



**Credible.
Independent.
In the public interest.**

Strategic Plan

Approve March 2015

Mission Statement

The Pipeline Safety Trust promotes pipeline safety through education and advocacy, increased access to information, and partnerships with residents, safety advocates, government, and industry, resulting in safer communities and a healthier environment.

Vision

A Vision for Our Communities

We see a world in which there are zero pipeline incidents and:

- Communities where residents feel safe from the hazards of energy infrastructure,
- Communities where residents trust their government to protect them from hazards,
- Government authorities that are proactive and innovative in their approaches to prevention,
- Energy production, distribution and consumption that promotes sustainable development,
- Energy and utility industries that partner with communities to promote safety and environmental protection,
- Communities that are empowered with information and technical expertise, and
- Communities where residents have a meaningful voice in pipeline decision-making.

A Vision for Our Organization

We see the Pipeline Safety Trust providing:

- Effective, innovative, long-term solutions to community safety;
- Credible and timely information on pipeline safety;
- Independent comment and advice to landowners, communities, the media, government and industry;
- Inclusive partnership opportunities among residents, safety advocates, government and industry; and
- Effective advocacy to improve public health, safety and environmental protection.

We see the Pipeline Safety Trust achieving its mission using best practices over time and in changing conditions.

Values

The Board and staff of the Pipeline Safety Trust value:

- Public safety and public interest,
- Trust and credibility,
- Fearless independence,
- Inclusiveness and accessibility, and
- Proactive strategies.

Background

The Problem

Public trust in pipeline safety evaporated in the aftermath of the June 10, 1999 Olympic Pipe Line Company disaster in Bellingham, Washington, when 225,000 gallons of gasoline spilled into Whatcom Creek in a city park and exploded, killing 10-year-olds Wade King and Stephen Tsiorvas and 18-year-old Liam Wood, and causing millions of dollars of damage to property and the environment. The severity of the explosion and subsequent investigation reports left the public with the knowledge that there are serious problems with pipeline safety management and regulation at every level. Fatalities and environmental damage are not unique to the Bellingham incident. Just over a year later, on August 19, 2000, a gas pipeline rupture near Carlsbad, New Mexico killed twelve people, including five children. More recently, a neighborhood was destroyed in San Bruno, CA when a PG&E natural gas transmission pipeline blew up, killing 8 people, injuring dozens more and fed a firestorm that leveled nearly 40 houses. A city block in Allentown, PA was destroyed and 5 people were killed by an explosion caused by a failed cast iron gas distribution pipeline. Calhoun County, Michigan was the site of the single largest onshore spill in US history when an Enbridge pipeline carrying diluted bitumen ruptured near the town of Marshall, spilling over 1 million gallons into Talmadge Creek and the Kalamazoo River, and causing the relocation of over 100 families.

These and many other tragedies have forced communities nationwide to look more closely at how pipeline safety, energy policies and practices affect their residents and their environments.

There are six important practical and policy deficiencies that allow all-too-frequent pipeline tragedies:

1. Pipeline operators fail to maintain adequate release prevention and response systems,
2. Regulatory agencies provide ineffective and inadequate regulation and enforcement,
3. Federal and state elected officials fail to pass laws strong enough to protect the environment and public safety and fail to give regulatory agencies the funds they need,
4. Residents and local governments aren't paying attention, do not have access to information, or do not have legal rights to participate in pipeline-related decisions affecting their communities,
5. There is inadequate liability for releases from pipelines, and
6. This country lacks a comprehensive and coherent energy policy that is focused on increased conservation, efficiency and renewable energy sources.

The Solution

An important way to both reverse the inadequacies of industry practice, regulation and legislation and to restore public confidence in pipeline safety is to create a mechanism that gives the public access to technical and organizational resources. Only then can those most at risk from accidents and mismanagement make important contributions to the policy process and to the implementation of environmental and safety-related changes. When the public, including local residents, are substantially involved in the policy-making process, vigilance and trust will develop that is necessary to restore confidence and safety, changing the present system from confrontation to consensus, from accident response to accident prevention.

PST History

The PST came into being based on the efforts and recommendations of SAFE Bellingham and the families of Liam Wood and Stephen Tsiorvas who were killed in the 1999 explosion. SAFE Bellingham – a grassroots watchdog group concerned with pipeline safety – and the families fought for better pipeline oversight and accident prevention measures. These Bellingham residents made it their number one priority to organize a perpetually funded oversight organization to ensure safer pipelines nationwide. Much of the inspiration for the PST is borrowed from a citizen oversight organization in Alaska that successfully changed oil tanker safety practices after the 1989 Exxon Valdez oil spill. The need for the PST gained written support from Washington Governor Gary Locke, the Washington State Utilities and Transportation Commission, the Washington State Citizens Committee on Pipeline Safety, many local governments, and pipeline safety advocates nationwide.

On June 18, 2003, U.S. District Judge Barbara Rothstein ordered that four million dollars of the criminal fines imposed as a result of the Bellingham tragedy be awarded as an endowment to fund the Pipeline Safety Trust. Judge Rothstein noted that the Trust, with only 4 million dollars, was like "Bambi taking on Godzilla," but she chided the pipeline industry to listen to and work with the PST so tragedies like Bellingham do not happen again.

Goals and Strategies –

New DRAFT goals and objectives. Tables listed below give more detail including strategies, outcomes and deliverables.

1. Strong long-term relationships and networks focused on safety improvement (*combines old #1&2*)
 - a) Actively develop contacts and relationships in communities affected by major pipeline incidents, or along proposed pipelines
 - b) Actively develop contacts and relationships with individuals within pipeline safety and siting regulatory agencies.
 - c) Actively develop contacts and relationships with individuals within academia and non-profit organizations who do, or ought to have, an interest in pipeline safety and associated areas.
 - d) Actively develop contacts and relationships within the pipeline industry (companies, consultants, vendors, unions) that have the knowledge and desire to improve pipeline safety and siting issues.
 - e) Actively develop contacts and relationships with reporters that cover pipeline safety issues

2. Well-funded, well-run, independent organization, recognized as the national public interest voice on pipeline safety (*combines old #3, 7, & 8*)
 - a) Secure additional sources of organizational finances for the short and the long term
 - b) Expanded staff capacity
 - c) Actively involved, well trained, and diverse board of directors
 - d) Solid organizational policies and operations
 - e) Clear areas of staff responsibilities, and cross training
 - f) A meaningful strategic plan that guides the organization's efforts

3. Provide clear, easy-to-understand information to the public, including local government (*rewritten old #4*)
 - a) Increase public's easy access to, and awareness of, existing information about pipelines
 - b) Increase public's understanding of pipeline safety information and issues
 - c) Increase the amount of pipeline information that is easily available

4. Provide advocacy that focuses on getting to zero pipeline incidents (*rewritten old #5 & 6*)
 - a) Expand public interest involvement and efficacy in legislative efforts on pipeline safety
 - b) Expand public interest involvement and efficacy in agency efforts on pipeline safety
 - c) Expand public interest involvement and efficacy in development of pipeline safety standards, best practices, and industry & regulatory systems.
 - d) Expand public interest involvement and efficacy in legal efforts on pipeline safety
 - e) Expand ability to assess and promote new and needed pipeline safety technology
 - f) Build support for policy level changes that make pipelines safer

Goal #1**Strong long-term relationships and networks that can help promote pipeline safety improvements****Context**

A nationwide network of engaged, trusted and educated individuals from affected communities, regulatory agencies, non-profit organizations, academia, and industry who the PST can collaborate with to develop shared strategies and resolve policy disputes between key stakeholders, thereby enhancing the ability of the PST to contribute to safety improvements

Objective	Strategy	Indicators for Evaluation
1.1 Relationships with individuals and their government representatives across the nation who have been affected by a range of pipeline incidents or siting issues who stand ready to help promote pipeline safety	Contact affected individuals and government representatives	Number and location of people contacted
	Provide information to local elected representatives and local media so individuals learn about the PST	Number and location of incidents or pipeline sitings where efforts were implemented
	Provide needed and requested information to affected individuals and government representatives to show PST's value	Updated contact information for individuals and government representatives interested in continuing involvement, along with areas of interest and expertise
	Provide identified individuals with opportunities to participate	
1.2 Relationships with individual regulators and their offices across the nation so PST has access when critical issues arise in those jurisdictions	Seek opportunities to speak at federal and state meetings of regulators	Updated list of regulatory contacts, with tracking of which regulators were contacted each year.
	Involve regulators (state and federal) in PST activities	
	Share comments and ideas on federal and state regulatory needs with appropriate regulator and NAPSRS	Number of speaking engagements where PST addressed regulators, and where regulators were involved thru PST efforts
	Support regulators ideas on legislation, rules, on committees, and with media when well aligned with PST's	Number of meetings and topics that took place with key regulators each year
1.3 Relationships with academics and non-profit organizations across the nation so PST has access to expertise and larger organizational outreach and political clout for pipeline safety efforts	Provide communication to individuals from non-profits and academia that have been identified as having an interest in pipelines to introduce them to the PST	Updated list of contacts and areas of interest and expertise with dates contacted.
	Share identified academic and organizational pipeline efforts via PST's network	List of identified resources from other organizations that have been added to our website
	Provide needed and requested information to individuals to show PST's value	

	Provide identified individuals with opportunities to participate	List of participation by this stakeholder group in our programs and efforts
	Support Individual's and organization's ideas when well aligned with PST's	List of supporting positions the PST took over the year
1.4 Relationships with pipeline industry expertise from all pipeline sectors (including organized labor, consultants, vendors, and operators) so PST has access to leaders within the industry who can help us promote safer pipelines	Seek opportunities to speak at industry meetings so individuals know about the PST	Updated list of industry contacts and areas of interest and involvement with dates contacted.
	Involve identified individuals in PST activities, and share PST's safety agenda	Number of speaking engagements where PST addressed members of the industry, and where they were involved thru PST efforts
	Support industry's ideas on legislation, rules, on committees, and with media when well aligned with PST's	List of supporting positions the PST took over the year
	Seek out and promote those that are developing new technologies and best management practices that make pipelines safer	List of new technologies and best management practices that were reviewed and/or promoted over the year
1.5 Relationships with reporters from across the country so PST has access to get pipeline safety stories told in a way that helps move our safety agenda forward	Provide unsolicited info to reporters in communities affected by major pipeline incidents, or along proposed pipelines to make aware of the PST	Updated list of media contacts and areas of interest.
	Respond to requests for information	List of press releases and potential stories provided, and to whom
	Provide major media sources with potential stories	List of news stories that the PST is mentioned in

Goal #2

Well-funded, well-run, independent organization, recognized as the national public interest voice on pipeline safety

Context

In the past, government and industry have made pipeline safety decisions without the benefit of independent public review and participation. The PST has become a trusted voice in the public interest, and needs to continue and expand that role. Strengthening PST's financial and personnel resources and management capacity will strengthen the ability to participate effectively in the policymaking process at federal, state and local levels. The implementation of a fund development plan to ensure program expansion and viability, and a clear ongoing succession plan to ensure that the valuable knowledge, contacts, policies, etc. of the PST's current small group of staff and board are preserved for the future, will also help ensure a solid future for the organization.

Objective	Strategy	Indicators for Evaluation
2.1 Sufficient financial resources to expand programmatic reach of the PST	Actively seek out and secure grant funding and contracts that align with PST's goals	Number and value of grants and contracts sought and obtained
	Actively seek out additions to our endowment through pipeline case settlements	Number of settlements explored and sought
	Expand conference to be a source of income	Conference income compared to conference expense
	Explore typical non-profit development routes (memberships, individual fundraising, etc.)	Efforts attempted, dollars raised
2.2 Sufficient personnel to handle organizational goals and outside demands on organization	Once financing is secured expand paid staff in priority areas at adequate levels of compensation.	Number of staff, interns, or contractors added
	Explore use of low paid or non-paid interns to expand staff capacity	
	Develop non-paid technical committees or advisors (legal, engineering, health effects) to expand organizational capacity	Number of advisors obtained or committees formed, and how each was used.
	Contract experts for distinct projects to expand reach	
2.3 Well developed Board of Directors that actively supports the goals of the PST	Ensure good diversity of expertise and geographical representation of Board	List of Board members and committee assignments
	Provide opportunities for Board participation on committees, and in organizational and educational opportunities	List of activities each board member participated in
	Develop plan for Board recruitment, development, transition and participation	Board plan
2.4 Solid organizational policies, operations, and oversight that follow best practices	Develop organizational policies and operations as needed	Organizational policies; financial reviews and audits

	Ensure regular Board review of organizational policies and implementation	
	Continue regular schedule of independent financial and policy reviews and audits	Board meeting and committee meeting minutes
	Provide Board with information necessary to provide organizational oversight	
2.5 Defined areas of staff responsibilities, and cross training that ensures efficient and ongoing operations	Ensure job descriptions are up-to-date, accurate, and understood	Job descriptions on file
	Ensure staff understands whose primary responsibility ongoing tasks fall upon, and that at least one other staff member is cross-trained in every ongoing task	List of major ongoing tasks, whose primary responsibility each is, and who is trained as the backup.
2.5 The organization is driven by long-term goals and prioritization, and updates and adapts objectives according to results and the changing environment	Ongoing review and update of strategic plan every 5 years	Strategic Plan and work plan.
	Annual work plan tied to strategic plan objectives	Regular self-evaluation report that includes feedback from stakeholders
	Involvement of outside stakeholders in review and comment on strategic plan	

Goal #3

Provide clear, easy-to-understand information to the public, including local government

Context

Citizens and local government are largely unaware of the existence and hazardous nature of pipelines in their communities until tragedy strikes or new pipelines are proposed. The PST believes that easy to understand information about how pipeline routes are chosen, and then how pipelines are constructed, regulated, operated, inspected, and maintained is crucial to increasing the involvement of citizens and local government. Full disclosure and dissemination of information related to specific pipeline's purpose, contents, performance and regulation is necessary to help local communities increase safety and environmental protection.

Objective	Strategy	Indicators for Evaluation
3.1 A communication program that provides the public access to and awareness of existing information regarding the pipelines in their communities	Revise, maintain, and evaluate the PST's website	Usage statistics from website, Facebook, etc.
	Create, maintain, update and use various electronic forms of communication (Facebook, listservs, Twitter, Email, etc.)	Methods of communication used, and an ongoing analysis of the value in those efforts
	Actively collect and disseminate the latest information to contacts	Amount of information the PST pushes out to contacts
3.2 A program that helps the interested public to understand and participate in pipeline safety issues	Produce publications, statistics, etc. that help explain various pipeline safety issues	Number of publications, new pages on website, etc. produced
	Offer technical assistance to communities with a need to address specific pipeline safety issues proactively or reactively	Number of individuals and communities where specific pipeline information was provided
	Host annual pipeline safety conference focused on issues the public cares about	Conference hosted, numbers attended
3.3 A program that advocates for public access to pipeline information from regulators, industry and government	Review on a regular basis what information is not easily accessible that should be	Annual analysis of what information is still not available
	Push pipeline regulators to make more information easily available	Description of specific efforts made to obtain greater transparency from regulators, pipeline companies, and legislators.
	Push pipeline companies to make more information easily available	
Push legislators to make more information easily available		

Goal #4

Provide advocacy that focuses on improving incident response, reducing risk, and getting to zero pipeline incidents

Context

Currently the oil and gas industry have well developed advocacy efforts on behalf of themselves, and are well represented in all aspects of rule and standard development. Very few organizations solely representing the public interest focus legislative or legal advocacy efforts on pipeline safety, and very few members of the public are involved in agency rulemakings, review committees, standard development efforts, etc. Since the PST was formed it has started to help fill this void, but more advocacy on behalf of the public needs to be taken, and more public involvement on all aspects of pipeline safety needs to occur to provide the public a legitimate voice in the various processes to help move pipeline safety forward more rapidly.

Objective	Strategy	Indicators for Evaluation
4.1 Effective participation and advocacy that leads to legislation at the federal, state, and local level	Develop and maintain a prioritized list, with justifications, for areas of needed pipeline safety legislation at federal, state and local levels	An ongoing updated list of legislative priorities with justification for each
	Develop and maintain a system to track legislative timelines and opportunities	Accessible calendar that shows legislative windows and opportunities
	Develop and maintain a list of key contacts within key legislative offices, and develop a relationship with them by providing pipeline information	An ongoing updated list of key legislative contacts with notation of when each was last contacted and about what
	Actively seek opportunities to provide testimony and PST analysis on priority legislative policy needs	Number of testimonies given at legislative hearings, and number of ideas incorporated into legislation
	Develop and implement strategy to expand involvement of other, non-industry, groups in legislative efforts	
Strategy on involving other public groups, and involvements tracked		

4.2 Effective participation and advocacy that contributes to improved administrative rule making at the federal and state level	Develop and maintain a prioritized list, with justifications, for areas of needed pipeline safety agency rules at federal and state levels	An ongoing updated list of needed state and federal rule priorities with justification for each
	Develop and maintain a system to track, comment, and advocate for rapid rule development	Proposed rule makings posted on PST website, with info how to comment
	Comment on proposed rules that are PST priorities	Number of comments submitted by PST to priority rule makings
	Develop and implement strategy to expand involvement of other, non-industry, groups in rule making efforts	
Strategy on involving other public groups, and success of involvements tracked		

4.3 Effective participation and advocacy that contributes to the development of standards, best practices, and other industry & regulatory systems	Develop and maintain a prioritized list, with justifications, for areas of needed pipeline safety standards and best practices, and who would be most likely to develop such	An ongoing updated list of needed pipeline safety standards and best practices with justification for each.
	Develop and maintain a system to track standard and best practice making opportunities.	List of standards and best practices under development that were posted on PST website with info on how to comment
	Participate in the development and comment on proposed standards, best practices, and other multi-stakeholder committees that are PST priorities	Number of comments submitted and participation by PST to priority standard and best practice development
	Develop and implement strategy to expand involvement of other, non-industry, groups in these efforts	Number of PST suggestions adopted Strategy on involving other public groups, and success of involvements tracked
4.4 Effective participation and advocacy that contributes to legal efforts to improve pipeline safety	Develop and maintain a prioritized list, with justifications, of areas where legal challenges or analysis could improve pipeline safety.	An ongoing updated list of needed legal challenges and analysis, and justification for each.
	Develop and maintain a system to track legal opportunities in prioritized areas.	Plan developed for tracking prioritized legal opportunities.
	Develop relationships with law firms and law clinics that might help in legal efforts	Number of relationships developed with lawyers, law firms, and law clinics
	Develop briefs on prioritized legal issues for local governments and land owners	Number of legal briefs created
	Use legal advisory committee to prioritize, review, and make suggestions to the Board on possible legal actions	Minutes from Legal Advisory Committee meetings
4.5 Assessment and promotion of the development and use of new and needed technologies that will improve pipeline safety	Develop and maintain a prioritized list of areas where better technology could improve pipeline safety, and who if anyone is working on it.	An ongoing updated list of areas where better technology could improve pipeline safety, and who if anyone is working on it.
	Participate in conferences, workshops, etc. on new pipeline technology to expand the PST's knowledge base	Number of technology conferences, workshops, symposiums, etc. attended
	Explore opportunities to expand PST's technical expertise by partnering with technical universities and consulting firms on the analysis of priority technologies	Number of contacts made with technical universities and consulting firms, and opportunities generated

	Use Technical Advisory Committee to prioritize, review, and make suggestions to the Board on ways to possibly support of new technologies	Minutes from Technical Advisory Committee meetings
4.6 A communications program that leads to a stronger, more influential voice and increased public action to help move needed policy changes to pipeline safety forward	Draft and distribute public reports that analyze needed improvements in pipeline safety laws, regulations, and policy that are PST priorities	Number of policy reports drafted and distributed.
	Work with media contacts to develop stories that help promote support for pipeline safety policy changes	Number of media stories that were produced
	Work with those affected by pipeline safety failures to create a larger voice for needed policy changes	Number of affected citizens and communities that we have involved in policy discussions
	Highlight PST priority policy changes that are supported by industry, regulators, other public interest groups, etc.	Number of issues that PST has raised that are supported by other stakeholder groups
	Publicly hold industry and regulators accountable when they fail to act in ways that make pipelines safer.	Number of press releases, reports, analysis, etc. distributed that highlight industry and regulator failures
4.7 Take advantage of the opportunity to connect pipeline safety with alternative energy and climate change issues	Provide staff time to research and learn more about connections between alternative energy or climate change and pipeline safety issues	Number of connecting issues identified by staff
	Provide information and stories related to these two issues and the connections with pipeline safety on our website, listservs, Facebook etc.	Number of stories or information posted regarding the connections between climate change or alternative energy and pipeline safety.
	Connect with organizations pushing these issues to make them aware of connections to pipeline safety, and opportunities to further their efforts	Number of organizations identified and connections made