



Burlington City Hall
Council Chambers
833 South Spruce Street
Burlington, WA 98233

Skagit Transit Board of Directors Agenda

Regular Meeting
October 16th, 2024
11:00 a.m.

<https://us02web.zoom.us/j/86092215677>

Or go to zoom.com and enter meeting
ID: 860 9221 5677

1. CALL TO ORDER
2. PLEDGE OF ALLEGIANCE
3. ROLL CALL OF MEMBERS
4. EXECUTIVE SESSION - POTENTIAL LITIGATION - RCW 42.30.110(1)
5. PUBLIC COMMENT
6. CONSENT / ACTION ITEMS

All matters listed within the Consent Agenda have been distributed to each member of the Skagit Transit Board of Directors for reading and study, are considered to be routine, and will be enacted by one motion of the Board with no separate discussion. If separate discussion is desired, that item may be removed from Consent Action Items and placed on Regular Action Items by request.

- | | |
|---|-------------|
| a) Approval of September Meeting Minutes | Page 3-4 |
| b) Approval of Claims and Payroll | |
| August Payroll Direct Deposit and Checks #17194-17199 | \$1,212,822 |
| August Direct Federal withholding transfer | \$269,544 |
| August Claims Checks and ACH #2436-2608 | \$3,841,303 |
| c) Approve August Budget Update | Page 5 |
| 7. FULL DISCUSSION / ACTION ITEMS | |
| a) Approve Skagit Transit Continuity of Operations Plan | Page 6 |
| b) Approve Public Transportation Agency Safety Plan | Page 42 |
| 8. INFORMATION ITEMS | |
| a) CEO Update | |
| b) September Ridership Report | Page 65 |
| c) CAC October Report | Page 72 |
| 9. ADJOURNMENT | |



Skagit Transit Board of Directors Officers

Mayor Matt Miller Chair Commissioner Peter Browning.. Vice Chair

Skagit Transit Board of Directors Membership and Votes

Mayor of Anacortes	1
Mayor of Burlington	1
Mayor of Mount Vernon	1
Mayor of Sedro-Woolley	1
Skagit County Commissioner District 1 ..	1
Skagit County Commissioner District 2 ..	1
Skagit County Commissioner District 3 ..	1
Mount Vernon Councilperson	1
Burlington Councilperson	1

Non-Voting Members

Community Advisory Committee Chair
Skagit Transit Labor Union Representative

Quorum Requirement

A quorum consists of a simple majority (5) of the total votes (9).

Title VI Notice to the Public: Skagit Transit fully complies with Title VI of the federal Civil Rights Act of 1964 and related statutes, and does not discriminate on the basis of race, color or national origin. For more information, or to obtain a Title VI Complaint Form, visit Skagit Transit’s website at <https://www.skagittransit.org/about-us/civil-rights-discrimination/>

Aviso resumido del Título VI al público: Skagit Transit cumple plenamente con el Título VI de la Ley federal de derechos civiles de 1964 y los estatutos relacionados, y no discrimina por motivos de raza, color u origen nacional. Para mayor información, o para obtener un Formulario de queja del Título VI, visite el sitio web del Skagit Transit en <https://www.skagittransit.org/about-us/civil-rights-discrimination/>

ADA Notice to the Public: Skagit Transit fully complies with Section 504 of the Rehabilitation act of 1973 and the Americans with Disabilities Act of 1990 (ADA) and does not discriminate on the basis of disability. For more information, or to file a grievance contact the ADA Coordinator, Jennifer Davidson at 360-757-5178 or jdavidson@skagittransit.org.

Aviso de la ADA para el público: Skagit Transit cumple plenamente con la Sección 504 de la Ley de Rehabilitación de 1973 y la Ley de Americanos con Discapacidades de 1990 (ADA) y no discrimina por motivos de discapacidad. Para obtener más información, o para presentar una queja, póngase en contacto con el Coordinador de la ADA, Jennifer Davidson en 360-757-5178 o jdavidson@skagittransit.org.

**RECORD OF THE PROCEEDINGS
SKAGIT TRANSIT BOARD OF DIRECTORS**

Wednesday, September 18th, 2024

The Skagit Transit Board of Directors met in a regular Meeting in Burlington, WA and via teleconference. Board Chair Mayor Miller called the meeting to order at 11:00 a.m. followed by the Pledge of Allegiance, roll call, and introductions.

Members Present

Matt Miller, City of Anacortes, Mayor (Chair)
Peter Browning, Skagit County Commissioner (Vice-Chair)
Julia Johnson, City of Sedro Woolley, Mayor
Ron Wesen, Skagit County Commissioner
Bill Aslett, City of Burlington, Mayor
James Stavig, City of Burlington, Councilmember
Tracy Cook, Labor Representative (non-voting member)
Peter Donovan, City of Mount Vernon, Mayor

Members Present via Teleconference

Lisa Janicki, Skagit County Commissioner
Andrew Vander Stope, City of Mount Vernon,
Councilmember

Members Absent:

Judy Jones, Community Advisory Committee (Chair, non-voting member)

Providing Legal Counsel:

Andrew Greene and Kenneth Tseng, Perkins Coie

Staff Present

Nicolas Bergman, Information Technologies
Jennifer Davidson, Director of HR and Risk Management
Crystle Stidham, Chief Executive Officer; Larissa Farrell,
Clerk of the Board

Staff Present via Teleconference:

Dan Heverling, Director of Finance
Laura Klein, Clerk of the Board; Abby Bissel; Rogelio Conejo,
Community Engagement Coordinator; Wanda Blunt, Payroll
Coordinator; Joe Macdonald, Manager of Safety and
Training; Zac Wright, Security Supervisor;

Members of Public Present

Members of the Public Present via Teleconference:

“Public”, “Skagit Transit”, “000000”, Brad Tinges

1 Public Comment:

Public Comment was made.

2 Executive Session – Potential Litigation – [RCW 42.30.110\(1\)](#)

The Board met in executive session regarding the review of potential litigation. Mr. Miller stated that the Board would meet for 15 minutes from 11:03 a.m. to 11:18 a.m. The Board resumed the regular meeting at 11:18 a.m.

3 Consent / Action Items:

- a) Approval of August Meeting Minutes
- b) Approval of September Special Meeting Minutes
- c) Approval of Claims and Payroll
- d) Approve July Budget Update
- e) Approve Free Fare for Veteran Stand Down Event

Ms. Johnson moved to approve all Consent / Action items. Mr. Aslett seconded the motion. The motion passed unanimously.

4 Full Discussion/Action Items:

- a) Approve Interlocal Agreement Between Skagit Transit and Community Transit
Ms. Stidham read the report as stated in the packet.

Mr. Stavig moved to approve Interlocal Agreement. Mr. Browning seconded the motion. The motion passed unanimously.

- b) Approve Delerrock Contract Extension
Ms. Stidham read the report as presented in the packet.

Mr. Browning moved to approve the Delerrock Contract Extension. Mr. Aslett seconded the motion. The motion passed unanimously.

- c) Approve Additional Time to Complete Financial Policies
Ms. Stidham read the report as presented in the packet.

Mr. Stavig moved to approve the Additional Time. Mr. Donovan seconded the motion. The motion passed unanimously.

- d) Approve Resolution 2024-11: Appoint Clerk of the Board
Ms. Stidham read the report as presented in the packet.

Ms. Johnson moved to approve Appointing Clerk of the Board. Mr. Browning seconded the motion. The motion passed unanimously.

5 Information Items

- a) CEO Update
- b) Grant Applications & Match Commitments
- c) August Ridership Report
- d) CAC September Report

Mayor Miller adjourned the meeting at 11:54 a.m.

Attest:

Matt Miller, Chair Skagit Transit Board of Directors

Larissa Farrell, Clerk of Skagit Transit Board



TO: Skagit Transit Board of Directors

FROM: Chris Arkle, Accounting & Finance Manager

SUBJECT: Monthly Budget Update Report for August 2024

INFORMATION: The monthly budget reports are presented for your review. Items of interest are:

Revenues:

Sales Tax Received:

August	2024	2023	2022
	1,519,668	1,615,661	1,481,083

Grant Revenue:

Federal Operating	3,185,271
Federal Capital	-
Local Operating	6,688
State Operating	-
State Capital	162,700

Fare Revenue:

	2024	2023	2022	2021
August	63,371	79,122	49,994	51,461
Yrly-Budget	718,000	684,500	592,964	545,000
Mon-Budget	59,833	57,042	49,414	45,417

Expenses

Payroll

	August	YTD	Budgeted
Operators' Salaries			
Operators' Salaries	425,371	3,033,422	5,222,918
Operators' Overtime	57,354	418,962	445,000
Non-Operators' Salaries			
Non-Operators' Salaries	475,692	3,393,600	5,876,984
Non-Operators' Overtime	4,314	40,701	79,160

Capital

Route Improvements	-
Skagit Station	-
Park & Ride	-
Revenue Equipment	3,386,299
Service Equipment	-
Vanpool Equipment	-
MOA 2	372,500
Bldgs. - MOA	-
Garage/Shop Equipment	-
Office Furniture/Equip.	-
Intangible Asset - SW	-
Communications & IS	-

Ending Cash:

August 2024	August 2023	August 2022
3,026,995	3,116,784	5,296,779

Reserves:

	August 2024	August 2023	August 2022
Operating	5,528,226	5,251,424	5,038,385
Facilities	10,400,000	10,400,000	10,400,000
Capital			
Replacement	5,462,962	4,668,609	4,056,211
Non-Designated	1,656,157	1,573,217	1,509,807
Total	23,047,345	21,893,250	21,004,403

RECOMMENDATION: Staff recommends the Board approve the monthly budget report.



TO: Skagit Transit Board of Directors
FROM: Crystle Stidham, Chief Executive Officer
SUBJECT: Approve Skagit Transit Continuity of Operations Plan

INFORMATION:

This Continuity of Operations (COOP) Plan was prepared by Skagit Transit to develop, implement, and maintain a viable COOP capability. This plan complies with applicable internal agency policy, local and state regulations, and supports recommendations provided in the Federal Emergency Management Agency Preparedness Circular 1 and 2. This plan will be distributed internally within Skagit Transit and to external organizations that might be affected by its implementation upon Board approval.

RECOMMENDATION:

Staff recommends that the Board approve the Skagit Transit Continuity of Operations Plan (COOP).

BUDGET IMPACT:

Estimated Budget Impact: None



SKAGIT TRANSIT

CONTINUITY OF OPERATIONS PLAN (COOP)

Skagit Transit
600 County Shop Lane
Burlington WA 98233
www.skagittransit.org

VERSION 1.2.1
September 2024

Version History				
Version	Approved By	Revision Date	Description of Change	Author
1.0		September 2023	Created	Skagit Transit Executive and Leadership Teams
1.1.0		January 2024	Major Reformatting	Executive Assistant
1.2.0		July 2024	Major Editing	Executive Assistant

APPROVALS

This Continuity of Operations (COOP) Plan was prepared by Skagit Transit to develop, implement, and maintain a viable COOP capability. This plan complies with applicable internal agency policy, local and state regulations, and supports recommendations provided in the Federal Emergency Management Agency Preparedness Circular 1 and 2. This plan will be distributed internally within Skagit Transit and to external organizations that might be affected by its implementation upon Board approval.

Approved: _____ Date: _____

Crystle Stidham, CEO

Approved: _____ Date: _____

Matt Miller, Skagit Transit Board of Directors Chair

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Disclaimer

While providing a structure of procedures and guidelines, at no time is Skagit Transit's COOP to inhibit the use of experience and common sense by Skagit Transit Executives and agency staff when determining the actions and resources needed. The details described in this plan may or may not apply to specific hazards and emergency situations. Agency staff must use their discretion in each situation to determine the best course of action. Procedures listed in this plan serve as guidance but are not intended to replace the best judgment of those who are directly handling a specific emergency response.

Introduction

Skagit Transit has grown increasingly aware of how all types of events can disrupt operations and jeopardize the safety of agency personnel and partners. Emergency planning, including COOP planning, has become a necessary and required process for the agency. The all-hazards approach to COOP planning ensures that regardless of the event, essential functions and services will continue to operate and be provided in some capacity. This approach includes preparing for natural, man-made, or technological emergencies. Skagit Transit is committed to the safety and protection of its personnel, customers, contractors, and visitors.

Glossary of Terms

1. *Business Impact Analysis (BIA)* - Business Impact Analysis is an analytic process to identify business critical systems and processes as a precursor to any business continuity, emergency planning or disaster recovery planning effort. BIA's are conducted within each department with the aim of identifying functions that are essential and time critical to agency operations, as well as personnel qualified to perform these functions.
2. *COOP* - Continuity of Operations Plan.
3. *COOP Team* - ST EOC team members that work in the EOC during a *COOP* activation.
4. *Communications Manager* – Manager of Planning and Outreach
5. *Essential Function* - Essential functions are those organizational functions and activities that must be continued under any and all circumstances. Those are the functions that enable an organization to provide vital services and sustain its industrial/economic base during an emergency.
6. *EAS* - Emergency Alert System. Skagit Transit uses Everbridge.
7. *Incident Command System (ICS)* - Standardized approach to the command, control, and coordination of emergency response providing a common hierarchy within which responders from multiple agencies can be effective.
8. *Recovery Time Objective (RTO)* - The targeted duration of time within which a business process must be restored after a disaster (or disruption) in order to avoid unacceptable consequences associated with a break in business continuity.
9. *ST EOC Team* - Skagit Transit staff working in the ST Emergency Operations Center.

Purpose

The purpose of this COOP is to provide the framework for Skagit Transit to restore essential functions in the event of an emergency that affects operations. This document establishes procedures for addressing two types of extended disruptions:

- Loss of access to a facility (as in fire or flood);
- Loss of services due to equipment or systems failure (as in information technology (IT) systems failure).

This plan details procedures for implementing actions to continue essential functions within the Recovery Time Objectives (RTOs) to maintain these essential functions for up to 30 days until normal operations are restored.

Applicability & Scope

This document applies to Skagit Transit personnel in all departments and all locations where essential functions are conducted. It also applies to the array of events and hazards that could threaten the agency and its performance of essential functions.

The COOP is applicable to the following departments:

- Executive
- Finance
- Administration
- Operations
- Maintenance and Facilities
- Information Technology
- Safety & Training
- Security

The COOP plan does not apply to temporary disruptions of service including minor IT system, power outages and any other scenarios where essential functions can be readily restored in the primary facility.

This COOP plan will be distributed to the Executive and Leadership Teams at Skagit Transit and made accessible to all employees upon Board approval. Training will be provided to Skagit Transit's personnel with identified responsibilities.

This COOP plan outlines the actions that will be taken to fully activate the critical functions of a viable COOP within 12 hours of an emergency event and to sustain that capability for up to 30 days. The COOP plan can be activated during duty and non-duty hours, both with and without warning.

The COOP plan covers facilities, systems, vehicles, and buildings operated or maintained by Skagit Transit. The COOP plan supports the performance of essential functions from alternate locations (due to the primary facility becoming unusable for a period that exceeds established RTOs) and provides for continuity of management and decision-making at the agency if senior leadership or technical personnel are unavailable.

Skagit Transit Continuity of Operations Plan ([V:\Manager\COOP](#))
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References

- [Continuity Plan Template and Instructions for Non- Federal Governments 2013](#)
- [Federal Continuity Guidance Circular](#)
 - [CGC 1](#) and [CGC 2](#)
- [Standards for a Continuity of Operations Plan for Transit Agencies APTA-SS-SEM-S-001-08](#)
- Continuity of Operations Planning Guidelines for Transportation Agencies [TCRP report 86/NCHRP report 525](#)

Situation

The following situations impact Skagit Transit's COOP:

- Skagit Transit's primary facility is in Burlington, Washington, providing 750 square miles of service within Skagit County. There are approximately 160 total personnel.
- The agency's primary facility is located near Skagit river, an airfield, railroad tracks, a volcanic mudflow hazard area and highways that carry hazardous materials.

Assumptions

- A disaster can occur with little or no warning, causing significant loss of life and environmental and economic damage. In an emergency, it will be necessary to continue our essential functions in order to respond to day-to-day needs of our customers and community. However, continuity of operations may be challenging because of absenteeism within the response agencies and civil unrest due to community mitigation measures.
- Employees who have been assigned specific responsibilities within the COOP are willing and able to carry out these responsibilities.
- Staff will be provided adequate training on this COOP such that they will be able to perform their duties during a COOP event.
- As part of their commitment to this plan, Skagit Transit will periodically review, update and train on the procedures and resources as outlined in this plan.

Concept of Operations

A COOP must be maintained at a high level of preparedness and be ready to be implemented without warning. As such, Skagit Transit has developed a concept of operations, which describes the approach to implementing the COOP.

The critical functions of this plan can be fully implemented within 12 hours of activation and be capable of sustaining operations for up to 30 days. The broad objective of this COOP is to provide for the safety and well-being of Skagit Transit personnel, customers, contractors, community, and visitors while enabling the agency's continued operations during any crisis or event. Specific COOP objectives include the following:

- Enable staff to perform essential functions;
- Identify essential personnel, back up staff, and supporting staff for relocation or for performing essential functions;
- Identify and ensure the alternate facility location can support essential functions;
- Protect and maintain vital records, systems, and equipment.

Business Impact Analysis

The Business Impact Analysis (BIA) is the first step in business continuity planning. The BIA is conducted to help the agency identify which functions, operations or processes are vital and time critical to the agency. It also delineates the agency's ability to deliver/support the mission-critical services. Operations and functions which are also essential to agency operations, but not necessarily urgent or time critical, are not included in the BIA.

The BIA is completed under the assumption that the business interruption will last for up to 30 days, due to the loss of vital infrastructure and/or damaged or inaccessible resources. An interruption period lasting 30 days is considered the worst-case scenario for the agency.

The main objectives of BIA are:

- Identify the essential functions, operations, and processes for each department.
- Estimate the potential impact for each essential function, assuming worst-case scenarios.
- Prioritize the effort for recovery of the essential functions.
- Identify the resources required to recover and resume the essential functions, operations, and processes.

The Business Impact Analysis has identified essential functions and personnel who have roles in performing those functions to meet its responsibilities to personnel, citizens, contractors, community and visitors. A complete list of essential functions, by department, can be found in the [BIA Appendix A](#).

Organization and Assignment of Responsibilities

Essential Employees

Specific staffing requirements will vary widely among Skagit Transit's departments due to differences in their size, structure, mission, and essential functions. Each essential function has associated personnel that are necessary to ensure continuity of operations. Without these personnel, the agency will not be able to perform its essential functions or meet the needs of the general public, contractors, and employees. These personnel are necessary to carry out essential functions in support of the Skagit Transit mission. A list of essential employees can be found on [Appendix B](#).

COOP Team

The COOP team is staffed by ST EOC members and will adhere to the Incident Command System (ICS). The COOP team is notified to report by the Director of Maintenance, Operations, and Facilities. A list of COOP Team members can be found in [Appendix C](#).

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Rapid Recall List

The Rapid Recall List identifies the employees who should be notified to report within 2 hours if the agency is threatened by or experiences an incident that requires COOP activation. The Rapid Recall List is maintained and activated by the Director of Maintenance, Operations, and Facilities. The Rapid Recall Team can be reached by email at rrt@skagittransit.org.

The Rapid Recall List includes *CEO, Director of Human Resources and Risk Management, Director of Finance and IT, Director of Maintenance, Operations and Facilities, Manager of Operations.*

As each situation is unique, if additional staffing is required, the executives and managers identified above will contact their employees to report. See ST Emergency Communication Plan, [Appendix D](#).

COOP Implementation Responsibilities

The following lists identify major responsibilities and positions of key personnel and leadership required to implement Skagit Transit's COOP.

The CEO is responsible for:

- Activating the COOP
- Supporting and providing executive leadership for all emergency planning efforts
- Providing policy direction, guidance, and objectives during an incident for the implementation of the COOP
- Consulting with and advising the Executive Team and the Board of Directors during implementation of the COOP
- Liaising with local emergency response personnel
- Serving as Skagit Transit's representative in local/county emergency management

ST EOC Team Responsibilities:

- Developing, coordinating, and managing all activities required for the agency to perform its essential functions during an event or other situation that would disrupt normal operations
- Opening and staffing the Skagit Transit Emergency Operations Center (ST EOC) for COOP activation
- Utilizing the Incident Command System (ICS) during response and recovery
- Preparing onsite support plans to facilitate the smooth transition of direction and operations from the primary location(s) to the alternate location
- Appointing a Reconstitution Team
- Coordinating and overseeing the reconstitution process
- Developing a time-phased plan, listing functions and projects in order of priority for resuming normal operations
- Identifying and managing reconstitution issues
- Creating a planning schedule and milestones for implementing COOP capabilities
- Facilitating Debrief & Develop After-Action Plan

Members of the Reconstitution Team are responsible for:

- Supporting development of the reconstitution plan and the processes and procedures to resume operations at the primary operating facility, a temporary operating facility, or a new or rebuilt operating facility
- Coordinating with appropriate organizations to obtain office space for reconstitution if the building is uninhabitable.

Agency staff are responsible for:

- Ensuring that family members are prepared for and taken care of in an emergency
- Understanding their continuity roles and responsibilities within their respective departments
- Knowing and being committed, through trainings, to their duties in a continuity environment
- Understanding and being willing to perform in continuity situations to ensure an organization can continue its essential functions.

Personnel Relations and Family Preparedness Planning

- Employees should consider developing their own Family Emergency Plan. Find out how to develop your plan at www.ready.gov/plan.
- Key/Essential employees not at work when an event occurs, should secure their family and households before reporting to work after being recalled.
- Employee Assistance Program (EAP) provides confidential counseling addressing critical incident debriefing, stress, anxiety, depression, grief and loss, legal services, childcare, and other assistance. EAP is available to employees and their immediate family. AWC EAP can be reached at 1.800.570.9315 or online at www.guidanceresources.com with **Web ID trusteeap71** and is available 24/7.

Scenario 1: Loss of Access to a Facility

The following section addresses the agency's procedures when the COOP is implemented due to the loss of and operating facility, with or without advance notice.

Assumptions

- The agency is vulnerable to a full range of hazards (man-made, natural, and technological disasters)
- Leadership and personnel will continue to recognize their responsibilities to public safety and exercise their authority to implement the COOP in a timely manner when confronted with disasters
- If properly implemented, this COOP will reduce or prevent disaster-related losses
- Loss of facility may occur during duty or non-duty hours

COOP Implementation

Implementation of the plan is based on three phases of operation:

Skagit Transit Continuity of Operations Plan ([V:\Manager\COOP](#))
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- Activation and relocation
- Alternate facility operations
- Reconstitution

Phase I – Activation and Relocation

- The CEO or designee determines the need to activate the COOP.
- The CEO or designee will contact the Communications Manager instructing them to send out notifications to the Rapid Recall List via the EAS.
- Each department manager or director will send out an EAS alert to their respective staff alerting them that the COOP has been activated and providing them with initial directions. (For example, “Arrive at designated meeting location within two hours for initial assessment”).
- The CEO or designee will contact the Board Chair with a situational update.

Additional notification measures within 12 hours of activation include:

- CEO or designee prepares any necessary press release or public messages (for example, “Skagit Transit Offices are Temporarily closed”).
- The CEO will coordinate with the appropriate staff to develop general messaging updates for agency staff, that will be sent out using processes outlined in the ST Emergency Communication Plan.
- As appropriate, the ST EOC notifies the primary points of contact for surrounding organizations and jurisdictions of the COOP activation, any potential consequences, and planned alternate actions that might be required until normal operations can be restored.
- Upon order of the CEO, the Communications Manager may notify non-essential employees to remain at home. See the Skagit Transit Emergency Communication Plan for procedures.
- The ST EOC initiates activities to guide the actions being taken by the agency, including alert, notification, and guidance to support personnel and the public (e.g., reduction in services or operational hours.)
- If applicable, supervisors and managers will confirm the safe evacuation of staff from the facilities, and account for personnel throughout the duration of the event. See the ST Emergency Evacuation Plan ([Appendix E](#)) for procedures.
- The ST EOC instructs Facilities to assign staff to assist in moving materials and equipment to alternate locations.
- If possible, IT will ensure critical systems, records and databases are available within the recovery time objectives, utilizing back-up systems and data as necessary.
- If radio connectivity is not available, if safe to do so, Operators will return to the nearest Transit Facility and wait for instructions from the Director of Maintenance, Operations, and Facilities or designee.
- Operations Supervisors and Security Supervisors will position themselves at Transit Centers and will keep Operators updated on the situation.
- Department heads are responsible for keeping personnel contact lists updated and maintained in hard copy with HR.

Phase II – Alternate Facility Operations

- Once it is determined that an alternative facility is needed, the ST EOC will coordinate

- the move with Facilities and IT.
- A list of alternative facilities can be found in Table 1.
- The Communications Manager or designee provides additional information as required by the situation to non-essential employees via available means. See the ST Emergency Communication Plan in [Appendix D](#) for procedures.
- The CEO initiates efforts to return to normal operations (reconstitution).

Phase III - Reconstitution

- Key employees continue to provide essential services.
- The CEO or designee informs agency personnel that the threat of, or actual emergency, no longer exists, and provides instructions for resumption of normal operations and staffing. Announcement is disseminated via established notification procedures. See ST Emergency Communications Plan in [Appendix D](#).
- ST EOC reports the status of reconstitution to contractors, agency partners, and other key contacts (local jurisdictions, vendors, etc), as applicable.
- The CEO or designee conducts a “hot wash” or review of its COOP operations and the effectiveness of its plans and procedures soon after the event.

Table 1: Alternate Facilities

Alternate Facility Location Information		
Workgroup	Location	Notes
Admin Employees	Depending on which building is still available, essential employees could be consolidated into the most usable facility. Essential employees that can work from home should telework. If the alternate facility is not available, all admin employees will telework.	If the alternate facility is not available for essential admin personnel that need to be on site with staff, they will report to where their workgroup has been assigned. If there are not enough workstations for essential employees at MOA, shifts could be staggered so workstations are shared.
Dispatch	<ol style="list-style-type: none"> 1. Skagit Station 2. MOA2 3. SMV P&R 4. Bus 	Dispatch has an evacuation plan & GO-KIT and can relocate within minutes.
Facilities	<ol style="list-style-type: none"> 1. MOA2 2. Shop Trucks 3. SMV P&R 	
Maintenance	<ol style="list-style-type: none"> 1. MOA2 2. SMV P&R 	

IT	<ol style="list-style-type: none"> 1. Skagit Station 2. MOA2 3. Remote 4. SMV P&R 	With loss of Data Center, we would lose everything except Active Directory, Skype, and Clarity and our hosted applications (Office 365, Highline, One Solution, Trackit, Van Pool, etc.). Other core systems would be unavailable until new servers could be setup and rebuilt.
Outreach	<ol style="list-style-type: none"> 1. Skagit Station 2. MOA2 3. Remote 	
ST EOC	<ol style="list-style-type: none"> 1. Skagit Station 2. MOA2 3. SMV P&R 4. Location Identified by DEM if the emergency is not specific to Skagit Transit 	Grand Conference - will use laptops and cell phones. Customer Service has three workstations, kitchen and conference area.
Safety/Training/Security	<ol style="list-style-type: none"> 1. Skagit Station 2. MOA2 3. SMV P&R 	Safety/Training can work remotely. Training Coordinators may be called to be backup Coach Operators. Security Supervisors will be available at any location needed.
Operations Supervisors	<ol style="list-style-type: none"> 1. Skagit Station 2. MOA2 3. SMV P&R 4. Vehicles 	Operations Supervisors will be deployed as necessary.

Orders of Succession and Delegation of Authority

The order of succession and delegation of authority are an essential part of Skagit Transit's Business Continuity Plan. It is critical that agency personnel know who assumes authority and responsibility and their limitations if the CEO becomes incapacitated or is otherwise unavailable. Departmental succession plans can be found on the BIA sheets in [Appendix A](#).

Table 2 – Order of Executive Succession & Delegation of Authority

Key Position	Successor 1	Successor 2	Limitations for Successors
Chief Executive Officer	Director of Maintenance, Operations, and Facilities	Manager of Safety and Training	Both Successors: Limitation on financial authority
Director of MOF (Maintenance Capacity)	Maintenance Manager	Lead Mechanics	Mechanics: Lack of executive management experience
Manager of Safety and Training	Director of Human Resources and Risk Management	Safety/Training Coordinator(s)	Dir. of HR: Lack of transportation experience Safety Coordinators: Lack of executive management experience
Director of MOF (Operations Capacity)	Operations Manager	Operations Supervisor	Ops Sups: Lacks managerial experience
Director of MOF (Facilities Capacity)	Facilities Supervisor	Project Manager	Facilities Supervisor: Lacks managerial experience Project Manager: Lacks facility knowledge
Director of Finance and IT	Finance and Accounting Manager	CEO	Financial reporting CEO: Lacks accounting background
Northwest Technology	IT Tech I	None	IT Tech: Lacks technical knowledge
Director of Human Resources and Risk Management	HR Generalist	Executive Assistant	Both Successors: Lacks managerial experience

Scenario 2: Loss of Services Due to System or Equipment Failure

The following section addresses the procedures when the COOP is implemented from the loss of services due to equipment or system failure, with or without advance notice.

Assumptions

- If properly implemented, this COOP will reduce or prevent disaster-related losses.
- Loss of equipment or systems might occur during or after operating hours. Leadership and personnel will continue to recognize their responsibilities to public safety and exercise their authority to implement the COOP in a timely manner when confronted with disasters.
- The agency has established interim processes for various operating procedures as necessary.
- The Skagit Transit Emergency Communications Plan can be utilized if communications systems fail.
- The Skagit Transit IT Disaster Plan can be activated if IT systems fail.
- The Skagit Transit Emergency Fueling Plan can be activated if fueling systems fail.

COOP Plan Implementation

Implementation of the plan is based on three phases of operation:

- Activation
- Operations during systems failures
- Reconstitution

Phase I - Activation

- The CEO or designee determines the need to activate the COOP. The CEO or designee will contact the Director of Maintenance, Operations, and Facilities instructing them to send out notifications.
- The Director of Maintenance, Operations and Facilities will instruct the Communication Center to send out an emergency alert to the Rapid Recall List alerting key staff that the COOP has been activated and provides them with initial directions (For example, “Arrive at ST EOC within two hours”).
- The CEO or designee and the Director of Maintenance, Operations and Facilities begin developing internal and external messaging.
- The CEO or designee will contact the Board Chair with a situational update.

Additional notification measures within 12 hours of activation include:

- CEO or designee prepares any necessary press release or public messages (For example, “Skagit Transit phones are temporarily down”).
- The CEO will coordinate with the EOC to develop general messaging updates for agency staff, that will be sent out using processes outlined in Appendix D: ST Emergency Communication Plan.
- As appropriate and necessary, the ST EOC notifies the primary points of contact for

Skagit Transit Continuity of Operations Plan ([V:\Manager\COOP](#))

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surrounding organizations and jurisdictions of the COOP activation, any potential consequences, and planned alternate actions that might be required until normal operations can be restored.

- The CEO or designees may notify non-essential employees to remain at home. See the Skagit Transit Emergency Communication Plan for details.
- The ST EOC coordinates activities to guide the actions being taken by the agency, including alert, notification, and guidance to support personnel and the public (e.g., reduction in services or operational hours).

Phase II – Operations during system failures

- Activated personnel continue essential operations
- Depending on the system failure the following agency plans can be activated:
 - ST Emergency Fueling Plan
 - ST Emergency Communications Plan
 - ST IT Disaster Plan
- The ST EOC initiates efforts to return to normal operations (reconstitution).

Phase III – Reconstitution

- The Chief Executive Officer or designee informs personnel that the system failure no longer exists and provides instructions for resumption of normal operations and staffing. Announcement is made using the procedures outlined in the ST Emergency Communications Plan.
- The ST EOC reports the status of reconstitution to contractors, agency partners, and other key contacts (local jurisdictions, vendors, etc.), as applicable.
- As soon as possible, the ST EOC conducts a “hot wash” or review of its COOP operations and the effectiveness of its plans and procedures.

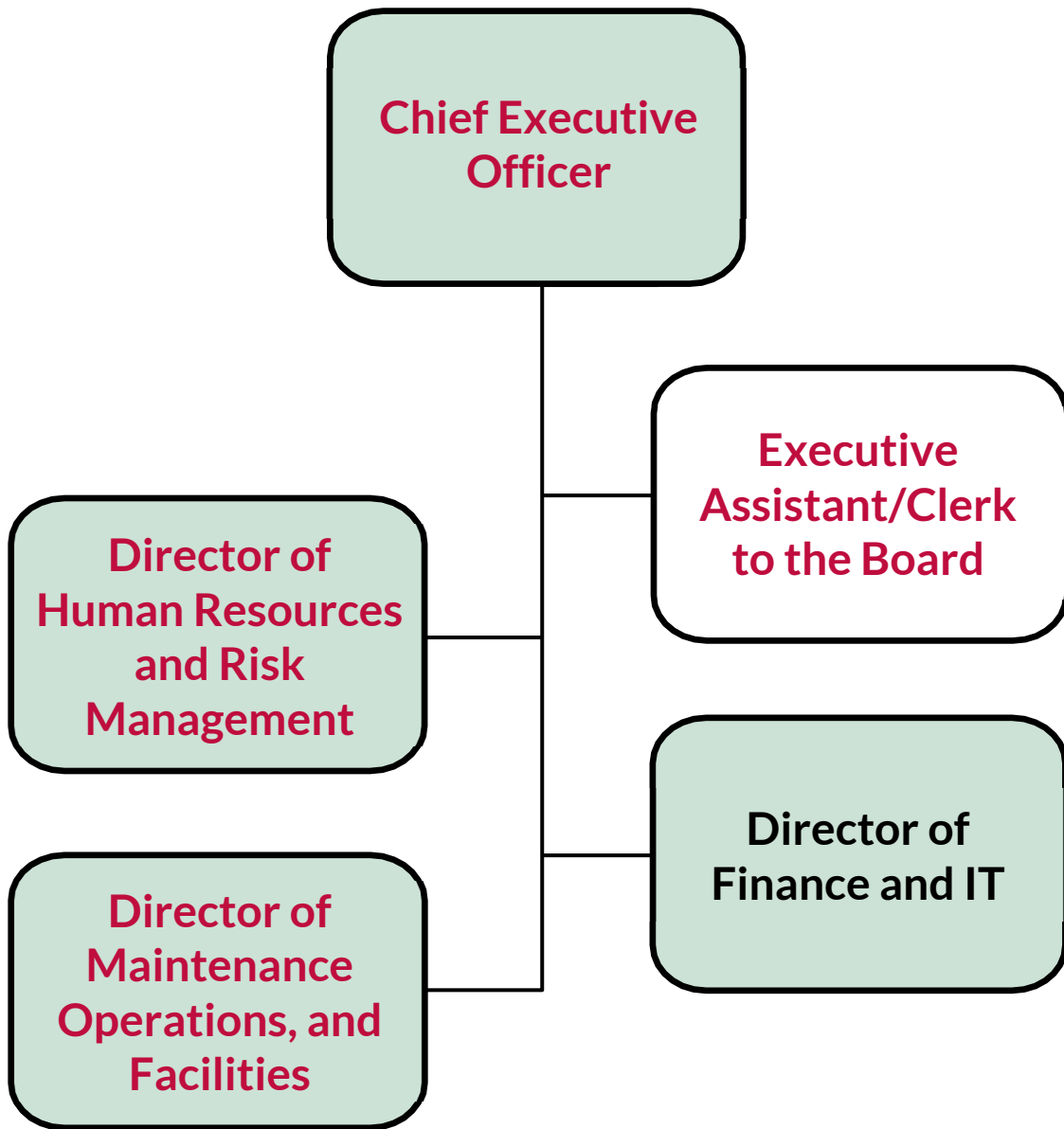
Go-Kits

Each work group should develop a Go-Kit, for their department. A Go-Kit should include anything needed to perform essential functions if computers and programs are not readily available. This could include standard operating procedures, departmental emergency plans, operating orders or regulations, and other relevant guidance that is not already pre-positioned at an alternate location. The Go-Kit may also include:

- The agency’s COOP
- Current contact lists for personnel and external parties
- General office supplies (small amount)
- Office contact information
- Current equipment (laptops, radios & charging docks)
- Personal Safety Supplies (water, food, protective equipment (including pandemic PPE), first aid kit)

Department	Critical Function	Max Down Time (RTO)	Min Staff Required	Remote?	Who Can Perform This Function?	Dependencies	Potential Impact	Equipment or Systems Needed
IT	Scheduling and Route Planning	1-4 hours	1	Yes	NW Technology	DB Servers, Network, VMs	Service Disruption, Financial Loss	Scheduling Software, GPS Systems, DB Servers, Workstations
IT	Customer Service and Support	1-4 hours	1	Yes	NW Technology	Phone System, Email	Reputation Damage, Loss of Business, Operational Inefficiency	Phone System, Email, Internet
IT	IT Support and Infrastructure Management	1-4 hours	2	No	NW Technology	Backups, Monitoring, Server HW, Network	System Downtime, Data Loss, Increased Vulnerability	Net Switches and Routers, Server HW, Backup Systems, Monitoring Software
IT	Desktop Access	1-4 hours	2	No	NW Technology	User Authentication, Endpoint Security, Hardware, PC/Laptop, Network, Internet	Productivity Loss, Data Vulnerability, Operational Inefficiency	Workstations, Laptops, User Authentication, Endpoint Security, Local Network Hardware
IT	Service Alerts	1-4 hours	2	Yes	NW Technology and Ops Sup	Jotform, Hootsuite, Email	Passenger information not delivered	Workstations, Internet
IT	Fleet Maintenance and Management	24-48 hours	1	Yes	NW Technology	DB Servers, Network, VMs, Diagnostic Laptops	Operational Delays, Increased Costs, Safety Risks	Maint Management Software, Diagnostic Tools, Inventory Management, Mobile Devices
IT	Human Resources and Payroll	24-72 hours	1	Yes	NW Technology	MIP DB Server and VM, SKT_DBs	Employee Morale, Operational Disruption, Compliance Risks	MIP, SKT_DBs, Secure File Storage
IT	Marketing and Community Engagement	48-120 hours (2-5 Days)	1	Yes	NW Technology	Hootsuite, Email, Phone System, Website	Lost Opportunities, Reputation Impact, Financial Impact	Social Media Management Tools, Internet, Analytics, Website
IT	Ticketing and Fare Collection	2-6 hours	2	Yes	NW Technology	POS, UMO Cloud, Network	Revenue Loss, Customer Frustration, Data Security	Payment Processing System, POS, Mobile Scanners, Internet
IT	Dispatch Center	30 minutes to 2 hours	2	No	NW Technology	Radios, Streets/PASS DB Servers, Network, VMs	Safety Concerns, Operational Chaos, Emergency Response	Dispatch Software, Radio Comm Equipment, Server Hardware, Multiple
IT	Internet Ingress/Egress	Immediately	1	No	NW Technology	Ziply Fiber, PogoZone	Loss of communication with fleet technologies, loss of email and MS365 accounts	Firewalls, Internet ISPs
HR	Employee Profile Access	1 hour to 1 day	1	Yes	Dir of HR & Risk Mgmt, HR Generalist, Payroll Finance Staff	Internal Systems	Medium	MIP, Employee Files if accessible
HR	On the Job Injuries	1 hour to 1 day	1	Yes	Dir of HR & Risk Mgmt, HR Generalist	State System	Medium	Internet, State SAW system, Origami
HR	Benefits/Insurance Processing	1 hour to 1 day	1	Yes	Dir of HR & Risk Mgmt, HR Generalist	Systems access	Medium	AWC, Employee Files
HR	Random Drug Testing	1 hour to 1 day	1	Yes	Dir of HR & Risk Mgmt, HR Generalist	Systems access	Low	CCF forms, DFB Forms, access to Vmware
HR	Reasonable Suspicion Drug Testing	1 hour	1	No	Dir of HR & Risk Mgmt, HR Generalist	Systems access	Low	CCF forms, DFB Forms, access to Vmware
HR	Post-Accident Drug Testing	1 hour	1	No	Dir of HR & Risk Mgmt, HR Generalist	Systems access	Low	CCF forms, DFB Forms, access to Vmware
HR	Employee Support	2 hours to 1 day	1	No	Dir of HR & Risk Mgmt, HR Generalist	Systems access	High	EAP Folders, Paper/Email resources
Safety Training	Complete monthly NTD safety report submissions	15 days	1	Yes	Safety Dept	IT support	FTA findings if not completed on time	Network, computers, internet
Safety Training	Document training data for DOL and FMCSA	2 days	1	Yes	Safety Dept	IT support	Inability for training of employees to move forward	Network, computers, internet
Safety Training	Training of new employees	Indefinite	2	Depends	Safety/Training Coordinator	Employees having access to network	Class not moving forward	Unclear at this time
Safety Training	Post event re-training	2 weeks	1	No	Safety Dept	Facility for meetings and coaches for actual training	Employees unable to resume duties until trained	Coaches, network access in person meetings
Safety Training	Report events potential injury or accident claims	1 week max	1	Yes	Safety Dept	IT support	Injury claims with no documentation	Network, computers, internet
Executive	Strategic Decision-Making	1-2 hours	1	No	CEO, Maintenance and Operations Director	Executive team, outside stakeholders	Lack of leadership, delays in COOP implementation, compromised safety	TBD
Executive	Oversee and Coordinate Emergency Response	1-2 hours	1	No	CEO, Maintenance and Operations Director	Executive team, outside stakeholders	Lack of leadership, delays in COOP implementation, compromised safety	TBD

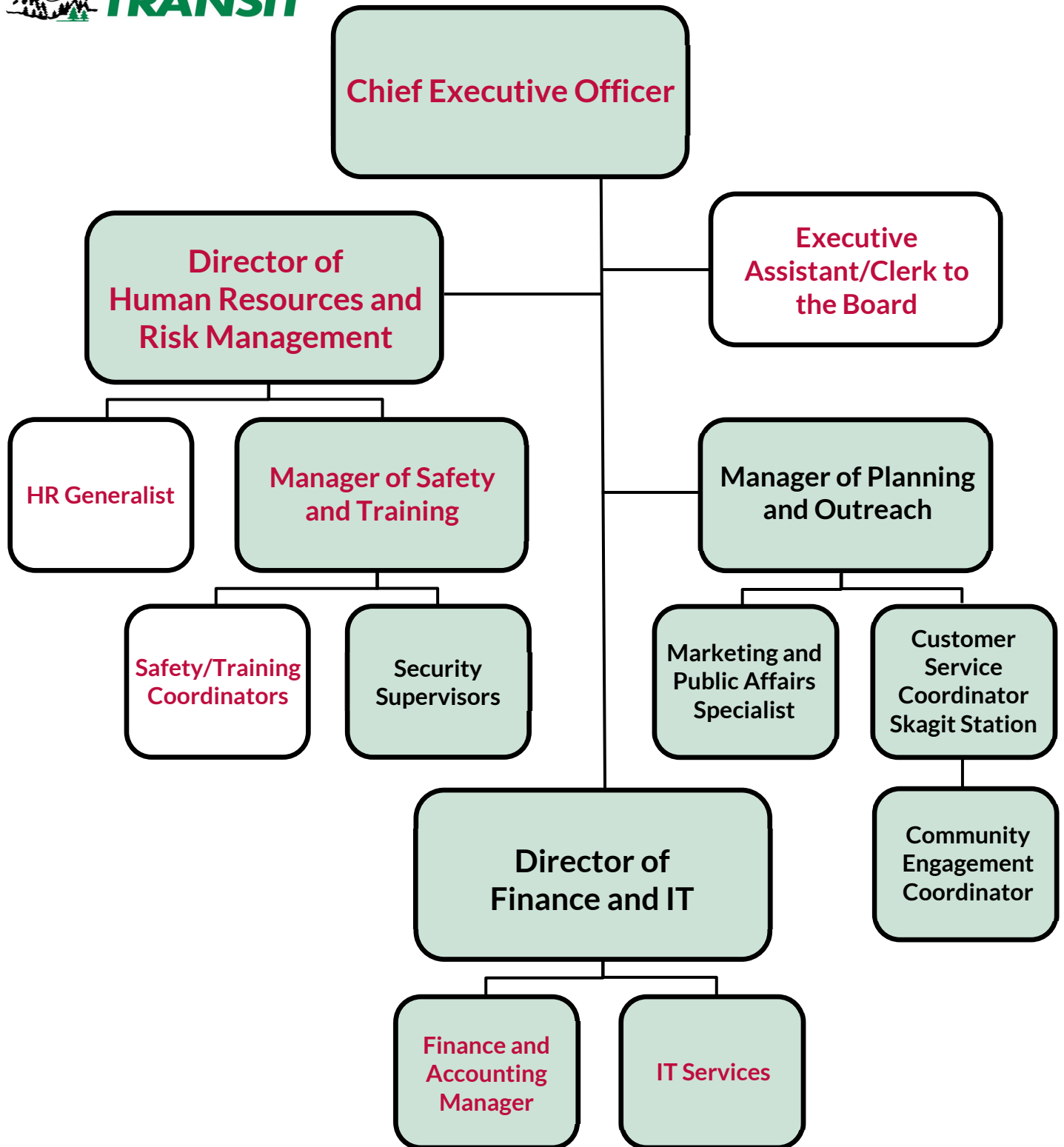
Department	Critical Function	Max Down Time (RTO)	Min Staff Required	Remote?	Who Can Perform This Function?	Dependencies	Potential Impact	Equipment or Systems Needed
Executive	Timely and Accurate Communication to the Public	1-2 hours	2	Yes	CEO, Communications Coordinator	Up to date information, social media platforms	Loss of public trust, providing inaccurate information	TBD
Executive	Employee Support and Communication	1-2 hours	2	Yes	CEO, Communications Coordinator	Employee contact information, emergency alert system, communication tools	Lack of cohesiveness, decreased morale, increased employee stress	TBD
Facilities	Building safety inspection	2 hours	4	No	Facilities Staff	Personnel, Engineer, Provide floor/building utility plans, vehicles	Unsafe building	Vehicle, Cell phones
Facilities	Coordinate Building repairs	Immediately	6	No	Facilities Staff	Personnel, Engineer, Permitting	Repairs delayed	Vehicle, Cell phone, Repair supplies
Facilities	Other facility repairs	24 hours	6	No	Facilities staff	Personnel	Repairs go undone	Vehicles, Tools, Supplies
Facilities	Building custodial	8 hours	2	No	Custodial staff	Custodial Personnel	Cleanliness and sanitize	Vehicles, Cell phone
Facilities	Assist all departments relocation	Immediately	8	No	Facilities staff	Personnel	Delay in operations	Vehicles, trailers, cell phone
Facilities	Safety inspection alternate site	Immediately	2	No	Facilities staff	Personnel, ops, admin, Vehicle	Delay in operations	Vehicles, cell phone
Facilities	Re-locating/transporting supplies	2 hours	4	No	Facilities staff	Personnel, ops, admin, maint vehicles, Fuel	Delay in operations	Vehicles, trailers, cell phone
Operations	Dispatching and Scheduling Communications	Immediately	3	No	Dispatchers/Supervisors	IT Support, Radios	Service Disruption, Financial Loss, Regulatory Penalties	Dispatch and Scheduling Software/Radios
Operations	Route Deviation Plans/Scouting	Immediately	2	No	Supervisors/Manager/Director	Road Supervisors, Vehicles, Radios, Laptops	Service Disruption, Financial Loss, Regulatory Penalties	Supervisor Vehicles/Laptops/Radios
Operations	Dispatching and Scheduling Relocation	1-4 hours	3	No	Dispatchers/Supervisors	IT Support, Personnel	Service Disruption, Financial Loss, Regulatory Penalties	Dispatcher Stations/Radios/Software/Laptops
Operations	Bus Relocations	1-6 hours	4	No	Drivers/Supervisors	Personnel	Service Disruption, Financial Loss, Regulatory Penalties	Coaches/Paratransit Keys
Operations	Staff Vehicle Relocation	1-6 hours	4	No	Drivers/Supervisors	Personnel	Service Disruption, Financial Loss, Regulatory Penalties	Staff Vehicles/Staff Vehicle Keys
Operations	DSI Software and DSI Locations	24-72 hours	1	No	Supervisor	DSI/Payroll/Scheduling Leave, Workstation, Internet	Financial Loss for Employees	Driver Workstations/DSI Database/Computers
Maintenance	Maintenance Logistics Relocation	Immediately	12	No	Maint. and Facilities Staff	Maint. Personnel	Service Disruptions/Customer Base	Trucks, Trailers, manpower
Maintenance	Vehicle Repair	Immediately	12	No	Mechanics/Maint. Support Staff	Mechanics, Forklift, Trailers, Shop Trucks	Service Disruptions	Tooling, Vehicle Lifts, Parts Supply
Maintenance	Diesel Fueling Stations/Software	1-4 hours	1	No	Maint. Leadership, Maint. Support Staff	Backup Fueling Site	Service Disruptions /Entire Customer Base	Power, Computers
Maintenance	Propane Fueling Station/Software	1-4 hours	1	No	Maint. Leadership, Maint. Support Staff	Backup Fueling Site	Service Disruptions /Entire Paratransit Customer Base	Power, Computers
Maintenance	Vehicle Fueling and Cleaning	6-8 hours	4	No	Vehicle Servicers	Maint. Personnel, Cleaning Supplies	Public Perception, Service Disruptions	Cleaning Equipment, Cleaning Supplies
Finance	Bank Management	1-5 days	1	Yes	Accounting/Finance Mgr, CEO	Web browser or working phone line	Unable to move cash between accounts to maintain operations	AIS, Internet and phone services
Finance	General Ledger Maintenance	2 weeks	1	Yes	Accounting/Finance Mgr,	MIP - Internet access, physical documents, email	Financial Statements, monthly filings, audit coordination, board reports	AIS, internet and server access
Finance	Accounts Payable	5 days	1	Yes	Acct Payable, Acctg/Finance Mgr,	MIP - Physical documents/email	Vendors going unpaid	AIS, internet and server access
Finance	Payroll	2 weeks	1	Yes	Payroll	MIP - Internet access	Staff going unpaid	AIS, internet and server access
Security	Facility Access Control	2 hours	1	No	Security Supervisors or Executive Staff	Keys	Unauthorized access, security breaches, building not accessible	Access control systems, keys
Security	Surveillance and Monitoring and incident reporting	2 hours	1	No	Contract Security or Security Supervisors	Camera Systems and monitoring equipment functional	Compromised safety, oversight of facilities	CCTV, monitoring equipment
Security	Emergency Response and Coordination	2 hours	1	No	Contract Security or Security Supervisors	Vehicle, Cell Phone, Laptop	Ineffective response to emergencies	Communication devices, emergency plans
Security	Key Management and Asset Protection	2 hours	1	No	Contract Security or Security Supervisors	Personnel availability	Loss/theft of assets, compromised security	Key management systems, asset registers



In Line of
Succession and
Delegation of
Authority

Members of the
Rapid Recall Team

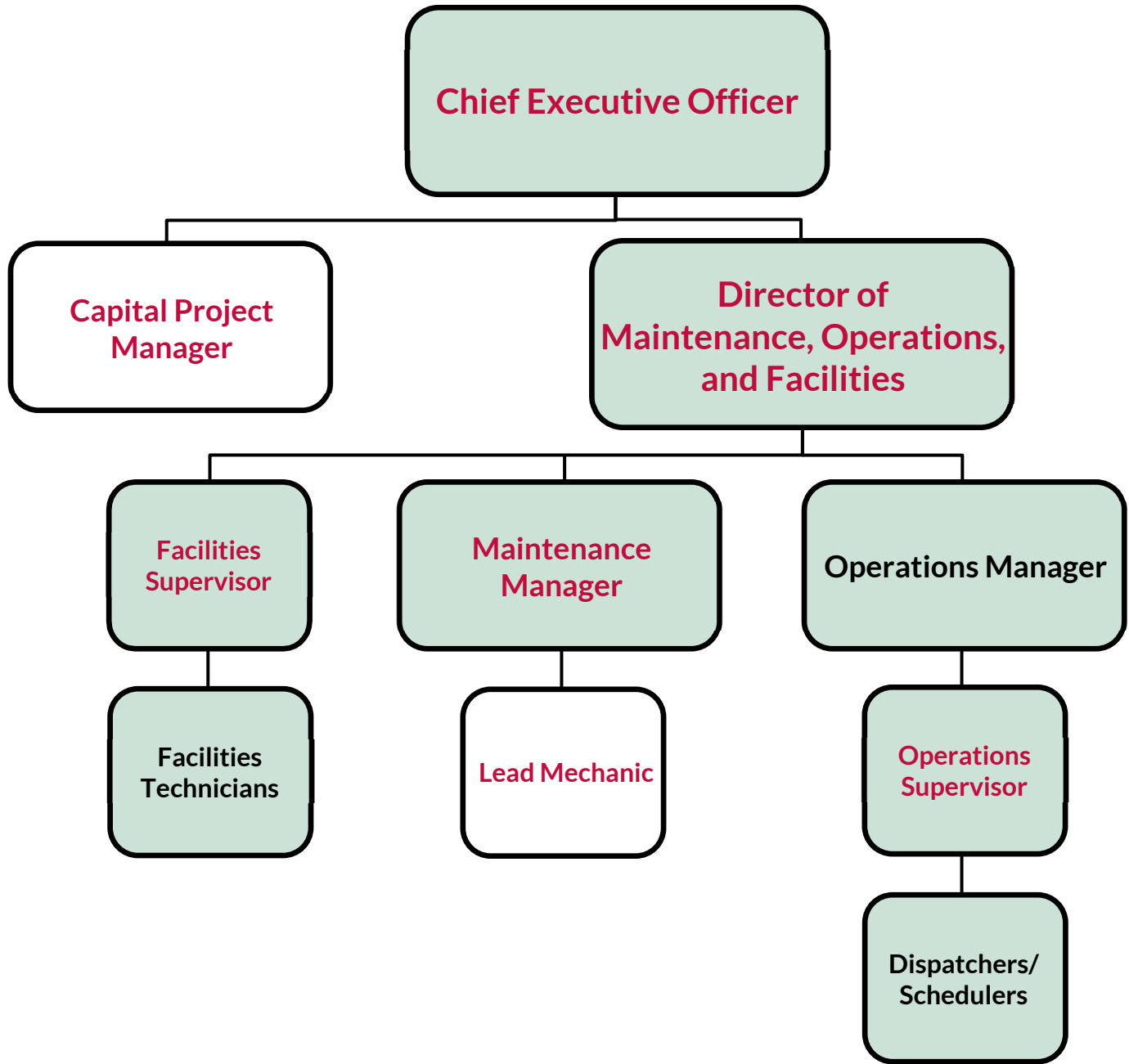
**Essential Employees During
Initial COOP Activation
Executive Office**



In Line of Succession and Delegation of Authority

Members of the Rapid Recall Team

**Essential Employees
During COOP Activation
Administration**



In Line of Succession and Delegation of Authority

Members of the Rapid Recall Team

**Essential Employees During
COOP Activation
Operations**

Appendix C: COOP Team Members

The following lists all agency staff positions that have a role in COOP implementation, activation, Operations under the COOP, or Reconstitution.

- Chief Executive Officer 📞👤
- Director of Maintenance, Operations, and Facilities 📞👤
- Director of Human Resources and Risk Management 📞👤
- Director of Finance and IT 📞
- Dispatchers
- Facilities Supervisor
- Finance/Accounting Manager
- Manager of Planning and Outreach
- Maintenance Manager
- Manager of Safety and Training 📞👤
- Operations Manager 📞
- Operations Supervisors 📞👤
- Security Supervisors

📞 Members of the Rapid Recall Team

👤 In Line of Succession & Delegation of Authority

Appendix D: ST Emergency Communications Plan

Acronyms and Introduction

CSR's	Customer Service Representatives
CEO	Chief Executive Officer
ECP	Emergency Communications Plan
EMC	Emergency Management Coordinator
EPIC	Emergency Planning Implementation Committee
EAS	Emergency Alert System
IC	Incident Commander
ICS	Incident Command System
IVR	Interactive Voice Response
PIO	Public Information Officer
STEOC	Skagit Transit Emergency Operations Center

This Emergency Communications Plan (ECP) is intended to provide guidelines for communication with Skagit Transit staff, customers, community partners and external stakeholders during and after an emergency.

An emergency can include, but is not limited to: an earthquake, fire, hazardous materials accident, or extended loss of power. The procedures and messages contained within the ECP were developed by the Executive Team.

This plan will provide agency staff the guidelines for providing the best communication during difficult times.

1. Emergency Communication

1.1 EAS System

Skagit Transits Emergency Alert System (EAS) is Everbridge.

1.2 Primary Emergency Communication Process

The primary methods of communicating emergency information and notification are by radio, phone, cell phone, and Emergency Alert System (Everbridge).

1. Operators, Supervisors, Maintenance and Security employees who are involved in, witness, or receive a first report of an incident are responsible for contacting the Communication Center by radio or other means.
2. Other Skagit Transit employees will contact 911 for life safety emergencies. For all other emergencies, employees will contact the Communication Center by phone at 360-757-4433. Depending on the incident, the Communication Controllers will initiate notification per established standard operating procedures.
3. The Communication Manager will post an EAS message to the appropriate distribution list that will notify ST leadership and the ST Duty Officer (if applicable) of the emergency. The EAS notification will be updated as a situation develops.
4. When the EAS is activated, the Communication Center will take appropriate action and make the necessary notifications.

1.3 ST EOC Staff Notification

The ST EOC Staff Notification list includes the phone numbers of personnel who are integral to emergency response and management. This list is maintained by the Human Resources Department. When the ST EOC is activated, the CEO or designee will direct the Communication Manager to send out an EAS message to alert ST EOC staff to report.

1.4 ST Agency Staff Notification

In the event of a catastrophic emergency that impacts the agency, and regular methods of communication are not available, the Communications Manager or designee will write a text message, providing agency staff with up-to-date information on the status of the agency. This message will be sent by the Communication Manager or their designee through EAS, to the phone numbers listed in the employees' personnel file. Employees are responsible for keeping their contact information up to date.

1.5 Communication Tools

During normal work hours, standard communication tools will be used. Backup systems will be used if these are impacted by the emergency. Communication tools include:

1. Landlines
2. Cell phones
3. E-mail
4. Text messages
5. 2-way Radio
6. Face-to-face communication
7. Mobile Data Terminals (MDT) onboard coaches
8. EAS
 - Desktop Workstation Notification
 - Phone Calls/Texts
 - Mobile App Notification
 - PA System Announcements (MOA2)
 - Emails

2. Radio and Back-up Plans

- A. Skagit Transit communicates on an 800 MHz radio system on the Combined Communications Network. This system is used by Transit Operators, Supervisors, Maintenance and Security to communicate with the EOC if actions are needed specific to operations or safety.
- B. If the EOC needs to evacuate, the EOC will have access to staff vehicles and can run radio communications from these vehicles.

3. Phones and Back-up Plans

- A. Dispatchers use the Mitel phone system. If Mitel fails:
 1. ST will utilize social media and the ST website to alert the public that the phone system is down. Dispatch will use a dedicated cell phone to communicate with the Comm. Center and make emergency calls. The emergency cell number is 360-899-8317.

3.1 GETS/WPS Cards

Skagit Transit leaders and specific work groups have been enrolled in the Government Emergency Telecommute System (GETS) and Wireless Priority Service (WPS). They have been issued a GETS/WPS calling card that will allow them to place priority calls from landlines and cell phones during an emergency that impedes phone traffic. (Employee training needed)

3.2 Total Communication Failure

Skagit In the event of failure of all electronic means of communication, messengers may be used to transfer communications between EOCs and agencies, as needed.

4. Incident Communication: Internal

4.1 On-Scene Communication

The on-scene incident response is managed by an Incident Commander utilizing the Incident Command System (ICS) structure. The Incident Commander will update the EOC who will determine the appropriate agency notification.

4.2 Internal Agency Communication

- A. Skagit Transit will position an Incident Commander on scene, as a member of Unified Command or as a liaison representing Skagit Transit. The Incident Commander is responsible for ensuring situation reports are made back to the EOC who will update and notify the appropriate ST representatives.
- B. The Communications Manager may distribute information on the incident to non-impacted employees via internal messaging mechanisms which could include; monitors, text message or emails.

4.3 Communication with Vendors and Contractors

Contractors and vendors will communicate with their Skagit Transit contact or designee during an emergency event.

4.4 Instructions for Using Portable Radios

Step 1: Turn on the radio by pressing down or twisting the large knob on top of radio

Step 2: Adjust the volume setting by twisting large knob to right to turn up volume

Step 3: Ensure the radio is set to proper channel:

- Motorola radios will need to be turned to channel 3.
- The channel is changed by pressing the Channel Up or Down button.
- Screen on face of radio will reveal channel name.

Step 4: Depress and hold black talk button on side of the radio when ready to speak and release the talk button when done speaking.



5. Incident Communication: External

5.1 PIO Communications

The Public Information Officer (PIO), which is usually filled by the ST Communications Manager, is an identified role within the Incident Command System. The PIO or designee is responsible for all media reports surrounding the incident. All information released must first be cleared through the CEO or designee. The PIO also ensures our web page, social media, and customer service staff have been notified when service is impacted.

In a multiple agency response (Unified Command), PIOs from each agency are likely to respond. PIOs work together to develop a joint statement, approved by the Unified Incident Commander, that will be released to the media.

5.2 EOC Communications

- A. The ST EOC maintains open communication with EOCs from other impacted agencies or jurisdictions. When EOCs at other agencies or jurisdictions are activated, Skagit Transit may send a representative to their EOC to assist with coordination and on-site communications.
- B. A primary function of the ST EOC is to maintain communication with outside agencies. The ST EOC is also responsible for making decisions that are not covered by existing policy and communicating these decisions to others who need to know.
- C. The ST EOC documents all activities, providing the necessary updates to manage and track the event.
- D. When the ST EOC is activated, these numbers are active for each position within the ST EOC:

Positions (All Directors and Managers)	Phone #
CEO	360-899-8094
Director of Maintenance, Operations, and Facilities	360-708-2461
Director of Finance and IT	360-299-7610
Director of Human Resources and Risk Management	360-854-8490
Manager of Safety and Training	360-708-8167
Accounting Manager	360-764-3871
Capital Projects Manager	360-770-1135
Maintenance Manager	360-899-0187
Operations Manager	360-982-1934
Security Supervisor	360-708-1110

6. Required Regulatory Reporting

6.1 Reporting Table

Criteria for Reporting	Agency	Phone Number	Skagit Transit Employee responsible for making report	Report must be made within:
Death of (or probable death of) an employee, hospitalization (or probable hospitalization) of two or more employees as a result of a work-related accident	Labor and Industries	1-800-321-6742	HR or Manager of Safety and Training	8 hours
	WISHA/OSHA	1-800-423-7233		
Non-hospitalized amputation or loss of eye	WISHA/OSHA	1-800-423-7233 (opt 1)	HR or Manager of Safety and Training	24 Hours
Chemical Spill- Storm water Chemical Spill-Soil	Dept. Of Ecology	1-800-645-7911	Facilities Management	Immediate
Discovery of unknown contaminated soil or ground water				
Chemical Spills to Waters of the State	WA State Division of Emergency Mgmt.	1-800-258-5990	Safety Officer or Facilities Management	Immediate
	National Response Center USCG	1-800-424-8802		
	Ecology Regional Office	Northwest 206-594-0000		
Chemical Release into Air	Puget Sound Clean Air Agency	206-343-4341	Facilities Management	Immediate
Skagit Transit Bus Accident	Skagit Transit Director of Operations	360-708-2461	Skagit Transit Director of Operations	Immediate

6.2 Communications Manager Checklist

At the beginning of an emergency, the Supervisor on scene will provide updates to the Communications Manager. Once the ST EOC is activated the Communications Manager will report to the EOC and fill the PIO position. If the ST EOC is not activated, the Communications Manager will facilitate communication with Skagit Transit's CEO, Executive Directors and outside agencies.

Responsibilities:

- A. Coordinate effective crisis communications during and following the crisis. If unavailable, the Manager of Safety and Training will perform the emergency duties. Immediate and periodic consultations will occur with the ST EOC.
- B. Include Customer Service and dispatch on any incident impacting operations.
- C. Evaluate need for coordination with outside agencies. Discuss strategy with CEO as appropriate.
- D. Work with ST EOC to determine how new info will be made available to media/public as it is received, or updates given at predetermined times such as hourly. Determine if updates will be given from incident site or from Skagit Transit office, if different. All information released must be approved by the ST EOC Manager or CEO.
- E. Develop key messages.
- F. Determine necessity and timing of press conference.
- G. Keep CEO informed of communication strategy.
- H. Work with CEO to inform the Board about events, key messages, and communications strategies.
- I. Develop strategies to inform customers of the situation.
- J. Oversee dissemination of information and updates through EAS, media, phone calls, written materials, and website.

7. Media Interview Guidelines for Agency Staff

- A. The CEO or designee are the only people who should talk with the media on crises relative to Skagit Transit. If the media approaches other Skagit Transit employees for information or comment, they should do the following;
 - 1. If contacted by telephone, cordially inform the reporter that only the CEO can respond to any questions. Take the reporter's name, telephone number and affiliation and offer to transfer the call or pass along the information to the CEO.
 - 2. If a reporter shows up in-person, be friendly but do not respond to questions. Call the Communications Manager and inform him/her of the reporter's presence. The Communications Manager will contact the CEO and determine how to respond to the situation.
- B. From time to time, various Skagit Transit personnel will be designated by the Communications Manager to speak with the media due to their expertise in a certain field. In such instances, the Communications Manager will work with this person to prepare him/her prior to speaking with the media.
- C. Unless specifically designated, an employee should not assume the role of a spokesperson, no matter what his/her position or connection to the crisis is.

8. Media Briefing Techniques for CIO and PIO

- A. At the onset of an emergency, people expect authorities to have more information than they do. Efforts to communicate accurately and quickly may mean some communications are incomplete. Honesty and speed are critical in a crisis, and it is vital to speak with accuracy about what we know and not speculate about what we do not know.
- B. Pause before you answer. Give yourself plenty of time to consider the question and its implications. It sometimes works to explain your answer in a visual way that will be

understood by television viewers. This is your interview so take your time in responding to their questions.

- C. Keep your answers short. Use two or three sentences at most. Answer the question in the first sentence; explain it in the second and third sentences.
- D. Don't speculate. If you don't know the answer, don't guess. Say you're not sure but will get the information and get back to the media representative. Don't guess as to the cause of an incident. Say, "It's still under investigation".
- E. If the question is tough, ask the reporter to rephrase the question. You may know the answer but feel uncomfortable in responding because you're not sure what you want to say or what the reporter is getting at. What your response can do is buy you time in framing your response. It also forces the reporter to rephrase the question more clearly.
- F. Do not provide any information that has not been cleared through the CEO or Communications Manager. If you are at the Incident Command Post, you may learn of information that should not be released because it may compromise the response or safety of the responders. The Incident Commander will also clarify that information to be released is accurate prior to passing it on to the media.

9. Sample Media Interview Template

All information released must be approved by the CEO.

This is the information we can confirm at the present time:

At approximately (___) am/pm today, a Skagit Transit Bus on Route # (___) traveling from (___) to (___) was involved in a collision with a (___)

The bus was carrying an estimated (___) passengers. At this time the accident is under investigation, and we cannot accurately tell you the extent of the damage or injuries other than to say that it has involved (___) people. Their names and their conditions will be disclosed by the local police or fire department that responded to the scene. Members of the media may stay in touch with the Planning and Outreach Supervisor at 360-899-0997 so they can be briefed as additional verified information becomes available.

If you are asked additional questions, you can make the following statement:

That is all I can confirm at this time. Please understand that we are all very busy trying to deal with this situation and would appreciate your patience for a few hours. As soon as we have more information that has been confirmed, it will be disclosed to the public via the news media, social media, and/or on our website.

Anything involving our employees or those of our contractors will be disclosed to their families and loved ones first and will be handled by our senior management. Thank you.

Names and Conditions of victims are not to be released by Skagit Transit. If there are fatalities, once the coroner has confirmed them, a count and gender can be disclosed to the media. No additional information, including age, race etc. is to be given out. If those involved survive the incident, media should be referred to the fire department/paramedics that responded and transported the victims and to the local hospital that admitted them for information on their condition.

10. Customer Service/Dispatch Template

In the event of an emergency, Skagit Transit Customer Service will receive initial notification from the EAS. Customer Service staff can then communicate with the PIO to obtain the latest updates and impacts to service.

The primary responsibilities of Customer Service and Dispatch during an emergency are:

- A. Consult with the ST EOC to determine immediate communication needs.
- B. Ensure Customer Service Staff and Dispatch are informed of the crisis.
- C. Call in additional staff if necessary.
- D. Coordinate response with Whatcom Transportation Authority, Island Transit, Everett Transit, and Community Transit customer service if relevant.
- E. Obtain updated information for public distribution and share with Customer Service and Dispatch.
- F. Track public opinion and comments of Skagit Transit and handle crisis via Track-it.
- G. Update work schedules of Customer Service and Dispatch and adjust as needed.

11. Other Departmental Communication Plans

Departments not directly involved in emergency communication will develop their own internal communication plan to be used by staff during emergencies. It could be as simple as following the process they would use to call out “sick” or developing a phone tree for use within your department or work group. These plans should be reviewed and updated annually and submitted to the CEO.

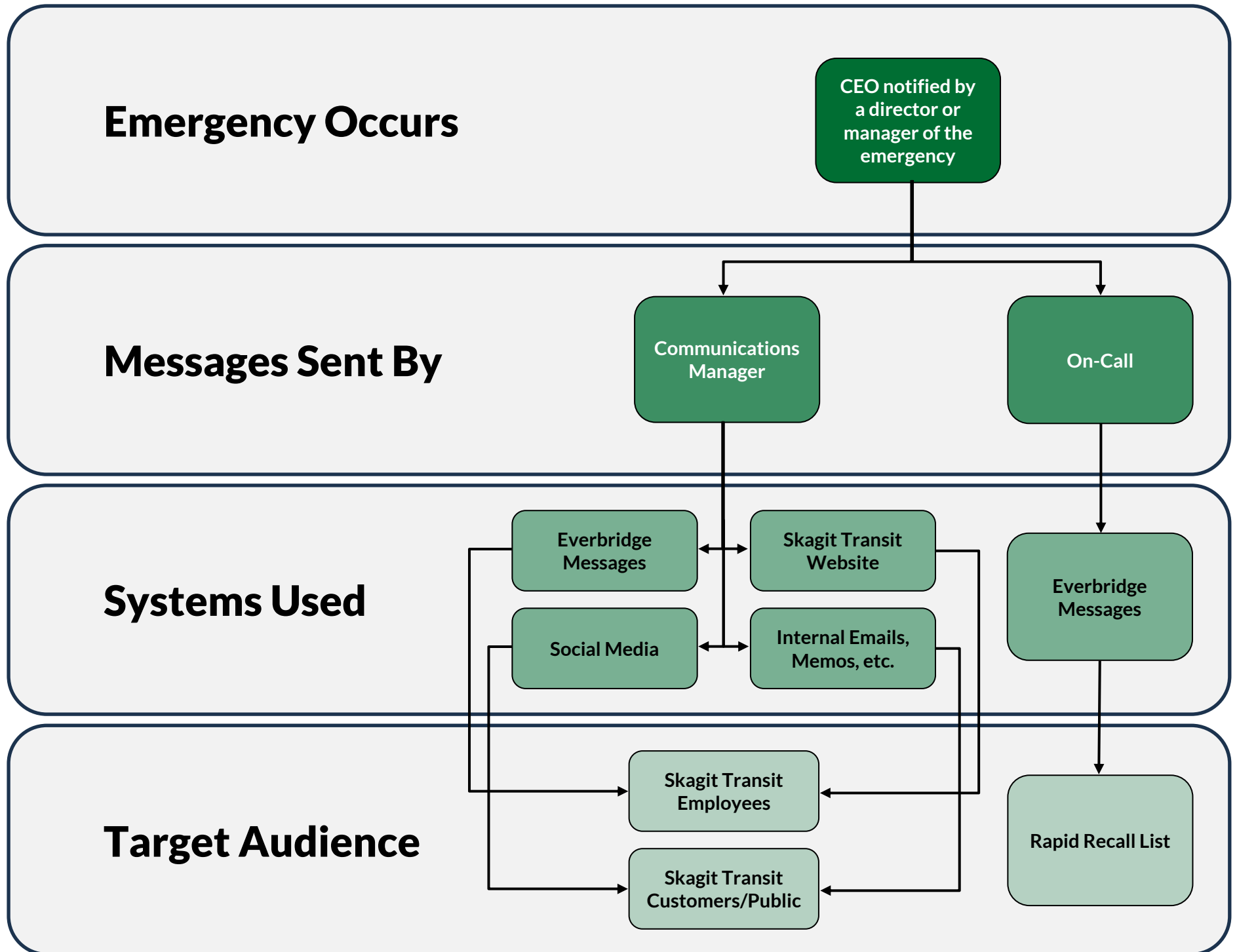
12. Training and Plan Updates

The Manager of Safety and Training or designee is responsible for annual training of staff and updates to this plan.

13. End of the Emergency

The CEO will determine when an emergency has ended, and routine communication processes can resume. At that time, the Communications Manager will work with the ST EOC to determine how to return the agency communication to normal. This may include the need for messages from the CEO, promotion of support and counselling services, and all-employee meetings. The decision to declare the emergency/crisis over will trigger a review of how the crisis was handled and how communications can improve.

Emergency Communication Flow Chart



Skagit Transit Building Evacuation Plan 600 County Shop Lane

If the Skagit Transit facility at 600 County Shop Lane (MOA) must be evacuated due to an emergency, follow these guidelines:

1. Stay calm and walk quickly and exit the building via the nearest exit. Meet at the assembly area which is located just north and east of the maintenance area, along the fence where the Paratransit vehicles normally park. If the building fire alarm was not activated, designate one person to call 911. Use a cell phone if available. Stay put, and **DO NOT RE-ENTER THE BUILDING!** Stay out of the drive path of emergency response vehicles.
2. Primary Dispatcher- take with you or assign someone to take vehicle keys for bus used as Emergency Evacuation Vehicle, the Skagit Transit Emergency Procedures binder, and the maroon-colored duffel bag located on the bottom shelf below the Dispatch window. This bag includes emergency equipment, including emergency blankets, a CPR breathing mask, a First Aid Kit, N-95 masks, and a flashlight with extra batteries. Also make sure someone has the Emergency Communication Bag, this bag includes a laptop computer, a cell phone, and updated emergency contact information.
3. Receptionist and/or backup- please take with you the maroon-colored duffel bag that is located under the front reception desk. This bag includes emergency equipment, including emergency blankets, a CPR breathing mask, a First Aid Kit, N-95 masks, and a flashlight with extra batteries.
4. Maintenance and/or parts desk staff- please take with you the maroon-colored duffel bag that is located on the shelf in the maintenance break room, this bag includes emergency equipment including: emergency blankets, a CPR breathing mask, a First Aid Kit, N-95 masks, and a flashlight with extra batteries.
5. If the alarm is not audible go to the nearest RED FIRE ALARM BOX and pull the handle.
6. Dispatch- using a portable, hand-held radio, transmit this to all operators: "There is an evacuation emergency at Skagit Transit MOA. Do not return to base. Use **Skagit Station** as base until further notice. Repeat, there is an evacuation emergency at Skagit Transit MOA. Do not return until an all clear is given. Keep radio traffic to a minimum. Emergency use only."
7. Managers- Make a list of everyone who has made it to the meeting spot, and anyone who may still be in the building. Give that information to the Emergency Responders. Make sure a sweep of your department has occurred including the restrooms.
8. Do not re-enter the building until Emergency Response Personnel say it is safe to do so.
9. Follow instructions detailed in the red Emergency Procedures notebook that is located on the wall right outside the maintenance front desk area.



SKAGIT TRANSIT

EMERGENCY EVACUATION PLAN Administration and Maintenance

Symbols Legend

Defibrillator (AED)

Accessible Exit

Evacuation Assembly Area

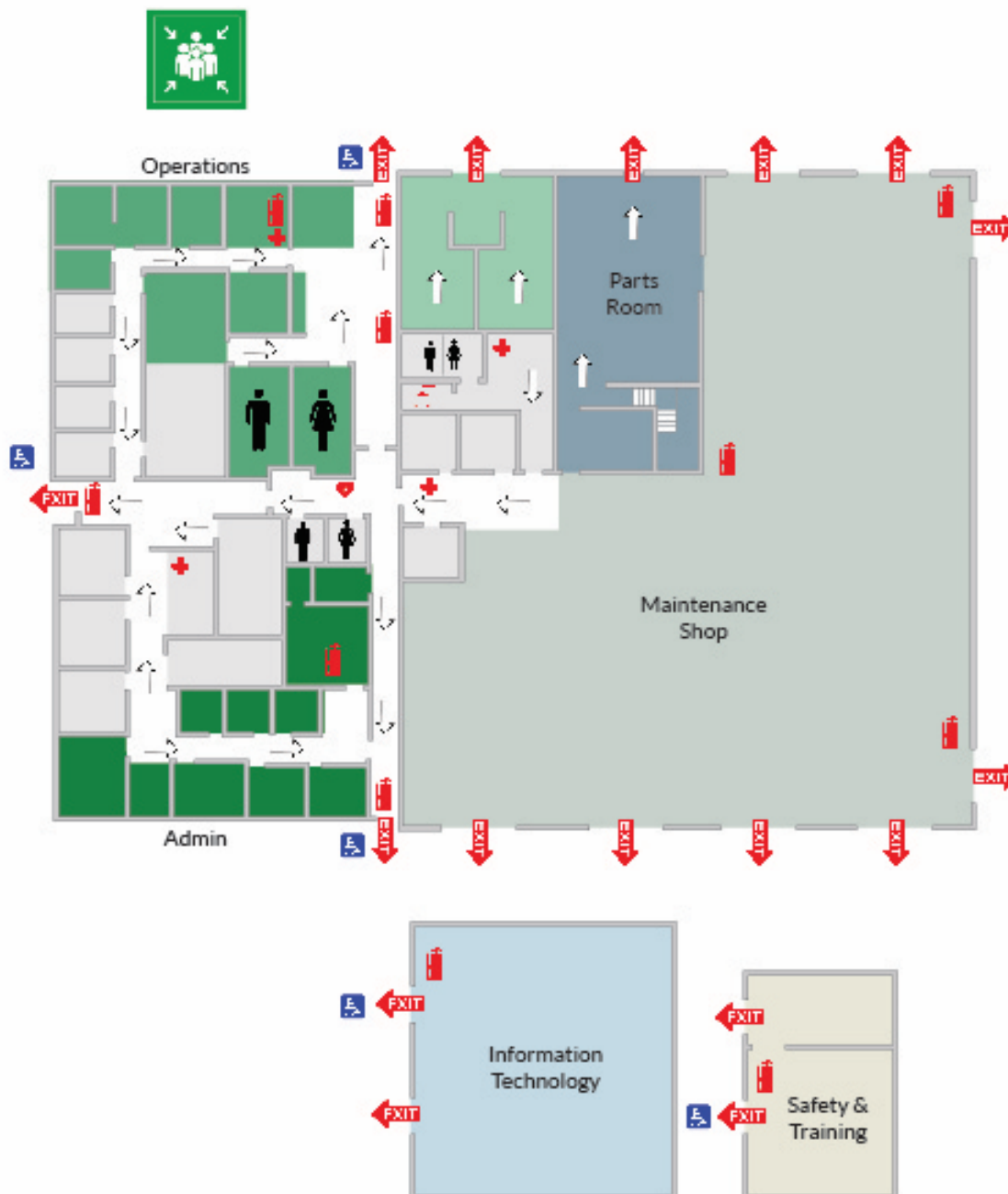
Restrooms

Fire Extinguisher

First Aid

Emergency Shower

Means of Egress



**FOR EMERGENCY
CALL 911**

Skagit Transit Evacuation Plan Transit Vehicles

If a Skagit Transit Vehicle must be evacuated due to an emergency, follow these guidelines:

1. Stay calm! If the vehicle is in motion, quickly pull over to as safe a location as possible. (Don't pull into a gas station if your coach is on fire!)
2. In a firm but calm voice, tell your passengers to "EVACUATE the vehicle!" Perform a quick check of seat area to ensure children are not hiding there. Direct them to assemble away from the vehicle at a safe, up-wind location that is at least 100 yards (100 paces) away. If possible, have one passenger take charge of the group.
3. If emergency does not permit time to safely evacuate wheelchair/mobility impaired passengers using the lift/ramp, evacuate them by the safest, fastest means possible.
4. If time permits, radio base saying, "Clear all traffic, emergency in progress". State your route number, vehicle number, the emergency, and your exact location. Tell the Dispatcher what assistance you need.
5. Exit the vehicle taking the fire extinguisher, first aid kit, and vehicle binder with you. Stay with your passengers. Their safety and yours come first!
6. If the base was not contacted, designate one person to go call 911. Use a cell phone if available. As soon as can be done contact Dispatch (360-757-5177) and let them know you have called 911. Stay put, and DO NOT ALLOW ANYONE TO RE-ENTER THE VEHICLE! Stay out of the drive path of emergency response vehicles.
7. Make a list of everyone at the meeting spot. Provide that information to the Emergency Responders.
8. As soon as possible, notify Dispatch if not done already. Dispatch will begin calling personnel listed in the Emergency Notification Phone List. If it appears you can extinguish the fire with the extinguisher you removed from the bus, spray from outside the bus. If there is an engine fire, do not open the engine compartment! Instead direct the stream from underneath the back of the bus up into the engine compartment.
9. Do not re-enter the vehicle until Emergency Response Personnel say it is safe to do so.

Skagit Transit Evacuation Plan Skagit Station

If the Skagit Transit facility at 105 E. Kincaid must be evacuated due to an emergency, follow these guidelines:

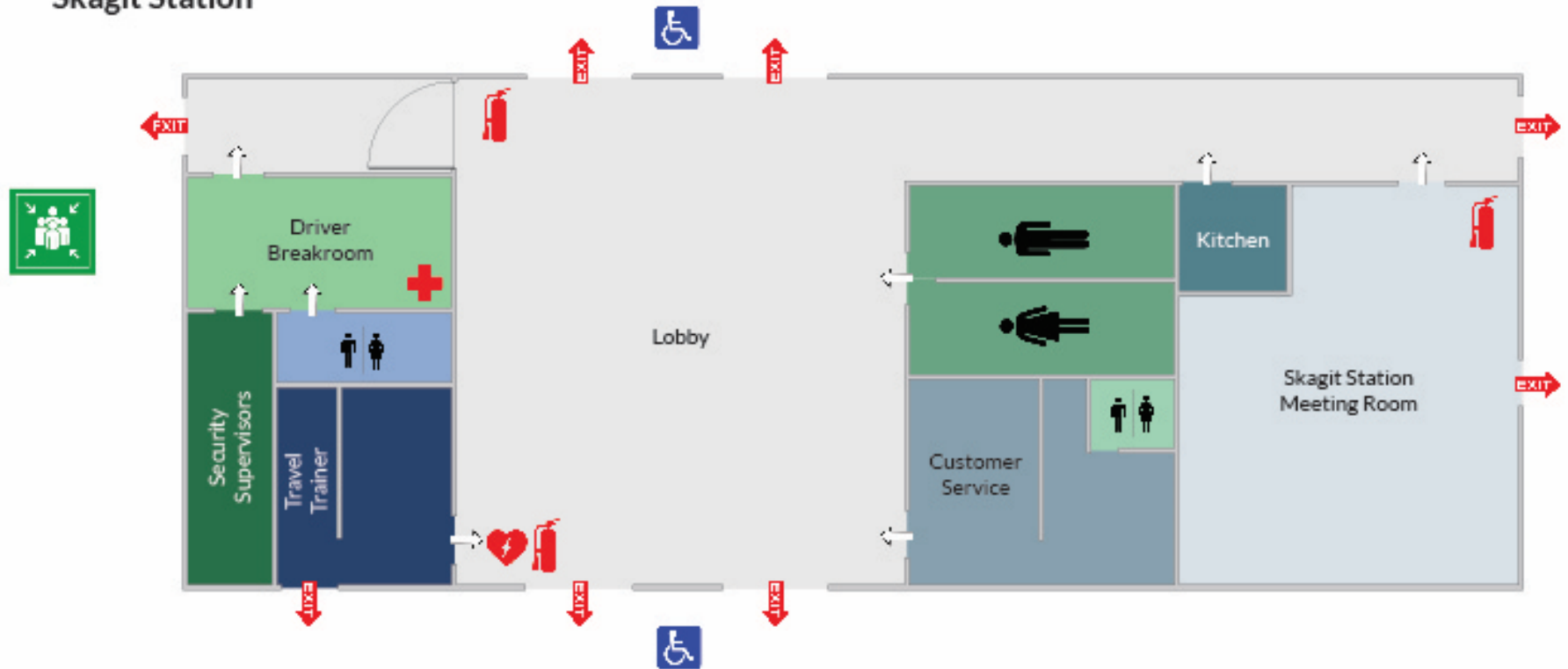
1. Stay calm and walk quickly and exit the building via the nearest exit. Meet at the assembly area which is located near the art sculpture on the South side of the building.
2. In a firm but calm voice, tell everyone in the building to, "EVACUATE the building!" Direct them to meet at the assembly area which is located near the art sculpture on the South side of the building.
3. Call 911 and state the nature of the emergency. Give them as many details as you can, including any possible injuries. Give them the address: 105 E. Kincaid, Mount Vernon.
4. Make a quick sweep of all rooms before making your way to the assembly area. This sweep should include the conference room, the break room, Skagit Transit offices, and the restrooms.
5. If the alarm is not audible go to the nearest RED FIRE ALARM BOX and pull the handle.
6. Security should have a first aid kit with them when they meet at the assembly area.
7. Security will have all the keys to the building with them when they meet at the assembly area.
8. Do not re-enter the building until Emergency Response Personnel say it is safe to do so.
9. Make sure no one else enters the building. Assign security or Skagit Transit personnel to watch the entrances of the building to ensure that no one re-enters the building.
10. As soon as possible notify the Maintenance Manager using a cell phone.
11. When given permission to re-enter the building please reset the alarm or make sure that facilities staff are present and can reset the alarm.



SKAGIT TRANSIT

FOR EMERGENCY
CALL 911

EMERGENCY EVACUATION PLAN Skagit Station



Symbols Legend

Defibrillator (AED)

Evacuation Assembly Area

Fire Extinguisher

Means of Egress

Accessible Exit

Restrooms

First Aid





TO: Skagit Transit Board of Directors
FROM: Crystle Stidham, Chief Executive Officer
SUBJECT: Approve Public Transportation Agency Safety Plan Update (First Review)

INFORMATION:

On July 18, 2018, FTA published the Public Transportation Agency Safety Plan (PTASP) Final Rule, which requires certain operators of public transportation systems that receive federal funds under FTA's Urbanized Area Formula Grants to develop safety plans that include the processes and procedures to implement Safety Management Systems (SMS). The PTASP rule became effective July 18, 2019.

Transit operators were required to certify that they had a safety plan in place meeting the requirements of the rule by December 31st, 2020.

Skagit Transit's Board of Directors approved the agency's original PTAST on August 19, 2020.

The first update of the PTASP plan was approved by the Skagit Transit Board of Directors on August 18, 2021.

The second update of the PTASP plan was approved by the Skagit Transit Board of Directors on November 16, 2022.

The third update of the PTASP plan was approved by the Skagit Transit Board of Directors on September 20, 2023.

The 2024 update of the Skagit Transit's PTASP was submitted via email to the Board of Directors and AFSCME leadership for 30-day review on September 19, 2024 and will be on the October agenda for approval.

The PTASP was distributed to the Skagit Transit's Safety Committee on August 14, 2024, and was approved September 11, 2024.

Once approved by the Board, this document will be forwarded to the Skagit Council of Governments (SCOG), and the Washington State Department of Transportation (WSDOT).

RECOMMENDATION:

Staff recommends that the Board approve the updated Skagit Transit Public Transportation Agency Safety Plan (PTASP).

Skagit Transit Public Transportation Agency Safety Plan

Fourth revision of original document. Original version, initiated 8/19/2018, submitted for approval to the Skagit Transit Board of Directors 08/19/2020. First revision of original document submitted to Skagit Transit Board of Directors 07/21/2021. Second revision of original document submitted 10/22/2022. Third revision of original document submitted July 19, 2023.

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1. Transit Agency Information

Transit Agency Name	Skagit Transit
Transit Agency Address	600 County Shop Lane, Burlington, WA 98233
Name and Title of Accountable Executive	Crystle Stidham, Chief Executive Officer
Name of Chief Safety Officer or SMS Executive	Jennifer Davidson, Director of Human Resources and Risk Management, Chief Safety Officer

Mode(s) of Service Covered by This Plan	Fixed Route Bus, Commuter Bus, Paratransit, Vanpool	List All FTA Funding Types (e.g., 5307, 5310, 5311)	5307, 5310, 5311, 5339
Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)	Fixed Route Bus, Paratransit, both directly operated by Skagit Transit using our own employees.		
Does the agency provide transit services on behalf of another transit agency or entity?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	Description of Arrangement(s) N/A
Name and Address of Transit Agency(ies) or Entity(ies) for Which Service Is Provided	N/A		

2. Plan Development, Approval, and Updates

Name of Entity That Drafted This Plan	Skagit Transit	
Signature by the Accountable Executive	Signature of Accountable Executive (Crystle Stidham-Tinges, Chief Executive Officer)	Date of Signature
Approval by the Board of Directors or an Equivalent Authority	Skagit Transit Board of Directors	Date of Approval
	Relevant Documentation (title and location)	
Certification of Compliance	Name of Individual/Entity That Certified This Plan	Date of Certification
	Washington State Department of Transportation	
	Relevant Documentation (title and location)	
	A copy of this PTASP document, signed by the Accountable Executive and the Chair of the Skagit Transit Board of Directors, is maintained on file by the Skagit Transit Chief Safety Officer, (Director of Human Resources and Risk Management) and by the Manager of Safety and Training.	

Version Number and Updates

Record the complete history of successive versions of this plan.

Version Number	Section/Pages Affected	Reason for Change	Date Issued
1	Attachment 1.a	Strategies for reducing employee assaults	
4	Pages 3,4	Safety Performance Targets updated	
4	Pages 5,6	Changes in Leadership/Executive Management	
4	Attachment 2.a	Safety Performance Targets	
4	Attachment 3.a	Updated Skagit Transit Organizational Chart	
4	Attachment 4.a	Infectious Disease Response Plan	

Annual Review and Update of the Public Transportation Agency Safety Plan

Describe the process and timeline for conducting an annual review and update of the Public Transportation Agency Safety Plan.

The Skagit Transit Public Transportation Agency Safety Plan is scheduled to be reviewed annually no earlier than July by Skagit Transit's senior management team, consisting of the Chief Executive Officer and all Department Directors and Managers. The management team will make recommendations for updates to the Chief Safety Officer and Manager of Safety and Training, who, in collaboration with the Chief Safety Officer, will update the plan after approval by the Chief Executive Officer. The updated plan will then be submitted to the Skagit Transit Safety Committee for review and approval, and Board of Directors for review in July and approval at the August meeting of the Skagit Transit Board of Directors. In February 2022, the Bipartisan Infrastructure Law changes mandated new processes for development of the PTASP plan, including that the plan must be developed in coordination with representatives of frontline employees, and to include an Infectious Disease Response Plan in the document.

Interim revisions to the Plan will be undertaken before the annual date when needs are identified by the agency. The approval process is identical to the process for the annual update.

3. Safety Performance Targets

Safety Performance Targets

Specify performance targets based on the safety performance measures established under the National Public Transportation Safety Plan. Figures documented are an average of the calendar years 2018, 2019, and 2021. The calendar year of 2020 was not included in the calculations due to significantly reduced service during the COVID-19 pandemic. Please see attachment 1.a.

Mode of Transit Service	Fatalities	Injuries	Safety Events	System Reliability	OSHA recordable injury rate	Other	Other
MB	0	6.6	14.3	16.0	6.8		
DR	0	3.6	12.6	2.3	3.6		

Safety Performance Target Coordination		
<p><i>Describe the coordination with the State and Metropolitan Planning Organization(s) (MPO) in the selection of State and MPO safety performance targets. These targets are reviewed quarterly by the Chief Safety officer, with recommendations made to the Accountable Executive if revisions to the targets are needed for successive versions of this document.</i></p>		
<p>Skagit Transit and the Skagit Council of Governments (SCOG) have been in regular communication regarding the Safety Performance targets, and met in person on February 20, 2020 to coordinate the targets. Skagit Transit's Chief Safety Officer shares our ASP with our local MPO, (SCOG) after approval by the Skagit Transit Board of Directors. The Chief Safety Officer also provides a copy of our approved plan to the Washington State Department of Transportation (WSDOT). Since the Safety Performance Targets were not updated for this revision, coordination consists of maintaining the same targets for the coming year.</p>		
Targets Transmitted to the State	State Entity Name	Date Targets Transmitted
	Washington State Department of Transportation	Initial targets submitted electronically on 08/10/2020. Targets submitted electronically one month before annual update/revision of the plan. ** Targets not updated in 2021 due to COVID-19 pandemic reduction in service. 2022 targets were submitted on: December 15, 2022. 2023 targets were submitted August 2023. 2024 targets will be submitted once approved by the Skagit Transit Board of Directors.
Targets Transmitted to the Metropolitan Planning Organization(s)	Metropolitan Planning Organization Name	Date Targets Transmitted
	Skagit Council of Governments (SCOG)	Initial targets submitted electronically on 08/10/2020. Targets submitted electronically one month before annual update/revision of the plan**. Targets not updated in 2021 due to COVID-19 pandemic reduction in service. 2022 targets submitted on November 17, 2022. 2023 targets were submitted in August 2023. 2024 targets will be submitted once approved by the Skagit Transit Board of Directors.

4. Safety Management Policy

Safety Management Policy Statement
<p><i>Include the written statement of safety management policy, incorporating safety objectives.</i></p>
<p>Skagit Transit is committed to the promotion of safe public transportation services. To support this, all Skagit Transit employees have the responsibility to identify, mitigate, and communicate potential safety hazards.</p> <p>Skagit Transit senior management develops and integrates policies and procedures using guidance and input from employees, individual departments, and the Safety Committee to comply with State and Federal regulations and ensures that all transit service delivery activities take place under a balanced allocation of organizational resources, aimed at achieving the highest level of safety performance and meeting established standards.</p>

<p>Our goal is to ensure we have displayed measurable improvement in all targeted areas, and to report progress to our governing Board, staff, and stakeholders.</p>	
<p>Safety Management Policy Communication</p> <p><i>Describe how the safety management policy is communicated throughout the agency's organization. Include dates where applicable.</i></p>	
<p>The Skagit Transit safety management policy is communicated to all members of the Skagit Transit Leadership team via email. Paper copies are posted in each department. All members of Skagit Transit Leadership team are then responsible for informing employees under their direct supervision of the components of the plan. The Skagit Transit leadership team consists of the Chief Executive Officer, the Director Human Resources and Risk Management, the Director of Operations, Maintenance and Facilities, the Director of Finance, plus the Manager of Operations, Manager of Safety and Training, Manager of Maintenance, and all Administration, Operations, Maintenance, and Planning Supervisors.</p> <p>New employees are trained in the policy during initial orientation. Current employees are given annual refresher training. Safety Committee meetings, safety bulletins, safety suggestion box, employee safety meetings, safety posters, employee recognition program are methods of safety communication.</p> <p>The annual review and/or revision of the plan is communicated to all members of the Skagit Transit Leadership team once completed.</p>	
<p>Authorities, Accountabilities, and Responsibilities</p> <p><i>Describe the authorities, accountabilities, and responsibilities of the following individuals for the development and management of the transit agency's Safety Management System (SMS). See attachment 2.a, (Skagit Transit Organizational Chart).</i></p>	
<p>Accountable Executive</p>	<p>Crystle Stidham, Chief Executive Officer. Directs allocation of resources and responsibilities of senior management in the implementation of the plan. 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 the agency's Public Transportation Agency Safety Plan.</p>
<p>Chief Safety Officer or SMS Executive</p>	<p>Jennifer Davidson, Director of Human Resources and Risk Management. Accountable to the Chief Executive Officer. Responsible for overall execution of the SMS in all areas of the Human Resources, Safety, Training, and Security Departments.</p>
<p>Agency Leadership and Executive Management</p>	<ul style="list-style-type: none"> • Greg Latham, Director of Vehicle Maintenance, Operations, and Facilities. Accountable to the Chief Executive Officer. Responsible for the overall execution of the SMS in all areas of the Vehicle Maintenance Department. Responsible for reporting any hazards in his/her department. Responsible for the overall execution of the SMS in all areas of the Operations Department, including Fixed Route, Paratransit, Dispatch. Responsible for the SMS in all areas of the Facilities Department. • Dan Heverling, Director of Finance and Information Technology. Accountable to the Chief Executive Officer. Responsible for overall execution of the SMS in all areas of the Finance Department and Information Technology. • Chris Arkle, Finance and Accounting Manager. Accountable to the Director of Finance. Responsible for implementation of the SMS in all areas of the Finance and Administration Department, including Payroll, Grants Management, and Procurement. • Belle Tromp, Manager of Operations. Accountable to the Director of Vehicle Maintenance, Operations, and Facilities. Responsible for the day-to-day execution of SMS in the Operations Department. • Eric Esparza, Capital Projects Manager. Accountable to the Chief Executive Officer. Responsible for ensuring the overall SMS compliance of all construction projects.

	<ul style="list-style-type: none"> • Josh Klinger, Vehicle Maintenance Manager. Responsible for the day to day supervision of Vehicle Maintenance staffing and implementation of the SMS. • Stevie Mathews, Manager of Planning and Outreach. Responsible for ensuring the day-to-day adherence to the SMS by all Planning and Outreach employees under her supervision. • Joe Macdonald, Manager of Safety and Training. Reports to the Director of Human Resources and Risk Management (Chief Safety Officer). Responsible for development and annual updates and revisions of the plan. The Manager of Safety and Training has received in-person training on October 19th and 20th, 2019 provided by the Washington State Transit Insurance pool (WSTIP), and online training in SMS practices and procedures provided by the FTA. Develops Skagit Transit's ASP and SMS policies and procedures. • Ensures and oversees day-to-day implementation and operation of Skagit Transit's SMS. • Manages Skagit Transit's ESRP. <p>Chairs the Skagit Transit Safety Committee and Coordinates the activities of the committee.</p> <p>Establishes and maintains Skagit Transit's Safety Risk Register and Safety Event Log to monitor and analyze trends in hazards, occurrences, incidents, and accidents; and o Maintains and distributes minutes of committee meetings. • Advises the Accountable Executive and Chief Safety Officer on SMS progress and status. • Identifies substandard performance in Skagit Transit's SMS and develops action plans for approval by the Accountable Executive. • Ensures Skagit Transit safety policies are consistent with Skagit Transit's safety objectives. • Provides Safety Risk Management (SRM) expertise and support for other Skagit Transit personnel who conduct and oversee Safety Assurance activities.</p> <p>Skagit Transit Leadership and Executive Management personnel have the following authorities, accountabilities, and responsibilities: • Participate as members of Skagit Transit's Safety Committee (Department heads and supervisors will be rotated through the Safety Committee on a one-year term and other positions are permanent members). • Complete training on SMS and Skagit Transit's ASP elements. • Oversee day-to-day operations of the SMS in their departments. • Modify policies in their departments consistent with implementation of the SMS, as necessary. • Provide subject matter expertise to support implementation of the SMS as requested by the Accountable Executive or the Chief Safety Officer, including SRM activities, investigation of safety events, development of safety risk mitigations, and monitoring of mitigation effectiveness.</p>
<p>Key Staff and Activities</p>	<ul style="list-style-type: none"> • Andrew Litke, Zachary Wright, Jeremy Hoyle, Security Supervisors. • Alex Olvera-Chavero, Vehicle Servicer Supervisor. • Leslie O'Neal, Operations Supervisor, Alan Brooks, Operations Supervisor, Hailie Hotchkiss, Operations Supervisor; Jim Young, Operations Supervisor; Eric Gambill, Operations Supervisor; Jill Isaacson, Operations Supervisor; David Yoder, Operations Supervisor, William Broy, Operations Supervisor. Responsible for ensuring the day-to-day adherence to the SMS by all Operations employees under their supervision. • Wayne Simmons, Facilities Supervisor. Responsible for ensuring the day-to-day adherence to the SMS by all Facilities employees under his supervision. • Safety Committee • Regular staff meetings in all departments
<p>Employee Safety Reporting Program (ESRP)</p> <p><i>Describe the process and protections for employees to report safety conditions to senior management. Describe employee behaviors that may result in disciplinary action (and therefore, are excluded from protection).</i></p>	

Skagit Transit employees are encouraged to report unsafe conditions any time they are encountered. Employees may submit suggestions or safety concerns to their direct Supervisors, Department Director/Manager, and/or the Skagit Transit Safety Committee. Skagit Transit encourages participation in this safety reporting program by awarding financial rewards to employees whose suggestions are chosen by the Safety Committee as Suggestion of the Month and Safety Suggestion of the Year. Suggestions may be submitted anonymously via a private suggestion box located in a common break room area of the agency. All employees are protected from discipline and reprisals per Skagit Transit's "Whistleblower Policy" (see Skagit Transit Personnel Policy Manual, section 603.7).

The Skagit Transit Safety Committee is currently comprised of members of all driver groups (Fixed route, Paratransit, Cross Trained), plus a member selected by the driver's union. Other members of the committee are representatives from Operations/Administration, Maintenance, Security, and Management. The Committee is currently chaired by the Manager of Safety and Training.

Areas of concern that are submitted to the Skagit Transit Safety Committee either anonymously, in person, or in writing, are addressed at each monthly Safety Committee meeting. Committee members then discuss the issue, determine whether the issue is imminent, serious, or non-serious, decide whether the issue needs to be addressed, how the issue will be addressed, or if it has already been addressed. Issues identified by the Safety Committee as needing to be addressed are then forwarded on to the appropriate Department Head, Chief Safety Officer, or to the Chief Executive Officer for action.

Employee Safety Suggestions are documented electronically. The employee submitting the Safety Suggestion is contacted by a designated member of the Committee (typically the Manager of Safety and Training) to inform them of the disposition of the suggestion.

Data from Safety Committee actions and employee reporting and suggestions is stored electronically on the Safety Drive and managed by the Manager of Safety and Training, in collaboration with the Chief Safety Officer.

Skagit Transit encourages participation in the ESRP by protecting employees that report safety conditions in good faith. However, Skagit Transit may take disciplinary action if the report involves any of the following: • Willful participation in illegal activity, such as assault or theft; • Gross negligence, such as knowingly utilizing heavy equipment for purposes other than intended such that people or property are put at risk; or • Deliberate or willful disregard of regulations or procedures, such as reporting to work under the influence of controlled substances.

5. Safety Risk Management

Safety Risk Management Process

Describe the Safety Risk Management process, including:

- *Safety Hazard Identification: The methods or processes to identify hazards and consequences of the hazards.*
- *Safety Risk Assessment: The methods or processes to assess the safety risks associated with identified safety hazards.*
- *Safety Risk Mitigation: The methods or processes to identify mitigations or strategies necessary as a result of safety risk assessment.*

Safety Hazard Identification:

The safety hazard identification process offers Skagit Transit the ability to identify hazards and potential consequences in the operation and maintenance of our system. Hazards can be identified through a variety of sources, including:

- ESRP; • Review of vehicle camera footage.
- Review of monthly performance data and safety performance targets; observations from supervisors.
- Maintenance reports.
- Comments from customers, passengers, and third parties, including Skagit Transit's transit insurance pool (WSTIP) and vendors.

- Safety Committee, Drivers', and All-Staff Meetings.
- Results of audits and inspections of vehicles and facilities.
- Results of training assessments.
- Investigations into safety events, incidents, and occurrences; and
- Federal Transit Administration (FTA) and other oversight authorities (mandatory information source).

When a safety concern is observed by Skagit Transit's management or supervisory personnel, whatever the source, it is reported to Skagit Transit's Chief Safety Officer and/or the Manager of Safety and Training. Procedures for reporting hazards to Skagit Transit's Chief Safety Officer are reviewed during All-Staff Meetings and in the Safety Committee. Skagit Transit's Chief Safety Officer also receives employee reports from the ESRP, customer comments related to safety, and the dispatch daily Operations Log. Skagit Transit's Chief Safety Officer and/or the Manager of Safety and Training review these sources for hazards and document them in Skagit Transit's Safety Risk Register. Skagit Transit's Chief Safety Officer and/or the Manager of Safety and Training also may enter hazards into the Safety Risk Register based on their review of Skagit Transit's operations and maintenance, the results of audits and observations, and information received from FTA and other oversight authorities, as well as the National Transportation Safety Board. Skagit Transit's Chief Safety Officer and/or the Manager of Safety and Training may conduct further analyses of hazards and consequences entered into the Safety Risk Register to collect information and identify additional consequences and to inform which hazards should be prioritized for safety risk assessment. In following up on identified hazards, Skagit Transit's Chief Safety Officer may:

- Reach out to the reporting party, if available, to gather all known information about the reported hazard.
- Conduct a walkthrough of the affected area, assessing the possible hazardous condition, generating visual documentation (photographs and/or video), and taking any measurements deemed necessary.
- Conduct interviews with employees in the area to gather potentially relevant information on the reported hazard.
- Review any documentation associated with the hazard (records, reports, procedures, inspections, technical documents, etc.).
- Contact other departments that may have association with or technical knowledge relevant to the reported hazard.
- Review any past reported hazards of a similar nature; and
- Evaluate tasks and/or processes associated with the reported hazard. Skagit Transit's Chief Safety Officer and/or the Manager of Safety and Training will then prepare an agenda to discuss identified hazards and consequences with the Safety Committee during monthly meetings. This agenda may include additional background on the hazards and consequences, such as the results of trend analyses, vehicle camera footage, vendor documentation, reports and observations, or information supplied by FTA or other oversight authorities. Any identified hazard that poses a real and immediate threat to life, property, or the environment must immediately be brought to the attention of the Accountable Executive and addressed through the SRM process (with or without the full Safety Committee) for safety risk assessment and mitigation. This means that the Chief Safety Officer and/or the Manager of Safety and Training believes immediate intervention is necessary to preserve life, prevent major property destruction, or avoid harm to the environment that would constitute a violation of Environmental Protection Agency or Washington State environmental protection standards. Otherwise, the Safety Committee will prioritize hazards for further SRM activity.

Safety Risk Assessment: Strategic Risk Severity Matrix (see attachment 3.a), Origami software, monetary loss reports, preventability assessments. Safety department staff review reports monthly to determine trends.

Skagit Transit assesses safety risk associated with identified safety hazards using its safety risk assessment process. This includes an assessment of the likelihood and severity of the consequences of hazards, including existing mitigations, and prioritizing hazards based on safety risk.

The Manager of Safety and Training and Safety Committee (if applicable) assess prioritized hazards using Skagit Transit's Safety Risk Matrix. This matrix expresses assessed risk as a combination of one severity category and one likelihood level, also referred to as a hazard rating. For example, a risk may be assessed as "1A" or the combination of a Catastrophic (1) severity category and a Frequent (A) probability level. This matrix also categorizes combined risks into levels, High, Medium, or Low, based on the likelihood of occurrence and severity of the outcome. For purposes of accepting risk:

- "High" hazard ratings will be considered unacceptable and require action from Skagit Transit to mitigate the safety risk,
- "Medium" hazard ratings will be considered undesirable and require Skagit Transit's Chief Safety Officer, Manager of Safety and Training and/or Safety Committee to make a decision regarding their acceptability, and
- "Low" hazard ratings may be accepted by the Chief Safety Officer without additional review.

Using a categorization of High, Medium, or Low allows for hazards to be prioritized for mitigation based on their associated safety risk. The Manager of Safety and Training schedules safety risk assessment activities on the Safety Committee agenda and prepares a Safety Risk Assessment Package. This package is distributed at least one week in advance of a Safety Committee meeting. During the meeting, the Chief Safety Officer and/or the Manager of Safety and Training reviews the hazard, and its consequence(s) and reviews available information distributed in the Safety Risk Assessment Package on severity and likelihood. The Chief Safety Officer and/or the Manager of Safety and Training may request support from members of the Safety Committee in obtaining additional information to support the safety risk assessment. Once sufficient information has been obtained, the Manager of Safety and Training will facilitate completion of relevant sections of the Safety Risk Register, using the Skagit Transit Safety Risk Assessment Matrix, with the Safety Committee. The Manager of Safety and Training will document the Safety Committee's safety risk assessment, including hazard rating and mitigation options for each assessed safety hazard in the Safety Risk Register. The Manager of Safety and Training will maintain on file Safety Committee agendas, Safety Risk Assessment Packages, additional information collection, and completed Safety Risk Register sections for a period of three years from the date of generation. Safety Risk Mitigation Skagit Transit's Accountable Executive, Chief Safety Officer, and Manager of Safety and Training review current methods of safety risk mitigation

Safety Risk Mitigation:

Skagit Transit's Accountable Executive, Chief Safety Officer, and Manager of Safety and Training review current methods of safety risk mitigation and establish methods or procedures to mitigate or eliminate safety risk associated with specific hazards based on recommendations from the Safety Committee. Skagit Transit can reduce safety risk by reducing the likelihood and/or severity of potential consequences of hazards.

Prioritization of safety risk mitigations is based on the results of safety risk assessments. The Manager of Safety and Training tracks and updates safety risk mitigation information in the Safety Risk Register. In the Safety Risk Register, Skagit Transit's Chief Safety Officer and/or the Manager of Safety and Training will also document any specific measures or activities, such as reviews, observations, or audits, that will be conducted to monitor the effectiveness of mitigations once implemented.

6. Safety Assurance

Safety Performance Monitoring and Measurement

Describe activities to monitor the system for compliance with procedures for operations and maintenance.

Skagit Transit utilizes the WSTIP Origami claims reporting software, committees, work groups, self-reporting, facilities and equipment, video surveillance equipment located onboard transit coaches and at facilities, inspections, and investigations into individual events by Safety Management and Operations staff.

- Evaluates Skagit Transit compliance with operations and maintenance procedures to determine whether existing rules and procedures are sufficient to control safety risk.
- Assesses the effectiveness of safety risk mitigations to make sure the mitigations are appropriate and are implemented as intended.
- Investigates safety events to identify causal factors; and analyzes information from safety reporting, including data about safety failures, defects, or conditions.

Describe activities to monitor operations to identify any safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended.

Skagit Transit has many processes in place to monitor its entire transit system for compliance as well as operations and maintenance procedures, including:

- Safety audits,
- Informal inspections,
- Regular review of onboard camera footage to assess drivers and specific incidents,
- Safety surveys,
- ESRP,
- Investigation of safety occurrences,
- Safety review prior to the launch or modification of any facet of service,

- Daily data gathering and monitoring of data related to the delivery of service, and

- Regular vehicle inspections and preventative maintenance. Results from the above processes are compared against recent performance trends quarterly and annually by the Chief Safety Officer and/or Manager of Safety and Training to determine where action needs to be taken. The Chief Safety Officer enters any identified non-compliant or ineffective activities, including mitigations, back into the SRM process for reevaluation by the Accountable Executive and the Safety Committee.

Describe activities to conduct investigations of safety events to identify causal factors.

Skagit Transit monitors safety risk mitigations to determine if they have been implemented and are effective, appropriate, and working as intended. The Manager of Safety and Training maintains a list of safety risk mitigations in the Safety Risk Register. The mechanism for monitoring safety risk mitigations varies depending on the mitigation.

The Manager of Safety and Training establishes one or more mechanisms for monitoring safety risk mitigations as part of the mitigation implementation process and assigns monitoring activities to the appropriate director, manager, or supervisor. These monitoring mechanisms may include tracking a specific metric on daily, weekly, or monthly logs or reports; conducting job performance observations; or other activities. The Manager of Safety and Training will endeavor to make use of existing Skagit Transit processes and activities before assigning new information collection activities.

Skagit Transit's Chief Safety Officer, Manager of Safety and training and Safety Committee review the performance of individual safety risk mitigations during bimonthly Safety Committee meetings, based on the reporting schedule determined for each mitigation, and determine if a specific safety risk mitigation is not implemented or performing as intended. If the mitigation is not implemented or performing as intended, the Safety Committee will propose a course of action to modify the mitigation or take other action to manage the safety risk. The Chief Safety Officer will approve or modify this proposed course of action and oversee its execution.

Skagit Transit's Chief Safety Officer, Manager of Safety and Training, and Safety Committee also monitor Skagit Transit's operations on a large scale to identify mitigations that may be ineffective, inappropriate, or not implemented as intended by:

- Reviewing results from accident, incident, and occurrence investigations.
- Monitoring employee safety reporting.
- Reviewing results of internal safety audits and inspections; and
- Analyzing operational and safety data to identify emerging safety concerns. The Chief Safety Officer works with the Safety Committee and Accountable Executive to carry out and document all monitoring activities.

Skagit Transit maintains documented procedures for conducting safety investigations of events (accidents, incidents, and occurrences, as defined by FTA) to find causal and contributing factors and review the existing mitigations in place at the time of the event (see Skagit Transit Safety Event Investigation Procedures Manual for specific procedures for conducting safety investigations). These procedures also reflect all traffic safety reporting and investigation requirements established by the Washington State Department of Motor Vehicles.

The Manager of Safety and Training maintains all documentation of Skagit Transit's investigation policies, processes, forms, checklists, activities, and results. As detailed in Skagit Transit's procedures, an investigation report is prepared and sent to the Accident/Incident Review Board for integration into their analysis of the event. Skagit Transit's Accident/Incident Review procedure consists of the following:

1. The first step in the investigation of safety events is conducted by the on-duty Supervisor in the involved department, who report on any and all observable factors that may have been contributed to the event. The Operations staff will compile all available information, including video footage, event reports, witness statements, police reports and submit to the Safety Department for review.
2. The Safety department will review information submitted by the involved department, meet with all involved employees, and then issue a ruling on the preventability of the event. The Safety department will then, if applicable, meet with the leadership of the involved department and issue recommendations on changes or revisions to policies and/or procedures that could mitigate future hazards.

Describe activities to monitor information reported through internal safety reporting programs.

The Chief Safety Officer, Manager of Safety and Training, and Safety Committee routinely review safety data captured in employee safety suggestions, safety meeting minutes, customer complaints, and other safety communications channels. When necessary, the Chief Safety Officer, Manager of Safety and Training, and/or Safety Committee ensure that the concerns are investigated and/or analyzed through Skagit Transit's SRM process.

The Chief Safety Officer, Manager of Safety and Training and Safety Committee also review internal and external reviews, including audits and assessments, with findings concerning Skagit Transit's safety performance, compliance with operations and maintenance procedures, or the effectiveness of safety risk mitigations.

7. Safety Promotion

Competencies and Training

Describe the safety training program for all agency employees and contractors directly responsible for safety.

All Skagit Transit employees are trained upon employment in the safe operation of any vehicles or machinery that they may operate in the course of their employment. All employees are also provided annual refresher training

- A. Annual training, refresher training, post event re-training.
- B. Trainers and employees responsible for training.
- C. Checking non-revenue vehicles in and out for daily use.

Skagit Transit's comprehensive safety training program applies to all Skagit Transit employees directly responsible for safety, including:

- Coach Operators,
- Dispatchers,
- Maintenance technicians,
- Departments Heads and Supervisors,
- Agency Leadership and Executive Management,
- Chief Safety Officer, and
- Accountable Executive.

Skagit Transit dedicates resources to conduct a comprehensive safety training program, as well as training on SMS roles and responsibilities, and SDS training materials. The scope of the safety training, including annual refresher training, is appropriate to each employee's individual safety-related job responsibilities and their role in the SMS. Basic training requirements for Skagit Transit employees, including frequencies and refresher training, are documented in Skagit Transit's Safety Training Records Matrix and onboarding training.

Operations safety-related skill training includes the following:

- New-hire bus vehicle operator classroom and hands-on skill training,
- Coach Operator refresher training,
- Coach Operator retraining (recertification or return to work),
- Classroom and on-the-job training for dispatchers,
- Classroom and on-the-job training for operations supervisors and managers, and
- Accident investigation training for operations supervisors and managers.

Vehicle maintenance safety-related skill training includes the following:

- Ongoing vehicle maintenance technician skill training,
- Ongoing skill training for vehicle maintenance supervisors,
- Accident investigation training for vehicle maintenance supervisors,
- Ongoing hazardous materials and SDS training for all employees,
 - Reasonable Suspicion Drug and alcohol training for Supervisory personnel and Dispatch staff,
 - WAC 296-62-095 through 296 62-09560 responding to outdoor heat level exposure.

Training provided by vendors (for example: Forklift* initial and refresher training).

***Forklift training will be assumed by the Safety and Training Department beginning in 2025.**

Safety Communication

Describe processes and activities to communicate safety and safety performance information throughout the organization.

In collaboration with the Chief Safety Officer, Skagit Transit's Manager of Safety and Training coordinates Skagit Transit's safety communication activities for the SMS. Skagit Transit's activities focus on the three categories of communication activity established in 49 CFR Part 673 (Part 673):

- Communicating safety and safety performance information throughout the agency: Skagit Transit communicates information on safety and safety performance in its quarterly newsletter and during regular All-Staff Meetings. Information typically conveyed during these meetings includes safety performance statistics, lessons learned from recent occurrences, upcoming events that may impact Skagit Transit's service or safety performance, and updates regarding SMS implementation. Skagit Transit also requests information from drivers during these meetings, which is recorded in meeting minutes. Finally, Skagit Transit's Safety Department posts safety bulletins and flyers on the bulletin boards located in all bus operator and maintenance technician break rooms, advertising safety messages and promoting awareness of safety issues.
- Communicating information on hazards and safety risks relevant to employees' roles and responsibilities throughout the agency: As part of new-hire training, Skagit Transit distributes safety policies and procedures, included in the Skagit Transit Employee Handbook, to all employees. Skagit Transit provides training on these policies and procedures and discusses them during safety talks between supervisors and bus operators and vehicle technicians. For newly emerging issues or safety events at the agency, Skagit Transit's Chief Safety Officer issues bulletins or messages to employees that are reinforced by supervisors in one-on-one or group discussions with employees.
- Informing employees of safety actions taken in response to reports submitted through the ESRP: Skagit Transit provides targeted communications to inform employees of safety actions taken in response to reports submitted through the ESRP, including handouts and flyers, safety talks, updates to bulletin boards, and one-on-one discussions between employees and supervisors. Additionally, the designated representative on the Safety Committee of each department is tasked with relaying responses to individual employees whose safety suggestions have been reviewed by the Safety Committee. This is also managed through Executive Team meetings and Leadership meetings.
 - Safety Data Sheets (SDS). Skagit Transit's has initiated an SDS training module. This training module consists of in-person training for all employees who may possibly have exposure to hazardous materials during the duties. Skagit Transit has also procured an electronic training service, available to all employees via desktop computer terminals as well as a smart phone "app", which can provide immediate first aid information to any employee with exposure to hazardous materials.

Additional Information

Supporting Documentation

Include or reference documentation used to implement and carry out the Safety Plan that are not included elsewhere in this Plan.

Skagit Transit will maintain documentation related to the implementation of its SMS; the programs, policies, and procedures used to carry out this ASP; and the results from its SMS processes and activities for three years after creation. They will be available to the FTA or other Federal or oversight entity upon request.

See attachment:

- 1.a. Strategies for reducing employee assaults
- 2.a. Safety Performance Targets.
- 3.a. Skagit Transit Organizational Chart

4.a: Strategic Risk Severity matrix
5.a: Infectious Disease Response Plan

Definitions of Special Terms Used in the Safety Plan

Term	Definition
Accident	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	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.
Equivalent Authority	Equivalent Authority means an entity that carries out duties similar to that of a Board of Directors for a recipient or sub recipient of FTA funds under 49 U.S.C. Chapter 53, including sufficient authority to review and approve a recipient or sub recipient's Public Transportation Agency Safety Plan.
Event	Event means any Accident, Incident, or Occurrence, regardless of injury or property damage.
Hazard	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	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	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.
Occurrence	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.
Performance measure	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	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.

Public Transportation Agency Safety Plan (or PTASP, or ASP)	Public Transportation Agency Safety Plan (or 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
Risk	Risk means the composite of predicted severity and likelihood of the potential effect of a hazard.
Risk mitigation	Risk mitigation means a method or methods to eliminate or reduce the effects of hazards.
Safety Assurance	Safety Assurance means processes within a transit agency's Safety Management System that function 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	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	Safety Management System means the formal and informal, 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 Performance Target	Safety performance target means a performance target related to safety management activities.
Safety Promotion	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	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	Safety Risk Management means a process within a transit agency's Agency Safety Plan for identifying hazards and analyzing, assessing, and mitigating safety risk.
Serious injury	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.
Transit Agency	Transit agency means an operator of a public transportation system.
Transit Asset Management Plan (TAM)	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.

List of Acronyms Used in the Safety Plan

Acronym	Word or Phrase
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ASP	Agency Safety Plan (also referred to as PTASP in Part 673)
CFR	Code of Federal Regulations
ESRP	Employee Safety Reporting Program
FTA	Federal Transit Administration
MPO	Metropolitan Planning Organization
PART 673	49 CFR Part 673 (Public Transportation Agency Safety Plan
SCOG	Skagit Council of Governments
SDS	Safety Data Sheet
SMS	Safety management System
U.S.C.	United States Code
Vehicle Revenue Mile	Vehicle Revenue Miles
WSDOT	Washington State Department of Transportation

Attachment 1.a

MODES THAT SKAGIT TRANSIT OPERATES:

- 1. FIXED ROUTE BUS (LOCAL AND COMMUTER ROUTES)**
- 2. NON-FIXED ROUTE BUS (PARATRANSIT AND VANPOOL)**

Fixed Route Bus Baseline

3-year average

Fatalities: 0.0

Injuries: 6.6

Safety Events: 14.3

Major mechanical

failures per year: 16.0

Vehicle revenue

miles: 1,218,576

Non- Fixed Route Bus Baseline

3-year average

Fatalities: 0.0

Injuries: 3.6

Safety Events: 12.6

Major mechanical

Failures per year: 2.3

Vehicle revenue

Miles: 1,162,543

SKAGIT TRANSIT SAFETY PERFORMANCE TARGETS

Mode of service	Fatalities (total)	Fatalities (rate*)	Injuries (total)	Injuries (rate*)	Safety events (total)	Safety events (rate*)	System reliability**
Fixed Route bus	0	0	6.6	0.56	19	1.34	76,161
Non-fixed Route bus	0	0	3.6	0.27	11	3.6	498,232

*Rate is per 100,000 revenue miles

** System reliability is calculated as mean distance between major mechanical failures in the combined years of 2018 - 2021

Total injuries are based on average of past three reporting years (2019, 2021, 2022). The calendar year of 2020 was not included in these calculations due to significant reduction of service due to the COVID-19 pandemic.

Safety Performance targets are determined by using the following formula (example)

Fixed Route bus: Total injuries multiplied by 100,000 VRM (vehicle revenue miles) divided by annual expected VRM = $(6.6 \times 100,000 / 1,218,576 = 0.56$ injuries per 100,000 VRM

TO: Crystle Stidham, Chief Executive Officer, PTASP Accountable Executive

FROM: Joe Macdonald, Manager of Safety and Training

SUBJECT: Strategies for reducing assaults on transit workers

DATE: July 11, 2024

Public Transportation Agency Safety Plans Update

In the first major update to the [PTASP regulation](#), FTA is increasing frontline transit worker involvement in safety, strengthening communication between frontline transit workers and transit agency management, and requiring the industry to use data to identify and manage safety risk.

All applicable transit agencies are required to incorporate de-escalation training for frontline transit workers and minimize exposure to infectious diseases, consistent with guidance from the Centers for Disease Control and Prevention or a state health authority.

The updated regulation also incorporates the Bipartisan Infrastructure Law requirement that transit agencies serving areas with a population of less than 200,000 develop their safety plans in cooperation with frontline transit worker representatives.

Skagit Transit has experienced a marked increase in assaults on our employees, both in the form of physical assaults and non-physical, but clearly threatening behavior. A threat of violence or intimidation is still considered a reportable assault by the FTA. While the number of our assaults are still very low compared to national averages, one assault is too many.

In response to these new regulations and the disturbing trend noted above, the Skagit Transit Safety and Training Department is recommending the following strategies for reducing assaults on frontline transit workers:

1. Effective immediately, implement annual, mandatory de-escalation training for all Skagit Transit employees who interface with the public. The in-person portion of this training will be conducted by the Safety and Training department in coordination with Skagit Transit Security Supervisors, as well as possibly outside instructors. Additional training may be offered on an “as-needed” basis through online refreshers.
2. Investigate and consider all possible physical tools to reduce the exposure to assault. This would include but not be limited to the installation of physical barriers that separate a Coach Operator’s workspace from the general public.
3. Investigate and identify “trouble areas” on bus routes where trends have shown a pattern of conflicts between passengers, or between passengers and Coach Operators and/or Security personnel. Once identified, additional

resources may be committed in the way of additional security personnel, or technical resources such as cameras monitored by security or operations personnel.

4. Consider the possibility of dedicating additional security resources to random ride a longs on major routes, or routes where a history of troubling passenger behavior has been identified.
5. Identify options to improve radio communications with dispatch so that operators, facilities personnel, and security staff have direct and reliable communication. (Please add any other classification that you think would be appropriate here)
6. Establish clear policies that enforce a zero-tolerance policy for assault against a transit worker
7. Launch a public campaign to ensure that the general public is aware of Skagit Transit's Zero-Tolerance Policy Regarding Assaults on a Transit Worker.
8. Develop relationships with law enforcement and the Prosecutors Office to ensure that perpetrators are prosecuted to the fullest extent of the law.

Skagit Transit Infectious Disease Response Plan

In the event that a Public Health Emergency is declared by Federal, State, or Local Authorities, to minimize the exposure of the public, personnel, and property to hazards and unsafe conditions, Skagit Transit will:

Implement all mandated measures issued by such authorities to the extent that they apply to Skagit Transit, consistent with guidelines of the Centers for Disease Control and Prevention, or a State or Local Health Authority, to minimize exposure to infectious diseases.

In such conditions, the Accountable Executive or his/her designee, will ensure that funding is made available for:

1. The purchase of adequate amounts of Personal Protective Equipment (PPE) for all employees and members of the general public that utilize Skagit Transit services.
2. Increased and comprehensive cleaning and sanitization practices, to include adequate staffing, for all Skagit Transit vehicles and facilities.
3. Paid leave time for employees to receive vaccinations if mandated or recommended by higher authority.

The Chief Safety Officer will ensure that all mandated measures are communicated to Department Heads and/or their designees, and that such measures are carried out to the extent of his/her authority.

In addition, Skagit Transit will continue to monitor recommendations from all Health Authorities with regard to levels of service, restrictions on travel, indoor room capacity requirements, and/or other measures mandated or required by such authorities.

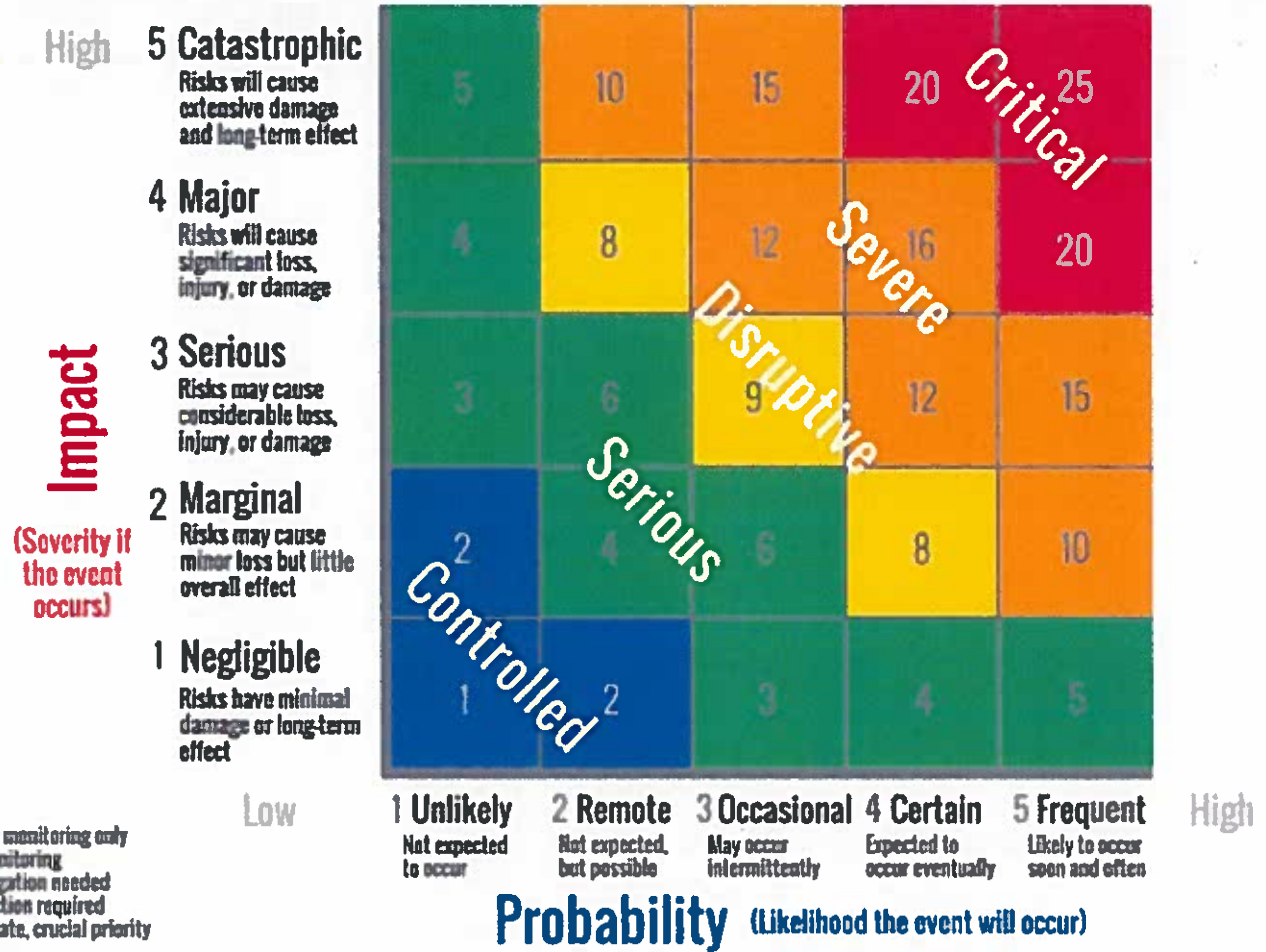
Dale O'Brien, Executive Director

 Date: 10-4-22

Joe Macdonald, Manager of Safety and Training

 Date: 10-4-2022

Strategic Risk Severity Matrix



Scoring:
 Controlled (1-2): Limited monitoring only
 Serious (3-6): Active monitoring
 Disruptive (8-9): Investigation needed
 Severe (10-16): Rapid action required
 Critical (20-25): Immediate, crucial priority



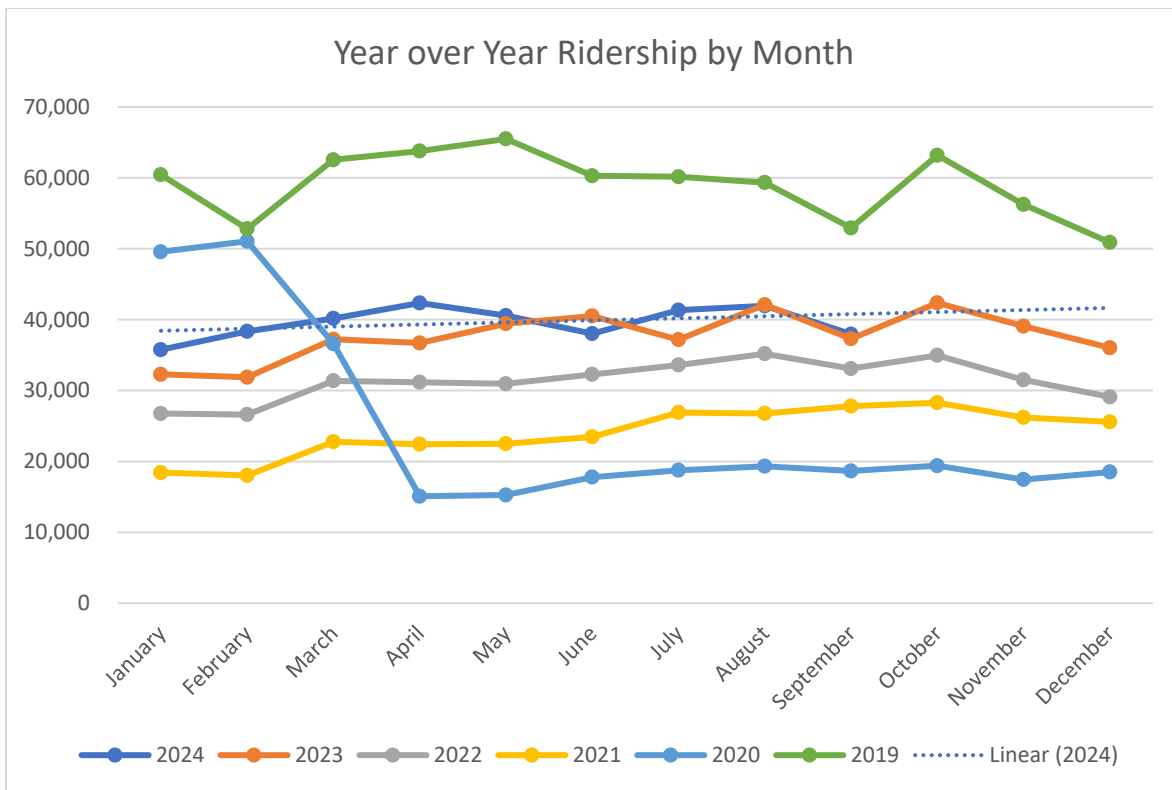
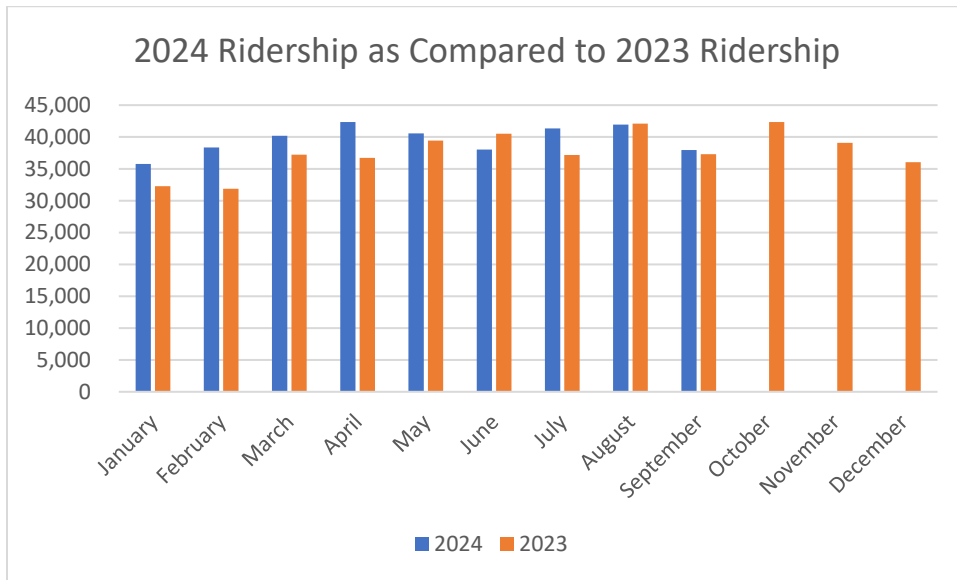
SEPT Performance Report

Ridership Comparison: Fixed Route

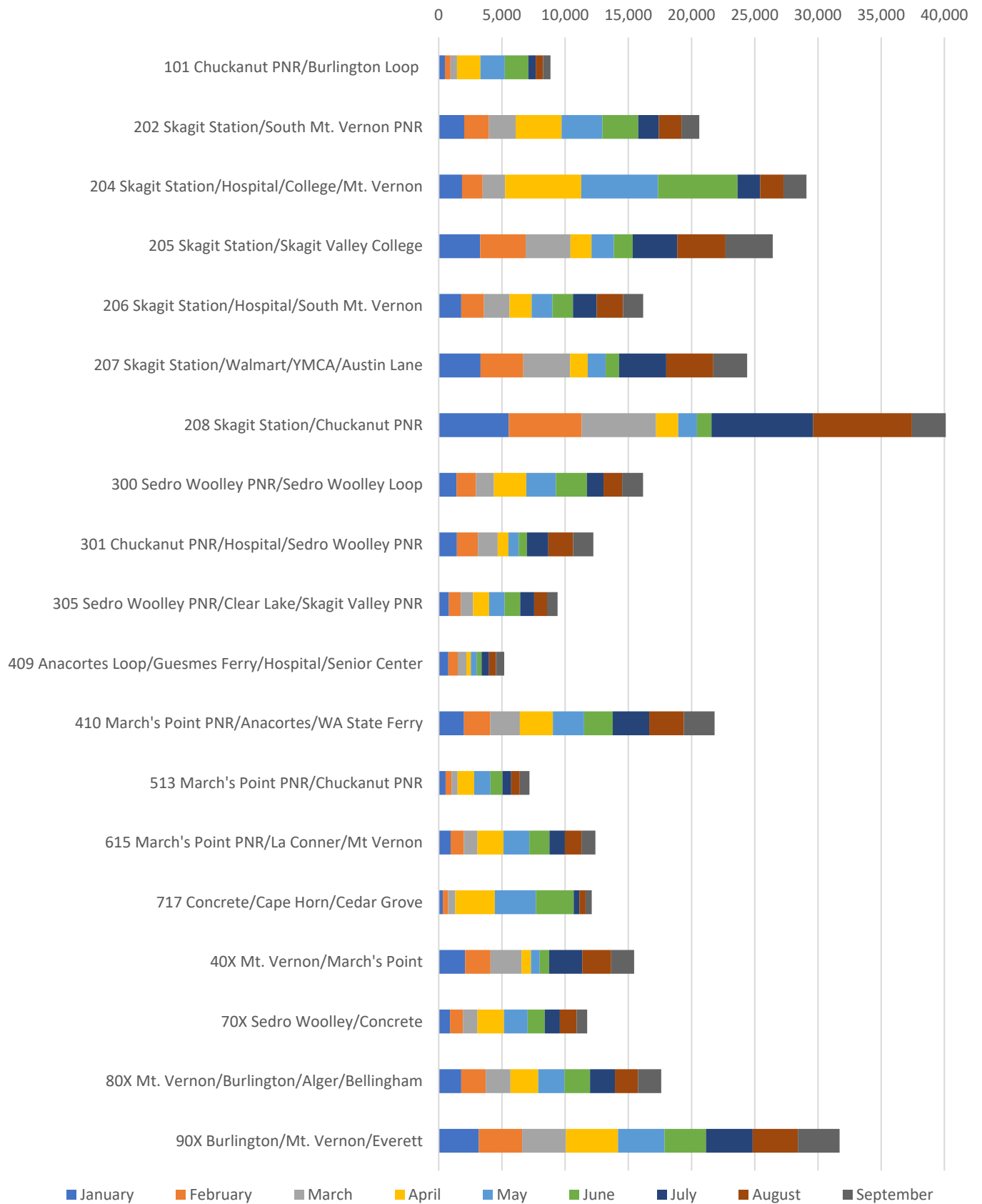
Month to Month	Actual	% Change 2024 vs	YTD	Actual	% Change 2024 vs
2024	37,950	-----	2024	358,128	-----
2023	37,311	2%	2023	334,618	7.03%
2019	52,933	-28.31%	2019	537,768	-33.40%

		PPH	Cost per Trip	% of Wkdy Ridership	% of Wkdy Rev Hrs	% of Wkdy Total Hrs
Average Weekday Ridership						
2023	1,549	40X	5.7 \$ 27.09	4.79%	4.40%	5.80%
		70X	2.4 \$ 64.08	2.18%	4.74%	6.94%
2024	1,604	80X	8.1 \$ 19.16	4.83%	3.14%	5.02%
		90X	4.8 \$ 32.50	8.70%	9.60%	17.75%
Average Saturday Ridership						
2023	229	101	1.8 \$ 84.75	1.53%	4.40%	5.88%
		202	3.7 \$ 42.13	3.72%	5.32%	3.55%
2024	177	204	4.7 \$ 32.74	4.78%	5.32%	4.07%
		205	9.1 \$ 17.03	9.84%	5.69%	2.93%
Average Sunday Ridership						
2023	152	206	4.5 \$ 34.62	4.19%	4.93%	2.80%
		207	4.8 \$ 32.03	7.05%	7.67%	5.68%
2024	193	208	10.0 \$ 15.43	18.33%	9.61%	5.37%
		300	4.7 \$ 32.93	4.35%	4.86%	3.69%
		301	3.9 \$ 39.57	4.23%	5.68%	3.68%
		305	3.0 \$ 51.99	2.19%	3.87%	4.51%
		409	2.6 \$ 58.58	1.72%	3.43%	2.48%
		410	7.4 \$ 20.87	6.39%	4.53%	4.70%
		513	2.5 \$ 62.24	2.03%	4.30%	5.57%
		615	3.4 \$ 45.86	2.91%	4.53%	5.10%
		717	1.7 \$ 91.65	1.28%	3.99%	4.47%
				<i>Umo Unknown rides</i>	4.98%	
Average:		5.3	\$ 29.43			

Fixed Route Highlights



2024 Month to Month Ridership by Route



Ridership Comparison: Paratransit

Month to Month	Actual	YoY	YTD	Actual	YoY
2024	5,572	-----	2024	50,830	-----
2023	5,256	6.01%	2023	47,185	7.72%
2019	6,081	-9.13%	2019	55,504	-9.20%

Paratransit On Time Performance: 97%

Passenger Information

<i>Clients</i>	92.84	%
<i>Companions</i>	0.00	%
<i>Attendants</i>	2.82	%
<i>Others</i>	4.34	%
<hr/>		
<i>Pass. Per Trip</i>	1.05	
<i>Average Length</i>	33.49	Minutes
<i>Average Distance</i>	6.80	Miles
<i>Transferred Passengers</i>	0	

Requested Trip Information

<i>Total Requested</i>	6581	<i>No Shows</i>	47
<i>Unscheduled</i>	5	<i>Cancel CD</i>	72
<i>Unscheduled</i>	0.08%	<i>No Shows</i>	1.81 %
<i>Cancel Adv.</i>	438		
<i>Late Cancels</i>	279	<i>No Shows Other</i>	0
<i>Same Day</i>	389	<i>Cancel Other</i>	60
<i>Site Closure</i>	92	<i>Missed</i>	0
<i>User Error</i>	33	<i>MissedT</i>	0
<i>Cancels</i>	19.62%	<i>Missed</i>	0.00 %
<i>Transferred Trips</i>			0

Hours Allocation

<i>Total</i>	3510.20	Hours
<i>Deadhead</i>	11.08	%
<i>Service</i>	88.92	%
<i>Live</i>	88.60	%
<i>Brk, Lnch, or Out</i>	0.32	%
<i>User defined breaks</i>	0.26	%

Miles Allocation

<i>Total</i>	44752.4	Miles
<i>Deadhead</i>	15.29	%
<i>Service</i>	84.71	%
<i>Live</i>	84.62	%
<i>Brk, Lnch, or Out</i>	0.09	%
<i>User defined breaks</i>	0.05	%

Vehicle Type			
Paratransit		Fixed Route	
Cash	Umo	GFI	Umo
2,370	3,202	31	1,095
Passenger Total		5,572	1,126
Total Paratransit Ridership			6,698

Fare Report:

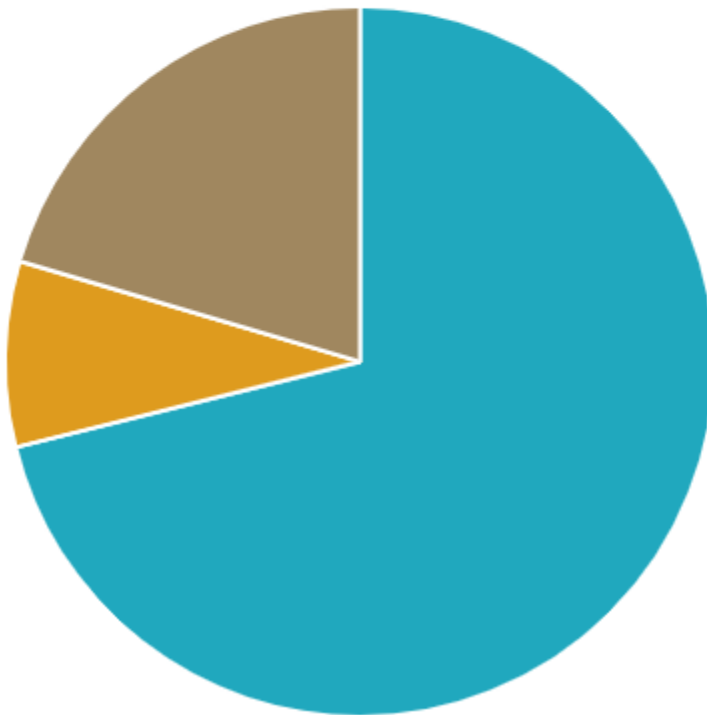
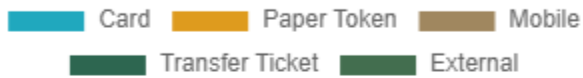
Fare Report: *Cash, GFI and Umo fares collected on fixed route and paratransit by service type*

	Paratransit	Full Fare	Reduced Fare		Free Rides	
			Univ Passes	Seniors/PwD	Courtesy & PCA	Youth
Fixed Route	1126	18862	491	10353	1855	5265
Paratransit	5340	152	0	12	0	68
TOTAL	6466	19014	10856		7188	
<i>Percent of Total Ridership</i>	14.9%	43.7%	1.1%	23.8%	4.3%	12.3%

Skagit Transit

Fare Payments by Media Type

Media Type	Count	Percentage
Card	16,792	71.13%
Paper Token	1,994	8.45%
Mobile	4,823	20.43%
Transfer Ticket		
External		
	23,609	100.01%



Monthly Maintenance Facts and Figures

Diesel Fuel Consumed	142,981 Gallons
Propane Fuel Consumed	46,511 Gallon Equivalents

WEEKLY REVENUE HOURS

	WEEKDAY	SATURDAY	SUNDAY
40X	278.85	38.89	
70X	313.63	28.50	
80X	153.82	28.24	1325.02
90X	603.22	39.98	1684.84
101	244.79	32.44	505.69
202	296.15	37.94	602.97
204	306.61	33.61	615.97
205	319.82	44.80	439.21
206	272.96	38.57	469.40
207	473.58	34.88	613.97
208	535.46	70.54	918.40
300	270.72	35.97	629.17
301	315.18	42.19	632.97
305	206.16	31.94	854.42
409	209.07	38.29	
410	209.07	37.64	
513	310.20		
615	285.25	41.63	
717	276.86	10.72	
TOTAL	5881.40	666.77	9292.03
TOTAL WEEKLY FIXED ROUTE REVENUE HOURS			15840.20
TOTAL WEEKLY PARATRANSIT REVENUE HOURS			119.63

WEEKLY REVENUE MILES

	WEEKDAY	SATURDAY	SUNDAY
40X	6872.73	956.80	
70X	8558.47	804.33	
80X	4627.41	824.12	1325.02
90X	20916.92	1347.11	1684.84
101	3033.75	375.95	505.69
202	3719.29	479.30	602.97
204	4396.96	477.70	615.97
205	3094.44	416.11	439.21
206	2894.78	411.51	469.40
207	6570.09	478.20	613.97
208	5596.21	730.44	918.40
300	3837.98	515.09	629.17
301	3827.18	508.19	632.97
305	4515.13	709.55	854.42
409	2814.69	525.49	
410	5603.10	736.94	
513	7510.89		
615	5965.02	909.31	
717	5787.56	240.75	
TOTAL	110142.60	11446.89	9292.03
TOTAL WEEKLY FIXED ROUTE REVENUE MILES			130881.52
TOTAL WEEKLY PARATRANSIT REVENUE MILES			37782.30

CAC REPORT

October 8, 2024

Staff reports were given, along with an overview of Skagit Transit events.

CAC members who participated in the National Week Without Driving challenge gave their reports, and are encouraged to share their experiences with the sponsoring site, America Walks, plus the Disability Rights Of Washington Transportation Director.

Nominations are now open for the 2025 slate of CAC officers, with a deadline of November 4. The nominations will be brought forward, along with voting, at the November 12 meeting.

A Event Guidelines document has been handed out to CAC members who wish to actively participate in future marketing events along with transit officials. Further clarification and discussion will take place in the November meeting.

A new Skagit Valley Nondriver Facebook group has been established by and for ridership in the area, independent of Skagit Transit. The goal of the group is to give riders of area mass transit a platform for reporting and improvement recommendations to go to Skagit Transit, and announce events of interest to area nondrivers.

Respectfully Submitted,

Judy Jones

CAC Chair