maintenance CAD Block Numbers

CAD Block Number	Vehicle Number	Use
3020	N/A	PT Auto Road Test
3021	N/A	PT Auto Road Test
3022	N/A	PT Auto Road Test
3023	N/A	PT Auto Road Test
3024	N/A	PT Auto Road Test
3025	N/A	PT Auto Road Test
3026	N/A	PT Auto Road Test
3027	N/A	PT Auto Road Test
3028	N/A	PT Auto Road Test
3029	N/A	PT Auto Road Test
3030	N/A	PT Bus Road Test
3031	N/A	PT Bus Road Test
3032	N/A	PT Bus Road Test
3033	N/A	PT Bus Road Test
3034	N/A	PT Bus Road Test
3035	N/A	PT Bus Road Test
3036	N/A	PT Bus Road Test
3037	N/A	PT Bus Road Test
3038	N/A	PT Bus Road Test
3039	N/A	PT Bus Road Test

17

EMERGENCY EVACUATION PLAN

PIERCE TRANSIT
3701 96th St SW
Lakewood, WA 98499

Piercetransit.org

VERSION 1.0
MAY 2020

VERSION HISTORY				
VERSION	**APPROVED BY**	**REVISION DATE**	**DESCRIPTION OF CHANGE**	**AUTHOR**
1.0	Sue Dreier CEO, Mike Griffus, Executive Director Service Delivery & Support and Chief Safety Officer	May 2020	Plan Created	Jo Ann Artis

OVERVIEW

This plan was developed to provide, guidance, promote planning, and to establish training for departments that occupy Pierce Transit facilities in preparing for emergency evacuation.

It is expected that all departments will review, discuss, and customize this plan, if necessary, to meet any specific needs or operations.

This plan has been distributed internally within Pierce Transit and to external organizations that may be affected by its implementation.

APPROVALS

Approved: _____   Date _____

Sue Dreier, Chief Executive Officer

Approved: _____   Date _____

Mike Griffus, Executive Director Service Delivery & Support
Chief Safety Officer

Table of Contents

1. ROLES AND RESPONSIBILITIES:

1.1   Employee

The employee is responsible for:

- Being familiar with and following the procedures in this plan
- Participating in all evacuation drills
- Participating in training as required
- Orienting and informing visitors of procedures to be followed in case of a building alarm or emergency

When a fire alarm is heard or instructions are received via the Early Warning System (EWS) or any other way, the employee:

- Evacuates the building via the nearest exit
  - Do not use elevators, use the stairways
  - Help visitors find the nearest exit and assembly area
  - Assist mobility challenged employees and visitors as needed to ensure safe evacuation
    - Escort mobility challenged employees to the top of stairs
    - If they can safety negotiate the stairs, assist them
    - If they are unable to use the stairs, ask them to remain at the top of the stairs until they receive instructions from their area monitor to return to their work area
    - Provide this information to the Area Monitor or contact the Comm Center 253-581-8109, and let them know the number of employees remaining inside and their location; the Comm Center will inform Lakewood Fire of the situation
- Proceeds to the nearest designated assembly area for each building or 500 feet away
- Does not return to the building until instructed by an Area Monitor

1.2   Supervisor/Manager

The supervisor or the manager is responsible for:
- Ensuring that his/her employees know emergency procedures

- Following all emergency procedures
- Participating in all evacuation drills
- Ensuring that emergency plans for your work area are updated

1.3   Incident Commander (Service Supervisor)

The Incident Commander (Service Supervisor) is responsible for:

- Knowing the emergency procedures
- Attend all training and drills
- Respond to the incident, set up an incident command or join a unified command
- Acts as the liaison with the responding emergency service
- Any possible problem areas must be reported to responding emergency personnel
- Provide regular updates to the Communication Center

1.3   Safety Officer

The Safety Officer is responsible for:

- Preparing, reviewing and annually updating the Emergency Evacuation Plan
- Ensure that employees are notified and/or trained when current procedures change
- Assign Area and Door Monitors (and alternates) for all areas of the building and ensure that they know what their duties are in case of an evacuation
- Schedule "Area & Door Monitor Training" for assigned personnel
- Coordinate with Facilities Maintenance to schedule, conduct, and record annual fire drills as required by the Lakewood Fire Code and WAC 51-54A-0405

1.4   Communication Controllers

When the fire alarm is activated in Building 5, or credible notice of evacuation is received through any other method, all Communication Center occupants will immediately exit the building.

This procedure is designed based upon the assumption that there will be at least two (2) Fixed-Route/Public Safety Controllers on duty at the time of an evacuation incident. However, this procedure can be carried out by a single on-duty Controller, acting as both Controller A & B simultaneously. Under this assumption, Communication Controllers will:

Action By

Controller-A   Activate EWS or Fire alarm if an alarm has not sounded.

Controller-B	Call 9-1-1
Controller-A	1) Broadcast directive to evacuate on EWS channel. (*repeat this directive*) 2) Announce over Public Safety (PT PD-Prime), "Comm Center is being evacuated. Priority Traffic only". (repeat this announcement) 3) Direct TDS PS Video Surveillance Room to handle all Public Safety radio traffic. (Ensure you receive an affirmation from the TDS PS Video Surveillance Room)
TDS Camera Room PSO	Repeat announcement over Public Safety (PT PD-Prime), "Comm Center is being evacuated. Priority Traffic only". (*repeat this announcement*)
Controller-A	Re-broadcast directive to evacuate on EWS channel. (*repeat this directive*)
Controller-A & B	Evacuate the building via the nearest available exit and, if time permits without risk of injury or becoming trapped, take the following items with you: 1) Portable radio(s) 2) Emergency cell phone(s) 3) Station Tablet(s) 4) "Go" bag(s) 5) Area and Door Monitor Assignments and Check-in List (page 15) Assist others to evacuate the building.
Controller-A	Contact Area and Door monitors using Area and Door Monitor Assignment and Check-In list. (page 15)
Controller-B	Select a Service Supervisor and direct them to handle all non-Public Safety, priority radio traffic. Send a Service Supervisor to the location to act as Incident Commander.
Selected Service Supervisor	1) Announce over PT BUS 1, 2, & 3, informing all that the Comm Center is being evacuated and to hold all non-priority (no threat of physical bodily injury or illness, or significant property/equipment damage) radio traffic. 2) Send a text message informing all field units that the Comm Center is being evacuated and to hold all non-priority (no threat of physical bodily injury or illness, or significant property/equipment damage) radio traffic.

Controller-B	1) Send a "Fire/Smoke", "High Profile Event", or other appropriate Everbridge alert.
	2) Acquire a Service Supervisor vehicle. (West Base)
	3) Start-up OrbCAD and Motorola.
	4) Release selected Service Supervisor from radio traffic monitoring duties and take over lead controller status.
	5) Re-announce Comm Center Evacuation status.
	6) Re-broadcast direction to hold all non-priority (no threat of physical bodily or equipment harm/illness) radio calls.
	7) Address other calls based on priority.
	8) Designate additional controllers, as available, for PS Control, PT Bus 3, PT Bus 2, and PT Bus 1.
	9) "Close", with notification, the Everbridge Alert noting re-establishment of normal operations once operational communications has been fully re-established.

Controller-A   When communications have been fully re-established in the Communications Center;

1) Broadcast a message on PT PD Prime informing all that, "Communications Controllers have returned to normal operations in the Comm Center. All radio traffic is now being accepted."
2) Broadcast a message on Zone 2 new EWS channel informing area monitors, "All clear. Employees may return to their respective work areas".
3) Send a "Closed" Everbridge "High Profile Event" alert update, informing all that, "Communications Controllers have returned to normal operations in the Comm Center. All radio traffic is now being accepted."

Controller-B   When communications have been fully re-established in the Communications Center;

1) Broadcast a message on PT Bus 1, 2, & 3, informing all that, "Communications Controllers have returned to normal operations in the Comm Center. All radio traffic is now being accepted." (repeat this announcement twice in 5-minute intervals)
2) Send a text message informing all field units that, "Communications Controllers have returned to normal operations in the Comm Center. All radio traffic is now being accepted."

1.5   Dispatch

Should Dispatch need to evacuate building 4, at no time should a Dispatcher put themselves or others in danger to complete any of these tasks.

To maintain service and provide direction to operators Dispatchers should bring the following items to the Ped gate along 96th Street:

1. **Go Box** – this rolling box should be maintained with current shakeup Paddles
2. Spare relief van key box
3. Current day's change sheet, car sheet, other sign out sheets, Extra Board/RTO and Assignment reports
4. Dispatch emergency cell phone – charged at all times
5. Dispatch emergency flashlights – charged at all times
6. Radio from Next Day's desk - charged at all times
7. Dispatcher should take their personal, work issued cell phone and radio. These items should be fully charged at all times.

Long term evacuation will require an alternative worksite with Hastus access be established. The first choice would be in building 5 due to operator access/reporting. Computer and printer access required. Same Day could be in the Shuttle reporting area – currently there is a swipe in station there. Next Day would need computer access perhaps in BS&T.

1.6   Paratransit

1. Evacuate the Communication Center via the nearest available exit and, if time permits without risk of injury or becoming trapped, take the following items with you:
    a. Portable radios
    b. Emergency cell phones
    c. "Go" bag
2. Contact a Service Supervisor and direct them to assume dispatching duties until further notice.
    a. Service Supervisor send TRAX message to operators indicating that there has been an evacuation from the comm center and that they are assuming dispatch duties until further notice and to hold all non-priority calls.
    b. Service Supervisor send an Everbridge alert indicating SHUTTLE staff have evacuated and all SHUTTLE communications are being handled by the Service Supervisor until further notice.
3. Dispatchers report to Mobile Communication Center (MCC)
4. Start-up and login to all systems
5. When communications have been fully established in the MCC:
    a. Contact Service Supervisor in charge and release them of dispatch duties
        i. Get update from Supervisor on any current issues to address and direct Supervisor on what to do next.

      b. Send TRAX message to operators informing them the MCC is up and Dispatch will assume control.

      c. Send Everbridge alert indicating communication in MCC are up and running.

6. When the Comm Center is ready to reoccupy:
   a. Contact Service Supervisor and direct them to assume dispatching duties until further notice.
   b. Send TRAX message to operators indicating Comm Center communication are in the process of being restored, Service Supervisor will be assuming duties, and hold all non-priority calls until further notice.
   c. Send Everbridge alert indicating SHUTTLE communications are being handled by the Service Supervisor while restoring comm center.
   d. Shutdown and reorganize MCC.
   e. Lock up MCC and move to the comm center, take the following with you:
      i. Portable radios
      ii. Emergency cell phones
      iii. Re-packed "Go" bag

7. When communications have been fully re-stablished in the Communications Center:
   f. Contact Service Supervisor and release them of dispatch duties
      i. Get update from Supervisor on any current issues to address and direct Supervisor on what to do next.
   g. Send TRAX message to operators informing them that communications have been fully re-established, and Dispatch will assume control.
   h. Send Everbridge alert indicating all Dispatchers have returned to normal operations in the Comm Center.

1.7   Facilities Maintenance

Facilities Maintenance is responsible for:

- Knowing Pierce Transit emergency evacuation procedures
- Being available 24/7 to provide the building information and support to Lakewood Fire and Police Departments
- Coordinating Evacuation/Fire drills with the Safety Officer

1.8   Area Monitors

Area Monitors, and their alternates are employees have been appointed to serve in these positions. They receive special training and the authority for their role in employee safety.

The Area Monitors are responsible for:

a. Being familiar with the information in Pierce Transit emergency evacuation procedures
b. Attending training sessions and meetings to review procedures and duties
c. Being familiar with their areas
d. Knowing people in their areas, especially people with disabilities
e. Knowing at least two nearest exits for evacuation
f. Knowing the location of any flammable hazardous materials or conditions
g. Knowing the location of pull station, telephones, refugee areas, first aid, AED, disaster kits and fire extinguishers
h. Helping new co-workers quickly learn about emergency procedures
i. Coordinating with the other Area Monitors on their floor to avoid duplication
j. Notifying the other Area Monitors on their floor when they are out of the office
k. Cooperating with the Safety Department to promote safety in their work areas

When a fire alarm is heard or instructions are received via Early Warning System (EWS) or any other way, the Area Monitor:

a. Puts on Area Monitor vest (stored in the Area Monitor's work area)
b. Retrieves and turns on Agency Motorola Radio (see section 2 for instructions)
c. Checks assigned area of the building to ensure that all personnel have vacated
d. Directs employees and visitors to safe evacuation exits
e. Give instructions to use stairs, not elevators
f. Assists or obtains assistance for mobility challenged employees or visitors as needed to ensure safe evacuation:
     i. Escort mobility challenged employees to the top of stairs
     ii. If they can safety negotiate the stairs, assist them
     iii. If they are unable to use the stairs, ask them to remain at the top of the stairs until emergency personnel can assist or they receive instructions from their Area Monitor to return to their work area
     iv. Contact the Comm Center and let them know the number of employees remaining inside and their location; the Comm Center will inform Lakewood Fire of the situation
g. Evacuates the building via the nearest exit
h. Do not use elevators, use stairways
i. Help visitors find the nearest exit and assembly area
j. Proceeds to the nearest designated assembly area for each building

k. Monitors agency radio (EWS channel) and waits for further instructions from the Comm Center
l. Responds to Comm Center's request for status of each building and area
m. Wait for the Comm Center to call for status of their area of responsibility, for example "Building 1, Area 1 Report"
n. Press right side button in to transmit, "Building 1, Area 1 All clear (or personnel unaccounted for, hazardous conditions, etc.) release left side button
o. Relays instructions related to the emergency to employees and visitors in assembly area
p. Does not allow employees to return to the building until "All Clear" is given by the Comm Center

1.9 Door Monitor (9 radios are needed and should be included in the 2021 M&O budget)

Door Monitors are responsible for:

a. Knowing the Pierce Transit emergency evacuation procedures
b. Attending training sessions and meetings to review procedures and duties
c. During the evacuation, proceeds to the assigned building entrance to prevent anyone, other than emergency services personnel, from reentering the building
d. Not allowing people inside the building until you receive an "All Clear" radio call from the Comm Center

When a fire alarm is heard or instructions are received via Early Warning System (EWS) or any other way, the Door Monitor:

e. Puts on Door Monitor vest (stored in the Door Monitor's work area)
f. Retrieves and turns on Agency Motorola Radio (see section 2 for instructions)
g. Immediately reports to the assigned entrance door and prevents people from reentering the building. Some assignments may require you to place an A board in the entrance driveway of your building to alert arriving staff of the emergency
h. Provide updates to arriving emergency responders

1.10 Crossing Guards

Crossing Guards will be used to assist evacuees as they use the crosswalk on 96th street between buildings 4 & 5 and at 96th at 39th Ave, near Westbase. Crossing Guards will wear safety vests and carry a warning flag provided to them during training.

2. TRANSMITTING AND RECEIVING ON PORTABLE RADIOS

When it is necessary to communicate emergency information and receive instructions from the Comm Center during emergency situations, the Area & Door Monitor:

a. Retrieves agency radio from charger in work area

b. Take copy of the Area and Door Monitor Assignments

Check List if evacuating the building

c. Turns on radio by pressing down or twisting large knob on top of radio

d. Adjusts volume setting by twisting large knob to right to turn up volume

e. Ensures radio is set to channel 16 "Zone 2 new EWS"

f. Channel is changed by adjusting dial to desired number

g. Screen on face of radio will reveal channel name

h. EWS designated radios will be automatically on "Zone 2 new EWS"
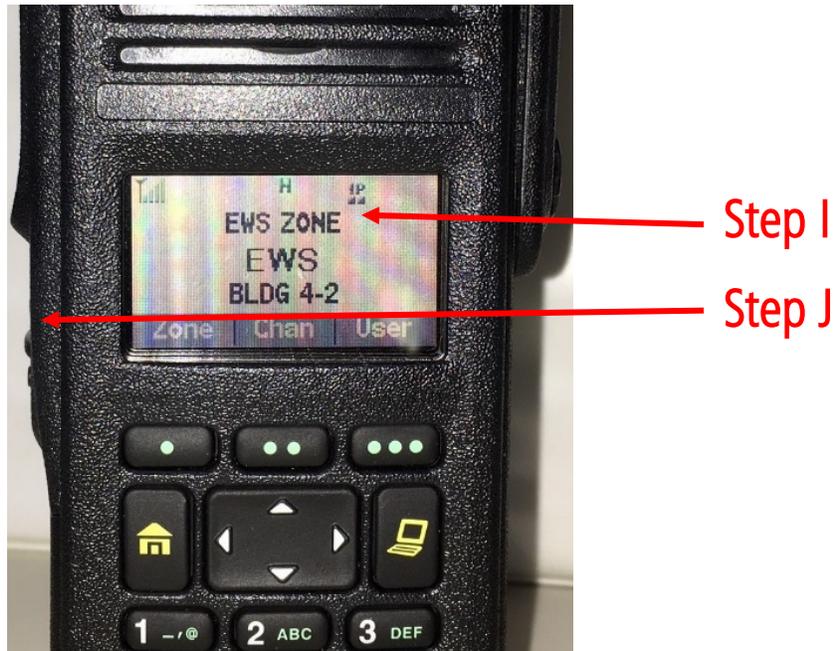
i. Depresses and hold green and black talk button on side of the radio when ready to speak and releases the talk button when done speaking

j. Listens for communication from the Comm Center for assistance or information

k. May be asked to check work area

l. May be asked to look for alarm source

m. Uses agency radio when available to communicate during evacuation

n. Monitors agency radio transmissions until the Comm Center has announced an "All Clear" signaling the end of the emergency

o. Turns off radio and returns radio to its charger at the conclusion of the emergency or drill

NOTE: Do not press the orange button on the top of the radio unless there is an imminent threat to personal safety. If you press this button an alarm will go off in the Communication Center alerting them you have an emergency, but you will still need to talk with them as they will not know where you are or the nature of the emergency.

3. EVACUATION ASSEMBLY AREAS (see section 7 for maps)

Buildings	Locations
Building 1, 2, 3, 4	Assembly Area B - located in the Building 5- Visitors Parking Lot
Building 5	Assembly Area A - located in the Building 4, Visitors Parking Lot
Building 6 (Vanpool)	Assembly Area C- Located in the Building 7 (Westbase) Parking Lot
Building 7 & 8 (Westbase)	Assembly Area D- Located in the Building 6 (Vanpool) Parking Lot
Commerce	Zone D
TDS Bus Shop	Northeast Corner of East 25th & East D Street
TDS Platform & Surveillance	Southeast Corner of Puyallup Ave at East "E" street

4. AREA & DOOR MONITOR ASSIGNMENTS & CHECK-IN LIST

Name	Responsibility Area	Shift	Current Employee	Checked-in
Building 1				
*Fleet Asst. Manager	Building 1, Area 1	Day (Su-Th)	Bill Serenbetz	
*Lead Mechanic	Building 1, Area 2	Day (Su-Th)	Steve Adams	
*Training Coordinator	Building 1, Area 3	Day (M-F)	Brent Riffel	
*Lead Mechanic	Building 1, Area 4	Day (Tu-Sa)	Ed Bautista	
Vehicle Custodian	Building 1, Area 1, Door 2	Day (Tu-Sa)	Roland Artero	
Warehouse Manager	Building 1, Area 2, Doors 1 & 5	Day (M-F)	Stephanie Prine	
Senior Executive Assistant	Building 1, Area 3, Doors 3 & 4	Day (M-F)	Vacant	
Comp. Rebuild Asst. Manager	Building 1, Area 4,	Day (M-F)	Jerry Blades	
*Fleet Asst. Manager	Building 1, Area 1	Swing (M-F)	Sean Derry	
*Lead Mechanic	Building 1, Area 2	Swing (Su-Th)	Kim Huynh	
*JLM - Centerlane	Building 1, Area 3	Swing (Tu-Sa)	Phil Moore	
*Lead Mechanic	Building 1, Area 4	Swing (Tu-Sa)	Kirk Hamblen	
Upholstery	Building 1, Area 1, Door 2	Swing (Su-Th)	Phil Eargle	
Automotive Tech	Building 1, Area 2, Doors 1 & 5	Swing (M-F)	Steve Miller	
JLM – Centerlane	Building 1, Area 3, Doors 3 & 4	Swing (Su-Th)	Jared Miles	
Body Shop Tech	Building 1, Area 4	Swing (M-F)	Charlie Marquard	
*Fleet Asst. Manager	Building 1, Area 1	Grave (Su-Th)	Marah Harris	

Name	Responsibility Area	Shift	Current Employee	
*Lead Mechanic	Building 1, Area 2	Grave (Su-Th)	Dave Kreienbrink	
*JLM-Centerlane	Building 1, Area 3	Grave (Su-Th)	John Gumataotao	
*Lead Mechanic	Building 1, Area 4	Grave (Tu-Sa)	Vince Cassino	
JLM-Running Repair	Building 1, Area 1, Door 2	Grave (M-F)	Travis Loss	
Automotive Tech	Building 1, Area 2, Doors 1 & 5	Grave (Su-Th)	Greg Gustafson	
JLM-Centerlane	Building 1, Area 3, Doors 3 & 4	Grave (Tu-Sa)	Rich Bare	
JLM-Comp Rebuild, Farebox	Building 1, Area 4	Grave (Su-Th)	Marcus Van Eck	
Name	**Responsibility Area**	**Shift**	**Current Employee**	
Building 2				
*Facilities Asst. Manager	Building 2, Area 1	Day (M-F)	Jace Banta	
Facilities Asst. Manager	Building 2, Area 1	Day (M-F)	Steve Jeffries	
Building 3				
*Money Counter	Building 3, Area 1	Day (M,W,F)	Helen Salvador	
Money Counter	Building 3, Area 1	Day (M,W,F)	Sue Clinton	
*Lot Attendant	Building 3, Fuel Island	Day (M-F)	John Hoheusle	
Service Station Attendant	Building 3, Fuel Island	Day (M-F)	Dave Orozco	
*Lot Attendant	Building 3, Fuel Island	Swing (M-F)	Sharon Anderson	
Service Station Attendant	Building 3, Fuel Island	Swing (M-F)	Jacob Casillas	
*Lead Mechanic	Building 3, Fuel Island	Grave (M-F)	Harry Morris	
Lot Attendant	Building 3, Fuel Island	Grave (Su-Th)	Jeff Abbott	
Service Station Attendant	Building 3, Fuel Island	Grave (Tu-Sa)	Erich Schimitchek	

AREA AND DOOR MONITOR CHECK-IN					
NAME	BUILDING	AREA	DETAILS	SHIFT	CHECK- IN
Building 4					
Scott Gaines	Bldg. 4	Area 1	Assist Mgrs., Mothers Room, Ops Lobby, Vending & Dispatch	Days	
Brent Mackie	Bldg. 4	Area 1	Assist Mgrs. Mothers Room, Ops Lobby, Vending & Dispatch	Days	
Amy Maxwell	Bldg. 4	Area 2	Transportation Management and Small Ops meeting room	Days	
Teresa Coleman	Bldg. 4	Area 2	Transportation Management and small Ops meeting room		
Selena Ngo	Bldg. 4	Area 3	Risk, Quiet Room, Locker Rooms & Gym	Days	
Brandi Tuggle	Bldg. 4	Area 3	Risk, Quiet Room, Locker Rooms & Gym	Days	
Shawna Thomas	Bldg. 4	Area 4	Employee Services, Grand Conf Room & Adjacent Restrooms	Days	
Tracy Freeman	Bldg. 4	Area 4	Employee Services, Grand Conf Room & Adjacent restrooms	Days	
Samantha Einarson	Bldg. 4	Area 5	Budget & Budget Meeting Room, Front Reception, Lean and Workforce	Days	
Kelli Dion	Bldg. 4	Area 5	Budget & Budget Meeting Room, Front Reception, Lean and Workforce	Days	
Eric Donner	Bldg. 4	Area 6	Planning, Scheduling, Bus Stops	Days	
Sandy Johnson	Bldg. 4	Area 6	Planning, Scheduling, Bus Stops	Days	

Kristol Bias	Bldg. 4	Area 7	Executive, Vault, Alder, Nobel	Days	
Deanne Jacobsen	Bldg. 4	Area 7	Executive, Vault, Alder, Nobel	Days	
Mike Gulbranson	Bldg. 4	Area 8	IT, Server Room, Legal	Days	
Christian Handsaker	Bldg. 4	Area 8	IT, Server Room, Legal	7-4	
Ashley DeGraffenreid	Bldg. 4	Area 9	Project Mgmt., Finance, & Purchasing	Days	
Melonie Norton	Bldg. 4	Area 9	Project Mgmt., Finance, & Purchasing	Days	
Shawna Fore	Bldg. 4	Area 9	Project Mgmt., Finance, & Purchasing	Days	
Mike Hayes	Bldg. 4	Door 1	Door Monitor- Main Entrance (will place A-board in main driveway at 96th)	Days	
Laural Curry	Bldg. 4	Door 2	Door Monitor- Operators Lobby Entrance	Days	
Tina Vaslet	Bldg. 4	Door 3, 4	Door Monitor- Side doors by Risk and Planning	Days	
Tammara Good	Bldg. 4	96th St	Crossing Guard S 96th Street between buildings 4 & 5	Days	

AREA MONITOR CHECK-IN & KEY					
NAME	BUILDING	AREA	DETAILS	SHIFT/ HOURS	CHECK- IN
Bldg.5					
Jim Kelley	Bldg. 5	Area PS	Public Safety Offices, 1st Floor restrooms, Records	Days	
Shane See	Bldg. 5	Area PS	Public Safety Offices 1st Floor restrooms, Records	Days	
Katie Marcelia	Bldg. 5	Area 1	Records, Rainer Room and front Lobby	Days	
James Gamble	Bldg. 5	Area 1	Records, Rainer Room and front Lobby	Days	
Fran Draxton	Bldg. 5	Area 1	Bus Safety & Training, St Helens, Olympic and Lunchroom	Days	
Judy Hubert	Bldg. 5	Area 1	Bus Safety & Training, St Helens, Olympic and Lunchroom	Days	
Jason Robertson	Bldg. 5	Area 2	Marketing	Days	
Tunisia Price	Bldg. 5	Area 2	Marketing	Days	
Kim Grimes	Bldg. 5	Area 3	ADA & Archivists	Days	

Trisha Cantzler	Bldg. 5	Area 3	ADA & Archivists	Days	
Teri Bartle	Bldg. 5	Area 4	SHUTTLE Customer Services & Restrooms	Days	
Deborah Zeller	Bldg. 5	Area 4	SHUTTLE Customer Services & Restrooms	Days	
David Robinson	Bldg. 5	Area 5	Communications Center	Nights	
Kevin Setzer	Bldg. 5	Area 5	Communications Center	Days	
Kelvin Berring	Bldg. 5	Door 1	Door Monitor- Main Entrance (place A board at visitors parking entrance)	Days	
Kathy Walton	Bldg. 5	Door 2	Door Monitor – Exterior near Public Safety Office	Days	
Earl Fowlkes	Bldg. 5	Door 3 & 4	Door Monitor- Exterior door between lunch & Olympic room and the shipping door (place A board outside of entrance gate)	Days	
Cherry Thomas	Bldg. 5	96th Street	Crossing Guard on S 96th between buildings 4 & 5	Days	
Building 6 (Vanpool)					
Ellen Scott	Bldg. 6	Area 1	Vanpool Building	Days	
Lani Fowlkes	Bldg. 6	39th Ave @ 96th	Crossing Guard	Days	
Building 7 & 8 (Westbase)					
Tamara Holtz	Bldg. 7&8	Area 1	Service Support and Radio Shop	Days	
Mark Davilla	Bldg. 7	39th Ave @ 96th	Crossing Guard	Days	

5. EMERGENCY RESOURCES AND CONTACTS

5.1 Lakewood Police and Fire Department

The Lakewood Police Department (LPD) and Lakewood Fire Department (LFD), maintain an emergency Communication Center 24/7 through South Sound 911. To report a life threating emergency, including but not limited to fire, medical emergency, or bomb threats, dial 911. If making a 911 call from cell phones, be sure to ask to be transferred to Lakewood Fire or Lakewood Police.

5.2 Chief Safety Officer

The Chief Safety Officer is available to provide consultation and support to departments during normal business hours, 7:30am to 4:00pm at 252-983-2734. After hours, the Chief Safety Officer may be reach via cell phone at 253-365-4081.

5.3 Facilities Maintenance

Facilities Maintenance maintains a 24/7 response unit. They respond to all fire alarms, and other emergencies to provide support for the agency and LFD. This support includes, but is not limited to operating the heating, ventilation, and air-conditioning system (HVAC), and utility shutdown coordination. Contact the Communication Center 253-581-8109 who will notify Facilities.
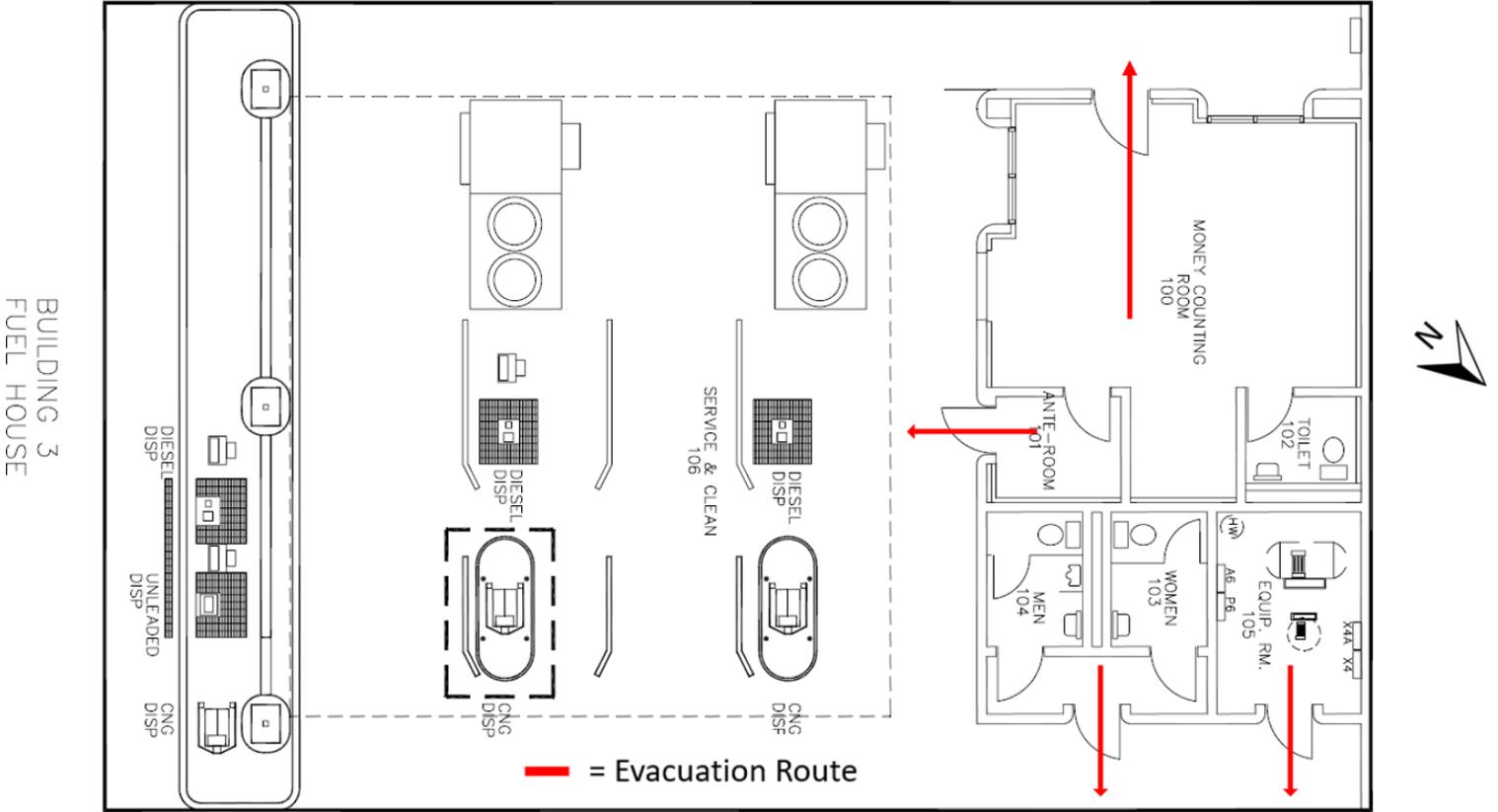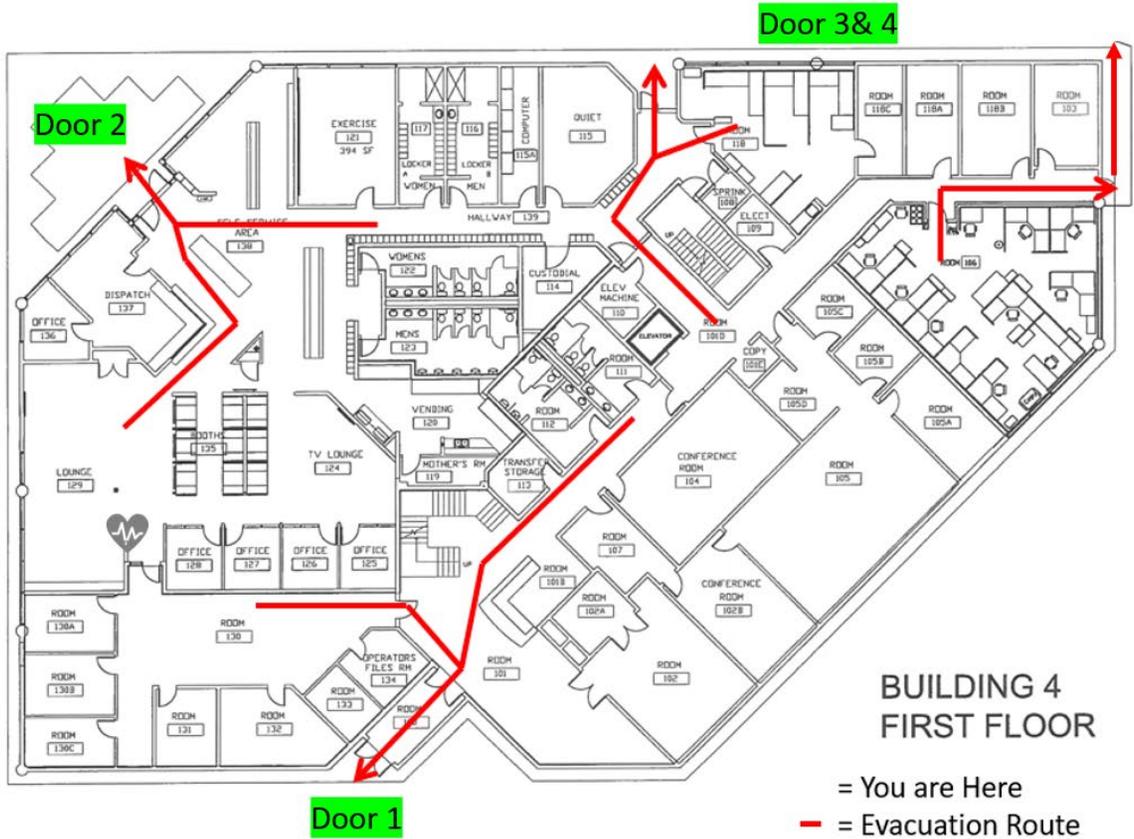
5.4 KIRO AM #710 • Official Emergency Broadcast Station
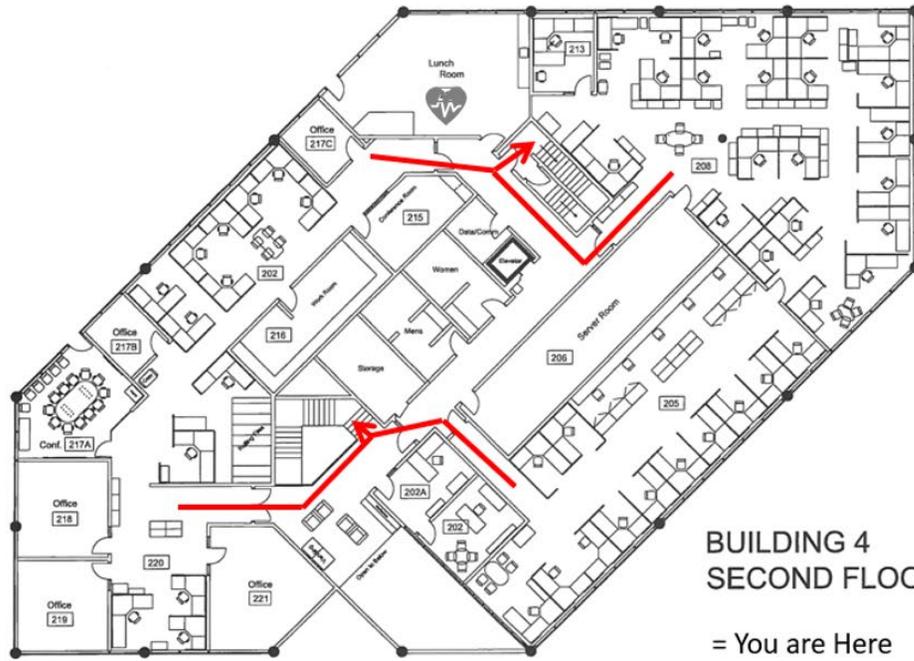
6. FIRST AID AND AUTOMATIC DEFIBRILLATOR (AED) LOCATIONS:

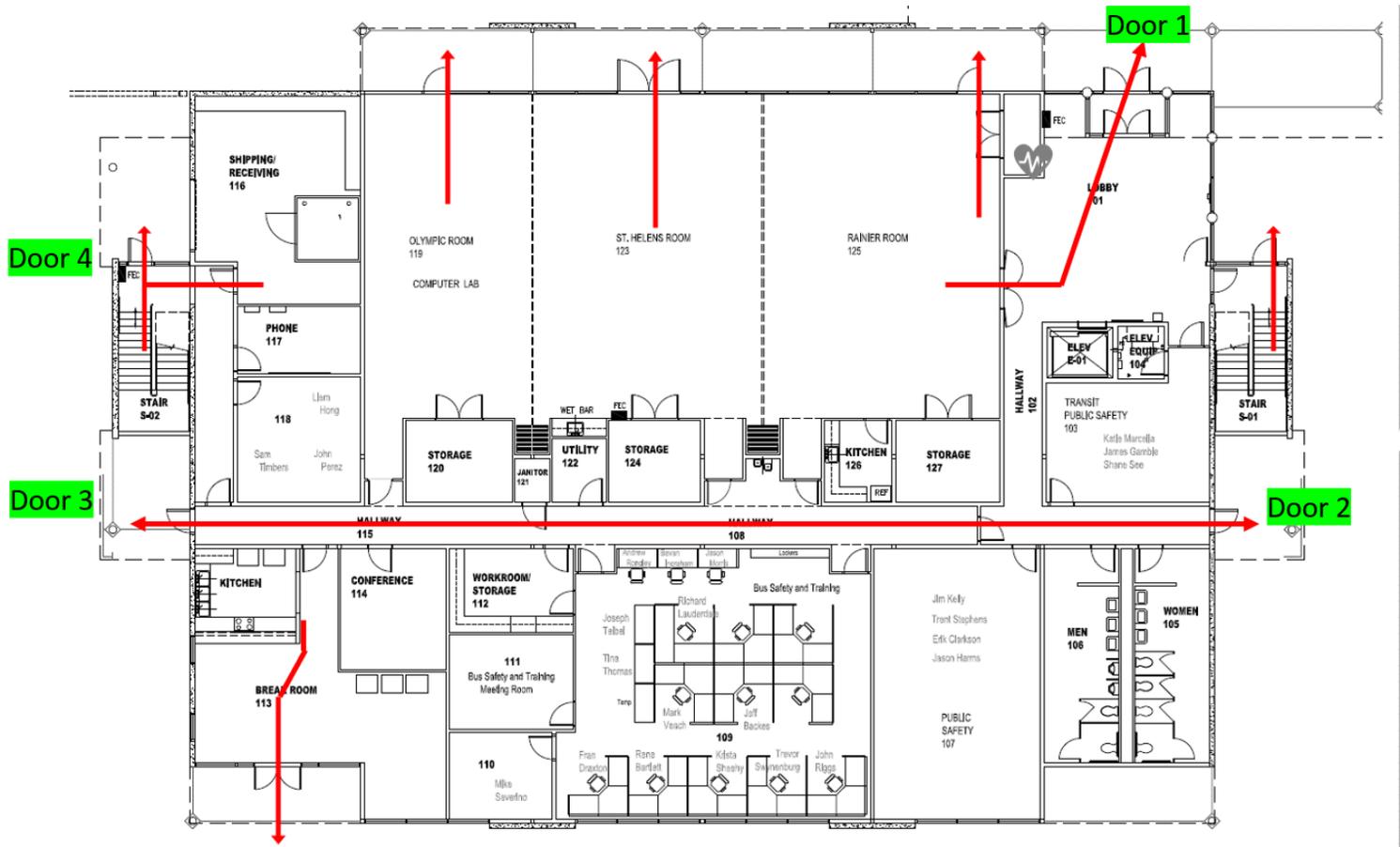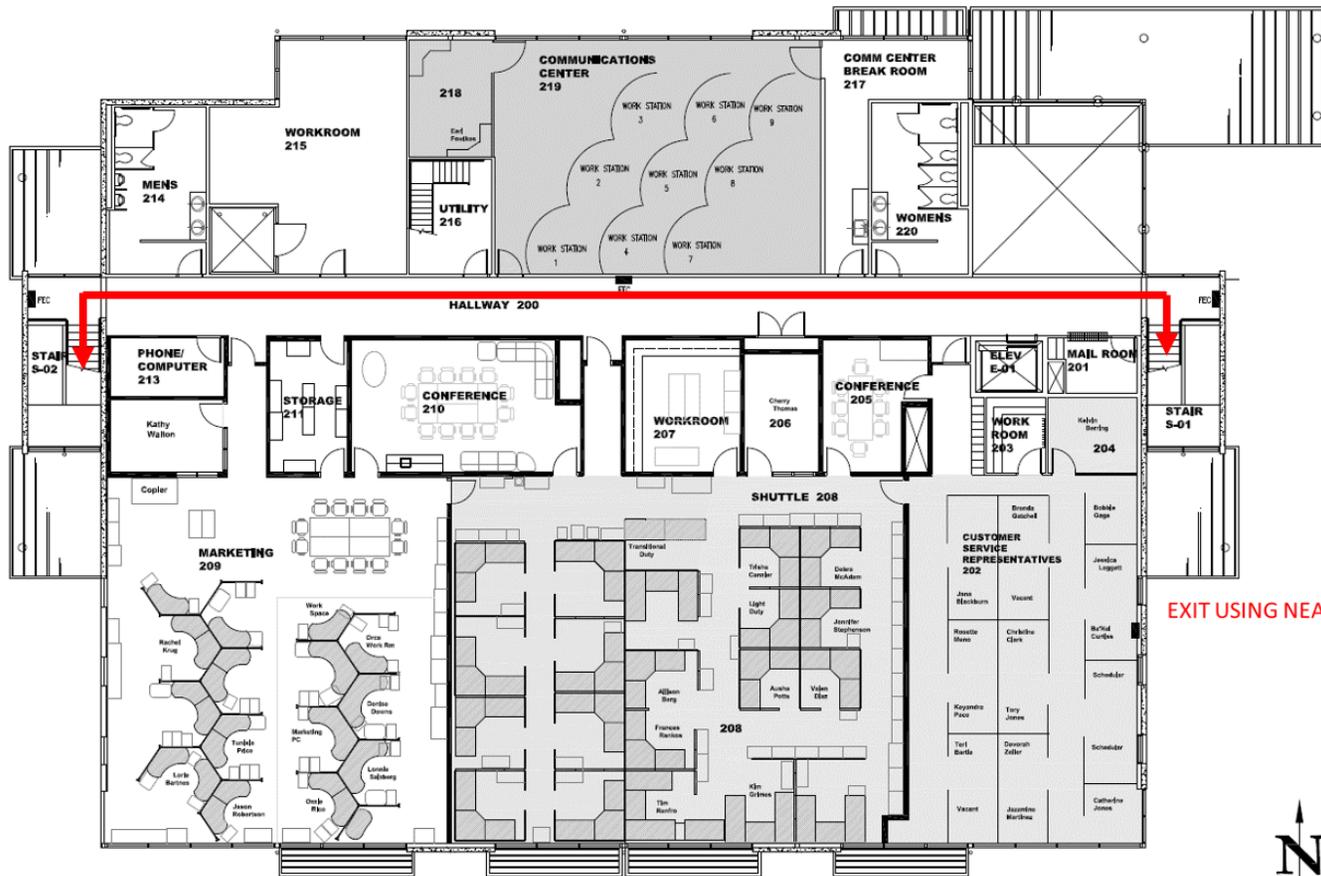| Building Number	AED	1st Aid Kits
Building 1		
(Maint Garage)	Breakroom	Body Shop Restroom
		Component Rebuild
		Automotive
		Lead Office
		Upholstery
Building 2		
(Facilities)		Near Lead Office
Building 3		
(Fuel Island)		Counting Room
		Fuel island
Building 4		
(Main HQ)	Operator Lobby	Front Lobby
	2nd Floor Lunch Room	Human Resources
		Second floor; near mailboxes
		Second floor lunchroom
		Ops Lobby
Building 5		
(Training Center)	Front Lobby	S&T Office
		Staff Area lunchroom
		Second floor hallway
		Front lobby
Building 6		
(Vanpool)		Breakroom
Building 7 & 8		
(Westbase)	Front Lobby of Supervisors Office	Front Lobby of Supervisors Office
TDS		
Bus Shop		Front Counter and near L&F
Ops Break Area	Ops Break Room on Island	
Surveillance		In Break Area
Supervisors Office		
Commerce Tunnel	Ops Lobby Area	Ops Lobby Area

7. MAPS OF EVACUATION ROUTES AND ASSEMBLY AREAS

Building 1

= Fire Extinguisher

=Eye Wash Station

= First Aid Kit

=Spill Control Material

= Evacuation Route

= Pull Station

=AED

Building 2

computer

vinyl cutter

Room
200
UPPER MEZZANINE

101
Larry
McCarty

Jace
Banta
102

Molly
Lickert
103

201 UPPER MEZZANINE

STORAGE
104

100 CORRIDOR

Jason
Hovde
105

100 CORRIDOR

SHOP
109

107

108
Steve
Jeffries

FAC
Presentation

Gene
McPherson

110
Restroom

111
BUS WASH

PUMP ROOM
112

STORAGE
113

━━ = Evacuation Route

EXIT USING NEAREST DOOR

N

BUILDING 3
FUEL HOUSE

= Evacuation Route

Door 3& 4

Door 2

ROOM 118C
ROOM 118A
ROOM 118B
ROOM 103

EXERCISE 121
394 SF

117
116

COMPUTER

QUIET 115

ROOM 118

115A

LOCKER MEN
WOMEN
LOCKER MEN

N

ROOM 106

SPRINK 108

HALLWAY 139

ELECT 109

SELF SERVICE AREA 138

DISPATCH 137

WOMENS 122

CUSTODIAL 114

UP

ROOM 105C

OFFICE 136

ELEV MACHINE 110

ROOM 101D

ROOM 105B

MENS 123

ELEVATOR

COPY 106C

ROOM 111

ROOM 105D

ROOM 105A

VENDING 120

ROOM 112

BOOTHS 135

LOUNGE 129

TV LOUNGE 124

MOTHER'S RM 119

TRANSFER STORAGE 113

CONFERENCE ROOM 104

ROOM 105

OFFICE 128
OFFICE 127
OFFICE 126
OFFICE 125

ROOM 107

ROOM 130A

ROOM 130

ROOM 101B

CONFERENCE ROOM 102B

ROOM 130B

ROOM 102A

OPERATORS FILES RM 134

ROOM 101

ROOM 102

**BUILDING 4
FIRST FLOOR**

ROOM 131
ROOM 132
ROOM 133

ROOM 130C

Door 1

= You are Here

— = Evacuation Route

BUILDING 4
SECOND FLOOR

= You are Here
= Evacuation Route

BUILDING 5 - FIRST FLOOR ▬▬ = Evacuation Route

Building 5 - Second Floor

EXIT USING NEAREST DOOR

Building 6

Room 12

Room 13

Shelving Shelving Shelving Electrical Panels Shelving

Room 09

Roll up Door

Shelving

Room 11

Room 10

Shelving

Room 07 Womens

Room 08 Mens

Storage

Room 02

Storage

Steele Conference Room 01

Room 06

Ellen Scott

Main Ent

Lynne Cunningham

Frig

Tracy Klein

Vending

Room 03

Work Table Copier

Keys

Safe

Room 05

Room 04

Heidi Hunter

Brenda Davis

Vacant

Tammy Apthorp

Lani Fowlkes

Shelving

Shelving

Shelving

Shelving

Table

Shelving

South Entrance

60   61

= Evacuation Route

N

TDS Bus Shop

= Evacuation Route

Pierce Transit Campus Map of Evacuation Routing and Assembly Areas

Bldgs.	Report to Assembly Area
1,2,3,4	B
5	A
6	C
7	D

Tacoma Dome Station

EVACUATION ASSEMBLY AREA

COVID-19 PREVENTION PLAN

OVERVIEW
Coronavirus disease (COVID-19) is an infectious disease caused by a newly discovered coronavirus, SARS-CoV-2. Most people infected with the COVID-19 disease will experience mild to moderate respiratory illness and recover without requiring special treatment. Older people and those with underlying medical problems like cardiovascular disease, diabetes, chronic respiratory disease, and cancer are at higher risk for developing serious illness from COVID-19.

The COVID-19 disease spreads primarily through droplets of saliva or discharge from the nose when an infected person coughs or sneezes, so it's important that you also practice respiratory etiquette (for example, by coughing into a flexed elbow). The best way to prevent and slow down transmission is be well informed about the COVID-19 disease and how it spreads. Protect yourself and others from infection by washing your hands or using an alcohol-based rub frequently and not touching your face.

At this time, there are no specific vaccines or treatments for COVID-19. However, there are many ongoing clinical trials evaluating potential treatments.

SIGNS AND SYMPTOMS
Reported illnesses have ranged from mild symptoms to severe illness and death for confirmed COVID-19 cases. These symptoms may appear 2-14 days after exposure and include the following:

- Fever
- Cough
- Shortness of breath
- Chills

- Muscle pain
- Headache
- Sore throat
- Loss of taste or smell

JOBSITE PREVENTION PROCEDURES
The following procedures will be implemented to prevent the potential spread of COVID-19 at the jobsite:

1. Presently all workers and visitors arriving at the jobsite each day will be screened for COVID-19 symptoms by answering the following health questions issued by the State of Washington Department of Health:

   Since your last day of work, or last visit here, have you had any of these symptoms that is not attributable to another condition?

   ❐ Cough
   ❐ Shortness of breath or difficulty breathing
   ❐ Or at least two of these symptoms
     ❐ Fever
     ❐ Chills
     ❐ Repeated shaking with chills
     ❐ Muscle pain
     ❐ Headache
     ❐ Sore throat

❐   New loss of taste or smell

If a worker answers YES to any of the screening questions, the worker will be asked to leave the site and encouraged to be seen by a medical professional to verify their ability to return to work.

2. Every work shift begins with a review of the COVID-19 pandemic, using the daily Situation Report (new information is attached as needed).

3. During subsequent safety meetings, workers will be instructed to maintain 6 feet of personal space, wash their hands often, practice respiratory etiquette, and not touch their eyes, noses, or mouths and wear face coverings.

4. Personal protective equipment (PPE) will be assigned to each individual, not shared among groups. In addition to standard PPE requirements (safety glasses, face shields, etc.), for operators, a 100% glove and/or face covering policy may be instituted. Gloves will be removed, and hands washed before eating, drinking, using the restroom, etc. Shuttle operators are assigned this enhanced PPE level because of their (hands-on) close proximity due to passenger assistance duties.

5. Any shared tools, equipment, etc. and common surfaces (door handles, tables, passenger stanchions, vehicle interior hard surfaces, etc.) will be wiped down before storing, or at the end of every shift, with effective (for the virus) industrial, household disinfectants. The agency will determine and supply the EPA-approved disinfectant.

6. At locations where restroom facilities are unavailable, a temporary toilet with a handwash station, or other means to wash and/or sanitize hands, will be provided.

7. All fixed-route vehicles will be affixed with a virus barrier screen to ensure protection and distancing from infection. A schedule is created for sanitizing/disinfecting all agency vehicles.

8. To maintain social distancing requirements and eliminate pen sharing, signatures should *not* be collected on any documents. Instead, the supervisor or designee should document names of meeting attendees, site visitors, etc. electronically on the field report.

PERSONAL PREVENTION PROCEDURES

Workers will be reminded at each safety meeting to follow the prevention guidelines outlined by the CDC (https://www.cdc.gov/coronavirus/2019-ncov/prepare/prevention.html), including the following:

- Stay home when you are sick.
- Avoid unnecessary close contact (within six feet) with other people.
- Avoid touching your eyes, nose, and mouth.
- Cover your cough or sneeze with a tissue, then throw the tissue in the trash.
- Clean and disinfect frequently touched objects and surfaces using a regular household cleaning spray or wipe.

- Wash your hands often with soap and water for at least 20 seconds, especially after going to the bathroom; before eating; and after blowing your nose, coughing, or sneezing. If soap and water are not readily available, use an alcohol-based hand sanitizer with at least 60% alcohol.

ISOLATION PROCEDURES

If any workers are diagnosed with COVID-19, the following isolation precautions issued by the State of Washington Department of Health will be enforced:

- If a worker has been diagnosed with COVID-19, the worker should immediately enter home isolation and remain under home isolation precautions for 10 days from initial onset of symptoms or until 72 hours after fever is gone and symptoms resolve, whichever is longer.

- If another worker has had close contact* with the sick worker and has common symptoms of COVID-19 including fever, cough, or shortness of breath, that worker should begin home isolation immediately, and should remain under home isolation precautions for 10 days after onset of symptoms or until 72 hours after fever is gone and symptoms resolve, whichever is longer.

  *Close contact is defined as being within 6 feet of a person for more than 15 minutes while symptomatic and for one day prior.

- If a worker has had close contact with the sick employee with COVID-19, but does not have symptoms, that worker should begin home self-quarantine immediately, and remain under home quarantine for 14 days following last contact with the ill person. That worker should also monitor their health for fever, cough, or shortness of breath for 14 days following last contact with the ill person.

- If a worker is sick with fever or respiratory symptoms but has had no known exposures to someone with COVID-19, that worker should stay home and away from others until 72 hours after the fever is gone and symptoms get better. They should talk with their doctor about whether testing is needed based on their symptoms. Workers should notify their supervisor and stay home if they are sick.

- If a worker is at work when they learn they have been in close contact with someone diagnosed with COVID-19, that worker should also return home immediately and begin home isolation.

CONTACT INFORMATION

For questions or additional information regarding this COVID-19 Prevention Plan, please contact the Emergency Management Coordinator.

Currently the Emergency Management Coordinator is:
Rod Chandler
Mobile Phone: (253) 606-4626
Email: rchandler@piercetransit.org

PANDEMIC RESPONSE PLAN

PIERCE TRANSIT
3701 96th St SW
Lakewood, WA 98499

Piercetransit.org

VERSION 3.0
MAY 2020

VERSION HISTORY				
VERSION	**APPROVED BY**	**REVISION DATE**	**DESCRIPTION OF CHANGE**	**AUTHOR**
1.0	Lynne Griffith, CEO	Sept 2009	Created	Jason Hovde
2.0	Sue Dreier, CEO Mike Griffus Exec & Chief Safety Officer	Jan 2020	Updated WHO phasing, administrative changes, added Private Medication Center information. Removed lines of succession and cross training which will be included in the PT COOP	Jo Ann Artis and Victoria Dodson
3.0	Sue Dreier, CEO Mike Griffus Exec & Chief Safety Officer	May 2020	Updated mid COVID-19 event	Jo Ann Artis

Approvals

The Pierce Transit Pandemic Response Plan was prepared to develop and maintain a viable response to a public health emergency. This plan complies with applicable internal agency policy, local and state regulations, and supports recommendations from the Tacoma-Pierce County Health Department and Center for Disease Control and Prevention. This plan has been distributed internally within Pierce Transit and to external organizations that may be affected by its implementation.

Approved: _____   Date _____

Sue Dreier, CEO

Approved: _____   Date _____

Mike Griffus, Executive Director
Service Delivery and Support
Chief Safety Officer

1. Introduction

Viral illnesses infect the respiratory system and spread easily from person to person. Each year vaccines are developed which provide some protection against influenza viruses, typically known as seasonal flu. Still, seasonal flu results in thousands of hospitalizations and deaths in the United States each year.

In January 2020, COVID-19, a novel coronavirus, emerged. By March, the impacts of this pandemic severely affected Pierce Transit's ability to provide service.

Since a vaccine for COVID-19, is estimated to be up to 18 months away, effects of the pandemic will require Pierce Transit to continue adjusting service levels and staffing, as conditions, revenue and government directives require.

Pierce Transit works closely with the Tacoma-Pierce County Health Department (TPCHD), various state agencies and others as we prepare and respond to a pandemic.

Contents

2. Overview

2.1 Concept of Operations

- This plan specifies response requirements for triggers, communication, education, disinfection, PPE, sanitary aids and vaccinations.
- Pierce Transit's All Hazards Plan may include additional requirements that may be associated with preparing for a Pandemic.
- Pierce Transit's Continuity of Operations Plan (COOP) will provide succession and essential function information.
- The Pierce Transit Pandemic Response Plan will be reviewed and updated annually.

2.2 Purpose

The purpose of the Pierce Transit Pandemic Response Plan is to outline preparedness, response and business continuity for Pierce Transit operations during a pandemic:

- Limit disruption to core service
- Minimize spread of illness to employees and customers
- Minimize economic losses

2.3 Reference

World Health Organization, Center for Disease Control and Prevention (CDC), Washington State Department of Health and the Tacoma-Pierce County Health Department.

2.4 Definitions

- COVID-19: an infection caused by the SARS-CoV-2, 2019 Novel Coronavirus, nCov
- Pandemic: existing in the form of a widespread epidemic that affects people in many different countries.
- Flu: Type A flu or influenza A viruses are capable of infecting people as well as animals.

2.5 Abbreviations and Acronyms

- CEO   Chief Executive Officer
- COOP   Continuity of Operation Plan
- Fleet   Facilities and Fleet Maintenance
- COMM   Communications Center
- PT   Pierce Transit
- ES   Employee Services
- PCEM   Pierce County Emergency Management

- PT EOC   Pierce Transit Emergency Operations Center
- TPCHD   Tacoma - Pierce County Health Department

3. Implementation of the Pierce Transit Pandemic Response Plan

Pierce Transit's Pandemic Response Plan will be activated by order of the Pierce Transit CEO or when a Pierce County Public Health Officer declares a state of emergency resulting from the emergence of human-to-human transmission of a pandemic illness;

- Public Transit is an essential service which must operate under emergency pandemic conditions to ensure residents with no travel alternatives have transportation for medical appointments, work, grocery trips and other essential travel. Severe negative social and economic impacts would result from cancellation of all public transit services;

- Steps must be taken to protect transit employee health during a pandemic, particularly those who operate on the frontline in serving the public, such as transit operators, supervisors, public safety and customer service staff. Additionally, efforts must be taken to protect employees from infecting each other;

- Transit service may operate at a reduced level due to employees being in short supply, and demand for bus service decreasing. Alternative routing that provides the most geographic coverage and meet the most demand for service may be developed and implemented;

- During a pandemic event, Pierce Transit will continue operating transit service in coordination with PCEM and TPCHD.

4. Elements of the Pierce Transit Pandemic Response Plan

This plan covers elements specific to a pandemic that are outside the scope of an all-hazards COOP. These specific elements include the following:

– Identification of phases that trigger specific action
– Information and education program
– Disinfection program
– Personal Protective Equipment and sanitary aids to limit spread
– Vaccine/antiviral medications
– Service reduction, shutdown and restoration

4.1 Identification of Phases that Trigger Specific Action

Planning and response to a pandemic will depend on the risks involved. Unlike a catastrophic event, such as an earthquake, a pandemic will likely have various lifecycle phases. Each phase may need a different response strategy. For example, one phase might be the presence of unfounded fears and concern regarding a certain virus, and the response might call for education and public awareness regarding the low risk

involved. Another phase, however, may be the onset of a full pandemic, which calls for extreme measures to limit its spread.

Phase		Corresponding Pierce Transit Action
1	No Virus	– No Action
2	Animal to Human Virus Identified	– Contact TPCHD for more information
3	Worldwide Sporadic Cases Identified	– Contact TPCHD for recommendations – Agency Awareness and Education to begin – Drill Private Medication Center Plan – Managers meet to review the Pierce Transit Pandemic Response Plan – Finance assigns a project code to be used for pandemic related expenses – Warehouse and Safety Office to inventory stockpile and order applicable supplies (Appendix G)
4	Community Level Outbreaks	– Contact TPCHD for recommendations – Mangers to review departmental plans with staff
5	Pandemic Imminent	– Coordinate with TPCHD – Begin elevated cleaning and disinfection efforts (Appendices D, E & F) – Train employees on the use of PPE and sanitary aids – Issue PPE and sanitary aids based on current needs – Planning and Service Delivery staff to review and adjust service levels as limited by staffing and resources – Investigate childcare programs and other benefits for essential employees – Coordinate with unions
6	Global Pandemic Underway	– PT Emergency Operations Center is activated – CEO may issue Emergency Declaration – CEO may sign a Declaration of Emergency for procurement of public works, goods and services – CEO may suspend fare collection and implement rear door entrance and exit on coaches – CEO may order telework – CEO may consider furloughs for non-essential employees – CEO may close administrative offices and/or Bus Shop to visitors – Health screenings may begin (Appendix J) – Implement social distancing measures aboard vehicles and administrative areas

		– Daily Situation Reports are distributed to all employees (Appendix I)
		– Planning to review and adjust service levels. Initiate shutdown procedures where appropriate
		– Begin recovery planning
7	Post Pandemic	– After-action meeting scheduled
		– Continue recovery planning
		– Update Pierce Transit Pandemic Response Plan
		– Replenish Stockpile

4.2 Communication and Education

Communications, in the form of information and educational programs, are a major part of pandemic response. Communications will be divided into two distinct areas: communications to employees (internal) and communications to the riding public (external).

Response tasks might be identified as a function of the various phases shown above. As a phase of the virus is reached, the Agency may perform identified tasks. Those tasks might include press releases and social media posts to the public regarding the risks involved and the actions taken by the Agency to reduce the risk of infection on the system, dissemination of appropriate information to employees, and training sessions for employees regarding personal hygiene at work and at home.

Internal communications will include reviewing policies and collective bargaining agreements to determine whether policy and/or contractual changes should be made to address expected needs in a pandemic. Employee Services (ES) policy changes might include such measures as the ability to require ill employees to go home, additional telecommuting or flex scheduling, or a furlough policy if service cannot operate due to shortages. A daily Situation Report (ICS 214), generated by the Pierce Transit Emergency Operations Center, should be completed and emailed/posted to all employees at the end of each workday (Appendix I).

External communications may include system changes such as a reduced service network. Pierce Transit could reduce service by percentages or by switching to a Saturday or Sunday schedule. Special consideration will be made to continue to maintain service to medical facilities.

Information and educational training should be consistent with information recommended by federal, state and local health departments. Agency staff will coordinate with these agencies to ensure that accurate and appropriate information is being released. As the risk increases (different phases are reached), the degree of informational outreach to both the riding public and employees may need to be adjusted and the amount of educational training increased (Appendix A).

INTERNAL COMMUNICATIONS

Phase	Actions	Responsibility
3	– Update the agency's Safety Plan with a section on precautions against pandemic. – Distribute personal hygiene information through the Safety Reminders program (Appendix B and C)	Safety Office
3	– Develop articles on employee personal hygiene and precautions against pandemic flus.	Wellness Committee Leads & Communications Manager
4	– Disseminate articles through Microsoft Outlook emails, PT Pulse, the agency website, CEO messages, printed newsletters, internal agency monitors, and other forms of communications – Partner with public health departments, especially their PCWARN and Education sections, to acquire timely information, and to coordinate appropriate news releases to employees and riding public	Communications Manager
4	– Develop a training video and/or poster(s) on hygiene and precautionary measures against viruses both at work and in the home – Commence disseminating the video and/or poster(s) to agency departments – Develop signage needed at base (Appendix A) – Place pertinent information on the agency intranet PT Pulse	Marketing
5 and 6	– Develop and deliver a more formal awareness program that includes personal visits to employee work locations to disseminate facts and to address concerns. This will commence with briefings to managers and unions to solicit their support. – Continue to update employees with status reports of the virus condition, using all appropriate means of distribution	Safety Office
6	– Prepare and distribute a Daily Situation Report (Appendix I)	PT EOC

Phase	Actions	Responsibility
4	– Partner with public health departments, especially Tacoma-Pierce County Health Department's education group, to acquire timely information, and to coordinate release of appropriate news releases to employees and riding public	Employee Services and Communications Manager
4-6	– Prepare outreach/education materials in the form of social media posts, news releases, passenger bulletins, onboard announcements, external monitors and website articles that provide guidance on personal hygiene, and keep patrons informed on the risks involved – Design, produce, and post communication materials above (Appendix A)	Communications Manager Marketing
5-6	– Discuss with public officials regarding what Pierce Transit is doing	Government & Community Relations, Employee Services

4.3 Disinfection Program

Various pandemic viruses can survive on surface materials for eight hours or longer. Consequently, Pierce Transit should consider doing whatever is practical to improve the overall level of cleanliness and to decontaminate all surfaces that patrons are likely to touch (hand-contact surfaces) both on board the vehicles and in Transit Centers. These surfaces might include handrails, seat armrests, staircase hand grips, access gates and other surfaces that patrons might touch.

Specific tasks will be identified by Fleet and Facilities Management to implement a disinfection program at the appropriate risk level (i.e., when a predetermined, specific phase of the virus is reached). Additionally, the disinfection program may be tiered up as the risk increases. For example, the frequency of disinfecting various hand-contact surfaces will change considerably as the risk of infection intensifies.

When the risk of the virus is low, Pierce Transit might use its own personnel to carry out periodic disinfection of hand-contact surfaces. But when the risk increases, hand-contact surfaces likely would need to be disinfected several times a day, and the general level of cleanliness on board vehicles and at Transit Centers would probably be increased considerably. Pierce Transit might need the services of an outside contractor to conduct the appropriate level of cleaning (Appendices D, E & F)

Alert Phase	Action	Responsibility
5	— Review plan for enhanced cleanliness of the system's buses, transit centers, particularly hand-contact surfaces. The plan should assess in-house resources and explore contract services and costs geared to the different pandemic phases. Review the training program for internal and external disinfection	Facilities and Fleet Maintenance.
5-6	— Initiate program of disinfecting hand-contact surfaces at Transit Centers and on buses several times throughout each day, so that patrons perceive Pierce Transit to be a safe environment	Facilities and Fleet Maintenance.

4.4 PPE and Sanitary Aids to Limit Spread

Pierce Transit has a responsibility to provide appropriate protective equipment to its employees.

PPE and sanitary aids can assist significantly in limiting the spread of a virus. During a pandemic outbreak, sanitary aids along with a disinfection program can alleviate health concerns of the riding public and assist in building confidence that Pierce Transit is a safe and viable means of transportation. Additionally, sanitary aids can reassure Pierce Transit employees and provide them with an added layer of protection in performing their daily functions.

Pierce Transit has included disposable or cloth face masks, gloves, disinfectant wipes, disinfectant sprays, and disinfectant hand sanitizers as necessary supplies. The TPCHD currently recommends that N95 masks be reserved for health care providers.

Disinfectant hand sanitizers will be made available to Pierce Transit employees at various locations throughout the work environment.

Disposable and cloth masks should be distributed under the guidance of the Tacoma-Pierce County Health Department or Pierce Transit CEO.

Face masks may be provided to different employees at different phases of the virus spread. For example, employees who work in high-density patron environments, such as service supervisors, customer service, public safety and transit operators, might be issued masks earlier than those who work in a more socially distant environment.

Pierce Transit has purchased a stockpile of products to protect employees while at work. During a Pandemic, these supplies become increasingly difficult to purchase. Every effort will be made to keep 4-5 months of supplies on hand (Appendix H).

An alert phase table listing PPE and sanitary aid response is shown below:

PPE & SANITARY AIDS

Alert Phase	Action	Responsibility
3-4	– Establish funding authorization for PPE and sanitary aid expenses related to the pandemic. – Purchase a enough of a supply of face masks, wipes, gloves and disinfectants for the duration of the pandemic. – Work with suppliers to ensure a steady flow of these aids for employees, given a progression of the virus to higher alert levels. Estimate supplies needed for each alert phase	Warehouse Procurement Safety Office PT EOC
3 & beyond	– Distribute hand sanitizer throughout the agency for employees. In the event there is limited supply, hand sanitizer and PPE will be administered in sequential order using the tiered distribution, identified in Section 5- Private Medical Center	Service Delivery Safety Office
5	– Prepare Operators Lobby, Commerce and break areas to ensure social distancing. Close pool table, rope off areas, remove some seating, close gym, quiet room and building 4 computer room – Provide disinfectant wipes and sprays – Under guidance from the TPCHD and Pierce Transit CEO issue employees' protective masks	Safety Office
6	– Continue to promote social distancing	Safety Office

4.4.1 Warehouse

During a Pandemic, purchases of supplies and materials related to our Pandemic response should be made through the Warehouse, allowing us to better track consumption and inventory.

During alert phase 3, the Warehouse will coordinate with the PT EOC, Maintenance and the Safety Office to determine the appropriate amount of cleaning, disinfectant, paper products, PPE and sanitary aids required (Appendix G).

An annual inventory of Pandemic Equipment and Supplies will be performed by the Warehouse and safety office to ensure a four-month supply.

If cloth masks or face shields are needed, the PT Upholstery shop may fabricate them. Warehouse staff will assist with the procurement of fabric and materials (Appendix H).

4.4.2 Procurement

In support of our emergency response, Procurement staff will develop all Interlocal Agreements, service and construction contract and Mutual Aid Agreements. Procurement staff will support the Pierce Transit Emergency Operations Center as needed.

5. Private Medication Center & Vaccinations

Each fall, given the spread of seasonal flu, Pierce Transit offers regular flu vaccinations to its employees.

During a pandemic, Pierce Transit partners with the Pierce County Health Department and may act as a Private Medication Center (see Private Medication Center Plan), dispensing emergency medication to employees and their families based on predetermined groupings and risks.

When vaccinations are available to Pierce Transit in limited supply, they will be administered in sequential order. Within the tier, individuals in sub tier A will be vaccinated first until completed, then sub tiers, B, C, and D.

Tier	Sub tier A	Sub tier B	Sub tier C	Sub tier D
Description	Transit employees directly exposed to customers, including: • Paratransit operators • Fixed route operators • Service Supervisors • Fixed route customer service • Facilities custodians, • Instructors • Public Safety	• Vehicle custodians • Mechanics • Service station attendants	Employees in business continuity critical positions. Essential positions are listed in the COOP.	The balance of transit employees and their families who wish to be vaccinated.

6. Service Levels

Pierce Transit will aim to provide service throughout the life cycle of a pandemic to the extent that they can comply with public health department recommendations, and that enough employees are available to maintain and operate transit vehicles. Nevertheless, it is likely that Pierce Transit will need to reduce service in the event of a pandemic.

Pierce Transit will identify tasks related to developing service reduction plans, system shutdown plans, and system restoration plans. Service reduction planning will consider ridership needs, employee availability and include strategies for tiering down service.

Functions that must continue to operate during pandemic conditions are identified in the COOP.

6.1 Service Reduction

The following indicators will be monitored by Planning and Service Delivery as potential service reduction triggers:

1. Ridership
2. Employee attendance
3. Asset availability

Service levels will be adjusted as necessary, with the following anticipated progression:

1. Drop certain bus runs from the schedule
2. Adopt Saturday service schedule
3. Adopt Sunday service schedule
4. Alternative modes and schedules
5. Shut down the system

Service reduction issues are anticipated to include the following:

1. Collective bargaining agreement(s) language
2. Sound Transit contract language
3. Employee welfare
4. Development of work rules/guidelines regarding hygiene practices in the work environment

6.2 Service Shutdown

A Service Shutdown can only occur by order of the Pierce Transit CEO

In the event we are ordered to shut down service, the primary objective will be to execute an orderly, safe conclusion of service, which preserves agency assets in a condition that will facilitate later service restoration.

Major tasks involved in the service shutdown consist of:

1. Notification to internal and external customers and contractors
2. Coaches will complete entire trips before returning to base
3. Supervisors will drive the system alerting passengers waiting at stops of the shutdown
4. Close transit centers and Tacoma Dome Station (TDS)
5. Secure shop/yard buildings
6. Recover all types of maintenance equipment
7. Complete revenue pickup and processing
8. Deploy property protection
9. Establish communications and logistics plan for administrative work (possible coordination from home, individual office or other location as needed. (See COOP)

Initial shutdown: bus operations
1. All revenue vehicles will be appropriately positioned in the yards at close of operations
2. Notifications will be provided to Sound Transit and the dispatch centers of other transit providers in the area

Initial shutdown: bus maintenance
1. Fleet will secure buses in yard
2. Bus maintenance will fuel, clean and inspect fleet

Initial shutdown of Transit Centers and Bus Shop
1. Service Support and Public Safety will post personnel at transit centers and the bus shop
2. Facilities Maintenance will post personnel at maintenance shops and provide personnel for power and mechanical support
3. Bus maintenance will post personnel at the bus yard
4. Public Safety will provide ongoing property protection

Initial shutdown offices
1. Pierce Transit offices will be closed and secured upon receipt of a shutdown order
2. Ongoing security may be provided by Public Safety
3. Special security provisions will be determined by the Safety Office and Public Safety

6.3 **Restoration of Service**

Service can only resume by order of the Pierce Transit CEO

At the peak of the pandemic the agency should create a Recovery Team that will begin to plan for the restoration of service. Team members should include:

- Executive Director Service Delivery and Support
- Executive Director Finance (needed during the sustainable service levels discussions)
- Maintenance Manager
- Employee Services Manager
- Contract and Program Administrator
- Facilities Manager
- Planning Manager
- Service Delivery Manager
- Marketing Assistant Manager
- Communications Manager
- Executive Director Administration
- Fixed Route Dispatcher (while designing the schedule)
- ATU Advisor

The objectives of the recovery team:
- Determine the appropriate service levels
- Ensure sufficient staffing and resources to meet the identified service levels
- Communicate these plans with the public and PT staff using social media, the PT Website and other communication methods identified in the COOP.

7. Department Checklists

7.1 Employee Services Checklist

If a Pierce Transit Employee reports they have tested positive for COVID-19, Employee Services will take the following steps:

TASK
Instruct employee to follow instructions provided by their healthcare provider or Department of Health (DOH). The DOH states employees should stay home for 72 hours after fever resolves and at least 7 days after onset of illness. An employee who is waiting for test results should not return to work until they have confirmation the test was negative and are symptom-free for 72 hours.
Explain leave options to the employee Email affidavit to employee to return Request a copy of their doctor's note leave@piercetransit.org or fax 253.984.8224
Advise employee that they will not be identified by name to the organization The employee's name will be provided to the Tacoma-Pierce County Health Department, along with their contact information.
Establish the relevant 14-day period. Ask the following questions: When did the employee test positive? What was the last day worked? When did employee begin showing COVID-19 symptoms? If a Transit Operator, ask for the assignment number for the last day they worked. Ask for the employee's email address and a good contact number.

Ask the positive employee to identify all areas in the workplace where they were physically present since they began experiencing symptoms and to identify any individuals with whom they came into close contact* in the workplace.

*Close contact is defined as being within 6 feet of a person for more than 10 minutes while symptomatic and for one day prior.

DOH guidelines recommend that individuals with potential exposure self-monitor for symptoms for 14 days from date of last known contact:

Notifications made by Employee Services (ES):
1. **Tacoma-Pierce County Health Department**-253.798.6410. Ask the receptionist to connect you with the Health and Medical Liaison to provide them with the name of an employee that tested positive
2. **Employee's Manager/Director-** to coordinate leave and assistance in tracking exposed co-workers.
3. **If a Transit Operator,** SDS management will work with Dispatch to determine what employees may have been exposed.
4. **PT Emergency Operations Center** (EOC)– Do not share the employee's name. They will update the Situation report to reflect a COVID positive employee. They will arrange for a text message to be sent to Risk, Safety Office, Executive Team, Maintenance and the Communications Manager. This message will alert agency leaders that an employee has tested positive. It will include the case number assigned by ES and not the employees' name. The EOC will contact Maintenance and Fleet to arrange for any additional disinfection or cleaning that may be required under the CDC guidelines.

7.2 Vanpool Checklist

Upon notification that a vanpool rider has been exposed or tests positive for COVID-19, Pierce Transit Vanpool will coordinate with maintenance to implement the following procedures:

Direct vanpool driver and group to discontinue use of the van immediately. No one should be allowed to enter or use the van until it has been deemed safe to do so by Pierce Transit.

Vanpool will contact maintenance to schedule onsite disinfecting/cleaning by either Pierce Transit staff or a third-party contractor.

Customer will be notified when it is safe to resume use of the van.

Vanpool will work with groups affected by a confirmed COVID-19 case, and work from home mandates, on prorating fares and fare waivers where necessary.

Vanpool will notify the Pierce Transit Emergency Operations Center (253-983-3528) and PT Communications Manager and provide any relevant information in response to media inquiries.

Pierce Transit will not require vanpool customers to bring in vans for service during the stay/work from home order. If PT staff are available while vans are parked during the stay at home order, maintenance will coordinate pickup and service of vans, otherwise service will be delayed until the order has been lifted.

7.3 Paratransit Reservation Checklist

When instructed by their manager, CSR's will use this checklist/script when taking reservation calls for Paratransit trips:

1. Call Start - In order to protect our employees and passengers during the pandemic, we are booking essential Paratransit trips only.

   We are asking individuals booking rides about whether they are presumed positive for COVID-19 or have a diagnosis for COVID-19. If you answer in the yes, we will attempt to find you the resources you need to assist you with your needs. However, we may need to decline your request to ride. We will not ask your name or destination until you have answered these questions in order to protect your privacy. These answers will not be recorded by us.

2. Do you have a current diagnosis of COVID-19 or are you presumed positive for COVID-19?
3. If no, continue to schedule the ride.
4. If yes, try to find out their needs and connect them to an alternate resource to meet these needs.
5. Are you going to the grocery store, pharmacy, or doctor's office (essential trips)? Or are you an essential worker going to an essential workplace?
6. If yes, continue to schedule the ride.
7. If no, deny the ride. In accordance with the Governor's Stay Home Stay Healthy order, we can only provide essential trips.
8. Get from the rider information need to schedule the trip.
9. Before giving the rider the window of pickup, consider telling them this: We also recommend you voluntarily take further precautions before/after your ride with us: Wash your hands with soap and water before leaving your home. Wear a face covering (to and from your destination). Avoid touching as much as you can on the vehicle. Avoid touching your face as much as you can.
10. When re-boarding from your destination, use hand sanitizer prior to boarding. Wash your hands with soap and water when you return home.
11. Also, you may notice your driver (operator) wearing a face covering. Seeing a driver with a face covering does not mean they are sick. While wearing a face covering is voluntary, we encourage drivers and passengers to consider this and other precautionary measures to mitigate and fight the spread of COVID-19.
12. We have implemented social distancing on board and have enhanced disinfection schedules for our vehicles.

Appendix A - Sample Marketing Posters and Materials

PierceTransit
Influenza Prevention

1. **Wash hands often** and for 20 seconds or carry alcohol-based hand sanitizer.

2. **Avoid touching your eyes, nose, and mouth.** Germs spread that way.

3. **Cover coughs and sneezes** with a tissue or your sleeve. Remember to throw the tissue away.

4. **Stay home** from work to keep from infecting others, if you get sick.

For more information, contact:
Tacoma / Pierce County Department of Health
www.tpchd.org | 253.798.6500

PierceTransit

Influenza Prevention
The virus is spread through person to person contact.

What Pierce Transit is doing for YOU:

1. Washing and sanitizing handrails, poles, and seats with several cleaning agents that are proven to kill the influenza virus, including hospital grade disinfectant.

2. Educating employees on preventing the spread of influenza.

What YOU, as a rider, can do:

1. Carry tissues, hand sanitizer, or disinfecting wipes.

2. Cover coughs and sneezes with a tissue or your sleeve.

3. Avoid touching your eyes, nose, and mouth.

4. Stay home if you feel sick.

COVID-19 RESPONSE: SHUTTLE SERVICE

How you can help:

- Wash your hands with soap and water or use hand sanitizer before boarding
- Wear a face covering during your ride
- Avoid touching as much as you can on the vehicle
- Avoid touching your face as much as you can
- Wash your hands with soap and water when you get to your destination

What we are doing:

- Providing single client rides, to adhere to social distancing
- Enhancing disinfection schedules for our vehicles to include disinfecting throughout the day
- Requiring all drivers to wear face masks
- Providing sanitary wipes and gels for all vehicles and drivers
- Providing disposable gloves to all drivers

PierceTransit
SHUTTLE
PierceTransit.org • 253.581.8000

Let's Stay Safe Together

For a healthy ride...

1. Take only essential trips to essential destinations

2. Face masks/facial coverings strongly encouraged

3. Distance yourself from others

4. Stay home if you are sick

PierceTransit

Effective April 6, 2020 until further notice

- **Routes 13, 63, 102, 425, 497 and JBLM Connector are discontinued.**

- **Weekdays:** Active Pierce Transit routes operate on modified Sunday service.

- **Saturdays & Sundays:** Active Pierce Transit routes operate on regular Sunday service.

When's the next bus?

- **PierceTransit.org/Change**
updated schedules on each route page

- Text **253.533.7084**, enter bus stop number found on pole

- Use a bus locator app, such as **Transit** or **One Bus Away**
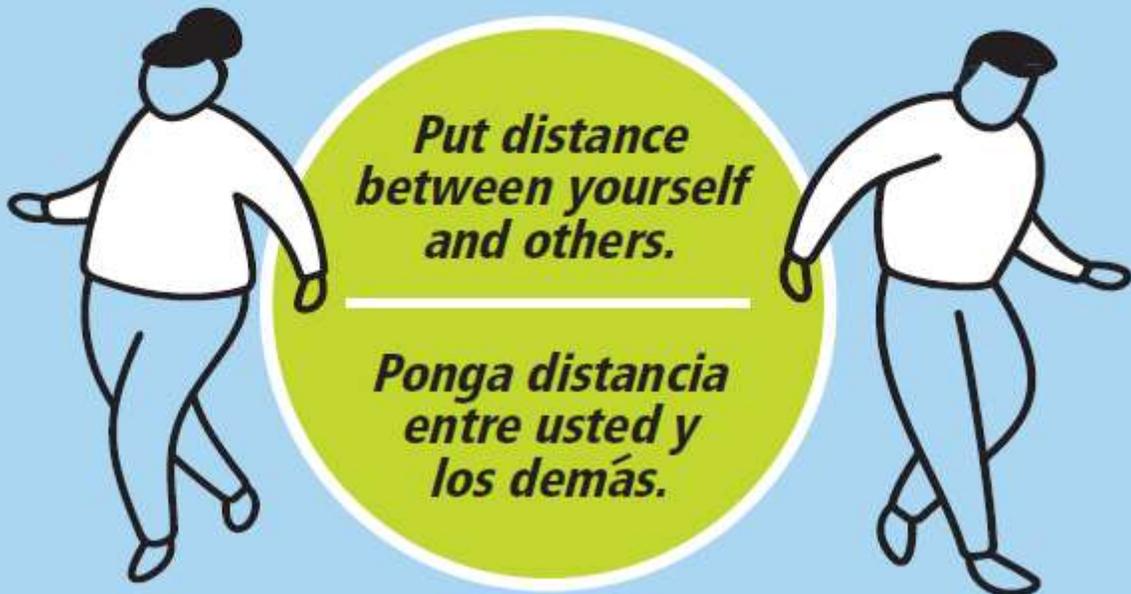
Pierce Transit

PierceTransit.org | 253.581.8000 |

LIMITED SEATING AVAILABLE

ASIENTOS LIMITADOS DISPONIBLES

Please do not sit in this seat.

Por favor, no se sente en este asiento.

COVID-19 SAFETY

COVID-19 SEGURIDAD

Put distance between yourself and others.

Ponga distancia entre usted y los demás.

Appendix B -- CDC Transit Operator Handout April 2020

As a Transit Operator, how can I protect myself?

For transit operators, potential sources of exposure include having close contact with a bus passenger with COVID-19 or by contacting surfaces touched or handled by a person with COVID-19.

- Limit close contact with others by maintaining a distance of at least 6 feet, when possible.
- Consider asking bus passengers to enter and exit the bus through rear entry doors.
- Request passengers avoid standing or sitting within 6 feet of the bus driver.
- Avoid touching surfaces often touched by bus passengers.
- Use gloves if required to touch surfaces contaminated by body fluids.
- Practice routine cleaning and disinfection of frequently touched surfaces, including surfaces in the driver cockpit commonly touched by the operator.
- Proper hand hygiene is an important infection control measure. Regularly wash your hands with soap and water for at least 20 seconds or use an alcohol-based hand sanitizer containing at least 60% alcohol.
- Key times to clean hands include:
  - Before, during, and after preparing food
  - Before eating food
  - After using the toilet
  - After blowing your nose, coughing, or sneezing
- Additional workplace-specific times to clean hands include:
  - Before and after work shifts
  - Before and after work breaks
  - After touching frequently touched surfaces, such as fareboxes and handrails
- Avoid touching your eyes, nose, or mouth.

What steps should my employer take?

Employers of bus transit operators should develop a COVID-19 health and safety plan to protect employees according to CDC business guidance. This plan should be shared with you and your coworkers. Your employer should:

- Institute measures to physically separate or force distance greater than 6 feet between bus transit operators and passengers. These may include use of physical partitions or visual cues (e.g., floor decals, colored tape, or signs to indicate to passengers where they should not sit or stand near the bus operator).
- Take steps to help prevent the spread of COVID-19 if an employee is sick. Actively encourage sick employees to stay home. Sick employees should not return to work until the criteria to discontinue home isolation are met, in consultation with healthcare providers and state and local health departments.
- Provide information on who to contact if employees become sick.

- Implement flexible sick leave and supportive policies and practices. Consider drafting non-punitive emergency sick leave policies if sick leave is not offered to some or all employees.
- Designate someone to be responsible for responding to COVID-19 concerns. Employees should know who this person is and how to contact them.
- Provide employees with correct information about COVID-19, how it spreads, and risk of exposure.
- Conduct worksite assessments to identify COVID-19 prevention strategies.
- Provide employees training on proper hand washing practices and other routine infection control precautions. This will help reduce the spread of many diseases, including COVID-19.
- Provide employees access to soap, clean running water, and drying materials or alcohol-based hand sanitizers containing at least 60% alcohol at their worksite.
- Provide employees with appropriate gloves when necessary and providing training on properly using them.
- Provide disposable disinfectant wipes so that surfaces commonly touched by the bus operator can be wiped down. To disinfect, use products that meet EPA's criteria for use against SARS-CoV-2external icon, diluted household bleach solutions, or alcohol solutions with at least 70% alcohol, and are appropriate for the surface. Provide employees training on manufacturer's directions for use.
- Provide tissues and no-touch disposal receptacles for use by employees.
- Place posters that encourage staying home when sick, cough and sneeze etiquette, and proper hand hygiene practices at the entrance to the workplace and in other workplace areas where they are likely to be seen.
- Reach out to local public health officials to establish ongoing communications to facilitate access to relevant information before and during a local outbreak.
- Follow all applicable federal regulations and public health agency guidelines

Appendix C - CDC Transit Maintenance Worker Handout April 2020

As a transit maintenance worker how can I protect myself?

For transit maintenance workers, potential sources of exposure include close contact with a coworker with COVID-19 or contacting surfaces touched or handled by a person with COVID-19.

- Limit close contact with others by maintaining a distance of at least 6 feet, when possible.
- Avoid touching surfaces often touched by transit passengers.
- Practice routine cleaning and disinfection of frequently touched surfaces following the directions on the cleaning product's label.
- Proper hand hygiene is an important infection control measure. Regularly wash your hands with soap and water for at least 20 seconds or use an alcohol-based hand sanitizer containing at least 60% alcohol.
- Key times to clean hands include:
  - Before, during, and after preparing food
  - Before eating food
  - After using the toilet
  - After blowing your nose, coughing, or sneezing
- Additional workplace-specific times to clean hands include:
  - Before and after work shifts
  - Before and after work breaks
  - After touching frequently touched surfaces, such as fareboxes and handrails
- Avoid contact with body fluids.
- Avoid touching your eyes, nose, or mouth with unwashed hands.

Which transit vehicle surfaces should be cleaned? What are the best cleaning chemicals to use when cleaning?

Perform routine cleaning and disinfection of all frequently touched non-porous surfaces within the interior of the transit vehicle on a daily basis and, in particular, before maintenance workers conduct repairs such as removing or repairing seats. These surfaces can include hard seats, arm rests, door handles, seat belt buckles, light and air controls, adjacent walls and windows, and grab handles. If the surfaces are visibly dirty, they should be cleaned prior to disinfectant application. For soft or porous surfaces, remove any visible contamination if present and clean with appropriate cleansers indicated for use on these surfaces.

8. Appropriate disinfectants include:

- EPA's Registered Antimicrobial Products for Use Against Novel Coronavirus SARS-CoV-2, the cause of COVID-19, are expected to be effective against COVID-19 based on data for harder to kill viruses. Follow the manufacturer's instructions for all cleaning and disinfection products (e.g., concentration, application method, and contact time). A list of products with EPA-approved emerging viral

pathogens claims is available at:
https://www.epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2external icon.

- Diluted household bleach solutions prepared according to the manufacturers label for disinfection can be used if appropriate for the surface. Follow manufacturer's instructions for application and proper ventilation. Check to ensure the product is not past its expiration date. Never mix household bleach with ammonia or any other cleanser. Unexpired household bleach will be effective against coronaviruses when properly diluted.
- Alcohol solutions with at least 70% alcohol.

Wear the personal protective equipment (PPE) required for using the cleaning and disinfection products according to the product manufacturer's instructions. After removing PPE, wash your hands with soap and water for at least 20 seconds. Work uniforms worn during cleaning and disinfecting should be laundered afterwards. If possible, launder items using the warmest appropriate water setting for the items and dry items completely. Clean your hands after handling laundry by washing your hands with soap and water or using an alcohol-based hand sanitizer with at least 60% alcohol if soap and water are not available.

What steps should my employer take?

Employers of transit maintenance workers should develop a COVID-19 health and safety plan to protect employees according to CDC business guidance. This plan should be shared with you and your coworkers. Employers should:

- Take steps to help prevent the spread of COVID-19 if an employee is sick. Actively encourage sick employees to stay home. Sick employees should not return to work until the criteria to discontinue home isolation are met, in consultation with healthcare providers and state and local health departments.
- Provide information on who to contact if employees become sick.
- Implement flexible sick leave and supportive policies and practices. Consider drafting non-punitive emergency sick leave policies if sick leave is not offered to some or all employees.
- Designate a person who is responsible for responding to COVID-19 concerns. Employees should know who this person is and how to contact them.
- Provide employees with correct information about COVID-19, how it spreads, and risk of exposure.
- Conduct worksite assessments to identify COVID-19 prevention strategies.
- Provide employees training on good hand washing practices and other routine infection control precautions. This will help reduce the spread of many diseases, including COVID-19.
- Develop policies for worker protection and training according to OSHA standards (e.g., hazard communication, personal protective equipment etc.) for employees prior to conducting disinfection work tasks, particularly if new chemicals are introduced in the workplace to use.
- Provide employees access to soap, clean running water, and drying materials or alcohol-based hand sanitizers containing at least 60% alcohol at their worksite.
- Provide employees with appropriate PPE as needed for cleaning and disinfecting and provide training on properly using them.
- Provide disposable disinfectant wipes so that frequently touched surfaces can be wiped down by employees. Provide products to disinfect that meet EPA's criteria for use against SARS-CoV-2external

icon, diluted household bleach solutions, or alcohol solutions with at least 70% alcohol, and are appropriate for the surface. Provide employees training on manufacturer's directions for use.

- Provide tissues and no-touch disposal receptacles for use by employees.
- Place posters that encourage staying home when sick, cough and sneeze etiquette, and proper hand hygiene practices at the entrance to the workplace and in other workplace areas where they are likely to be seen.
- Reach out to local public health officials to establish ongoing communications to facilitate access to relevant information before and during a local outbreak.
- Follow all applicable federal regulations and public health agency guidelines.

Appendix D – CDC Guidance for Cleaning Transit Equipment and Transit Centers During a Pandemic Outbreak

Following are general guidelines for cleaning a transit station during an influenza pandemic. These guidelines provide a basic framework of response. This guidance may be modified, or additional procedures may be recommended by the Centers for Disease Control and Prevention (CDC) as part of the evaluation of an ill traveler, when an influenza pandemic becomes widespread in the United States, or as new information about a pandemic strain becomes available.

Influenza viruses can persist on nonporous surfaces for 24 hours or more, but quantities of the virus enough for human infection are likely to persist for shorter periods. Although the relative importance of virus transfers from inanimate objects to humans in spreading influenza is not known, hand transfer of the virus to the mucous membranes of the eyes, nose, and mouth resulting in infection is likely to occur. Hand hygiene[1], cough etiquette and respiratory hygiene[2] are the principal means of interrupting this type of transmission. Routine cleaning and disinfection practices may play a role in minimizing the spread of influenza.

Routine cleaning with soap or detergent in water to remove soil and organic matter, followed by the proper use of disinfectants are the basic components of effective environmental management of influenza. Reducing the number of influenza virus particles on a surface through those steps can reduce the chances of hand transfer of virus. Influenza viruses are susceptible to inactivation by a number of chemical disinfectants readily available from consumer and commercial sources. All disinfectants marketed in the United States are registered with the U.S. Environmental Protection Agency (EPA). These products must be used in accordance with their label instructions; following label instructions is necessary to achieve adequate efficacy and to avoid unreasonable adverse effects. Routine cleaning methods should be employed throughout the transit station with special attention in certain areas as specified below:

1. Wear non-sterile, disposable gloves that are recommended by the manufacturer of the detergent/disinfectant when preparing disinfectant and cleaning solutions and when performing cleaning tasks. Dispose of gloves if they become damaged or soiled and when cleaning is completed. Never wash or reuse the gloves. Eye protection, such as a faceshield or goggles, may be required if splashing is expected. Avoid activities where infectious aerosols are generated. Cleaning activities should be supervised and inspected periodically to ensure correct procedures are followed.
2. Use only disinfectants that are registered by the EPA for use against influenza viruses. Apply the disinfectant as instructed on the disinfectant manufacturer's label, adhering to any safety precautions or other label requirements (e.g., allowing adequate ventilation in confined areas such as lavatories and proper disposal of unused product or used containers).
3. Keep housekeeping surfaces and countertops clean of visible soil with detergents and water or proprietary cleaners, followed by rinsing with water. Repeated application of disinfectants to table- and desktop surfaces is unnecessary. Use of room air deodorizers to disinfect the air is not recommended.

4. Clean and disinfect bathroom surfaces regularly using EPA-registered detergent/disinfectants. Alternatively, clean surfaces first with detergent and water and then disinfect with an EPA-registered disinfectant in accordance with manufacturer instructions.
    a. If EPA-registered disinfectants are not available, use a dilute solution (1:100 volume/volume, approximately 600 parts per million [ppm]) of household chlorine bleach (5.25% or 6.00% sodium hypochlorite) to disinfect bathroom surfaces. To prepare this solution, add ¼ cup of bleach to a gallon of clean water, or 2 teaspoons of bleach to a quart of clean water. Apply to a cleaned surface, preferably with a cloth moistened with the bleach solution, and allow the surface to remain wet for at least 3 – 5 minutes. Use gloves that protect the hands when preparing the bleach solution and pour bleach carefully.
5. Clean and disinfect commonly touched surfaces in the facility with a detergent/disinfectant in accordance with label instructions (e.g., turnstiles, door handles, handrails).
6. Wipe frequently touched electronic items (e.g., ticket vending machines) with hard surface disinfectant wipes.
7. After cleaning, remove and dispose of gloves. State and local governments should be consulted for appropriate disposal decisions. Barring specific state solid or medical waste regulations to the contrary, these wastes are considered routine solid wastes that can be sent to municipal solid waste landfills without treatment.
8. When cleaning is completed and gloves have been removed, immediately clean hands with soap and water or an alcohol-based hand gel if no soap and water are available. Avoid touching the face with gloved or unwashed hands[3].
9. Cleaning procedures such as pressure-washing, blow-downs, or the use of high-capacity vacuums to clean platforms, parking areas, access walkways, rights-of-way, etc. should be restricted to hours when no passengers are present and used only after proper disinfection has taken place. Workers should not direct debris toward other workers. Workers should stay upwind when using these procedures outdoors or in strongly-ventilated areas to avoid blow back. Eye protection is recommended.

[1] When washing hands with soap and water: Wet your hands with clean running water and apply soap. Use warm water if it is available. Rub hands together to make a lather and scrub all surfaces. Continue rubbing hands for 20 seconds. Rinse hands well under running water. Dry your hands using a paper towel or air dryer. If possible, use your paper towel to turn off the faucet. Remember: If soap and water are not available, use alcohol-based hand gel to clean hands. When using an alcohol-based hand gel: Apply product to the palm of one hand. Rub hands together. Rub the product over all surfaces of hands and fingers until hands are dry. (http://www.cdc.gov/cleanhands/)

[2] The following measures to contain respiratory secretions are recommended for all individuals with signs and symptoms of a respiratory infection: Cover the nose/mouth when coughing or sneezing; use tissues to contain respiratory secretions and dispose of them in the nearest covered waste receptacle after use; if you don't have a tissue, cough or sneeze into your upper sleeve, not your hands; perform hand hygiene (e.g., hand washing with non-antimicrobial soap and water, alcohol-based hand gel, or antiseptic handwash) after having contact with respiratory secretions and contaminated objects/materials (http://www.cdc.gov/flu/professionals/infectioncontrol/resphygiene.htm

[3] Employees should be trained to remove personal protective equipment to prevent self-inoculation (e.g., touching a contaminated glove and then touching one's eyes, nose, or mouth). http://www.pandemicflu.gov/travel/cleaning_transit_stations.html

Appendix E- Maintenance Disinfection Policy

POLICY

Effective Date: March 13, 2020
Replaces: N/A
See Also:
Approved By: Adam Davis, Interim Executive Director of Maintenance

POL-MAINT DAILY FLEET DISINFECTING GUIDE

Daily disinfection of surfaces that people touch frequently can help decrease the spread of communicable disease.

1. List of Approved Chemicals

When cleaning and disinfecting the fleet and facilities, we must always be mindful that cleaning chemicals can, and will, affect everyone differently. Until further notice, the following is the **ONLY** approved chemical for disinfecting vehicles owned or operated by Pierce Transit:

- Diversey - Virex II 256 One-Step Disinfectant Cleaner and Deodorant (current SDS is available online)

2. Supplies and Personal Protective Equipment (PPE) needed for cleaning chemicals

- Latex gloves
- Paper towels, garbage bags, scrubbing pads/disinfecting brushes.
- Disinfectant product (Diversey Virex II 256 One-Step Disinfectant)
- NOTE – in diluted form, no special PPE is required, in accordance with Diversey SDS

3. Personal Protection for Janitorial Staff

- Wash hands with soap and water after cleaning. Use an alcohol-based hand sanitizer if hand washing is not available.
- Open all vehicle doors when cleaning for proper ventilation

4. Steps for Sanitizing and Disinfecting using spray solutions

As fleet vehicles pull into transit centers, maintenance bays or fueling lanes, they are to be quickly disinfected, emphasizing focus on "high-touch" points; all stanchions, entry/exit-way grab rails, stanchion stop buttons, driver's area, and top of farebox

- Secure vehicle and ensure passengers have exited the vehicle
- Employees will remove large/loose debris prior to chemical application
- Applying Disinfectant Virex II 256 One-Step Disinfectant
  - With a hand sprayer apply product to afore-mentioned high touch points
  - Wipe down excess product left over with a disposable wipe as needed to avoid pooling or drips
- Update tag with date and time of last disinfection (Bus and Shuttle only)

5. Manager and Lead Responsibility

- Review policy guidelines with maintenance staff
- Ensure all related items are accessible for use
- Quality checks will be accomplished periodically throughout the shifts

6. Cleaning Frequency

- All vehicles owned or operated by Pierce Transit will be disinfected daily during routine cleaning, fueling, or maintenance
- Intermittent disinfecting will take place at transit centers, during revenue service
- Transit buses and shuttles will have inspection tags placed in a uniquely identifiable spot indicating most recent date/time of disinfection.

Appendix F- Application Guide for Disinfecting Agency Vehicles

Product Application Guidance for Disinfecting Vehicles

Current as of 8 Apr 2020

PPE

- Rubber gloves preferred (not required)

- Protective footwear (close-toed shoes) and suitable clothing

- Reflective vest – you'll be working in a bus lot or parking area around moving buses

- Respirator/mask – preferred, but not required when bus is properly ventilated (doors open) and application instructions followed (in reference to the *chemical*). If further information is needed, reference OSHA *Appendix D to Sec. 1910.134*

- In accordance with current guidelines on a Memo (6 Apr 2020) by the CEO of Pierce Transit:

- Once you receive your mask, it is **mandatory** to wear it in the following locations:
  - Operators' lobby
  - Dispatch area
  - Commerce break room area
  - All other break rooms when you are not eating

- Wearing masks are **strongly recommended** in these situations:
  - Any time you are in service at Pierce Transit, especially in work areas where you are in proximity to others and when you are out in the field

Additional Protective Measures

Extracted from https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/transit-maintenance-worker.html

As a transit maintenance worker, how can I protect myself?
For transit maintenance workers, potential sources of exposure include close contact with a coworker with COVID-19 or contacting surfaces touched or handled by a person with COVID-19.
•Limit close contact with others by maintaining a distance of at least 6 feet, when possible.
•Avoid touching surfaces often touched by transit passengers.
•Practice routine cleaning and disinfection of frequently touched surfaces following the directions on the cleaning product's label.
•Proper hand hygiene is an important infection control measure. Regularly wash your hands with soap and water for at least 20 seconds or use an alcohol-based hand sanitizer containing at least 60% alcohol.
•Key times to clean hands include:
    o   Before, during, and after preparing food
    o   Before eating food
    o   After using the toilet
    o   After blowing your nose, coughing, or sneezing
•Additional workplace-specific times to clean hands include:
    o   Before and after work shifts
    o   Before and after work breaks
    o   After touching frequently touched surfaces, such as fareboxes and handrails
•Avoid contact with body fluids.
•Avoid touching your eyes, nose, or mouth with unwashed hands.
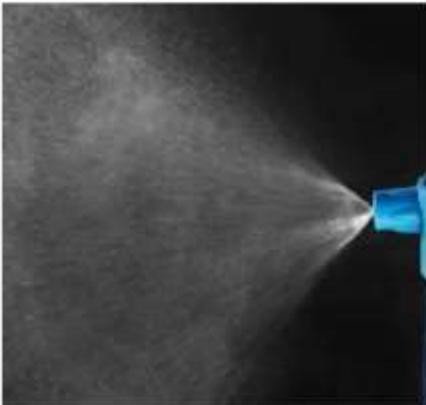
Equipment

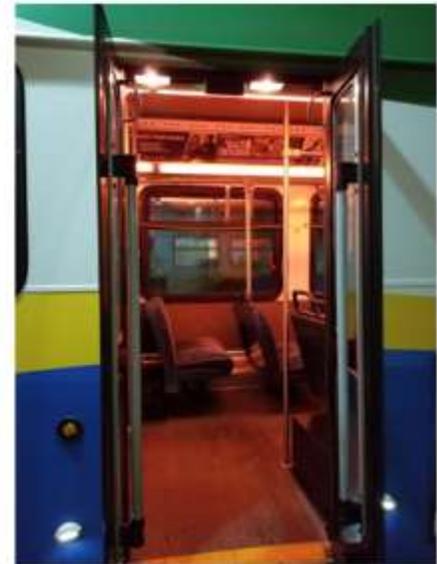- Standard spray bottle

- Pressurized hand pump sprayer

Sprayer Setting

- Leave all bus doors open to ventilate
- ONLY spray using a **FINE MIST** setting on the sprayer



Yes!

NO!

Application

- Operators will treat their own space (driver's area)

- When you have the opportunity, touch base with the incoming Operator, for example:
  - Has this vehicle been sprayed recently?
  - Have you carried passengers since then?
  - Any areas in particular to pay attention to?

Application (Cont'd)

- Fine mist spray only

- More is NOT better

- If surfaces are getting *soaked*, that's too much

- Spray product in a way that it will dissipate/evaporate in approximately 10 minutes

- Spray any/all surfaces that can/will be touched by people/traffic, i.e.:
  - Grab rails
  - Top of seats
  - Across seat backs/bottoms
  - Window latches
  - Stop request cables
  - Front/rear door handles

Application (Cont'd)

NO!
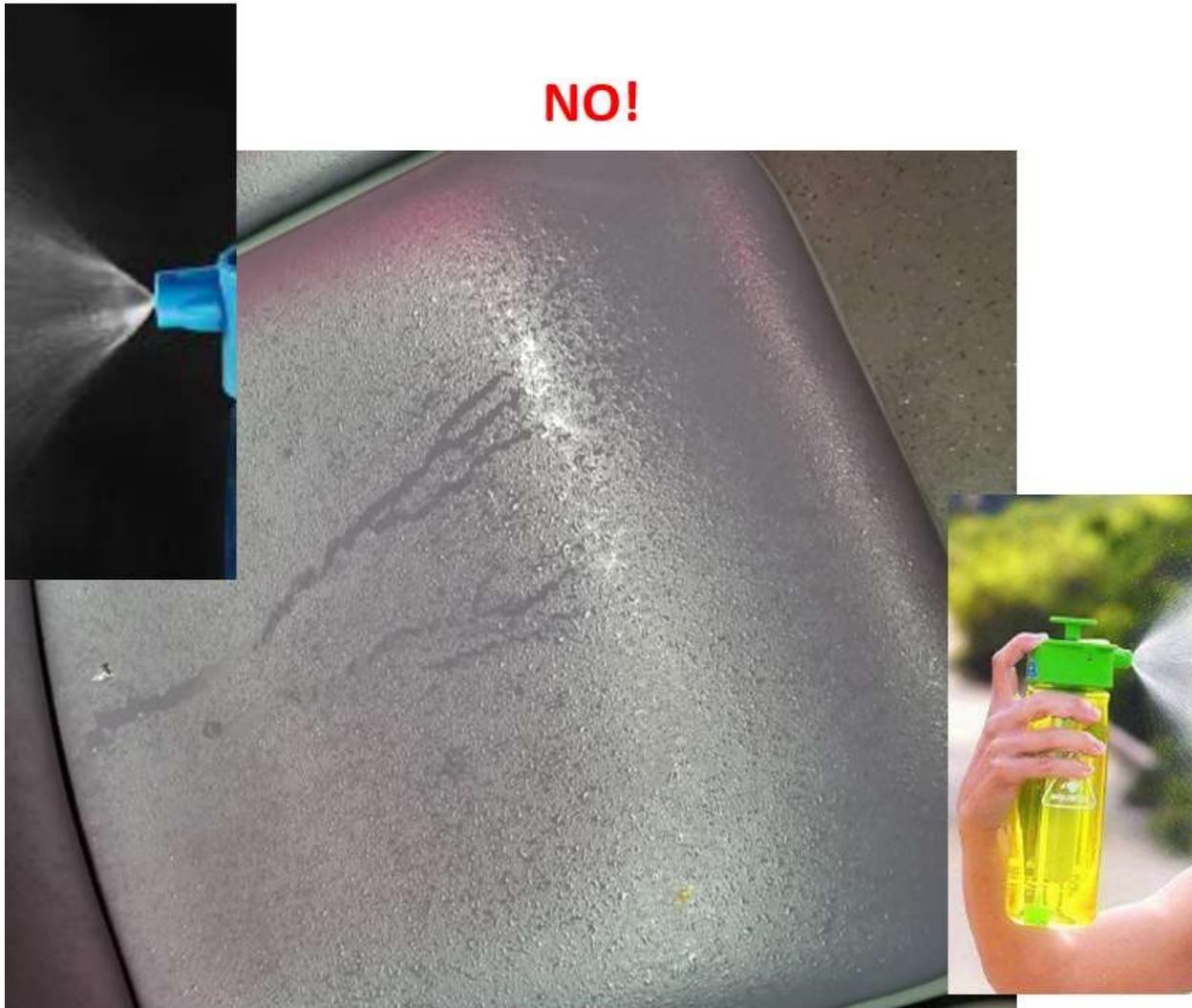
Application (Cont'd)

- When applying product, spray lower areas first
- Save upper areas (window latches, upper hand rails) to be sprayed last ("*spray and walk away*").
  - o Do these items last, and from the furthest point inside the bus --> outward towards the door you're exiting to mitigate contact with spray

- When finished, don't forget to annotate the '*Last Disinfection*' decal
  - o Located at head-level on the stanchion/wall just behind the driver's seat

Laundering & Cleanup

Extracted from https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/transit-maintenance-worker.html
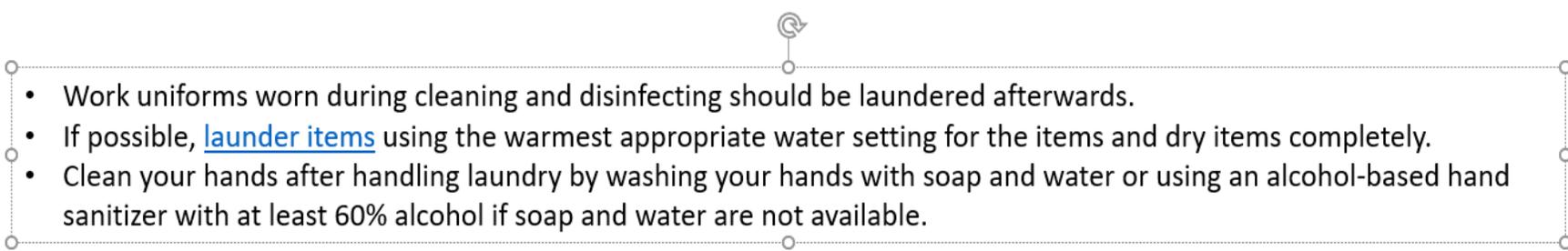
- Work uniforms worn during cleaning and disinfecting should be laundered afterwards.
- If possible, launder items using the warmest appropriate water setting for the items and dry items completely.
- Clean your hands after handling laundry by washing your hands with soap and water or using an alcohol-based hand sanitizer with at least 60% alcohol if soap and water are not available.

Appendix G- Warehouse Cleaning and Disinfectant Supply Samples

Appendix H- Masks

PierceTransit

MEMO

TO: All Employees

FROM: Safety Department

DATE: April 16, 2020

SUBJECT: CDC Recommendations for Cloth Face Mask Use

Use of Cloth Face Coverings to Help Slow the Spread of COVID-19

CDC continues to study the spread and effects of the novel coronavirus across the United States. We now know from recent studies that a significant portion of individuals with coronavirus lack symptoms ("asymptomatic") and that even those who eventually develop symptoms ("pre-symptomatic") can transmit the virus to others before showing symptoms. This means that the virus can spread between people interacting in close proximity—for example, speaking, coughing, or sneezing—even if those people are not exhibiting symptoms. In light of this new evidence, CDC recommends wearing cloth face coverings in public settings where other social distancing measures are difficult to maintain (e.g., grocery stores and pharmacies) **especially** in areas of significant community-based transmission.

It is critical to emphasize that maintaining 6-feet social distancing remains important to slowing the spread of the virus. CDC is additionally advising the use of simple cloth face coverings to slow the spread of the virus and help people who may have the virus and do not know it from transmitting it to others. Cloth face coverings fashioned from household items or made at home from common materials at low cost can be used as an additional, voluntary public health measure.

The cloth face coverings recommended are not surgical masks or N-95 respirators. Those are critical supplies that must continue to be reserved for healthcare workers and other medical first responders, as recommended by current CDC guidance.

We have attached CDC's poster
"Use of Cloth Coverings to Help Slow the Spread of COVID-19"

Use of Cloth Face Coverings to Help Slow the Spread of COVID-19

How to Wear Cloth Face Coverings

Cloth face coverings should—

- fit snugly but comfortably against the side of the face
- be secured with ties or ear loops
- include multiple layers of fabric
- allow for breathing without restriction
- be able to be laundered and machine dried without damage or change to shape

CDC on Homemade Cloth Face Coverings

CDC recommends wearing cloth face coverings in public settings where other social distancing measures are difficult to maintain (e.g., grocery stores and pharmacies), **especially** in areas of significant community-based transmission.

CDC also advises the use of simple cloth face coverings to slow the spread of the virus and help people who may have the virus and do not know it from transmitting it to others. Cloth face coverings fashioned from household items or made at home from common materials at low cost can be used as an additional, voluntary public health measure.

Cloth face coverings should not be placed on young children under age 2, anyone who has trouble breathing, or is unconscious, incapacitated or otherwise unable to remove the cloth face covering without assistance.

The cloth face coverings recommended are not surgical masks or N-95 respirators. Those are critical supplies that must continue to be reserved for healthcare workers and other medical first responders, as recommended by current CDC guidance.

Should cloth face coverings be washed or otherwise cleaned regularly? How regularly?

Yes. They should be routinely washed depending on the frequency of use.

How does one safely sterilize/clean a cloth face covering?

A washing machine should suffice in properly washing a cloth face covering.

How does one safely remove a used cloth face covering?

Individuals should be careful not to touch their eyes, nose, and mouth when removing their cloth face covering and wash hands immediately after removing.
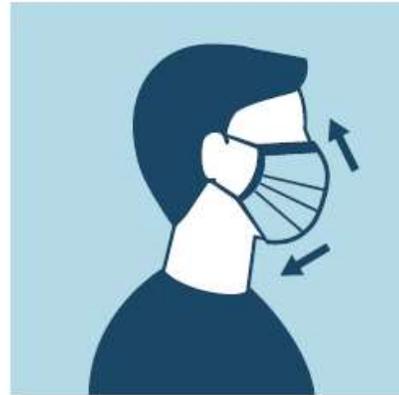
CS316353B 04/10/2020, 8:07 PM

cdc.gov/coronavirus

Face Mask Materials & Tools

Materials:

- Fabric – Surgical Wrap
    1. One mask piece
        - 14 ½ inches x 7 ½ inches

    2. Four strap pieces
        - Approximately 15 inches x ¾ inches each
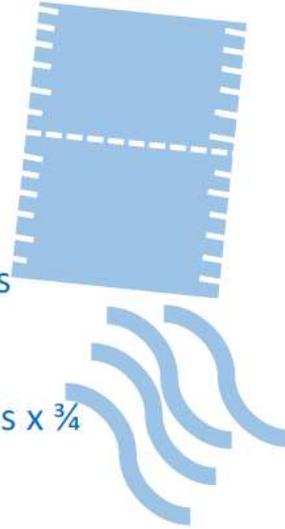
Tools Needed:
- Sewing Machine
- Scissors
- White Thread
- Pins

Face Mask Instructions

1. Fold Face Mask fabric piece in half, using center punch as your guide.
2. Align edges so that the punch holes match on each side.
3. Stitch ¼ inch seam on non-folded and non-punched edge.
4. Turn mask piece inside out so that the seam is inside, and hand press seam to flatten.
5. Place seamed edge on bottom, toward you.
6. Create pleats or folds:
   a) Placing your thumb and index finger on the top fabric surface, and on either side of punch #1, gather fabric to create pleat and hand crease across.
   b) While continuing to hold the fabric together, fold this layer on the line of punch #2, and then place the edge on the line of punch #3. This will result in a pleat at the top of the mask of approximately 1 1/2 inches from top to bottom.
   c) Hand press flat to ensure straight and pin in place.
   d) Repeat steps 1-3 for second pleat (punch hole 4-6).
   e) Mask should now have two uniform pleats. Along the short side, stitch pleats in place using a ¼ inch seam, remove pins.
7. Create Straps:
   a) Take one strap piece and align top edge of strap with lower pleat edge (punch #6) .
   b) Wrap strap piece front to back to cover mask raw edge (pleated side).
   c) Stitch in place, lengthwise.
   d) Place second strap piece to cover the first strap piece overlapping by ½ inch, and in the opposite direction.
   e) Wrap strap piece front to back to cover mask raw edge.
   f) Stitch in place.
   g) Repeat Steps 1-6 for second strap and side of Face Mask.
8. Trim all threads.

Congratulations - You did it!
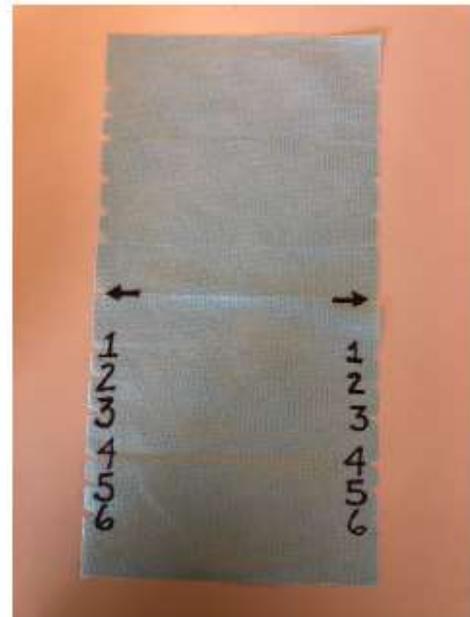
Providence
St.Joseph Health

Face Mask Instructions

1. Fold Face Mask fabric piece in half, using center punch as your guide.

2. Align edges so that the punch holes match on each side.
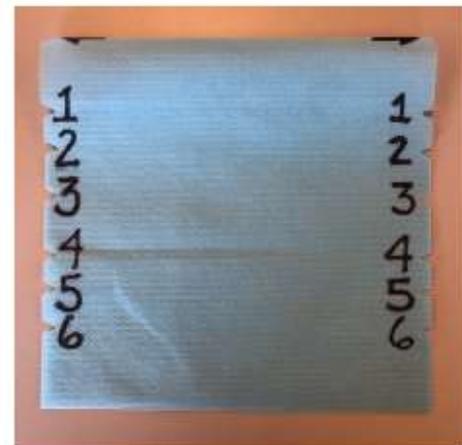
3. Stitch ¼ inch seam on non-folded and non-punched edge.
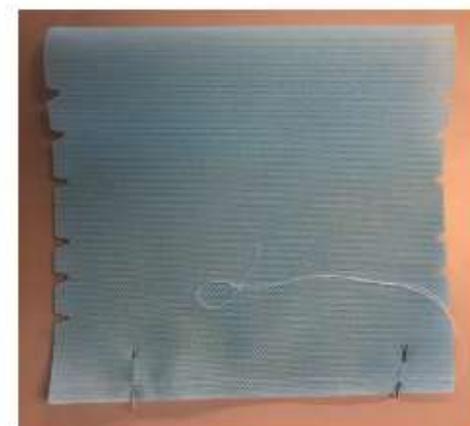
Face Mask Instructions

4. Turn mask piece inside out so that the seam is inside, and hand press the seam to flatten.

5. Place seamed edge on bottom, toward you.

6. Create pleats or folds:
   a) Place your thumb and index finger on the top fabric surface, and on either side of punch #1, gather both fabrics to create pleat and hand crease across.

   b) While continuing to hold the fabric together, fold this layer on the line of punch #2, and then place the edge on the line of punch #3. This will result in a pleat at the top of the mask of approximately 1 1/2 inches from top to bottom.

   c) Hand press flat to ensure straight and pin in place.

Face Mask Instructions

6. Create pleats or folds (continued):

   d) Repeat steps a, b and c for second pleats (punch holes 4-6).

   e) Mask should now have two uniform pleats. Along the short side, stitch pleats in place using a ¼ inch seam, remove pins.

   .

7. Create straps:

   a) Take one strap piece and align top edge of strap with lower pleat edge (punch #6) peat steps a, b and c for second pleats (punch holes 4-6).

Face Mask Instructions

7. Create straps (continued):
   b) Wrap strap piece front to back to cover mask raw edge (pleated side).

   c) Stitch in place, lengthwise.

   d) Place second strap piece to cover the first strap piece overlapping by ½ inch, and in the opposite direction.

   e) Wrap strap piece front to back to cover mask raw edge.

   f) Stitch in place.

   g) Repeat Steps a-f for second strap and side of mask.

.

Appendix I- Sample Situation Report

PierceTransit

COVID-19 Virus Situation Report

Sit Report #20

Operational Period From: April 9, 2020	Operational Period To: April 9, 2020

Note: Changes from the last situation report are highlighted in <mark>yellow.</mark>

Location	Confirmed Cases
Pierce County	<mark>838</mark>
Pierce Transit	2

Current Situation Timeline:

2020

- **Feb 29**: Governor Jay Inslee proclaims a state of Emergency in Washington State for COVID-19
- **March 5**: Pierce Transit CEO Sue Dreier signs a Declaration of Emergency for Procurement of Public Works, Goods and Services related to COVID-19 virus protection
- **March 6**: Tacoma-Pierce County Director of Health Dr. Anthony Chen and Pierce County Executive Bruce Dammeier signed a Proclamation of Emergency in response to COIVID-19
- **March 12**: Pierce Transit CEO Sue Dreier issues a Telework directive that will run from March 16th through March 31st or until further notice. This applies to staff that can do their work from home. Additionally, there will be no travel outside the Pierce Transit service area (PTBA) through close of business April 15, including out-of-state travel and travel to other parts of the state and Puget Sound region. No internal meetings or gatherings of more than 10 people. Do not attend external meetings unless you talk with your manager. Virtual meetings are encouraged
- **March 13**: President Donald Trump approved a nationwide emergency declaration for COVID-19
- **March 13**: Governor Jay Inslee announced that all public and private K-12 schools in Washington State shall close for the next six weeks: March 17 through April 27
- **March 15**: Governor Jay Inslee announced the immediate two-week closure of all restaurants, bars, and entertainment and recreational facilities, as well as additional limits on large gatherings above 50 people. Effective midnight March 16th, food service may still be offered to-go or delivery
- **March 16**: Pierce Transit CEO Sue Dreier issues an Emergency Declaration, allowing us to implement temporary polices, Supplemental Administrative Leave and other actions that allows us to respond more rapidly to the crisis
- **March 21**: Pierce Transit suspends fare collection
- **March 23**: All ST and PT passengers will enter and exit vehicles through the rear door
- **March 23** Gov. Inslee issues "stay-at-home" order for Washington state
- **March 24**: Pierce Transit's public lobby at its Administrative headquarters will close to public visitors.
- **March 25**: The Bus Shop lobby area will close to visitors.
- **March 26**: Regional partners announce service reductions due to declining ridership.
- **March 27**: Health screenings of all employees and vendors began at all Pierce Transit facilities.
- **March 30**: Pierce Transit reduces service by 28% in response to low ridership and employee availability.
- **March 30**: Pierce Transit receives positive employee test for COVID-19
- **March 31**: Pierce Transit receives second confirmed case of employee with COVID-19
- **April 2**: Gov. Inslee extended the "stay at home" order for Washington State until May 4th, 2020.
- **April 5**: Pierce Transit reduces local service to a Sunday schedule all days of the week. Extra trips were added on some routes.

- April 6: Gov. Inslee and Superintendent of Public Instruction announced the extension of school closures for the remainder of the 2019-2020 school year.
- April 7: Beginning Monday, April 13, Intercity Transit will temporarily suspended bus service and will transition to providing essential trips for the public using a dial-a-ride type service.
- April 7: PCEM announces:
  - The Holiday Inn Downtown Tacoma (C Street) was named as a site for social distancing, so these people are not infected nor exposed and can be picked up by Pierce Transit SHUTTLE.
  - The Holiday Inn (84th & Hosmer) will open soon as a Temporary Care Center for those in isolation. We will not pick up or drop off at this location. They will be using the SHUTTLE van we loaned them with a driver provided by the health department to transport passengers to and from the temporary Care Center. The fixed route bus stops in front of this facility have been closed.
- April 8: PT CEO announces teleworking has been extended through May 1, due to Gov. Inslee extending his "Stay Home, Stay Healthy" directive. This is subject to change, should we receive new guidance from elected officials.
- April 8: PT offers essential workers scheduled trips by appointment: for essential workers previously served with bus service in areas with reduced or cancelled service.

Pierce Transit Activities:

- To maintain social distancing guidelines, PT 40 coaches will be utilized on all local routes starting April 9th.

- Next Zoom call with Sue, will take place Next Tuesday April 14, time TBD, look for the link and invitation this Friday.

- A 40-foot coach is being placed on the Route 100 to increase social distancing.

- Pierce Transit is partnering with other agencies on bulk PPE purchases.

- A big PT thank you to Operator Patricia Pentland and her Mother for making 40 cloth masks for employees! Others are pitching in as well.

- Starting Friday, April 10, PT will add supplemental service to Routes 1, 2, 3 & 4 with additional trips being added to Routes 1, 3 & 500. In addition, Route 206 will again serve Madigan Hospital.

- Pierce Transit will begin reaching out to Operators currently on long term leave to determine if they would like to receive text alerts each time Sue has scheduled an employee on-line meeting. These texts would provide them with the date and time of the meeting to include call in information.

- To provide the appropriate amount of social distancing the maximum passenger load on a bus is 15. Operators will contact the Communication Center when they leave passengers behind.

- Coaches have been programmed with new destination signs which state, "Essential Trips Only" and "Bus Full" which operators will be able to use for additional social distancing messaging.

Communications

- We have established an email group for our EOC Managers, they can all now be reached by using a single email. PTEOC@PierceTransit.org. Your message will be received by all EOC Managers and one of us will respond. You can also reach us anytime @ 253.983.3528.

- The Family First Corona Virus Response Policy has been revised 4/7 by Employee Services.

- The Pierce Transit Emergency Operations Center is available 24/7 by calling 253-983-3528.

- A COVID-19 Community Resource page has been added to the PT website. Visit PierceTransit.org/COVID-19-Response These Situation Reports are being posted on the Coronavirus/COVID-19 page on Pierce Transit Pulse. Look for the "Situation Reports" box at the top of the page. R

- Supervisors should direct employees with COVID illness or exposure to call Employee services at 253-581-8127.

Disinfecting and Cleaning and PPE's
- Cloth mask production, distribution and delivery has started; the plan is to issue two cloth masks for all Agency personnel. This is on top of the first round of N95 masks provided last week to front-line employees.
- Once you receive your mask, it is *mandatory* to wear it in the following locations:

- o Operators' lobby
- o Dispatch area
- o Commerce break room area
- o All other break rooms when you are not eating
- • Wearing masks are *strongly recommended* in these situations:
  - o Any time you are in service at Pierce Transit, especially in work areas where you are in proximity to others and when you are out in the field

What Employees Can Do:

- • If you have questions about leave, absences or have childcare needs, call Employee Services at 253-581-8127.

- • Practice healthy behaviors:
  - o Follow guidance for wearing masks
  - o Treat everyone as if they may have COVID-19. Keep your distance (6 Ft) and wash your hands
  - o When walking to your bus or the office, walk alone
  - o Wash your hands and/or use alcohol-based hand sanitizer
  - o Cover coughs and sneezes
  - o When possible, keep distance from people who are sick
  - o Disinfect frequently touched surfaces
  - o Stay home when sick
  - o If you think you have been exposed, contact Employee Services at 253-581-8127

- • Plan for potential disruptions to normal business operations and alternate childcare

- • Prepare to comply with requests or orders from the health department

- • Please be limit casual visiting in work areas. This is to improve social distancing and keep our employees safe.

Free online training:
Update: Class is full!! View the pre-recorded presentation here - Manage Stress *or*

https://www.compassconsultingteam.com/blog/free-webinar-manage-stress-in-difficult-times

3 Steps to Manage Stress during Uncertain Times
- • April 28 from 10:00 – 11:00 am
- • Register online at www.AmyLeneker.com/Events

Our Objectives:

- • Continue to provide a safe work environment for our employees

- • Continue to provide safe, reliable, transportation services

- • Communicate timely and accurately with staff and customers

- • Follow direction from federal, state and local authorities on issues such as social distancing and other directives

- • Work with community partners to ensure effective and well-coordinated response

- • Continue our planning for COVID-19 pandemic response

Situation Report Prepared by:
Rod Chandler, EOC Manager

Resources:
Pierce Transit Emergency Operations Center 24/7 @ 253.983.3528 or email PTEOC@PierceTransit.org
Employee Services 253. 581.8127
Peer Support Team is confidential, peer-to-peer support team that's available 24/7 @ 253.983.2738

Appendix J- Health Screenings

PierceTransit   MEMO

TO: All Employees

FROM: Amy Cleveland, Executive Director of Administration

DATE: March 25, 2020

SUBJECT: Health Screenings

To promote safety and reduce employee exposure during the COVID-19 pandemic, all staff and visitors entering Pierce Transit buildings will be screened prior to entry. Screeners will be positioned at the locations listed below, beginning Friday, March 27 at 1 a.m.

Prior to entry, screeners will ask some basic health questions. If you exhibit signs of being sick, you will be sent home and instructed to contact Employee Services at 253.851.8127.

Building 4 Operators Lobby Entrance – Operators reporting to Building 4 who parked behind Building 5, should use the bus lot to gain entrance to Building 4 and enter through the door near Dispatch. You will be screened prior to entering the building. All other doors will be locked for entry. If you exit through another door in Building 4, you should not let anyone enter as <u>all employees must go through the screening door</u>.

Building 4 Risk Office Entrance – The door near Risk will be have a screener from 7 – 8:30 a.m. Monday through Friday to screen administrative staff and encourage social distancing. After 8:30 a.m., if you exit Building 4 you will need to use the Operators Lobby door near Dispatch to re-enter the building.

Building 5 - All staff will enter through the front lobby. All other doors will be locked for entry. If you exit through any other door in Building 5, you should not let anyone enter, as <u>all employees must go through the screening door.</u>

Maintenance Employee Parking - All Maintenance employees that use this lot will enter only at the Building 1 door near the lunchroom for screenings.

Facility Employees and Vendors Entering Facility through Main Bus Gate – Facilities employees *who do not park in the Maintenance employee lot* and vendors will be stopped at the bus gate and screened before they are allowed on the Bus Lot.

TDS Bus Shop - Staff will be screened by the Assistant Manager and/or designee prior to beginning your shift.

TDS Surveillance Office - A Sergeant and/or designee will screen before entering the office.

Building 7 West Base - Service Supervisors reporting to work between the hours of 2 and 6 a.m. will need to call the communications center prior to entering the parking lot at West Base to be screened by phone. Service Supervisors reporting from 6 a.m. to 3:30 p.m. need to call Laurie or Rodney's cell phone prior to entering West Base parking lot to be screened.

Building 6 Vanpool - Staff will be screened by the Assistant Manager prior to entering the building.

COVID-19 PREVENTION PLAN

OVERVIEW

Coronavirus disease (COVID-19) is an infectious disease caused by a newly discovered coronavirus, SARS-CoV-2. Most people infected with the COVID-19 disease will experience mild to moderate respiratory illness and recover without requiring special treatment. Older people and those with underlying medical problems like cardiovascular disease, diabetes, chronic respiratory disease, and cancer are at higher risk for developing serious illness from COVID-19.

The COVID-19 disease spreads primarily through droplets of saliva or discharge from the nose when an infected person coughs or sneezes, so it's important that you also practice respiratory etiquette (for example, by coughing into a flexed elbow). The best way to prevent and slow down transmission is be well informed about the COVID-19 disease and how it spreads. Protect yourself and others from infection by washing your hands or using an alcohol-based rub frequently and not touching your face.

At this time, there are no specific vaccines or treatments for COVID-19. However, there are many ongoing clinical trials evaluating potential treatments.

SIGNS AND SYMPTOMS

Reported illnesses have ranged from mild symptoms to severe illness and death for confirmed COVID-19 cases. These symptoms may appear 2-14 days after exposure and include the following:

- Fever
- Cough
- Shortness of breath
- Chills
- Muscle pain
- Headache
- Sore throat
- Loss of taste or smell

JOBSITE PREVENTION PROCEDURES

The following procedures will be implemented to prevent the potential spread of COVID-19 at the jobsite:

1. Presently all workers and visitors arriving at the jobsite each day will be screened for COVID-19 symptoms by answering the following health questions issued by the State of Washington Department of Health:

   Since your last day of work, or last visit here, have you had any of these symptoms that is not attributable to another condition?

   ❒ Cough
   ❒ Shortness of breath or difficulty breathing
   ❒ Or at least two of these symptoms
     ❒ Fever
     ❒ Chills
     ❒ Repeated shaking with chills
     ❒ Muscle pain
     ❒ Headache
     ❒ Sore throat

❒ New loss of taste or smell

If a worker answers YES to any of the screening questions, the worker will be asked to leave the site and encouraged to be seen by a medical professional to verify their ability to return to work.

2. Every work shift begins with a review of the COVID-19 pandemic, using the daily Situation Report (new information is attached as needed).

3. During subsequent safety meetings, workers will be instructed to maintain 6 feet of personal space, wash their hands often, practice respiratory etiquette, and not touch their eyes, noses, or mouths and wear face coverings.

4. Personal protective equipment (PPE) will be assigned to each individual, not shared among groups. In addition to standard PPE requirements (safety glasses, face shields, etc.), for operators, a 100% glove and/or face covering policy may be instituted. Gloves will be removed, and hands washed before eating, drinking, using the restroom, etc. Shuttle operators are assigned this enhanced PPE level because of their (hands-on) close proximity due to passenger assistance duties.

5. Any shared tools, equipment, etc. and common surfaces (door handles, tables, passenger stanchions, vehicle interior hard surfaces, etc.) will be wiped down before storing, or at the end of every shift, with effective (for the virus) industrial, household disinfectants. The agency will determine and supply the EPA-approved disinfectant.

6. At locations where restroom facilities are unavailable, a temporary toilet with a handwash station, or other means to wash and/or sanitize hands, will be provided.

7. All fixed-route vehicles will be affixed with a virus barrier screen to ensure protection and distancing from infection. A schedule is created for sanitizing/disinfecting all agency vehicles.

8. To maintain social distancing requirements and eliminate pen sharing, signatures should *not* be collected on any documents. Instead, the supervisor or designee should document names of meeting attendees, site visitors, etc. electronically on the field report.

PERSONAL PREVENTION PROCEDURES
Workers will be reminded at each safety meeting to follow the prevention guidelines outlined by the CDC (https://www.cdc.gov/coronavirus/2019-ncov/prepare/prevention.html), including the following:
- Stay home when you are sick.
- Avoid unnecessary close contact (within six feet) with other people.
- Avoid touching your eyes, nose, and mouth.
- Cover your cough or sneeze with a tissue, then throw the tissue in the trash.
- Clean and disinfect frequently touched objects and surfaces using a regular household cleaning spray or wipe.

- Wash your hands often with soap and water for at least 20 seconds, especially after going to the bathroom; before eating; and after blowing your nose, coughing, or sneezing. If soap and water are not readily available, use an alcohol-based hand sanitizer with at least 60% alcohol.

ISOLATION PROCEDURES

If any workers are diagnosed with COVID-19, the following isolation precautions issued by the State of Washington Department of Health will be enforced:

- If a worker has been diagnosed with COVID-19, the worker should immediately enter home isolation and remain under home isolation precautions for 10 days from initial onset of symptoms or until 72 hours after fever is gone and symptoms resolve, whichever is longer.

- If another worker has had close contact* with the sick worker and has common symptoms of COVID-19 including fever, cough, or shortness of breath, that worker should begin home isolation immediately, and should remain under home isolation precautions for 10 days after onset of symptoms or until 72 hours after fever is gone and symptoms resolve, whichever is longer.

  *Close contact is defined as being within 6 feet of a person for more than 15 minutes while symptomatic and for one day prior.

- If a worker has had close contact with the sick employee with COVID-19, but does not have symptoms, that worker should begin home self-quarantine immediately, and remain under home quarantine for 14 days following last contact with the ill person. That worker should also monitor their health for fever, cough, or shortness of breath for 14 days following last contact with the ill person.

- If a worker is sick with fever or respiratory symptoms but has had no known exposures to someone with COVID-19, that worker should stay home and away from others until 72 hours after the fever is gone and symptoms get better. They should talk with their doctor about whether testing is needed based on their symptoms. Workers should notify their supervisor and stay home if they are sick.

- If a worker is at work when they learn they have been in close contact with someone diagnosed with COVID-19, that worker should also return home immediately and begin home isolation.

CONTACT INFORMATION

For questions or additional information regarding this COVID-19 Prevention Plan, please contact the Emergency Management Coordinator.

Currently the Emergency Management Coordinator is:
Rod Chandler
Mobile Phone: (253) 606-4626
Email: rchandler@piercetransit.org

Action Agenda

TITLE: Adoption of the 2020-2025 Transit Development Plan (TDP)	DIVISION: Planning & Community Development
	SUBMITTED BY: Duane Wakan, Senior Planner
RELATED ACTION: N/A	
ATTACHMENTS: Proposed Resolution Exhibit A, TDP Plan (provided electronically)	RELATION TO STRATEGIC PLAN: Financial
	BUDGET INFORMATION: N/A

BACKGROUND:

The Transit Development Plan (TDP) outlines Pierce Transit's intermediate operating and capital plans for the period from 2020 through 2025. As such, it will ensure compliance with the Revised Code of Washington (RCW) chapter 35.58, which requires municipal corporations including public transportation benefit areas such as Pierce Transit to prepare and adopt a Six-Year Transit Development Plan for that calendar year and the ensuing five years. The TDP is based upon the 2020 budget adopted by the Board of Commissioners on December 9, 2019. This six-year year plan reports on Pierce Transit's annual operating budget, capital investments, and business strategies, and is submitted annually to the Washington State Department of Transportation, Puget Sound Regional Council (PSRC) Metropolitan Planning Organization, Pierce County, and each of the 13 jurisdictions within the Pierce County Public Transportation Benefit Area (PTBA).

This year's TDP was reformatted to comply with new content guidelines provided by WSDOT in late April; it continues to provide a general outline of services and facility changes anticipated for the 2020-2025 horizon; includes financial elements (both operating and capital) budgeted for 2020 and projections through 2025; better conveys performance measures and timelines outlining how Pierce Transit intends to comply with Statewide Transportation goals and policies; includes local key performance indicators important to the agency; provides a briefer accounting of agency activities and accomplishments in 2019; and acknowledges COVID-19 and its high-level impacts to the agency. Once finalized, Pierce Transit will use the TDP to guide specific development of upcoming service designs, business strategies, and budget considerations.

The Board of Commissioners held a public hearing on the proposed 2020-2025 Transit Development Plan on August 10, 2020. The public review and comment period opened on July 30 through Aug 28, 2020. No written comments were received.

STAFF RECOMMENDATION:

Approving the Pierce Transit 2020-2025 Transit Development Plan as presented in Exhibit A.

ALTERNATIVES:

Do not approve the proposed 2020-2025 Transit Development Plan. This is not recommended as the agency would not be in compliance with RCW 35.58.2795, which requires adoption of the annual plan.

PROPOSED MOTION:

Move to: Approve Resolution No. 2020-017, adopting the 2020-2025 Transit Development Plan as presented in Exhibit A.

RESOLUTION NO. 2020-017

<div style="line-height:2">

A RESOLUTION of the Board of Commissioners of Pierce Transit Adopting the
2020-2025 Transit Development Plan

WHEREAS, the 2020-2025 Transit Development Plan provides guidance on issues related to service and capital facilities development, regional coordination, and a financial implementation strategy; and

WHERAS, THE 2020-2025 Transit Development Plan more closely follows WSDOT content design guidelines; and

WHEREAS, the Revised Code of Washington (RCW) Chapter 35.58 requires that municipal corporations, including Public Transportation Benefit Areas such as Pierce Transit, prepare and approve a Six-Year Transit Development Plan for that calendar year and the ensuing five years; and

WHEREAS, the Pierce Transit Board of Commissioners held a public hearing on the proposed 2020-2025 Transit Development Plan at its regular meeting on August 10, 2020. The public review and comment period opened on July 30 through Aug 28, 2020. No written comments were received.

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

The Transit Development Plan covering 2020-2025, attached hereto as Exhibit A, is hereby adopted and constitutes Pierce Transit's Six -Year Transit Development Plan for the period 2020 through 2025.

ADOPTED by the Board of Commissioners of Pierce Transit at their regular meeting thereof held on the 14th day of September 2020.
</div>

PIERCE TRANSIT

_____

Victoria Woodards, Chair
Board of Commissioners

ATTEST/AUTHENTICATED

_____

Deanne Jacobson, CMC
Clerk of the Board

PierceTransit

TITLE: Selection of Bus Rapid Transit (BRT) System Name

DIVISION: Planning & Community Development

SUBMITTED BY: Ryan Wheaton, Executive Director of Planning and Community Development

RELATED ACTION: N/A

ATTACHMENTS: N/A

RELATION TO STRATEGIC PLAN: Customer

BUDGET INFORMATION: N/A

BACKGROUND:

In 2019, Pierce Transit's Board of Commissioners selected a locally preferred alternative for the Agency's initial Bus Rapid Transit (BRT) line. Once that selection of lane treatment, termini, and alignment was made, staff shifted from the planning phase to the design phase. As part of that work, hallmarks such as station design, bus configuration, and system branding have been scheduled for completion following the selection of a BRT system name.

Pierce Transit's long-range plan established the roadmap for a BRT system made up of five future BRT lines (i.e., Route 1, Route 2, Route3, Route 4, and Route 402). The BRT system name will cover all five lines, with each line having a unique identifier within the system.

BRT system naming work began in October 2019, when Pierce Transit staff started a naming and branding process with marketing firm Green Rubino. Twenty-six, 30-minute interviews were conducted with key stakeholders (e.g., Board of Commissioners, BRT branding team, Senior leadership, key staff members, and external stakeholders) to highlight elements of importance to people in Pierce County. Following deliberation of interview findings, an initial list of 12 names was placed under consideration.

Staff ultimately moved five names through legal review, which included a look at copyright issues. After further deliberation, key Pierce Transit stakeholder groups were surveyed for their favorite from three contenders. Those groups were CTAG, BRT Technical Advisory Committee, BRT Stakeholder Communication Group, BRT Maintenance and Operations Advisory Committee, and Pierce Transit staff.

Following the results of the stakeholder survey, two names are presented to you for consideration.

1. Streamline - more efficient and faster; built for better movement
2. The Peak - best in class, an important landmark in the South Sound

UPDATE:

At the August 20, 2020, Service Delivery and Capital Committee meeting, the members reviewed and discussed the system naming options for the BRT. At the end of the discussion, the committee members unanimously selected the system name of Streamline and recommended that there be further consideration and vetting for an abbreviated name of "Stream" to be considered by the full Board at their September 14, 2020 meeting.

STAFF RECOMMENDATION:

Staff recommends a BRT system name to be voted on at the September 14, 2020, Board of Commissioners meeting from the two options presented above (i.e., Stream, Streamline), which have both completed a thorough vetting process.

ALTERNATIVES:

Decline the recommendation of either name and request that the Pierce Transit branding team return with different options at an upcoming meeting.

PROPOSED MOTION:

Move to: Select the name _____ to be the System Name for BRT.

PierceTransit

TITLE: Authority to Amend the 2020 Capital Budget and Execute Contract No. 1064 with Construct, Inc., to Provide Construction Services for the Commerce Tunnel Refurbishment Project

DIVISION: Finance

SUBMITTED BY: Monica Adams, Sr. Project Manager

RELATED ACTION:

FS 18-084, the Executive Finance Committee authorized a contract with Hultz/BHU to provide Architecture and Engineering Services for the Commerce Street Bus Turnaround Improvements Design.

FS 2020-015, the Service Delivery and Capital Committee Authorized Amendment No. 2, PT-12-18, to Increase the Master Contract Amount with Hultz/BHU Engineers for the Commerce Street Bus Turnaround Project.

ATTACHMENTS: N/A

RELATION TO STRATEGIC PLAN: Financial

BUDGET INFORMATION

Is it Budgeted? ☒ Yes / ☐ No

Project Name or Number: 524

☐ Operating Budget   ☒ Capital Budget

FUNDING SOURCE:		EXPLANATION:
Original project budget	$ 1,285,000	The original budget did not include the Commerce Placemaking Project No. 570. This work has been combined with the Commerce Tunnel Refurbishment work. The additional funding needed of $2,143,000 will be transferred from the budgeted Commerce Placemaking Project, still leaving $452,000 within that project.
Budget amendment	$ 2,143,000	
Total amended budget	$ 3,428,000	

BACKGROUND:

The Commerce Street facility is 25 years old and is in need of significant repair and upgrades. While the facility has been regularly maintained during that time, several major systems are now in need of replacing or upgrading. In 2019, Hultz BHU completed a comprehensive assessment of the facility. The report indicated several areas in need of repairs and improvements.

This project will hire a contractor who will address an inefficient tunnel lighting system, a failing central HVAC system in the occupied spaces, outdated and degraded operator lounge area, issues with water infiltration in lighting electrical panel, and structural and/or mechanical leaks in tunnel and drainage issues on the plaza level.

This project will also restore and improve bird mitigation measures in the tunnel, which will reduce nesting and bird droppings in that space.

Pierce Transit conducted a public procurement process for the project and received three bids. Construct, Inc. was deemed the lowest responsive bidder. A public notice was posted at the site for 10 days. No comments were received.

STAFF RECOMMENDATION:

Authorize the CEO to execute Contract No. 1064 with Construct, Inc. as the lowest responsive bidder which is within range of the Engineer's Estimate.

ALTERNATIVES:

Do not authorize the contract. This is not recommended as the condition of the facility will continue to deteriorate and systems will fail if repairs are not made, which will ultimately cost more money.

Rebid the project. This is not recommended because the low bidder is within reasonable range of the Engineer's estimate. Rebidding would cause a significant delay and negatively impact the project schedule.

PROPOSED MOTION:

Move to: 1) Amend the Capital Budget by transferring funds from the Commerce Placemaking 2019 project No. 570 in the amount of $2,143,000 to the Commerce Tunnel Refurbishment project No. 524; and 2) Authorize the Chief Executive Officer to enter into and execute Contract No. 1064 with Construct, Inc., to provide construction services for the Commerce Tunnel Turnaround Project in an amount not to exceed $2,795,100.

Pierce Transit

TITLE: Authorizing Amendments to Section 2.02.010 of the Pierce Transit Bylaws to Address Proportional Representation Pursuant to RCW 36.57A.050 and to Reflect the Change in the Board Composition that was Authorized at the Board Composition Review Committee Meeting on July 22, 2020

DIVISION: Executive

SUBMITTED BY: Deanne Jacobson, Clerk of the Board

RELATED ACTION: N/A

ATTACHMENTS: Proposed Resolution
                   Exhibit A, New Composition Structure
                   Exhibit B, Proposed Bylaw Amendment
                   Exhibit C, New Composition

RELATION TO STRATEGIC PLAN: N/A

BUDGET INFORMATION: N/A

BACKGROUND:

Pursuant to RCW 36.57A.055, every four years, a meeting shall be convened of the members of the Pierce County Council and the elected representative from each city and town within the boundaries of Pierce Transit's public transportation benefit area. In addition, new legislation went into effect August 1, 2018, addressing proportional representation of public transportation benefit areas. Pursuant to RCW 36.57A.050, the membership of the Pierce Transit Board must be selected to assure proportional representation, based on population, of each of the component cities and the unincorporated areas of the county located within the public transportation benefit area, to the extent possible, and not exceeding nine members. If necessary, to assure such proportional representation, multiple cities may be represented by a single elected official from one of the other cities.

On July 22, 2020, this periodic review meeting was convened by the participating members of the Pierce Transit public transportation benefit area to review the composition of the Pierce Transit Board to determine if changing the composition of the Board is appropriate. After thoughtful deliberation and discussion and pursuant to RCW 36.57A.055 and RCW 36.57A.050, the participating members of the Board Composition Review Meeting unanimously voted to change the Pierce Transit Board Composition as follows:

Jurisdiction	Seats
Pierce County (no change)	2
Tacoma (increased seat by one)	3
Lakewood (no change)	1
Puyallup/Edgewood (shared representation)	1
University Place/Fircrest (shared representation)	1
Pacific/Auburn/Ruston/Gig Harbor/Steilacoom/Fife/Milton (shared representation)	1

Pierce Transit Bylaw Section 2.02.010 must be amended to reflect the new composition of the board and member agencies shall be provided with 30-day written notice of changes to the bylaws prior to the Pierce Transit Board

formally adopting the Bylaw amendment. Written notice of the bylaw amendments was sent to the member jurisdictions on August 7, 2020

STAFF RECOMMENDATION:

Approve Resolution No. 2020-018, authorizing the proposed Bylaw Amendments as presented in Exhibit B.

ALTERNATIVES:

None. Amendments to Section 2.02.010 of the Pierce Transit Bylaws are required to reflect legislation relating to proportional representation pursuant to RCW 36.57A.050 and to reflect the composition of the Board that was approved by the participating members who attended the Board Composition Review Meeting held on July 22, 2020.

PROPOSED MOTION:

Move to: Approve Resolution No. 2020-018, authorizing amendments to Section 2.02.010 of the Pierce Transit Bylaws to address proportional representation pursuant to RCW 36.57a.050 and to reflect the change in the board composition that was authorized at the board composition review meeting on July 22, 2020.

RESOLUTION NO. 2020-018

1 A RESOLUTION of the Board of Commissioners of Pierce Transit Authorizing Amendments to Section 2.02.010
2 of the Pierce Transit Bylaws to Address Proportional Representation Pursuant to RCW 36.57A.050 and to
3 Reflect the Change to the Board Composition as Authorized by the Board Composition Review Committee
4 Members on July 22, 2020
5
6 WHEREAS, on August 1, 2018 new legislation went into effect addressing proportional representation
7 of public transportation benefit areas; and
8 WHEREAS, pursuant to RCW 36.57A.050 and RCW 36.57A.055, the membership of the Pierce Transit
9 Board must be selected to assure proportional representation, based on population, of each of the component
10 cities and the unincorporated areas of the county located within the public transportation benefit area, to the
11 extent possible, and not exceeding nine members; and
12 WHEREAS, pursuant to RCW 36.57A.055, Pierce Transit convened a Board Composition Review meeting
13 on July 22, 2020, and the participating members unanimously approved changing the composition of the Board
14 as depicted in Exhibit A; and
15 WHEREAS, in accordance with Section 2.01.020 of the Pierce Transit Code, a 30-day written notice of
16 the proposed changes has been sent to all legislative bodies within the jurisdiction of Pierce Transit; and
17 NOW THEREFORE, BE IT RESOLVED by the Board of Commissioners of Pierce Transit as follows:
18 <u>Section 1</u>. Section 2.02.010 of the Pierce Transit Bylaws is hereby amended as presented in Exhibit
19 B, attached hereto, and shall be incorporated into the Pierce Transit Code following adoption.
20 ADOPTED by the Board of Commissioners of Pierce Transit at their regular meeting thereof held on
21 the 14th day of September 2020.
22   PIERCE TRANSIT

23
24   _____
24   Victoria Woodards, Chair
25   Board of Commissioners
26
27 ATTEST/AUTHENTICATED

28 _____
29   Deanne Jacobson, CMC
30   Clerk of the Board

Exhibit A

Board Composition as Approved by the Board Composition Review Committee
Members on July 22, 2020

New Composition		Former Composition	
Jurisdiction(s)	**# of Seats**	**Jurisdiction(s)**	**# of Seats**
Pierce County	**2**	**Pierce County**	**2**
Tacoma	**3**	**Tacoma**	**2**
Lakewood	**1**	**Lakewood**	**1**
Puyallup, Edgewood	**1**	**Puyallup**	**1**
University Place, Fircrest	**1**	**University Place**	**1**
Auburn, Pacific, Gig Harbor, Steilacoom, Ruston, Milton, Fife	**1**	**Fife, Milton, Edgewood**	**1**
		Auburn, Pacific, Ruston, Steilacoom, Fircrest, Gig Harbor	**1**
Total	**9**	**Total**	**9**

Part 2 - BYLAWS

Chapter 2.01 - BYLAWS

2.01.010 - Bylaws.

All sections in Part 2 of this Code are the bylaws of the Pierce Transit Board of Commissioners ("board").

2.01.020 - Amendments.

These bylaws may be added to or changed by an affirmative vote of five voting members in attendance at any board meeting where a 30-day written notice of such meeting has been sent to all legislative bodies within the jurisdiction of Pierce Transit. The 30-day written notice shall advise all of the legislative bodies within the boundaries of Pierce Transit of the proposed changes which are to be considered.

Chapter 2.02 - MEMBERSHIP

2.02.010 - Board composition and terms.

A. Pursuant to RCW 36.57A.050, the membership of the Pierce Transit Board must be selected to assure proportional representation, based on population, of each of the component cities located within the public transportation benefit area, to the extent possible within the restrictions placed on the size of the governing body of a public transportation benefit area. If necessary, to assure such proportional representation, multiple cities may be represented by a single elected official from one of the other cities. As established after review of board composition held in accord with RCW 36.57A.055, the board consists of nine voting members and may include one nonvoting member, selected as follows:

   1. ~~Two~~ Three voting members voted by the city council of the City of Tacoma;

   2. One voting member voted by the city council of the City of Lakewood;

   3. Two voting members voted by the Pierce County Council;

   4. One voting at-large member voted on by the Puyallup and Edgewood ~~c~~City C~~c~~ouncils ~~of Puyallup~~;

   5. One voting at-large member voted on by the University Place and Fircrest ~~c~~City C~~c~~ouncils ~~of University Place~~;

   6. One voting at-large member voted on by the Fife, ~~Edgewood~~, ~~and~~ Milton, Auburn, Gig Harbor, Pacific, Ruston, and Steilacoom City Councils;

   7. ~~One voting at-large member voted by the representatives of the city and town councils of Auburn, Fircrest, Gig Harbor, Pacific, Ruston and Steilacoom.~~

   7.~~8~~. One nonvoting member, pursuant to RCW 36.57.030(5), who may serve on the board upon recommendation by the labor organization representing Pierce Transit's public transportation employees. If Pierce Transit's employees are represented by more than one labor organization, all such labor organizations shall select the nonvoting member by majority vote. The nonvoting member shall comply with all governing bylaws and policies of Pierce Transit.

B. All voting members of the board must be elected officials of the jurisdiction they represent.

C. The members of the board shall serve a three-year term. Each voting member shall hold a seat on the board until:

   1. The expiration of the term for which they are elected at their respective jurisdiction;

2. The appointment or election of a new commissioner from the member's respective jurisdiction(s);

3. The member is no longer an elected official of their respective jurisdiction; or

4. Resignation.

2.02.020 - Filling vacancies for at-large representation.

A. The clerk of the board, upon receiving formal notice that a vacancy is expected to occur or has occurred on the board, shall send a request for nomination along with nominee ballot to the respective at-large cities and towns vacancy.

B. The respective cities and towns affected by the vacancy may formally nominate a candidate from its jurisdiction and return the nomination form to the Clerk of the Board of Pierce Transit. The individual city and town councils are not required to nominate a representative from its respective jurisdiction(s).

C. After compiling the lists of nominees from all jurisdictions that participated in the nomination process, the clerk of the board shall send a ballot letter and formal ballot to the at-large cities and towns affected by the vacancy for formal vote by each respective city or town councils.

D. The city or town councils shall return ballots along with a certified copy of the related council resolution or motion. The Clerk of the Board of Pierce Transit shall count the ballots and give notice of the results of the balloting to the board.

E. Plurality of ballots cast shall determine the winner.

F. In the event of a tie, the city and town councils shall have an additional thirty days to reconsider. The ballot procedure will be repeated until a winner is selected by a plurality vote.

G. The newly-elected commissioner(s)'s term shall begin at the next meeting of the board.

2.02.030 - Responsibilities.

The voting members of the board shall be the governing body of Pierce Transit and shall be responsible for conducting the legislative business and fiscal oversight for Pierce Transit, as more fully described in this Code. The voting members of the board shall also periodically review the performance of the chief executive officer. Nothing in these bylaws is intended to limit the general powers of the voting members of the board pursuant to Chapter 36.57A RCW or hereinafter amended.

2.02.040 - Compensation.

Each board member is entitled to the maximum per diem compensation as set forth in and in accord with RCW 36.57A.050, as enacted or hereafter amended, unless a different amount is established by resolution of the board. Each board member shall be compensated under the following circumstances:

1. For attending a regular or special meeting as defined under Pierce Transit Code Sections 2.03.01 and 2.03.02, respectively.

2. For performing prescribed duties approved by the chairperson.

Compensation to board members shall be administered in accordance with the Pierce Transit Compensation Guidelines for Board of Commissioners.

Chapter 2.03 - MEETINGS

2.03.010 - Regular.

The regular meetings of the board shall be held at 3720 96 th Street SW, Lakewood, Washington, at the hour of 4:00 p.m. on the second Monday of each month. However, the board may designate an alternative regular meeting location and/or an alternative regular meeting date whenever the board finds it in the best interests of Pierce Transit. 2.03.020 - Special.

Special meetings of the board may be called at any time by the chairperson or by a majority of the members of the board by delivering written notice personally, by mail, by fax, or by electronic mail to each member of the governing body with a copy to the clerk of the board. The clerk of the board shall then give notice to the public and members of the board in accord with the Open Public Meetings Act, RCW 42.30 as may be amended from time to time. As needed, the board may hold study sessions which shall be considered special meetings, and administered as such.

2.03.030 - Quorum.

Five voting members of the board is a majority and shall constitute a quorum. A quorum is required for any action of the board, including conducting public hearings.

2.03.040 - Chairperson.

The chairperson shall preside at all meetings of the board. In the event of their absence from any meeting, the vice-chairperson shall perform the duties of the chairperson. Absence is defined as the chairperson being unable or unwilling to conduct the duties and business of the position of chairperson. The chairperson shall be a voting member of the board with a vote equal in weight to the vote of any commissioner.

2.03.050 - Voting and authority decisions.

All voting members in attendance at board meetings, including the chairperson, may vote on matters brought before the board. All votes taken shall be by voice vote unless a roll call is requested by a member of the board present at the meeting.

A majority vote of the votes cast at a meeting at which a quorum is present and at least four affirmative votes are required for approval of an action, decision, or choice by the board unless a greater number is required by law, Robert's Rules of Order Newly Revised, or by these by-laws. The majority vote must have at least four affirmative votes if only five voting members are present. Motions drawing a tie vote shall be deemed lost.

2.03.060 - Order of business, consent agenda, and action of the board.

The clerk of the board may alter the order of business for a particular board meeting for purposes of efficiency or to accommodate special needs of board members, staff or the public upon direction of, or with the approval of, the chairperson or chief executive officer.

The consent agenda allows for action to be taken on all items on the consent agenda by one motion. Any voting member may remove an item from the consent agenda for consideration as regular business. Action on any item on the consent agenda is equal in effect to any action approved as regular business.

Action of the board shall be by motion or resolution as required by law.

2.03.070 - Conduct.

Robert's Rules of Order Newly Revised shall govern the conduct of board meetings except where in conflict with these bylaws.

2.03.080 - Executive sessions.

A.   The board may hold executive sessions during any regular or special meeting provided that such executive session is held and conducted consistent with the requirements, intent, purpose and procedures set forth in Chapter 42.30 RCW.

B.   The chair of the board may, at their discretion, exclude the nonvoting member of the board of commissioners from all or a portion of any executive session.

C.   The nonvoting member of the board shall, pursuant to RCW 36.57A.050, be excluded from attending executive sessions regarding any matters pertaining to labor negotiations.

D.   This section shall be construed as a supplement to, and may not replace any applicable laws related to open public meetings or executive session. The board will take prudent measures to fully protect the attorney-client privilege and attorney work product.

2.03.090 - Resolutions.

The vote on all formal resolutions of the board shall be recorded in the minutes, and each such resolution shall be signed by the chairperson and the clerk of the board.

Chapter 2.04 - CHAIRPERSON AND VICE CHAIRPERSON

2.04.010 - Election of chair and vice chair and filling vacancies.

The chairperson and vice chairperson shall be voting members of the board elected by the voting members by majority vote at a regular or special meeting of the board.

In the event of a vacancy in the chairperson's position, the vice chairperson shall automatically assume the position of the chairperson for the remainder of the term, unless the vice chairperson declines, which will create a vacancy in the chairperson position. In the event of a vacancy, the voting members will elect a new chairperson or vice chairperson at the next regular meeting.

2.04.020 - Term of chair and vice chair and filling vacancies.

The chairperson and vice chairperson shall be elected from among the voting members at the regular board meeting in June of each year with their leadership position to begin in July, unless a vacancy occurs sooner.

A board member shall not serve as chairperson for more than two consecutive one-year terms. A board member shall not serve as vice chairperson for more than two consecutive one-year terms.

2.04.030 - Duties of chair and vice chair.

In addition to the powers and duties granted by these bylaws, the chairperson and vice chairperson shall have such other powers and duties as shall be prescribed by law or by resolution of the board. In the absence of the chairperson, the vice-chairperson shall perform the duties of the chairperson, and when so acting, shall have all the powers of and be subject to all the restrictions upon the chairperson. The vice-chairperson shall perform other duties as may be assigned to him/her by the chairperson or by the board.

Chapter 2.05 - COMMITTEES

2.05.010 - Committees.

Committees of the board shall be created from time to time by act of the voting members of the board as needed to facilitate the conduct of business. Except where a motion is adopted with respect to a particular committee specifying a different method of appointment, the chairperson shall make the appointments to such committees. Terms of committee members should coincide with their term on the board.

Chapter 2.06 - RECORDS OF THE BOARD

2.06.010 - Board action and other legal documents.

All board minutes, records of board action, resolutions, and written contractual obligations of Pierce Transit are to be retained by the clerk of the board and made part of the agency official files, which shall be maintained as required by law. The clerk of the board is Pierce Transit's agent for service of process and is responsible for administering the official seal of Pierce Transit.

Chapter 2.07 - APPOINTED POSITION

2.07.010 - Chief executive officer.

The voting members of the board shall appoint a chief executive officer who shall be responsible for the administrative functions of Pierce Transit and who shall have such power and perform such duties as shall be prescribed by law and action of the board.