



AGENCY SAFETY PLAN 2025





TRANSIT AUTHORITY OF RIVER CITY

Original – March 23, 2021

1. Transit Agency Information

Transit Agency Name	Transit Authority of River City (TARC)		
Transit Agency Address	1000 W. Broadway, Louisville, KY 40203		
Name and Title of Accountable Executive	Ozzy Gibson, Executive Director		
Name of Chief Safety Officer or SMS Executive	Keith Shartzter, Director of Safety & Security		
Mode(s) of Service Covered by This Plan	Fixed Route & Paratransit	List All FTA Funding Types (e.g., 5307, 5337, 5339)	5307, 5339, and administer 5310.
Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)	Fixed Route, Paratransit (TARC3); TARC3 is under contract with MV Transportation, which maintains their own separate safety plan. This plan is overseen by TARC Directors of Mobility Services & Customer Service. MV is responsible for the distribution of the plan to all its personnel and for compliance with the plan.		
Does the agency provide transit services on behalf of another transit agency or entity?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	Description of Arrangement(s) N/A
Name and Address of Transit Agency(ies) or Entity(ies) for Which Service Is Provided	N/A		
Large Uurbanized Area Transit Agency Serves	TARC serves a large urbanized area that include downtown Louisville and Jefferson County, as well as some areas in Indiana, including Jeffersonville, Clarksville and New Albany		

2. Plan Development, Approval, and Updates

Name of Entity That Drafted This Plan	Keith Shartzter, Director of Safety & Security	
Signature by the Accountable Executive	Signature of Accountable Executive	Date of Signature
		7/24/25
Approval by the Board of Directors or an Equivalent Authority	Name of Individual/Entity That Approved This Plan	Date of Approval
	Relevant Documentation (Title and Location)	
Approval by the Health & Safety Committee	Name of Individual/Entity That Approved This Plan	Date of Approval
	 	7-24-25 7-24-25
	Relevant Documentation (Title and Location)	
	CO-CHAIRS, H&S	
Certification of Compliance	Name of Individual/Entity That Certified This Plan	Date of Certification
	Pat Mulvihill, General Counsel	
	Relevant Documentation (Title and Location)	
	GENERAL COUNSEL	

Version Number and Updates			
Version Number	Section/Pages Affected	Reason for Change	Date Issued
0		TARC 2004 System Safety Program Plan	2004
1	NEW	Original Document	2021
2	ALL	Updated TARC Safety Plan	2024
3	ALL	Updated TARC Safety Plan	2025

TARC Agency Safety Plan (ASP) Review and Accountability Process

The Accountable Executive at TARC is responsible for holding TARC Management accountable for complying with the processes and procedures outlined in the Agency Safety Plan (ASP), in accordance with the Public Transportation Agency Safety Plan (PTASP) regulations (49 CFR Part 673).

To ensure continuous alignment and adequate safety performance, TARC's Director of Safety and Security will coordinate the annual review of the ASP. This process begins with a formal notification sent to all TARC departments by **March 1** of each year, instructing them to review the ASP sections relevant to their operations.

Departments must submit their comments and proposed revisions to the Director of Safety and Security by **April 1**. The Director will then consolidate and incorporate all departmental input, preparing the updated ASP for submission to the TARC Board of Directors and Health & Safety Committee for final approval by **July 1** of each year.

3. Safety Performance Targets

Safety Performance Targets (per 100,000 revenue miles)		
Targets	TARC Fixed Route	PARATRANSIT
Major Events	70	0
Major Event Rate	1.00	0
Collision Rate	1	1
Pedestrian Collision Rate	1	0
Vehicular Collision Rate	.50	1
Fatalities	0	0
Fatalities Rate	0	0
Transit Worker Fatality Rate	0	0
Injuries	12.5	6
Injury Rate	.25	1
Transit Worker Injury Rate	.10	1
Assaults on Transit Workers	0	0
Rate of Assaults on Transit Workers	0	0
System Reliability	4,200	6,167

Integration of Safety and Transit Asset Management (TAM) Targets

TARC's Transit Asset Management (TAM) targets are incorporated annually into the MPO/KIPDA Project Management Plan (PMP). Among these, the Age of Fleet targets are especially critical, serving both as TAM benchmarks and as essential components of TARC's overall safety performance goals. Notably, safety was ranked as the #1 target by the MPO/KIPDA. While the PMP currently does not include specific transit safety targets, TARC recognizes the importance of aligning efforts across agencies.

To that end, TARC will coordinate, to the maximum extent practicable, with both the State and the MPO to support the selection and implementation of transit safety performance targets.

TARC ensures that safety performance targets established in this Agency Safety Plan (ASP) are readily available to the Kentucky Transportation Cabinet (KYTC), and that staff members are available at all times to support the distribution and communication of this plan.

Development of Safety Performance Targets

The safety performance targets included in this ASP are derived from the average of safety data reported over the past three (3) years to the National Transit Database (NTD). It is noted that data from 2020 reflect a temporary decline in injuries and safety events due to reduced ridership during COVID-19 restrictions. Despite historical trends, TARC remains committed to a long-term vision of zero fatalities and zero injuries.

Coordination and Plan Distribution

Each year, following the formal adoption of the ASP by the TARC Board of Directors, the Accountable Executive shares the updated ASP, including all safety performance targets, with the MPO serving TARC's service area. A copy of the formally adopted ASP is also provided to the Kentucky Transportation Cabinet, the MPO, and KIPDA to ensure regional alignment and compliance with federal requirements.

Targets Transmitted to the State	State Entity Name	Date Targets Transmitted
	Kentuckiana Regional Planning & Development Agency	9/1/2019
Targets Transmitted to the Metropolitan Planning Organization(s)	Metropolitan Planning Organization Name	Date Targets Transmitted
	Kentuckiana Regional Planning & Development Agency	9/1/2019

4. Safety Management Policy

Safety Management Policy Statement

“TARC, the Transit Authority of River City, is committed to providing a safe and secure environment for our employees and customers.

Our employees are critical to the success of that commitment and play an important role in protecting our team, our customers, and our property. We are all responsible for exercising safe work practices, following the proper safety and security procedures, and immediately reporting potentially harmful conditions and accidents.

The provision of Safety and Security to a great degree also covers the customers we serve. As we provide transportation and help our communities get to work, school and access the important resources of life, we must provide a safe and secure environment. As TARC often provides the first impression of our region to many residents and visitors each day, we place a high priority on upholding this commitment to ensuring the care and well-being of our customers. If every team member strives to dedicate themselves to this commitment, TARC will succeed in developing a unified focus towards the safety and security of our employees, our customers and our finances.

Thank you for doing your part to guarantee TARC's commitment to Safety and Security.”

Operational safety and passenger safety are the highest priorities when defining vehicle and facility design requirements. Design criteria are established to ensure the equipment meets or exceeds all safety, flammability and environmental requirements and meets all state and federal standards and regulations. TARC's Procurement Department owns the procurement process and works closely with all impacted departments.

Conditions covered in the Contract Specifications include verification of compliance, commencing with the design phase and periodic inspections and testing during the construction phase performed by qualified consultants. A thorough inspection and system testing via our AVAIL system is performed before the equipment is conditionally accepted.

The Procurement Department works in conjunction with the maintenance, safety, and operations department when purchasing personal protective equipment for employees, controlling chemicals and other hazards in the workplace, mandating safety requirements in specific contracts and requiring compliance from specific vendors and clients with TARC's safety requirements.

Purpose:

This agency safety plan is designed to bring about necessary change and is built upon former safety efforts and data-driven information resulting in policies, procedures and action plans.. By developing and insisting upon an active, system-wide program, TARC is prepared to satisfy and even exceed federal and state requirements. This plan has been developed to be a risk assessment and accident/injury prevention tool. It is the intent of this plan to become a catalyst in developing a positive safety culture. This plan remains a living document and continues to evolve with the needs

of both the agency and the community. Given adequate resources, effective team support and leadership, the plan supports meeting customer demand for safe travel. Finally, this plan allows opportunity for strategic management of safety practices and culture by providing the necessary framework for success.

Objectives:

To eliminate, minimize, and control workplace hazards through risk assessment, communication and promoting “safety ownership” amongst all employees.

To promote a positive safety culture by:

- Clear safety rules and procedures
- Employee participation and empowerment
- Management commitment/buy-in
- Rigorous reporting practices
- Commitment to improvement

Every employee is responsible to:

- Promote and maintain a safe work environment for all personnel and our passengers.
- Act consistently to influence safe behaviors and eliminate unsafe behaviors, actions and decisions.
- Go above and beyond the minimum safety standards of his / her job.
- Directly participate in all aspects of our safety program.
- Abide by all applicable safety rules and regulations.
- Work with management to decrease our exposure to risk.
- Immediately report all incidents/accidents and hazards.
- Complete all assigned safety training programs to continuously enhance safety skillset.
- Intervene in an activity if it is observed that its being conducted with an unacceptable level of risk.
- Encourage and reinforce the safe behaviors of others.
- Resolve circumstances responsibly that require corrective action.
- Insist upon an unwavering commitment to safety.

To communicate and train employees on work safe practices, hazard recognition and risk assessment.

To ensure employee and customer safety by continually improving safety performance.

To establish TARC as a leader in transit safety.

To record steady reductions in casualty, liability, and property loss of no less than 10% per year through a reinforced infrastructure that lends itself to optimizing system safety.

Roles and Responsibilities

The responsibility of implementing this plan is with TARC’s Safety and Security Department AND all of TARC’s personnel including but not limited to TARC’s Board of Directors, Accountable

Executives, Directors, Managers, Supervisors and front line employees to maintain optimal standards and stay consistent with TARC'S commitment to safety.

Safety Management Policy Communication

TARC's 'Commitment to Safety Management Policy Statement' is communicated to the Board of Directors through TARC's review and approval process annually. The Policy Statement is readily accessible and communicated to all TARC personnel.

The Director of Safety and Security is the leader of communication of TARC's Safety Plan, and is responsible for how these polices and procedures are distributed amongst all TARC personnel and its contractors.

The Director of Safety and Security provides accessibility to these policies and procedures through communication via the Health & Safety Committee, electronic message boards, bright sign, monthly safety campaigns/highlights, videos, on-line training, on-board communication bulletins (data head) and postings throughout all TARC facilities. Information regarding the Safety Committee is located on page 9-10, under **Safety Committee Establishment, Membership and Procedures**. This section include a description of the Committee, establishment, membership and procedures.

A printed copy can be requested by any TARC personnel through TARC's Safety and Security Department.

Authorities, Accountabilities, and Responsibilities

Accountable Executive	<p>TARC's Executive Director selects and assigns qualified individuals to fulfill the duties of executing this Safety Plan. TARC's Executive Director (CEO) and/or Chief Operating Officer (COO and/or Chief Financial/Administrative Officer are responsible for the following:</p> <ul style="list-style-type: none">• Assigning the necessary resources to ensure the implementation and control of the Safety Plan, which include human resources, specialized skills, technology and financial resources• Carrying out the Agency Safety Plan (ASP) and the Transit Asset Management (TAM) Plan• Controlling or directing the human and capital resources needed to develop and maintain the ASP and the TAM Plan
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	<ul style="list-style-type: none"> • Ensuring that this plan is effectively implemented, and action is taken, as necessary, to address substandard performance • Implementing safety risk mitigations for the safety risk reduction program that are included in the Safety Agency Plan • Receiving and considering all other safety risk mitigations recommended by the Safety Committee • Reviewing and endorsing this document
<p>Chief Safety Officer or SMS Executive</p>	<p>TARC's Accountable Executive delegates the task of the distribution and day to day Safety operations to the Director of Safety and Security. This Safety Plan resides in TARC's Safety Department. The Director of Safety and Security is responsible for the following:</p> <ul style="list-style-type: none"> • Ensuring in collaboration with Department Directors, that the Safety plan is integrated, documented and communicated along with TARC's organizational structure • Initiating monthly safety and security walkarounds are performed in a timely manner • Monitoring the effectiveness of TARC's Safety Plan • To recommend and initiate actions to eliminate actual or potential safety problems • Responsible for managing and revising TARC's Safety Plan yearly • Develops TARC's Safety policy and procedures to maintain standards of Safety Plan • Provides yearly reports of TARC'S KPI dashboard • Reports directly to the Accountable Executive
<p>Agency Leadership and Executive Management</p>	<p>Executive Management and Agency Leadership are responsible for informing the Safety and Security Department of safety related issues and executing their roles as part of this plan. Executive Management includes the Director of Safety and Security; Chief Operating Officer, Chief Financial/Administrative Officer; Director of Maintenance; Director of Transportation and Director of Planning.</p> <p>This group is responsible for:</p> <ul style="list-style-type: none"> • Informing the Director of Safety and Security of any opinions, ideas and concerns brought to the management team by employees during the proposal, preparation or revision of documents. Management team members are responsible for document change and are required to participate in a sign-off process. • Assigning key staff and leadership to help support all essential personnel who are responsible for the creation and revision of this Safety Plan. • Making it a priority to enforce the standards and policies of this Safety Plan on a daily basis. • Working with the Safety and Security Department on the implementation of the Safety Plan in each department.

	<ul style="list-style-type: none"> • Modifying department policies to make sure they uphold the standard of this Safety Plan. • Maintaining open communication with the Director of Safety and Security on the distribution of the Safety Plan and ensuring that if any assistance is needed upon creation of the plan that it is given. • Revising and modifying policies that uphold the standard of this Safety Plan • Promoting monthly safety campaigns/highlights with employees
<p>Key Staff</p>	<p>Key Staff positions include Transit Security Specialists, Operations Supervisors, Maintenance Shift Supervisors, or other departmental supervisors. Their responsibilities are, but are not limited to, the following:</p> <ul style="list-style-type: none"> • Upholding standards for the policy and procedures of this Safety Plan • Enforcing the implementation of this Safety Plan • Keeping the documents that support this Safety Plan and maintain the implementation • Transit Security Specialists are responsible for the investigation of all preventable and non-preventable accidents and tracking documentation in the reporting systems • Keeping compliance and reporting any discrepancies to the Safety Department • Promoting monthly safety campaigns/highlights with employees <p>Additionally, TARC has committees that further support implementation of this Safety Plan.</p>
<p align="center">Safety Committee Establishment, Membership and Procedures</p>	
	<p>The Safety Committee shall be established per internal TARC policies to comply with the requirements of the PTASP regulation under 49 CFR Part 673.</p> <p>According to the PTASP regulation, transit agencies that are required to have an ASP in place, receive 49 U.S.C. § 5307 funding, and serve a large urbanized area with a population of 200,000 or more will be required to form a safety committee. TARC will form a safety committee that is convened by a joint labor-management process and consisting of an equal number of frontline employee representatives and management employees.</p> <p>TARC's Health and Safety Committee is responsible for helping promote monthly safety initiatives, including but not limited to review of coach operators' safety complaints and work hazards; reports on work and road hazards to TARC's Safety Department; and ensuring that TARC maintains a high standard of safety all around the properties and facilities. The</p>

- Identifying and recommending safety risk mitigations based on safety risk assessments to decrease safety risks to TARC
- Evaluating the effectiveness of those risk-based mitigations
- Identifying strategies and action plans that may be ineffective, inappropriate or were not implemented as intended
- Identifying safety deficiencies to support continuous improvement
- Data collection and reviewing to support performance target reporting monitoring
- Risk analysis and reviewing to support performance target reporting and monitoring
- Approving an agency's Agency Safety Plan (ASP) and any updates to the ASP
- Setting annual safety performance targets for the safety risk reduction program

Health & Safety Committee Meetings will be scheduled on a monthly basis. These meetings are to consist of at least 10 committee members, with equal representation from Management and Union. These 10 members shall not lose any wages to attend these meetings as long as proper steps have been taken with supervisors (Co-Chairs must request time off from appropriate supervisors for their members to attend meetings without loss of wages). If a committee member wishes to attend without needing supervisor approval, they must do so on their own time. If a vote is to take place, all committee members with voting power will be requested time off to attend the meeting. If, for any reason beyond the control of the committee, the meeting must be canceled, the committee will reschedule for a later date.

Minutes will be recorded at each committee meeting by the member selected by the Co-Chairs. Meetings will be recorded via Zoom to ensure accurate record of minutes. Minutes of each meeting will be made available to all members within 2 (two) business days of the meeting via email. The committee will submit a copy of the minutes, agenda, and sign-in sheet to TARC Management. A copy of these records will be held by Management for 3 (three) years. All reports, evaluations, and recommendations of the committee will be included in the minutes. The minutes will identify committee members in attendance by use of the sign-in sheet.

All committee members will be trained annually using the FTA safety training materials found at reference on their website. Additional committee training topics will be determined by any identified anticipated workplace hazard and exposure. The committee will submit a copy of the training records to Management and Union, and this copy will be retained for 3 years.

Training topics will consist of, but not be limited to:

- Health & Safety Committee Operations
- Hazard detection and inspection
- Accident and illness prevention and investigation

	<ul style="list-style-type: none"> • Health and safety concerns specific to the business – workplace hazards <p>The committee will respond to and document employee concerns, and work with appropriate parties to resolve them. The committee will present written recommendations for concern/issue resolution to Management. It is suggested that within 30 days of receiving the written recommendations, Management respond, in writing, to the committee indicating acceptance, rejection, or modification to the proposed resolution. All information will be shared with committee members, the Union, and Management.</p> <p>The committee will maintain a log/database of all employee concerns, including the date received, the date recommendations were made to management, management responses, and the date the concern was resolved. All information will be shared with committee members, the Union, and Management.</p>
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Employee Safety Reporting Program (ESRP)

TARC has multiple systems in place for all TARC personnel as well as the public to report safety concerns and/or safety hazards. The public has the option of reporting a concern or hazard through a variety of methods: in person, mail, phone or email. TARC's Customer Service department logs the phone complaints in a reporting system, Trapeze COMM. The safety concern or hazard will then be documented and investigated by TARC's Safety and Security Department. The in person, mail and email complaints are given to the Safety Department for their investigation, follow up and resolution. Another source of hazard identification is the data and information provided by oversight authorities, including but not limited to FTA and the State.

Our front-line employees are our best source of information for identifying hazards. Nobody knows more about the actual safety performance of the transit system than the employees who deliver the service.

The Employee Safety Reporting Program (ESRP) is intended to help the Accountable Executive and other senior management access important safety information. This information is a critical source of safety data. TARC has two types of safety reporting programs mandatory and voluntary. Defined as follows:

Mandatory: Employees must report hazards that are compliance-based and address regulatory issues. Employees are required to immediately report every incident and accident via the Accident/Incident Report. An employee's failure to report or provide false information of an unsafe hazard or act could result in disciplinary action.

Voluntary: Employees are strongly encouraged to report hazards and can report anonymously. Every employee is empowered to report an unsafe hazard/risk to their supervisor or senior management without fear of retribution or penalty. These are handled via the ESRP.

Employees will have the option to report anonymously to maintain confidentiality. The ESRP should be non-punitive and employees will not be disciplined for the act of reporting an issue. There will

be times when employees must report hazards that are compliance-based and address regulatory issues, which include: record falsifications, drug / alcohol violations, gross negligent behavior, failure to report accidents/incidents, and serious safety hazards. These reports may result in disciplinary actions. A 'Hazard/ Risk Report Form' (Attachment B, page 28) shall be completed immediately, so proactive measures can be taken as soon as possible. Depending on the perceived level of risk and severity, the report shall be submitted immediately or by the end of the employee's shift to their immediate supervisor who will either turn form in to Safety or scan and email to Safety for their immediate attention. This form may be submitted on hard copy, email or in a system; this variety of submittal methods ensures that all employees have the ability to submit an incident or idea, regardless of comfort with computer skills.

Input by employees into the ESRP can include safety concern reporting, operational system description, hazard identification, safety deficiencies, transit worker assaults, unsafe acts and conditions, near misses, infectious disease exposures/potential risks, risk assessments, potential consequences of hazards, or recommended safety risk mitigations.

The following are examples of reports which may include :

- Safety hazards in the operating environment (e.g. road conditions, coach stops, etc)
- Policies and procedures that aren't working as intended (e.g. changes in procedures)
- Events that Senior Management might not otherwise know about (e.g. near misses)
- Information and Events surrounding safety events which occurred (e.g. radio communication challenges that contributed to an incident)

The information that TARC receives through this source will help resolve the reported hazard and then to allow the supervisor or senior management of changes that may need to be made to mitigate safety hazards in the future.

All TARC personnel are encouraged and may report any safety concerns without fear of retaliation to the following but not limited to: Executive Management, Senior Management, Managers, Supervisors and Safety Department personnel. No personnel will be penalized for reporting safety hazards or events. All parties will receive the proper updates in regards to results of any investigation and or action taken from their initial report, except for illegal activities or intentional disregard for regulations, policies and or procedures. This process applies to all of TARC's contractors as well.

The Safety and Security Department will lead the effort on collection, analysis, resolution and monitoring of hazards and feedback entered through the ESRP. The Safety and Security Department will lead this process, with inputs from subject-matter experts in operations and maintenance. Depending on the perceived level of risk and severity, all information collected through TARC's ESRP will either be entered into our hazard identification and analysis process (Excel log), in a red folder marker "Risk Management" in the bottom drawer of the Director of Safety & Security's desk or in the Director's email folder marked "Risk Management".

MITIGATE INFECTIOUS DISEASE AND RESPIRATORY HAZARD EXPOSURE

TARC is committed to providing a safe and healthy workplace for all employees, customers, clients and business partners. TARC's health and safety preparedness efforts follow the guidance published by the Centers for Disease Control and Prevention (CDC), Occupational Safety and Health Administration (OSHA), as well as guidance from a state health authority or other applicable industry guidance. Health and safety preparedness efforts include awareness on everyday preventative safety precautions, worker hygiene and source controls, workplace cleaning and disinfection and communications and training practices.

Employees are trained on the concept of universal precautions, which is adopted by OSHA as a way to protect yourself under the Bloodborne Pathogen standard. Universal precautions include safe health practices to prevent infection by treating all bodily fluids as if they are infectious. All TARC employees undergo annual Bloodborne Pathogens training which includes information regarding the standards, protecting against the risk of infection by frequent and thorough washing of hands, encouraging respiratory etiquette (covering coughs and sneezes), wearing appropriate PPE and other techniques consistent with CDC and OSHA guidelines. TARC also conducts annual refresher training on Bloodborne Pathogens once a year.

TARC will continue to provide recommended protective equipment, which may include hand sanitizer, gloves, masks and cleaning wipes. All employees are to take responsibility in practicing good hygiene skills. Everyone has a role to ensure our workplaces and communities are as safe as possible. Employees are to be aware of monitoring signs and symptoms of an illness and not to report to work if they are ill. They also should maintain regular housekeeping practices, including routine cleaning and disinfecting of surfaces, equipment and other elements of the work environment.

Refer to TARC's Covid-19 Reporting Process – Updated 5/12/23 and TARC's Pandemic Plan for further information regarding mitigating infectious disease.

TARC will continue to utilize and produce strategies, develop policies/procedures, post information and promote employees to maintain hygiene and infection control to minimize the exposure of the public and personnel.

5. Safety Risk Management

Safety Risk Management Process

The FTA defines Safety Risk Management as a process within the agency's Public Transportation Agency Plan for identifying hazards and analyzing, assessing, and mitigating the safety risk for our employees, passengers, pedestrians and general public.

Through risk identification and assessment, a determination is made of the probability and severity of potential losses. Safety and loss control programs are developed to modify and eliminate or reduce the risks of these exposures. TARC takes a data-driven approach in understanding

performance and trends in order to develop an effective prevention program to improve safety. This includes evaluating the number and rates of accidents, injuries and assaults based off data collected through our reporting processes.

It is the policy of TARC to minimize injury, damages, pain and suffering for people involved in vehicular mishaps involving TARC vehicles, to promptly respond, report and to thoroughly investigate these occurrences.

All incidents, including near misses, unsafe acts and/or conditions and minor events, should be reported as soon as possible – whether or not the incident did or could have resulted in personnel injuries, illnesses, or property damage. The incidents shall be immediately reported from the scene. Operator at scene shall immediately contact Dispatch and provide incident details.

TARC's Director of Safety and Security along with all Safety Department personnel make it a priority to investigate and identify hazards and consequences in order to successfully mitigate risk. The following describes the process by which workplace hazards are analyzed in a uniform manner.

Key Definitions:

Hazard: 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.

Risk: An expression of the possibility of a mishap in terms of hazard severity and hazard probability.

Safety: Freedom from accidental danger or freedom from risk.

Assumed Risk: A specific, analyzed, residual risk accepted at an appropriate level of management. Ideally the risk has had analysis of alternatives for increasing control and evaluation of significance of consequences.

Safety Hazard identification and Analysis: Hazard identification could be submitted directly, or could be derived from trends or other data analyses. Hazards can be identified through a variety of sources, including:

- Passenger Feedback
- ESRP
- Investigations
- Observations
- Reviews
- Safety walkarounds

Once a hazard is identified it will be tracked in a 'Safety Risk Log'. TARC will utilize the FTA template provided. This will include the description of the risk, rating of the risk, the action to address it and how we are going to monitor that action for its effectiveness. Hazards will be rated with an "as reported" risk assessment ranking, which will be followed up for a reevaluation after a mitigation strategy has been implemented.

Reviews: Monthly performance are quarterly reviews of both leading and lagging indicators.

Observations: Road observations, customer/passenger comments and third-party notifications.

Audits and Inspections: Monthly facility inspections, daily walk-through, refresher training evaluations, Maintenance audit and the Director of Safety and Security's audit.

Investigations: Accident/incident investigations and injury root-cause investigation.

Hazard Analysis: Once the hazard has been identified, it must then be analyzed. Analysis may include a description of the hazard, supporting results documents, photos and/or suggestions for resolution. Unless the hazard can be eliminated its risk must then be managed. TARC will analyze this risk in terms of how likely it is to happen - probability or frequency; and how bad it could be – severity and then determine the best method for remediation (refer to the ‘Hazard Probability Categories and Hazard Resolution Matrix’ in the Appendix).

Near Miss Reporting: Near misses will be collected and encouraged through ESRP. Near Miss Reporting can be completed on the ‘Hazard Risk Form’ and reported.

Safety Risk Assessment: TARC identifies hazards to analyze events that may have a negative or dangerous impact on people, assets and or the environment. Hazards are classified and ranked in a process that determines if they are unacceptable based on likelihood of occurrence and severity. TARC then allocates and prioritizes the resources available to remove or correct unacceptable hazards.

Safety Mitigation: This process is designed to help manage, eliminate or reduce an identified risk or hazard to an acceptable level. This process will allow for TARC to consistently monitor this phase by consistently monitoring it to see if changes need to be made or the course of action currently be taken is the most efficient for the current risk or hazard.

The first step will be to assume or accept that the risk needs immediate attention, is a threat but no immediate action is needed or the risk can be managed. This will be determined by the Director of Safety and Security and then reported to the Accountable Executive.

The Director of Safety and Security will determine the effect the risk will have on TARC from a financial perspective, what stakeholders are affected and what changes need to be implemented. A candid discussion on the needed changes will need to be made with the Accountable Executive and should include all possible outcomes.

When identifying safety risk mitigations for the safety risk reduction program related to assaults on transit workers, including to address a missed safety performance target set by the Safety Committee for the safety risk reduction program, the transit agency and Safety Committee shall consider the deployment of assault mitigation infrastructure and technology on transit vehicles and in transit facilities, including barriers to restrict the unwanted entry of individuals and objects into the workstations of bus operators. Also, the Safety Committee will identify and recommend based on safety risk assessments as a part of the safety risk reduction program, including, mitigations relating to vehicular and pedestrian safety events involving transit vehicles or assaults on transit workers.

Plans will be developed on how the risk will be managed is implemented to minimize the effects it will have on TARC.

At this point, a review is conducted to determine if another stakeholder needs to take over the process to conduct more reviews to determine the organizational responsibility and accountability.

6. Safety Assurance

Safety Performance Monitoring and Measurement

Performance Monitoring for Operations and Maintenance Procedures

TARC continuously and regularly monitors performance to ensure that safety mitigation is effective. Maintenance and operational procedures are evaluated, along with safety reporting programs, risk mitigation tactics, and safety event investigations to identify causal factors. TARC considers safety concerns identified through our various Safety Assurance activities. This involves collecting, analyzing, and assessing information to confirm that safety objectives are met or exceeded.

A monitoring and measurement process is utilized to ensure compliance with operations and maintenance procedures. TARC has a set list of standard operating procedures (SOPs) and rules that employees are required to follow on a daily basis. All SOPs are standardized and are to be followed by all TARC personnel, as each SOP is given and governed by each department leader to make sure compliance is met. To effectively make sure compliance is met and sufficient with TARC's day to day safety, operations and maintenance procedures, TARC partakes in the following activities:

Ride Evaluations: TARC's Operations Supervisors and Safety Department personnel conduct ride alongs on coaches and these can happen on a weekly or random basis depending on the need or issue being analyzed. The objective of this activity is to monitor a coach operator's driving habits, customer service, and any practices or behaviors that may warrant correction/coaching. Supervisors and Safety personnel also use positive reinforcement to celebrate good driving practices and coach through unsafe or bad habits. Ride alongs can occur when a complaint is received from customer feedback to further investigate an operator's behaviors. The ride evaluation also helps supervisors observe the Operator's adherence to safety protocols, driving skills, customer service interactions, and overall compliance with company policies. It provides an opportunity for feedback and coaching, allowing the Operator to improve their skills and on-time performance. Overall, it's a crucial part of maintaining high standards and operational efficiency.

Supervisor ride evaluations are kept in the transportation employee folder in a specific drive, as well as a excel spreadsheet that is updated monthly.

The Safety Department will also conduct ride along as often as possible to check on the operators, monitor the passengers, check coach stops for cleanliness and listen to any concerns operators and/or passengers may have.

In February 2023, a 6-month Ambassador pilot program was instituted featuring Block-By-Block that involves monitoring some of our problematic lines. Two (2) uniformed ambassadors ride the designated line at different intervals for 8 hours/7 days a week to help passengers with questions and resolve any concerns as needed. Based off data, this appeared to be an effective tool that TARC may consider re-establishing in the future pending available funding to do so.

Video Review: Whenever an event takes place that is of concern to a coach operator, they are instructed to initiate the camera button (overt or covert alarm) immediately. However, in the event that a camera button is not initiated, coach operators are required to complete an 'Incident report' form so that Transit Security Specialists can complete a video review. Footage is automatically downloaded to TARC's video monitoring system, called Evidence Manager when activated. The results of the video review can help determine the causal factors of events along with coach operator behaviors that need to be corrected. The results of the footage review can also help aid in coachable events for the employee that can be addressed in a meeting or remedial training.

Procedures and activities within the Maintenance Department and other administrative departments are monitored through supervisor observations and analysis of injuries or other employee reported issues. These are checked against SOPs within the respective department and adjusted accordingly. This process includes but is not limited to: unacceptable or hazardous conditions, equipment failures, and rules and procedure violations. This process applies to all of TARC's contractors as well.

Safety Risk Reduction Program

Operations Monitoring

Successful monitoring and management of operations includes a series of processes that function to ensure the implementation and effectiveness of safety risk mitigation, and to ensure that safety objectives are met or exceeded. Specifically, the reduction and mitigation of vehicular and pedestrian safety events, assaults on transit workers, and any and all identified and recommended safety objectives found by the Safety Committee based on a safety risk assessment. This process includes data collection, analysis, and assessment of information as well as safety performance monitoring and measurement; management of change; and continuous improvement. These are described in the following sections and sub-sections.

Data Collection:

TARC collects data through a variety of methods described in this plan, including daily monitoring through inspections, observations and evaluations. The data collected will include leading and lagging indicators. Leading indicators will be used to anticipate and prevent injuries and accidents. This data source can include information collected from road observations, ride checks, near misses, walkaround inspections or the ESRP. Lagging indicators will measure what has happened including accidents and injuries. This metric allows you to analyze historical information, as well as view in real-time if our risk mitigation plans are reducing the accidents and injuries. Data collected will also include behavior-based indicators, which measures the unsafe behaviors present in operations. Safety performance indicators will help measure inputs, outputs, outcomes, impacts, identifying signals or early warning sign. Safety performance targets are quantifiable and are expected to change over a period of time.

Data Acquisition Process:

TARC Safety and Security Department along with Operations Supervisors are responsible for the information and reporting process of all safety events (accidents, incidents) along with hazardous conditions received from near miss reporting and other reporting systems or processes.

These process and systems include but are not limited to: accident/ incident reports, employee first report of injury reports, near miss and daily operations reporting. All TARC personnel are encouraged to bring all safety related issues or hazards to management or supervisors with the emphasis being on reporting the issue or concern in a method or format the employee feels comfortable.

Data Analysis:

The data collected is then in turn analyzed for trends, curves, outliers or other inconsistencies. Causal factors are determined through investigations and deeper analysis. Identified hazards are submitted with recommendations for corrective action, after interviews with personnel involved in the affected department(s) are conducted and documentation is presented.

Investigations of Safety Events

The Director of Safety and Security and/or the Safety Department personnel are responsible for investigating all safety events including accidents. The Safety Department is also responsible for making sure that safety event data is recorded and logged into employee database.

All accidents are investigated and classified as preventable or non-preventable. Video, accident scene pictures, operator's accident report, Operation Supervisor's report and police reports are utilized to determine whether an accident was preventable or non-preventable. These may be major incidents that involve fatality(ies), serious injury, multiple injuries, pedestrian strikes, fire and/or assault. Major incidents are investigated immediately. All other incidents are investigated in a priority order. Operation Supervisors respond to all safety events. The Director of Safety and Security and/or other Safety Department personnel respond to accidents of severity with the Operations Supervisors assisting in the initial investigation process. Once an investigation is complete, all necessary information (including photos and video) pertaining to a specific occurrence is stored in the Safety Department for a period of five (5) years. Closed files, or files older than five years are maintained if necessary. Records are retained for five years from the date of occurrence. The following are components of the overall investigation package.

Operator's Report - completed for any TARC related collision or occurrence, includes: basic information (driver's name, time, place, location of vehicles, etc.).

Incident Report - completed for any passenger falls, bumps, seizures, disturbances, etc. or for a witness to an accident.

Supervisors Investigation Report - utilized by the Operations Supervisor when responding to an accident scene.

First Report of Injury - completed by the employee for any work-related injury.

Procedures and Process for Safety Investigations

Given the complexity of road operations and the high number of possible types of safety events, TARC has procedures that are followed when investigating a safety event involving TARC property, vehicles, coaches and/or personnel.

Operations Supervisors are responsible for responding to safety events such as accidents and incidents as needed, often on a daily basis. In the event that an accident, incident or any other safety event is major or life threatening; local law enforcement will also respond and any information from the incident will be incorporated in the Operations Supervisor's report for that event. For accident and incidents not involving a coach operator, staff members in the Transportation or Maintenance departments are required to notify the Safety Department. If the event includes major property damage, major injury, assault of an operator, weapon usage, firearm discharges, fatalities, or any scenario that may attract media attention, the Director of Safety must notify:

- The Executive Director
- Chief Operating Officer
- Chief Financial and Administrative Officer
- Director of Marketing
- Director of Human Resources

For accidents and incidents that involve a coach or coach operator, the following steps are taken:

- Coach operators are required to notify Control Center if involved in an accident or incident immediately regardless of severity
- Control Center then notifies an Operations Supervisor and/or TARC's contracted security vendor if required
- Operations Supervisors are responsible for arriving at the scene in a timely fashion with all the paperwork and tools to conduct a thorough investigation (refer below).

Once the Operations Supervisor arrives on the scene, he or she is responsible for obtaining all information essential to the details of the investigation, including the operator, passengers and all other parties possibly involved in the event. The Operations Supervisor then begins the investigation process which includes the following:

- Taking photos of the scene
- Noting the weather conditions and climate
- Identifying the factors in the safety event
- Collecting essential informational at the scene of the event – fatalities, injuries, etc
- Determining if post-accident drug and alcohol screening is required
- Determining if a replacement swap coach is required
- Ensuring the coach operator is well enough to continue on route

- Noting all vehicles' damage and fluids
- Providing information to TARC Safety in a timely manner

TARC's Director of Safety and Security reviews these activities and reports daily and the resulting analysis may lead to possible:

- Inspection of equipment
- Discipline, coaching and/or retraining for unsafe rules or work practices
- Operations Supervisors' and Transit Security Specialists' determinations of safety events performed in the departments

Activities to monitor information reported through internal safety reporting programs

The internal safety reporting program consists of traditional and common methods to accomplish operational safety responsibilities. All accidents and incidents are documented, investigated and reviewed. Safety and Security personnel are responsible for the process. Incidents are investigated and stored according to policy.

Incidents are tracked in spreadsheets (i.,e. Microsoft Excel and TransTrack) and reviewed for trends and appropriate measures to reduce or eliminate the occurrence.

The data collected is reported through KPIs and reported monthly to the Board of Directors.

Protecting Transit Workers From Assaults

The Bipartisan Infrastructure Law instituted recent changes in the Public Transportation Agency Safety Plan (PTASP) requirements at 49 U.S.C. 5329(d) and establishes compliance deadlines for implementing these new provisions. One of these changes requires all public transit agencies to include de-escalation or assault prevention training for their transit workers.

TARC is committed to providing a safe and secure workplace for all employees, customers, clients and business partners. TARC's safety and security preparedness efforts follows the guidance of the Federal Transit Administration (FTA) regarding the safety of our transit workers.

TARC provides annual and on-going de-escalation training via several sources, including NTI's Assault Awareness and Prevention for Transit Operators training. We have contracted a well-known vendor to provide de-escalation training and techniques to our operators at the Annual Operator Refresher training. Via ADP video training, we have various de-escalation segments provided by another experienced vendor to refresh critical points when de-escalating a situation. We are coaching operators on how to de-escalate a situation when they are involved in an incident on the coach.

We have installed barriers on our new coaches and moving forward, will be installing barriers on our existing coaches. TARC is also tracking monthly passenger disruptions and assaults to determine which lines most of these disruptions are occurring. Then sharing this information with

our contracted security company to make themselves more visible on these lines and provide daily spot checks at these coach stops. We also conducted a pilot program utilizing an outside company as ambassadors to de-escalate or deter disruptions on the coach. TARC conducted a pilot program utilizing an external company to provide ambassadors who focused on de-escalating or deterring disruptions on board coaches. Based on the data collected, this initiative proved to be effective and may be considered for reimplementation by TARC in the future pending available funding. Our installation of CAD/AVL software on all coaches are hoping to reduce passenger-operator confrontations via a professional voice announcement system regarding stops, destinations and public service announcements.

We have operations supervisors and contracted security company on the street on all shifts, who monitor the radio and respond to these disruptions. We instituted a “one time” policy where operators ask the passenger one time to resolve the disruption and if the disruption continues, such operators contact TARC via radio for our supervisor and/or security contractor to handle the situation in person.

TARC will continue to utilize strategies, develop policies/procedures and post information regarding protecting our transit workers from assaults.

Management of Change

The process for identifying Change is as follows:

- Recognize the Change
- Identify the Hazards and Risks (Minimized, Controlled and Totally Avoided)
- Understand the hazards that are controllable (Feasible or Can be Implemented so that no dangers are presented or does the change created due to the hazard overshadow the reward)
- Perform a Pre-Safety Review to ensure that all safety measures are in place
- Implement the change after a thorough review of the risk and the impact on employees
- Ensure that all safety measures are in place and employees are trained properly on the changes
- The implementation of the change goes into effect with instructional learning, hands on training and/or other learning measures are utilized to ensure proper training which will result in zero accidents or incidents
- The final process will be to ensure that management and employees execute the new process, evaluate the changes and ensure that management retains continuous feedback and reports pertaining to the changes and the day-to-day operation

Continuous Improvement

The overall safety performance of the system and the performance of activities will be continuously measured and evaluated to determine the effectiveness and appropriateness of risk mitigations via data/statistics regarding that area of concern. The data and information that will be collected through the Safety Assurance activities will inform possible recommendations for improvement, assessments regarding the effectiveness of this plan, and/or identify areas for improvement. A mitigation and monitoring process is also in place. TARC will continue to monitor and evaluate, which could lead to revisions in processes or strategies to ensure that mitigations are effective.

These activities will include the following:

1. Identify the hazard and or risk.
2. Development of an Accident Review process to assist in the effectiveness and appropriateness of risk and safety mitigation strategies.
3. The Director of Safety and Security will then collect the data concerning the hazard or risk and investigate the deficiencies and the possible impact.
4. Coordinate a meeting with other stakeholders that could be potentially impacted by the deficiencies and develop a plan. The plan will include action items to decrease the potential deficiencies, the impact that it will have on the company or those directly affected by the potential deficiency. Once the plan is firm, the Director of Safety and Security will then prepare a final report for the Accountable Executive.
5. The Director of Safety and Security will meet with the Accountable Executive to present the hazard or risk, the effect it may have on the company if not addressed, present the stakeholders, review the plan on how the deficiency will be addressed , actionable items that will have to be address by the Accountable Executive and stakeholders.
6. The Accountable Executive will then review and approve the plan or provide additional insight, advise how the plan will be communicated, monitored and enforced.
7. The Accountable Executive and the Director of Safety and Security will then implement the plan, conduct monthly or quarterly reviews on the plan based on the level of severity of the plan and from feedback from the employees/ stakeholders.
8. Identify deficiencies in the SMS and the agency's performance against its (general) safety performance targets.
9. Identify deficiencies in the agency's performance against annual safety performance targets set by the Safety Committee for the safety risk reduction program.

A mitigation monitoring and change management process helps to ensure that safety performance monitoring and measurement activities are performed and seek to confirm that mitigations are effective, appropriate and fully implemented. The mitigation monitoring plan may include the selected safety risk, mitigation, the indicators or targets, description of how it will be monitored, timeframe, responsibility and updates. It includes periodic audit of contractor safety plans, Safety Data Sheets and Personal Protective Equipment requirements and will be conducted by the Safety and Security team.

The mitigation process is managed by the Safety and Security team with assistance from departmental leads. The mitigation process requires periodic reviews to ensure that the risk level is being mitigated and reduction of the frequency of the hazard is taking place.

Additionally, as needed, internal reviews and audits/walkarounds are used to compliment safety efforts and serve to gauge safety effectiveness. Reviews are necessary in achieving the objectives of this plan and include compliance with management safety policies identified in the plan. Some reviews are targeted to areas of concern discovered perhaps in data analysis or as a result of an unforeseen event. Safety reviews or spot checks are sometimes traceable to a single activity. For example: lug nut checks, horns, lights, brakes or other system safety checks. Reviews of operator files reveal training needs and documentation completeness, and allow for a more thorough training effort. System documentation is also reviewed. Types of documentation include those referenced in this plan along with incident reports, maintenance inspections, monthly Security and OSHA inspections, etc.

7. Safety Promotion

Competencies and Training

All employees undergo new hire training based upon the specific job description and function. Mastery is verified through evaluations prior to being released to revenue service, and compliant with the Entry-Level Driver Training (ELDT) regulations. In accordance with 49 U.S.C. 5329(d)(1)(H), TARC's training program includes operations and maintenance personnel and personnel that are directly responsible for ensuring safe practices throughout the system.

Job-specific training programs have been developed to enhance safety skills necessary for safe, secure, and reliable customer service. The safety training program is for all operations transit workers, maintenance transit workers, and transit workers directly responsible for safety. The safety training program includes safety concern identification and reporting training.

Annual refresher training on key areas will be conducted along with periodic promotion of prevention activities. Maintenance department training focuses on OSHA compliance for shop safety. The training complies with current state and federal standards and covers potential safety and health hazards as well as safe work practices and procedures to eliminate or minimize hazards.

Coach operators receive refresher training annually or remedial training as needed throughout their employment. The training topics can include, but is not limited to, defensive driving techniques (Smith System), Americans with Disabilities, wheelchair securement activities in accordance with ADA Regulations, service animals, pedestrian, bicyclist awareness, dynamics of the coach, mirror adjustment, reference points, night driving, emergency management, railroad crossing procedures, security awareness, fatigue, distracted driving, de-escalation and customer service. These training activities may include behind-the-wheel or other methods for hands on training. The training provided will help to evaluate job skills and determine if subsequent retraining is needed.

Employees who are returning to work after an extended leave or employees who have been involved in a preventable accident will/may receive refresher skill training. Training, retraining,

proficiency checks and safety meeting attendance will be recorded and documented. Training records are kept by the department and will include the following:

- Date of Training
- Employee Names
- Copies of training materials – when applicable
- Training Subject
- Location of Training
- Name of Trainer

Job knowledge and skills are verified through observations and evaluations. Job specific training programs have been developed to enhance safety skills necessary for safe, secure, and reliable customer service. Training subjects and materials are regularly reviewed for effectiveness and compliance, as well as staying up-to-date on industry best practices.

Safety Communication

The Safety and Security Department is responsible for communicating information about this plan and works with other departments to ensure employees are made aware of their responsibilities for upholding a safety culture, the tenets of this plan and the safety policy statement.

Safety and Security Department employees maintain a continuous safety communication campaign via the Health & Safety Committee, electronic message boards, bright signs, monthly safety campaigns/highlights, videos, on-line training, on-board communication bulletins (data head) and postings throughout all TARC facilities. Every month the Safety and Security Department provides a safety campaign/highlight for either accident or injury prevention via a video on the bright signs, posters and on-board communication (data head).

Information concerning safety hazards or issues is provided to employees through new hire, refresher or remedial training, safety committee meeting minutes, company-wide or departmental meetings, monthly safety campaigns/highlights, memos or other written communications. Information may be distributed in printed format and/or displayed on digital message boards throughout TARC's facilities. A daily Safety Executive Brief is emailed to senior management that includes all accidents and incidents that occurred the previous day.

Additional Information

Supporting Documentation
TARC retains required safety management documentation for at least three (3) years and will make this documentation available upon request to the FTA or other oversight agencies.

Definitions of Special Terms

Term	Definition
Hazard	A condition that is pre-requisite to a mishap.
Risk	An expression of the possibility of a mishap in terms of hazard severity and hazard probability.
Safety	Freedom from accidental danger or freedom from risk.
System Safety	The application of engineering and management principles, criteria, and techniques to optimize safety within the constraints of operational effectiveness, time, and cost throughout all phases of the system life cycle.
Acceptable Risk	The residual risk remaining after controls have been applied to associated hazards.
Assumed Risk	A specific, analyzed, residual risk accepted at an appropriate level of management. Ideally the risk has had analysis of alternatives for increasing control and evaluation of significance of consequences.
Accident	An unplanned event that disrupts activity (flow of traffic, passengers late), affects people (Safety, Operations, Maintenance, passengers) and has a cause (reason for accident).
Accident: Catastrophic	The possibility of death or system loss exists, thereby requiring immediate cessation of the activity or operation until the unsafe act or condition is remedied.
Critical	The potential for severe injury, illness or major system damage exists requiring immediate action.
Marginal	Conditions exist that may result in minor injury or minor system damage.
Negligible	Conditions or actions exist that have only slight potential or no ability of causing minor injury or system damage.
Frequent	Likely to occur regularly or continuously.

Probable	Will occur several times in the life of an item or in fleet inventor.
Occasional	Likely to occur sometime in the life of an item.
Remote	Unlikely but possible to occur in the life of an item.
Improbable	So unlikely, it can be assumed occurrence may not be experienced.

List of Acronyms

Acronym	Word or Phrase
TARC	TRANSIT AUTHORITY OF RIVER CITY
CSO	Chief Safety Officer
SOP	Standard Operating Procedure
ESRP	Employee Safety Reporting Program
TAM	Transit Asset Management Plan
KPI	Key Performance Indicator



Attachment A

1 HAZARD PROBABILITY TABLE

Probability Level	Description
A – Frequent	Likely to occur frequently. Continually experienced in the fleet/inventory.
B – Probable	Likely to occur several times in life of an item. Likely to occur frequently in the fleet/inventory.
C – Occasional	Likely to occur sometime in life of an item. Likely to occur several times in the fleet/inventory.
D – Remote	Unlikely, but possible to occur in the life of an item. Reasonably expected in the fleet/inventory.
E – Improbable	So unlikely, occurrence is not expected. Unlikely to occur, but possible in the fleet/inventory.

2 RISK ASSESSMENT FREQUENCY/SEVERITY MATRIX

Frequency	Severity			
	1 Catastrophic	2 Critical	3 Marginal	4 Negligible
A – Frequent	1/A	2/A	3/A	4/A
B – Probable	1/B	2/B	3/B	4/B
C – Occasional	1/C	2/C	3/C	4/C
D – Remote	1/D	2/D	3/D	4/D
E – Improbable	1/E	2/E	3/E	4/E

3 HAZARD RESOLUTION TABLE

Severity / Frequency	Resolution
1/A 1/B 1/C 2/A 2/B 3/A	Unacceptable—correction required.
1/D 2/C 2/D 3/B 3/C	Unacceptable—correction may be required after review by Executive Director.
1/E 2/E 3/D 3/E 4/A 4/B	Acceptable—with review by Executive Director
4/C 4/D 4/E	Acceptable—without review.

Near Miss and Hazard Reporting

Date / / _____

Near Miss Report

Hazard Report

Name _____

Do you wish to be contacted? Yes No Method of contact: Phone Email

Contact information: _____

Location _____

Observation(s) _____

Actions required _____

Who is to complete the action(s)? _____

Contractor Employee Visitor Other

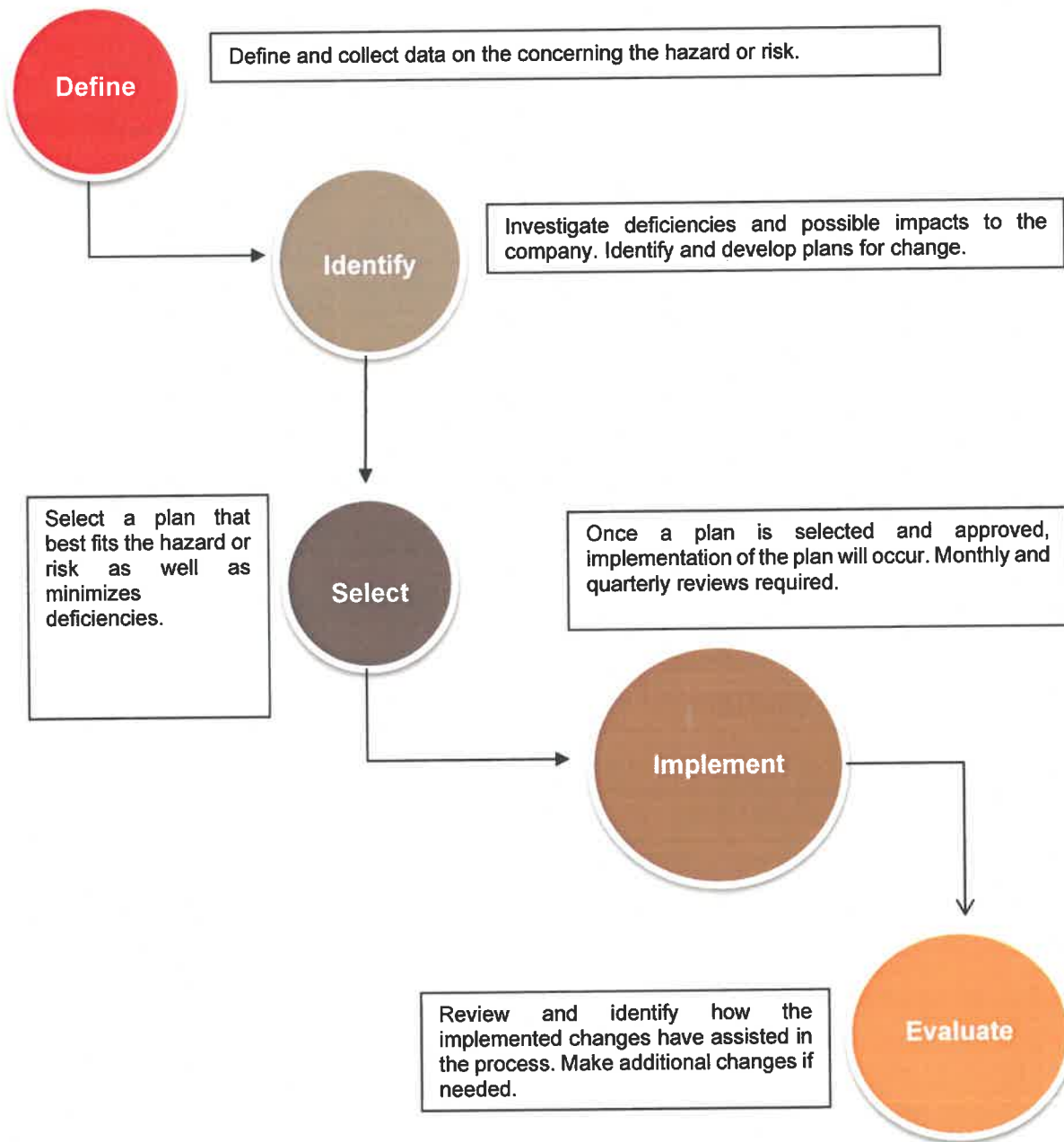


Continuous Improvement Process



Definition: Continuous Improvement Process is an ongoing effort to improve products, services, or processes. Those processes are constantly evaluated and improved in the light of their efficiency, effectiveness and flexibility.

Purpose: The purpose of CPI is designed to empower employees to solve problems that negatively affect them and gradually improve the efficiency of their work processes.

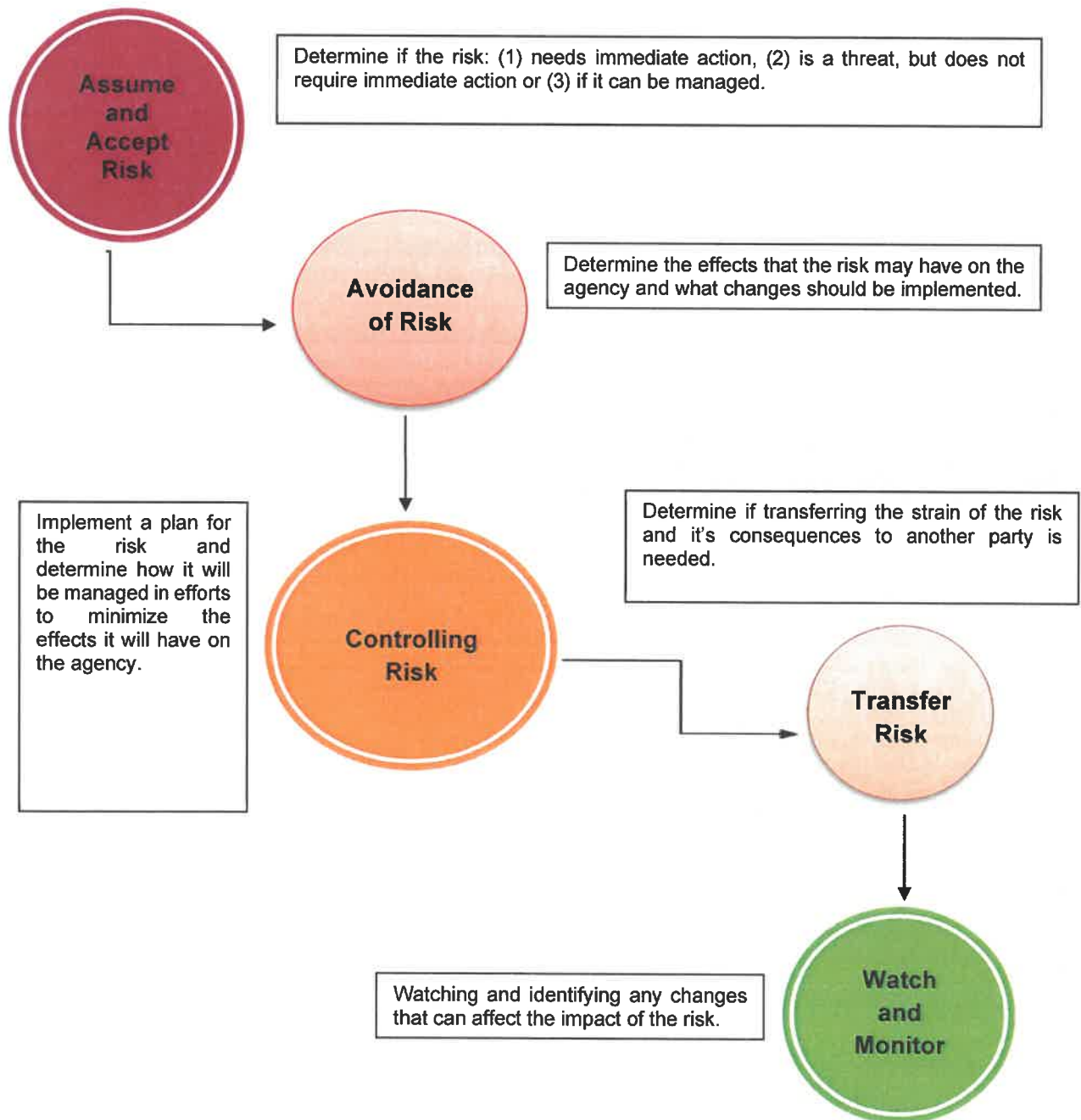


Risk Mitigation Process



Definition: Risk Mitigation is a strategy to reduce and manage the impact of a potential identified risk and/or hazard to an acceptable level.

Purpose: The Risk Mitigation process will assist and prepare TARC to consistently monitor to see if changes need to be made or the course of action currently being taken is the most efficient for the current risk or hazard.



Risk Assessment Matrix			
Likelihood / Severity	Catastrophic (1)	Serious (2)	Marginal (3)
Frequent (A)	HIGH (1A)	HIGH (2A)	MEDIUM (3A)
Occasional (B)	HIGH (1B)	MEDIUM (2B)	LOW (3B)
Remote (C)	MEDIUM (1C)	MEDIUM (2B)	LOW (3C)

Safety Risk Index	Criteria by Index
HIGH	<u>Unacceptable – Action Required:</u> Safety risk must be mitigated or eliminated.
MEDIUM	<u>Undesirable – Management Decision:</u> Executive management must decide whether to accept safety risk with monitoring or require additional action.
LOW	<u>Acceptable with Review:</u> Safety risk is acceptable pending management review.

