Call to Order

Roll Call

Executive Session

Labor Relations, pursuant to RCW 42.30.140(b)

Amy Cleveland

Interim Chief Executive Officer

Special Business

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

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

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

Consent Agenda

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

1. Approval of Vouchers: July 1, 2021 – July 31, 2021

2. Approval of Minutes: July 7, 2021 Special Board Meeting; July 12, 2021 Regular Board Meeting

3. FS 2021-042, Housekeeping – A Resolution of the Board of Commissioners of Pierce Transit Authorizing Revision No. 3 of the Pierce Transit Public Transportation Agency Safety Plan
Action Agenda

1. **FS 2021-043**, A Resolution of the Board of Commissioners of Pierce Transit Appointing Michael Griffus to Serve as the Chief Executive Officer of Pierce Transit
   Chair Campbell

2. **FS 2021-044**, Ratify the Emergency Declaration Executed July 15, 2021, and Authorize Emergency Services with Around The Sound to Provide Paratransit Services Through December 31, 2021, Due to Shortage of Operators
   Cherry Thomas
   Specialized Transportation Manager

   Cherry Thomas
   Specialized Transportation Manager

4. **FS 2021-046**, Authorize the Chief Executive Officer to Increase the Contract Authority Not to Exceed Amount for WSP USA, Inc. Contract No. PT-105-18 for Bus Rapid Transit Pacific Avenue/State Route 7 Design
   Sean Robertson
   Sr. Construction Project Manager

5. **FS 2021-047**, Authorize the Chief Executive Officer to Increase the Capital Project No. 345 Building 4 Modifications Budget and Increase the Contract Authority Not to Exceed Amount for Pease & Sons, Inc., Contract No. 1100, for the Building 4 Interior/Exterior Improvements
   Doug Dickinson
   Sr. Project Manager

6. **FS 2021-048**, Authorizing the Chief Executive Officer to Accept the Regional Mobility Grant Award to Expand Microtransit Services to the Tacoma Tideflats Area and Authorization to Increase the Contract Authority Amount with Medstar, Contract No. 44-19, to Provide Service to the Microtransit Zones of Tacoma Tideflats area and Resume the Ruston Runner Zone
   Duane Wakan
   Senior Planner

Staff Updates

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

Informational Board Items

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

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

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

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

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Total Payments: $8,337,411.03
CALL TO ORDER

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

ROLL CALL

Commissioners present:
  Marty Campbell, Vice Chair of the Board, Pierce County Councilmember  
  Chris Beale, City of Tacoma Councilmember
  Kent Keel, City of University Councilmember  
  Ryan Mello, Pierce County Councilmember
  John Palmer, Deputy Mayor for City of Puyallup (representing Puyallup and Edgewood)
  Kim Roscoe, Mayor of Fife  
  Kristina Walker, City of Tacoma Councilmember
  Jason Whalen, Deputy Mayor for City of Lakewood
  Victoria Woodards, Chair of the Board, Mayor of the City of Tacoma

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

Others present:
  Marissa Karras, Karras Consulting
  Dennis Karras, Karras Consulting

Welcoming Remarks

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

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

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

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

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

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

RECONVENE/ADJOURNMENT

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

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

Deanne Jacobson
Clerk of the Board

Marty Campbell, Chair
Board of Commissioners
CALL TO ORDER

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

ROLL CALL

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

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

OPENING REMARKS AND HOUSEKEEPING ITEMS

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

SPECIAL BUSINESS

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

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

Government Relations Administrator Alex Mather presented on the item. Ms. Mather highlighted the legislators’ successful advocacy and securing of funds for various transit and mobility projects in the Pierce County region.
Ms. Mather thanked the legislators for their advocacy and noted that Pierce Transit is looking forward to continuing the relationship. *(Each legislator received a transit champion award.)*

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

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

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

Commissioner Keel thanked the legislators for their support and advocacy.

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

Motion carried, 9-0.

**AGENDA REORDER**

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

**SPECIAL BUSINESS Cont’d**

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

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

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

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

Motion carried, 9.0.

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

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

RECONVENE TO OPEN SESSION

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

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

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

SPECIAL BUSINESS CONT’D

1. Federal and State Legislative Update Cont’d

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

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

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

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

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

2. CEO Selection Cont’d

Commissioner Woodards thanked Karras Consulting for their efforts in leading the nationwide search and thanked the members of the CEO Search and Recruitment
Committee and the Board for their deliberations on this matter. She noted there is a bright future for this organization.

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

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

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

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

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

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

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

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

Motion carried, 9-0.

PRESENTATIONS/UPDATES

1. 2nd Quarter Community Transportation Advisory Group

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

2. Returning to In-Person Meetings; Hybrid Model

Chair Campbell opened discussion on the Board’s pleasure for exploring a hybrid option to allow for a combination of virtual and in-person attendance for public meetings. He noted that Rules and Procedures around attending virtual meetings would need to be
created and suggested that they be vetted at the committee level prior to the Board approving them. He noted that this is an evolving topic and we expect that more guidance on this matter will become available over the next couple months.

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

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

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

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

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

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

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

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

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

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

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

**PUBLIC COMMENT**

Chair Campbell provided participation instructions to the public and opened public comment.
Clerk Jacobson announced that no written comments were received by the public for public comment today.

The following individual(s) spoke during public comment:

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

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

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

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

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

  Public comment was closed.

CONSENT AGENDA

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

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

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

Motion carried, 6-0.

1. Approval of Vouchers, June 1, 2021 – June 30, 2021
   Operating Fund #10
   Self-Insurance Fund #40
   Capital Fund #90
Payment Nos. 376277 through 376447
Wire Nos. 7658 through 7886
No Advance Travel Checks
Total $7,723,110.61

2. Approval of Minutes: June 4, 2021 Special Meeting; June 14, 2021, Regular Meeting; June 30, 2021, Special Meeting

3. Approval of Minutes: CEO Search and Recruitment Committee Meeting Minutes of May 28, 2021, June 3, 2021, and June 10, 2021

4. 2nd Quarter Sole Source Report and Contracts Over $100,000.

5. FS 2021-036, Ratified Emergency Public Works Contract No. 1235 with TRS Mechanical to perform the repairs to Building 4 HVAC System in an amount not to exceed $30,000.

6. FS 2021-037, Increase the contract authority not to exceed amount by $90,000 with Wood Harbinger, Contract No. 1038, to expand existing design services to allow for additional security cameras in various locations across the Pierce Transit System, for a new contract not to exceed authority amount of $480,000. [Moved to the Action Agenda.]

7. FS 2021-038, Authorized the Chief Executive Officer to execute Contract No. 1201 with Gillig, LLC, to purchase nine (9) forty-foot, low floor, CNG Coaches for a total not to exceed amount of $5,673,146 plus a contingency of $358,613 for an authorized expenditure of $6,031,759.

8. FS 2021-039, Increase the contract authority not to exceed amount by $253,000 with Parametrix, Contract No. 1001, for GC/CM Advisory services for the Base Master Plan Implementation, for a new contract not to exceed authority amount of $585,806. [Moved to the Action Agenda.]

9. FS 2021-040, Increase the contract authority not to exceed amount by 2,750,000 with Huitt-Zollars, Inc., Contract No. PT 04-18, for Architectural and Engineering Design and Construction Support Services for the Base Master Plan Implementation Project Relating to Phase 1 of the New Maintenance Facility, for a new contract not to exceed authority amount of $9,645,840.76. [Moved to the Action Agenda.]

ACTION AGENDA

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

   Executive Director of Finance Brett Freshwaters presented on the item, noting this item came before the board at the June 14 board meeting, at which time the Board requested
that staff create a reporting element that can be shared with the Board that tracks property acquisition expenditures vs. property acquisition cost estimates before it approves the item.

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

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

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

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

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

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

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

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

Motion carried, 6-0.
2. Authority to Increase the Contract Authority Not to Exceed Amount with Wood Harbinger, Contract No. 1038, to Expand Existing Design Services to Allow for Additional Security Cameras in Various locations Across the Pierce Transit System

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

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

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

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

Motion carried, 6-0.

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

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

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

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

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

Motion carried, 6-0.
4. **Authorization to Increase the Contract Authority not to Exceed Amount with Huitt-Zollars, Inc., Contract No. PT-04-18, for Architectural and Engineering Design and Construction Support Services for the Base Master Plan Implementation Project Relating to Phase 1 of the New Maintenance Facility**

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

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

Motion **carried** 6-0.

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

**STAFF UPDATES/DISCUSSIONS**

1. **CEO’S Report**

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

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

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

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

1. Chair’s Report

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

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

2. Sound Transit Update

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

3. Puget Sound Regional Council Transportation Policy Board Update

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

4. Commissioners’ Comments

None.

ADJOURNMENT

Seeing no further business, Chair Campbell adjourned the meeting at 7:07 p.m.
TITLE: Housekeeping – A Resolution of the Board of Commissioners of Pierce Transit Authorizing Revision No. 3 of the Pierce Transit Public Transportation Agency Safety Plan

DIVISION: Service Delivery & Support

SUBMITTED BY: Reggie Reese, Safety Manager

RELATED ACTION:


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

ATTACHMENTS:

Proposed Resolution

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

RELATION TO STRATEGIC PLAN: Financial

BUDGET INFORMATION: N/A

BACKGROUND:

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

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

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

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

Since that time, the Safety Department has revised this document to fully meet the requirements of 49 C.F.R. Part 673, to incorporate recommendations made during a Federal Transportation Administration review, and to greatly enhance this document by creating a clear road map on how the Agency will meet its safety targets and response to the national pandemic. The Federal Transportation Administration requires that the PTASP and future amendments be approved by the Pierce Transit Board. The revised PTASP includes the following components below:
<table>
<thead>
<tr>
<th>Nature of revision</th>
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<tbody>
<tr>
<td><strong>Cover</strong> – Adjusted year, cover photo and revision number</td>
</tr>
<tr>
<td><strong>1. Acronym Glossary</strong> – Added BRT and COO. Also adjusted OPS to be Operations instead of Operating.</td>
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<tr>
<td><strong>2.3.2</strong> – Added photo for collaboration/internal safety department goals for a visual.</td>
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<td><strong>2.5</strong> – Recreated Figure 2 – Pierce Transit SMS Organization Chart to reflect adjustments made in the Agency.</td>
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<td><strong>2.5.2</strong> – Adjusted title from Executive Director of Service Delivery &amp; Support to Chief Operating Officer (COO).</td>
</tr>
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<td><strong>2.5.3</strong> – Adjusted language for clarification on aggressive behavior and changed the name of the Safety Transit Integration Group to Joint Bus Safety Committee. Also removed bullet for auditing the Drug &amp; Alcohol program.</td>
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<tr>
<td><strong>2.5.4</strong> – Adjusted ensuring to “to ensure”</td>
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<td><strong>2.5.5</strong> – Added Safety Responsibilities of Emergency Management Coordinator</td>
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<td><strong>2.5.5-2.5.8</strong> – Numbering adjusted due to addition of 2.5.5.</td>
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<tr>
<td><strong>2.5.8</strong> – Adjusted matrix with correct responsibilities and department names.</td>
</tr>
<tr>
<td><strong>2.6</strong> – 1. and 2. Re-worked these sections and combined to reflect the Emergency Management Coordinator position. Also removed table and replaced with summary of resources available in the My-EOP application. 3. (changed to 2.) Public Safety Department – minor grammar changes, replaced Executive Director of Service Delivery &amp; Support with Chief Operating Officer, adjusted year for SSEPP update, and added language <em>Coordination of TVA revision in 2021 and SSMP currently being revised to include Bus Rapid Transit (BRT) 2021</em>.</td>
</tr>
<tr>
<td><strong>3.1</strong> – Removed redundant information covered more in-depth in 3.1.3. Added <em>The Pierce Transit RAIA is being reformatted to reflect changing projects and updated associated plans (April 2021). Portions of the RAIA may be available upon request to those with a legitimate need to know, as the RAIA does contain sensitive information. Please contact the Emergency Management Coordinator to apply.</em></td>
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<td><strong>3.1.2</strong> – Added clarifying language on where to find the Risk Assessment Survey.</td>
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<td><strong>3.1.3</strong> – Adjusted language for clarification.</td>
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<tr>
<td><strong>3.1.4</strong> – Added clarifying language on how to reach Customer Service.</td>
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<tr>
<td><strong>3.1.5.2</strong> – Adjusted language for clarification and added in a visual for examples of work done in 2020.</td>
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<td><strong>3.1.5.3</strong> – Adjusted title of DriveCam award to accurately reflect the current title “Distinguished Driver Award”</td>
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<td><strong>3.1.6</strong> – Adjusted to reflect current CAPP information and location of CAPP can be found in Appendix P. Also adjusted titles under the PT Safety Department.</td>
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<tr>
<td><strong>3.1.7</strong> – Added <em>Observe employees performing duties in order to ensure safe work procedures are taking place.</em> Added clarification of what to do if a finding requires assistance and added in TrackIt as an option for completing the forms. Removed “<em>and to support the medical surveillance and workplace monitoring program.</em>”</td>
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<td><strong>3.1.8.1</strong> – Replaced Incident definition to match our Preventable Accident Policy.</td>
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<tr>
<td><strong>3.2</strong> – Added Risk Department. Added Coronavirus Prevention Plan to list.</td>
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<tr>
<td><strong>4</strong> – Added <em>published for all departments to review</em> after Monthly KPI Reviews.</td>
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</table>
4.1.1 – Added Zonar vehicle inspection system (see Appendix Q for detailed information) and Collaboration on ongoing safety performance, targets and processes.

4.1.2 – Added An example of monthly KPIs is included in Appendix O.

4.1.5 – Adjusted name for clarification.

4.2 – Added clarifying language and examples of issues.

5.1.2 – Added clarifying language.

5.2.1 – Added the following: In 2021, the Maintenance Department plans to implement the SAFESTART safety and human error reduction training program. This program covers topics such as; Safety, Risk and Error, Eyes on Task, Mind on Task, Balance/Traction/Grip, Fatigue, Critical Error Reduction Techniques.

5.2.2 – Changed Intranet site to PULSE Page.

5.2.3 – Added examples of commonly located areas for safety bulletins.

5.2.4 – Added clarifying language.

5.2.5 – Added the following: All safety-related comments and concerns are reviewed by the Safety Department and documented. The Safety Department will exercise one or more of the following options: Mitigate/Resolve by the Safety Department, Forward (with expectations) to Agency department responsible for mitigation, Elevate to Executive level for action, Discuss and address at the Safety Committee Meeting, Respond to the employee who submitted the concern.

5.2.6 – Added recognition programs and reformatted.

8-Appendix C – Adjusted title and replaced image.

11-Appendix F – Replaced sample with one that has the current PT logo on it.

15-Appendix J – Adjusted title to match the title in the PTASP.

17-Appendix L – Replaced course list with courses currently available via NEOGOV.

20-Appendix O – Updated goals and added/adjusted historical data. Added copy of monthly KPIs distributed via the Safety Department Monthly Report.

21-Appendix P – Replaced CAPP document with current revision.

22-Appendix Q – Added appendix with Zonar Information.

1 Acronym Glossary – Changed title to Acronym Glossary and Definitions. Also added in FTA Definitions from 49 CFR § 673.5 of the Public Transportation Agency Safety Plan regulation.

3.1 – Added FTA definition of a hazard and a bullet stating Data and information from FTA and other oversight authorities.

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

4.1.1 – Added the following language: In addition, internally this document and accompanying reference documents are permanently posted on the Agency’s e-Learning sites, Agency shared intranet, and updates are published and posted to the Agency annually.

4.2 – Added the following bullet items: Organizational changes, including Agency Leadership and Accountable Executive changes. Design and implementation of new systems and other capital projects. Changes to existing systems or service. New services provided to the public. New operations or maintenance procedures. Changes to existing operations or maintenance procedures. Changes in capabilities and organizational capacity. Procurement process changes. Changes to relevant regulations, laws, policies or the FTA’s National Public Transportation Safety Plan that may impact safety programs, SRM process or safety performance.
5 – Added the following language: *The Agency’s assessment of safety performance includes developing and carrying out a plan (or plans), under the direction of the Accountable Executive, to address safety deficiencies identified during a safety performance assessment.*

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

5.2.1 – Added SMS Training to Employee Safety Meeting topics.

20–Appendix O – Added the following to the GOAL 1 - *Unlike goals established utilizing NTD data (found under Goal 4, broken down by mode), these goals are approached through a systematic application of Agency policies, processes, and behaviors that ensures a formalized, proactive and data-driven approach to safety risk management. This strategic approach:*  
- Is flexible and scalable where effectiveness is determined by attaining safety performance targets and standards.
- Establishes a list of quantifiable levels of safety performance that the Agency has established as a base for safety performance measurability.
- Provides the formal hazard control processes the Agency uses to identify hazards; analyze, evaluate and prioritize safety risks; and develop, implement and evaluate risk controls strategies.  
  *This table specifies measurable and attainable safety objectives to reach the Agency’s annual and overall safety goals.*

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

**STAFF RECOMMENDATION:**

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

**ALTERNATIVES:**

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

**PROPOSED MOTION:**

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

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

WHEREAS, 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); and

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

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

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

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

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

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

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

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

Section 1. The Board of Commissioners adopts Revision No. 3 of the Pierce Transit Public Transportation Agency Safety Plan in substantially the same form as Exhibit A.

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

PIERCE TRANSIT

__________________________
Marty Campbell, Chair
Board of Commissioners
ATTEST/AUTHENTICATED

Deanne Jacobson, CMC
Clerk of the Board
2020-2021

Pierce Transit

PUBLIC TRANSPORTATION AGENCY SAFETY PLAN FOR PIERCE TRANSIT

Masks Required for All On Bus
Frequent Sanitizing of All Vehicles
Social Distance Seating
Contactless Payment Options
Masks Provided to Passengers
Transit Facilities Disinfected Regularly

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

Revision 032621
### Revision Summary

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Sue Dreier, Chief Executive Officer

Date: 4/28/2021
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## 1 Acronym Glossary and Definitions

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<td>Accident Prevention Plan</td>
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<tr>
<td>EA</td>
<td>Emergency Alarm</td>
</tr>
<tr>
<td>EAM</td>
<td>Enterprise Asset Management</td>
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<tr>
<td>EIR</td>
<td>Employee Injury Rates</td>
</tr>
<tr>
<td>EOC</td>
<td>Emergency Operations Center</td>
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<tr>
<td>EWS</td>
<td>Early Warning System</td>
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<tr>
<td>FTA</td>
<td>Federal Transit Administration</td>
</tr>
<tr>
<td>HD</td>
<td>Hard Drive</td>
</tr>
<tr>
<td>IPT</td>
<td>Inside Pierce Transit</td>
</tr>
<tr>
<td>IWRP</td>
<td>Inclement Weather Response Plan</td>
</tr>
<tr>
<td>JBSC</td>
<td>Joint Bus Safety Committee</td>
</tr>
<tr>
<td>JHA</td>
<td>Job Hazard Analysis</td>
</tr>
<tr>
<td>KPIs</td>
<td>Key Performance Indicators</td>
</tr>
<tr>
<td>LMS</td>
<td>Learning Management System</td>
</tr>
<tr>
<td>NTD</td>
<td>National Transit Database</td>
</tr>
</tbody>
</table>
Part 673 Definitions of Terms Used in the Safety Plan

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

- Accident means an Event that involves any of the following: A loss of life; a report of a serious injury to a person; a collision of public transportation vehicles; a runaway train; an evacuation for life safety reasons; or any derailment of a rail transit vehicle, at any location, at any time, whatever the cause.
- Accountable Executive means a single, identifiable person who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a public transportation agency; responsibility for carrying out the agency’s Transit Asset Management Plan; and control or direction over the human and capital resources of the system.
resources needed to develop and maintain both the agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the agency's Transit Asset Management Plan in accordance with 49 U.S.C. 5326.

- Agency Safety Plan means the documented comprehensive agency safety plan for a transit agency that is required by 49 U.S.C. 5329 and Part 673.
- Chief Safety Officer means an adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer. A Chief Safety Officer may not serve in other operational or maintenance capacities, unless the Chief Safety Officer is employed by a transit agency that is a small public transportation provider as defined in Part 673, or a public transportation provider that does not operate a rail fixed guideway public transportation system.
- Equivalent Authority means an entity that carries out duties similar to that of a Board of Directors, for a recipient or subrecipient of FTA funds under 49 U.S.C. Chapter 53, including sufficient authority to review and approve a recipient or subrecipient's Agency Safety Plan.
- Event means any Accident, Incident, or Occurrence.
- Hazard means any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.
- Incident means an event that involves any of the following: A personal injury that is not a serious injury; one or more injuries requiring medical transport; or damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a transit agency.
- Investigation means the process of determining the causal and contributing factors of an accident, incident, or hazard for the purpose of preventing recurrence and mitigating risk.
- National Public Transportation Safety Plan means the plan to improve the safety of all public transportation systems that receive Federal financial assistance under 49 U.S.C. Chapter 53.
- Occurrence means an Event without any personal injury in which any damage to facilities, equipment, rolling stock, or infrastructure does not disrupt the operations of a transit agency.
- Operator of a public transportation system means a provider of public transportation as defined under 49 U.S.C. 5302(14).
- Performance measure means an expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets.
- Performance target means a quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time period required by the FTA.
- Risk means the composite of predicted severity and likelihood of the potential effect of a hazard.
• Risk mitigation means a method or methods to eliminate or reduce the effects of hazards.
• Safety Assurance means processes within a transit agency's Safety Management System that functions to ensure the implementation and effectiveness of safety risk mitigation, and to ensure that the transit agency meets or exceeds its safety objectives through the collection, analysis, and assessment of information.
• Safety Management Policy means a transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities of its employees in regard to safety.
• Safety Management System (SMS) means the formal, top-down, organization-wide approach to managing safety risk and assuring the effectiveness of a transit agency's safety risk mitigation. SMS includes systematic procedures, practices, and policies for managing risks and hazards.
• Safety Management System (SMS) Executive means a Chief Safety Officer or an equivalent.
• Safety performance target means a performance target related to safety management activities.
• Safety Promotion means a combination of training and communication of safety information to support SMS as applied to the transit agency's public transportation system.
• Safety risk assessment means the formal activity whereby a transit agency determines Safety Risk Management priorities by establishing the significance or value of its safety risks.
• Safety Risk Management (SRM) means a process within a transit agency's Agency Safety Plan for identifying hazards and analyzing, assessing, and mitigating safety risk.
• Serious injury means any injury which: (1) requires hospitalization for more than 48 hours, commencing within 7 days from the date when the injury was received; (2) results in a fracture of any bone (except simple fractures of fingers, toes, or noses); (3) causes severe hemorrhages, nerve, muscle, or tendon damage; (4) involves any internal organ; or (5) involves second- or third-degree burns, or any burns affecting more than 5 percent of the body surface.
• State means a State of the United States, the District of Columbia, Puerto Rico, the Northern Mariana Islands, Guam, American Samoa, and the Virgin Islands.
• Transit agency means an operator of a public transportation system.
• Transit Asset Management Plan means the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost-effective, and reliable public transportation, as required by 49 U.S.C. 5326 and 49 CFR Part 625.
Executive Summary

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

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

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

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

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

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

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

2.1 Mission and Policy Statement

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

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

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

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

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

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

Pierce Transit commits to:

- **Support** the risk and safety management program by providing appropriate resources and visible top-level commitment to safety;
• Foster a positive safety culture and embed best practices among all managers and employees;

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

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

• Integrate the Safety Management System into all departmental levels;

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

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

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

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

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

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

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

• Ensure that Pierce Transit’s Board of Commissioners is kept apprised of Agency safety management initiatives.

Sue Dreier, Chief Executive Officer

Date

4/28/2021
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.
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.
2.5.1 Safety Responsibilities of Chief Executive Officer (CEO)
The CEO's authorities and responsibilities for the SMS Plan include:

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

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

### 2.5.3 Safety Responsibilities of Safety Manager

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

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

2.5.4 Safety Responsibilities of Executive Directors and Managers
• The SMS Plan roles, responsibilities and accountabilities of the positions on the organizational chart are explicitly outlined in this document.
• Executive Directors and Managers are accountable to ensure that employees have been familiarized and comply with safety processes/procedures and reporting contained within this document.
• All managers are to ensure that sufficient resources are available to achieve the outcomes of the SMS Plan.
• The structure of the Agency is documented so everyone understands their roles and responsibilities.
• To demonstrate their ongoing support for the SMS Plan, managers will:
  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 Emergency Management Coordinator
The Emergency Management Coordinator develops, implements, coordinates and facilitates the Agency’s All Hazards Emergency Response Plans per the guidelines set by the National Incident Management System (NIMS), including the incident command configurations. The Emergency Management Coordinator:

• Recommends, implements, coordinates and facilitates the Agency’s emergency response plans per the guidelines set by the National Incident Management System (NIMS), including the incident command configurations.
• Develops and maintains the implementation of the Agency’s Emergency Response Plans ensuring that the plan integrates the Agency’s strategic goals with the emergency preparedness measures. Reconciles resource availability and service capability “gaps” across the departments to ensure division objectives support the Agency’s vision, mission and goals.
• Functions as liaison representing Pierce Transit’s participation as a partner Agency in the Pierce County Comprehensive Emergency Management Plan (presently occupying Emergency Support Function 1).
• Reconciles resource availability and service capability “gaps” across the departments to ensure division objectives support the Agency’s vision, mission and goals.
• Facilitates the Agency Emergency Planning Task Force that is comprised of representatives from various departments and divisions. Develops an annual work plan and sets milestones to evaluate the effectiveness of the Agency’s readiness and response plans. The task force identifies recommendations to the Leadership Team regarding new policies and practices that distinguish Pierce Transit as a regional and national leader in emergency preparedness within the transit industry.
• Responsible for the Agency Emergency Operation Center (EOC) and ensuring that it is operationally ready for activation.
• Ensures that Agency emergency plans are up-to-date and consistent with local, state, and federal guidelines.

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

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

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

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

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

### 2.5.8 Safety Responsibilities Matrix

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

<table>
<thead>
<tr>
<th></th>
<th>Facilities/Maintenance</th>
<th>Finance/PMO</th>
<th>IT</th>
<th>Planning/Dev</th>
<th>Safety</th>
<th>Risk Mgt.</th>
<th>Public Safety</th>
<th>Training</th>
<th>Operations</th>
<th>Employee Services</th>
<th>Fleet</th>
<th>Executive</th>
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</thead>
<tbody>
<tr>
<td>1. Policy Statement and Authority for SMS Plan</td>
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<td>2. Description of Purpose for SMS Plan</td>
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<td>4. Identifiable and Attainable Objectives</td>
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<td>5. System Description/Organizational Structure</td>
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<td>6. Plan Control and Update Procedures</td>
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Key Code:  
P=Primary Responsibility  
S=Support Responsibility  
R=Review Responsibility
<table>
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<tr>
<th></th>
<th>8. Accident/Incident Reporting and Investigation</th>
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<td>9.</td>
<td>Facilities Inspections (Includes Systems Equipment and Rolling Stock) – See APP</td>
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<td>10.</td>
<td>Maintenance Audits/Inspections (All Systems and Facilities) – See APP</td>
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**Key Code:** P=Primary Responsibility  S=Support Responsibility  R=Review Responsibility

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Resolution No. 2021-008
Exhibit A
### 2.6 Public Safety and Emergency Management Interaction

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

1. **Emergency Management Coordinator (under the direction of SDS)** takes the lead in coordinating the agency’s emergency responses and the Emergency Operations Center (EOC). The Emergency Management Coordinator serves as the Pierce Transit Emergency Management Liaison and works closely with the Pierce County Emergency Management Office to arrange training and exercises for Pierce Transit Emergency Responders. During an emergency, this position helps with the following:
   - Emergency evacuation assistance
   - Detour preparation (working closely with Scheduling, Planning and Service Delivery Departments to coordinate the detour)
   - Public Safety radio communication
   - Emergency Management liaison
   - Pierce Transit EOC activation
   - Situational Report (SIT Rep)

The position of Emergency Management Coordinator is working to update/create
the following*:
- Emergency Communications Plan
- Inclement Weather Response Plan
- Emergency CNG Refueling Plan
- Pandemic Flu Response Plan
- COVID-19 Prevention Plan
- Private Medication Center Plan
- Active Shooter Plan
- Emergency Evacuation Plan
- Continuity of Operations Plan (COOP)
- All Hazards Emergency Plan

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

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

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

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

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

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

Pierce Transit is responsible for providing security at transit centers that are served by Pierce Transit buses. The Agency’s security plan is covered under the SSEPP (System Security Emergency Preparedness Plan) planned to be updated by 2nd
quarter 2021.

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

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

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

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

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

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

### 2.7 Interface with Internal and External Documents

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

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

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

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

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

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

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

2.8 Plan Reviews and Recordkeeping

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

I. AUDIT OBJECTIVE:

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

II. AUDIT SCOPE:

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

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

III. REFERENCE & CRITERIA:

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

3 Safety Risk Management

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

* The Federal Transit Administration (FTA) defines a hazard in 49 C.F.R. Part 673.5 as “any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.” As the first two steps in the Safety Risk Assessment process, hazard identification and analysis are tools the Agency uses to identify and address hazards before they escalate into incidents or accidents. At Pierce Transit, hazards are identified through the following activities:

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

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

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

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

A Job Hazard Analysis (JHA) must:

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

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

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

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

3.1.2 Risk Assessment Survey

The Risk Assessment Survey (part of the Risk Assessment and Impact Analysis (RAIA)) is used to identify the potential hazard exposures related to an activity or operations, analyze the potential impacts associated with those exposures, and propose controls to reduce the level of risk. The Risk Assessment Survey provides a comprehensive
assessment of operational risks. For Safety Assurance, the Risk Assessment Survey is also designed to help evaluate the effectiveness of existing controls that often lead to the identification of emerging risks.

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

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

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

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

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

### 3.1.4 Customer Service Reporting
Customers are also our partners in safety. We encourage our customers to bring their safety concerns to our attention, whether through our bus operators or our Customer Service Team. Customer Service’s contact information is available on every coach, or they can be reached through our website (PierceTransit.org), by telephone or in person at the Tacoma Dome Station. The Customer Service Team is responsible for documenting and forwarding the customer’s concern to the appropriate individual or department for resolution.
3.1.5 Observations of Operations
Pierce Transit adopts programs to help identify and monitor the safety of our transit system including driving behavior, facility and operational safety.

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

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

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

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

3.1.5.2 Operator Observations made by Service Supervisors
Service Supervisors also provide observations as outlined below:

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

- Operators with less than one year of experience (the goal is to evaluate at least 3-4 times the first year);
- Operators identified in specific risk groups (e.g., two years or less experience, or with a specific focus based on trends);
- Operators with preventable events or multiple events of any safety-related nature;
- Special requests from the Safety Department, Operations, and/or Safety and Training; and
- Operators not showing a documented observation in over a year.

The Track-It system records information and maintains a record of the evaluation. Managers, Safety and Training, Risk, Safety, and Service Support employees may access the information to work on needed training and/or corrective coaching.

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

![Charts showing operator performance evaluations and service delivery assistant managers requested operator retraining.]

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

This system is;

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

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

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

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

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

Regular policy reviews concerning relevant customer service will occur when trending warrants additional training opportunities or when requested by employees. Post incident coaching and training will be conducted by Service Delivery staff; the Training Department, Customer Satisfaction Coordinator or the Department of Public Safety as outlined in this document. A copy of the CAPP can be found in Appendix P.
The CAPP Process
Assaults and acts of aggression should be reported to the Comm Center as soon as they can practically be forwarded and processed. However, not all of these incidents will be reported through this normal channel. Managers and Supervisors should be alert to capture and process verbal conversations, written event reports, E-alerts from the Comm Center, Security Incident Reports, Employee Injury Reports and radio log entries. Management should endeavor to quickly identify these occurrences to Pierce Transit entities involved in the processing of information in order to assist the employee(s) involved. Communicating this information and ensuring it is acted upon will be the combined responsibility of the CAPP Team:

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

### 3.1.7 Safety Inspections
Safety inspections are performed to:

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

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

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

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

- **Category I – Catastrophic**
  Operating conditions are such that human error, environment, design deficiencies, element, sub-system or component failure or procedural deficiencies may cause *death or major system loss*, thereby requiring immediate cessation of the unsafe activity or operation.

- **Category II – Critical**
  Operating conditions are such that human error, environment, design deficiencies, element, sub-system or component failure or procedural deficiencies may cause *severe injury or illness or major system damage* thereby requiring immediate action including immediate cessation of the unsafe activity or operation.

- **Category III – Marginal**
  Operating conditions may cause *minor injury or illness or minor systems damage* and human error, environment, design deficiencies, sub-system or component failure or procedural deficiencies can be counteracted or controlled without serious injury, illness or major system damage.

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

The Safety Department will use the *Track-It Manager* program for both the inspection forms and a record of the Safety Department inspections. Completed inspection forms are generated from the Track-It Manager program and forwarded to the responsible employee(s) for timely correction. An example of a completed inspection form can be found in Appendix F.
Every inspection is recorded and retained in Track-It. This record is used to follow up on accident reports and hazard mitigation.

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

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

- Single or multidiscipline cases
- Small or large cases

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

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

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

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

3.1.8.1 Reporting Criteria

The table below summarizes Pierce Transit’s reporting criteria:

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

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 and Risk Offices 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 assigned and 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 and Risk Departments conduct a Safety Risk Assessment to determine the seriousness of the risk. Factors considered include the likelihood of occurrence, the severity of the consequences should there be an occurrence, and the level of exposure to the hazard.

The evaluation consists of:

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

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

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

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

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

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

A copy of our Safety Guidelines for Visitors and Contractors can be found in Appendix I.
### 3.2.1 Safety Risk Evaluation Matrix

![Risk Evaluation Matrix Image]

#### 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.

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

Pierce Transit’s safety assurance activities for supporting oversight and performance evaluation includes, but is not limited to:
- Monthly KPI Reviews (published for all departments to review)
- Safety Inspections and Surveillance Surveys
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.

There are three subcomponents under Safety Assurance:

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

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

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

4.1.1 Data Collection
Safety, Risk Management, Maintenance, the Training Department and Operations work collaboratively as a team to collect, analyze and disseminate the data necessary to demonstrate the effectiveness of the Agency operations system and the SMS. This data comes from a number of sources including, but not limited to:
• Event reports on safety and security incidents, accidents, injuries and illnesses
• Observations of operations reports
• Internal and external inspection, survey, and audit reports
• Safety Hotline comments and suggestions
• Historic recall
• Seasonal events and effects
• Environmental considerations
• Deployment of new equipment
• Maintenance common fleet issues
• Process review and improvement
• Leadership training
• Emergency planning
• SORT training content
• Zonar vehicle inspection system (see Appendix Q for detailed information)
• Collaboration on ongoing safety performance, targets and processes

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

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

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

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

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

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

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

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

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

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

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

A formal process for change management should take into account the following considerations:
• Criticality of systems and activities
• Stability of systems and operational environments
• Past performance
• Organizational changes, including Agency Leadership and Accountable Executive changes
• Design and implementation of new systems and other capital projects
• Changes to existing systems or service
• New services provided to the public
• New operations or maintenance procedures
• Changes to existing operations or maintenance procedures
• Changes in capabilities and organizational capacity
• Procurement process changes
• Changes to relevant regulations, laws, policies or the FTA’s National Public Transportation Safety Plan that may impact safety programs, SRM process or safety performance

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

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

Pierce Transit Safety, Risk and Training departments review issues, such as:
• Construction areas
• Hazardous locations
• Public/employee safety concerns
• Maintenance/vehicle-related safety issues

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

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

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

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

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

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

### 4.3 Continuous Improvement Process

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

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

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

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

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

### 5 Safety Promotion, Training and Communication

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

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

#### 5.1 Training

##### 5.1.1 Employee Safety Training

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

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

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

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

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

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

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

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

- Health and wellbeing as it relates to safety
- Customer service
- Diffusing angry customers
- De-escalation techniques
- Operation skills
- Ergonomics
5.1.3 **Mechanical Certification and Training**
Pierce Transit encourages vehicle maintenance staff to obtain Automotive Service Excellence (ASE) certification by providing extra pay for staff who have obtained certification. This is provided in the employee contract.

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

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

Further recordkeeping and training documentation can be accessed at:
- Track-it
- Workforce Development Department
- Operations Decisions Database System
- RePortal

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

5.1.5 **Training 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
- SMS Training

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

In 2021, the Maintenance Department plans to install the [SAFESTART] safety and
human error reduction training program. This program covers topics such as:

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

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

Safety Committee Guidelines can be found in Appendix M.

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

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

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

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

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

5.2.6 Employee Recognition Programs
Pierce Transit has established recognition programs for employees to promote safety performance, build morale and focus attention on achieving the Agency’s safety goals.
• Operator of the Month
• Quarterly Smooth Driver Award
• Yearly Honor Roll Award
• Employee of the Quarter

• Million Mile Club
• Distinguished Driver Awards
• Good Job Cards.
APPENDIX A – Job Hazard Analysis Example

Job Hazard Analysis
Forklift Operation

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, PT

Date: 02/15/18

Required PPE: Non-slip work shoes

Required/Recommended Trainings:
Forklift operation (by certification)

<table>
<thead>
<tr>
<th>TASK</th>
<th>HAZARDS</th>
<th>CONTROLS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Driving a Forklift</td>
<td>Concussion, Whiplash, Laceration, Contusion, Trauma</td>
<td>Always wear a seatbelt when operating a forklift and always operate the forklift from the operator’s seat.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Slow down for turns, uneven or slippery surfaces.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Watch for clearances for forks, mast, guards and swing radius.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>When traveling with an empty load:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Travel with the lifting mechanism slightly raised off the ground, keep vision clear.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Travel with the lifting mechanism in front of you when traveling down hill</td>
</tr>
<tr>
<td></td>
<td></td>
<td>When traveling with a weighted load:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Make sure forks are spaced as far as load permits.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Loads should be evenly and securely stacked.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Never handle loads that are higher than the load bracket.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Avoid any sudden stops, starts, turns or changes in direction.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Never angle or turn on an incline.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>When traveling uphill, always have the load in front of you.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Never exceed rated capacity.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Keep clear view of travel path, if load is blocking view then travel with load behind you.</td>
</tr>
</tbody>
</table>
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 risks present in the applicable work classification. It is the responsibility of all employees, supervisors, and managers to constantly evaluate each work task (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.

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

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

EMPLOYEE NAME: [Blank]

EMPLOYEE MEMBER: [Blank]

HIRE DATE: [Blank]

EMPLOYEE SIGNATURES: [Blank]

ADMINISTRATOR: [Blank]
# APPENDIX B – Guest Rider Form

**Host Agency**

**Guest Rider Agency**

**Transit Operator:**

* (Name if Known)

**Vehicle #:**

0126

**Boarding Location:**

4th and Pine

**Deboarding Location:**

Madison and Washington

**Date:**

05/15/2016

**Brd Start Time:**

9:00 am

**Brd End Time:**

9:30 am

**Route Number:**

121

**SCORE:**

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

1. **Smooth**
   - N/O

2. **Turns**
   - N/O

3. **Bus Stops**
   - N/O

4. **Lane Use**
   - N/O

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

6. **Intersection awareness**
   - N/O

7. **Defensive driving skills**
   - N/O

8. **Steering control**
   - N/O

9. **Stops**
   - N/O

10. **Orderliness**
    - N/O

11. **Lights**
    - N/O

12. **Brakes**
    - N/O

13. **Windshield wipers**
    - N/O

14. **Odor**
    - N/O

15. **Wears seatbelt**
    - N/O

16. **Door operation**
    - N/O

17. **ADA compliance**
    - N/O

18. **Climate control**
    - N/O

19. **Proper uniform**
    - N/O

20. **Radio use**
    - N/O

21. **Route turnover**
    - N/O

22. **Proper body mechanics**
    - N/O
APPENDIX C – DriveCam Sample Distinguished Driving Award

Certificate of Recognition

PierceTransit

Acknowledges that

PIERCE TRANSIT OPERATORS

have demonstrated exceptional skill, sound judgement and a commitment to driving safely, and are therefore awarded this

Distinguished Driving Award

For actions exhibited on September 12, 2020

Mike Griffin, Chief Operating Officer
APPENDIX D – DriveCam Safety Program

LYTX DRIVECAM™
SAFETY PROGRAM
BEHAVIOR MATTERS

August 2, 2017

AGENDA

• Introduction
• Myths about the Lytx DriveCam™ safety program
• Why are we adopting the DriveCam® safety program?
• How does the program work?
• Q&A
MYTHS ABOUT THE LYTX DRIVECAM SAFETY PROGRAM
ONLY SAVES VIDEO WHEN TRIGGERED
Video is not continuously saving

*Some companies save 20 seconds of video

DRIVERS ARE IN CONTROL
• Driving maneuvers are the main things that trigger an event
• Event recorder only saves 12 seconds of video*

NO SPYING
No one has access into the cab to watch the driver

MANAGEMENT CANNOT
• Look into the cab
• Turn on the event recorder
• Remotely trigger the event recorder to save video

Nor do we want to
NOT INTENDED TO BE PUNITIVE
Helps identify unknown habits

THE PURPOSE IS TO
- Protect the driver!
- Help during litigation
- Improve driving skills
- Reduce collisions

WHY WE ARE ADOPTING THE DRIVECAM SAFETY PROGRAM
SAFETY HAS ALWAYS BEEN A TOP PRIORITY AT PIERCE TRANSIT
Our culture is built around safety

Safety Service Schedule

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

MANY KEY BENEFITS
The DriveCam program has many benefits

FOR THE DRIVERS
Protection!
• Against false accusations
• Protect your reputation
Keep You Safe!
• Raise awareness of risk
• Improve your driving habits

FOR THE ORGANIZATION
Protection!
• Against false accusation
• Our reputation—win new business
Save Money!
• Fewer collisions
• Avoid a big lawsuit payout
• Less maintenance
HOW DOES THE PROGRAM WORK?

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)

JUST SO YOU KNOW: ROAD CONDITIONS CAN ALSO TRIGGER EVENTS

Events triggered by rough roads are not sent for coaching.

- Potholes
- Railroad Crossings
- Rough Roads
DRIVECAM SAFETY PROGRAM PROCESS

Event Saved
- Event data is captured from high g-force, ADAS signals, posted speed, etc

Event Transferred
- Daily transfers via cell

Coach & Reward
- Review “game” film
- Recognition

Skills Improve
- Changed behaviors

RECOGNIZING SAFE DRIVERS

[Images of people holding awards and certificates]
**SF-1 EVENT RECORDER**

- Mounted on the windshield or dashboard

- Enhanced video quality with 10 fps plus image quality tuning

- ECM connection captures speed, fuel and vehicle data

- Multiple camera support, road-facing continual recording*

---

**EXONERATIONS**
QUESTIONS

WHAT’S ON YOUR MIND?
### APPENDIX E - Department Inspection Sheets

**Resolution No. 2021-008**

**Exhibit A**

| Item | Yes | No | Comments seal
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Check list</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safety policies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees - good condition, no broken</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electrical cords - good condition, no exposed wire</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Walls, mirrors, clean, free of dust, boxes &amp; equipment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safety positions - replaced when necessary</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency evacuation signs - posted and legible</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exit signs - visible, not blocked</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency lights - visible, not blocked</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exit doors - clean and clear</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fire extinguishers - accessible</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Windows - clean and clear</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Doors - clean and clear</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trash cans - clean and clear</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Date:**

**Person(s) checking:**
<table>
<thead>
<tr>
<th>Items Checked</th>
<th>Items Missing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Resolutions Maintenance - BLDG 2**

**Pierce Transit Safety Inspection Checklist**
<table>
<thead>
<tr>
<th>Item</th>
<th>Checked</th>
</tr>
</thead>
<tbody>
<tr>
<td>Check for loose, broken, or missing parts</td>
<td></td>
</tr>
<tr>
<td>Electrical outlets – good condition, not broken</td>
<td></td>
</tr>
<tr>
<td>Electrical cords – good condition, no exposed wires</td>
<td></td>
</tr>
<tr>
<td>Wiring – secure, clean, clear of debris, boxes &amp; equipment</td>
<td></td>
</tr>
<tr>
<td>Safety posts – replaced when necessary</td>
<td></td>
</tr>
<tr>
<td>Emergency equipment – visible, not blocked</td>
<td></td>
</tr>
<tr>
<td>Eyes – clearly marked, not blocked inside or out</td>
<td></td>
</tr>
<tr>
<td>The environment – accessible</td>
<td></td>
</tr>
<tr>
<td>Aisle – clean and clear</td>
<td></td>
</tr>
</tbody>
</table>
# APPENDIX F – Sample Quarterly Safety Inspection Report from Track-it

## FACILITY SAFETY INSPECTION CHECKLIST

<table>
<thead>
<tr>
<th>Location ID:</th>
<th>LOC3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspector ID:</td>
<td>2002</td>
</tr>
<tr>
<td>Date:</td>
<td>03/Jan/2021</td>
</tr>
<tr>
<td>Location Name</td>
<td>Building 3</td>
</tr>
<tr>
<td>Inspector Name</td>
<td>Jason L. Hovde</td>
</tr>
</tbody>
</table>

### Life Safety Issues/Housekeeping:

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

### Comment:

### Final Grade Recommendation:

| Issues Found |
# APPENDIX G – Fire Extinguisher Inspection Sheet

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

CONTRACTOR SAFETY CHECKLIST

I. Work Rules

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

II. Personal Protective Equipment

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

III. Hazardous Chemicals

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

IV. Emergency Equipment

Fire extinguishers are located throughout the agency. Locations are marked with red signs on the walls/beam. 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 569-6371 or 581-8109.

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

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

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

VII. Personal Hygiene / Housekeeping

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

VIII. Doorways

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

IX. Smoking

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

Cigarette butts must be properly disposed of in approved containers.

X. Hot Work Permits

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

XI. Lockout – Tagout

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

XII. Asbestos Encapsulation

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

XIII. Drug Free Work Place

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

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

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

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

XV. Safety Orientation Checklist

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

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

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

Contractor Representative’s Signature, Date

Pierce Transit - Safety Officer, Date

Company Name

Special comments:
APPENDIX I – Safety Guidelines for Visitors & Contractors

Visitors:

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.

Safety Guidelines

- 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 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 disturb 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 the virtual siren follows 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
SafetY Guidelines
For Visitors & Contractors

253.581.8000 | PierceTransit.org
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 I 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
- From 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.*
### APPENDIX J – Sample Corrective Actions Tracking

<table>
<thead>
<tr>
<th>Resolution No.</th>
<th>Description</th>
<th>Due Date</th>
<th>Completed By</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021-008 E</td>
<td>Corrective actions for non-conformance</td>
<td>10 Jan 2022</td>
<td>John Doe</td>
<td>Completed on 15 Jan 2022</td>
</tr>
<tr>
<td>2021-008 F</td>
<td>Corrective actions for non-conformance</td>
<td>10 Jan 2022</td>
<td>Jane Smith</td>
<td>In progress since 15 Jan 2022</td>
</tr>
<tr>
<td>2021-008 G</td>
<td>Corrective actions for non-conformance</td>
<td>10 Jan 2022</td>
<td>Robert Lee</td>
<td>Not started</td>
</tr>
</tbody>
</table>

Exhibit A
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.
APPENDIX L – Safety E-Learning Courses

Course List as of 4/5/2021

A COVID-19 Response: Returning to Work
Accident Incident Investigation
Aggressive Driving and Road Rage
Arc Flash Safety
Area and Door Control Monitor Responsibilities
Avoiding Collisions While Backing & Parking
Avoiding the Crush Zone
Back Safety
Backhoe Safety with Trackhoe Supplement
Basic Construction Safety
Basic Industrial Safety
Basic Plus - CPR, AED, and First Aid for Adults
Behavior-Based Safety for Supervisors
Bloodborne Pathogens
Bloodborne Pathogens Condensed
Compressed Gas Safety
Confined Space Entry
Defensive Driving
Defensive Driving for Passenger Vans
Driving Around Animals
Driving in Adverse Weather
Driving While Impaired
Driving with Distractions

Electrical Safety
Employee Safety Awareness
Eye and Face Protection
Fall Protection
Fire and Explosion Hazards
Fire Prevention
Flagger Safety
Forklift Safety
General Safety Boost Episode 1: Ergonomics
General Safety Boost Episode 10: Skin Protection
General Safety Boost Episode 11: First Aid
General Safety Boost Episode 12: Active Shooter
General Safety Boost Episode 2: Back Safety
General Safety Boost Episode 3: Trip Hazards
General Safety Boost Episode 4: Emergency Preparedness
General Safety Boost Episode 5: Fire Safety
General Safety Boost Episode 6: Hazard Communication
General Safety Boost Episode 7: Slip Hazards
General Safety Boost Episode 8: Drug-Free Workplace
Safety in Our Workplace-Pierce Transit

Safety Policies

Safety Leadership Development

Safety Meeting, Q1/2021, Part 1 of 2

Safety Meeting, Q1/2021, Part 2 of 2

Safety Meeting, Q4/2020, Part 1 of 2

Safety Meeting, Q4/2020, Part 2 of 2

Scaffolding Safety

Slips, Trips, and Falls

Snow Plow Safety

Space and Time Management

Spill Prevention and Control

Street Sweeper Safety

Stress Management at Work and Elsewhere

Survival Driving - Emergencies and Natural Disasters

Survival Driving - Urban Driving

Tailgate Topics - Avoiding Accidents

Tailgate Topics - Buckle Up

Tailgate Topics - Distracted Driving: Drop it & Drive

Tailgate Topics - Driving Defensively

Tailgate Topics - Drowsy Driving

Tailgate Topics - Emotional Driving

Tailgate Topics - Hang Up and Drive: Cell Phones + Driving

Tailgate Topics - Intersections

Tailgate Topics - Look Back: Mirror, Mirror on the Car

Tailgate Topics - Safe Following

Tailgate Topics - Winter Driving

Trip and Transportation Safety

Turning Hazards

Vehicle Care and Maintenance

Winter Driving Safety

Work during COVID-19 orientation

Work Zone Safety

Working Outdoors in Warm Weather

Workplace Ergonomics

Alerta de clima extremo: ¿estás preparado?

Bloqueo y etiquetado de alto impacto

Como Controlar Los Vicios de Drogas y Alcohol...Para Empleados

Comprender y prevenir enfermedades relacionadas con el calor

Conducción distraída

Conducir con Seguridad

Correcta limpieza: responsabilidad de todos

Directo al grano: entrada a espacios cerrados

Entrada a espacios cerrados

Factores de caída: comprender y prevenir resbalones, tropiezos y caídas

Formación para empleados sobre sulfuro de hidrógeno

Investigación de accidentes

La conservación auditiva y tú

Lecciones aprendidas de las heridas en las manos [sin gráficos]
Muévelo con seguridad: evitar lesiones al desplazar materiales, breve
Patógenos de transmisión sanguínea en instalaciones comerciales e industriales
PowerLift: ¡formación de elevación que funciona!
PPE: tu última capa de protección
Prácticas de trabajo eléctrico seguro y NFPA 70E© 2015
Prefiero mirar a otro lado: tres historias sobre seguridad laboral
Preparación y respuesta ante emergencias
Prevenir incendios en trabajos en caliente
Primeros Auxilios
Protección Contra Caídas
Protección de máquinas y seguridad del operario
Proteger nuestra visión
Reconocimiento de riesgos
Salud de la espalda
Seguridad antiincendios para trabajadores de oficina
Seguridad antiincendios para trabajadores industriales
Seguridad de grúas
Seguridad eléctrica
Seguridad eléctrica para todos
Seguridad eléctrica para trabajadores cualificados
Seguridad en el Uso de Escaleras
Seguridad en la conducción
Seguridad en plataformas de trabajo aéreas
Seguridad ocular
Seguridad para el operario de carretillas elevadoras
Seguridad peatonal en entornos con carretillas elevadoras
Seguridad que funciona: resumen de seguridad laboral y responsabilidades
Sobrevive: seguridad del empleado en espacios cerrados
Sobrevive: seguridad del empleado en espacios cerrados, breve
Sobrevivir a la caída: uso correcto de tu sistema anticaídas personal
Soldar en condiciones de seguridad
Teléfonos móviles en el trabajo: una peligrosa distracción
Tirador: sobrevivir a un ataque
Tiradores y violencia en el lugar de trabajo
Tomar decisiones seguras: sobreponerse a la naturaleza humana
Tómate un tiempo por tu seguridad
Tratar con el abuso del alcohol y las drogas (para gerentes y supervisores)
Uso seguro y operación de grúas industriales
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.
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

<table>
<thead>
<tr>
<th>Revision Number</th>
<th>Date</th>
<th>Section</th>
<th>Update By</th>
<th>Approved By</th>
</tr>
</thead>
<tbody>
<tr>
<td>090117</td>
<td>09/01/2017</td>
<td>All</td>
<td>Rob Hyuck</td>
<td>Sue Dreier</td>
</tr>
</tbody>
</table>

**Nature of revision**

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

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

**Nature of revision**

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

<table>
<thead>
<tr>
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<th>Date</th>
<th>Section</th>
<th>Update By</th>
<th>Approved By</th>
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</thead>
<tbody>
<tr>
<td>102519</td>
<td>10/25/2019</td>
<td>3.1.6</td>
<td>Reggie Reese, Jason Hovde, Amy Maxwell</td>
<td>Sue Dreier</td>
</tr>
</tbody>
</table>

**Nature of revision**

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

<table>
<thead>
<tr>
<th>Revision Number</th>
<th>Date</th>
<th>Section</th>
<th>Update By</th>
<th>Approved By</th>
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<tbody>
<tr>
<td>112519</td>
<td>11/25/2019</td>
<td>3.2.1</td>
<td>Reggie Reese, Jason Hovde, Amy Maxwell</td>
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</table>

**Nature of revision**

Adjusted Safety Risk Evaluation Matrix to reflect standard model.

<table>
<thead>
<tr>
<th>Revision Number</th>
<th>Date</th>
<th>Section</th>
<th>Update By</th>
<th>Approved By</th>
</tr>
</thead>
<tbody>
<tr>
<td>062620 Annual Review (Rev. 2)</td>
<td>06/26/2020</td>
<td>Multiple – See below.</td>
<td>Reggie Reese, Jason Hovde, Amy Maxwell</td>
<td>Sue Dreier</td>
</tr>
</tbody>
</table>

**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.

<table>
<thead>
<tr>
<th>Revision Number</th>
<th>Date</th>
<th>Section</th>
<th>Update By</th>
<th>Approved By</th>
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<tr>
<td>032621</td>
<td>03/26/2021</td>
<td>Multiple – See below.</td>
<td>Reggie Reese, Jason Hovde, Amy Maxwell, Brentt Mackie</td>
<td></td>
</tr>
</tbody>
</table>

**Nature of revision**

Cover – Adjusted year, cover photo and revision number

1. Acronym Glossary – Added BRT and COO. Also adjusted OPS to be Operations instead of Operating.

2.3.2 – Added photo for collaboration/internal safety department goals for a visual.

2.5 – Recreated Figure 2 – Pierce Transit SMS Organization Chart to reflect adjustments made in the Agency.

2.5.2 – Adjusted title from Executive Director of Service Delivery & Support to Chief Operating Officer (COO).

2.5.3 – Adjusted verbiage for clarification on aggressive behavior and changed the name of the Safety Transit Integration Group to Joint Bus Safety Committee. Also removed bullet for auditing the Drug & Alcohol program.

2.5.4 – Adjusted ensuring to “to ensure”

2.5.5 – Added Safety Responsibilities of Emergency Management Coordinator

2.5.5-2.5.8 – Numbering adjusted due to addition of 2.5.5.

2.5.8 – Adjusted matrix with correct responsibilities and department names.

2.6 – 1. and 2. Re-worked these sections and combined to reflect the Emergency Management Coordinator position. Also removed table and replaced with summary of resources available in the My-EOP application. 3. (changed to 2.) Public Safety Department – minor grammar changes, replaced Executive Director of Service Delivery & Support with Chief Operating Officer, adjusted year for SSEPP update, and added in verbiage Coordination of TVA revision in 2021 and SSMP currently being revised to include Bus Rapid Transit (BRT) 2021.

4 – Removed.

2.7.1 – Adjusted verbiage on requirements for additional training needed on chemicals for clarification.

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

1 Acronym Glossary – Changed title to Acronym Glossary and Definitions. Also added in FTA Definitions from 49 CFR § 673.5 of the Public Transportation Agency Safety Plan regulation.

3.1 – Added FTA definition of a hazard and a bullet stating Data and information from FTA and other oversight authorities.

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

4.1.1 – Added the following language: In addition, internally this document and accompanying reference documents are permanently posted on the Agency’s e-Learning sites, Agency shared intranet, and updates are published and posted to the Agency annually.

4.2 – Added the following bullet items: Organizational changes, including Agency Leadership and Accountable Executive changes. Design and implementation of new systems and other capital projects. Changes to existing systems or service. New services provided to the public. New operations or maintenance procedures. Changes to existing operations or maintenance procedures. Changes in capabilities and organizational capacity. Procurement process changes. Changes to relevant regulations, laws, policies or the FTA’s National Public Transportation Safety Plan that may impact safety programs, SRM process or safety performance.

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

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

5.2.1 – Added SMS Training to Employee Safety Meeting topics.

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

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

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

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

**GOAL 1: SMS TO REDUCE CASUALTIES/OCURRENCES**

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

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

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

### FATALITIES

<table>
<thead>
<tr>
<th>OBJECTIVE/OUTCOME</th>
<th>METRICS (KPIs)</th>
<th>BASELINES</th>
<th>TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce the number of transit-related fatalities</td>
<td>Number of fatalities per 100 million service miles traveled</td>
<td>Zero fatalities</td>
<td>Zero fatalities</td>
</tr>
</tbody>
</table>

### ACCIDENT FREQUENCY RATE

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

### ACCIDENT SEVERITY

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

<table>
<thead>
<tr>
<th>OBJECTIVE/OUTCOME</th>
<th>METRICS (KPIs)</th>
<th>BASELINES</th>
<th>TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce the frequency and severity of preventable transit-passenger related injuries</td>
<td>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.</td>
<td>Passenger Injury Rate (PIR) Passenger Injuries from the previous year – 2019 = 8 Pax Accidents X 100,000/11,214,584 = .07 PIR 2020 = 3 Pax Accidents x 100,000/9,547,128 = .03 PIR</td>
<td>5% improvement over the previous year. (.063 PIR) COVID-19 Factor (2019 PIR – 10%)</td>
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## EMPLOYEE INJURY ACCIDENTS

<table>
<thead>
<tr>
<th>OBJECTIVE/OUTCOME</th>
<th>METRICS (KPIs)</th>
<th>BASELINES</th>
<th>TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce the number of employee service related injuries</td>
<td>Number of employee injuries per 200,000 total work hours</td>
<td>Injury Frequency Rate (IFR) from the previous year 2019 = 68 Recordable Cases x 200,000/1,809,087 Labor Hours = 7.51 IFR 2020 = 43 Recordable Cases x 200,000/1,647,574 Labor Hours = 5.22 IFR</td>
<td>5% improvement over the previous year. 2021 IFR (projected) = 6.76 COVID-19 Factor (2019 IFR – 10%)</td>
</tr>
</tbody>
</table>

## EMPLOYEE INJURY SEVERITY

<table>
<thead>
<tr>
<th>OBJECTIVE/OUTCOME</th>
<th>METRICS (KPIs)</th>
<th>BASELINES</th>
<th>TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce employee time lost due to work-related injuries and illnesses</td>
<td>Number of work-related injuries and illnesses that results in time lost and total days away from work per month</td>
<td>Lost Time Injury Frequency rate vs. Time Loss Severity from previous year 2018 = 1436 Lost Work Days/68 Recordable Cases = 21.1 Days/Case 2019 = 1939 Lost Work Days/62 Recordable Cases = 31.3 Days/Case 2020 = 1568 Lost Work Days/43 Recordable Cases = 36.5 Days/Case</td>
<td>5% improvement over the previous year. 2021 Time Loss Severity (projected) = 28.17 COVID-19 Factor (2019 Time Loss Severity – 10%)</td>
</tr>
</tbody>
</table>

## FACILITY AND SYSTEM SAFETY INSPECTIONS

<table>
<thead>
<tr>
<th>OBJECTIVE/OUTCOME</th>
<th>METRICS (KPIs)</th>
<th>BASELINES</th>
<th>TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the assessment and analysis of physical system facilities, equipment and procedures to identify and mitigate any potential safety risks</td>
<td>Number of facility safety audits, inspections, completed quarterly per year</td>
<td>1 per quarter 2020 = 3 quarterly inspections</td>
<td>Complete one full facility safety inspection per quarter and ensure all Pierce Transit-operated facilities are inspected at least twice per year</td>
</tr>
</tbody>
</table>
## REVENUE VEHICLE PRE-TRIP INSPECTIONS (QUALITY)

<table>
<thead>
<tr>
<th>OBJECTIVE/OUTCOME</th>
<th>METRICS (KPIs)</th>
<th>BASELINES</th>
<th>TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase quality of operators reporting vehicle safety related issues through verifiable daily pre-trip inspection process</td>
<td>Install ZONAR on all revenue vehicles, train operators, feed through EAM system. Move from exception-based reporting</td>
<td>Reporting is all exception based</td>
<td>Build baseline using Zonar Ground Traffic Control (Goals and targets TBD after first quarter of Zonar operation)</td>
</tr>
</tbody>
</table>

## 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

<table>
<thead>
<tr>
<th>OBJECTIVE/OUTCOME</th>
<th>METRICS (KPIs)</th>
<th>BASELINES</th>
<th>TARGETS</th>
</tr>
</thead>
</table>
| Increase attendance at regular transit safety meetings comprised of staff at varying levels, including executives, officers, managers, operators, administrative employees and maintenance employees | Percent of employees who participate in the quarterly safety meeting          | An average of 52.7% of employees participated in the quarterly safety meetings in 2019. 2020 safety meetings cancelled due to COVID-19. | 10% increase in attendance over the previous year  
Target = 58%                                                                 |

**COVID caused cancellation of in-person training. However, there were 839 participants in SORT Training, six times the amount from the previous year. Resumed quarterly safety meeting schedules in virtual format. Will continue until restrictions are lifted.**

<table>
<thead>
<tr>
<th>OBJECTIVE/OUTCOME</th>
<th>METRICS (KPIs)</th>
<th>BASELINES</th>
<th>TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase employee safety training opportunities and attendance</td>
<td>New 2019 Learning System thru NEOGOV created</td>
<td>Establish usage and targets in 2019</td>
<td>Completed safety library in NEOGOV.</td>
</tr>
</tbody>
</table>

## SAFETY COMMUNICATIONS

<table>
<thead>
<tr>
<th>OBJECTIVE/OUTCOME</th>
<th>METRICS (KPIs)</th>
<th>BASELINES</th>
<th>TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase safety material distributed to employees and the general public</td>
<td>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</td>
<td>Weekly Safety Chat, Monthly Safety Statistic &amp; lesson learned, Quarterly Safety Campaign for employees; and Annual safety promotion for general public at the Washington State Fair</td>
<td>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</td>
</tr>
</tbody>
</table>
Distribute relevant defensive driving reminders to operators in real time (on the job).

Timely, relevant messages, content determined by weather identified, service area hazards, historic trends and/or new equipment deployment.

One per hour during peak operating hours.

Refer to overall AFR reduction.

Increase the reporting of near misses and incidents that would otherwise go unreported.

Number of near miss occurrences/incidents documented by DriveCam system and event reports.

Average 12 (avoidable) near collisions per month average

2019 = near collisions = 144
2020 – near collisions = 72

5% reduction over previous year

2021 projection - 129 near collisions per year.

COVID-19 Factor (2019 near miss collisions – 10%)

---

**GOAL 3: SYSTEMS/EQUIPMENT**

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

### ROAD FAILURES

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

### FACILITIES PREVENTIVE (SAFETY) REPAIRS

<table>
<thead>
<tr>
<th>OBJECTIVE/OUTCOME</th>
<th>METRICS (KPIs)</th>
<th>BASELINES</th>
<th>TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response to reports of safety-related equipment/facility concerns, repair requests</td>
<td>Track safety-related responses system wide, to include timeliness and nature of request</td>
<td>On-time response to safety-related work orders from the previous year. 2019 – 100% on time. 2020 – 95% on time.</td>
<td>100% on-time response.</td>
</tr>
</tbody>
</table>
Prioritize preventative safety-related maintenance or inspections

Safety-related PMs completed on schedule. (emergency lights, fire systems, eyewash stations, life safety systems, etc.)

Safety-related on-time preventative maintenance completion from the previous year. 2019 – 95.74% on time. 2020 – 78% on time.

90% on-time response.

Response to safety-related findings during Safety Inspections.

Track safety-related responses system wide, to include timeliness and nature of request.

On-time completion of findings during Safety Inspections from the previous year. 2019 – 85.71% on time. 2020 – 84% on time.

90% on-time response.

GOAL 4: NTD GOALS TO PUGET SOUND REGIONAL COUNCIL

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

SAFETY PERFORMANCE MEASURE: FATALITIES

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

SAFETY PERFORMANCE MEASURE: INJURIES

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

SAFETY PERFORMANCE MEASURE: SAFETY EVENTS

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

SAFETY PERFORMANCE MEASURE: SYSTEM RELIABILITY

(mean distance between major mechanical failures by mode)

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

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

<table>
<thead>
<tr>
<th>Measure</th>
<th>Target-setting Methodology</th>
<th>Target Time Period</th>
<th>Rate Benchmark (Only for Targets 2, 4, 6)</th>
<th>Draft Target (Optional – Islands of Availability)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Total number of fatalities</td>
<td>1995-NTD-036a-9</td>
<td>07-2020</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>2) Fatalities by vehicle revenue miles</td>
<td>1995-NTD-036a-9</td>
<td>07-2020</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3) Total number of injuries</td>
<td>1995-NTD-036a-9</td>
<td>07-2020</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>4) Injuries by vehicle revenue miles</td>
<td>1995-NTD-036a-9</td>
<td>07-2020</td>
<td>4.4</td>
<td></td>
</tr>
<tr>
<td>5) Total number of safety events</td>
<td>5% NTD/FT_409b.003.12.21.11</td>
<td>07-2020</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>6) Safety events rate: by vehicle revenue miles</td>
<td>5% NTD/FT_409b.003.12.21.11</td>
<td>07-2020</td>
<td>4.4</td>
<td></td>
</tr>
<tr>
<td>7) Average distance between major mechanical failures</td>
<td>5% NTD/FT_409b.003.12.21.11</td>
<td>07-2020</td>
<td>20</td>
<td></td>
</tr>
</tbody>
</table>

Resolution No. 2021-008
Exhibit A
SAFETY DEPARTMENT
MONTHLY REPORT

February 2021

DRIVECAM DISTINGUISHED DRIVER AWARDS

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

EDWIN TINTALI
SERGIU GRISCIUC
ALICIA MCKINNEY
DANIEL TWAITES
DELLMER DOSCH
ROBIN DAVES
VENITA TATE

DAMOND GARCIA
NATHANIEL WARE
FELIX DELVILLAR
JENNY CHAILANTE
VALENTINA MACIEL
BEN ETHERIDGE
CHRISTINE ZANDER

FELIPE CHIMAL
HOWARD GREGG
KIRT BALDWIN
MITCH GRADDON
CREGG HANDY

SAFETY CAMPAIGNS

STAY ALERT

31% of fatal crashes in work zones involved at least one large vehicle

SPRING AHEAD

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

SAFETY COMMUNICATION

February 2021

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

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

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

Escalators vs. De-escalators

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

High-Percentage Escalators

■ Cornering
■ Humiliating
■ Ignoring

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

High-Percentage De-escalators

■ Calm/Assessive
■ Informing
■ Reflective listening
■ Opening Questions
■ Unitling

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

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

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

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

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

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

SAFETY SUGGESTIONS

Employees are encouraged to submit safety comments, concerns or suggestions via our QR code, Safety Hotline or Safety Suggestion Cards. All of these are tracked in the Corrective Action Log through TrackIt.
This report includes data through February 28, 2021. There were 6 preventable accidents in February. Preventable accidents are down 7 from 2020. The YTD AFR is 0.48.

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

The Month Over Month Accidents chart shows a decrease in the year-to-date accidents when compared to 2020.
The preventable accidents by type shows 2 each for Left Side Clearance and Inadequate Clearance Under and 1 each for Right Side Clearance and Driver Inattention.

The February Accidents by Route shows 3 on the lot and 1 each on routes 41, 594 and SHUTTLE.
Preventable Accidents by Service Type shows Pierce Transit with 1, Sound Transit with 2, Maintenance with 2 and Paratransit with 1. Supervisors did not have any preventable accidents this month. Good Job!

The DriveCam Risky Behavior chart compares the risky behaviors captured from December 2020 through February 2021.
The chart below shows the various event types, locations, and incident types for each preventable accident.

<table>
<thead>
<tr>
<th>Event Date</th>
<th>City</th>
<th>Street</th>
<th>Event Type</th>
<th>Service Type</th>
<th>Vehicle #</th>
<th>Route #</th>
<th>Vehicle Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>2/3/2021</td>
<td>Tacoma</td>
<td>3401 South 19th Street</td>
<td>Left Side Clearance</td>
<td>PT Paratransit</td>
<td>5144</td>
<td>SHUT-TLE</td>
<td>Cutaway</td>
</tr>
<tr>
<td>2/15/2021</td>
<td>Lakewood</td>
<td>3701 96th Street SW</td>
<td>Left Side Clearance</td>
<td>Maintenance</td>
<td>9099</td>
<td>LOT</td>
<td>40 FT GIL PH</td>
</tr>
<tr>
<td>2/20/2021</td>
<td>Tacoma</td>
<td>24th &amp; Pacific</td>
<td>Inadequate Clearance Under</td>
<td>Fixed Route PT</td>
<td>236</td>
<td>41</td>
<td>40 FT NF</td>
</tr>
<tr>
<td>2/22/2021</td>
<td>Lakewood</td>
<td>3701 96th Street SW</td>
<td>Right Side Clearance</td>
<td>Maintenance</td>
<td>261</td>
<td>LOT</td>
<td>40 FT GIL PH</td>
</tr>
<tr>
<td>2/23/2021</td>
<td>Tacoma</td>
<td>4th &amp; Stadium Way</td>
<td>Inadequate Clearance Under</td>
<td>Fixed Route ST</td>
<td>9735</td>
<td>594</td>
<td>45 FT MCI</td>
</tr>
<tr>
<td>2/23/2021</td>
<td>Lakewood</td>
<td>3701 96th Street SW</td>
<td>Driver Inattention</td>
<td>Fixed Route ST</td>
<td>9101</td>
<td>LOT</td>
<td>40 FT GIL PH</td>
</tr>
</tbody>
</table>
APPENDIX P – Conflict and Assault Prevention Program (CAPP)

CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

PIERCE TRANSIT
3701 96th St SW
Lakewood, WA 98499

Piercetransit.org

VERSION 1.1
MARCH 2021

<table>
<thead>
<tr>
<th>VERSION</th>
<th>APPROVED BY</th>
<th>REVISION DATE</th>
<th>DESCRIPTION OF CHANGE</th>
<th>AUTHOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>Mike Griffin, Exec. Dir., Service Delivery &amp; Chief Safety Officer</td>
<td>Feb 2020</td>
<td>Created</td>
<td>Reggie Reese, Jason Havrda</td>
</tr>
<tr>
<td>1.1</td>
<td>Mike Griffin, COO &amp; Chief Safety Officer</td>
<td>March 2021</td>
<td>Updated</td>
<td>Derek Withrow, Mike Hayes</td>
</tr>
</tbody>
</table>
CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

APPROVALS

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

This program has been distributed internally within Pierce Transit.

Approved: ___________________________ Date ____________

Mike Griffis, Chief Operating Officer
Chief Safety Officer
CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

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

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

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

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

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

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

---

1 This TAPTCO-produced program is used for basic CONFLICT AND AGGRESSION MANAGEMENT training.
CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

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

C.A.P.P. Incident Management

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

1. Requesting (from the Department of Public Safety) and watching available relevant video/audio footage of the incident. The Customer Satisfaction Coordinator should chart points of significance throughout the video/audio capture for review with employee and law enforcement authorities as needed.

2. Contacting PT Peer Support 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 Team member may provide Employee Assistant Program (EAP) information to the employee.

3. Reviewing video/audio of the incident with the employee while referencing the following “4 Truths” from TAPTCO’s Conflict and Aggression Management training:
   
   Truth 1 - PEOPLE HAVE A NEED TO BE RESPECTED
   
   Truth 2 - PEOPLE WOULD RATHER BE ASKED, NOT TOLD
   
   Truth 3 - PEOPLE HAVE A DESIRE TO KNOW WHY
   
   Truth 4 - PEOPLE PREFER TO HAVE OPTIONS OVER THREATS

4. Provide coaching directly related to the incident on how to better approach situations and prevent potential assault in the future. As the 4 techniques regarding conflict and aggression management are discussed in the video, the supervisor should discuss where these techniques might have been used to de-escalate the previous situation(s) along with any “missed opportunities” observed.

5. Review the agency’s assault prevention policies and practices with the employee (Transit Operator Manual Section D), shown below.

6. If it is determined that the employee may have (due to misunderstanding of policy) failed in any way to follow techniques to de-escalate the situation, a review of refresher de-escalation training (via the TAPTCO Conflict and Aggression Management training program) will be conducted with employee.

7. If any potential violation of law, regulation, policy, procedure or collective bargaining agreement provision has been identified, the incident will be referred to the Assistant Manager for separate review and investigation.

8. All incident files will be reviewed by the direct supervisor of the employee involved and will sign off that all follow up has been completed.
ASSAULT PREVENTION (Transit Operator Manual, Section D)

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

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

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

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

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

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

Before requesting assistance, consider the following:

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

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

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

DETAINING

For everyone’s safety, do not under any circumstances attempt to detain someone. In some cases, you may encourage someone to remain where they are for their own safety; however, you must not detain them. Not opening the doors of your coach to allow someone to leave could be construed as “detaining”.
CONFLICT AND ASSAULT PREVENTION PROGRAM (CAPP)

Appendix A

Optional Questions for Incident Review

PEOPLE HAVE A NEED TO BE RESPECTED
- Was the employee’s interaction with the aggressor respectful?
- Was the other party (i.e. passenger) being respectful?

PEOPLE WOULD RATHER BE ASKED, NOT TOLD
- Was there a time when either party were being told to do something rather than asked?

PEOPLE HAVE A DESIRE TO KNOW WHY
- During the exchange did anyone explain “why” they took the position which might have led to the conflict?
- Was the request depersonalized? Example: “Agency policy requires that we cannot transport intoxicated passengers”.

PEOPLE PREFER TO HAVE OPTIONS OVER THREATS
- What options were offered?
- Listening to discussion, was anything done or said which could have been perceived as “threatening” to either party?

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

ZONAR CONNECT™

Key Differentiators – Built for Today and the Future

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

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

Safety, Efficiency and Compliance

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

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

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

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

- Camera
  Capture and send pictures of inspection defects and logistics documents.
Operate with Zonar’s suite of apps or choose to customize the experience with your own.

Patented Electronic Verified Inspection Reporting

- **Tag**: Data-encoded RFID tags in each inspection zone of an asset that adhere to DOT compliance requirements
- **Inspect**: The individual performing the inspection must physically scan each tag on the asset verifying date/time check was performed
- **Transmit**: Defects or vehicle damage can be captured with a 5 mega-pixel camera to easily transmit photos to maintenance. After the tablet is docked inside the vehicle, inspection data is seamlessly transferred back to Ground Traffic Control. Fleet managers and maintenance personnel have immediate access to the inspection data from the field prioritize and schedule repairs.
Customer Care: 24/7/365

- One call for both hardware and software support
- Dedicated field service representative
- Customized training materials and agendas
- Pro-active account monitoring
- Remote and on-site ongoing training
- Online training videos & help documentation
Action Agenda
TITLE: A Resolution of the Board of Commissioners of Pierce Transit Appointing Michael Griffus to Serve as the Chief Executive Officer of Pierce Transit

DIVISION: Executive

SUBMITTED BY: Deanne Jacobson, Clerk of the Board

RELATED ACTION: N/A

ATTACHMENTS:

Proposed Resolution
Exhibit A, Proposed Employment Contract

RELATED TO STRATEGIC PLAN: N/A

BUDGET INFORMATION

Is it Budgeted? ☒ Yes / ☐ No

Project Name or Number: N/A

☒ Operating Budget
☐ Capital Budget

FUNDING SOURCE:

<table>
<thead>
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<th>Source</th>
<th>Amount</th>
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</tr>
<tr>
<td>Total Expenditure</td>
<td>$ N/A</td>
</tr>
</tbody>
</table>

EXPLANATION:
The budget amount is subject to contract negotiations of a salary up to $250,000.00 and negotiating an acceptable benefit package.

BACKGROUND:

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

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

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

1. Do not appoint Michael Griffus to serve as the Chief Executive Officer and re-open the recruitment process.

2. Amend the terms of the proposed employment agreement with Mr. Griffus, subject to further negotiations between the parties.

PROPOSED MOTION:

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

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

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

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

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

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

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

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

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

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

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

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

Section 1. Michael Griffus is hereby selected as the duly appointed and qualified Chief Executive Officer of Pierce Transit to perform such duties and receive such benefits and compensation, pursuant to the employment contract attached hereto as Exhibit A.
ADOPTED by the Board of Commissioners of Pierce Transit at their regular meeting thereof held on
the 9th day of August 2021.

PIERCE TRANSIT

________________________
Marty Campbell, Chair
Board of Commissioners

ATTEST/AUTHENTICATED

________________________
Deanne Jacobson, CMC
Clerk of the Board
PIERCE COUNTY PUBLIC TRANSPORTATION BENEFIT AREA CORPORATION
CHIEF EXECUTIVE OFFICER EMPLOYMENT AGREEMENT

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

RECITALS

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

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

AGREEMENTS

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

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

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

3. **Duties.** Executive shall serve as Chief Executive Officer. As such, Executive shall be responsible for general supervision and management of the affairs of Pierce Transit under the direction of the voting members of the Board, or an appropriate committee of the Board, and shall perform such other duties and responsibilities as may be assigned from time to time by the voting members of the Board, or an appropriate committee of the Board. Executive
shall comply with Washington State and federal law, the Pierce Transit Code, and all of Pierce Transit’s policies and procedures, as modified from time to time.

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

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

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

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

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

   (d) **Paid Personal Leave.** In addition to vacation, sick leave benefits, other leave benefits (except paid administrative leave/recognition leave), and holidays available to all other regular Pierce Transit employees, Executive may take up to twenty (20) paid personal days
off during each calendar year, prorated for partial years of service including 2021. Paid personal leave will accrue on a prorated basis during the calendar year but may be used before it is fully accrued. Paid personal leave that is not used by the end of the year is lost; provided however that, upon termination of employment, Executive will receive payment for any then-accrued but unused paid personal leave. For example, if Executive’s employment terminated on June 30, 2022, and Executive had used four (4) days of paid personal leave during 2022, Executive would receive payment for six (6) days of accrued but unused paid personal leave.

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

(f) Contribution to 40l(a). In addition to retirement benefits available to other non-represented, full-time, salaried employees, Pierce Transit shall pay an additional sum equivalent to 18.5% of Executive’s base salary per pay period into Executive’s 40l(a) account.

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

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

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

(b) Upon Executive’s death.

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

(d) At the election of Pierce Transit, upon written notice to Executive, with or without Cause. “Cause” means Pierce Transit’s determination that Executive has committed an act or acts constituting any of the following: (i) dishonesty, fraud, misconduct or negligence in connection with Pierce Transit duties; (ii) failure or refusal to attend to the duties or obligations of Executive’s position, or to comply with Pierce Transit’s rules, policies or procedures or with Executive’s duties under this Agreement; or (iii) any other reason that constitutes cause under Washington law.
(e) At the election of Executive, upon one hundred twenty (120) days’ written notice to Pierce Transit.

7. Payments and Other Financial Obligations Upon Termination.

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

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

8. Confidentiality.

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

(b) Executive will not use Confidential Information or Confidential Materials for any purpose other than to further Pierce Transit’s business interests as requested by the Board and, without limiting the foregoing, Executive will not use Confidential Information or Confidential Materials for the benefit of Executive or any third party. Executive will not disclose any Confidential Information or Confidential Materials to any third party without the Board’s express prior written permission. Executive shall at all times keep Confidential Information and Confidential Materials confidential and shall take all reasonable security precautions to keep confidential and protect Confidential Information from unauthorized access and use. Executive may directly or indirectly reproduce, summarize and distribute Confidential Information and Confidential Materials only in pursuance of Pierce Transit’s business as requested by the Board, or otherwise as provided hereunder.
(c) Executive’s obligations pursuant to this Paragraph 8 will survive the termination of this Agreement and remain in effect for the longest time permitted by applicable law.

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

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

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


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

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

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

(d) Inventions Retained and Licensed. Attached to this Agreement as Exhibit B is a list describing with particularity all Inventions and original works of authorship that were made by Executive before Executive’s employment or prior work with Pierce Transit (collectively, “Prior Inventions”), which belong solely to Executive or belong to Executive jointly with another, and that relate in any way to any of Pierce Transit’s proposed businesses, products, services, or research and development, and that are not assigned to Pierce Transit under this Agreement; or, if no such list is attached, Executive represents that there are no such Prior Inventions. As to any Invention in which Executive has an interest at any time, if Executive uses or incorporates such an Invention in any released or unreleased Pierce Transit product, service, program, process, development, or work in progress, Executive irrevocably grants to Pierce
Transit (to the extent Executive has authority to do so) a perpetual, royalty-free, fully paid up, irrevocable, worldwide license to exercise any and all rights with respect to such Invention, including without limitation the right to protect, make, have made, import, copy, modify, make derivative works of, use, sell and otherwise distribute that Invention without restriction and right to sublicense those rights to others (with the right to grant further sublicenses). This license will be exclusive, subject only to any preexisting non-exclusive licenses or other pre-existing rights not subject to Executive’s control.

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

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

12. **Remedies.**

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

(b) **For Any Other Breach.** The parties will submit any dispute arising out of the alleged breach of any other provision of this Agreement to mandatory, final, and binding arbitration in Pierce County, Washington, by a mutually agreed sole neutral arbitrator in accordance with the then-current AAA Employment Arbitration Rules (currently available online at https://www.adr.org/employment) or other agreed alternative dispute resolution organization rules. The arbitrator need not be an AAA arbitrator but shall be experienced in arbitrating general employment matters. If the parties cannot agree on an arbitrator, then the AAA will select an
arbitrator experienced in arbitrating general employment matters. The parties will have the right to be represented by counsel. The arbitrator will apply state and federal statutes of limitations and may award any relief that would otherwise be available in a court action in Washington. The arbitrator will have authority to allow appropriate discovery and exchange of information before the hearing. The arbitrator must base his or her award on the provisions of this Agreement and applicable law and must issue a written award that contains the essential findings and conclusions on which the award is based. Any court of competent jurisdiction may enter judgment upon the award.

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

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

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

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

15. **Complete Agreement and Miscellaneous.** This Agreement is the entire agreement between the parties on its subject matters, and supersedes all prior and contemporaneous agreements, discussions and understandings. No waiver, modification or termination of any term of this Agreement will be effective unless in writing and signed by both parties. If any provision as written its deemed unlawful, overbroad or otherwise unenforceable, the parties agree to follow a construction which will give Pierce Transit the maximum protection that is reasonable and permissible under the circumstances (including, if necessary, a reduction in the time and/or
geographic scope of nondisclosure and/or restrictive covenants), or if this is not possible, it will be deemed severed. The failure, delay or forbearance on the part of either party to insist on strict performance of any provision of this Agreement, or to exercise any right or remedy, will not be construed as a waiver. The waiver of any right or remedy by either party in one or more instances will not excuse the strict performance of the duties and obligations on the part of the other party.

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

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

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

****SIGNATURES ON FOLLOWING PAGE****
IN WITNESS WHEREOF, the undersigned parties have executed this Agreement effective as of the date indicated above.

<table>
<thead>
<tr>
<th>PIERCE COUNTY PUBLIC TRANSPORTATION BENEFIT AREA CORPORATION</th>
<th>EXECUTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marty Campbell</td>
<td>Michael Griffus</td>
</tr>
<tr>
<td>Chair, Board of Commissioners</td>
<td></td>
</tr>
</tbody>
</table>

Date

Date

ATTEST:  

APPROVED AS TO FORM:

Clerk of the Board  
Pierce Transit Legal Counsel
EXHIBIT A
NOTICE OF IMMUNITY FOR CERTAIN
CONFIDENTIAL DISCLOSURES OF TRADE SECRETS

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

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

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

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

<table>
<thead>
<tr>
<th>Title</th>
<th>Date</th>
<th>Identifying Number or Brief Description</th>
</tr>
</thead>
</table>

___ No inventions or improvements

___ Additional Sheets Attached

Signature: ____________________________

Printed Name: ____________________________

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

DIVISION: Service Delivery & Support

SUBMITTED BY: Cherry Thomas, Specialized Transportation Manager

RELATED ACTION: N/A

ATTACHMENTS: Emergency Declaration

RELATION TO STRATEGIC PLAN: Customer

BUDGET INFORMATION

<table>
<thead>
<tr>
<th>Is it Budgeted?</th>
<th>Operating Budget</th>
<th>Project Name or Number: N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>☒ Yes / ☐ No</td>
<td>□ Capital Budget</td>
<td></td>
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FUNDING SOURCE:

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Amount</td>
<td>$175,000</td>
</tr>
<tr>
<td>Grant/Other Amounts</td>
<td>$</td>
</tr>
<tr>
<td>Total Expenditure</td>
<td>$175,000</td>
</tr>
</tbody>
</table>

EXPLANATION:

This expenditure will be funded under the budgeted purchased transportation account.

BACKGROUND:

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

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

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

STAFF RECOMMENDATION:

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

ALTERNATIVES:

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

PROPOSED MOTION:

Move to: Ratify Contract No. 1251 with Around The Sound in an amount not to exceed $175,000, to provide ADA Paratransit services through December 31, 2021, pursuant to the Emergency Declaration issued by the Interim Chief Executive Officer on July 15, 2021.
DECLARATION OF EMERGENCY FOR PROCUREMENT OF PUBLIC WORKS, GOODS AND SERVICES

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

RCW 39.04.280)
2.(b) If an emergency exists, the person or persons designated by the governing body of the municipality to act in the event of an emergency may declare an emergency situation exists, waive competitive bidding requirements, and award all necessary contracts on behalf of the municipality to address the emergency situation. If a contract is awarded without competitive bidding due to an emergency, a written finding of the existence of an emergency must be made by the governing body or its designee and duly entered of record no later than two weeks following the award of the contract.

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

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

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

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

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

Around The Sound: 63/service hour. Service hour being from pull-out time to pull-in time less any unpaid breaks.
Total amount of contract (not to exceed) $350,000

Dated this 15 day of July 2021

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

DIVISION: Service Delivery & Support

SUBMITTED BY: Cherry Thomas, Specialized Transportation Manager

RELATED ACTION: N/A

ATTACHMENTS: Emergency Declaration

RELATION TO STRATEGIC PLAN: Customer

BUDGET INFORMATION

Is it Budgeted? ☒ Yes / ☐ No

Project Name or Number: N/A

☒Operating Budget

☐Capital Budget

FUNDING SOURCE:

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Amount</td>
<td>$175,000</td>
</tr>
<tr>
<td>Grant/Other</td>
<td>$</td>
</tr>
</tbody>
</table>

Total Expenditure $175,000

EXPLANATION:

This expenditure will be funded under the budgeted purchased transportation account.

BACKGROUND:

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

Due to the driver shortage, the interim Chief Executive Officer issued a Declaration of Emergency on July 15, 2021, to contract for additional ADA paratransit door-to-door service in accordance with Pierce Transit standards. Pierce Transit entered into an agreement with Medstar Cabulance, Inc., to provide this service on a temporary basis through December 31, 2021, and the contract may be extended for an additional one-year period upon written consent of both parties. In addition, the contract may be terminated by either party with thirty (30) calendar days written notice.
Pursuant to Pierce Transit Code Section 3.13.080, when any emergency shall require the immediate execution of a contract for work or services, or any immediate purchases of materials, equipment supplies, services or construction items, the chief executive officer is authorized to make a finding of the existence of such emergency and execute any contracts or purchases necessary to respond to the existing emergency, provided that the chief executive officer shall, at the first board meeting following the chief executive officer's finding of the existence of an emergency, request board ratification of the finding of emergency and any purchases or contracts awarded and/or executed pursuant to that finding. The chief executive officer shall keep the Pierce Transit Board informed of the development of the emergency situation and the progress of any contracts or purchases executed to remedy the emergency.

STAFF RECOMMENDATION:

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

ALTERNATIVES:

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

PROPOSED MOTION:

Move to: Ratify Contract No. 1250 with Medstar Cabulance, Inc., in an amount not to exceed $175,000, to provide ADA Paratransit services through December 31, 2021, pursuant to the Emergency Declaration issued by the Interim Chief Executive Officer on July 15, 2021.
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Description of emergency situation, operations and/or personnel affected and date of occurrence:

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Contractor Name and Scope of Work:

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

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Around The Sound: 63/service hour. Service hour being from pull-out time to pull-in time less any unpaid breaks.
Total amount of contract (not to exceed) $350,000

Dated this 15th day of July 2021

Amy Cleveland
Interim Chief Executive Officer
Pacific Avenue BRT Update

- BRT Corridor Design
- Budget
- WSP Scope
- Next Steps
Bringing resources back to our community.

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

$170 million Total Budget
Reason for additional WSP design services

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

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

Source: Mobility Master Plan, 2009

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

Reason for Board Action Now

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

WSP Contract Next Steps

• Amendment to complete 60% design and readiness review issued August, 2021
• Reassess progress and funding Fall, 2021
• Issue Final Amendment for 100% Design.
  • Estimated 3-9 Million to enter into construction depending on risks and needs from WSP
TITLE: Authorize the Chief Executive Officer to Increase the Contract Authority Not to Exceed Amount for WSP USA, Inc., Contract No. PT-105-18, for Bus Rapid Transit Pacific Avenue/State Route 7 Design

DIVISION: Finance

SUBMITTED BY: Sean Robertson, Sr. Construction PM

RELATED ACTION:

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

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

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

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

ATTACHMENTS: N/A

RELATION TO STRATEGIC PLAN: Customer

BUDGET INFORMATION

Is it Budgeted? ☒ Yes / ☐ No

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

☐ Operating Budget ☒ Capital Budget

<table>
<thead>
<tr>
<th>FUNDING SOURCE:</th>
<th></th>
<th>EXPLANATION:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Contract Authority</td>
<td>$ 12,635,701</td>
<td>The funds will be drawn from the $60 million Sound Transit 3 funding agreement.</td>
</tr>
<tr>
<td>Increase Contract Authority Amount</td>
<td>$ 3,250,000</td>
<td></td>
</tr>
<tr>
<td>Total Authorized</td>
<td>$ 15,885,701</td>
<td></td>
</tr>
</tbody>
</table>
BACKGROUND:

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

The BRT system is expected to provide the following:

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

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

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

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

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

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

ALTERNATIVES:

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

PROPOSED MOTION:

Move to: Authorize the Chief Executive Officer to increase the authorized total contract not to exceed amount for WSP USA, Inc., Contract No. PT-105-18, Bus Rapid Transit Pacific Avenue/SR 7 Design by $3,250,000 for a new authorized total contract not to exceed amount from $12,635,701 to $15,885,701 to provide additional Architectural and Engineering services for design support including 60% Design and FTA Readiness Review.
TITLE: Authorize the Chief Executive Officer to Increase the Capital Project No. 345 Building 4 Modifications Budget and Increase the Contract Authority Not to Exceed Amount for Pease & Sons, Inc., Contract No. 1100, for the Building 4 Interior/Exterior Improvements

DIVISION: Finance

SUBMITTED BY: Douglas Dickinson, Sr. Project Manager

RELATED ACTION:

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

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

ATTACHMENTS: N/A

RELATION TO STRATEGIC PLAN: Financial

BUDGET INFORMATION

Is it Budgeted? ☐ Yes / ☒ No

Project Name or Number: 345 Building 4 Modifications

☐ Operating Budget

☒ Capital Budget

<table>
<thead>
<tr>
<th>FUNDING SOURCE:</th>
<th>EXPLANATION:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Budget Amount</td>
<td>An increase of the Capital Budget is needed to cover the costs for unforeseen conditions and ensure fireproofing throughout the building is brought up to code.</td>
</tr>
<tr>
<td>Increase Project Budget Amount</td>
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</tr>
<tr>
<td>New Total Project Budget</td>
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<tr>
<td>Original Contract Amount</td>
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<tr>
<td>Contract Increase Amount</td>
<td></td>
</tr>
<tr>
<td>New Contract Authority Amount</td>
<td></td>
</tr>
</tbody>
</table>
BACKGROUND:

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

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

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

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

STAFF RECOMMENDATION:

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

ALTERNATIVES:

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

PROPOSED MOTION:

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

On-Demand Service

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

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

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

Ruston Runner
15 Hrs. of Service:
7 AM - 10 PM
### Transit and Driving

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

<table>
<thead>
<tr>
<th>DAY &amp; TIME</th>
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<tbody>
<tr>
<td>Weekday</td>
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<table>
<thead>
<tr>
<th>DURATION</th>
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<tbody>
<tr>
<td>15 minutes</td>
<td></td>
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<table>
<thead>
<tr>
<th>TRAVEL TIME</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>15 minutes by transit</td>
<td></td>
</tr>
<tr>
<td>15 minutes by car</td>
<td></td>
</tr>
</tbody>
</table>
Tideflats Runner
15 Hrs. of Service: TBD

- Grant Funded 2021-2025
- Commuter Connections
- Launch Date Goal: Sept 1, 2021
Transit and Driving
This visualization compares how far riders can get from a specific point in your network taking transit vs. driving a car.

From 10th & Commerce

Day & Time
Weekday  9:00 AM

Duration
15 minutes

Travel Time
- 15 minutes by transit
- 15 minutes by car
Microtransit

Regional Mobility Grant
- 2021-2023 & 2023-2025 Biennia
- Tideflats Zone

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

WSDOT
Customer Facing App Experience

Plan
Pay

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

Pierce Transit Runner has the same fare as riding a Pierce Transit bus:
- $2.00 for an adult
- $1.00 for youth or those with Regional Reduced Fare Permit

There are no fareboxes on board the Pierce Transit Runner vehicles so cash fares cannot be accepted.
- Extend contract with Medstar will:
  - Align service timelines
  - Allow multi-zonal coverage
  - Provider of Goin App to plan trips
  - Access reporting dashboards
Questions?
Duane Wakan: Senior Planner
dwakan@piercetransit.org
TITLE: Authorizing the Chief Executive Officer to Accept the Regional Mobility Grant Award to Expand Microtransit Services to the Tacoma Tideflats Area and Authorization to Increase the Contract Authority Amount with Medstar, Contract No. 44-19, to Provide Service to the Microtransit Zones of Tacoma Tideflats area and Resume the Ruston Runner Zone

DIVISION: Planning & Community Development

SUBMITTED BY: Duane Wakan, Senior Planner

RELATED ACTION:

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

ATTACHMENTS: Tideflats Service Map
Ruston Runner Service Map

RELATION TO STRATEGIC PLAN: Customer

BUDGET INFORMATION

Is it Budgeted? ☒ Yes / ☐ No

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

☒ Operating Budget
☐ Capital Budget

FUNDING SOURCE:

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Mobility</td>
<td>$1,136,800.00</td>
</tr>
<tr>
<td>Grant Award for</td>
<td></td>
</tr>
<tr>
<td>Tideflats Service</td>
<td></td>
</tr>
<tr>
<td>Local dollars grant</td>
<td>$284,200.00</td>
</tr>
<tr>
<td>match is 20 percent of</td>
<td></td>
</tr>
<tr>
<td>total Tideflats project costs</td>
<td></td>
</tr>
<tr>
<td><strong>Total Tideflats</strong></td>
<td>$1,421,000.00</td>
</tr>
<tr>
<td><strong>Project Cost</strong></td>
<td></td>
</tr>
<tr>
<td>Ruston Runner Service</td>
<td>$1,252,000.00</td>
</tr>
<tr>
<td>@$313,000 for 4 yrs.</td>
<td></td>
</tr>
<tr>
<td>(local dollars)</td>
<td></td>
</tr>
</tbody>
</table>

EXPLANATION:

Accept Regional Mobility Grant (Tideflats Runner)

- 2021-2023 & 2023-2025 Biennia
- Grant Award $1,136,000.00

Increase Medstar contract to resume the Ruston Runner service and add the Tideflats area microtransit zone.

Per the terms of the grant, $21,000 of $1,421,000.00 will be set aside for marketing the Tideflats service, and this amount has been deducted from the new contract authority amount for Medstar.
**BACKGROUND:**

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

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

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

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

**STAFF RECOMMENDATIONS:**

1. Staff recommends authorizing the Chief Executive Officer to accept the Regional Mobility Grant.

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

<table>
<thead>
<tr>
<th>Additional contract authority amount</th>
<th>$ 2,652,000.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Original contract amount</td>
<td>$ 313,000.00</td>
</tr>
<tr>
<td>New not to exceed contract amount</td>
<td>$ 2,965,000.00</td>
</tr>
</tbody>
</table>
ALTERNATIVES:

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

PROPOSED MOTION:

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