

**City of Stevens Point
Transportation Commission Meeting
July 13, 2020 - 4:45 PM**

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AGENDA

Discussion and Possible Action on:

1. Roll Call
2. Approval of June 8, 2020 minutes
3. Approval of the June 2020 financial/claims report.
4. Approval to use transportation general funding for roof repair.
5. Approval to award roof repair bid to lowest responsible bidder.
6. Approval to move forward with purchasing Bus Operator Protection Barriers.
7. Approval of the Central Transportation Public Transportation Agency Safety Plan.
8. Next meeting date.
9. Adjournment

Meeting Rider

Any person who has special needs while attending this meeting or needing agenda materials for this meeting should contact the City Clerk as soon as possible to ensure a reasonable accommodation can be made. The City Clerk can be reached by telephone at (715) 346-1569, TDD # 346-1556 or by mail at 1515 Strongs Ave., Stevens Point, WI 54481.

Copies of ordinances, resolutions, reports and minutes of the committee meetings are on file at the office of the City Clerk for inspection during normal business hours from 7:30 a.m. to 4:00p.m.

SPECIAL NOTICE

Please take notice that a quorum of the Common Council, City Boards/Commissions may attend this meeting.

**City of Stevens Point
Transportation Commission Meeting
June 8, 2020 - 4:45 PM**

**Central Transportation Facility
2700 Week Street
Stevens Point, WI 54482**

MINUTES

Discussion and Possible Action on:

1. Roll Call

Commissioners in attendance: Nichole Lysne-Chair, Karalyn Peterson-Vice Chair, Ald. Mary Kneebone, Fred Hopfensperger, Tom Bertram

Excused: Ald. Thomas Leek

Others in attendance: Joel Lemke-Director of Public Utilities and Transportation, Susan Lemke-Transportation Superintendent

2. Approval of May 11, 2020 Transportation Commission minutes.

Ald. Mary Kneebone moved to approve the minutes of the May 11, 2020 Transportation Commission meeting. Fred Hopfensperger seconded. Ayes all; Nays none; Motion carried.

3. Approval of the May 2020 financial/claims report.

Fred Hopfensperger moved to approve the May 2020 financial/claims report. Karalyn Peterson seconded. Ayes all; Nays none; Motion carried.

4. Canadian National access agreement.

The Commission reviewed a draft agreement between the City of Stevens Point and Wisconsin Central Ltd. to allow access to the railroad adjacent to the Central Transportation facility. The City attorney has reviewed and approved the content of the agreement. Director Lemke noted the agreement allows permanent access and railroad employees may come and go at will. The access route will enter off the Week St. cul-de-sac and travel north to the railroad track. Tom Bertram moved to approve the Access to Property Agreement between the City of Stevens Point and Wisconsin Central Ltd. with permission to allow minor changes if needed. Karalyn Peterson seconded. Ayes all; Nays none; Motion carried.

5. Next meeting date.

July 13, 2020 at 4:45 p.m.

6. Adjournment

The meeting was adjourned by Chair Nichole Lysne at 4:55 p.m.

REPORT TO THE JULY 2020
MEETING OF THE TRANSPORTATION COMMISSION
Financial/Claims Report

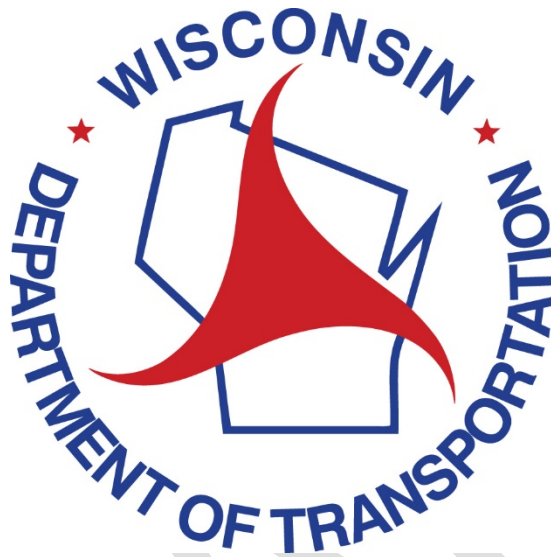
FINANCES:

Bank Balance as of June 1, 2020
Bank Deposits recorded in June 2020

\$ 856,107.74
\$ 35,478.63
\$ 891,586.37

CHECKS ISSUED SINCE THE MAY 2020 MEETING:

5695	Employee Wages	Salaries	1,360.62	
5696	Employee Wages	Salaries	880.58	
5697	Employee Wages	Salaries	334.61	
5698	Employee Wages	Salaries	1,459.75	
5699	CSPC Ohio Child Support Pymt Central	Child Support	235.38	
5700	Edward L Severson	Mileage Reimbursement	247.83	
5701	RONALD SUTHEIMER	Mileage Reimbursement	103.50	
5702	Dorothy Tess	Mileage Reimbursement	81.65	
5703	United Way of Portage Cty	United Way	13.00	
5704	WI Council 32 Per Capita Tax Trust	Union Dues	309.02	
5705	Ascension St. Michael's Hospital Inc	Pre-Employment Testing	54.00	
5706	Baker Tilly Virchow Krause, LLP	2019 Audit Charges	753.16	New Dispatcher
5707	Bushman Electric Crane & Sign	Decal, Hard wire bus wash garage door	927.22	
5708	Cintas Corp #442	Uniforms, gloves, mats, towels & solution	1,310.26	
5709	City of Stevens Point	Workers Comp Premium	3,473.39	
5710	Complete Office of WI	Face Shields	39.50	
5711	Courtesy Carriers, Inc.	Courtesy Carriers SMV	138.00	
5712	Energetix Corp	Random DOT & New Hire Testing	349.50	
5713	Estate of William Soik	Refund Paratransit Pre-payment Balance	63.00	Client passed away
5714	Fastenal Company	Saw blades, cap screw, lubricant, nuts & washers	151.24	
5715	FleetPride	Scotseal, hub, cap plug, refrigerant & cam kit	349.60	
5716	Gillig LLC	A/C Belt, slack adjuster, camshaft, king pin kit	606.10	
5717	Marshal Tymn Estate	Refund Paratransit Pre-paid Balance	56.50	Client passed away
5718	Mid-State Truck Service Inc	Oil filters	238.80	
5719	NAPA	Sealant, battery & fan belt	536.27	
5720	Northway Communications Inc	Repaired two way radio	137.50	
5721	O'Reilly Auto Parts	Head lights	18.12	
5722	Summit Companies	Fire sprinkler inspection	280.00	
5723	U.S. Bank	Stamps, cordless shop vac, background checks for volunteer drivers	1,657.84	
5724	Unemployment Insurance	Unemployment Charges	1,047.72	
5725	Verizon Wireless	Cell phone charges	15.65	
5726	Stevens Point Water Dept	Postage	8.70	
5727	WI Public Service	Monthly Utilities - Electric & Gas	1,598.41	
5728	Cintas Corp #442	Mats, towels solution & uniforms	281.43	
5729	Courtesy Cab	Courtesy Taxi Rides	140.50	
5730	Decker Supply Co Inc.	Shelter Signs- No Smoking	224.47	
5731	Ecolane USA Inc.	Ecolane Annual Maintenance Fee	10,728.00	Scheduling Software
5732	Frank's Hardware	Fasteners	49.45	
5733	Gillig LLC	Windshields, ABS sensor kit & G4 module	948.75	
5734	Graybar	Butt Connectors	8.89	
5735	Kimball Midwest	Primer paint	164.40	
5736	Voided	Voided	0.00	
5737	Len Dudas Motors Inc	Power booster & power steering hose	425.52	
5738	NAPA	Fuse, metric die, tie rod & ball joints	200.92	
5739	Pomp's Tire Service, Inc.	Mount, balance & dispose tire	60.00	



City of Stevens Point/Central Transportation

Public Transportation Agency Safety Plan (PTASP)

WISCONSIN DEPARTMENT OF TRANSPORTATION (WisDOT)
Division of Transportation Investment Management (DTIM)
Bureau of Transit, Local Roads, Railroads and Harbors (BTLRRH)

LAST UPDATED: June, 2020

PUBLIC TRANSPORTATION AGENCY SAFETY PLAN

City of Stevens Point/Central Transportation

TRANSIT AGENCY INFORMATION

Transit Agency	Name		Address
	Central Transportation		2700 Week Street
Accountable Executive	Name		Title
	Susan Lemke		Transportation Superintendent
Chief Safety Officer	Name		Title
	Tom Carroll		Operations Supervisor
Mode(s) of Service Covered by This Plan:		List All FTA Funding Types (e.g., 5307, 5337, 5339):	
City Fixed Route Bus – Paratransit – Rural Fixed Flexible Bus		5311, 5310, 5339	
Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)			
Central Transportation provides a directly operated service which provides City Fixed Route Bus – Paratransit – Rural Fixed Flexible Bus.			
Does the agency provide transit services on behalf of another transit agency or entity?	Yes	No	Description of Arrangement(s)
	X		
Transit Agency(ies) or Entity(ies) for Which Service Is Provided	Name		Address
	City of Stevens Point		1515 Strong's Ave, Stevens Point, WI 54481
	Portage County Aging and Disabilities Resource Center		1519 Water St., Stevens Point, WI 54481

PLAN DEVELOPMENT, APPROVAL, AND UPDATES

Entity who drafted Central Transportation Safety Plan	Wisconsin Department of Transportation		WisDot ASP modified by Central Transportation to address all applicable requirements and standards as set forth in FTA's Public Transportation Safety Program and the National Public Transportation Safety Plan.
Signature by the Accountable Executive	Name		Date of Signature
	Susan Lemke/Transportation Superintendent		
	Signature		

Table of Contents

TRANSIT AGENCY INFORMATION	1
PLAN DEVELOPMENT, APPROVAL, AND UPDATES	1
ACTIVITY LOG	2
DEFINITIONS AND ACRONYMS	4
BACKGROUND	7
1 SAFETY POLICIES AND PROCEDURES	8
1.1 Commitment to Safety	8
1.2 Annual PTASP Review and Update	8
1.3 Organization Structure and System Safety Responsibilities	8
2.0 SAFETY RISK MANAGEMENT	10
2.3 SAFETY Risk Mitigation	11
2.4 Safety Risk Prioritization	11
3 SAFETY ASSURANCE	12
3.1 Defining Safety Goals and Objectives/Outcomes	12
3.2 Defining Safety Performance Measures	12
3.2.1 Metrics	13
3.3 Monitoring Performance and Evaluating Results	14
3.4 Integrating Results into Agency Decision-Making Processes	14
3.5 Sustaining a Safety Management System	14
4 SAFETY PROMOTION	15
4.1 Safety Promotion, Culture, and Training	15
4.1.1 Safety Culture	15
4.1.2 Training	16
APPENDICES	18

DEFINITIONS AND ACRONYMS

The following definitions may be used throughout this document, and correspond to the definitions provided in 49 CFR 673.5.

Accident means an “event”, as defined below, that involves any of the following:

1. A loss of life,
2. A report of a serious injury to a person,
3. A collision of public transportation vehicles,
4. An evacuation for life safety reasons, or

Accountable Executive means a single, identifiable individual who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan (as defined below) of a public transportation agency; responsibility for carrying out the agency’s Transit Asset Management Plan (as defined below), 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.

Chief Safety Officer means an adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer. A Chief Safety Officer may not serve in other operational or maintenance capacities, unless the Chief Safety Officer is employed by a transit agency that is a small public transportation provider as defined in this part, or a public transportation provider that does not operate a rail fixed guideway public transportation system.

Equivalent Authority means an entity that carries out duties similar to that of a Board of Directors, for a recipient or 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 means an “accident”, as defined above, or “incident” or “occurrence” (each as defined below).

FTA means the Federal Transit Administration, an agency within the United States Department of Transportation.

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 (as defined below).

Incident means an “event” (as defined above), that involves any of the following:

1. A personal injury that is not a serious injury,
2. One or more injuries requiring medical transport, or

3. Damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a transit agency.

Investigation means the process of determining the causal and contributing factors of an “accident”, “incident”, or “hazard” (each as defined here), for the purpose of preventing recurrence and mitigating risk.

National Public Transportation Safety Plan means the plan to improve the safety of all public transportation systems that receive federal financial assistance under 49 U.S.C. Chapter 53.

Occurrence means an “event” (as defined above), without any personal injury in which any damage to facilities, equipment, rolling stock, or infrastructure does not disrupt the operations of a transit agency.

Operator of a public transportation system means a provider of public transportation as defined under 49 U.S.C. 5302(14).

Performance measure means an expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets.

Performance target means a quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time period required by the Federal Transit Administration (FTA).

Public Transportation Agency Safety Plan (PTASP) means the documented comprehensive agency safety plan for a transit agency that is required by 49 U.S.C. 5329 and this part.

Risk means the composite of predicted severity and likelihood of the potential effect of a hazard.

Risk mitigation means a method or methods to eliminate or reduce the effects of hazards.

Safety Assurance means processes within a transit agency's Safety Management System that functions to ensure the implementation and effectiveness of safety risk mitigation, and to ensure that the transit agency meets or exceeds its safety objectives through the collection, analysis, and assessment of information.

Safety Management Policy means a transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities of its employees in regard to safety.

Safety Management System (SMS) means the formal, top-down, organization-wide approach to managing safety risk and assuring the effectiveness of a transit agency's safety risk mitigation. SMS includes systematic procedures, practices, and policies for managing risks and hazards.

Safety performance target means a Performance Target related to safety management activities.

Safety Promotion means a combination of training and communication of safety information to support SMS as applied to the transit agency's public transportation system.

Safety risk assessment means the formal activity whereby a transit agency determines Safety Risk Management priorities by establishing the significance or value of its safety risks.

Safety Risk Management means a process within a transit agency's Public Transportation Agency Safety Plan for identifying hazards and analyzing, assessing, and mitigating safety risk.

Serious injury means any injury which:

1. Requires hospitalization for more than 48 hours, commencing within 7 days from the date of 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.

Small public transportation provider means a recipient or sub recipient of Federal financial assistance under 49 U.S.C. 5307 that has one hundred (100) or fewer vehicles in peak revenue service and does not operate a rail fixed guideway public transportation system.

State means a State of the United States, the District of Columbia, Puerto Rico, the Northern Mariana Islands, Guam, American Samoa, and the Virgin Islands.

State of good repair means the condition in which a capital asset is able to operate at a full level of performance.

Transit agency means an operator of a public transportation system.

Transit Asset Management Plan means the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost-effective, and reliable public transportation, as required by 49 U.S.C. 5326 and 49 CFR part 625.

CFR	-	Code of Federal Regulations
CSO	-	Chief safety officer
FTA	-	Federal Transit Administration
MAP-21	-	Moving Ahead for Progress in the 21st Century
NTD	-	National Transit Database
PTASP	-	Public transportation agency safety plan
SGR	-	State of good repair
SMS	-	Safety management system

SOP	-	Standard operating procedure
TAM	-	Transit asset management
U.S.C.	-	United States Code

BACKGROUND

The Moving Ahead for Progress in the 21st Century (MAP-21) Act grants the Federal Transit Administration (FTA) the authority to establish and enforce a comprehensive regulatory framework to oversee the safety of public transportation throughout the United States. As a component of this safety oversight framework, MAP-21 requires certain recipients of FTA Chapter 53 funding to develop and implement a Public Transportation Agency Safety Plan (PTASP).

In addition to greater safety oversight responsibilities, MAP-21's grant of expanded regulatory authority puts FTA in a position to provide guidance to transit agencies that strengthens the use of safety data to support management decisions, improves the commitment of transit leadership to safety, and fosters a culture of safety that promotes awareness and responsiveness to safety risks. The framework to this approach is called a safety management system (SMS), which moves the transit industry towards a more holistic, performance-based approach to safety. The SMS framework has been adopted by FTA in its National Public Transportation Safety Plan ("national safety plan").

The PTASP for Central Transportation supports and is consistent with an SMS approach to safety risk management. SMS is an integrated collection of policies, processes, and behaviors meant to ensure a formalized, proactive, and data-driven approach to safety risk management. The aim of a SMS is to increase the safety performance of transit systems by proactively identifying, assessing, and controlling safety risks. The approach is meant to be flexible and scalable, so that transit agencies of all types and sizes can efficiently meet the basic requirements of MAP-21. The PTASP for Central Transportation addresses the following elements, outlined in **Table 1** (below):

Safety Management Policy Statement:	A policy statement establishing senior management commitment to continual safety improvement, signed by the executive accountable for the operation of the agency and the board of directors.
Document Control:	A description of the regular annual process used to review and update the plan including a timeline for implementation of the process.
Core Safety Responsibilities:	A description of the responsibilities, accountabilities, and authority of the accountable executive, the key safety officers, and key members of the safety management team.
Safety Training Program:	A description of the comprehensive safety training program for agency staff that ensures that staff are trained and competent to perform their safety duties.
Safety Risk Management:	A description of the formal processes the agency uses to identify hazards, analyze and assess safety risks, and develop, implement and evaluate risk controls.
Safety Risks:	A description the most serious safety risks to the public, personnel and property.
Risk Control:	A description of the risk control strategies and actions that the agency will undertake to minimize exposure of the public, personnel and property to hazards, including a schedule for implementing the risk control strategies and the primary entity responsible for each strategy.
Safety Assurance:	A list of defined safety performance indicators for reach priority risk and associated targets the agency will use to determine if it is achieving the specified safety goals.
Desired Safety Outcomes:	A description of desired safety outcomes for each risk using the measurable safety performance indicators established.

1 SAFETY POLICIES AND PROCEDURES

1.1 COMMITMENT TO SAFETY

Safety is Central Transportation's first priority. Central Transportation is committed to implementing, developing, and improving strategies, management systems, and processes to ensure that all activities uphold the highest level of safety performance and meet required safety standards.

We will develop and embed a safety culture in all our activities that recognizes the importance and value of effective safety management and acknowledges at all times that safety is paramount.

We will clearly communicate to all staff their accountabilities and responsibilities for the development and operation of our safety management system (SMS), during the new employee orientation training and continued training during all staff meetings.

For passengers and employees, we will minimize the safety risk associated with transit service to as low as reasonably practicable and we will work to comply with and, wherever possible, exceed legislative and regulatory requirements and standards. We also will work to ensure that all employees are provided with adequate and appropriate safety information and training, are competent in safety matters, and are only allocated tasks commensurate with their skills.

We have established safety performance targets to help us measure the overall effectiveness of our processes and ensure we meet our safety objectives. Quarterly reports will be issued to the entire organization documenting how well we met our safety performance targets and describing the safety risk mitigations implemented to reduce safety risk.

1.2 ANNUAL PTASP REVIEW AND UPDATE

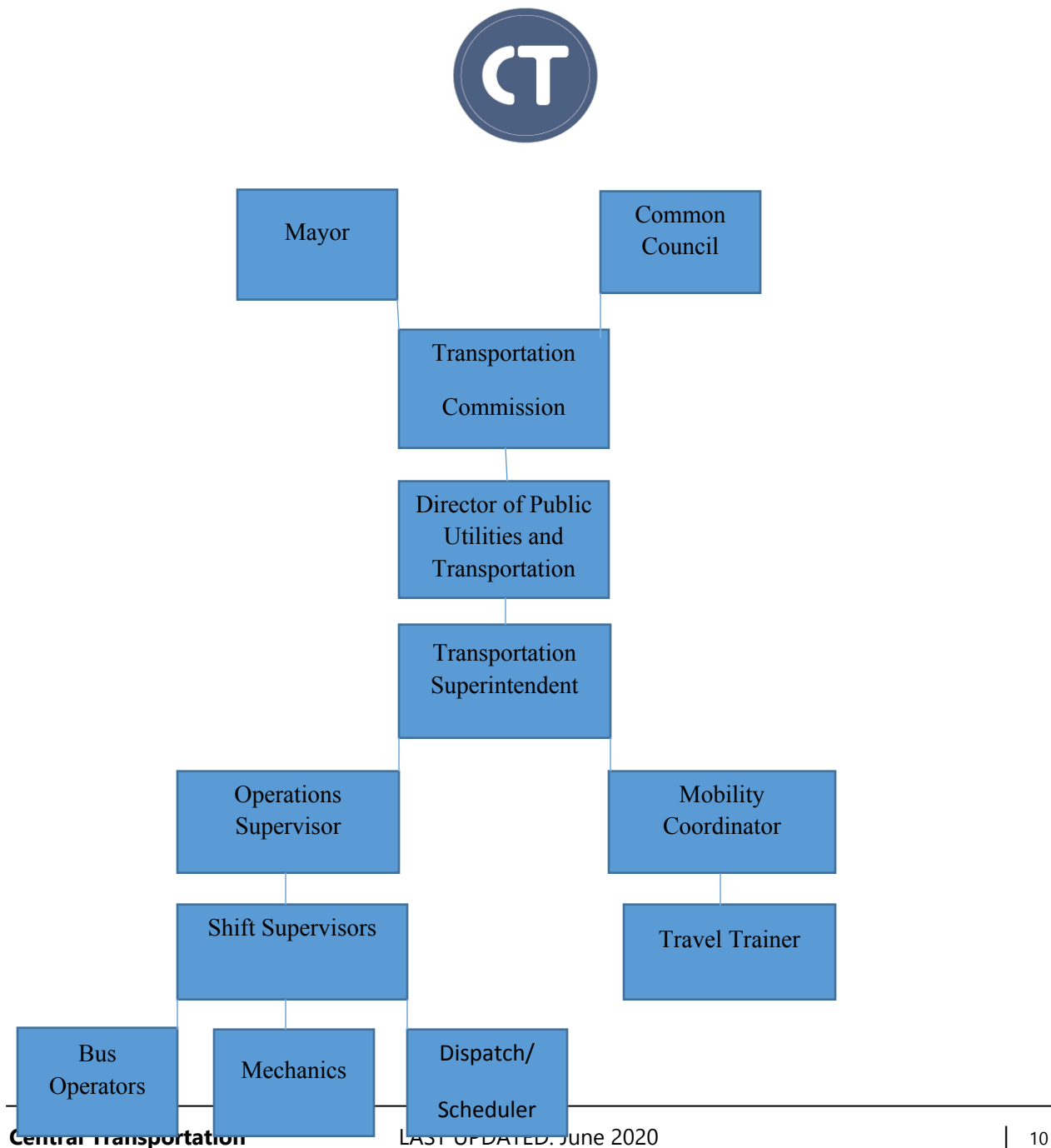
Central Transportation management will review the PTASP annually, update the document as necessary, and implement the changes within a timeframe that will allow the agency to timely submit to any annual or other periodic reviews, including its annual self-certification of compliance. At minimum, annual self-certification will consist of both the Accountable Executive and the Transportation Commission signing and dating this document.

Annual review of the PTASP will be conducted in June of each calendar year. Necessary updates outside the annual update window may be handled as a PTASP addenda. Reviews of the PTASP and any subsequent updates, addenda, adoption, and distribution activities will be documented in the Activity Log at the beginning of this document.

1.3 ORGANIZATION STRUCTURE AND SYSTEM SAFETY RESPONSIBILITIES

While the Accountable Executive has the ultimate responsibility for Central Transportation's implementation of its PTASP, Central Transportation's management team has the overall responsibility of safe and secure operations of Central Transportation and service staff. Each employee is required to carry out specific system safety responsibilities, depending on the employee's position, in compliance with the PTASP. Below is an organizational chart for the City of Stevens Point/Central Transportation division. The Staff Safety Roles and Responsibilities table (Appendix A) describes each position holding general system safety responsibilities, and the agency's reporting structure.

City of Stevens Point/Central Transportation Organizational Structure



2.0 SAFETY RISK MANAGEMENT

2.1 HAZARD IDENTIFICATION

Establishing an effective hazard identification program is fundamental to safety management at Central Transportation. Hazard identification can be reactive or proactive in nature: safety event reporting, incident investigation, and trend monitoring are essentially reactive; other hazard identification methods proactively seek feedback through data collection, observation, day-to-day operations analysis, and through Common hazard identification activities include:

- Safety assessments
- Safety System reviews
- Trend monitoring
- Hazard and safety event reporting
- Safety surveys
- Safety audits
- Evaluating customer suggestions and complaints

Safety assessments and system reviews are imperative and offer a proactive approach to identifying and rectifying potential safety risks. (Appendix B) – Safety Assessment/System Review and (Appendix C) - Facility Safety and Security Assessment reports will be completed semi-annually. Data gathered from the reports will assist Central Transportation staff in identifying potential safety hazards. FTA, WisDot and other oversight authorities shall be contacted to obtain current relevant hazard information as well. FTA provides a number of information sources on the potential public transportation hazards.

The number of near-misses, known as accident precursor data, is typically significantly greater than the number of accidents for comparable types of events. The practice of reporting and learning from accident precursor data is a valuable complement to other hazard identification practices. To be successful, hazard identification must take place within a non-punitive and just safety culture. Central Transportation's safety can only improve by discovering and learning of potential weaknesses in the system's safety prior to an incident.

2.1 NON-PUNITIVE REPORTING POLICY

Central Transportation is committed to the safest transit operating standards practicable. To achieve this, it is imperative that Central Transportation have uninhibited reporting of all safety events that may compromise safe operations. To this end, every employee is responsible for the

communication of any information that may affect the integrity of transit safety. Such communication must be completely free of any form of reprisal.

Central Transportation will not take disciplinary action against any employee who discloses a safety event. This policy shall not apply to information received from a source other than the employee, or that involves an illegal act, or a deliberate or willful disregard of rules, regulations, or agency policies or procedures.

The method of collection, recording, and disseminating information obtained from transit safety reports has been developed to protect, to the extent permissible by law, the identity of any employee who provides transit safety information.

2.2 SAFETY RISK ASSESSMENT

Once a hazard has been identified, Central Transportation will conduct an assessment to determine the potential consequences. Factors to be considered are the likelihood of occurrence, the severity of the consequences (should there be an occurrence), and the level of exposure to the hazard. The risk will be assessed subjectively by experienced personnel using a risk assessment matrix. Results of the risk assessment process will help determine whether the risk is being appropriately managed or controlled. If the risks are acceptable, the hazard will continue to be monitored. If the risks are unacceptable, steps will be taken to lower the risk to an acceptable or tolerable level, or to remove, avoid, or otherwise eliminate the hazard.

2.3 SAFETY RISK MITIGATION

The assessment process may indicate that certain hazards have an acceptable level of risk, while others require mitigation to an acceptable or tolerable level. Central Transportation will further manage risk by completing a Hazard Assessment Log (Appendix D) which can help prioritize safety risks. The level of risk can be lowered by reducing the severity of the potential consequences, likelihood of occurrence, exposure to that risk, or by some combination.

In general, Central Transportation will take the following safety actions to mitigate risk – these actions can be categorized into three broad categories, including:

1. Physical Defenses:

(These include objects and technologies that are engineered to discourage, or warn against, or prevent inappropriate action or mitigate the consequences of events (e.g. traffic control devices, fences, safety restraining systems, transit controls/signals, transit monitoring systems, etc.)

2. Administrative Defenses:

(These include procedures and practices that mitigate the likelihood of accident/incident (e.g. safety regulations, standard operating procedures, personnel proficiency, supervision inspection, training, etc.)

3. Behavioral Defenses:

(These include behavioral interventions through education and public awareness campaigns aimed at reducing risky and reckless behavior of motorists, passengers and pedestrians; factors outside the control of the agency.)

2.4 SAFETY RISK PRIORITIZATION

Once a hazard has been identified and the risk level assessed, safety risks will be prioritized.

A Prioritized Safety Risk Log (Appendix E) will be used to organize Central Transportation's safety risks. The Safety Risk Log will identify the following:

- The priority level for the safety risk
- A description of the risk
- Planned mitigation strategies to address the risk
- The outcome of the planned mitigation strategies
- Responsible staff
- A timeline of the planned mitigation strategies
- The status of the prioritized safety risk

3 SAFETY ASSURANCE

Central Transportation will conduct an investigation of all safety events to identify fundamental factors. The investigation shall include a review of video captured from the bus surveillance system, and review of surveillance video from local businesses in the general vicinity of the event will be requested. Interviews with bus riders who were onboard the bus and bystanders who may have witnessed the event will be documented. Police reports will be reviewed. Efforts will be made to determine the causal factors surrounding the event. This process will result in identifying and assessing changes that may reduce potential new hazard events in the future.

Safety assurance provides the necessary feedback to ensure that the SMS is functioning effectively and that Central Transportation is meeting or exceeding its safety objectives. Safety assurance requires a clear understanding of how safety performance will be evaluated, or in other words, what metrics will be used to assess system safety and determine whether the SMS is working properly. Having decided on the metrics by which success will be measured, safety management requires embedding these metrics in the organizational culture and encouraging their use for ongoing performance improvement.

3.1 DEFINING SAFETY GOALS AND OBJECTIVES/OUTCOMES

Setting safety goals and objectives is part of strategic planning and establishing safety policy. It is the goal of Central Transportation to foster agency-wide support for transportation safety by establishing a culture where management is held accountable for safety and everyone in the organization takes an active role in securing transportation safety.

Regular transit safety meetings comprised of staff at varying levels, will be conducted.

The safety objective/outcome will then be measured by defining specific performance metrics, including a baseline and target, that Central Transportation will determine is reasonable.

3.2 DEFINING SAFETY PERFORMANCE MEASURES

Performance measurement is the regular systematic collection, analysis, and reporting of data that track resources used, work produced, and whether specific outcomes were achieved. In other words, it is a tool to quantify and improve performance, and engage and communicate with Central Transportation staff and external stakeholders.

The two core functions of performance measurement include monitoring and evaluating progress. Performance can be measured in terms of inputs, outputs, outcomes, and efficiency, among many other criteria.

Central Transportation will utilize these basic principles of performance measurement, including:

- Focus on system goals and activities
- Focus on system policies and procedures
- Clarity of information and documentation received
- Timely reporting
- Realism of goals and objectives

3.2.1 Metrics

System safety data can be collected through a variety of sources, including:

- Near miss information
- Accident investigation reports (with causal factor analysis)
- Internal ride check evaluations
- Safety committee meetings
- Injury reports (including occupational injury)
- Safety event reports (including accidents, incidents, and occurrences)

This safety data will be analyzed annually and used for development of key safety performance indicators and targets.

Central Transportation will initially focus on areas based on data compiled by WisDot for the National Transit Database (NTD), as the following:

- **Fatalities**
 1. Total number of reportable fatalities
 2. Rate of reportable fatalities per total vehicle revenue miles
- **Injuries**
 3. Total number of reportable injuries
 4. Rate of reportable injuries per total vehicle revenue miles
- **Safety Events**
 5. Total number of reportable safety events
 6. Rate of reportable safety events per total vehicle revenue miles
- **System Reliability**
 7. Mean distance between major mechanical failures

These safety performance measures are used to select improvement targets for these four measures and for each mode of transit, in order to encourage improvements and monitor the

safety performance of delivering transit services. In addition, Central Transportation may select additional performance measures and targets, both leading and lagging, to insure continual improvement of our SMS.

Safety performance measure improvement targets will be made available to applicable state agencies and metropolitan planning organizations (MPOs), and, to the maximum extent practicable, will coordinate with both in the selection of safety performance targets. Targets will be adopted into local five year Transportation Development Plans (TDP) and the Portage County Locally Developed Transportation Plan.

The safety data collected from the above sources will be analyzed for potential safety impacts. Identified areas of concern are reported to appropriate personnel in the form of specific project reports, memos, and recommendations from the safety committee.

Records of system safety data are maintained for a minimum of three years. Certain information, such as safety certification backup documentation is maintained by Central Transportation's document control process. In addition to safety data, other data and documentation of activities required by the PTASP shall be maintained. Distribution of safety-related reports and data is accomplished through the safety committee.

3.3 MONITORING PERFORMANCE AND EVALUATING RESULTS

Once safety goals, objectives/outcomes, and measures have been defined, they can be organized into a Safety Performance Outline (Appendix F). Organizing information, will allow staff to continuously monitor safety performance and evaluate results. Evaluation of safety performance and updated documentation shall occur on a semi-annual basis.

Central Transportation will monitor the system for compliance with operational and maintenance procedures such as conducting compliance reviews, ride check evaluations and through internal audits.

A Safety Performance Outline (Appendix F) will be completed annually to evaluate the systems performance and areas of decline or improvement. Results of the annual performance outline will determine potential training requirements for the upcoming year.

3.4 INTEGRATING RESULTS INTO AGENCY DECISION-MAKING PROCESSES

Central Transportation is committed to using the data collected and information learned to inform decision-making and instill positive change. The main objective is the continuous improvement of transit system safety. When performance goals are not met, Central Transportation will work to identify why such goals were not met and what actions can be taken to minimize the gap in achieving defined goals. However, when goals are easily achieved, action will be taken to exceed expectations and re-establish a reasonable baseline.

Uses of performance results include:

- Focus attention on performance gaps and trigger in-depth investigations of what performance problems exist
- Help make informed resource allocation decisions
- Identify needs for staff training or technical assistance
- Help motivate employees to continue making program improvements
- Support strategic planning efforts by providing baseline information for tracking progress
- Identify best practices
- Respond to elected officials and the public's demand for accountability

3.5 SUSTAINING A SAFETY MANAGEMENT SYSTEM

In order to sustain the SMS, Central Transportation will ensure that particular processes are employed to instill an organizational foundation as follows:

- **Create measurement-friendly culture:**
All staff need to be actively engaged in creating measurement-friendly culture by promoting performance measurement as a means of continuous improvement. Administrative staff will also lead by example and utilize performance metrics in decision making processes.
- **Build organization capacity:**
Both technical and managerial skills will be needed for data collection and analysis, and setting goals. Managing staff and the governing board will commit the financial resources required for organizational capacity and maintaining an SMS on a continuous basis.
- **Reliability and transparency of performance results:**
Performance information should be transparent and made available to all stakeholders. Employees who report safety concerns must be protected to preserve the integrity of the measurement system.
- **Demonstrate continuous commitment to measurement:**
Central Transportation will demonstrate a commitment to performance measurement by establishing a formal process of reporting performance results, such as including transit safety and performance measurement as a standing agenda item at city council and county board meetings.

4 SAFETY PROMOTION

4.1 SAFETY PROMOTION, CULTURE, AND TRAINING

Central Transportation believes safety promotion is critical to the success of an SMS by ensuring that the entire organization fully understands and trusts its safety policies, procedures, and structure. Further, safety promotion involves establishing an organizational and workplace culture that recognizes safety as a core value, training employees in safety principles, and allowing open communications of safety issues.

4.1.1 SAFETY CULTURE

Positive safety culture must be generated from the top. The actions, attitudes, and decisions at the policy-making level must demonstrate a genuine commitment to safety. Safety must be recognized as the responsibility of each employee, with the ultimate responsibility for safety resting with the Accountable Executive. Employees must trust that they will have management support for decisions made in the interest of safety, while also recognizing that intentional breaches of safety will not be tolerated.

The primary goal of safety promotion at Central Transportation is to develop a positive safety culture that allows the SMS to succeed. A positive safety culture is defined as one which is:

A. An Informed Culture

- Employees understand the hazards and risks involved in their areas of operation
- Employees are provided with the necessary knowledge, training and resources
- Employees work continuously to identify and overcome threats to safety

B. Just Culture

- Employees know and agree on what is acceptable and unacceptable behavior
- Human errors must be understood, but negligence and willful violations cannot be tolerated

C. Reporting Culture

- Employees are encouraged to voice safety concerns and to share critical safety information without the threat of punitive action
- When safety concerns are reported, they are analyzed, and appropriate action is taken

D. Learning Culture

- Learning is valued as a lifetime process beyond basic-skills training
- Employees are encouraged to develop and apply their own skills and knowledge to enhance safety
- Employees are updated on safety issues by management, and safety reports are fed back to staff so that everyone learns the pertinent lessons

Central Transportation participates in the Transit Mutual Insurance safety initiative program. Employees who complete safety exercises initiated by TMI are eligible for monetary rewards. Most improved system awards,

4.1.2 TRAINING

During the initial implementation of an SMS, specific training will be required for all employees and contract staff, to explain the agency's safety culture and describe how Central Transportation's SMS works. The Chief Safety Officer is the resource person for providing a corporate perspective on Central Transportation's approach to safety management.

Central Transportation provides trainings through various resources. Transit Mutual Insurance (TMI) provides both onsite trainings as well as video trainings on numerous transportation related subjects. TMI provides monthly safe driving tips and posters which are available on the CT communications board and offers a driver safety incentive program. Participants who complete the safety exercises are eligible to win monetary rewards for their participation in the program. Transit Mutual Insurance also provides support through their TMI Safety Committee,

who review trends and analysis of statewide transit system accidents and incidents. Information gathered on a statewide basis is shared with all transit programs and trainings are developed accordingly.

The National Rural Transit Assistance Program offers a variety of trainings via onsite trainers, webinar trainings and videos. Trainings available through RTAP which include driver, maintenance and office staff trainings.

The City of Stevens Point contracts with the Cities & Villages Mutual Insurance (CIVMIC) to provide training for all City staff. CIVMIC provides training in the following areas; Safety and Health, Employee Practices, Risk Management, Leadership Development.

The goal of Central Transportation is to provide adequate training for all staff. Below is a list of trainings to be provided. However, this list is not all inclusive, it is anticipated other trainings will be considered as well.

A. Initial Safety Training for All Staff

1. Basic principles of safety management including the integrated nature of SMS, risk management, safety culture, etc.
2. Corporate safety philosophy, safety goals and objectives, safety policy, and safety standards
3. Importance of complying with the safety policy and SMS procedures, and the approach to disciplinary actions for different safety issues
4. Organizational structure, roles and responsibilities of staff in relation to safety
5. Transit agency's safety record, including areas of systemic weakness
6. Requirement for ongoing internal assessment of organization safety performance (e.g. employee surveys, safety audits, and assessments)
7. Reporting accidents, incidents, and perceived hazards
8. Lines of communication for safety managers
9. Feedback and communication methods for the dissemination of safety information
10. Safety promotion and information dissemination

B. Safety Training for Operations Personnel

1. Unique hazards facing operational personnel
2. Seasonal safety hazards and procedures (e.g. winter operations)
3. Procedures for hazard reporting
4. Procedures for reporting safety events (accidents and incidents)
5. Emergency procedures

C. Safety Training for Management

1. Principles of the SMS
2. Management responsibilities and accountabilities for safety
3. Legal issues (e.g. liability)

D. Training for the Safety Officer

1. Familiarization with different transit modes, types of operation, routes, etc.
2. Understanding the role of human performance in safety event causation and prevention
3. Operation of the SMS
4. Investigating safety events
5. Crisis management and emergency response planning
6. Safety promotion

7. Communication skills
8. Performing safety audits and assessments
9. Monitoring safety performance
10. Support WisDot with the National Transit Database (NTD) safety event reporting requirement

APPENDICES

Appendix A – Staff Safety Roles and Responsibilities
Appendix B – Safety Assessment and System Review
Appendix C – Facility Safety and Security Assessment
Appendix D – Hazard Identification and Risk Assessment Log
Appendix E – Prioritized Safety Risk Log
Appendix F – Safety Performance Outline

APPENDIX A

CENTRAL TRANSPORTATION

STAFF SAFETY ROLES AND RESPONSIBILITIES

Completed by: Susan Lemke/Account Executive	Date: 6-12-2020
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Position Title	Name of Staff Member	Position Description	Safety Responsibilities
Transportation Superintendent- Accountable Executive	Susan Lemke	49 CFR § 673.5 – Accountable Executive means a single, identifiable person who has ultimate responsibility for carrying out the PTASP; responsibility for carrying out the agency's TAM Plan; and control or direction over the human and capital resources needed to develop and maintain both the agency's PTASP, in accordance with 49 U.S.C. § 5329(d), and the agency's TAM Plan in accordance with 49 U.S.C. § 5326.	• Ultimate responsibility for carrying out the PTASP • Responsibility for carrying out the TAM Plan • Control or direction over the human and capital resources needed to develop and maintain both plans • Ensuring the agency's SMS is effectively implemented throughout the system • Ensuring action is taken, as necessary, to address substandard performance in the agency's SMS • May delegate specific responsibilities, except ultimate accountability for the agency's safety performance, which always rests with the Accountable Executive
Operations Supervisor- Chief Safety Officer	Tom Carroll	49 CFR § 673.5 – Chief Safety Officer means an adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer. A Chief Safety Officer (CSO) for a small public transportation provider (as defined in Part 673) may serve in capacities (operational or maintenance) unless the agency	• Reports directly to agency's Accountable Executive • Authority and responsibility for day-to-day implementation and operation of agency's SMS • Maintains a safe working environment • Adheres to all safety policies and procedures • Promotes safety awareness throughout the organization • Ensures safety documentation is current and accessible to all

		ceases to be a small public transportation provider or operates a rail transit system. Ensure coordinated development and implementation of the PTASP (may be same as/merged with CSO position)	employees • Communicates changes in safety documents to all personnel • Monitors effectiveness of corrective actions • Provides periodic reports on safety performance • Renders safety advice to the other personnel on safety-related matters • Ensures that safety management has a high priority throughout the organization • Identifying, track, and monitor safety risk mitigations •
Transportation Shift Supervisors	Talin Scheuermann Dave Adams John Alekna Paul Bronk	Supervisors are responsible for communicating the transit agency's safety policies to all employees, and assure staff Bus Operators and mechanics remain compliant in following safety requirements.	• Maintains a safe working environment • Adheres to all safety policies and procedures • Full knowledge of all standard and safety operating procedures • Ensures that drivers make safety a primary concern when on the job • Listens and acts upon any safety concerns raised • Immediately reports safety concerns to the CSO and other Shift Supervisors • Provides leadership and direction to employees during security incidents • Handles minor non-threatening rule violations • Defuses minor arguments • Determines when to call for assistance • Responds to fare disputes and service complaints • Responds to security related calls with police officers when required, rendering assistance with crowd control, victim/witness information gathering, and general on-scene assistance • Completes necessary security related reports • Takes photographs of damage and injuries • Coordinates with all outside agencies at incident scenes • Supervises bus-washing activities
Bus Operator	Bus Operators- City services and Rural services	Bus Operators are responsible for exercising maximum care and good judgment in identifying and reporting suspicious activities, in managing security incidents, and in responding to emergencies. Bus Operators must maintain safe operations on their buses and abide by program safety	• Maintains a safe working environment • Adheres to all safety policies and procedures • Immediately reports and takes charge of a hazard incident scene until the arrival of supervisory or emergency personnel

		recommendations and mandates.	• Attempts to handle minor non-threatening rule violations • Responds verbally to complaints • Attempts to defuse minor arguments • Avoid situations which distract attention from driving • Calls for assistance if needed • Maintains control of the vehicle • Reports all safety incidents to Supervisor on duty • Completes all necessary safety related reports
Maintenance	Fred Gaylord Jerett Kinney Henry Kolodziej	Mechanics perform major running repairs of buses. They must be fully qualified and completely capable of repairing, maintaining, and rebuilding all parts of all equipment. Safety must remain a top priority for mechanics to assure buses are safe and dependable for transport of the public. While performing maintenance on vehicles, mechanics must abide by all safety requirements and mandates and maintain a clean safe work environment. All safety concerns must be reported to the CSO.	• Maintains an organized work environment • Adheres to all safety policies and procedures • Responsible for repair of vehicle components, including engine and transmission rebuilds • Conducts all levels of inspections • Assists in all aspects of repair and maintenance work • Determines bus assignments • Maintains a safe working environment and adheres to all safety policies and procedures • Responds road calls • Conducts tire changes and bus repairs • Responds to Driver reported defects in a timely manner
Mobility Coordinator	Marlene Pohl	The Mobility Coordinator is responsible for the plan and development of the mobility program and works with both clients and agencies throughout the county. The Mobility Coordinator has an opportunity to view Bus Operators and Bus Riders while conducting daily duties. Any safety concerns identified while conducting daily duties need to be reported. Central Transportation safety guidelines shall be communicated to local agencies and program participants to assure compliance.	• Maintains a safe working environment • Adheres to all safety policies and procedures • Full knowledge of all standard and safety operating procedures • Observes drivers and passengers while performing duties ensuring that drivers make safety a primary concern when on the job. Reports concerns to supervisors. • Listens and acts upon any safety concerns raised • Immediately reports safety concerns to the CSO • Assure all trainees and agencies are receive bus and pedestrian safety information and training if applicable.
Travel Trainer	Megan McGoldrick	The Travel Trainer has the opportunity to view Bus Operators and Bus Riders while conducting daily duties, and identify and report significant safety concerns. Client training shall include a safety component which will assure trainees	• Maintains a safe working environment • Adheres to all safety policies and procedures • Full knowledge of all standard and safety operating procedures • Observes drivers and passengers

		receive the proper safety training to assure clients are safe while walking to and from the bus stop location and when traveling on the bus.	while performing duties ensuring that drivers make safety a primary concern when on the job. Reports concerns to supervisors. • Listens and acts upon any safety concerns raised • Immediately reports safety concerns to the CSO • Assure all trainees receive bus and pedestrian safety training.
Dispatcher/Scheduler	Kevin O'Donnell	Using the Ecolane software program, the Dispatch/Scheduler is responsible for dispatch, scheduling, data input, customer inventory, and accounts receivable management for all transportation services managed under Central Transportation. Safety shall be the number one consideration while directing the activities and operations of buses receiving dispatched instructions. Consideration shall also be given when scheduling trips to assure the appropriate time is allowed to complete trips in a safe manner. Any safety concerns noted should be reported immediately to a supervisor.	• Ensures ride schedules allow drivers to conduct transports safely, particularly during high volume demand response days. Report concerns to supervisor. • Provides leadership and direction to employees during incidents via two-way radio communications • Defuses minor arguments with callers • Determines when to request assistance from supervisors • Collects information from callers regarding service complaints • Responds to emergency related calls by contacting police dispatch when required, information gathering, and general on-scene information required. • Maintains a safe working environment • Adheres to all safety policies and procedures • Full knowledge of all standard and safety operating procedures

APPENDIX B

CENTRAL TRANSPORTATION SAFETY ASSESSMENT AND SYSTEM REVIEW

Complete this form semi-annually to identify potential safety hazards. It is imperative that completion of this review includes only accurate and correct information – data collected from this assessment will guide agency resource allocation and focus priority needs appropriately. Not all questions will apply, signify by checking the N/A box.

Completed by:	Date:
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SECTION	REVIEW QUESTIONS	YES	NO	N/A
<i>Safety Policies:</i>	Are all safety policies up to date and reviewed?	☐	☐	☐
	Is a Public Transit Agency Safety Plan (PTASP) or any other System Safety Plan written for the transportation system?	☐	☐	☐
	Is the Drug and Alcohol Policy current and up to date?	☐	☐	☐
<i>New Hire Employee Files:</i>	Was there a structured interview conducted and documented?	☐	☐	☐
	Is the applicant asked the questions relating to previous experience with drug and alcohol testing?	☐	☐	☐
	Is the offer of employment documented in writing?	☐	☐	☐
	Is there a pre-employment drug screen?	☐	☐	☐
	Is there a pre-employment physical exam?	☐	☐	☐
	Are safety sensitive responsibilities outlined in the job description?	☐	☐	☐
	Is there a completed Substance Abuse Policy and Drug Free Workplace Policy Acknowledgement form?	☐	☐	☐
	Is there a Current Policies and Procedures Acknowledgement Form?	☐	☐	☐
<i>Post Hire Employee Files:</i>	Is a current employee roster available?	☐	☐	☐
	Are the employee files maintained by the transit system?	☐	☐	☐
	Do existing employee files contain:	☐	☐	☐

	➤ Background check?	☐	☐	☐
	➤ Previous employer request form?	☐	☐	☐
	➤ Verification of current driver's license and CDL?	☐	☐	☐
	➤ Current MVR?	☐	☐	☐
	➤ PARS Reports?	☐	☐	☐
	➤ Current copy of physical exam certificate?	☐	☐	☐
	➤ Signed Substance Abuse Policy Acknowledgement?	☐	☐	☐
	➤ Drug and Alcohol Testing Record with COC and authorization forms?	☐	☐	☐
	➤ Record of annual supervisor ride checks and evaluations?	☐	☐	☐
Education and Training:	• Are operator certifications current and up to date?	☐	☐	☐
	• Have managers completed Safety Management Systems (SMS) training?	☐	☐	☐
	• Are employees familiar with OSHA topics, including:	☐	☐	☐
	➤ Hazard Communication?	☐	☐	☐
	➤ Emergency Action Planning?	☐	☐	☐
	➤ Blood borne Pathogens?	☐	☐	☐
	➤ Lockout/Tag out?	☐	☐	☐
	➤ Personal Protective Equipment (PPE)?	☐	☐	☐
	➤ Injury Prevention Planning?	☐	☐	☐
	• Have all safety sensitive employees received Drug and Alcohol Training?	☐	☐	☐
	• Do new mechanics receive classroom training?	☐	☐	☐
	• Do existing mechanics receive ongoing training?	☐	☐	☐
Safety Meetings:	• Is there an active Safety Committee at the transit agency?	☐	☐	☐
	• Are safety meetings held on a regular basis?	☐	☐	☐
	• Are safety meetings and sign in sheets documented, with publically posted agendas and minutes?	☐	☐	☐
	• Do senior managers attend safety meetings?	☐	☐	☐
	• Do vehicle operators attend safety meetings?	☐	☐	☐
	• Do mechanics attend safety meetings?	☐	☐	☐
Incident and Accident Investigation Procedures:	• Are policies in place dictating which incidents are reported and which are not?	☐	☐	☐
	• Are incident report forms kept on board the vehicle?	☐	☐	☐
	• Are accident reports completed for all situations?	☐	☐	☐
	• Are incident/accident reports used as pre-accident training material?	☐	☐	☐
	• Are incident/accident reports used as post-accident training material?	☐	☐	☐
	• Are incident/accident reports used to identify potential hazards and analyzed in a Risk Assessment Matrix (RAM)?	☐	☐	☐
	• Are complaint forms kept on all vehicles?	☐	☐	☐
	• Are all operators provided with safety vests on their vehicles?	☐	☐	☐
	• Are incident/accident photos taken?	☐	☐	☐
Substance Abuse:	• Is there a current and updated Drug and Alcohol Policy?	☐	☐	☐

	• Do all staff members understand the Drug and Alcohol Policy?	☐	☐	☐
	• Is random testing being completed?	☐	☐	☐
	• Is reasonable suspicion testing being completed?	☐	☐	☐
Facility and Shop Inspections:	• Are monthly facility inspections conducted as scheduled?	☐	☐	☐
	• Are facility inspection forms completed properly?	☐	☐	☐
	• Are unsafe conditions or acts, regarding the facility corrected and documented?	☐	☐	☐
	• Are fire extinguishers up to date with annual servicing requirements?	☐	☐	☐
	• Are fire extinguishers inspected on a monthly basis?	☐	☐	☐
	• Are routing inspections of the fire extinguishers documented?	☐	☐	☐
	• Are eye wash stations available with unobstructed access?	☐	☐	☐
	• Are eye wash stations inspected on a scheduled basis?	☐	☐	☐
	• Is machine guarding in place?	☐	☐	☐
	• Are batteries stored safely?	☐	☐	☐
	• Are all containers marked with the contents clearly identified?	☐	☐	☐
	• Are floors clear of tripping hazards?	☐	☐	☐
	• Are hazardous materials stored safely?	☐	☐	☐
	• Are emergency exits clearly marked?	☐	☐	☐
	• Are lights out?	☐	☐	☐
	• Are jack stands available for use?	☐	☐	☐
	• Are jack stands used whenever a vehicle is elevated on a lift?	☐	☐	☐
	• Is a lock out tag out program in place?	☐	☐	☐
Asset Management (Vehicles):	• Is a current and updated list of vehicles readily available?	☐	☐	☐
	• Is all maintenance activity completed on vehicles tracked?	☐	☐	☐
	• Is a regular maintenance schedule written and followed?	☐	☐	☐
	• Are work order forms, service order forms and parts requested documented?	☐	☐	☐
	• Are vehicle inspection forms completed on a regular basis and available?	☐	☐	☐
	• Are habitual maintenance issues reported to WisDOT?	☐	☐	☐
	• Are maintenance issues analyzed and used to forecast future vehicle needs?	☐	☐	☐
	• Are maintenance issues analyzed and used to identify potential hazards and evaluated in a Risk Assessment Matrix (RAM)?	☐	☐	☐
	• Are pre-trip inspection forms completed daily?	☐	☐	☐
	• Are post-trip inspection forms completed daily?	☐	☐	☐

Comments:

APPENDIX C

CENTRAL TRANSPORTATION FACILITY SAFETY and SECURITY ASSESSMENT

Complete this form semi-annually to identify potential safety hazards. It is imperative that the completion of this review includes only accurate and correct information – data collected from this assessment will guide agency resource allocation and focus priority needs appropriately. Not all questions will apply.

Completed by:	Date:
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SECTION	REVIEW QUESTIONS	YES	NO	N/A
<i>Buildings and Facility Grounds:</i>	• Are facility grounds randomly and frequently patrolled?	☐	☐	☐
	• Are daily security sweeps conducted?	☐	☐	☐
	• Are smoke/fire/carbon monoxide detectors provided and working?	☐	☐	☐
	• Are distribution and number of keys known and controlled?	☐	☐	☐
	• Are all keys labeled as "DO NOT DUPLICATE"?	☐	☐	☐
	• Are all unoccupied areas locked and secured?	☐	☐	☐
<i>Lighting:</i>	• Is entire perimeter of facility properly illuminated?	☐	☐	☐
	• Is lighting mounted at approximately second story level?	☐	☐	☐
	• Are lights provided over all entrance doors?	☐	☐	☐
	• Is lighting provided in staff parking areas?	☐	☐	☐
<i>Entrance Doors and Windows:</i>	• Are all doors:	☐	☐	☐
	➤ Built of commercial grade with metal framing?	☐	☐	☐
	➤ Outside hinges hidden and protected from vandalism?	☐	☐	☐
	➤ Provided with a commercial grade, one-sided lock?	☐	☐	☐
	➤ Provided with push "panic" bar releases?	☐	☐	☐
	➤ In case of breakage or opening are all windows and doors connected to a central station alarm?	☐	☐	☐

Electronic Surveillance:	• Is the entire perimeter of facility protected by a CCTV system?	☐	☐	☐
	• Is this system monitored by management and/or a security company?	☐	☐	☐
	• Is this system always on or activated by motion sensors?	☐	☐	☐
Non-Employee Access:	• Is access restricted to persons without proper credentials and clearance?	☐	☐	☐
	• Are supply deliverers required to show proper I.D. and sign-in a log book?	☐	☐	☐
	• Are all non-employees accompanied and/or observable at all times?	☐	☐	☐
Surrounding Environment:	• Are there other non-City/County buildings connected to the facility that may be vulnerable to unauthorized entry to City/County property?	☐	☐	☐
	• Are all utility components (power transformers, back-up generators) protected and secured from vandalism or attack?	☐	☐	☐
	• Are all outdoor storage areas adequately lighted and secured?	☐	☐	☐
Material Storage:	• Are all hazardous and flammable materials properly identified?	☐	☐	☐
	• Are all materials properly labeled, stored, and secured?	☐	☐	☐
Forms and Written Plans:	• Are emergency numbers (police, fire, ambulance, FBI) current and prominently displayed at each phone?	☐	☐	☐
	• Is a Chain of Command and emergency call list prominently displayed?	☐	☐	☐
	• Are employees trained and checklists provided on how to handle a physical threat or incident called in on the phone?	☐	☐	☐
Evacuation Plan/Procedures	• Are there evacuation plans for this facility?	☐	☐	☐
	• Are staff members trained on this plan?	☐	☐	☐
	• Are assembly areas and alternate assembly areas identified, validated and coordinated with the County Emergency Management Office?	☐	☐	☐
	• Have the primary and alternate assembly areas, evacuation sites, and evacuation routes been verified and coordinated with all appropriate agencies?	☐	☐	☐
	• Has the Emergency Evacuation Plan been reviewed, coordinated, and briefed to staff as appropriate?	☐	☐	☐
Training:	• Is an orientation program in place for each new staff member?	☐	☐	☐
	• Do all staff members receive safety and security training appropriate to their position and level of responsibility?	☐	☐	☐
	• Are periodic safety and security training and briefings completed with staff?	☐	☐	☐

	Do all new staff members receive briefings on the City/County Evacuation Plan, the Disaster Preparedness Plan, and other security policies and procedures?	☐	☐	☐
Administrative Procedures:	Is a record of emergency data on file for each staff?	☐	☐	☐
	Have incident reporting format and procedures been established and staff briefed on them?	☐	☐	☐
	Are all incident reports treated with confidentiality and transmitted by secure means to the appropriate City/County department?	☐	☐	☐
	Are background checks conducted and verified on all prospective new hires?	☐	☐	☐
Cash Handling and Transfer:	Has a secure method for receipt, transfer and storage of cash been established and have appropriate staff members been trained on them?	☐	☐	☐
	Is cash transported by at least two individuals with cash divided between them?	☐	☐	☐
	Do all staff members understand that in the event of a robbery they should never risk their lives to protect cash or other valuables?	☐	☐	☐
Fire and Electrical Safety:	Are fire extinguishers installed in all appropriate locations?	☐	☐	☐
	Are smoke and heat detectors installed, at least one on each floor?	☐	☐	☐
	Is a first aid kit present and maintained?	☐	☐	☐
	Are all electrical devices, outlets, circuit breakers and cords free of damage that may pose a shock hazard?	☐	☐	☐
	Are all electrical circuit, gas, and telephone boxes, if accessible from the outside, locked to prevent tampering?	☐	☐	☐
	Do any non-employees have access from outside the building to any fire escapes, stairways, and/or the roof?	☐	☐	☐
	Are all outdoor trash containers and storage bins located away from the building in the event of a fire?	☐	☐	☐

APPENDIX D

Central Transportation HAZARD ASSESSMENT LOG

This form can be used to provide a record of identified hazards and actions taken to eliminate or mitigate the risks associated with it. The recommended action should be associated with a specified individual (i.e. a supervisor, manager, or front-line personnel), and must include a target date for completion. As a rolling log, entries for identified hazards and their associated mitigations should never be removed, even after required action(s) is completed. Any related forms, logs, or records should be retained permanently.

Completed by: Click here to enter text.

Last Updated: Click here to enter text.

Risk Type	Risk Description	Current Measures to Reduce Risk	Risk Rating Likelihood	Risk Rating Severity	Risk Rating Value (Likelihood x Severity)	Further Action Required to Reduce Risk	Staff Responsibility

APPENDIX E

CENTRAL TRANSPORTATION PRIORITIZED SAFETY RISK LOG

This form is used to organize identified safety risks facing **CENTRAL TRANSPORTATION**. The log should be updated frequently to demonstrate continual progress towards risk reduction through mitigation strategies. A timeline is used to highlight projected completion dates.

Completed by: Click here to enter text.	Last Updated: Click here to enter text.
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Priority	Risk Description	Planned Mitigation Strategies	Outcomes of Planned Mitigation Strategies	Responsible Staff	Timeline	Status
1						
2						
3						

APPENDIX F

CENTRAL TRANSPORTATION

SAFETY PERFORMANCE OUTLINE

This form allows Central Transportation to organize, monitor, and evaluate identified safety goals and objectives/outcomes.

Completed by:

Last Updated:

GOAL 1: SMS TO REDUCE CASUALTIES/OCCURRENCES

Central Transportation will utilize a safety management systems framework to identify safety hazards, mitigate risk and reduce casualties and occurrences resulting from transit operations.

1. Objective/Outcome:

Reduce the number of transit related fatalities

- a. *Metric: Number of fatalities per specified passenger miles traveled*
- b. *Baseline: Identify a baseline*
- c. *Target: Establish a reasonable measure using past and present performance data and trends*

2. Objective/Outcome:

Reduce the number of transit related injuries

- a. *Metric: Number of injuries per specified passenger miles traveled*
- b. *Baseline: Identify a baseline*
- c. *Target: Establish a reasonable measure using past and present performance data and trends*

3. Objective/Outcome:

Increase assessment and analysis of existing personnel, equipment and procedures to identify and mitigate any potential safety hazards

- a. *Metric: Number of safety audits, inspections, or assessments completed per specified period of time*
- b. *Baseline: Identify a baseline*

- c. *Target: Establish a reasonable measure using past and present performance data and needs*
- 4. Objective/Outcome
Develop a corrective action plan and mitigation strategies to address identified hazards
 - a. *Metric: Percent of corrective action strategies complete per specified period of time*
 - b. *Baseline: Identify a baseline*
 - c. *Target: Establish a reasonable measure using past and present performance data and needs*

GOAL 2: CULTURE

Central Transportation will foster agency-wide support for transit safety by establishing a culture where management is held accountable for safety and everyone in the organization takes an active role in securing transit safety.

- 1. Objective/Outcome:
Establish a dedicated staff person as the Transit Agency Safety Officer to manage the agency's transit safety program
 - a. *Metric: Number of years of transit safety experience*
 - b. *Baseline: Identify a baseline*
 - c. *Target: Establish reasonable measure using past and present performance data and trends*
- 2. Objective/Outcome:
Establish regular transit safety meetings comprised of staff at varying levels, including executives, officers, managers, operators and maintenance personnel
 - a. *Metric: Number of meetings per specified period of time or number of meetings per incidents/occurrences*
 - b. *Baseline: Identify a baseline*
 - c. *Target: Establish reasonable measure using past and present performance data and trends*
- 3. Objective/Outcome:
Develop and promote a Non-Punitive Reporting Policy
 - a. *Metric: Percent of staff receiving Non-Punitive Reporting Policy*
 - b. *Baseline: Identify a baseline*
 - c. *Target: Establish reasonable measure using past and present performance data and trends*
- 4. Objective/Outcome:
Increase the reporting of near miss occurrences and incidents that would otherwise go unreported
 - a. *Metric: Number of near miss occurrences/incidents reported per specified passenger-miles traveled or per specified period of time*
 - b. *Baseline: Identify a baseline*
 - c. *Target: Establish a reasonable measure using past and present performance data and trends*

5. Objective/Outcome:

Increase employee safety training opportunities and attendance

- a. *Metric: Number of employee safety training hours completed per specified period of time*
- b. *Baseline: Identify a baseline*
- c. *Target: Establish a reasonable measure using past and present performance data and trends*

6. Objective/Outcome:

Increase safety material distributed amongst employees and the general public

- a. *Metric: Number of manuals, newsletters, brochures, posters or campaigns distributed per specified period of time*
- b. *Baseline: Identify a baseline*
- c. *Target: Establish a reasonable measure using past and present performance data and trends*

GOAL 3: SYSTEMS/EQUIPMENT:

Central Transportation will provide a safe and efficient transit operation by ensuring that all vehicles, equipment and facilities are regularly inspected, maintained and serviced as needed.

1. Objective/Outcome:

Reduce the number of vehicle/equipment/facility maintenance issues reported

- a. *Metric: number of vehicle/equipment/facility maintenance issues reported per specified period of time*
- b. *Baseline: Identify a baseline*
- c. *Target: Establish a reasonable measure using past and present performance data and trends*

2. Objective/Outcome:

Increase scheduled preventative maintenance

- a. *Metric: Number of preventative maintenance inspections completed per specified period of time or specified vehicle mileage*
- b. *Baseline: Identify a baseline*
- c. *Target: Establish a reasonable measure using past and present performance data and trends*