AGENCY SAFETY PLAN 2022

TRANSIT AUTHORITY OF RIVER CITY

Original – March 23, 2021
Revised – July 27, 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	Carrie Butler, Executive Director			
Name of Chief Safety Officer or SMS Executive	Lorri Lee, Director of Safety and Security			
Mode(s) of Service Covered by This Plan	Fixed Route; Paratransit	**List All FTA Funding Types (e.g., 5307, 5337, 5339)**	5307, 5339, 5310	
Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)	Fixed Route and Paratransit (or TARC 3) through a contract with MV; MV Maintains their own separate Safety Plan and holds the responsibility 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 ☐	No ☒	**Description of Arrangement(s)**	Not applicable
Name and Address of Transit Agency(ies) or Entity(ies) for Which Service Is Provided	Not applicable			

2. Plan Development, Approval, and Updates

Name of Entity That Drafted This Plan	Transit Authority of River City	
Signature by the Accountable Executive	**Signature of Accountable Executive**	**Date of Signature**
		8/3/2021
Approval by the Board of Directors or an Equivalent Authority	**Name of Individual/Entity That Approved This Plan**	**Date of Approval**
	TARC Board of Directors	03/23/2021; 7/27/2021
	Relevant Documentation (Title and Location)	
	Board Resolutions 2021-06; 2021-29	
Certification of Compliance	**Name of Individual/Entity That Certified This Plan**	**Date of Certification**
	Pat Mulvhill, General Counsel EPM	8/3/2021
	Relevant Documentation (Title and Location)	

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	Page 3	Revised Safety Targets for FY 2022	2021

Annual Review and Update of the Agency Safety Plan

TARC's Agency Safety Plan (ASP) will be reviewed and updated as necessary on an annual basis July 1st. The Chief Safety Officer (CSO) is responsible for updating safety performance and this plan. The ASP will be presented to the Accountable Executive for approval by the CSO. The Accountable Executive will then approve and forward to TARC's Board of Directors for approval at the July Board of Directors meeting. This ASP addresses all applicable requirements and standards as set forth in Federal Transportation Association (FTA) Public Transportation Safety Program and the National Public Transportation Safety Plan. This plan is applicable to TARC's contractors.

3. Safety Performance Targets

Safety Performance Targets							
Mode of Transit Service	**Fatalities (Total)**	**Fatalities (Rate per 100,000 VRM)**	**Injuries (Total)**	**Injuries (Rate per 100,000 VRM)**	**Safety Events (Total)**	**Safety Events (Rate per 100,000 VRM)**	**System Reliability**
Fixed Route	0	0.0036	55	.77	35	.47	5,478
Paratransit	0	0.0160	10	.18	5	.13	70,781

Safety Performance Target Coordination

Annually TARC's Transit Asset Management (TAM) targets have been incorporated into the MPO/KIPDA Project Management Plan (PMP). The Age of Fleet targets listed in the PMP are critical for TARC's safety goals and are also considered Safety targets. Safety was MPO's/KIPDA's #1 target overall. There were no specific transit safety targets in the PMP. TARC will coordinate, to the maximum extent practicable, with the State and MPO to support the selection of State and MPO transit safety performance targets. TARC makes staff members available at all time for the distribution of this plan. Safety Performance targets in this ASP are made available to the Kentucky Transportation Cabinet.

Targets Transmitted to the State	**State Entity Name**	**Date Targets Transmitted**
	Kentucky Transportation Cabinet and Indiana Department of Transportation	*To be submitted upon plan approval*
Targets Transmitted to the Metropolitan Planning Organization(s)	**Metropolitan Planning Organization Name**	**Date Targets Transmitted**
	Kentuckiana Regional Planning & Development Agency	*To be submitted upon plan approval*

4. Safety Management Policy

Safety Management Policy Statement

"TARC, the Transit Authority of River City, is committed to providing a safe and secure work environment.

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.

SAFETY IS: protection from and elimination of any element or agent which may jeopardize the welfare and/or safety of a person or of the assets of TARC.

SECURITY IS: protection from the loss of life, and loss by fire, theft, flood, drought, deterioration of property, civil suit, or any element from which TARC, its employees and customers may suffer embarrassment and/or financial loss.

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."

Purpose:

This agency safety plan is designed to bring about necessary change and is built upon former safety efforts. 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 an accident 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 by reducing management, design, and communication errors.

To promote a positive safety culture.

To protect TARC members and the public from harm.

To establish TARC as a leader in transit safety.

To provide necessary paths for reporting unsafe conditions in the workplace.

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 the 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 Chief Safety Officer 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 Chief Safety Officer provides accessibility to these policies and procedures by verbal communciation in meetings, electronic message boards, weekly toolbox talks and posting it on safety bulletin boards at all of TARC's facilities.

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

Authorities, Accountabilities, and Responsibilities

Accountable Executive	TARC's Executive Director selects and assigns qualified individuals to fulfill the duties of executing this Safety Plan. TARC's Executive Director and/or Assistant Executive Director are responsible for the following: • 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 • Ensuring that this Safety Plan is effectively implemented, and action is taken, as necessary, to address substandard performance • Reviewing and endorsing this document
Chief Safety Officer or SMS Executive	TARC's Accountable Executive delegates the task of the distribution and day to day Safety operations to the Chief Safety Officer. This Safety Plan resides in TARC's Safety Department. The Chief Safety Officer is responsible for the following: • Ensuring in collaboration with Department Directors, that the Safety Plan is integrated, documented and communicated along with TARC's organizational structure

	• Initiating safety reviews and/or spot checks 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
Agency Leadership and Executive Management	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 Safety Plan. Executive Management includes the Chief Safety Officer; Chief Financial Officer; Director of Mainteance (Chief Maintenance Officer); Diretor of Transportation (Chief Operating Officer); Director of Planning (Chief Operations Planning). This group is responsible for: • Informing the Chief Safety Officer 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 • Modifing department policies to make sure they uphold the standard of this Safety Plan • Keeping good communication with the Director of Safety on the distrubution of the Safety Plan, and making sure that if any assitance is needed upon creation of the plan that it is given • Revising and modifying polices that uphold the standard of this Safety Plan
Key Staff	Key Staff positions include Safety Investigators, Road Supervisors, Maintenance Shift Supervisors, or other departmental Supervisors. Their responsibilities are, but are not limited to, the following: • 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 • Safety Investigators 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 Additionally, TARC has committees that further support implementation of this Safety Plan. ***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 Investigators; and ensuring that TARC maintains a high standard of safety all around the properties and facilities. ***Accident and Incident Review Board*** is composed by seven members and is responsible for thoroughly investigating accidents and incidents outcomes that cannot be agreed upon by the Safety Department and ATU members.

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 these in a reporting system, Trapeze COMM. The concern or hazard will then be documented and investigated by TARC's Safety and Security Department.

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 . 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 encourged to reoprt hazards and can report anonymously. Every employee is empowered to report an unsafe hazard/risk to their supervisor or senior management without fear of retrbution or penalty.

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 fasifications, 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' 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. 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, risk assessments, potential consequences of hazards, or recommended safety risk mitigations.

The following are examples of reports that may include :

- Safety hazards in the operating environment (e.g. road conditions)
- 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, Safety Investigators, Near Miss reports, and Operator reports. No personnel will be penalized for reporting safety hazards or events. All parties will most likely 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 the through the ESRP. The Safety and Security Department will lead this process, with inputs from subject-matter experts in operations and maintenance. All information collected through TARC's ESRP will feed into our hazard indentification and analysis process.

5. Safety Risk Management

Safety Risk Management Process

TARC's Chief Safety Officer along with Safety Investigators 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: 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.

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

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 revaluation after a mitigation strategy has been implemented.

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

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

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

Investigations: Accident and 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 CSO and then report to the Accountable Executive.

The CSO will determine the effect the risk will have on TARC from a financial perspective, what stakeholders are affected and what changes need to implemented. A firm discussion on the needed changes will need to be firmly discussed with the Accountable Executive and should include all possible outcomes.

Plans will be developed on how the risk will be managed and how the plans will be 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 in order 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 investigation to identify causal factors.

A monitoring and measurement process is used to ensure compliance with operations and maintenance procedures.

TARC has a set list of standard operating procedures (SOP's) and rules that employees are required to follow on a daily basis. All SOP's 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 and maintenance operations procedures TARC partakes in the following activities:

Ride Along: TARC's Road Supervisors and Safety Investigators conduct ride along 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 Investigators also use this time to celebrate good driving practices and coach through unsafe or bad habits. Ride along can occur when a complaint is received from customer feedback to further investigate an operator's behaviors. All data from ride along are kept in the Transportation Department or in the employee file (e.g. TARC's enterprise resource platform, 'Ellipse')

Video Review: Whenever an event takes place that is of concern to a Coach Operator, they are instructed to push the camera button (overt or covert alarm) immediately. However, in the event that a camera button is not pushed Coach Operators are required to complete an 'Incident report' form so that Safety Investigators can complete a video review. Footage is automatically downloaded to TARC's video monitoring system, called Safety Fleet, by Seon. The results of the video review can help determines 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.

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. 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 Safety 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 check, safety blitzes or the ESRP. Lagging indicators will measure what has happen 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, or impacts; identifying a signal or early warning sign. Safety performance targets are quantifiable and are the expected change over a period of time.

Data Acquisition Process:

TARC Safety and Security Department along with Road 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, and 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/or Safety Investigators are responsible 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. 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 distributed among Safety Investigators.

Safety Investigators and or Road Supervisor's respond to all safety events. The Director of Safety responds to accidents of severity with the Safety Investigators to assist with 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 kept in permanent storage. 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 Road 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 multiple procedures that are followed when investigating a safety event involving TARC property, vehicles, coaches and/or personnel.

Safety Investigators and/or Road 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 Safety Investigator'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 Investigator on duty. In the event of serious injury or fatality the Accountable Executive will be notified.

For accidents and incidents that involve a Coach or Coach Operator, the following steps are taken:

Coach Operators are required to notify Radio Room if involved in an accident or incident immediately

Radio Room then notifies a Safety Investigator or a Road Supervisor if Investigator is not available

Safety Investigator is responsible for arriving at the scene in a timely fashion with all the paperwork and tools to conduct a thorough investigation

Once Safety Investigator is on scene they are responsible for obtaining all information essential to the details of the investigation; this includes the operator, passengers and all other parties possibly involved in the event. Safety Investigator 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
- Making a decision if post-accident drug and alcohol screening is needed
- Making a decision if a replacement swap coach is needed
- Making sure the Coach Operator is well enough to continue on route
- Noting vehicle damage and fluids
-

TARC's Chief Safety Officer reviews these activities and reports at least weekly and the resulting analysis may lead to possible:

Inspection of equipment

Discipline, Coaching and or Retraining for unsafe rules or work practices

Safety Investigators 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 lead the process. Incidents are investigated and stored acording to policy.

Incidents are tracked in spreadsheets (i.,e. Microsoft Excel) and reviewed for trends and appropriate measures to reduce or eliminate the occurrence. (A new data system called TransTrack is in the early implementation process with a goal of vastly improving data collection, storage and analysis).

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

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 activites will be continuously measured and evaluated to determine the effectiveness and appropriateness of risk mitiagtions. 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 proceses or strategies to ensure that mitigations are effective.

These activites will include the following:

1. Identify the Hazard and/or Risk
2. The Chief Safety Officer will then collect the data concerning the Hazard or Risk and investigate the deficiencies and the possible impact
3. 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 potiental deficiency. Once the plan is firm the Chief Safety Officer will then prepare a final report for the Accountable Executive
4. The Chief Safety Officer will meet with the Accountable Executive to present the Hazard or Risk, the effect it may have on the company if not addressed, present such hazard or risk to the stakeholders, prepare and review the plan on how the deficiency wil be addressed, and set forth actionable items that will have to be addressed by the Accountable Executive and Stakeholders
5. The Accountable Executive will then approve the plan, communicate how the plan will be introduced, monitored and enforced.

6. The Accountable Executive and the Chief Safety Officer will then implement the plan, conduct monthly or quarterly reviews on the plan based on the level of severity of the plan, and obtain feedback from the employees/stakeholders

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 does not address the mitigation and monitoring activities that is included in the Corrective Action Plan, which documents the corrective action and helps address short-term defects or compliance issues. The Corrective Action Plan is intended to eliminate the behavior that caused the event, while mitigation monitoring is to continuously monitor the hazard. The mitigation process is managed by the Safety and Security team with assistance from departmental heads. 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 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, etc.

7. Safety Promotion

Competencies and Training

All employees undergo new hire training based upon the specific job description and function. This training includes all employees including, operators, trainers, supervisors, maintenance staff, operations and management personnel.

Annual refresher training on key areas will be conducted along with periodic promotion of prevention activities. Maintenance department monthly 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, Americans with Disabilities and wheelchair securement activities, pedestrian and bicyclist awareness; 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 an accident will 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
- Training Subject
- Location of Training
- Name of Trainer
- Signature of Trainer and trainee

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. A training audit and training needs assessment will be conducted at least bi-annually, or as a result of activities or actions resulting from this plan's implementation.

Safety Communication

The Safety and Security Department is responsible for communicating information about this Safety 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 meetings, memos, bulletins, toolbox talks, other safety messages and the efforts of the Health and Safety Committee. Every month the Safety and Security team members prepare a safety and injury prevention topic that is reviewed to refresh fundamentals and key learning points.

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, safety buzz sessions, memos or other written communications. Information may be distributed in printed format and/or displayed on digital message boards throughout TARC's facilities. A Safety Executive Brief is emailed to senior management that includes 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 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 and sometimes injurious or damaging event that interrupts the normal progress of an activity and is invariably preceded by an unsafe act or unsafe condition or some combination thereof. 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 sever injury, illness of 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

Appendix and Attachments

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

	Severity			
Frequency	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.

Attachment B

Transit Authority of River City				
This report concerns:	☐ Hazard ☐ Risk ☐ Near Miss ☐ Other			
Hazard Type:	☐ Policy/Procedure ☐ Operational ☐ Environmental ☐ Equipment/Design ☐ Training			
REPORTED BY:	☐ Employee ☐ Customer/Passenger ☐ Other:	ie: PD or FD		
NAME:		LOCATION:		
Description of Safety Concern:				
PHOTOS:	☐ Yes ☐ No			
Hazard Analysis: According to Hazard Severity Matrix	☐ 1 Catastrophic	☐ 2 Critical	☐ 3 Marginal	☐ 4 Negligible
Recommended Safety Risk Mitigation				
Director of Safety and Security Comments/Actions:				
Director of Safety And Security				

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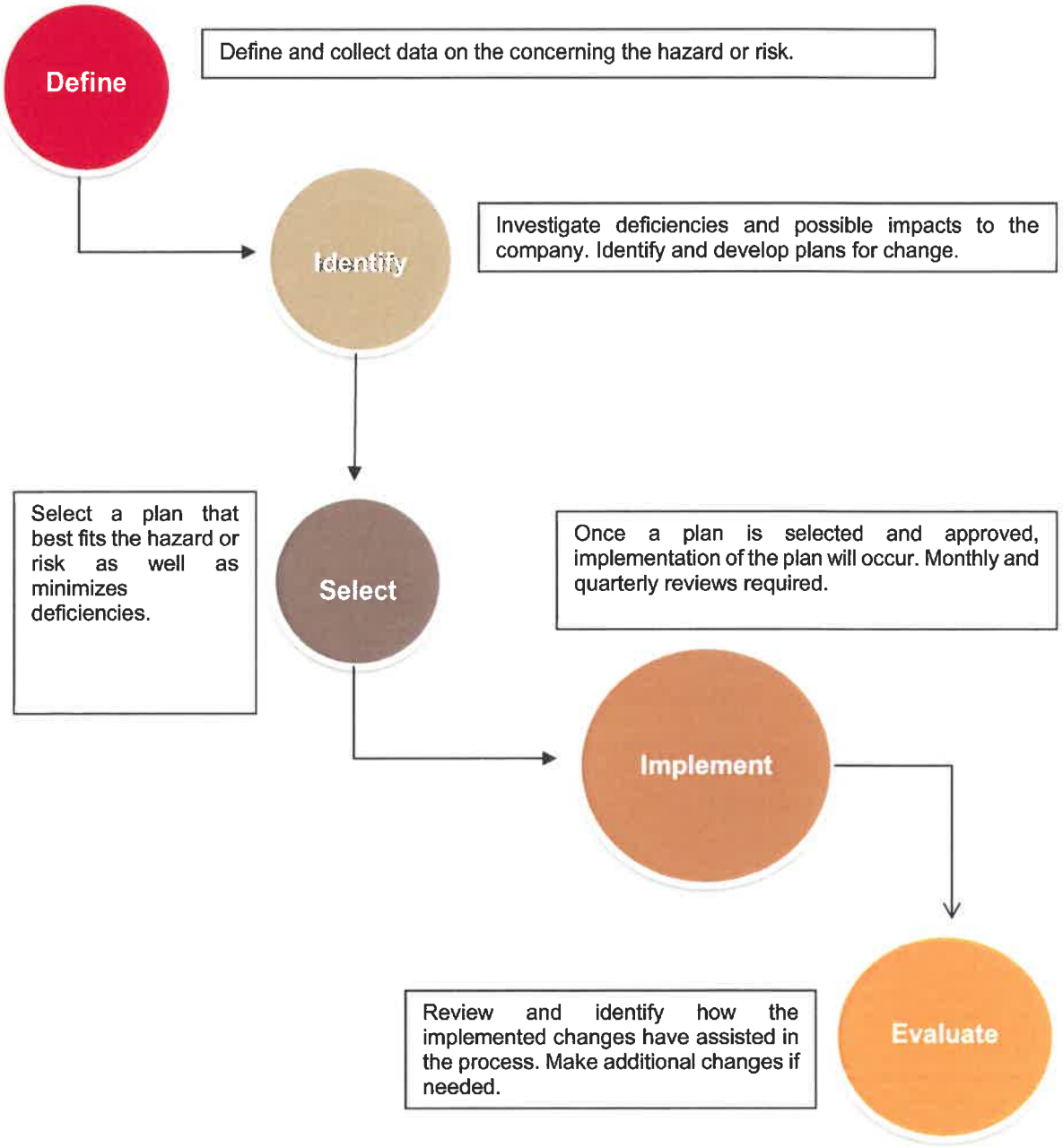
Continuous Improvement Process

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.

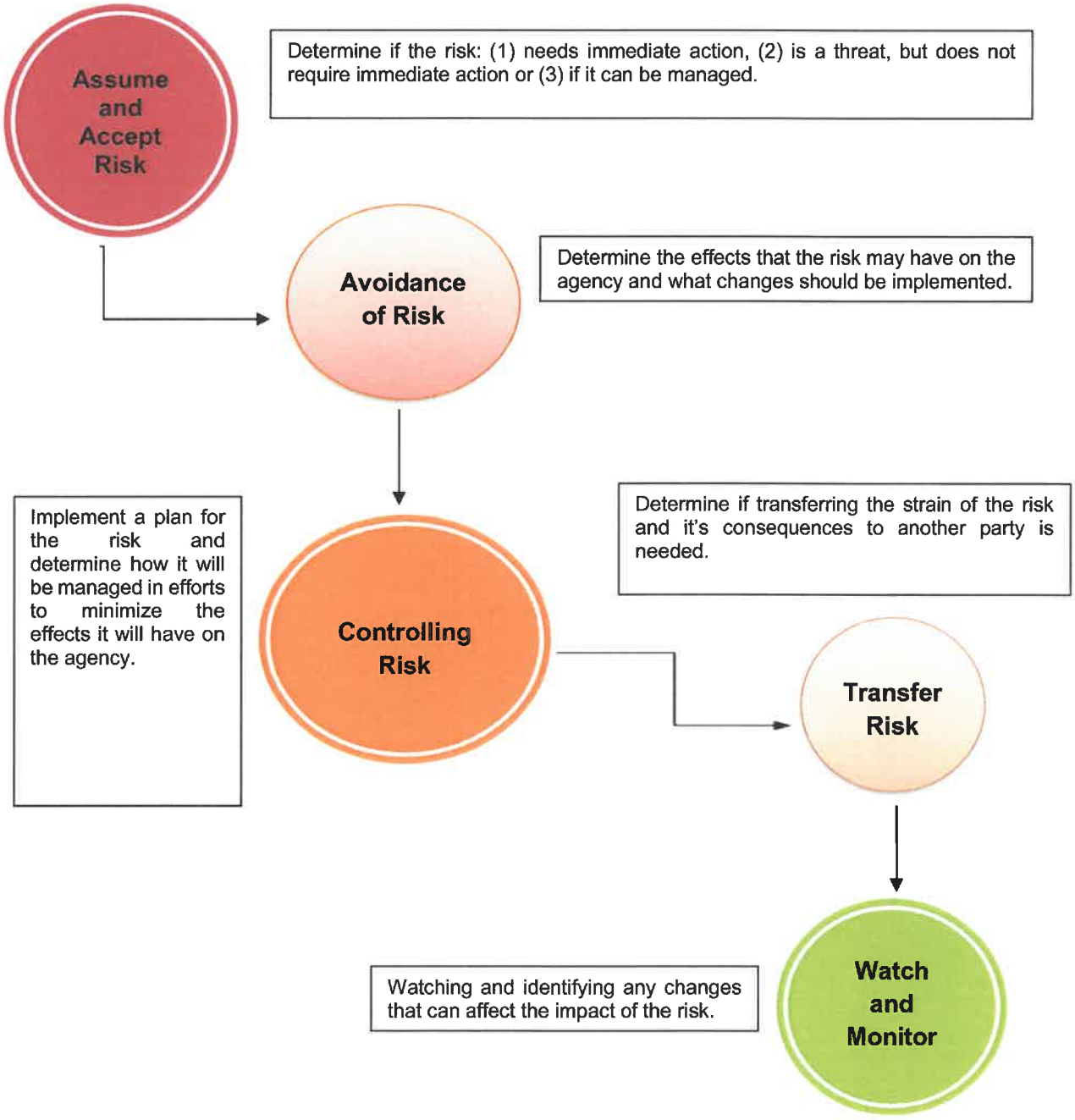
Purpose: The purpose of CPI is designed to empower employees to solve problems that negatively affect them and gradually improve the efficiency of their work processes.



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	**Unacceptable – Action Required:** Safety risk must be mitigated or eliminated.
MEDIUM	**Undesirable – Management Decision:** Executive management must decide whether to accept safety risk with monitoring or require additional action.
LOW	**Acceptable with Review:** Safety risk is acceptable pending management review.