



# **Public Transportation Agency Safety Plan (PTASP)**



November 2022

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**Commented [DD2R1]:** Updated

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## Section 1. About FAST

### General Information

Fayetteville Area System of Transit (FAST)  
455 Grove Street  
Fayetteville, NC 28301  
[www.rideFAST.net](http://www.rideFAST.net)

**Accountable Executive (AE):** Tyffany Neal, Transit Director

**Chief Safety Officer (CSO):** Vacant, Assistant Transit Director

FTA Funding Sources: Urbanized Area Formula Grant Program (Section 5307)

#### Modes of Service Directly Provided:

- Bus (MB)
- Demand Response (DR)
- FAST does not provide transit services on behalf of another transit agency/entity.

#### History

Fayetteville Area System of Transit (FAST) is the City of Fayetteville's (CoF) public transportation system. FAST began in 1976 when the CoF assumed operations from a private transportation system operated by the Cape Fear Transit Bus Company. Cape Fear Transit provided service in Fayetteville, as well as Little Rockfish in Hope Mills. It operated seven days a week, from 5:30 AM to midnight, with a fleet size of 23 buses and 20 bus operators.

Pre-COVID, FAST operated a fleet of 29 fixed-route buses on 18 routes to provide service Monday through Friday from 5:30 AM to 10:30 PM, Saturday from 7:30 AM to 10:30 PM, and on Sunday from 9:00 AM to 7:00 PM. In addition, 21 FAST*Trac!* vehicles provided paratransit service to customers with disabilities who are unable to use the fixed-route system.

Today, FAST operates a reduced schedule providing efficient transit service close to 1.6 million customer trips annually. As a result, citizens of Fayetteville have better access to jobs, medical facilities, shopping and recreation opportunities. FAST provides a critical link to economic development and a better quality of life in Fayetteville. One thing that has not changed is FAST's mission and commitment to providing safe and affordable transportation services to more than 6,000 daily customers.

FAST's Safety Plan addresses all applicable requirements and standards as set forth in FTA's Public Transportation Agency Safety Program (PTASP) and the National Public Transportation Safety Plan (NSP).

**Commented [TN3]:** Accountable Executive means a single, identifiable person who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a public transportation agency; responsibility for carrying out the agency's Transit Asset Management Plan; and control or direction over the human and capital resources needed to develop and maintain both the agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the agency's Transit Asset Management Plan, in accordance with 49 U.S.C. 5326.

**Commented [DD4R3]:** Mr. Hume or Mr. Hewitt

**Commented [TN5]:** Per training, this position does not have to report directly to the AE; however, it does have to have a direct line of communication to the AE

**Commented [DD6R5]:** Safety & Training Coordinator can be the CSO. If Mr. Hewitt determines to be the AE, I do not have a direct line of communication with him.

## Section 2. Plan Development, Approval and Updates

<b>Name of Entity That Drafted This Plan</b>	Fayetteville Area System of Transit (FAST)		
<b>Signature by the Accountable Executive</b>	<b>Signature of Accountable Executive</b>	<b>Date of Signature</b>	
		11.28.22	
<b>Approval by the Board of Directors or an Equivalent Authority</b>	<b>Name of Individual/Entity That Approved This Plan</b>	<b>Date of Approval</b>	
	City of Fayetteville–City Council	11.28.22	
	<b>Relevant Documentation (title and location)</b>		
	City of Fayetteville City Council Minutes (11.28.22) City Clerk’s Office		
<b>Certification of Compliance</b>	<b>Name of Individual/Entity That Certified This Plan</b>	<b>Date of Certification</b>	
	North Carolina Department of Transportation (NCDOT)		
	<b>Relevant Documentation (title and location)</b>		
<b>Version Number and Updates</b>			
<i>Record the complete history of successive versions of this plan.</i>			
<b>Version Number</b>	<b>Section/Pages Affected</b>	<b>Reason for Change</b>	<b>Date Issued</b>
1	Section 6 Pages 25-28	FTA Dear Colleague Letter	02.17.22
2	Section 7 Pages 32-33	FTA Dear Colleague Letter	02.17.22
<b>Annual Review and Update of the Public Transportation Agency Safety Plan</b>			
<i>Below is the process and timeline for FAST to conduct an annual review and update of the Public Transportation Agency Safety Plan.</i>			
In identifying the necessary steps for FAST to conduct an annual review and update of this PTASP, FAST will make the review the following key components of this plan at the end of each fiscal year:			
1. Does this PTASP address all relevant requirements, particularly the PTASP regulation? Has the regulation been modified within the since the review of the last PTASP?			

2. Does this PTASP reflect our transit system as it operates today?

3. Are the activities and processes described within this plan suitable to manage safety at FAST?

When modifications are made to FAST or within the CoF which affect any component of this PTASP upon annual review, the current PTASP will be reviewed, revised and resubmitted to the AE (indicated above) and CoF City Council for approval.

### Section 3. Safety Performance Targets (SPTs)

<b>Safety Performance Targets</b>							
<i>Specify performance targets based on the safety performance measures established under the National Public Transportation Safety Plan.</i>							
<b>Mode of Transit Service</b>	<b>Fatalities</b>	<b>Fatalities (per 100K VRM)</b>	<b>Injuries</b>	<b>Injuries (per 100K VRM)</b>	<b>Safety Events</b>	<b>Safety Events (per 100K VRM)</b>	<b>System Reliability (VRM between Failures)</b>
<b>Fixed Route</b>	0	0	2	0.39	3	0.28	6,479
<b>ADA/Paratransit</b>	0	0	0	0	1	0.27	27,921

*Performance Measures:*

- **SAFETY PERFORMANCE MEASURE: FATALITIES**
  - Fatalities – Loss of life
  - Fatalities per 100K Vehicle Revenue Miles (VRM) - Total reported fatalities multiplied by 100K VRM divided by annual expected VRM
    - Customers, employees and the general public
      - Fixed Route – Zero (0) reportable fatalities during the past calendar year
      - ADA/Paratransit - Zero (0) reportable fatalities during the past calendar year
    - Projected Targets (2023)
      - Fixed Route – Zero (0) reportable fatalities within the 2023 calendar year
      - ADA/Paratransit - Zero (0) reportable fatalities within the 2023 calendar year
- **SAFETY PERFORMANCE MEASURE: INJURIES**
  - Injuries - Events that involve any of the following: A personal injury that is not a serious injury; one or more injuries requiring medical transport; or damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operation
  - Injuries per 100K Vehicle Revenue Miles (VRM) - Total reported injuries multiplied by 100K VRM divided by annual expected VRM
    - Customers, employees and the general public
      - Fixed Route – Two (2) reportable injuries during the past calendar year
      - ADA/Paratransit - Zero (0) reportable injuries during the past calendar year
    - Projected Targets (2023)
      - Fixed Route – Ten or more percent (10+%) decrease in reportable injuries (per 100K VRM) during the 2023 calendar year
      - ADA/Paratransit – One-half (0.5) of a percent or more decrease in reportable injuries (per 100K VRM) during the 2023 calendar year



- **SAFETY PERFORMANCE MEASURE: SAFETY EVENTS**
  - Safety Events – Events occurring: on transit right-of-way or infrastructure, at a transit revenue maintenance facility, during a transit related maintenance activity or involving a transit revenue vehicle
  - Safety Events per 100K Vehicle Revenue Miles (VRM) - Total reported safety events multiplied by 100K VRM divided by annual expected VRM
    - Customers, employees and the general public
      - Fixed Route – Three (3) reportable safety events during the past calendar year
      - ADA/Paratransit – One (1) reportable safety event during the past calendar year
      - Maintenance – Two (2) reportable safety events during the past calendar year
    - Projected Targets (2023)
      - Fixed Route – Ten or more percent (10+%) decrease in reportable safety events during the 2023 calendar year
      - ADA/Paratransit - One-half (0.5) of a percent or more decrease in or less reportable safety events during the 2023 calendar year
      - Maintenance - Zero (0) reportable safety events during the 2023 calendar year
- **SAFETY PERFORMANCE MEASURE: SYSTEM RELIABILITY**
  - System Reliability – Mean distance between major mechanical failures
  - Relationship with Transit Asset Management (TAM) Plan – State of Good Repair (SGR)
    - Customers, employees and the general public
      - Fixed Route – Six thousand four hundred seventy-nine (6,479) failures reported during the past calendar year
      - ADA/Paratransit – Twenty-seven thousand nine hundred twenty-one (27,921) failures reported during the past calendar year
    - Projected Targets (2023)
      - Fixed Route – Ten (10) percent increase in mean distance between failures (MDBF) during the 2023 calendar year
      - ADA/Paratransit - Ten (10) percent increase in mean distance between failures (MDBF) during the 2023 calendar year

**Safety Performance Target Coordination**

*Describe the coordination with the State and Metropolitan Planning Organization(s) (MPO) in the selection of State and MPO safety performance targets.*

FAST will present its SPTs to Fayetteville Area Metropolitan Planning Organization (FAMPO) for review and adoption by the Transportation Policy Board.

Targets Transmitted to the State	State Entity Name	Date Targets Transmitted
	NCDOT	December 2022
Targets Transmitted to the Metropolitan Planning Organization(s)	Metropolitan Planning Organization (MPO) Name	Date Targets Transmitted
	FAMPO	December 2022

## Section 4. Safety Management Policy (SMP)

### Safety Management Policy Statement

FAST strives to provide safe, reliable, comfortable and innovative transportation options to every member of the community. The PTASP has been developed to integrate safety into all FAST operations. By using the procedures contained within the PTASP, FAST continues to improve the safety and security of its operation and services.

This PTASP describes the policies, procedures and requirements to be followed by management, maintenance and operations personnel to provide a safe environment for FAST employees, customers and the general public. The goal of this safety plan is to eliminate the human and fiscal cost(s) of avoidable personal injuries and vehicle accidents and incidents.

A key to the success of this effort is for employees to be aware they are accountable for safely performing the requirements of their position. The success of the program also depends on all employees actively identifying potential hazards and making a commitment to the safety of others. FAST's Director and Leadership Team (LT) provide the continuing support necessary to achieve the PTASP objectives as each division within FAST has a responsibility under the PTASP.

FAST is aware that decisions and actions made by its employees often affect the safety of those within FAST, the CoF and surrounding communities. By following the processes described in the PTASP, FAST remains committed to the improved performance and safety of the system while creating a culture of safety, as a whole.

FAST's commitment is to:

- **Support** the management of safety through the provision of appropriate resources that results in an organizational culture that fosters safe practices, encourages effective employee safety reporting and communication and actively manages safety with the same attention to results as the attention to the results of the other management systems within the organization
- **Integrate** the management of safety among the primary responsibilities of all leadership and employees
- **Clearly define** the accountabilities and responsibilities for the delivery of FAST's safety performance and Safety Management System (SMS) for all staff, managers and employees alike
- **Establish and operate** hazard identification and analysis, and safety risk evaluation activities--including an employee safety reporting program as a fundamental source for safety concerns and hazard identification--to eliminate or mitigate the safety risks of the consequences of hazards resulting from FAST operations or activities to a point which is consistent with an acceptable level of safety performance

**Commented [TN7]:** Ms. Dula – What does this mean?

**Commented [D8R7]:** Establish and implement a safety and hazard reporting process that provide guidelines and guidance that would encourage employees to report hazards and safety violations.

- **Ensure** no action is taken against any employee who discloses a safety concern through the employee safety reporting program unless disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence or deliberate or willful disregard of regulations or procedures
- **Comply** with and, wherever possible, exceed legislative and regulatory requirements and standards
- **Ensure** sufficient trained and skilled human resources are available to implement safety management processes
- **Ensure** all staff are provided adequate and appropriate safety-related training and information, competent in safety management matters and allocated tasks only commensurate with the skills required with their position
- **Establish and measure** safety performance against realistic and data-driven safety performance indicators and targets
- **Continually improve** safety performance through management processes which ensure appropriate safety management action is taken and effective
- **Ensure** externally supplied systems and services are delivered, meeting established safety performance standards, to support operations

**FAST's Safety Goals** are established:

In collaboration with the CoF, FAST will operate its transportation system which achieves an optimum level of safety (exceeding the safety performance of other transit systems of a similar size within the United States)

- To identify and evaluate, then eliminate or control, hazards to employees, customers and the general public
- To meet or exceed all government and industry occupational health and safety standards and practices
- To maximize the safety of future operations by affecting the design and procurement processes

The objectives of the PTASP are the means to achieving its goals. They also provide a method of evaluating the effectiveness of FAST's safety efforts.

**FAST's Safety Objectives** are established to:

- Integrate safety management and hazard control practices in each division within FAST
- Assign responsibilities for developing, updating, complying with and enforcing safety policies, procedures and requirements

- Verify compliance with FAST safety policies, procedures and requirements through performance evaluations, accident/incident trends and internal audits
- Investigate all reported accidents and incidents, including identifying and documenting the causes for the purpose of implementing corrective action, to prevent recurrences
- Increase investigation and systematic documentation of all reported near misses
- Identify, analyze and resolve safety hazards in a timely manner
- Minimize system modifications, during the operational phase, by establishing and utilizing safety controls at system design and procurement phases
- Ensure system modifications do not create new hazards
- Train all supervisors and employees regarding the safety components of each job function

As Accountable Executive, I understand the need for FAST to establish and maintain a strong safety culture which requires strong leadership and management commitment to safety. FAST's leadership and management commitment to safety involves demonstrating safety as a priority through our everyday actions. Safety truly is our top priority and takes these commitments seriously, as the lives of FAST's customers, employees and the general public depend on our ability to operate in a culture of safety.

\_\_\_\_\_  
Accountable Executive (Print Name)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Accountable Executive (Signature)

## Safety Management Policy Communication

FAST realizes the importance of ensuring its employees and customers are aware of its safety management policies and procedures to effectively manage the system's day-to-day operations. To do this, FAST relies on several forms of effective communication (as noted below):

**Employees:** FAST is constantly evaluating existing policies and procedures to verify effectiveness. To do this, FAST seeks input from its staff, and other CoF departments, to determine if change is necessary based on trends, data analysis, operational changes or new assets. Several methods are used to communicate policy and/or procedure changes to staff including:

- Printed materials
- Automated communication systems
- Electronic materials
- Intranet
- Employee email notification
- Departmental meetings

Prior to the implementation of changes to FAST's safety management policies impacting safety or service delivery, training is provided to all affected employees and conducted before the policy effective date. New policies and procedures are incorporated into new hire orientation training for probationary employees, as well. Depending on the importance of the policy or procedure change, an acknowledgement signature is required of each employee verifying an understanding of the change.

**Customers:** Several methods are used to communicate policy and/or procedural changes to current and future customers including:

- Printed materials posted on vehicles and facilities including effective date and who to contact for more information
- Changes to digital customer guidance including schedules and ride guides as appropriate
- Public Meetings
- Social Media
- Any services impacted by policies changes will include outreach as required by Federal Guidance

## Authorities, Accountabilities and Responsibilities

As mentioned in the Safety Management Policy Statement, the ultimate authority for the success of this PTASP falls to the Accountable Executive (AE). The Chief Safety Officer (CSO), the administration and management team, as well as, employees fulfilling their commitment to safety on a day-to-day basis support the AE.

**Accountable Executive (AE):** The Accountable Executive determines, based on feedback from senior staff, the level of Safety Management System (SMS) principles to maintain and ensure a safe work environment, customer experience and community safety. FAST's AE is committed to providing employees with the training and resources necessary to be safe and successful in each role within FAST. The AE continually strives

**Commented [TN9]:** Ms. Dula – What does this mean? Please advise.

**Commented [DD10R9]:** As new policies and procedures are created, prior to the effective date, FAST provide explanation and/or training to employees prior to policy effective date.

**Commented [TN11]:** Ms. Dula – Please update.

**Commented [DD12R11]:** Updated

to create a culture of safety amongst employees and expects each employee to play a role in maintaining a safe workplace.

The AE is accountable for ensuring that FAST's SMS is effectively implemented throughout the CoF's public transportation system. The AE is accountable for ensuring action is taken, as necessary, to address substandard performance in the FAST's SMS. He/She may delegate specific responsibilities, but the ultimate accountability for FAST's safety performance cannot be delegated and always rests with the AE.

The current AE, Tyffany Neal, is also the Transit Director and has ultimate responsibility for carrying out the PTASP for FAST; responsibility for carrying out the FAST's Transit Asset Management (TAM) Plan; and control/direct the human and capital resources needed to develop and maintain both FAST's PTASP (in accordance with 49 U.S.C. § 5329(d)) and the FAST's TAM Plan (in accordance with 49 U.S.C. § 5326).

**Chief Safety Officer (CSO):** FAST has concluded that a single CSO will be sufficient to manage the day-to-day adherence to this plan and, while in this role, report directly to the AE. The CSO monitors safety and security throughout the organization including sub-contractors. All divisions have been notified of the CSO's role and the established reporting requirements regarding safety-related matters. The CSO has been adequately trained for this role and has the authority and responsibility for day-to-day implementation and operation of FAST's SMS. Along with CSO responsibilities, the CSO, will be determined.

FAST's CSO is responsible for the following:

- Developing and maintaining SMS documentation
- Directing hazard identification and safety risk assessment
- Monitoring safety risk mitigation activities
- Providing periodic reports on safety performance
- Briefing the Accountable Executive, City's Executive Team (City Manager, Deputy City Manager and/or Assistant City Managers) and City Council on SMS implementation progress
- Planning safety management training

## Role of Staff to Develop and Manage Safety Management Systems (SMS)

### Accountable Executive

The Accountable Executive (AE), who also serves as Transit Director, works with the Chief Safety Officer (CSO) and Leadership Team (LT) to revise the PTASP, as necessary, based on staff feedback, trends and data analysis. The AE is vested with the primary responsibility for the activities of FAST and its overall safety performance. The AE fulfills these responsibilities by providing the resources necessary to achieve PTASP goals and objectives and exercising the approval authority for system modifications as warranted. The AE also sets the agenda and facilitates the cooperative decision-making of the LT.

**Commented [TN13]:** Who is the AE?

**Commented [DD14R13]:** Ms. Neal, per the statement highlighted in red, I would assume Mr. Hume would be the AE.

### **Chief Safety Officer (CSO)**

For purposes of managing the SMS and PTASP, the CSO reports safety strategies, policies and goals for maintaining safety and security for customers, employees and the general public directly to the AE. The CSO monitors day-to-day operations and work with staff to identify and mitigate risk through evaluation, feedback and data analysis.

### **Supervisors**

Supervisors are responsible for the safety performance of all personnel and equipment under their supervision. They are responsible for the initial investigation of all accidents, incidents and injuries, and for reporting such to FAST's Safety & Training Coordinator (S&TC), the LT and the City's Risk Management Division.

### **Employees**

All FAST personnel are responsible for performing work safely and following established safety-related rules, procedures and work practices. This includes reporting all accidents, incidents, injuries and hazards to their supervisor per established requirements for the protection of themselves, co-workers, customers, facilities and equipment.

### **Key Staff**

FAST staff is responsible for maintaining high standards of safety, customer service and security. Administrative staff is instrumental in ensuring action is taken to reduce risk and the whole system is continuously monitored to ensure actions are effective and appropriate.

FAST staff is involved with updates, modifications and implementation of the PTASP. Each staff member brings a valued perspective to the development of policies and procedures he/she is expected to implement. Every opportunity is granted for employees and customers to provide input to increasing safety at FAST. Those opportunities include monthly all-employee meeting, safety training, and an open-door policy with access to all management staff.

### **Employee Safety Reporting Program (ESRP)**

To ensure success, FAST has worked with the City's Safety Office to develop and implement an ESRP to enable employees to report any risk (or perceived risk) to a supervisor, CSO or LT member. The ESRP defines the employees' role in identifying and mitigating risk through open communication to superiors (including the AE and CSO). As stated in the Safety Management Policy Statement, FAST is determined to provide a safe working environment for its employees, customers and the general public.

The ESRP allows each employee to report detailed information and observations no matter what position they hold within the organization. This program dovetails with other methods currently in place to proactively identify hazards or threats. Those methods include, but are not limited to, the following:

- Pre-/Post-Trip Inspections
- Preventive Maintenance Inspections (PMIs)
- Employee Evaluations

Commented [TN15]: Who is this?

Commented [DD16R15]: Safety & Training Coordinator and LT



- Facility Maintenance Plan
- Service Evaluation and Planning Program
- Training Program
- Customer and Public Complaint/Compliment Process
- Safety and Employee Meetings
- Accident/Incident Policies
- Safety Committee

**Hazard Reporting Process (HRP)**

The HRP is a proactive reporting method established to identify a perceived threat or hazard, potentially endangering employees, customers or the general public. FAST has developed an Employee Safety Event Form (HRF) used to classify and provide information about hazards observed by FAST employees while on-duty. The multi-page form identifies vital information to assist employees in determining an action to mitigate the threat or hazard identified. This form is not meant to replace safety documentation currently utilized for accidents, incidents and injuries but, rather, to be used in conjunction with such forms. The HRF, located in Appendix One (1), serves as a dual role as an Incident Report.

No later than December 2022, all FAST employees will receive at least one (1) hour of training on the procedures associated with the Employee Safety Event Reporting. This training will cover, and is not limited to, the following components:

- Role of staff within the Hazard Reporting Process
- Hazard assessment(s)
- Procedures for Use of the Employee Safety Event Form
- Critical information required on the Hazard Reporting Form
- Notification Process (depending on the hazard)
- Levels of likelihood of repeat hazards/threats
- Follow-Up process to determine effectiveness of mitigation
- Employee Safety Event Form locations within all FAST facilities
- Understanding of Occupational Safety and Health Administration (OSHA)

The following is also used as part of the ESRP.

**Immediate Action Required**

If a hazard is identified and perceived to be a risk to employees, co-workers, customers or the general public, FAST employees are expected to immediately report such to the supervisor on-duty. Once reported, the employee must determine if immediate action is necessary to prevent additional risk. If so, employees are expected to communicate with the supervisor before taking action (if time permits). Once such action(s) has/have been taken to mitigate the potential harm, employees are expected to advise the on-duty supervisor of the results of such actions. Prior to the conclusion of the employee's shift, the employee is required to complete the Loss Prevention Investigation Report and submit such to the on-duty supervisor.

**Delayed Action Required**

If a hazard is identified and perceived to be a risk to employees, co-workers, customers or the general public, FAST employees are expected to immediately report such to the

**Commented [TN17]:** Ms. Dula – Please ensure this section accurately and adequately reflects our department/organization. Are these the only methods within the ESRP?

**Commented [DD18R17]:** Currently we do not have a Safety Committee. So far, these are the only method ESRP within the department.

**Commented [TN19]:** Ms. Dula - Is this correct?

**Commented [DD20R19]:** Ms. Neal, In conjunction with the employee statement form, depending on the severity of the situation an HRF could be utilized. For example, Mr. Jihads accident.

**Commented [TN21]:** Ms. Dula – Is this accurate? What does your training consist of? How will it be conducted in light of COVID-19? When is the training scheduled?

**Commented [DD22R21]:** Depending on COVID-19, training will be conducted Dec 2020 during the All-Employee Meeting. Training should consist of: introduction, explanation, proper usage, how and when to fill out the HRF.

**Commented [TN23]:** What is this? Where is it located within the PTASP? Is this Appendix 2?

**Commented [DD24R23]:** Ms. Neal I am currently researching the Loss Prevention Investigation Report. Appendix 2 will reflect the form once identified.

supervisor on-duty. Once reported, the employee must determine if immediate action is necessary to prevent additional risk. If not, employees are expected to communicate with the supervisor. Once notified, the on-duty supervisor will follow-up on the reported hazard/risk. Prior to the conclusion of the employee's shift, the employee is required to complete the Loss Prevention Investigation Report and submit such to the on-duty supervisor.

#### **Role of the Supervisor**

The on-duty supervisor is responsible for advising employees of the immediate or delayed action(s) necessary to mitigate an identified or perceived hazard. The supervisor must then review the Loss Prevention Investigation Report to ensure all information is included adding additional information, if necessary, from his/her perspective. Once the documentation is complete, it must be reviewed by the CSO to investigate root cause(s) of hazard, determine "next steps" (action) necessary and follow-up.

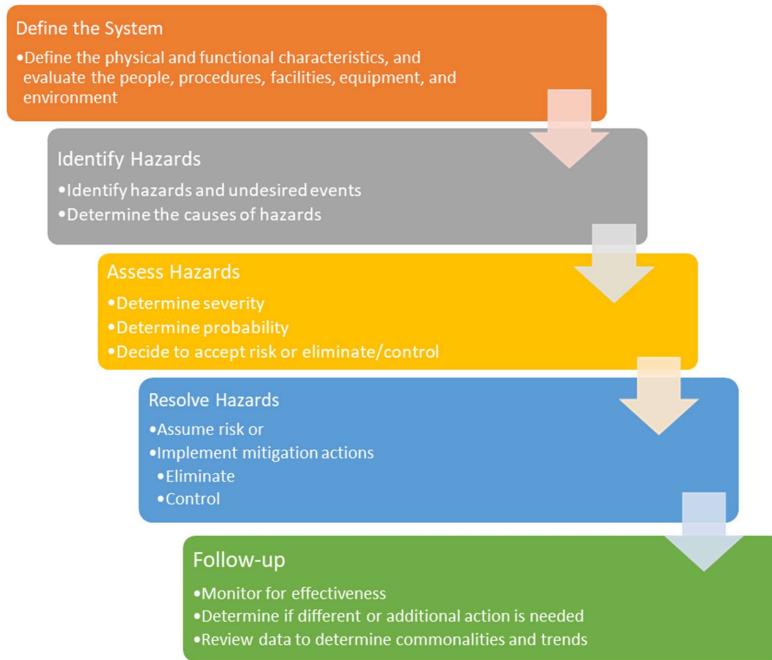
FAST's CSO is responsible for determining the status of each hazard reported. In some cases, hazards may be identified and unable to be resolved; however, actions are taken to reduce the risk of the hazard. It is FAST's goal to eliminate all identified hazards, if and whenever possible. Some hazards may require continuous monitoring to ensure the hazard does not elevate to an action level.

All hazards reported are documented and integrated into current performance measures and data collection. The CSO tracks each hazard, until resolved, and recommend policy and/or procedural changes, if needed, as a result of the hazard mitigation.

#### **Responsibility of FAST**

FAST takes every reported hazard/threat seriously and investigates each to determine if such is an isolated case or an emerging trend requiring the evaluation of policies and procedures or service modifications. Employees reporting hazards do not face disciplinary action for reporting such identified or perceived hazards unless it is proven that such employee(s) negligently and intentionally contributed to the hazard. FAST encourages all employees to report any hazard or threat, perceived or observed, in an attempt to ensure FAST operates as safely as possible for its employees, customers and the general public. Employees may report hazards to the on-duty supervisor, their immediate supervisor, any member of the LT or go directly to the CSO to submit and discuss such hazard.

The following process chart illustrates the steps taken, as part of the hazard identification process, through the ESRP:



## Section 5. Safety Risk Management

FAST provides training to all personnel in the identification of hazards and security threat while also providing tools to enable personnel to report these risks. Once the risk has been identified, FAST conducts an assessment of the risk(s) to determine the necessary response(s) and response time. The response may include further investigation or monitoring, action(s) to mitigate the hazard or security threat and follow-up assessment to ensure action taken is appropriate and effective.

### Safety Hazard Identification

Hazards and security threats are identified through different methods of monitoring the system. This includes system, employee and asset assessments conducted daily and on an incremental basis. Additionally, FAST communicates with its peers across the state of North Carolina, NCDOT and FTA to identify common hazards impacting multiple systems. FAST conducts the following routine and random evaluations of the system in the following areas:

#### Personnel

Each FAST employee is evaluated at the mid and end of each fiscal year, in accordance with the City's evaluation process, to ensure employees are performing job functions as expected. Newly hired employees, as part of the orientation process, are provided training materials and resources to assist in the performance their daily tasks. These probationary employees' statuses are not modified to "permanent" until he/she has completed 365-days of "satisfactory" employment. During the probationary (initial 365-day) period, the employee is evaluated within 6-months and at one-year, to determine whether the employee be placed in a regular status due to the successful completion of the first-year probationary period.

Additional job-specific evaluations (i.e. Trail Checks, On-Board evaluations, etc.) are conducted throughout the fiscal year on each FAST employee. Through such evaluations, should a determination be made which documents an employee's sub-par performance and the employee does not meet expectations, remedial training is conducted and additional periodic evaluations are scheduled to ensure re-training measures/activities was/were effective.

#### Assets

Aimed at identifying hazards and deficiencies as part of daily and scheduled inspections, rolling stock, facilities and equipment are monitored through a vigorous preventive maintenance plan. FAST's Operations and Maintenance divisions coordinate the preventive maintenance program's scheduling of work, as necessary, from receipt of daily Driver's Vehicle Inspection Reports (DVIRs) submitted, incremental and annual vehicle inspections and manufacturer recommendations.

As required by FTA, FAST has developed a Transit Asset Management (TAM) Plan as a result of owning, operating and managing capital assets used to provide public transportation. FAST updates its TAM Plan annually with data relevant to each asset - to include a condition assessment, miles (with rolling stock and non-revenue vehicles) and age (in reference to whether the asset is in a State of Good Repair (SGR)). The TAM Plan allows FAST management to plan asset replacement or rehabilitation for future years.

**Commented [TN25]:** Ms. Dula – This needs to be defined at the end of the plan.

**Commented [DD26R25]:** Complete

## System

As part of FAST's Safety Management System (SMS) monitoring, FAST uses Supervisor Safety Event Checklist and Employee Statement forms when planning, spot-checking or responding to an event like an accident or incident. New routes are strategically developed with safety being the first priority and customer access thereafter. FAST's Transit Planner tests all routes before activating the route for revenue service. All routes are reviewed periodically to determine if environmental hazards exist requiring modifications to the route, schedule and/or vehicle.

All frontline employees have been trained to note any changes to service which may be considered a hazard or security threat and, through the ESRP, to notify the on-duty supervisor immediately (or upon return to FAST depending on the severity of the hazard).

## Hazard Identification Procedure

All hazards and security threats identified (observed or perceived) are immediately reported to the on-duty supervisor regardless of the level of hazard or threat. The immediate supervisor then completes an Employee Safety Event Form and submits it to the CSO. Depending on the level of the reported hazard or threat, the CSO will report such to the City's Safety Office to advise and, if necessary, request additional resources/assistance. If the hazard or threat reported reach the level to which such must be reported to OSHA, the CSO will work with the City's Safety Office to ensure proper processes and procedures are adhered to.

If the reported hazard requires immediate mitigation, the employees are instructed on the necessary steps to take to reduce the risk which may or may not alleviate the risk completely. Additional actions may be taken once the immediate risk mitigation has been taken. Some hazards may not pose an immediate risk and are still reportable. The CSO is responsible for risk assessment, investigation and mitigation strategy.

In some cases, a customer or member of the general public, may contact FAST (via face-to-face, telephone, email, website or social media) with a concern about a front-line employee's identified or perceived hazardous behavior/actions. When such concerns are expressed to FAST, FAST documents all such and takes the appropriate action(s) to investigate such matters. Concerns deemed hazardous trigger immediate action by on-duty supervisors.

Employee Safety Event Forms are located on all vehicles along with standard Employee Statement forms for accident and incident reporting. A copy of the Employee Safety Event Form is located in Appendix 1.

The Employee Safety Event Form requires employees to briefly describe the hazard noting date, time of day, location and other pertinent information. The form includes a section for the CSO or immediate supervisor to document immediate action taken to reduce risk, a risk assessment chart prioritizing the risk and a section for additional

**Commented [TN27]:** Ms. Dula – What are service evaluations? When do we use these?

**Commented [DD28R27]:** We do not use service evaluations forms. Supervisor Safety Event Checklist and Employee Statement Form is utilize for accident and incident. Trail Check Form is utilized for trail checks.

**Commented [TN29]:** Ms. Dula – Is this what Ms. Small currently does at FAST?

**Commented [DD30R29]:** Prior to route implementation and changes, Ms. Small usually takes a bus and test the route prior to activation, for example; proper time-points

**Commented [TN31]:** Ms. Dula – Who is responsible for reporting such and when? How will either know when to complete the documentation?

**Commented [DD32R31]:** Per the first sentence, the hazard will be reported to the on-duty supervisor. Therefore, the supervisor will be responsible for completing the documentation.

**Commented [TN33]:** Ms. Dula – What does this mean? Where are the forms going to be housed on each vehicle? Where are the safety kits?

**Commented [DD34R33]:** HRF can be housed in the route pouches along with Employee Statement Forms. I'd like to create a safety board in the breakroom and/or hallway to house blank HRF for easy access to employees. Currently we do not have safety kits. You and I talked previously about creating safety kits for supervisors vehicles. I can create safety kits prior to Dec 2020.

follow-up action. All forms are processed by the CSO and summarized periodically for trend analysis and include safety performance measures.

49 CFR part 673.5

**Hazard** means any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.

### Safety Risk Assessment

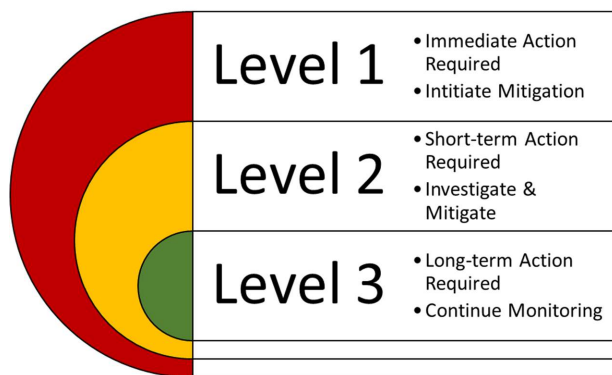
All FAST staff have been provided with the on-the-job training appropriate for each position, in which they work, within the organization. FAST expects its employees to respond to hazards or threats with professional judgment as there may be instances when an employee may not have time to contact a supervisor. In cases in which a hazard is identified (without immediate risk), employees are trained and expected to make an initial assessment of the hazard and include this information on the HRF submitted.

Once received by the CSO, the initial risk assessment may be amended requiring immediate, short- or long-term response.

**Level 1 - Immediate:** A deficiency, threat or hazard requiring immediate attention to mitigate risk either temporarily until further action can be taken or complete mitigation.

**Level 2 - Short Term:** Action is needed within seven days to mitigate an identified deficiency, threat or hazard. The deficiency, threat or hazard does not pose immediate danger but if no action is taken could elevate to an immediate level risk.

**Level 3 - Long Term:** A deficiency, threat or hazard has been identified but does not pose a threat currently but could at a later time. Continued monitoring and awareness are required.



The CSO in coordination with staff investigates each identified hazard, assess the risk, and take appropriate action to mitigate the risk. Additional mitigation may be needed based on follow-up monitoring to the action taken.

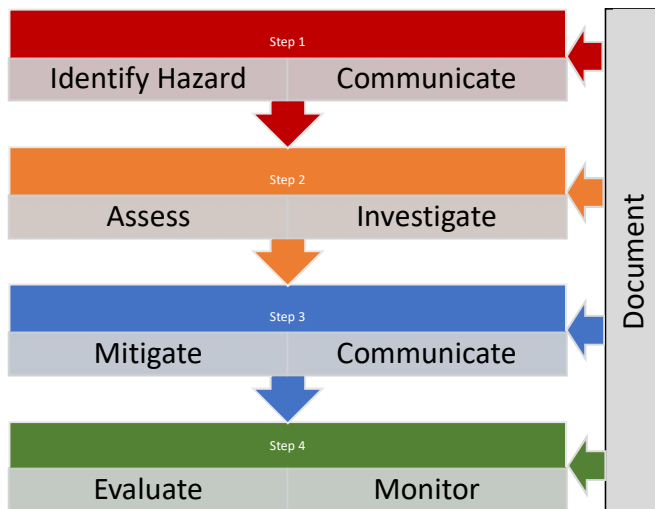
### Safety Risk Mitigation

In response to all identified and assessed hazards, FAST takes steps to mitigate the hazard and reduce or eliminate the risk to employees, customers and the general public. Depending on the level of the safety risk, the CSO will work with the City's Safety Office to create mitigation strategies and, if necessary, request additional resources/assistance. If the strategies implemented reach the level to which there is an OSHA compliance component, the CSO will work with the City's Safety Office to ensure OSHA regulations are adhered to. Mitigation strategies are primarily dependent on results of the investigation into the elements contributing to the risks. The investigation may include more than one (1) division within FAST and may include interviews within the CoF and/or outside agencies/businesses.

Actions to mitigate risk include all employees, customers and the general public who may be impacted by either the hazard and/or the actions to reduce or alleviate such risk. FAST communicates actions to appropriate staff through methods appropriate to risk assessment. In some cases, immediate communication through two-way communications (i.e. dispatching system, text bursts, email, alerts, etc.) may be necessary. In other cases, printed materials (i.e. bulletin board notices/memorandums, flyers, etc.) may be appropriate.

Once a risk mitigation strategy has been implemented, FAST monitors the actions to determine if full mitigation is possible and, if not, if additional action is necessary to alleviate the risk. Some risks may not be completely mitigated but awareness to the risk is a top priority.

All actions taken to mitigate risk are the responsibility of the CSO, documented and linked to the initial deficiency, threat, or hazard identification step.



### **Risk Reduction Program**

A risk reduction program is designed for transit operations to improve safety by reducing the number (and rates) of accidents, injuries and assaults on transit workers based on data submitted to the National Transit Database.

#### **Vehicular and Pedestrian Accidents**

A reduction of vehicular and pedestrian accidents involving buses that includes measures to reduce visibility impairments for transit operators that contribute to accidents, including retrofits to buses in revenue service and specifications for future procurements that reduce visibility impairments.

#### **Transit Workers Assault**

The mitigation of assaults on transit workers, including the deployment of assault mitigation infrastructure and technology on buses, including barriers to restrict the unwanted entry of individuals and objects into the workstations of transit operators when a risk analysis performed by the safety committee determines that such barriers or other measures would reduce assaults and injuries on transit workers.



## Section 6. Safety Performance Monitoring and Measurement

Safety performance monitoring and measurement involves the continual monitoring of the FAST's activities to understand safety performance. Through these efforts, FAST can determine whether its meeting its safety objectives and performance targets, as well as, the extent to which it is effectively implementing Safety Management Systems (SMS).

FAST is constantly striving to maintain the highest level of safety through its monitoring methods to include adherence to policies and procedures, safety and maintenance plans and system and employee evaluation processes. These methods allow FAST to determine the need to make changes to improve policies, employee training and service delivery.

The CSO monitors operations daily through observation, data analysis, communication and safety updates to identify mitigation strategies that may be ineffective. If mitigation actions are found to be ineffective, additional strategies are developed through key and impacted staff feedback.

### Maintenance

#### Maintenance Standards and Procedures

Maintenance standards and procedures are included in FAST's Maintenance Plan. In general, maintenance procedures are designed to ensure that the maintenance recommendations of the manufacturer are met, maximum efficiency in performance and operation is obtained and maximum vehicle life and condition are maintained. Daily vehicle inspections, an active Preventive Maintenance Program and careful monitoring are included in procedures to ensure the safety of FAST vehicles and adequacy of the Fleet Maintenance Plan.

#### Operator Inspections

All operators are required to perform a pre-trip and post-trip inspections to ensure vehicles are safe and in good operating condition. If any defects are noted by the operator, a Driver's Vehicle Inspection Report (DVIR) is completed and, depending on the severity and extent of the defect, the vehicle may be repaired or taken out of service until a repair can be made. In the case of a defect that develops or is noted once a vehicle is in service, the operator is required to communicate the problem to Operations who, in turn, then notifies Maintenance.

#### Daily Servicing and Inspections

FAST's Maintenance Department inspects and services vehicles used in revenue service each day. These vehicles are fueled and washed. fluids, tires and lugs are checked and inspected for leaks and/or unusual noises. Service Aides clean vehicle interiors each evening. When a defect is noted, it is reported to the Lead Automotive Technician (or designee) on shift so that an evaluation and, if necessary, repair can be completed.

#### Mileage-Based Maintenance Inspections

All vehicles receive PMIs at designated mileage intervals. Mileages are determined by vehicle and subcomponent manufacturers and real-world experience. PMIs are conducted and completed at regularly scheduled intervals for buses and all other fleet.

Commented [TN35]: Ms. Dula – What is this?

Commented [DD36R35]: FAST have a Maintenance Plan

Commented [TN37]: Ms. Dula – What is this? Where is it located?

Commented [DD38R37]: Both FAST Maintenance and Fleet Maintenance Plan is housed in the community drive.

For buses, FAST performs PMIs every 6,000 miles/3 months and, for all other FAST fleet, FAST performs PMIs every 5,000 miles/3 months.

Oil sampling is performed quarterly for both engines and transmissions. A description of the schedule and type of inspection and service performed for each vehicle series and the Standard Operating Procedure for oil sampling is included in the FAST Maintenance Plan.

## Operations

### Facility Monitoring

Formal facility inspections of all FAST facilities and grounds are conducted by FAST's Safety Division each quarter using a facility checklist. The purpose of the inspection is to identify any unsafe or unhealthy conditions which may exist and that may require maintenance or modifications. Each facility is also visually inspected for compliance with Occupational Safety and Health Administration (OSHA) and local fire codes.

Any guests at FAST's administration facility must check in through a secured process requiring check-in and validation of visit purpose. Employees are trained on procedures for guests in the workplace and facility access is limited by way of security access.

### Frequency

The CSO conducts its safety inspections quarterly. Safety & Training staff search for potential hazards with equipment whenever such equipment is being used. Vehicle lifts, and cranes in the maintenance shop are inspected monthly by maintenance staff. Preventive maintenance of equipment and facilities is performed in accordance with the manufacturer's recommended practices. Hazards are also identified by analyzing work safety trends through Employee Safety Event Forms submitted by employees. These forms are used by employees to report safety concerns and make safety recommendations.

### Reporting

When deficiencies are noted during quarterly inspections, such deficiencies are documented and reported to the Transit Director in a quarterly report. When safety hazards are noted by non-scheduled observation(s), such hazards must be reported by the observer to the on-duty supervisor or CSO. Employee Safety Event Form are then routed to the CSO (or designee), if not already, to evaluate the concern and, when necessary, propose a resolution.

### Hazard Resolution

The primary purpose of facility inspections and hazard reporting is to identify conditions that could lead to accidents and losses. In view of this, it is crucial that all divisions and employees be involved in the Hazard Identification and Resolution processes. Hazard resolution is assume the risk associated with the hazard or to eliminate or control the hazard.

### Follow-Up

Corrective action for an identified and confirmed hazard through an established process is the responsibility of the CSO. FAST monitors the effectiveness of recommended countermeasures and ensures that new hazards are not introduced.

**Commented [TN39]:** Ms. Dula – Is this occurring for FAST? If so, at what intervals?

**Commented [DD40R39]:** Maintenance conduct sample testing quarterly

**Commented [TN41]:** Ms. Dula – Where is this document? Please send it to me for my review.

**Commented [DD42R41]:** Both documents are housed in the community drive. I've forwarded FAST Maintenance and Fleet Plans to you.

**Commented [TN43]:** Ms. Dula – Where is this document? Who conducts this inspection? Where is the form housed?

**Commented [DD44R43]:** The facility checklist is housed in the community drive. Juan and I discussed me taking over this responsibility just before COVID-19. Currently, the maintenance workers are conducting the inspections.

**Commented [TN45]:** Ms. Dula – Is this acronym defined in the definitions section of the plan?

**Commented [DD46R45]:** Updated

**Commented [TN47]:** Ms. Dula – Is this accurate? If so, is this documented?

**Commented [DD48R47]:** FAST Transit Facility-Security and Proxy Card policy covers this, so it's accurate

**Commented [TN49]:** Ms. Dula – Is this correct? Do we have these specific pieces of equipment?

**Commented [DD50R49]:** Updated to reflect equipment inspected monthly by maintenance staff

**Commented [TN51]:** Ms. Dula – Is this the definition of hazard resolution?

**Commented [DD52R51]:** Updated with FTA definition.

**Commented [TN53]:** Ms. Dula – What does this mean? How does this work?

**Commented [DD54R53]:** Updated to reflect FTA definition of follow-up

## Documentation

Hazards that have been identified, proposed resolutions and corrective actions are recorded in printed and electronic copies by the Safety Committee and maintained by the CSO.

All front-line personnel are responsible for monitoring safety and security as part of their respective job responsibilities. If a hazard is identified through observation or interaction with customers or the general public, such must be reported to the on-duty supervisor as well as following FAST's Hazard Reporting Process.

## Employee Hazard Reporting

### Reporting Procedure

For hazards/threats identified and/or perceived, employees are required to submit an Employee Safety Event Form (prior to the conclusion of the employee's shift) to the on-duty supervisor, CSO or speak with a member of the LT. Employees can also contact a Safety Committee which is comprised of representation from each division within the organization and meets bi-monthly. Depending on the severity/risk of the hazard identified, immediate action may be taken or the input may be brought to the Safety Committee for future discussion.

### Route/Operations Safety

Employees can fill out an Event Form or discuss suggestions for making FAST's facilities and/or routes safer. FAST encourages employees to be advocates for safety while also suggesting methods of improving transit value. FAST continues to provide an open-door policy and stresses the importance of employee feedback - both positive and negative.

## Safety Committee

### Safety Committee Responsibilities

The Safety Committee is responsible for, at a minimum:

- Identifying and recommending risk-based mitigations or strategies necessary to reduce the likelihood and severity of consequences identified through the agency's safety risk assessment
- Identifying mitigations or strategies that may be ineffective, inappropriate, or were not implemented as intended
- Identifying safety deficiencies for purposes of continuous improvement
- Establishing a risk reduction program for transit operations to improve safety by reducing the number and rates of accidents, incidents and assaults on transit workers based on data submitted to the national transit database
- Establishing a reduction of vehicular and pedestrian accidents involving buses that includes measures to reduce visibility impairments for bus operators that contribute to accidents, including retrofits to buses in revenue service and specifications for future procurements that reduce visibility impairments
- Establishing mitigation of assaults on transit workers, including the deployment of assault mitigation infrastructure and technology on buses, including barriers to restrict the unwanted entry of individuals and object into the workstation of bus operators when a reis analysis performed by the safety committee, determines that such barriers or other measures would reduce assaults on transit workers and injuries to transit workers.

**Commented [TN55]:** Ms. Dula – Is this a FAST or City committee?

**Commented [DD56R55]:** Most transit system have safety committees. They review and make recommendations on all hazards, accidents, incidents and injuries. The City Committee discuss employee injuries.

**Commented [TN57]:** What does the paragraph below have to do with Loss Reports?

**Commented [DD58R57]:** Loss Report is the wrong topic for this paragraph. Reporting Procedures best describe the paragraph.

## Safety Events

### Accident and Incident Reporting Process

FAST's driving standards require the safe and professional driving of all its operators. To ensure better-than-average safety performance, FAST incorporates the TAPTCO Operator Training Guide in all Operator training and employs the National Safety Council (NSC) to determine if a collision or incident could have been prevented.

All personnel operating FAST vehicles are held to the highest safety standard. All accidents and incidents involving FAST employees and/or vehicles are thoroughly investigated and reported accordingly.

FAST's Operator's Manual includes policies, procedures and responsibilities regarding accident/incident reporting. Documents contained within the manual establish procedures for accident notification and response.

FAST's Operations Team coordinates with law enforcement, whenever necessary, if an investigation warrants such. The City's Risk Management Division coordinates with outside insurance providers and provides support to manage FAST's liability and claims. Most accidents and incidents involving FAST are relatively minor in severity and are investigated by Transit Supervisors. Since most accidents involve buses, this section focuses on bus accidents; however, all non-bus accidents and incidents are also investigated.

### Notification

Transit Operators are trained to notify the Transit Supervisor on-duty anytime a FAST vehicle is involved in an accident, incident or injury. Once notified, a Transit Supervisor is directed to the scene and follow the On-Scene Procedures (as indicated below). Police and ambulance are dispatched to the scene (if and when necessary).

### On-Scene Procedures

Transit Operators adhere to the following procedures defined in FAST's Operator Manual:

- Assist the injured
- If blocking traffic, set out reflective triangles
- Do not move the coach unless required to do so by a Transit Supervisor, fire or police order, or impending danger from traffic
- Obtain names, addresses, and phone numbers of all witnesses
- Have all customers complete the customer card

Transit Supervisors are responsible for conducting on-scene investigations of accidents, incidents and injuries. Depending on the severity and nature of the event, various mechanisms are used for preserving transient evidence. These may include, but are not limited to, digital photography, bus video, field sketches, interviews, observations, etc.

### Investigation

FAST has established a Safety Committee with representation from each division and meets bi-monthly. The purpose of the Safety Committee is to discuss and review safety issues, hazard reports, accident investigations and corrective actions. The Safety Committee seeks ways to improve the work environment and provide a safety culture for FAST and its employees.

**Commented [TN59]:** Ms. Dula – Is this accurate?

**Commented [DD60R59]:** The manual do not include accident investigation but covers notification and response.

**Commented [TN61]:** Ms. Dula – Where is this information clearly documented within the training manual? Is there a policy/process with this procedure on it?

**Commented [DD62R61]:** The operator manual covers on-scene procedures listed except reflective triangles. There no current on-scene policy.

The Safety Committee is responsible for:

- Promoting safety practices
- Investigating accident and incidents
- Reviewing on-the-job injuries and reports
- Investigating unsafe practices or conditions which are brought to the attention of the committee
- Making recommendations for addressing safety hazards

The Safety Committee will immediately report any safety issue or hazard that poses a direct threat to life or property to the Director (or designee).

After reviewing all related documents and evidence, the Safety Committee will make an independent preliminary determination of the following:

- Preventability of accident/incident
- Retraining
- Discipline

Once the Safety Committee makes the final determination of preventability, a Letter of Preventability (LoP) is issued to the employee and a copy of such is placed in the employee's safety/training file to include discipline for the employee, if warranted.

### Accident/Incident Review Process

Accidents and incidents are classified as Preventable or Non-Preventable. Preventable accidents are defined as those accidents that could have been reasonably avoided if the operator had followed all defensive driving techniques as established by the National Safety Council Guidelines, the TAPTCO Operator Training Guide and/or FAST's Standard Operating Procedures (SOPs).

### Hazard Resolution

The primary purpose of the accident investigation process is to determine the root cause(s) of accident in an attempt to prevent and/or mitigate such in the future. To this end, it is crucial that all Transit Supervisors are appropriately involved in this process. A serious attempt is made to use lessons learned through the investigatory process to incorporate hazard resolutions into future trainings, procedures, designs, construction, modifications, training and procurements.

### Follow-Up

Follow-up, in the form of corrective action, is the responsibility of the employee's immediate supervisor/manager. The responsibility of re-training is that of the S&TC and may be delegated to the CSO. All disciplinary action is assessed using the City's and/or FAST's policies and procedures for addressing such. Disciplinary consequences for preventable safety-related accidents and incidents include, but are not limited to, oral counseling's, written warnings, suspensions and considerations of determination.

Training is provided, in most cases, for employees who have been involved in preventable accidents. Training and re-training are not disciplinary in nature.

**Commented [TN63]:** Ms. Dula – Where is this accident defined? Is this definition indicated in the definitions in the back of the plan?

**Commented [DD64R63]:** DOT and FMCSA both define preventable accident as highlighted. Accident and incidents definition is defined in Section 9.

### Internal Reporting

The Transit Supervisor is responsible for ensuring that all accident reports are completed and filed with S&TC, CSO and Risk Management. CSO and Division Managers advise on the history of the employee if a pattern of safety events is evident.

### Documentation

FAST's Safety Division, in conjunction with the CSO, maintain all the accident and/or incident investigation documentation.

### Appeal Process

Should the employee dispute the determination of preventability, such employee has the right to file an appeal to the Director within seven calendar days. The Director (or designee) reviews all relevant information, interviews the employee making the appeal (and any subsequent witnesses) and confers with any available person or resource he/she considers valuable to his/her deliberation. The Director (or designee) will provide the final decision.

The Director (or designee) follows all policies, procedures and definitions as established in the Safety Committee By-Laws. Examples of investigations may include, but not limited to, reviews of accident and injury reports, vehicle condition reports, witness statements, employee interviews, accident scene sketches, video surveillance, physical evidence, brake test reports, training manuals and accident site visits.

### Performance Measures

Through a series of performance measures, FAST observes its safety program by identifying trends and gaps in policies, procedures, training and monitoring efforts. The following performance measures are on a daily, monthly, and quarterly basis.

#### Maintenance

*Preventive Maintenance On-time Inspection Percentage* – determines the effectiveness of the maintenance department to ensure all inspections are conducted per manufacturing and FAST mileage intervals

*Vehicles Removed From Revenue Service* – tracks vehicles removed from service due to a mechanical defect developed while in service requiring immediate service either on-site of failure or once returned to the facility.

*Annual Vehicle Condition Assessment* – conducts a thorough annual inspection, determines (on a scale of 1-5) the overall condition of the asset. This performance measure is also used in annual updates of FAST's TAM Plan.

#### Operations

- *Customer Complaints Per Month* – tracks all customer complaints to identify areas of deficiency with vehicle, Operator or other FAST areas. Safety-related complaints are immediately routed to an on-duty Transit Supervisor or the CSO for investigation, mitigation and response. Complaints are received through various outlets (i.e. in-person, telephone calls, website, email, FAST public forums, etc.)
- *On-Time Performance* – serves as an indicator to issues with time management, environmental factors, scheduling and vehicle and Operator performance

**Commented [TN65]:** Ms. Dula – Is this something you would like us to implement or do you have another preference?

**Commented [DD66R65]:** I'd like to implement this and include FAST Safety Committee (once established) to address employee appeals.

**Commented [TN67]:** Ms. Dula – This is a definition. Where is the performance measure/indicator?

**Commented [TN68]:** Ms. Dula – This is a definition. Where is the performance measure/indicator?

- *On-Board Evaluations* – evaluations conducted onboard a transit vehicle (at least quarterly) and allows FAST to ensure satisfactory Transit Operator performance, customer service and vehicle safety
- *Trail Checks* – evaluations conducted following a transit vehicle (at least quarterly) and allows FAST to ensure satisfactory Transit Operator performance, customer service and vehicle safety

**Safety**

- *Safety Performance Measure: Fatalities* – tracks the total number of reportable fatalities and rate per total vehicle revenue miles by mode
- *Safety Performance Measure: Injuries* – tracks the total number of reportable injuries and rate per total vehicle revenue miles by mode
- *Safety Performance Measure: Safety Events* – tracks the total number of reportable events and rate per total vehicle revenue miles by mode
- *Safety Performance Measure: System Reliability* – tracks the mean distance between major mechanical failures by mode

## **Section 7. Safety Promotion**

### **Operator Selection**

#### **Hiring Practices**

Selecting applicants best suited to excel at the Transit Operator I & II job requirements are critical to safe transit operations. The Transit Operator is directly responsible for the safety of not only its customers but, also, the pedestrians, bicyclists, motorists and all others who share the road with the transit vehicle.

FAST's hiring process includes the following components:

#### *Application*

Applicants are sought through printed and electronic postings in both traditional and culturally diverse media, referrals from current and former employees, postings on the CoF website, social media and applications/profiles completed by prospective candidates when there are no positions available. The applications are screened by key personnel in both Human Resources (HR) and Transit Operations.

#### *Interview*

After the application is submitted, reviewed and passes HR's preliminary screening, the applications are submitted to Transit for review. Once applications are reviewed, Transit then makes a determination as to whether the applicant is best qualified for an interview.

The interview process is designed to evaluate an applicant's strengths in customer service, conflict resolution, the ability to simultaneously perform tasks and the ability to perform well under temporal and interpersonal pressure.

#### *Driving Record*

To be eligible for hire as a Transit Operator I & II, a candidate must submit an acceptable driving record of six (6) months.

#### *Licensing*

All Transit Operator I applicants must possess a valid NC Driver's License.

All Transit Operator II applicants must possess a NC Class B Commercial Driver's License (CDL) with Passenger and Air Brake endorsements.

#### *Criminal Background Check*

All candidates who are offered a Conditional Offer must submit to a Criminal Background Check administered by the North Carolina State Police with the Federal Bureau of Investigation. The results must meet all statutory and City standards for the Transit Operator position.

#### *Drug Testing*

All candidates who are offered a Conditional Offer must produce a negative result for a pre-employment drug and alcohol screening.



## **Training**

Training is intended to motivate employees to work safely. There are formal training programs for Transit Operators I & II, Maintenance employees and Operations employees. These trainings involve classroom training (i.e. review of the FAST's Rider Rules of Conduct, Administrative Policies, Standard Operating Procedures (SOPs), etc.), Behind-the-Wheel (BTW) (off-route) training, cadetting revenue service) and On-the-Job training.

The safety components of training are designed to make employees aware of the hazards associated with each job and the appropriate methods for controlling these hazards. Trainings fall into three main categories: (1) Initial, (2) Periodic and (3) Remedial or Refresher.

### **Initial Transit Operator Training**

New Transit Operators receive an intensive four (4) week training course that covers every aspect of their new job as an Operator. Some components of the training are delivered in the classroom although the majority of learning occurs on the buses during BTW and cadetting training. This training includes, but is not limited to, the following:

- TAPTCO Operator Training Guide
- Basic Bus Maneuvers
- Service Stops
- System Overview
- Communication Skills
- Customer Service
- Accessible Service
- Emergency Management
- Personal Safety
- Health/Injury Prevention
- CDL Preparation (if applicable)
- Defensive/Distracted Driving
- Vehicle Operations
- Route Training
- Blood-Bourne Pathogens
- Accident, Incident and Injury Reporting Process

Cadetting provides real service experience with a Senior Transit Operator on the trainee's regularly scheduled work. The time the trainee operates the revenue route is at least eight (8) hours daily. During this time, the trainee receives a review of the day's events from the Senior Transit Operator by providing verbal feedback to the trainee prior to the conclusion of the shift. The Senior Transit Operator also submits written communication to the S&TC regarding the trainee's performance. The S&TC provides a weekly debriefing with the trainee to ensure a weekly review is conducted and concerns are discussed.

Trainee rotation amongst the Senior Transit Operators provide each student with experience across a variety of routes, vehicles, times of day, instructional styles and driving conditions.

After the initial training, the trainee receive additional support and training, including:

- Check-rides at the following intervals: bi-weekly
- 90-Day Follow-up: Smith System and Vehicle Operations
- 6-Months Follow-up: Smith System and Vehicle Operations
- Refresher
- One-Year Follow-up: Debriefing with S&TC and annual follow-up thereafter
- Two-Year Transit Operators are invited to become secondary mentors to trainees

### **Annual Re-Training for All Transit Operators**

Every year, each Transit Operator receives eight (8) hours of refresher a training during the calendar year. The training addresses, but is not limited to, the following topics:

- Fatigue Awareness
- Dealing With Difficult People
- Resolving Conflict
- Harassment
- Effectively Dealing With People of Differing Ages
- Proper Securement of Mobility Devices
- Defensive Driving Course
- Blood borne Pathogens
- Safety/Security Update
- Injury Prevention
- Accessible Service Sensitivity
- PTASP and SMS

Partial-day trainings are also scheduled whenever warranted by the addition of new equipment, changes in configuration, etc.

### **Initial Transit Supervisor Training**

Transit Supervisors begin their career path, almost exclusively, as Transit Operators. Transit Supervisors perform many functions and receive training in, but not limited to, the following:

- Drug & Alcohol (Policy and procedures for all types of FTA-mandated testing)
- Accident Investigation
- Emergency Procedures
- Security Procedures
- On-the-job Injury Claims
- Blood borne Pathogens
- Harassment
- Cultural Diversity
- Coaching/Criticism/Discipline
- Dispatch Operations
- Field Operations
- First Aid and Defibrillator

In addition to initial training, all Transit Supervisors receive eight (8) hours of refresher training annually.

### **Injury and Illness Prevention Training**

Injury and Illness Prevention Training is directed toward achieving a safe working environment for all employees and reducing the chance of occupational-related injuries and illnesses. The majority of training targets employees working in the Maintenance and Facilities Maintenance Departments because these employees have the greatest exposure to occupational hazards. The program is based on applicable Federal, State and Local safety codes and regulations. Some areas addressed in the training include, but are not limited to, the following:

- Handling Hazardous Materials (Right to Know)
- Slips, Trips, and Falls
- Personal Protection Equipment
- Material Safety Data Sheets (MSDS) and Labels
- First Aid
- Forklift Safety
- Blood borne Pathogens
- Hazardous Materials Storage
- Strains and Sprains
- Fall Protection
- Confined Space Program
- Crane Operation
- Ergonomics
- Hazard Communication Program

### **Exposure to Infectious Diseases**

The prevention and control of infectious diseases for FAST employees, the public and infrastructure is its upmost concern. Therefore, to prevent or control a disease from spreading, FAST has implemented countermeasures such as, hand hygiene, personal protective equipment (PPE), cleaning and disinfection to stop or slow the spread of infectious diseases.

#### **Hand Hygiene**

Hand hygiene is one of the best ways to prevent employees from getting sick and spreading germs to others in the workplace. Sick employees are less productive even when they come to work and can spread their illness to others.

FAST requires employees to practice good hand hygiene by washing hands with soap and water for least 20 seconds and then drying them. If soap and water is not readily available, employees are encouraged to use an alcohol-based hand sanitizer with at least a 60% alcohol.

#### **Cleaning and Disinfection**

FAST is committed to cleaning and disinfecting its facility and property on a regular basis. Maintenance Workers perform the following tasks according to the Facility Policy:

- Cleaning restrooms, floors, walls and windows
- Preparing disinfecting solutions as needed and replace with fresh solution frequently

- Regularly switch out mop heads and cleaning cloths to prevent contamination
- Immediately clean soil on surface (e.g., blood or bodily fluids)
- Conducting weekly fogging in all Transit vehicles and administration offices

#### **Personal Protective Equipment (PPE)**

FAST provides PPE to employees such as masks and disposable gloves. Masks and disposable gloves are not reusable.

FAST requires employees to wear a mask when:

- Employees cannot practice social distancing
- Two or more persons are in a FAST vehicle
- Assisting a passenger

#### **Emergency Response Planning and Coordination**

Details are contained in the FAST Emergency Action Plan and Evacuation Request Procedures.

### **System Modification, Design, Review and Approval**

#### **General Process**

FAST is regularly modified in response to operational experience, the addition of new types of service and changes in service design and levels. FAST's philosophy is to use appropriate new technologies to benefit the environment and the community it serves. The challenge is to review any proposed modification adequately before it is approved. Any proposed modification should be evaluated to ensure it is compatible with existing systems and does not introduce new hazards to the system or reduce the effectiveness of existing hazard controls.

Equipment modifications may be proposed by any employee of any department that uses the equipment. Changes may also occur from an analysis of reliability performance, historical data, and available improvements in equipment design and components.

#### **Modification Design Review**

A review of any modification in equipment design shall be made by the Director (with the input of the Leadership Team (LT) who are, ultimately, responsible for the equipment. The impact on the safety of all designs and specifications should be identified and evaluated before the change is approved. Some of the areas to be considered include, but are not limited to, the following:

- Hazardous Materials (handling and use)
- Motor Vehicle Safety
- Human Factor
- Occupational Health and Safety
- Materials Compatibility
- Fire Protection
- Lighting
- Braking systems
- Mirrors
- Warning Devices

Modifications must not be made before it is determined how such might affect the safety of the system or any other systems. Other divisions may evaluate a proposed change to determine its compatibility with other systems (i.e., hoists, fueling systems, communications systems, etc.). The evaluation may also include a review of applicable regulations, such as the Federal Motor Vehicle Safety Standards and Regulations and the U.S. Department of Labor's Occupational Safety and Health Act (OSHA).

Testing may also be performed to evaluate the safety of a proposed modification. The testing of small changes may be minimal. For substantial modifications, extensive field testing, mock-ups and structural evaluations may be employed.

#### **Modification Design Approval**

Final approval is generally made by the Transit Director. When modifications are made by a bus manufacturer, the Maintenance Manager works with the manufacturer and contractual changes may be made. If changes are substantial, additional training is provided for maintenance and operations staff.

#### **Monitoring**

Once a modification is put in place, feedback from Operations is solicited to evaluate the performance of the modification. Unsolicited input from Operations and its employees (end users) is also encouraged. Depending on the nature of the modification, divisional managers, Transit Planner and the CSO may be involved for input.

#### **Documentation**

The Maintenance Division is responsible for documenting any vehicle modifications. The CoF's Facilities Division is responsible for documenting any modifications made to a facility. Documentation may involve changing diagrams, schematics, manuals, service bulletins, service intervals, standard operating procedures and Safety Data Sheets (SDS). The Maintenance Manager is responsible for updating the SDS based on input from product manufacturers.

#### **Routes**

Route modifications are designed by the Transit Planner in coordination with the Operations Division. Planning may use Operations staff to assist with test routing and bus stop placement. This experience-based, real-world process is designed to protect the safety of the transit bus, transit customers, other vehicles and pedestrians.

The Transit Planner informs the Operations Division and CSO of any proposed route modifications. The Transit Planner can request that the department evaluate a specific proposal as well as work with the Operations Division to evaluate any proposed modifications.

FAST management and staff may request a route modification it believes will improve its operations. It may also choose to evaluate a modification that has been proposed by another department. Input from individual Transit Operators is encouraged through the Employee Safety Event Form, direct communication and periodic surveying of operators conducted by the Transit Planner.

Finally, the Transit Planner maintains a cooperative working relationship with the CoF's planning and streets departments of all municipal levels within the CoF in which FAST operates.

## Section 8. Additional Information

This PTASP was developed from information contained within other FAST documents, policies and procedures and manuals. Those documents are listed below:

- FAST Employee Handbook
- Safety and Security Plan (SSP)
- Vehicle Maintenance Plan
- City Ordinances
- Facility Maintenance Plan
- Operator Training Manual
- Evacuation Plan

**Commented [TN69]:** Ms. Dula – What are these documents and where are they located?

**Commented [DD70R69]:** Employee Handbook and Vehicle Maintenance Plan is located in the community drive.

**Commented [TN71]:** Ms. Dula – What is this document and where is it located?

**Commented [DD72R71]:** Facility Maintenance Plan is located in the community drive.

**Commented [TN73]:** Ms. Dula – What training manual is this?

## Section 9. Definitions of Terms Used in the Safety Plan

FAST incorporates all of FTA's definitions that are in 49 CFR § 673.5 of the PTASP regulation.

- **Accident** means an event that involves any of the following: A loss of life; a report of a serious injury to a person; a collision of public transportation vehicles; a runaway train; an evacuation for life safety reasons; or any derailment of a rail transit vehicle, at any location, at any time, whatever the cause.
- **Accountable Executive (AE)** means a single, identifiable person who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a public transportation agency; responsibility for carrying out the agency's Transit Asset Management Plan; and control or direction over the human and capital resources needed to develop and maintain both the agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the agency's Transit Asset Management Plan, in accordance with 49 U.S.C. 5326.
- **Chief Safety Officer (CSO)** means an adequately trained individual with authority and responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president or equivalent officer. A Chief Safety Officer may not serve in other operational or maintenance capacities, unless the Chief Safety Officer is employed by a transit agency that a small public transportation provider as defined in this part, or a public transportation provider that does not operate a rail fixed guideway public transportation system.
- **Demand Response (DR)** means a transit mode comprised of passenger cars, vans or small buses operating in response to calls from passengers or their agent to the transit operator, who then dispatches a vehicle to pick up the passengers and transport them to their destination.
- **Equivalent Authority** means an entity that carries out duties similar to that of a Board of Directors for a recipient or sub-recipient of FTA funds under 49 U.S.C. Chapter 53, including sufficient authority to review and approve a recipient or sub-recipient's Public Transportation Agency Safety Plan.
- **Event** means any accident, incident, injury or occurrence.
- **Fatality** means a death or suicide confirmed within 30 days of a reported event. Does not include deaths in or on transit property that are a result of illness or other natural causes.
- **Hazard** means any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.
- **Hazard Resolution** means to assume the risk associated with the hazard or to eliminate or control the hazard.
- **Incident** means an event that involves any of the following: a personal injury that is not a serious injury; one or more injuries requiring medical transport; or damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a transit agency.
- **Injury** means any damage or harm to persons as a result of an event that requires immediate medical attention away from the scene.

**Commented [TN74]:** Ms. Dula – Have you verified each of these definitions to ensure they are correct? Are there any other terms within the document which need to be listed in Section 9?



- **Investigation** means the process of determining the causal and contributing factors of an accident, incident, or hazard, for the purpose of preventing recurrence and mitigating risk.
- **National Public Transportation Safety Plan** means the plan to improve the safety of all public transportation systems that receive Federal financial assistance under 49 U.S.C. Chapter 53.
- **Occurrence** means an event without any personal injury in which any damage to facilities, equipment, rolling stock, or infrastructure does not disrupt the operations of a transit agency.
- **Operator** of a public transportation system means a provider of public transportation as defined under 49 U.S.C. 5302.
- **Occupational Safety and Health Administration:** means to ensure safe and healthful working conditions for working men and women by setting and enforcing standards and providing training, outreach, education and assistance.
- **Performance Measure** means an expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets.
- **Performance Target** means a quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time period required by the FTA.
- **Preventable Accident** means those accidents that could have been reasonably avoided if the operator had followed all defensive driving techniques.
- **Public Transportation Agency Safety Plan (or Agency Safety Plan)** means the documented comprehensive Agency Safety Plan for a transit agency that is required by 49 U.S.C. 5329 and Part 673.
- **Risk** means the composite of predicted severity and likelihood of the potential effect of a hazard.
- **Risk Mitigation** means a method or methods to eliminate or reduce the effects of hazards.
- **Safety Assurance** means processes within a transit agency's Safety Management System that function to ensure the implementation and effectiveness of safety risk mitigation, and to ensure that the transit agency meets or exceeds its safety objectives through the collection, analysis, and assessment of information.
- **Safety Event** means a collision, derailment, fire, hazardous material spill, act of nature occurring on transit right-of-way, in a transit revenue facility, in a transit maintenance facility, or involving a transit revenue vehicle and meeting established NTD thresholds.
- **Safety Management Policy** means a transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities of its employees in regard to safety.
- **Safety Management System** means the formal, top-down, organization-wide approach to managing safety risk and assuring the effectiveness of a transit agency's safety risk mitigation. SMS includes systematic procedures, practices, and policies for managing risks and hazards.
- **Safety Performance Target** means a performance target related to safety management activities.

- **Safety Promotion** means a combination of training and communication of safety information to support SMS as applied to the transit agency's public transportation system.
- **Safety Risk Assessment** means the formal activity whereby a transit agency determines Safety Risk Management priorities by establishing the significance or value of its safety risks.
- **Safety Risk Management** means a process within a transit agency's Agency Safety Plan for identifying hazards and analyzing, assessing, and mitigating safety risk.
- **Serious Injury** means any injury which: (1) Requires hospitalization for more than 48 hours, commencing within 7 days from the date when the injury was received; (2) Results in a fracture of any bone (except simple fractures of fingers, toes, or noses); (3) Causes severe hemorrhages, nerve, muscle, or tendon damage; (4) Involves any internal organ; or (5) Involves second or third-degree burns, or any burns affecting more than 5 percent of the body surface.
- **State of Good Repair (SGR)** means the condition in which a capital asset is able to operate at a full level of performance.
- **Transit Agency** means an operator of a public transportation system.
- **Transit Asset Management (TAM) Plan** means the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost effective, and reliable public transportation, as required by 49 U.S.C. 5326 and 49 CFR Part 625.
- **Transit Operator I** means a transit operator whose primary duties include the transport of the general public in sedans/minivans; however, does not require a Commercial Driver's License (CDL).
- **Transit Operator II** means a transit operator whose primary duties include the transport of the general public. In addition, the transit operator must obtain/maintain a North Carolina Class B Commercial Driver's License (CDL) with Passenger and Airbrakes endorsements.

## Section 10. Commonly Used Acronyms

Acronym	Word or Phrase
ADA	American's with Disabilities Act of 1990
AE	Accountable Executive
ASP	Agency Safety Plan (also referred to as a PTASP in Part 673)
CDL	Commercial Driver's License
CoF	City of Fayetteville
CFR	Code of Federal Regulations
CSO	Chief Safety Officer
DR	Demand Response
DVIR	Driver's Vehicle Inspection Report
ESRP	Employee Safety Reporting Program
FAST	Fayetteville Area System of Transit
FAMPO	Fayetteville Area Metropolitan Planning Organization
FTA	Federal Transit Administration
HR	Human Resource
HRF	Employee Safety Event Form
LOP	Letter of Preventability
LPIR	Loss Prevention Investigation Report
LT	Leadership Team
MPO	Metropolitan Planning Organization
MB	Mode Bus
NCDOT	North Carolina Department of Transportation
NSC	National Safety Council
NSP	National Safety Plan
OSHA	Occupational Safety and Health Administration
Part 673	49 CFR Part 673 (Public Transportation Agency Safety Plan)
PMI	Preventive Maintenance Inspection
PPE	Personal Protective Equipment
PTASP	Public Transportation Agency Safety Plan
SGR	State of Good Repair
SMS	Safety Management System
SOP	Standard Operating Procedures
SPM	Safety Performance Measures
SPT	Safety Performance Target
SSP	System Safety Plan
S&TC	Safety and Training Coordinator
TAM	Transit Asset Management
TOI	Transit Operator One
TOII	Transit Operator Two
USC	United States Code
VRM	Vehicle Revenue Miles