METROCOG Fargo-Moorhead Metropolitan Council of Governments

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84th Meeting of the
Metro Area Transit Coordinating Board
November 18, 2020 – 8:00 am

Virtual Meeting

Meeting Agenda

1. Call to Order and Introductions
    a. Ed Pearl, General Manager of First Transit

2. Action Items:
    a. September 9, 2020, Meeting Minutes
    b. Draft Public Transit Agency Safety Plan (PTASP) – Jordan Smith
    c. Amendment to 2020-2021 Joint Powers Agreement for Metro Senior Ride – Lori Van Beek
    d. Amendment to 2020-2021 Transit Services Agreement with Dilworth – Lori Van Beek

3. Informational Items
    a. Update on RFP for Driver Services – Julie Bommelman & Lori Van Beek
    b. Update on Transit Development Plan – Michael Maddox
    c. Operations Report – Matthew Peterson

4. Other Business

83rd Meeting of the
Metro Area Transit Coordinating Board
September 9, 2020
Virtual Meeting

Members Present:
Jim Aasness, Dilworth City Council
Kevin Hanson, Chair
Steve Lindaas, Moorhead City Council
Jackie Maahs, Concordia College
Brad Olson, West Fargo City Commission
Brit Stevens, NDSU
Teresa Stolfus, M|State
John Strand, Fargo City Commission
Sara Watson Curry, Moorhead City Council
Annie Wood, MSUM

Members Absent:
Brian Arett, Valley Senior Services
Tony Grindberg, Fargo City Commission
Paul Grindeland, Valley Senior Services

Others Present:
Lisa Bode, City of Moorhead
Julie Bommelman, City of Fargo
Taaren Haak, City of Moorhead
Joseph Kapper, SRF Consulting
Michael Maddox, FM Metro COG
Matthew Peterson, City of Fargo
Jordan Smith, City of Moorhead
Cole Swingen, City of Fargo
Lori Van Beek, City of Moorhead
Deb White, City of Moorhead

DRAFT

1. **Call to Order and Introductions**
   Chair Hanson called the meeting to order and introductions were made. A quorum was present.

2. **Action Items**
   a. **January 20, 2019 Meeting Minutes**
   A motion to approve the minutes was made by Mr. Aasness and seconded by Ms. Watson Curry. The motion was voted on and unanimously approved.

   b. **Mass Transit RFP**
   Ms. Bommelman spoke about the RFP for mass transit operational services. She explained that the RFP would only be for driver and management services and not for fixed route dispatchers. Proposal bids were accepted from August, with all proposals due by September 23. Ms. Bommelman thanked all those that have volunteered to be part of the RFP evaluation team. She then outlined some of the considerations they expect bidders to emphasize in their proposals

such as safety, employee benefits, organization structure, incentive proposals, technology advances, projected revenue, performance expectations, paratransit, facility operations as well as following any federal, state and local requirements. The current contractor, First Transit, is expected to put forward a bid. The RFP is for a two-year contract with three additional one-year options beyond that period which will give MATBUS greater flexibility. 9:40

Federal grants for 2020 and the projects being awarded through Federal 5339 funds. There will be five projects funded including (1) Green Light Priority Project (2) Facility Support Equipment (3) Bus Shelter at the Clay County courthouse (4)(5) Dilworth Transfer Hub Design & Construction.

A motion to recommend approval to the Moorhead City Council of FTA Section 5339 capital grant application for the above listed projects was made by Mr. Arett and seconded by Mr. Olson. The motion was voted on and unanimously approved.

Contracts with First Transit, the City of Moorhead and Fargo has a contract, for driver services and fixed route dispatch at this point
City of Fargo will be taking over the fixed route dispatchers, January 2021
RFP will not be bidding out any fixed route dispatchers
RFP will be for driver and manager services, proposal August, all due September 23
Emphasis on safety, minimum wages and benefits

c. GTC Renovation Update

Ms. Van Beek explained some terminology that would be used throughout the presentation. She then introduced potential alternatives for Route 4 because during the public hearing process for changes to the Link FM service, people commented about route changes to accommodate or supplement some of the stops removed as part of the changes to Link FM. She shared goals for route 4 including (1) inbound and outbound bus stops at Hjemkomst, Parkview Terrace (low income housing), Moorhead Center Mall, and downtown Moorhead housing (US Bank) (2) Keep route timing the same with 10 min. to spare for weather etc. (3) Add bus stop close to the shelter that was previously used by Link FM (4) Provide additional route 4 bus stops in downtown Fargo (5) Replace Link FM bus stop sign at Hjemkomst with a MATBUS bus stop sign (6) Brand route 4 as the “shopping connection” (7) Maintain or reduce railroad crossings. Ms. Van Beek shared a map of the existing route 4. She shared pros and cons of the existing route 4 in the downtown areas of Fargo and Moorhead. She explained four options with their pros and cons for route 4 to supplement the Link FM changes most efficiently. Ms. Van Beek shared a matrix of the four options, and indicated that the preferred option was option 3. She then shared more detailed maps of option 3 indicating where new bus stops would need to be located.

Ms. Watson Curry asked if the changes to route 4 would merit a public hearing. Ms. Van Beek said that the changes are not significant enough to merit a public hearing, but would have an informational meeting and ultimate decision from Moorhead City Council. A public hearing is required if there are changes to more than 25% of the route 4 operating hours or the physical route that the bus would take.

DRAFT

A motion to recommend approval to the Moorhead City Council of option 3 changes to Route 4 was made by Mr. Lindaas and seconded by Mr. Aasness. The motion was voted on and unanimously approved.

d. MATBUS Transit Authority Presentation

Ms. Van Beek explained the RFP for mass transit operational services. She said part of the process is to have an evaluation team that makes recommendations to City Council. The team reviews the RFPs and helps in the interview process as well. Ms. Van Beek said that in the past, board members have volunteered to be on the selection evaluation team, and reiterated that there is a time commitment to be a part of it. She asked if anyone was interested in serving on the evaluation team. Kevin Hanson said he would volunteer. Ms. Watson Curry asked about the time commitment. Ms. Van Beek said there is quite a bit of reading, otherwise meetings themselves may in total take about 8 hours, or one day. Ms. Watson Curry said she would tentatively volunteer. Mr. Stevens also volunteered. Ms. Van Beek said more information would be provided as MATBUS moves along in the process.

Mr. Hanson asked if the contract for operational services could be extended again. Ms. Van Beek said that the contract could be extended, and had been extended another year already.

Ms. Watson Curry asked for clarification about moving dispatch from contract services to City of Fargo employment. Mr. Peterson clarified that the transition for employees would be very seamless.

A motion to appoint Kevin Hanson, Sarah Watson Curry, and Brit Stevens to the Selection Evaluation Team for Fargo-Moorhead Mass Transit Operational Services Request for Proposals was made by Mr. Arett and seconded by Ms. Wood. The motion was voted on and unanimously approved.

3. Informational Items

a. Operations Reports

Ms. Haak introduced the 2020 marketing plan. She said MATBUS is in the middle of the process of completing the plan, and are refining the approach to marketing in 2020. She explained that ridership is low across the nation, but hopefully some new tactics can help boost ridership in the FM metro. Ms. Haak explained the existing promotions that are typically done annually for marketing MATBUS to the community. She said that the promotions won't necessarily be cancelled, but may be done differently based upon the following goals: (1) Education of the community including dynamic media such as short videos. Also enhancing the website to be more user-friendly, and engage younger riders through different forms of social media. (2) Connection with the community. A big marketing push will be informing the public about the changes to Link FM.

Ms. Wood asked if the marketing team would address the "why" to ride vs. "how" to ride. Ms. Haak explained that they have done this in the past and plan to continue with "why" people should ride including a winter riding campaign which focuses on the benefits of riding the bus in the winter. Ms. Wood also suggested that a "sustainability and eco-friendly" marketing approach would be helpful to reach the younger demographic of the community. Mr. Hanson agreed that this was a good idea and could even see MATBUS having a focus group with younger riders regarding this topic. Ms. Haak said they do have some events that stress the ecological

benefits of riding the bus, and added that the college ridership survey would also be going out soon to directly engage the younger demographic. She said there may be a good opportunity for a focus group as part of the development of the Transit Development Plan.

b. Transit COVID-19 Response

Mr. Smith explained that every 6 months, the City of Fargo goes out for bids for fuel for all departments including diesel and unleaded fuel used by MATBUS. He said they go out 6 months in advance. Mr. Smith said that last year's fuel cost was well within the $825,000 budget, and that for the first and second quarter of 2020, the prices have been the same as in 2019, so they are confident the budget will again be adequate. He also explained that it saves MATBUS over $170,000 if they were to pay at a regular pump, and not buy fuel in bulk.

Mr. Arett asked who was the successful bidder for quarters 1 and 2 of 2020. Mr. Smith said it was Hartland Fuel Products.

4. Other Business

Ms. Watson Curry suggested further discussion about the current MAT Coordinating Board meeting space, and wanted to assess if it was conducive for the discussions that the multi-jurisdictional board needs to have in order to move MATBUS forward. Mr. Hanson added that they should talk about options at a future meeting regarding the meeting space for the board.

Hearing no other business, Mr. Hanson adjourned the meeting at 9:10 AM.

DRAFT

PUBLIC TRANSPORTATION AGENCY SAFTEY PLAN (PTASP)

FOR THE CITIES OF FARGO, ND MOORHEAD, MN

Prepared by: Jordan Smith

METRO TRANSIT GARAGE, 650 23rd St. N. Fargo, ND 58102

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TRANSIT AGENCY INFORMATION

Transit Agency Name	City of Fargo / City of Moorhead (jointly operating as MATBUS)
Transit Agency Address	Metro Transit Garage, 650 23rd St N Fargo, ND 58102
Name and Title of Accountable Executive	Julie Bommelman, Fargo Transit Director / Dan Mahli, Moorhead Acting City Manager
Name of Chief Safety Officer(s) or SMS Executives	Jordan Smith, Fargo Fleet and Facilities Manager / Lori Van Beek, Moorhead Transit Manager
Mode(s) of Service Covered by This Plan	Fixed Route; Paratransit
List of All FTA Funding Types	5307, 5310, 5339
Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)	Modes: Fixed Route and Paratransit. The Cities of Fargo, ND and Moorhead, MN use contracted labor to operate the revenue vehicles for both modes.
Does the agency provide transit service on behalf of another transit agency?	The City of Fargo and City of Moorhead have a Joint Powers Agreement (JPA) for the operation of public transit in the metropolitan area. Under that agreement, the City of Fargo provides staff for building maintenance, vehicle maintenance, Fixed Route dispatch, mobility management, and Paratransit Reservationists, with the City of Moorhead paying a portion based on cost-sharing formulas in the JPA. The City of Fargo and the City of Moorhead jointly own the Metro Transit Garage where vehicles are stored, fueled and maintained and where administrative offices are located for City and contract staff. Fargo and Moorhead together select a contracted operator, but have separate contracts with the operator. Fixed Route vehicles are owned by the individual cities. Paratransit vehicles are owned by the individual cities; however, Moorhead leases their vehicles to Fargo for operation of the metro Paratransit system. The City of Fargo owns and operates the Ground Transportation Center (GTC) which acts as the main transfer facility for several routes from Fargo and Moorhead; there are also staff members located at the GTC. Moorhead cost shares in the GTC Operations.

ORGANIZATION STRUCTURE AND SYSTEM SAFETY RESPONSIBILITIES

CITY OF FARGO Accountable Executive Julie Bommelman CITY OF MOORHEAD Accountable Executive Dan Mahli	The Transit Director serves as the City of Fargo Transit Accountable Executive and the City Manager serves as the City of Moorhead Accountable Executive with the following authorities, accountabilities and responsibilities under this plan: • Controls and directs human and capital resources needed to develop and maintain the PTASP and SMS. • Designates an adequately trained Chief Safety Officer who is a direct report.

	• Ensures that City of Fargo SMS is effectively implemented. • Ensures action is taken to address substandard performance in SMS. • Assumes ultimate responsibility for carrying out City of Fargo and City of Moorhead PTASP and SMS. • Maintains responsibility for carrying out the agency's Transit Asset Management Plan.
CITY OF FARGO Chief Safety Officer Jordan Smith CITY OF MOORHEAD Chief Safety Officer Lori Van Beek	The Fargo Accountable Executive designates the Fleet and Facilities Manager as the Chief Safety Officer. The Moorhead Accountable Executive designates the Moorhead Transit Manager as the Chief Safety Officer. The Chief Safety Officer has the following authorities, accountabilities and responsibilities under this plan: • Develops the PTASP and SMS policies and procedures • Ensures and oversees day-to-day implementation and operation of the SMS. • Chairs the Safety Committee. - Coordinates the activities of the committee - Establishes and maintains the Safety Event Log to monitor and analyze trends in hazards, occurrences, incidents and accidents - Maintains and distributes minutes of committee meetings • Advises the Accountable Executive on SMS progress and status. • Identifies substandard performance in the SMS and develops action plans for approval by the Accountable Executive. • Ensures policies are consistent with safety objectives • Provides Safety Risk Management expertise and supports other personnel who conduct and oversee Safety Assurance activities.
Agency Leadership and Management	Agency Leadership and Management also have authorities and responsibilities for day-to-day SMS implementation and operation of the SMS under this plan. Agency Leadership and Management include: • Fargo Assistant Transit Director • Moorhead Transit Manager • Driver Services General Manager (Contracted) • Driver Services Operations Manager (Contracted) • Driver Services Safety Manager (Contracted) • Operations managers and supervisors Leadership and Management personnel have the following authorities, accountabilities and responsibilities: • Participate as members of the Safety Committee (operations managers and supervisors will be rotated through the Safety Committee on a two-year term and other positions are permanent members) • Complete training on SMS and PTASP elements. • Oversee day-to-day operations of the SMS in their departments. • Modify polices in their departments consistent with implementation of the SMS, as necessary • Provide subject matter expertise to support implementation of the SMS as requested by the Accountable Executive or the Chief Safety Officer, including SRM activities, investigation of safety events, development of safety risk mitigation, and monitoring of mitigation effectiveness.

Key Staff and Activities	City of Fargo and City of Moorhead Transit use the Safety Committee, as well as the monthly Drivers' Meeting and weekly Team Meeting, to support its SMS and safety programs: - **Safety Committee:** Any safety hazard reported will be jointly evaluated by the Safety Committee and the Chief Safety Officer during the Safety Committee Meeting. The Safety Committee is made up of the following members: - Fargo and Moorhead Chief Safety Officers (Permanent Members) - Assistant Transit Director (Permanent Member) - Driver Services General Manager (Permanent Member) - Driver Services Safety Manager (Permanent Member) - Driver Services Road Supervisor - City of Fargo Dispatcher (Two-Year Term) - City of Fargo Operations Supervisor (Permanent Member) - Maintenance Shop Supervisor (Two-Year Term) - Maintenance Shop Building Supervisor (Two-Year Term) - Bus Operator (Two-Year Term) Safety Committee will meet bimonthly to review issues and make recommendations to improve safety. - **Drivers' Meetings:** A permanent agenda item in all monthly Drivers' Meetings is dedicated to safety. Safety issues are discussed and documented. - **All Staff Team Meetings:** Hazard reports and mitigations will be shared, safety topics will be brought up for open discussion, further feedback solicited, and hazard self-reporting further encouraged. Information discussed in these meetings will be documented.

PLAN DEVELOPMENT, APPROVAL AND UPDATES

Name of Person Who Drafted This Plan	Jordan Smith, Fleet and Facilities Manager		
CITY OF FARGO Signature by the Accountable Executive	**Signature**	**Title**	**Date**
		Transit Director	
CITY OF FARGO Approval by Proper Authority	**Signature**	**Title**	**Date of Approval**
	Relevant Documentation (title and location)		
	Signature	**Title**	**Date**

CITY OF MOORHEAD Signature by the Accountable Executive		City Manager	
CITY OF MOORHEAD Approval by Proper Authority	**Signature**	**Title**	**Date of Approval**
		Mayor	
	Relevant Documentation (title and location)		
	(Insert City Council Resolution Number)		

ACTIVITY LOG

City of Fargo and City of Moorhead Transit Safety Plan

Date	Activity (Review/Update/Addendum/ Adoption/Distribution)	Authorizing Person (Signature)	Remarks

SAFETY POLICIES AND PROCEDURES

1.1 COMMITMENT TO SAFETY

We are committed to Safety Management as a systematic and comprehensive approach to identify safety hazards and risks associated with transit system operations and related maintenance activities. We have adopted a Safety Management System (SMS) framework as an explicit element of the agency's responsibility by establishing safety policy; identifying hazards and controlling risks; goal setting, planning and measuring performance. We have adopted SMS as means by which to foster agency-wide support for transit safety by establishing a culture where management is held accountable for safety and everyone in the organization takes an active role in securing transit safety.

To ensure transit safety and in order to comply with Federal Transit Administration (FTA) requirements, we have developed and adopted this Public Transit Agency Safety Plan (PTASP) to comply with FTA regulations established by section 5329(d) of the Moving Ahead for Progress in the 21st Century (MAP-21) Act.

The Fargo Transit Director, Moorhead City Manager, Metropolitan Council of Governments and City of Fargo Commission/City of Moorhead Council, in cooperation with the North Dakota Department of Transportation and Minnesota Department of Transportation, have reviewed the PTASP and assures that the content has met the requirements of Section 5329 (d) of MAP-21 through the establishment of a comprehensive Safety Management System (SMS) framework. Fundamental safety beliefs guiding our approach include:

- Safety is a core business value
- Safety excellence is a key component of our mission
- Safety is a source of our competitive advantage; our business will be strengthened by making safety excellence an integral part of all our public transportation activities; and
- Accidents and serious incidents are preventable; they are often preceded by precursors (events, behavior, and conditions) that can be identified, assessed and mitigated.

Basic elements of our safety approach include:

- Top Management Commitment to Safe Operations
- Responsibility and Accountability of all Employees
- Clearly Communicate Safety Goals
- Safety Assurance and Performance Measurement for Improvement

1.2 ANNUAL PTASP REVIEW AND UPDATE

Our Fargo-Moorhead management will review the PTASP annually, update the document as necessary and implement the changes within a timeframe that will allow the agency to timely submit the annual self-certification of compliance to the Federal Transit Administration (FTA). Annual self-certification will consist of the Fargo Transit Director and Moorhead City Manager signing and dating this document and submitting to FTA for review and approval. The annual review of the PTASP will be conducted by the agency as part of the PTASP review to be conducted no later than **June 30th** of each calendar year. Necessary updates outside the annual update window will be handled as PTASP addendums which will be incorporated in the body of the PTASP. Reviews of the PTASP by the local agency, any subsequent updates and addendums, adoption and distribution activities will be documented in the PTASP Document Activity Log.

1.3 SAFETY PROMOTION, CULTURE AND TRAINING

We believe safety promotion is critical to the success of SMS by ensuring that the entire organization fully understands and trusts the SMS policies, procedures and structure. It involves establishing a culture that recognizes safety as a core value, training employees in safety principles and allowing open communications of safety issues.

1.4 SAFETY CULTURE

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

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

- **An Informed Culture**
  - Employees understand the hazards and risks involved in their areas of operation
  - Employees are provided with the necessary knowledge, training and resources

    - Employees work continuously to identify and overcome threats to safety
- **A Just Culture**
    - Employees know and agree on what is acceptable and unacceptable behavior
    - Human errors must be understood but negligence and willful violations cannot be tolerated
- **A Reporting Culture**
    - Employees are encouraged to voice safety concerns and to share critical safety information without the threat of punitive action
    - When safety concerns are reported they are analyzed and appropriate action is taken
- **A Learning Culture**
    - Learning is valued as a lifetime process beyond basic skills training
    - Employees are encouraged to develop and apply their own skills and knowledge to enhance safety
    - Employees are updated on safety issues by management and safety reports are fed back to staff so that everyone learns the pertinent lessons

1.5 TRAINING

During the initial implementation of the SMS, specific training will be required for all employees, including contract staff, to explain the agency's safety culture and describe how SMS works. The Safety Officer is the resource person for providing a corporate perspective on our approach to safety management. Once the SMS is implemented, safety training needs will depend on the safety responsibilities of the individual staff members and the nature of tasks performed.

- **Level One Training**
    - **Initial Safety Training for All Staff**
        - Basic Principles of safety management including the integrated nature of SMS, risk management, safety culture, etc.
        - Corporate safety philosophy, safety goals and objectives, safety policy and safety standards
        - Importance of complying with the safety policy and SMS procedures, and the approach to disciplinary actions for different safety issues
        - Organizational structure, roles and responsibilities of staff in relation to safety
        - Current safety record, including areas of weakness
        - Reporting accidents, incidents and perceived hazards
        - Feedback and communication methods for the dissemination of safety information
        - Safety promotion and information dissemination

- **Level Two Training**
    - **Safety Training for Operations Personnel – In Addition to Level One Training**
        - Unique hazards facing operational personnel
        - Seasonal safety hazards and procedures
        - Procedures for hazard reporting
        - Procedures for reporting accidents and incidents
        - Emergency procedures

- **Level Three Training**
    - **Safety training program for all employees and contractors directly responsible for safety.**
        - Bus vehicle operators (Driver Training Performed by Driver Services Contractor)
        - Dispatchers
        - Maintenance technicians

- Managers and supervisors
- Leadership and Executive Management
- Chief Safety Officers

Resources will be dedicated to conduct a comprehensive safety training program, as well as training on SMS roles and responsibilities. The scope of the safety training, including annual refresher training, is appropriate to each employee's individual safety-related job responsibilities and their role in the SMS.

Operations safety-related skill training may include the following:

The following training is performed by the Driver Services Contractor. Reference Exhibit A

- New-hire bus vehicle operator classroom and hands-on skill training
- Bus operator refresher training
- Bus operator retraining (recertification or return to work)
- Classroom and on-the-job training for operations supervisors and managers
- Accident investigation training for operations supervisors and managers

Vehicle maintenance safety-related skill training includes the following:

The following training is performed by the City of Fargo

- Ongoing vehicle maintenance technician skill training
- Ongoing skill training for vehicle maintenance supervisors
- Accident investigation training for vehicle maintenance supervisors
- Ongoing hazardous material training for vehicle maintenance technicians and supervisors
- Training provided by vendors.

SAFETY RISK MANAGEMENT

2.1 HAZARD IDENTIFICATION

Establishing effective hazard identification programs is fundamental to safety management. Hazard identification can be reactive or proactive in nature. Occurrence reporting, incident investigation and trend monitoring are essentially reactive. Other hazard identification methods actively seek feedback by observing and analyzing day-to-day operations. Common hazard identification activities include:

- Safety assessments
- Trend monitoring
- Hazard and incident reporting
- Safety surveys
- Safety audits
- Evaluation of customer suggestions and complaints

The number of near-miss incidents, known as precursors, is significantly greater than the number of accidents for comparable types of events. The practice of reporting and learning from accident precursors is a valuable complement to other hazard identification practices. To be successful, hazard

identification must take place within a non-punitive and just safety culture. We will employ systematic safety improvements by discovering and learning of potential weaknesses in the system's safety. We will utilize the FTA's Resource Library to help identify potential sources of hazard information.

The Chief Safety Officer(s) or their designee is responsible for the risk assessment. The Chief Safety Officers may conduct further analyses of hazards and consequences to collect information and identify additional consequences and to inform which hazards should be prioritized for safety risk assessment.

Safety risks are recorded and tracked in SharePoint. This will allow for any recorded safety risks to be searched and reports to be generated when necessary.

2.1 NON-PUNITIVE REPORTING POLICY

We are committed to the safest transit operating standards possible. To achieve this, it is imperative that we have uninhibited reporting of all incidents and occurrences which may compromise the sage conduct of our operations. To this end, every employee is responsible for the communication of any information that may affect the integrity of transit safety. Such communication must be completely free of any form of reprisal.

We will not take disciplinary action against any employee who discloses an incident or occurrence involving transit safety. This policy shall not apply to information we receive from a source other than the employee, or which involves an illegal act, or deliberate or willful disregard of safety regulations or procedures.

The primary responsibility for transit safety rests with the Transit Operator and Safety Officers, however transit safety is everyone's concern.

Our method of collection, recording and disseminating information from transit safety reports, has been developed to protect the identity of any employee who provides transit safety information. We urge all staff to practice the SMS transit safety procedures outlined in the PTASP to help us become a leader in providing transit riders and employees with the highest level of transit safety.

2.2 RISK ASSESSMENT

Once hazards have been identified, we will conduct an assessment to determine their potential consequences. Factors to be considered are the likelihood of the occurrence, the severity of the consequences should there be an occurrence and the level of exposure to the hazard. We will assess risks subjectively be experiences personnel using a Risk Assessment Matrix (RAM). We will use the RAM to measure the level of safety risk in terms of severity and likelihood. This will allow us to combine the assessment of severity and likelihood to determine the overall risk rating of the potential consequence of the hazard.

Results of the risk assessment process will help determine whether the risk is being appropriately managed or controlled. If the risks are acceptable, the hazard will simply need monitoring. If the risks are unacceptable, steps will be taken to lower the risk to an acceptable or tolerable level, or to remove or avoid the hazard.

2.3 RISK MITIGATION

The assessment process may indicate that certain hazards have an acceptable level of risk, while others require mitigation to an acceptable or tolerable level. The level of risk can be lowered by reducing the severity of the potential consequences, by reducing the likelihood of occurrence and/or by reducing the expose to that risk. In general, we will take the following safety actions to mitigate risk. These actions can be categorized into three broad categories, including:

- **Physical Defense**

    - These include objects and technologies that are engineered to discourage, or warn against, or prevent inappropriate action or mitigate the consequences of events. (e.g. traffic control devices, fences, safety restraining systems)
- **Administrative Defenses**
    - These include procedures and practices that mitigate the likelihood of an accident or incident. (e.g. safety regulations, standard operating procedures, supervision inspection, training)
- **Behavioral Defenses**
    - These include behavioral interventions through education and public awareness campaigns aimed at reducing risky and reckless behavior of motorists, passengers and pedestrians; factors outside the control of our agency.

2.4 PRIORITIZE SAFETY RISKS

Once hazards have been identified and risk levels assessed, we will prioritize safety risks. A Prioritized Safety Risk Log will be used to organize the system safety risks. The Prioritized Safety Risk Log will identify the priority level for safety risks, a description of the risk, planned mitigation strategies to address the risk, the outcome of the planned mitigation strategies, responsible staff, timeline of the planned mitigation strategies and the status of the prioritized safety risk. We will update the Prioritized Safety Risk Log to ensure continual progress towards risk reduction.

2.5 SAFETY ASSURANCE

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

SAFETY PERFORMANCE MONITORING AND MEASUREMENT

3.1 MONITORING THE SYSTEM FOR COMPLIANCE WITH PROCEDURES FOR OPERATIONS AND MAINTENANCE

We have many processes in place to monitor our entire transit system for compliance with operations and maintenance procedures including:

- Safety audits,
- Informal inspections,
- Regular review of onboard camera footage to assess drivers and specific incidents,
- Safety surveys,
- Investigation of safety occurrences,
- Safety review prior to the launch or modification of any facet of service,
- Daily data gathering and monitoring of data related to the delivery of service, and
- Regular vehicle inspections and preventative maintenance.

Results from the above processes are compared against recent performance trends periodically by the Chief Safety Officers to determine where action needs to be taken. The Chief Safety Officers enter any identified non-compliant or ineffective activities, including mitigations, into the tracking system in SharePoint for reevaluation by the Safety Committee.

3.2 MONITORING OPERATIONS TO IDENTIFY ANY SAFETY RISK MITIGATIONS THAT MAY BE INEFFECTIVE, INAPPROPRIATE, OR WERE NOT IMPLEMENTED AS INTENDED

We monitor safety risk mitigations to determine if they have been implemented and are effective, appropriate, and working as intended. The Chief Safety Officers maintain a list of safety risk mitigations. The mechanism for monitoring safety risk mitigations varies depending on the mitigation

The Chief Safety Officers establish one or more mechanisms for monitoring safety risk mitigations as part of the mitigation implementation process and assigns monitoring activities to the appropriate director, manager, or supervisor. These monitoring mechanisms may include tracking a specific metric on daily, weekly, or monthly logs or reports; conducting job performance observations; or other activities. The Chief Safety Officer will endeavor to make use of existing processes and activities before assigning new information collection activities.

The Chief Safety Officers and Safety Committee review the performance of individual safety risk mitigations during periodic Safety Committee meetings, based on the reporting schedule determined for each mitigation, and determine if a specific safety risk mitigation is not implemented or performing as intended. If the mitigation is not implemented or performing as intended, the Safety Committee will propose a course of action to modify the mitigation or take other action to manage the safety risk. The Chief Safety Officers will approve or modify this proposed course of action and oversee its execution.

The Chief Safety Officers and Safety Committee also monitor operations on a large scale to identify mitigations that may be ineffective, inappropriate, or not implemented as intended by:

- Reviewing results from accident, incident, and occurrence investigations;
- Monitoring employee safety reporting;
- Reviewing results of internal safety audits and inspections; and
- Analyzing operational and safety data to identify emerging safety concerns. The Chief Safety Officers work with the Safety Committee and Accountable Executive to carry out and document all monitoring activities.

3.3 INVESTIGATIONS OF SAFETY EVENTS TO IDENTIFY CAUSAL FACTORS

We maintain documented procedures for conducting safety investigations of events (accidents, incidents, and occurrences, as defined by FTA) to find causal and contributing factors and review the existing mitigations in place at the time of the event. These procedures also reflect all traffic safety reporting and investigation requirements established by the state of North Dakota and Minnesota Department of Motor Vehicles.

The Chief Safety Officers maintain all documentation of investigation policies, processes, forms, checklists, activities, and results. An investigation report is prepared and sent to the Safety Committee for integration into their analysis of the event.

- The accident was preventable or non-preventable;
- Personnel require discipline or retraining;

• The causal factor(s) indicate(s) that a safety hazard contributed to or was present during the event; and

• The accident appears to involve underlying organizational causal factors beyond just individual employee behavior.

3.4 MONITORING INFORMATION REPORTED THROUGH THE INTERNAL SAFETY REPORTING PROGRAM

The Chief Safety Officers and Safety Committee routinely review safety data captured in employee safety reports, safety meeting minutes, customer complaints, and other safety communication channels. When necessary, the Chief Safety Officers and Safety Committee ensure that the concerns are investigated or analyzed through the Safety Risk Mitigation (SRM)process.

The Chief Safety Officers and Safety Committee also review internal and external reviews, including audits and assessments, with findings concerning safety performance, compliance with operations and maintenance procedures, or the effectiveness of safety risk mitigations.

3.5 SAFETY COMMUNICATION

The Chief Safety Officers coordinate the safety communication activities for the SMS. Activities focus on the three categories of communication activity established in 49 CFR Part 673 (Part 673):

• Communicating safety and safety performance information throughout the agency: Communicates information on safety and safety performance monthly during all regular Team Meetings and contractor Driver Safety Meetings. A permanent agenda item in all monthly Driver Safety Meetings dedicated to safety. Information typically conveyed during these meetings includes safety performance statistics, lessons learned from recent occurrences, upcoming events that may impact service or safety performance, and updates regarding SMS implementation. Information is requested from drivers during these meetings, which is recorded in meeting minutes. Finally, the Safety Officer posts safety bulletins and flyers on the bulletin boards located in all bus operator and maintenance technician break rooms, advertising safety messages and promoting awareness of safety issues.

• Communicating information on hazards and safety risks relevant to employees' roles and responsibilities throughout the agency: As part of new-hire training, safety policies and procedures are distributed to all employees. Training on these policies and procedures and discusses them during safety talks between supervisors and bus operators and vehicle technicians. For newly emerging issues or safety events at the agency, the Chief Safety Officers issue bulletins or messages to employees that are reinforced by supervisors in one-on-one or group discussions with employees.

• Informing employees of safety actions taken in response to reports submitted through the ESRP: Provides targeted communications to inform employees of safety actions taken in response to reports submitted through the ESRP, including handouts and flyers, safety talks, updates to bulletin boards, and one-on-one discussions between employees and supervisors, including contract operator employees and supervisors.

DEFINING SAFETY GOALS AND OBJECTIVES/OUTCOMES

Setting safety goals and objectives is part of strategic planning and establishing safety policy. Clearly defining safety goals is the first part in creating a safety performance measurement system. Safety goals are general descriptions of a desirable long-term impact. Whereas safety objectives or outcomes are more specific statements that define measurable results.

The safety objectives and outcomes will be measured by defining specific performance metrics, including baseline and targets that we will determine as reasonable.

4.1 DEFINING SAFETY PERFORMANCE MEASURES

We will utilize these basic principles of performance measurement:

- Stakeholder involvement and acceptance
- Focus on agency goals and activities
- Clarity and precision
- Credibility
- Forward-looking measures
- Integration into agency decision-making
- Timely reporting
- Realism of goals and targets

4.2 METRICS

Defining safety performance measures includes the use of safety related metrics. There are some general safety related metrics that can be used to measure transit safety performance. The following is a list of performance target areas and metrics that we will use. These targets will be evaluated over a fiscal year period with a baseline year of Fiscal Year 2021. (7/1/2020 – 6/30/2021)

Injuries	• Number of Injuries (Fixed Route) • Number of Injuries (On Demand) • Number of Injuries per 100,000 vehicle revenue miles (Fixed Route) • Number of Injuries per 100,000 vehicle revenue miles (On Demand) • Employee work days lost to injuries per specific time period
Fatalities	• Number of Fatalities (Fixed Route) • Number of Fatalities (On Demand) • Number of Fatalities per 100,000 vehicle revenue miles (Fixed Route) • Number of Fatalities per 100,000 vehicle revenue miles (On Demand) • Work-related fatalities per specific time period
Safety Events	• Total Number of Safety Events (Fixed Route) • Total Number of Safety Events (On Demand) • Number of Safety Events per 100,000 vehicle revenue miles (Fixed Route) • Number of Safety Events per 100,000 Vehicle revenue miles (On Demand)
System Reliability	• Mean distance between major mechanical failure (Fixed Route) • Mean distance between major mechanical failure (On Demand) • Percent of preventative maintenance inspections completed within 10% of scheduled mileage

Safety Culture	• Number of training hours for staff per specified time period • Results of employee survey • Percentage of staff participating in hazard reporting

4.3 TARGETS

Measuring safety performance metrics includes targets or goal we strive to accomplish. The following lists are the targets we will set for our agency. The Cities of Fargo, ND and Moorhead, MN will officially transmit its targets in writing to the States of North Dakota and Minnesota by July 15 of each year. Where are these numbers coming from?

Mode of Service	Injuries (Total)		Injuries (per 100k VRM)		Employee work days lost
	Fargo	Moorhead	Fargo	Moorhead	
Fixed Route Bus	3	1	.35	.17	10
On Demand/ADA Paratransit	2		1.64		

Mode of Service	Fatalities (Total)	Fatalities (per 100k VRM)	Work-related employee fatalities
Fixed Route Bus	0	0	0
On Demand/ADA Paratransit	0	0	0

Mode of Service	Safety Event (Total)	Safety Event (per 100k VRM)
Fixed Route Bus	70	8.09
On Demand/ADA Paratransit	50	40.92

Mean distance between major mechanical failures (Fixed Route)	Mean distance between major mechanical failures (On Demand)	Percentage of PM completed within 10% of scheduled mileage
9000	12000	90

Number of safety training hours for staff	Percentage of staff participating in hazard reporting
20hr/per staff member	10

Safety Performance Target Coordination		
The Accountable Executive shares our PTASP, including safety performance targets, with the ND DOT and MN DOT in our service area each year after its formal adoption by the City of Fargo Commission and the City of Moorhead City Council. Personnel are available to coordinate with ND DOT and MN DOT and the MPO in the selection of ND DOT and MN DOT and MPO safety performance targets upon request.		
Targets Transmitted to the State	**ND DOT**	**Date Targets Transmitted**

Targets Transmitted to the State	**MN DOT**	**Date Targets Transmitted**

4.4 INTEGRATING RESULTS INTO AGENCY DECISION-MAKING PROCESS

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

Uses of Performance Results include:

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

4.5 SUSTAINING A SAFETY MANAGEMENT SYSTEM

In order to sustain a safety management system, we will ensure that particular processes are employed to instill an organizational foundation. Examples of actions taken to sustain SMS include:

- **Create measurement-friendly culture**
  - All staff, including management, should be actively engaged in creating measurement-friendly culture by promoting performance measurement as a means of continuous improvement. Management will also lead by example and utilize performance metrics in decision making processes
- **Build organization capacity**
  - Investment in developing skilled human resources capacity is essential to sustaining an SMS. Both technical and managerial skills will be needed for data collection and analysis, and goal setting. We are committed to providing the financial resources required for organizational capacity and maintaining an SMS on a continuous basis.
- **Reliability and transparency of performance results**
  - The SMS will be able to produce and report results, both good and bad. Performance information should be transparent and made available to all stakeholder. Messengers should be protected to preserve the integrity of the measurement system. The focus should be on opportunities for improvement rather than allocating blame.
- **Demonstrate continuous commitment to measurement**
  - Visible commitment to using metrics is a long-term initiative. We will demonstrate a commitment to performance measurement by establishing a formal process of reporting performance results, such as including Transit Safety and Performance measurement as a standing agenda item at Transit Board, City Commission and City Council meetings.

SUPPORTING DOCUMENTATION

We will maintain documentation related to the implementation of its SMS; the programs, policies, and procedures used to carry out this PTASP; and the results from its SMS processes and activities for three years after creation. Documentation will be maintained in SharePoint and will be available to the FTA or other Federal or oversight entity upon request.

Additional documentation used to create the PTASP includes the MATBUS Operating Policies and Procedures what document is this?, PTASP Potential Sources of Hazard Information for Bus Transit Operations, PTASP Technical Assistance Center

5.1 DEFINITIONS OF TERMS USED IN THE SAFETY PLAN

We incorporate all of FTA's definitions that are in 49 CFR § 673.5 of the Public Transportation Agency Safety Plan 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; an evacuation for life safety reasons..

- 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.

- Equivalent Authority means an entity that carries out duties similar to that of a Board of Directors for a recipient or subrecipient of FTA funds under 49 U.S.C. Chapter 53, including sufficient authority to review and approve a recipient or subrecipient's Public Transportation Agency Safety Plan.

- Event means any Accident, Incident, or Occurrence.

- 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.

- 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.

- 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.

• 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.

• Public Transportation Agency Safety Plan (PTASP 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 Management Policy means a transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities of its employees in regard to safety.

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

• Safety performance target means a performance target related to safety management activities.

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

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

• Safety Risk Management (SRM) 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.

• Transit agency means an operator of a public transportation system.

• Transit Asset Management Plan (TAMP) 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

5.2 COMMONLY USED ACRONYMS

Acronym	**Word or Phrase**
ADA	American's with Disabilities Act of 1990
ASP	Agency Safety Plan (also referred to as a PTASP in part 673)
CFR	Code of Federal Regulations
ESRP	Employee Safety Reporting Program
FTA	Federal Transit Administration
MATBUS	Fargo-Moorhead Metropolitan Area Transit Public Bus System
MNDOT	Minnesota Department of Transportation
MPO	Metropolitan Planning Organization
NDDOT	North Dakota Department of Transportation
Part 673	49 CFR Part 673 (Public Transportation Agency Safety Plan)
PTASP	Public Transportation Agency Safety Plan
RAM	Risk Assessment Matrix
SMS	Safety Management System
SRM	Safety Risk Management
TAMP	Transit Asset Management Plan
U.S.C.	United States Code

VRM	Vehicle Revenue Miles

Exhibit A

First Transit Agency Safety Plan

1. Transit Agency Information

Transit Agency Name	First Transit		
Transit Agency Address	600 Vine Street, Ste. 1400 Cincinnati, Ohio, U.S. 45202		
Name and Title of Accountable Executive	David Perez, Vice President of Safety – First Transit		
Name of Chief Safety Officer or SMS Executive	Paul Meredith, Senior Director of Safety		
Mode(s) of Service Covered by This Plan	Transit Bus	**List All FTA Funding Types (e.g., 5307, 5310, 5311)**	
Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)	First Transit is a business unit of First Group America, the U.S. based North American Operating Unit of FirstGroup plc (First Group), a United Kingdom-based passenger transportation company. First Group is the U.K.'s largest bus operator, with a fleet of more than 9,000 vehicles, and also one of the U.K.'s leading train operators. First Transit services the U.S. transportation industry through two unique service approaches: Transit Contracting, and Transit Management. With these two service approaches, First Transit has participated on assignments of all types, sizes and scopes throughout the world. **Transit Contracting** provides the design, implementation and operation of flexible, cost-effective transportation systems throughout the United States. Transit Contracting provides a turnkey or tailored service approach that supplies all or most components of operations including equipment, facilities, staffing, management and so forth. Such operational experience encompasses dial-a-ride, shared-ride taxi, services for the elderly and persons with disablies, airport shuttle, commuter express, and fixed route service. **Transit Management Services** provides resident teams to manage public transit systems in various locations throughout the United States. Our approach to excellence combined with our teams' experience has yielded unmatched operating results and awards in the industry. First Transit offers a unique six-part approach to our **Safety Management System (SMS)** • Location Management Team (General Manager, Safety Manager) • Region Staff (Region Safety Manager, Region Safety Director, Region Maintenance Director & Region Vice President)		

<table>
<tr><td></td><td colspan="4">

- Senior Director of Safety
- Vice President of Safety
- Vice President of Maintenance
- President

A **Resident Management Team** is assigned to each location consisting of, in part, a Location General Manager (LGM) and a Location Safety Manager (LSM).

- The LGM participates fully with the client to ensure the operation is running effectively and acts as mediator when safety related problems arise. The LGM is also responsible for ensuring implementation of the National Safety Program.
- The LSM routinely is in contact with the operation and is responsible for ensuring their locations have the current safety programs in place; auditing local safety efforts; reviewing all accident and injury claims; reviewing performance statistics; and coordinating corporate assets to address specific deficiencies found on the local level.

Our **Region Staff** consists of a Region Safety Manager, Region Safety Director, Region Maintenance Director, Region Director of Operations, Region Vice Presidents.

- The Region Maintenance Director, The Region Direcotor of Operations and Region Vice Presidents are responsible for the oversight of all First Transit locations within the region. They provide direction and assistance to location managers, including P&L, budgets, and personnel.
- The Region Safety Manager and Region Safety Director ensures management services are provided according to local governing board policies, as well as maintaining quality and client satisfaction, and their locations have the current safety programs in place.

The **Vice President of Safety** provides oversight for each individual region of First Transit. This person works with each Region Safety Manager and Region Director of Safety to ensure First Transit is in compliance with all FTA and DOT regulations.

The **Vice President of Maintenance** provides technical assistance, training, and “best practices” information to all of First Transit’s managed systems.

The **President of First Transit** works closely with the Vice President of Safety - First Transit and Vice President of Maintenance. All safety processes are reviewed and approved before any decision regarding safety is approved.

</td></tr>
<tr><td>Does the agency provide transit services on behalf of another transit agency or entity?</td><td>Yes
X</td><td>No</td><td>Description of Arrangement(s)</td><td>FGA operates 335 contracts throughout North America to provide fixed-route and paratransit public bus service for state transportation departments and administrations; transit agencies; and universities.</td></tr>
</table>

Name and Address of Transit Agency(ies) or Entity(ies) for Which Service Is Provided	MATBUS, 650 23rd Street North, Fargo, ND 58102 City of Fargo, ND and the City of Moorhead, MN

2. Plan Development, Approval, and Updates

Name of Entity That Drafted This Plan *(Location Code)*	First Transit: *(Place Location Code here)* 55828 - MATBUS, Fargo, ND	
Signature by the Accountable Executive *(Location General Manager)*	**Signature of Accountable Executive**	**Date of Signature**
	(Location General Manager Signature Here)	
Approval by the Board of Directors or an Equivalent Authority *(Local Contract Authority)*	**Name of Individual/Entity That Approved This Plan**	**Date of Approval**
	Relevant Documentation (title and location)	
	None	
Certification of Compliance	**Name of Individual/Entity That Certified This Plan**	**Date of Certification**
	(Client Approver)	
	Relevant Documentation (title and location)	
	(First Transit Safety Plan and other Client Documentation)	

Version Number and Updates *Record the complete history of successive versions of this plan.*			
Version Number	**Section/Pages Affected**	**Reason for Change**	**Date Issued**
Original	All pages are original version	First Official version of Safety Plan	May 2019

Annual Review and Update of the Public Transportation Agency Safety Plan *Describe the process and timeline for conducting an annual review and update of the Public Transportation Agency Safety Plan.*
At First Transit, review of safety practices is an ongoing process, not one limited to scheduled reviews. As policies/procedures and training techniques change throughout the year they are updated and communicated throughout the organization. All changes are reviewed and approved by the Senior Director of Safety and the Vice President of Safety – First Transit. Prior to the beginning of each fiscal year, First Transit's Safety Plan is reviewed by Executive management and revised based on the safety data collected and analyzed, and changes to policies and procedures made throughout the year. The revised plan is then disseminated to all First Transit locations for implementation.

3. Safety Performance Targets

Safety Performance Targets *Specify performance targets based on the safety performance measures established under the National Public Transportation Safety Plan.*							
Mode of Transit Service	**Fatalities**	**Injuries**	**Safety Events**	**System Reliability**	**Other** *(Client Required, if any)*	**Other** *(Client Required, if any)*	**Other** *(Client Required, if any)*
Fixed-Route	None	Less than 5 Per Year	Less than 5 Per Month	90% OTP			
Demand Response	None	Less than 3 Per Year	Less than 2 Per Month	95% OTP			

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.*
N/A

Targets Transmitted to the State	**State Entity Name**	**Date Targets Transmitted**
	N/A	**N/A**
Targets Transmitted to the Metropolitan Planning Organization(s)	**Metropolitan Planning Organization Name**	**Date Targets Transmitted**
	N/A	**N/A**
	N/A	**N/A**

4. Safety Management Policy

Safety Management Policy Statement *Include the written statement of safety management policy, incorporating safety objectives.*
At First Transit, safety is more than a policy statement. Management believes that working safely promotes quality, productivity, and profitability. Prevention of collisions and personal injuries is of critical importance to everyone. Management is committed to providing a safe workplace, the proper training, protective equipment, and a work environment conducive to safe practices and policies. All employees are required to perform their duties safely and with concern for the safety of our passengers, other employees and the public. **First Transit will not perform any service, nor transport or use a product, unless it can be done safely.** First Transit employs a company-wide safety concept, **"BeSafe"**. The main purpose of BeSafe is to reduce collisions and injuries by increasing the communications between employees and managers about safety related issues. As part of this process, employees of all levels are encouraged to initiate reports of any near miss, route and security hazards, or any unsafe condition. When a report about a safety or security concern is filed, it is investigated, which includes follow-up with the reporting employee regarding the resolution of the report. First Transit will not retaliate against nor impose any other form of retribution on any employee because of his or her good faith reporting of a safety issue/concern, another person's suspected violation of Company policies or guidelines, or any alleged violations of federal, state or local laws. To ensure that each employee understands and performs their job functions in the BeSafe manner, the **BeSafe Handbook**, is issued to each employee and sized to fit in the safety lanyard or vest, which each employee must wear while on duty.

The **BeSafe Principles** provide the basic truths and fundamentals about working safely in our workplace and on our vehicles. All First Transit employees are expected to adopt these principles and put them into practice. Together a safe work environment is created, free from injury to each other and our passengers.

The motto for the BeSafe Principles is: **"Think Safe, Act Safe, BeSafe."** This motto is each employee's instruction to work safely at all times.

If an employee feels they cannot perform a task safely, they don't perform the task. The employee has been trained and encouraged to stop work and immediately advise management of issues preventing them from working safely and what would be required to perform the task safely.

The BeSafe Principles include:

- **Prevent injury to myself and others.**
  - Be aware of any hazardous condition or practice that may cause injury to people, damage to property, or the environment.
  - Use the BeSafe Handbook to record and report.
- **Perform all necessary safety checks and risk assessments of the work area and job to be performed before any work begins.**
  - Speak to management **before** work is started if unsure of the required safety and risk assessments.
- **Follow all safety procedures, signs and instructions.**
  - If these are not understood, speak to management before work begins.
- **Keep work area clean and tidy at all times.**
  - Untidy areas could cause injury to the employee or their colleagues and waste time and energy.
- **Wear protective clothing and equipment (PPE) as required.**
  - Keep PPE in good working order, wear it correctly and ask for a replacement if it becomes damaged or unfit for use.
- **Use only the correct tools and equipment authorized and trained to use for the job.**
  - Check that they are in good condition before use and use them safely.
- **Only adjust and repair any piece of work equipment trained on and authorized to do so.**
  - Never modify any equipment that changes the designed use of the equipment or alters a safety feature.
- **Assess any load and capability to move it before lifting.**
  - Get help with any heavy or awkward items and follow the correct lifting techniques.
- **Report all injuries, incidents and near misses to management.**
  - Seek help immediately and first aid (if necessary).
- **Tell management of any suggestions to prevent injuries in the workplace**
  - Note suggestions made and discuss with management.

The official policy that reflects First Transit's commitment to safety is included as **Appendix A.**

Safety Management Policy Communication

Describe how the safety management policy is communicated throughout the agency's organization. Include dates where applicable.

Communication of Local Safety Concerns

The Location Safety Manager is at the center of the local safety communication process and is responsible for compiling safety reports to include the following:

- Accident and injury data for previous month
- Security incident data
- Safety and security audit data and recommendations
- Safety Solutions Team (SST) meeting minutes
- BeSafe near miss and hazard reporting

This person reports directly to the Location General Manager (LGM) and routinely meets formally with the LGM, one-on-one, to provide updates on safety issues, safety priorities, and hazard management. The Location Safety Manager (LSM) also meets informally with the LGM to provide updates on safety issues on an as-needed basis.

The Location Safety Manager also participates in the Safety Solutions Team (SST) meetings to discuss safety priorities, safety issues, and hazard management, and to communicate safety-related information across all departments.

- The LSM and the LGM have the authority to correct or suspend work for conditions determined to be unsafe, or pose a hazard to customers, employees, contractor employees, the general public, or endangers the safe passage of vehicles, until the unsafe condition or hazard can be mitigated or corrected.

The Region Safety Managers also conduct regular internal reviews of local operations. They are to ensure that each location is audited at least every two to three years, with high risk locations audited annually for compliance using the risk-based **Location Safety Review.**

Location Safety Review	
Category	**Description**
Scope of Safety Reviews	First Transit locations are selected based upon risk-based criterion. Individual locations receive a review every 2-3 years
Risk-Based Selection Criterion	Locations selected based on declining 3-year reviews; sites with new location managers; high collision/injury Accident Frequency Rate (AFR); prior year failing score

Review Format	More narrow and focused audit template which includes a balance of compliance assurance as well as location-specific risks and safety performance.
Findings and Follow-Up	Action plans are developed in conjunction with location staff and use a red/yellow/blue/green method to prioritize. All action items are entered, and incomplete action items are tracked within the **Safety Toolbox**.
Escalation Process	Items requiring escalation to Senior Director of Safety/Vice President of Safety – First Transit remain intact. Through the use of Safety Toolbox, unresolved actions are designed to escalate to the Location General Manager/Region Safety Manager.
Visibility	Review results and action items are routinely shared with the Location General Manager/Region Safety Manager/Executive Management. This is augmented by the escalation process for unresolved action items as noted above.

Corporate Communication of Safety Concerns

Executive Safety Meetings are routinely held where each department discusses their concerns and progress in the area of safety and safety related concerns. Recommendations are considered, and necessary changes implemented. All complaints by departments are addressed immediately.

Minutes from the Executive Safety meeting are distributed to and posted at each location. Action items are addressed at the following meeting.

Executive safety meetings are conducted in the following formats.
<u>First Group Executive Safety Committee (ESC)</u>

- Consists of President, COO, and Safety Vice President of each operating group

- Discussions include safety performance, trend analysis, program oversight

First Group Safety Council

- Consists of Vice Presidents of Safety for all operating divisions
- Discussions include safety performance, trend analysis, and safety oversight

First Group America Safety Council

- Consists of Safety Senior Directors and Safety Vice Presidents
- Discussions include safety performance, trend analysis, best practices, and program oversight

Performance Review Management (PRM)

- Consists of Senior Region Vice Presidents, Region Vice Presidents, Region Directors of Operations, Region Director of Maintenance, Region Directors of Safety and Region Safety Managers
- Discussions include regions safety performance

Safety Advisory Committee

- Consists of a sampling of Location General Managers, Region Directors of Operations, Region Safety Directors and Region and Local Safety Managers
- Discussions include review of policy and procedures, training, and safety awareness

Authorities, Accountabilities, and Responsibilities *Describe the authorities, accountabilities, and responsibilities of the following individuals for the development and management of the transit agency's Safety Management System (SMS).*	
Accountable Executive	*(Location General Manager)* Edward J. Pearl for First Transit Only City of Fargo, ND - Ms. Julie Bommelman / City of Moorhead, MN - Mr. Dan Mahli
Chief Safety Officer or SMS Executive	Paul Meredith, Senior Director of Safety MATBUS Safety Officer - Mr. Jordan Smith
Agency Leadership and Executive Management	*(Local Transit Operation Management)* Julie Sellner for First Transit Only Fargo, ND City Commission and the Moorhead, MN City Council
Key Staff	Vice President of Safety – First Transit > David Perez Senior Director of Safety Region Safety Director – East Region Region Safety Manager – East Region Region Safety Director – Central Region > Clint Wellard Region Safety Manager – Central Region > Casey Hitchcock Region Safety Director – West Region Region Safety Manager – West Region ***(Location Safety Managers)****

Additional Accountability

(Local Staff Responsibility)

To ensure safety responsibility and accountability throughout the organization from local operations to corporate management, First Transit uses the following **Safety Responsibility and Task Matrix**. Responsibilities are assigned at the local level.

The responsibilities and tasks are assigned to Maintenance, Operations, or Human Resources and the responsible person for each is identified for each First Transit location.

This process ensures that the pertinent safety items are covered, and that each person knows his or her areas of responsibility.

Safety Responsibility and Task Matrix					
Responsibilities and Tasks	**OPS**	**MNT**	**HR**	**OTHER**	**Responsible Personnel**
Establish annual safety objectives for submission to the GM at the beginning of each fiscal year	X				Safety Mgr.
Submit a report on the safety performance at the end of each fiscal period	X				Safety Mgr.
Submit the following: period operations and safety data; accident and incident reports; and site safety review results	X				Safety Mgr.
The LGM or their designee has the authority to direct that work or conditions have been determined to be unsafe or pose a hazard to customers, employees, contractor employees, the general public, or endangers the safe passage of buses be suspended or restricted until the unsafe condition or hazard can be mitigated or corrected	X				General Manager
Management of system safety, occupational health					

		and safety, accident and incident investigation, environmental protection and monitoring the implementation of the Safety Management System (SMS) Program Plan	X				Safety Mgr.	
		Review of all safety aspects of departmental procedures including: First Transit policies/instructions; Standard Operating Procedures; HR policies; safety and health policies	X				General Manager	
		SMS Review and Modification	X				Safety Mgr.	
		Safety Solutions Team Meetings	X				Safety Mgr.	
		Daily Safety & Health Walkthrough	X				Safety Mgr.	
		Safety related reports to external agencies				Client		
		Near miss and route hazard report investigations	X				Safety Mgr.	
		Investigation of safety related trends	X				Safety Mgr.	
		Coordination with United States and State Departments of Labor and Occupational Safety and Health Administration (OSHA)				Client		
		Environmental Management Oversight				Client		
		Hazard Management Process				Client		
		Managing Safety Validation of Change Process	X				Safety Mgr.	
		Safety Data Reporting	X				Safety Mgr.	

Investigations						
Advise to update SOPs, Rules, and Emergency Plans	X					
Emergency Response					Client	
Fire Protection					Client	
Shop Safety Hazardous Tools Inspections					Client	
Review Vehicle Maintenance and Failure Data					Client	
Perform Vehicle Maintenance Inspections/Audits					Client	
Training, Certification, Review, and Audit					Client	
Personal Protective Equipment Review	X					Safety Mgr.
Hazardous Materials Management					Client	
Drug and Alcohol Abuse Program	X					General Manager
Procurement					Client	

Employee Safety Reporting Program

Describe the process and protections for employees to report safety conditions to senior management. Describe employee behaviors that may result in disciplinary action (and therefore, are excluded from protection).

First Transit is committed to conducting business with honesty and integrity. Employees are encouraged to speak up and raise questions and concerns promptly about any situation that may violate our safety protocols, policies and procedures, the laws, rules, and regulations that govern our business operations.

Employees are expected to tell others when witnessing unsafe work practices or conditions. When employees are not comfortable discussing these unsafe conditions with fellow employees, they are encouraged to discuss the situation with management or report it in writing.

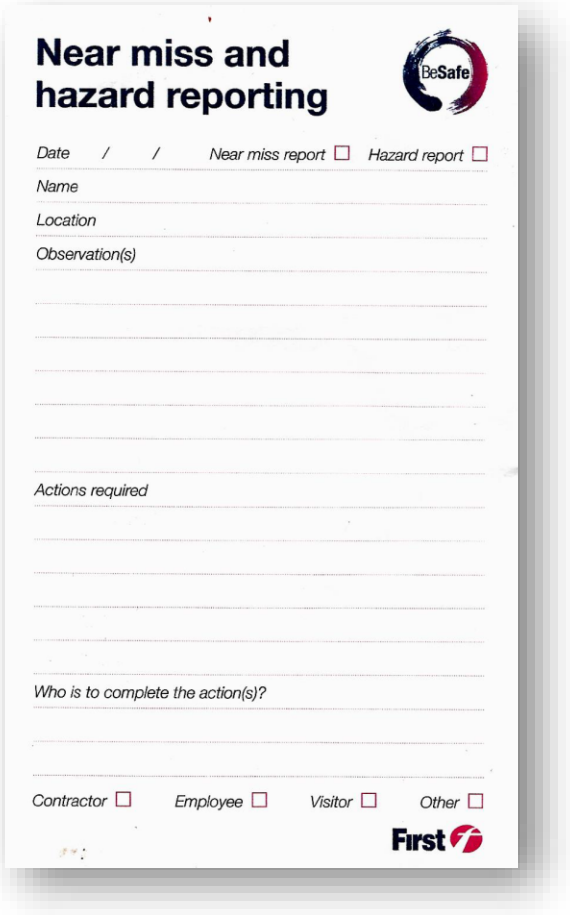
However, where the matter is more serious, or the employee feels that management has not addressed the concern, or they are not comfortable reporting to their immediate manager, they can report it to the next level manager, or the Region Safety Manager or Human Resources Manager. Employees may also directly file a written or verbal complaint by calling the confidential Ethics and Compliance Toll-free Hotline at 1.877.3CALLFG, (1.877.322.5534); contacting the Hotline intake site at ethicsfirst.ethicspoint.com; or emailing Compliance@firstgroup.com.

Retaliation against anyone who, in good faith, reports observations of unsafe or illegal activities; or who cooperates in any investigation of such report, is strictly prohibited and is not tolerated, regardless of the outcome of the complaint.

In other words, employees are protected for speaking up in good faith under this Policy. Any manager, or co-worker who retaliates against a complaining employee or anyone involved in an investigation of a complaint is subject to discipline and/or termination.

Managers are charged with assuring that they and their staff comply with the whistleblower protections and that no retaliation occurs because of a reported safety related issue.

Reporting Options


Near miss and hazard reporting

BeSafe

Date / / Near miss report ☐ Hazard report ☐

Name

Location

Observation(s)

Actions required

Who is to complete the action(s)?

Contractor ☐ Employee ☐ Visitor ☐ Other ☐

First

Near Miss and Hazard Reporting

In the interest of employee and passenger safety, each First Transit employee is issued a **"Near Miss and Hazard Reporting"** pad for documenting and reporting safety, route, and security concerns; and is encouraged to report any near miss incidents and hazards.

If an employee is involved in a near miss or determines something they see to be a hazard, we ask for their help in reporting the event so we all may learn the lessons from it and perhaps prevent a collision or injury from occurring in the future.

Near miss: An event you witnessed where no harm was caused, but there was the potential to cause injury or ill health; a dangerous occurrence

Hazard: Anything that may cause harm in the near future

If the safety or security hazard requires immediate attention, dispatch is notified immediately. If immediate attention is not required, the employee is encouraged to submit the information to management by the end of their workday. Our managers then initiate conversations with employees about their observations of both safe and unsafe behaviors.

The employee's contribution to the cause of the injury or collision is considered in disciplinary action, up to and including termination. If after analysis it has been determined that the incident resulted from an overt decision, disciplinary action is indicated. If not, then the appropriate counseling and/or training is indicated.

SOP #806 – Near Miss & Hazard Reporting describes the reporting process

Threatening or Suspicious Activity

First Transit encourages anyone who sees, hears, or learns of any conduct or statement that seems threatening or suspicious, and/or any weapons on company premises or in company vehicles, to immediately report such conduct or statement, either to his/her Supervisor or Manager, to the Human Resources Department, FirstGroup America Security, and/or to the confidential Ethics and Compliance Hotline at 1.877.3CALLFG, (1.877.322.5534), contact the Hotline intake site at ethicsfirst.ethicspoint.com, or email Compliance@firstgroup.com.

If there is an immediate risk or imminent threat of violence, serious harm, or life-threatening conduct, employees should immediately call 911, local police, or other law enforcement.

Open-Door Policy

A workplace where employees are treated with respect and one that is responsive to their concerns is important to each of us. At First Transit, we recognize that employees may have suggestions for improving our workplace, as well as complaints about the workplace. We feel that the most satisfactory solution to a

job-related problem or concern is usually reached through a prompt discussion with an employee's manager. Each employee is encouraged to do so.

If the matter cannot be resolved with one's immediate manager, the employee may:

- Speak with their Location General Manager or Region Safety Manager who will attempt to facilitate a solution.
- If an employee is unable to resolve the matter through the management chain of command in their location, the employee may choose to speak directly to anyone in division management or Human Resources.

First Transit's Open-Door Policy also allows employees to voice their concerns anonymously.

- If an employee would like to submit an anonymous concern, they may contact the Ethics and Compliance Toll-free Hotline at 1.877.3CALLFG, (1.877.322.5534), contacting the Hotline intake site at ethicsfirst.ethicspoint.com, or emailing Compliance@firstgroup.com.

This Open-Door Policy applies to every employee not covered by a collective bargaining agreement. It also extends to contractors and subcontractors.

In situations involving discrimination or harassment, employees should follow the Complaint Procedure described in the Discrimination, Harassment and Retaliation Reporting Procedure section of their First Transit Employee Handbook without fear of reprisal and should not follow this Open-Door Policy complaint process.

In situations requiring immediate attention, an employee may bypass the chain of command, which begins with his or her manager, and contact any level of management or Human Resources directly, without fear of reprisal, and without the need to follow this Open-Door Policy complaint process.

- This may be done in person, by direct contact, phone call, letter, or email message or by utilizing the Ethics and Compliance Hotline. The Ethics and Compliance Hotline can be reached by calling 1.877.3CALLFG, (1.877.322.5534) or emailing Compliance@firstgroup.com.

Accidents/Incidents

First Transit finds accidents and incidents to be a very serious matter and a valuable learning opportunity to improve safety. **SOP #700 – Accident & Safety Data Acquisition and Reporting**, and the supporting **SOP's, 700a – Auto and General Liability Claim Form; 700b – Courtesy Card; 700c – Operator Incident Report**; ensure that the appropriate actions happen at the scene for the safety and security of First Transit passengers and employees; and that the appropriate data is collected to evaluate the incident, determine culpability; and develop actions to limit or eliminate the possibility of the incident occurring in the future.

Accidents

Accidents are considered to be any collision that occurs while an Operator is on duty. Operators are to report all accidents and collisions to Dispatch immediately upon occurrence. When reporting to Dispatch, the employee must state that he or she is reporting an accident and then answer any questions asked by Dispatch.

Additionally, **SOP #700c – Operator Incident Report** and **SOP #700a – Auto & General Liability Claim Form**, must be completed by the Operator involved and location management for accidents, possible claims of accidents, damage to equipment, injury and possible injury not later than one hour after completion of shift on the day of occurrence. Any vehicle defects that may have contributed to an accident shall be included in the report. To help ensure that this deadline is met, employees are paid to complete the form.

Employees who fail to report an accident may be subject to disciplinary action up to and including termination.

Employees must provide transit management with any additional accident information immediately upon request.

Incidents

Incidents with passengers involving slips and falls on or near the vehicle, fights, police action, or removal of a passenger, must be reported to Dispatch immediately; and require a **SOP #700a – Auto & General Liability Claim Form** to be completed by management before going off duty for the workday.

All other incidents and occurrences out of the norm, no matter how slight, are to be reported to Dispatch upon return to the yard.

The following are examples of incidents that must be reported:

- Broken or cracked windows from unknown causes,
- Cut seats,
- Service delays,
- Passing up passengers,
- Insufficient or excessive running time in schedule,
- Overloads, etc.

If in doubt, immediately contact Dispatch.

Operators Witnessing an Accident shall notify Dispatch immediately, even though their vehicle may not be involved.

Required Courtesy Cards

In the event of an accident or an incident, Operators must distribute **SOP #700b – Courtesy Cards** then retrieve as many as possible from passengers and persons in the immediate area of the accident or incident who may have witnessed the event.

Duty to Report Wrongdoing

First Transit is committed to investigating all good faith claims of wrongdoing so that corrective action may be taken. To that purpose, First Transit encourages any employee, contractor or vendor to report wrongdoing or illegal acts to location management so long as they are not believed to be involved in the fraud, waste or abuse being reported. Management within First Transit ensures the matter is reported to Group Security and First Transit will investigate and take appropriate steps to correct the wrongdoing or potential violation.

Alternatively, reports may be made anonymously using the FGA Ethics & Compliance line at 1.877.3CALLFG, (1.877.322.5534) or by emailing Compliance@firstgroup.com. You may also contact the Healthcare Compliance Officer directly.

Self-Reporting

Self-reporting is also encouraged. Anyone who reports his/her own violation will receive due consideration regarding disciplinary action that may be taken.

Duty to Report Law Enforcement Actions

Employees are required to report any arrests, indictments or convictions to their immediate manager or Human Resources immediately, but no later than prior to the next scheduled work shift, to the extent permitted by applicable law. If the circumstances and the offense charged, in our judgment, present a

potential risk to the safety and/or security of our customers, employees, premises and/or property, such events may result in disciplinary or other appropriate action to the extent permitted by applicable law.

Operators and safety sensitive employees are required to report all Driving Under the Influence (DUI) or Driving While Intoxicated (DWI) related charges, vehicular collisions, and any moving violation citations received in any vehicle immediately if possible, but no later than prior to their next scheduled work shift, consistent with applicable law.

Possible Disciplinary Actions

First Transit uses a tiered approach to determine possible disciplinary actions. Infractions that lead to disciplinary action are categorized into four categories;

- Class 1 – Dischargeable Offenses, the most serious and unacceptable behavior
- Class 2 – Serious violations of the First Transit performance code
- Class 3 – Secondary violations of the First Transit performance code
- Class 4 – Lesser violations of the First Transit performance code that may result in disciplinary action depending on the circumstances or repeated violations

Examples of **Class 1 Dischargeable Offenses** include:

- Convictions and imprisonment for such offenses as DUI, DWI, child abuse, etc.
- Safety; some offenses are of such a serious nature that termination is appropriate for the first offense. Those include but are not limited to:
    - Failure to properly secure mobility devices
    - Cell phone use while operating a company vehicle
    - Striking a pedestrian
    - Colliding into the rear of another vehicle or stationary object
    - Running a red light or stop sign
    - Entering a railroad crossing when the lights are flashing
- Violation of the Drug & Alcohol Policy
- Dishonesty
- Stealing/Theft
- Unauthorized Use or Removal of Company / Client Property or Vehicle
- Violence / Fighting / Threats
- Harassment
- Insubordination
- Security
- Sleeping on the Job
- Destruction of Property
- Failure to Return to Work
- Leaving Bus or Passengers
- Failure to Follow Sleeping Passenger Rules

Examples of **Class 2 Infractions** considered to be serious violations of the First Transit performance code include:

- Abusing or misusing sick leave
- Exchanging work assignments (trade) without proper authority
- Stopping work prior to the end of any shift without management's permission
- Excessive absenteeism, tardiness, starting work late after on the clock, or a pattern of unexcused absences unless otherwise permitted by law
- Reporting for work in an unfit condition
- Failing to obtain permission to leave work during normal working hours
- Discourteous or inappropriate attitude or behavior toward passengers or other members of the public
- Failure to comply with PPE directives
- Failure to wear a High Visibility Safety Vest, Reflective Safety Vest, or Company issued High Visibility Uniform Shirt according to Company policies
- Failure to wear Safety Glasses in compliance with PPE directives
- Failure to wear Company Assigned Shoe Grips when directed to do so
- Violation of vehicle operating regulations
- Failure to observe safety, sanitation, or disciplinary policies of the client or Company, or laws and regulations of Local, State, or Federal governments
- Failure to comply with the Risk Assessment policy
- Working more than an employee's regularly scheduled hours without advance approval of the Company
- Failure to operate a Company vehicle according to assigned route or timetable
- Failure of any Operator, Safety Sensitive Employee or employee required to be licensed for driving, to renew and maintain a valid, appropriate driver's license with required endorsements and a medical certificate for driving a Company vehicle
- Failure to wait for connections or passing up passengers
- Transport of unauthorized persons
- Attempting to enter, entering or assisting any person to enter, or attempt to enter a Company location or restricted areas without proper authority

Examples of **Class 3 Infractions**, considered to be secondary violations of the First Transit performance code, include:

- Failure to report defective equipment
- Failure to report a safety hazard
- Failure to procure necessary information for an accident report or submitting an inaccurate or incomplete report

- Posting, circulating or distributing written or printed material during working times and in working areas
- Failure to adhere to the Company Reverse Parking policy for Company vehicles and personal vehicles
- Use of a Company-owned radio or cell phone for non-Company business during working time
- Failure of any Operator to have in his or her possession a valid, appropriate driver's license with required endorsements and a medical certificate while driving a Company vehicle

Examples of **Class 4 Infractions**, considered to be lesser violations of the First Transit performance code that may result in disciplinary action depending on the circumstances or repeated violations, include:

- Failure to comply with the dress code, uniform policy, cleanliness, personal hygiene, personal grooming habits, or other requirements established by the client or Company
- Reporting for duty in an improper uniform, presenting an untidy, unkept or dirty appearance of person or uniform, or improperly displaying uniform articles, Company emblem, or authorized pins and badges
- Parking a personal vehicle in a restricted area at a Company location
- Neglect of job duties and responsibilities, or lack of application or effort on the job
- Incompetence or failure to meet reasonable standards of efficiency or effectiveness
- Failure to provide First Transit with a current address or telephone number
- Failure to inform First Transit of changes in status of dependents for insurance coverage
- Littering the employee lounge area, restrooms, or any other company property
- Failure to read notices and bulletins and not making an effort to stay informed

Applying Disciplinary Actions

Although employment may be terminated at-will by either the employee or First Transit at any time in accordance with applicable law, without following any formal system of discipline or warning, First Transit may exercise discretion to utilize forms of discipline that are less severe than termination.

Whenever an employee is subject to discipline, the employee's work record, including violations occurring in the relevant time period, is reviewed before determining penalty. The chart below describes how disciplinary actions are applied.

Class of Infraction	Discharge	Suspension	Written Warning
1	1st Offense	----------	----------
2	2nd Offense*	1st Offense	----------
3	3rd Offense*	2nd Offense*	1st Offense
4	4th Offense*	3rd Offense*	1st & 2nd Offense*

*Within 12 months of first offense, 36 months for safety

Additionally, First Transit may use the following criteria to determine discipline specific to any type of traffic violation or preventable accident.

Major Offenses	Action
One violation	Discharge

Serious Violations	Action
One violation	Written warning
Two violations within any 36-month period	Discharge

Moving Violations	Action
Two violations within any 36-month period	Three-day Suspension
Three violations within any 36-month period	Discharge
Two violations within any 12-month period	Discharge

Preventable Vehicle Accidents	Action
One preventable accident	Written warning
Two preventable accidents within any 36-month period	Five-day Suspension
Three preventable accidents within any 36-month period	Discharge
Two preventable accidents within any 12-month period	Discharge

Details of First Transit's reporting requirements, infractions of company policy, and disciplinary actions that may be taken are described in more detail in the **First Transit Employee Handbook.**

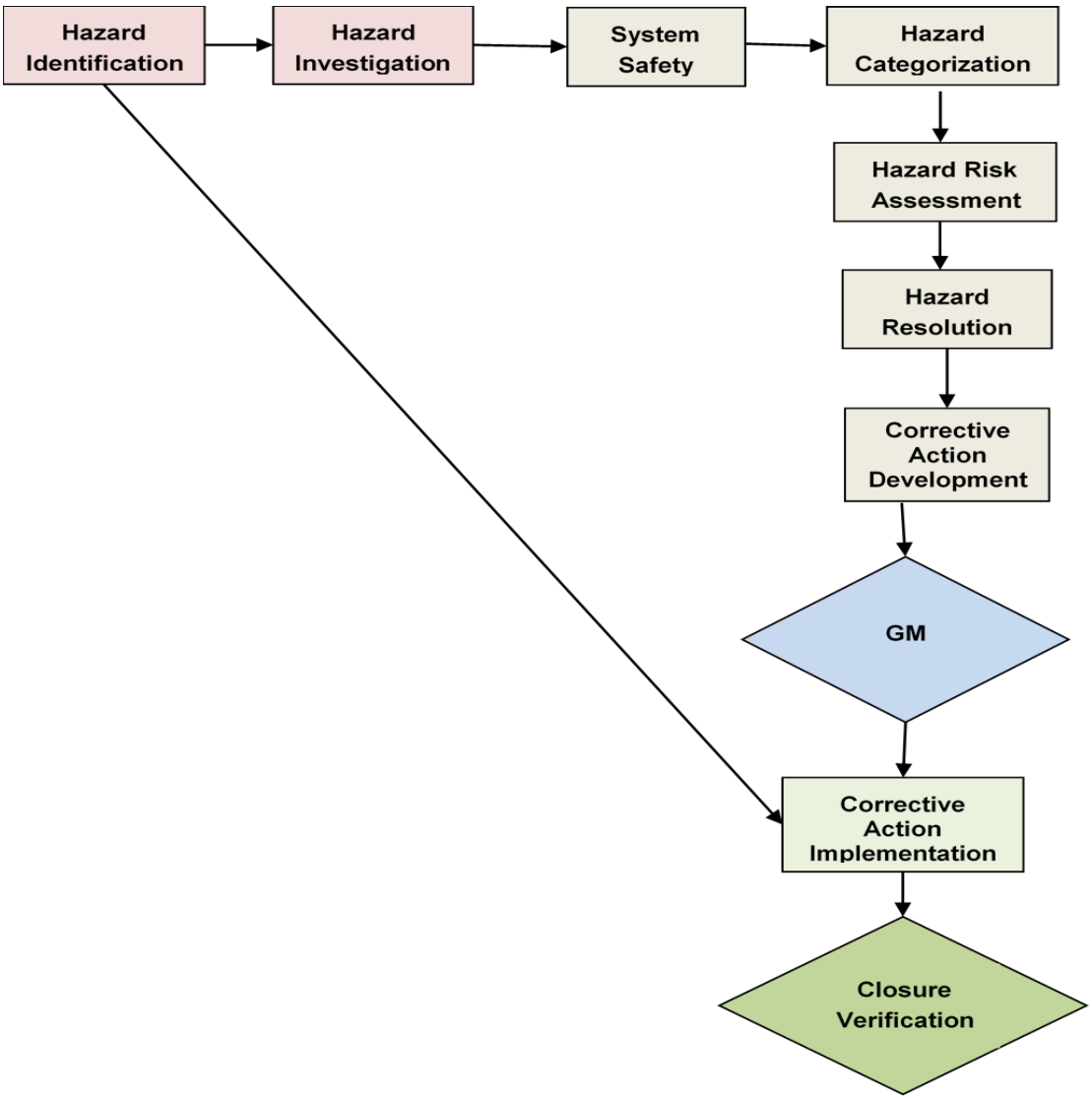
5. Safety Risk Management

Safety Risk Management Process

Describe the Safety Risk Management process, including:

- *Safety Hazard Identification: The methods or processes to identify hazards and consequences of the hazards*
- *Safety Risk Assessment: The methods or processes to assess the safety risks associated with identified safety hazards*
- *Safety Risk Mitigation: The methods or processes to identify mitigations or strategies necessary as a result of safety risk assessment*

Safety management is at the core of everything done at First Transit. All employees are responsible for performing their jobs in a safe manner, which includes identifying safety risks and participating in developing and implementing effective mitigation techniques. The process for managing hazards, from identification through corrective action and closure, is illustrated by the following flowchart.



As described earlier, a corporate structure exists to address all safety concerns. To ensure safety at the local levels, each location is required to form a Safety Solutions Team (SST), Accident Review Committee (ARC), and a Local Client Liaison Committee. To ensure consistency at each location, **SOP's #803; #803a; #803b Safety Solutions Team**, and **SOP #702 – Accident Review Committee** describe the procedures which are to be followed in creating and operating a Safety Solutions Team and Accident Review Committee.

These groups are responsible for reviewing safety related accidents and incidents to determine culpability; identify the causes associated with each event; and develop mitigation measures to reduce the risk of the events occurring in the future. Having these groups at each location provides a way for employees to report safety risks in a timely manner and to teams that understand the conditions associated with each specific location. Additionally, the opportunity exists for more timely, appropriate, and effective mitigation measures.

Several tools are used by the Region Safety Managers, Region Safety Directors and the Senior Director of Safety to monitor the local risks and risk management. Among them are Safety Data Reports which outline the monthly and Year to Date safety performance statistics. Also used is a Target & Goal Worksheet to track and analyze the data collected and to target reactive and proactive performance improvement measures.

Safety Hazard Identification

This process is a vital component in First Transit's efforts to reduce safety risks and improve overall delivery of service. Safety Hazard Identification data is used to implement immediate corrective actions and to proactively identify hazards before they cause future accidents or incidents.

The objective of hazard identification is to distinguish those conditions that can cause an accident or create an unsafe condition. First Transit routinely analyzes records from our operation to identify accident causation based on history. Current traffic conditions are periodically analyzed, and management inspection of established prevention processes are routinely performed.

There are five (5) main areas reviewed in Hazard Identification:

1. **Environment**
    a. Weather
    b. Road Surface Condition
    c. Visibility
2. **Transit Service Characteristics and Agency Policies**
    a. Incentives for Safe Driving
    b. Equipment Maintenance Policies
    c. Stop Intervals
    d. Route Design
    e. Driver Scheduling
    f. Passenger Demand Schedules
3. **Operator**
    a. Experience
    b. Physical Ability
    c. Personality
    d. Psychological Condition
    e. Physical Condition
4. **Road Layout**
    a. Width
    b. Speed Limit
    c. Geometric Design
    d. Traffic Volume
    e. Capacity
    f. Parking
    g. Adjacent Lane Use
    h. Street Lighting
    i. Pedestrian Volume
5. **Hazard Identification – Accident Prevention/Resolution**
    1st: Identify the Hazard
    2nd: Remove the Hazard
    3rd: When the Hazard cannot be removed, Train for the Hazard as a "known condition"

First Transit relies on employees to assist in the hazard identification and resolution process. Working with the location safety personnel and through a structured process, employees help:

- Identify Critical Factors in Hazard Resolution
- Develop and Recommend an Action Plan
- Implement Action Plan
- Measure Performance Against Safety Objectives
- Monitor the Process
- Modify the Process
- Secure Outside Assistance (when needed)
- Audit for Compliance

Several tools exist for hazard identification. Among them are:

- **SOP #802 and #802a - Daily Safety & Health Walkthrough and Checklist**
  - A routine safety and health check walkthrough to promptly identify hazardous conditions at our facilities and notify employees of the hazards identified and mitigation measures to help protect them from personal injury.
- **SOP #804 - Positive Check-In Procedures & Reasonable Suspicion**
  - Positive Check-In procedures are to ensure our operators reporting to work are fit-for-duty.
- **SOP #900 – Facility Hazard Recognition Manual**
  - This Hazard Recognition Manual is intended to be a tool for recognizing potential hazards that may be present at First Transit facilities. Although it does not represent all conditions that could exist, the photos and narrative provide:
    - A reference guide for conducting safety inspections at a facility, and
    - A training document to educate and train employees to conduct effective safety inspections.
- **Vehicle Maintenance Risk Assessment**
  - All employees who perform maintenance and repairs to vehicles within transit centers and bus yards or on road calls complete a risk assessment using **SOP #503a – Vehicle Maintenance Risk Assessment Form** prior to performing any work on a vehicle.
  - The Risk Assessment process, **SOP #503 – Vehicle Maintenance Risk Assessment**, requires employees about to perform a maintenance task to confirm they possess the training, skills, knowledge, abilities, tools, and equipment to safely perform the task at hand. The assessment includes determining the following.
    - Are You Properly Trained to Perform the Task?
    - If Task Requires Lifting, Are Lifts Secured, Are Jack Stands Used Correctly?
    - Are You Wearing the Appropriate Personal Protective Equipment (PPE)?
    - Have You Performed the Proper Lock-Out/Tag-Out (LOTO) procedures?
    - Are You Aware of the Potential Risks of Performing this Repair?
  - If the answer is “NO” to any of the above assessments the technician is to immediately contact their manager.
- **Pre-Survey Job Hazard Analysis**
  - Prior to beginning a job hazard analysis, a pre-survey of the working conditions, using **SOP #503b – Pre-Survey Job Hazard Analysis Form**, under which the job is performed is conducted to evaluate the general conditions. A few of the potential hazards being considered include:

1. Are there tripping hazards in the job vicinity?
2. Is the lighting adequate for work conditions?
3. Are there explosive hazards associated with the job?
4. Are there electrical hazards associated with the job?
5. Are tools associated with the job in good condition?
6. Is the noise level excessive (below 85-dba)?

- **Facility Parking Risk Management Assessment**
  - Inadequate turning areas, blind corners, uneven walking surfaces can all cause collisions or employee injury in parking areas. **SOP #501 - Facility Parking Risk Assessment** will help identify and prevent these types of collisions for both buses and personal vehicles.
  - The Location Manager must ensure compliance with all provisions of this SOP.
  - The risk of each facility is assessed as follows:
    - Annually
    - Unscheduled – Whenever a significant vehicle collision or a pedestrian strike occurs in the bus yard or on company premises
    - Start-up locations – Before operating out of the new location.
    - **SOP #501a – Facility Parking Risk Assessment Guide**, and
    - **SOP #501b – Facility Parking Risk Assessment Form** are tools to help with this assessment.
- **On-Board Video Technology**
  - **SOP #704 – On-Board Video Technology** provides a summary of the on-board video system and Company standards that all First Transit employees must follow when operating a company or customer vehicle equipped with onboard video technology.
  - This technology is a valuable resource and another tool that helps First Transit instill positive driving behaviors by providing opportunities to view recorded driving events, driver history and company trends.
  - The goal of this in-cab camera technology is to proactively identify unsafe behaviors and improve those identified behaviors through coaching, retraining and, if necessary, disciplinary measures in accordance with the provisions of the Employee Handbook and applicable Collective Bargaining Agreements.

Safety Risk Assessment

Once the hazard has been identified, they are categorized into the following severity levels. The categorization of hazards is consistent with risk-based criteria for severity; it reflects the principle that not all hazards pose an equal amount of risk to personal safety.

Category 1 – Catastrophic: operating conditions are such that human error, design deficiencies, element, subsystem or component failure, or procedural deficiencies may cause death or major system loss and require immediate termination of the unsafe activity or operation.

Category 2 – Critical: operating conditions are such that human error, subsystem or component failure, or procedural deficiencies may cause severe injury, severe occupational illness, or major system damage and require immediate corrective action.

Category 3 – Marginal: operating conditions are such that they may result in minor injury, occupational illness or system damage and are such that human error, subsystem or component failures can be counteracted or controlled.

Category 4 – Negligible: operating conditions are such that human error, subsystem, or component failure or procedural deficiencies will result in less than minor injury, occupational illness, or system damage.

The next step in assessing the hazard is to determine the probability of it occurring. Probability is determined based on the analysis of transit system operating experience, evaluation of First Transit safety data, the analysis of reliability and failure data, and/or from historical safety data from other passenger bus systems. The following chart describes the probability categories.

Probability of Occurrence of a Hazard			
Description	**Probability Level**	**Frequency for Specific Item**	**Selected Frequency for Fleet or Inventory**
Frequent	A	Likely to occur frequently	Continuously experienced
Probable	B	Will occur several times in the life of the item	Will occur frequently in the system
Occasional	C	Likely to occur sometime in the life of an item	Will occur several times in the system
Remote	D	Unlikely but possible to occur in life of an item	Unlikely but can be expected to occur
Improbable	E	So unlikely, it can be assumed occurrence may not be experienced	Unlikely to occur but possible

Identified hazards are placed into the following Risk Assessment Matrix to enable the decision makers to understand the amount of risk involved in accepting the hazard in relation to the cost (schedule, cost, operations) to reduce the hazard to an acceptable level.

Hazard Frequency	Severity Category 1	Severity Category 2	Severity Category 3	Severity Category 4
Frequent (A)	1A	2A	3A	4A
Probable (B)	1B	2B	3B	4B
Occasional (C)	1C	2C	3C	4C
Remote (D)	1D	2D	3D	4D
Improbable (E)	1E	2E	3E	4E

Based on company policy and the analysis of historical data, First Transit has made the following determinations regarding risk acceptance.

Hazard Risk Index	Criteria by Index
1A, 1B, 1C, 2A, 2B, 3A	Unacceptable
1D, 2C, 2D, 3B, 3C	Undesirable (Management decision)
1E, 2E, 3D, 3E, 4A, 4B	Acceptable with Management Review
4C, 4D, 4E	Acceptable without Management Review

Safety Risk Mitigation

Mitigation Determination

After the assessment has been completed, the follow-up actions will be implemented as follows.

- **Unacceptable:** The hazard must be mitigated in the most expedient manner possible before normal service may resume. Interim corrective action may be required to mitigate the hazard to an acceptable level while the permanent resolution is in development.
- **Undesirable:** A hazard at this level of risk must be mitigated unless the Location General Manager and Location Safety Manager issue a documented decision to manage the hazard until resources are available for full mitigation.
- **Acceptable with review:** The Location General Manager and Location Safety Manager must determine if the hazard is adequately controlled or mitigated as is.
- **Acceptable without review:** The hazard does not need to be reviewed by the management team and does not require further mitigation or control.

Hazard Resolution

Safety hazard resolution or mitigation consists of reducing the risk to the lowest practical level. Not all safety risks can be eliminated completely. Resolution of hazards will utilize the results of the risk assessment process. The objectives of the hazard resolution process are to:

1. Identify areas where hazard resolution requires a change in the system design, installation of safety devices or development of special procedures.
2. Verify that hazards involving interfaces between two or more systems have been resolved.
3. Verify that the resolution of a hazard in one system does not create a new hazard in another system.

The SST, who was identified earlier in this plan as the team responsible for local safety review, uses the following methodologies to assure that system safety objectives are implemented through design and operations, and hazards are eliminated or controlled:

1. Design to eliminate or minimize hazard severity. To the extent permitted by cost and practicality, identified hazards are eliminated or controlled by the design of equipment, systems and facilities
2. Hazards that cannot reasonably be eliminated or controlled through design are controlled to the extent practicable to an acceptable level through the use of fixed, automatic, or other protective safety design features or devices.
3. Provisions are made for periodic functional checks of safety devices and training for employees to ensure that system safety objectives are met.
4. When design and safety devices cannot reasonably nor effectively eliminate or control an identified hazard, safety warning devices are used (to the extent practicable) to alert persons to the hazard.
5. Where it is impossible to reasonably eliminate or adequately control a hazard through design or the use of safety and warning devices, procedures and training are used to control the hazard.
6. Precautionary notation is standardized, and safety-critical issues require training and certification of personnel.

Hazard Resolution Management and Tracking

Resolution of identified hazards are managed by the Location General Manager and/or the Location Safety Manager. The hazard resolution process is managed through the **"Safety Toolbox"**, which is an online tool used by management, from Road Supervisors to Executive Management, to record the occurrence of safety-related events, review safety critical data, and track corrective actions as necessary.

The Safety Toolbox is a powerful tool to help understand the work area's safety environment. This includes:

- Understanding and improving observations of safety critical behaviors
- Reviewing recorded debriefs to ensure that the "BeSafe" process is in place and working.
- Reviewing findings from BeSafe tours and determine if tasks/actions have been closed out

The Safety Toolbox includes information regarding:

- BeSafe (BeSafe Debriefs, BeSafe Tours, BeSafe Touchpoints)
    - Debrief meetings conducted in order to assure quality.
    - Safety Critical Behavior is the main focus of touchpoints; and shared and discussed during debrief meetings.
- Contacts (e.g. Near Misses, Hazard reports, Commendation, Safety Issue)
    - **Near Misses.** Reporting an event that occurred and could have caused injury.
    - **Hazard Reports.** Reporting an event that occurred and could have caused injury.
    - **Commendation.** A report of commendable safety actions/conduct performed by a colleague within the business.
    - **Safety issues.** A report on any safety issue that has a specific cause – i.e. maintenance, housekeeping, environment and behavior etc.
- Safety Leadership Activities (e.g. Participate in safety meetings, risk assessment, section observation)
    - **Participation in a Safety meeting.** Actively leading or participating in the location in-service safety meeting.
    - **Intersection observation or risk assessment.** Risk assessment or driver observations conducted at nearby intersections, and delivery of positive reinforcement or coaching as indicated.
    - **Rail section observation or risk assessment.** Risk assessment or driver observations conducted at rail crossing(s), and delivery of positive reinforcement or coaching as indicated.
    - **Planned general inspections.** A systematic inspection where a location is forewarned.
    - **High interest driver.** A report of a driver's performance that has indicated a level of risk taking through observations, review scores, and skills evaluations.

Additional documentation, such as corrective action plans, are developed for those hazards requiring complex and multifaceted resolutions.

6. Safety Assurance

Safety Performance Monitoring and Measurement
Describe activities to monitor operations to identify any safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended.

As discussed in Section 1 of this plan, First Transit employs a Resident Management Team at each operation location. This team consists of a Location General Manager and a Location Safety Manager, who oversee the safety of the operation.

Additionally, each location employs Street Supervisors, Dispatchers, and Instructors; all of whom are responsible for oversight of the daily operations and training. All safety risks identified are reported to the Location General Manager and Location Safety Manager. Any risks that can be addressed immediately are corrected but still reported. Each location also establishes a Safety Solutions Team (SST), described in Section 5: Safety Risk Management of this plan, which uses the following methodologies to ensure a proactive approach to safety at each location.

- Routine hazard management
- Accident and incident investigation
- Safety data collection and analysis
- Routine internal safety audits
- Facility, equipment, systems and vehicle inspections
- Routine proficiency checks for all vehicle operators and maintenance employees
- Compliance evaluations including onsite inspections
- Regularly communicating safety and hazard data to all employees

A higher level of oversight is conducted by Region management, which includes the Region Safety Manager, Region Safety Director, Region Maintenance Director, and the Region Vice President. From this level, any identified risks and mitigations are shared with other Region local operations as a proactive means to reduce risks.

The last "local level" review comes from the Vice President of Safety and the Vice President of Maintenance. These are corporate level positions that share the identified risks and mitigations throughout the organization as a proactive means to reduce risks. Additionally, the Vice President of Safety and Vice President of Maintenance assist executive level management in using this information to impact operational and budget decisions.

Describe activities to conduct investigations of safety events to identify causal factors.

First Transit has a "zero" tolerance for preventable injuries and collisions. Elimination of preventable injuries and collisions is our number one goal.

Any injury, collision or incident that occurs is investigated to determine preventability or non-preventability. Investigations include all instances in which:

- a vehicle was damaged
- a vehicle leaves the traveled roadway
- a passenger is injured or
- an employee is injured

SOP #700-Accident & Safety Data Acquisition describes the data collection process including

- Defining the Event & What to Do
- Accidents – Defining the Accident
- "Five Cardinal Rules That Apply to an Accident"
- Operator Responsibility
- Dispatcher on Duty Accident Investigation Responsibility

SOP #700 also describes the Operators and the Dispatchers responsibilities for protecting the customers and managing the scene. The groups described in **SOP #702 – Accident Review Committee** (ARC), and **SOP #803 – Safety Solutions Team** (SST), review the data collected to determine if the accident/incident was preventable or non-preventable,(ARC); and identify measures to reduce the risk of the accident/incident occurring in the future (SST).
Describe activities to monitor information reported through internal safety reporting programs.
The Location Safety Manager (LSM) and/or Location General Manager (LGM) routinely reviews all location safety and hazard data, which includes searching for repetitive events that might have safety implications. When accident/incident reports and statistics indicate repetitive accidents/incidents, the LSM and LGM investigate to determine the root cause. The following chart describes how the hazard data flows and is monitored by First Transit; from each operating location, to Region management, to corporate and parent company management.

Risk/Safety Data Flow								
Weekly Data Review								
Information Collected Daily	**Location**	**Third Party Data Collected**	**Risk Dept**	**Safety Dept**	**Location**			
Collisions/ Injuries/ Workers Comp	Incident Occurs, claim report created, then sent to Third Party Data Collector via website, phone, fax.	Report received from Location.	Information from Third Party Data Collector created as weekly report then sent to Region Safety.	Weekly reports are reviewed and distributed for weekly management oversight conference calls.	Review data with Senior Region Leadership during weekly teleconference.			
Period Data Review *(e.g. Quarterly/Monthly)*								
	Risk Dept	**Shared Services Dept**	**Region Safety Managers**	**Shared Safety Services Dept**				
Collisions/ Injuries/ Workers Comp	Send all raw risk data gathered from weekly reports to the Shared Safety Services Dept.	Reorganizes raw data regionally then distributes to Region Safety Dept.	Review period data and distribute to locations.	Develops company, region, and location specific performance measures and distributes through Target & Goal Spreadsheet.				

Period Data Analysis								
	Shared Services Dept	**UK**	**Safety Dept**	**First Group Executive Safety Committee (ESC)**	**First Group Safety Council**	**First Group America Safety Council**	**Performance Review Management (PRM)**	**Safety Advisory Committee**
Collisions/ Injuries/ Workers Comp	Final reports sent to UK and Directors of Safety for each business group.	Processes data; analyzes; creates reports; categorizes risk factors; and gathers commentary from First Group companies for trend analysis.	Processes data; analyzes; creates reports; categorizes risk factors; and creates commentary for trend analysis.	This committee consists of President, COO, and Safety Vice President of each operating group. Discussions include safety performance, trend analysis, program oversight.	This committee consists of Vice Presidents of Safety for all operating divisions. Discussions include safety performance, trend analysis, and safety oversight.	This committee consists of Safety Senior Directors and Safety Vice Presidents. Discussions include safety performance, trend analysis, best practices, and program oversight.	This review consists of Senior Region Vice Presidents, Region Vice Presidents, Region Directors of Operations, and Region Safety Managers. Discussions include regions safety performance.	This committee consists of Location General Managers, Region Directors of Operations, and Region and Local Safety Managers. Discussions include review of policy and procedures, training, and safety awareness.

Management of Change

Describe the process for identifying and assessing changes that may introduce new hazards or impact safety performance.

First Transit employs a proactive process, **SOP #208 – Safety Validation of Change**, that addresses the procedures to be followed to evaluate the risk of any changes proposed at all levels of the organization. The overall purpose of this process is to provide assurance that any proposed changes which impact operations will not increase safety risk; or where additional risk is identified, that controls are put in place **prior to the changes being implemented**.

Changes to organizational structure; the nature or extent of operations; or to facility or equipment assets; as well as mergers and acquisitions of new businesses are proactively managed through this process to avoid introducing or increasing safety risks.

- The resources required to complete the validation process, in terms of people, finance and materials is included in this validation process.
- The allocation of responsibilities considers the competence of the individuals that are required to carry out the safety validation roles.
- All employees who may be affected by the proposed changes are consulted as part of the process.

The extent and scope of safety validation applied to any change proposal is proportional to the risks (safety, operational, and other risks) associated with its introduction. *(For example, a major change, such as a reorganization of Region Executive roles and responsibilities or start-up of a large new bus operation, requires a more rigorous safety validation than a minor change.)*

In the case of smaller, less complex or well understood changes, the safety validation of change process may be implemented as part of normal operations, using existing organizational arrangements and meeting structures to deliver the required level of assurance.

The process is generally described in the following chart.

Safety Validation of Change Process			
Main Steps	Key Activities	Checklists & Guidance	Completed By
1. Identify Proposal for Change	• Raise change proposal (including Capital Expenditure Approval) • Inform relevant functional Director(s) and Manager(s)	• Complete **SOP #208a – Safety Validation of Change Form**, Section A1	Change proposer

2. Determine Classification of Change Significance	• Classify level of safety validation required • Ensure the extent and scope of validation is proportional to the level of risk	• Complete **SOP #208a – Safety Validation of Change Form**, Section A2	**Category A:** Group Safety Director **Category B:** Divisional head of Safety **Category C:** Location head of Safety
3. Allocate Roles & Responsibilities	• Formally allocate change sponsor and change authorizer • Identify other required resources and roles for consultation	• Complete **SOP #208a – Safety Validation of Change Form**, Section A3	Change proposer (with guidance)
Submit Change Proposal Form			Change proposer
Decide whether safety validation should proceed			Change proposer
4. Prepare Safety Validation of Change Case	• Prepare safety validation documentation • Complete risk assessment of proposed change • Submit for review • Revise and finalize documentation	• Complete risk assessment and document findings • Complete Safety Validation of Change as described in **SOP #208 – Safety Validation of Change** • Complete **SOP #208a – Safety Validation of Change Form**	Change proposer
Submit Safety Validation Checklist with supporting documentation			Change proposer
Approve and Implement, or Reject Change			Change authorizer (or delegated representative)
5. Monitoring and Review	• Monitor implementation of change and safety performance	• Check compliance as part of Region Safety Monitoring • Review effectiveness	Location Safety Manager Corporate Safety Management

	• Review performance process	of the process as part of Region oversight	Vice President of Safety - First Transit

Changes proposed at the Corporate level typically have an impact on the Region and Local levels. To ensure the risks associated with any change consider all levels of the organization, each level must complete **SOP #208 – Safety Validation of Change** as part of the process to ensure specific safety concerns have been identified and addressed.

Similarly, changes proposed at the Region level will typically have an impact on the Local level. Consequently, the Local level must also complete **SOP #208 – Safety Validation of Change** as part of the process to ensure specific safety concerns have been identified and addressed.

Additional responsibilities in the Safety Validation of Change process include:

- The Region Safety Management team provides safety expertise/support to those carrying out the safety validation.
- The Senior Director of Safety:
  - Reviews and approves each Region's safety validation of change process
  - Decides on the level of safety validation required (consulting with other functional heads as necessary) for Category A changes
  - Is consulted on any Category B change proposal
  - Provides safety expertise/support to Region Safety Managers and Vice President of Safety – First Transit during safety validation activities as required.
  - Provides safety expertise/support to those carrying out the safety validation for Category A changes.

An electronic log of all proposed changes, whether approved or not, are maintained by the Region Safety Director.

Communication of changes to policies/procedures regarding safety issues comes from Executive Leadership. This information is then carried down through the Vice President of Safety – First Transit, Senior Director of Safety, Region Safety Directors, Region Safety Managers. Location General Managers, Location Safety Managers, and employees. Notification to the client is communicated through the Location General Manager.

Continuous Improvement

Describe the process for assessing safety performance. Describe the process for developing and carrying out plans to address identified safety deficiencies.

The process described previously in this section for monitoring safety data incorporates continuous improvement. As safety risk is identified, then reported on, a determination is made as to whether the risk can be mitigated immediately or requires more time and resources.

Risk mitigations that can address the safety concerns immediately are carried out but still reported. The reporting of these concerns includes the mitigation steps that have been taken. Monitoring of the risk continues to ensure that the mitigation strategy is effective.

Section 5 of this plan, Safety Risk Management, describes the risk assessment and mitigation procedures used that determine how to proceed with improvement strategies that require more time and resources.

Which improvement strategies to implement for longer term issues is based on severity and probability of risk occurrence. Additionally, safety hazard identification data is used to implement immediate corrective actions and to proactively identify hazards before they cause future accidents or incidents.

The objective of hazard identification is to distinguish those conditions that can cause an accident or create an unsafe condition. First Transit routinely analyzes records from our operation to identify accident causation based on history. Current traffic conditions are periodically analyzed, and management inspections of established prevention processes are routinely performed.

The Risk/Safety Data Flow Chart previously described in this section, illustrates how this information is shared throughout the organization.

7. Safety Promotion

Competencies and Training

Describe the safety training program for all agency employees and contractors directly responsible for safety.

The education and training process at First Transit is a highly regimented and professionally developed program built around a curriculum featuring learning opportunities in two major domains:

- Knowledge (education)
- Skills (training)

Various delivery mechanisms such as classroom, multimedia presentations, closed course, observation and behind-the-wheel skills building are used to support the learning process. Learning is evaluated through written quizzes, driving tests and customer service skills evaluations.

Instructors

Successful new operator training starts with selecting and certifying good instructors.

1. **Classroom Instructor:**

   The classroom instructor is responsible for facilitating the classroom portion of New Operator Training. Classroom training requires the development of lesson plans.

2. **Behind-the-Wheel Instructor:**

   The Behind-the-Wheel (BTW) Instructor is responsible for conducting closed course exercises and behind the wheel instruction. The New Operator Training program consists of instructional DVDs, which are accompanied by facilitator guides and participant study guides. The BTW Instructor uses the Operator Proficiency Workbook to document each trainee's progress.

   **New Instructor Candidates can obtain certification as both a Classroom Instructor and a Behind-the-Wheel Instructor.*

3. **Master:**

   The Master Instructor, along with the Regional Director of Safety and Region Safety Manager(s), is responsible for training the Safety Supervisors. The Master Instructor is also responsible for the certification programs for Behind-the-Wheel and Classroom Instructors and the ongoing Train-the-Trainer workshops.

Training the Instructor is a process by which a Certified Instructor works with the selected New Instructor Candidate. During this time, the Certified Instructor conducts a review of all state laws, First Transit policies and procedures, local policies, and client-specified programs and requirements.

The Certified Instructor also provides a review of the Behind-the-Wheel Manual, Classroom Manual, and all First Transit video-based courses.

In addition to the above training, the New Instructor Candidate must complete the Instructor Development Curriculum, which includes the following three self-directed courses:

1. How to Train
2. Coaching the Adult Learner
3. Learning Basics

There are three types of Instructor Certification:

1. Temporary
2. Certified
3. Master

1. Temporary (Silver)

Temporary certificates are issued at the local level. A temporary certificate is issued to a New Instructor Candidate upon successful completion of the New Instructor training program at his or her location, conducted by a certified trainer at that location. Certificates are issued throughout the year prior to the annual Train-the-Trainer program.

Temporary certificates are valid for one year, and one year only, from the date of issue. Temporary certification is accompanied by silver achievement emblems for Classroom, BTW or both.

To continue in the program, a New Instructor must obtain Gold Certification.

2. Certified (Gold)

The Certified Instructor certificate is issued to a New Instructor who has successfully completed the annual Train-the-Trainer program, conducted by a Master Trainer. The annual Train-the-Trainer program combines all elements of the temporary certification, with the exception of the classroom evaluation. At the annual Train-the-Trainer program, Classroom Instructor Candidates are required to develop a lesson plan and give a presentation.

Prior to attending the annual Train-the-Trainer program, all New Instructors must complete the “Safety Leadership” course and pass the final exam with a grade of 90% or above.

The Senior Director of Safety is the only person authorized to approve and issue a Certified Instructor certificate with gold achievement emblems for Classroom, BTW, or both.

3. Master

The Master Instructor Certification program ensures that First Transit Policies and Procedures are correctly implemented throughout the company.

Master Instructor Certification is required for all area safety managers and above.

The Master Instructor:

- Provides support to the Location General Manager and the Region Safety Manager,
- Is involved with training new Safety and Training Supervisors, and re-training current Safety and Training Supervisors if required,
- Conducts the annual Train-the-Trainer program for BTW and Classroom Instructor Certification

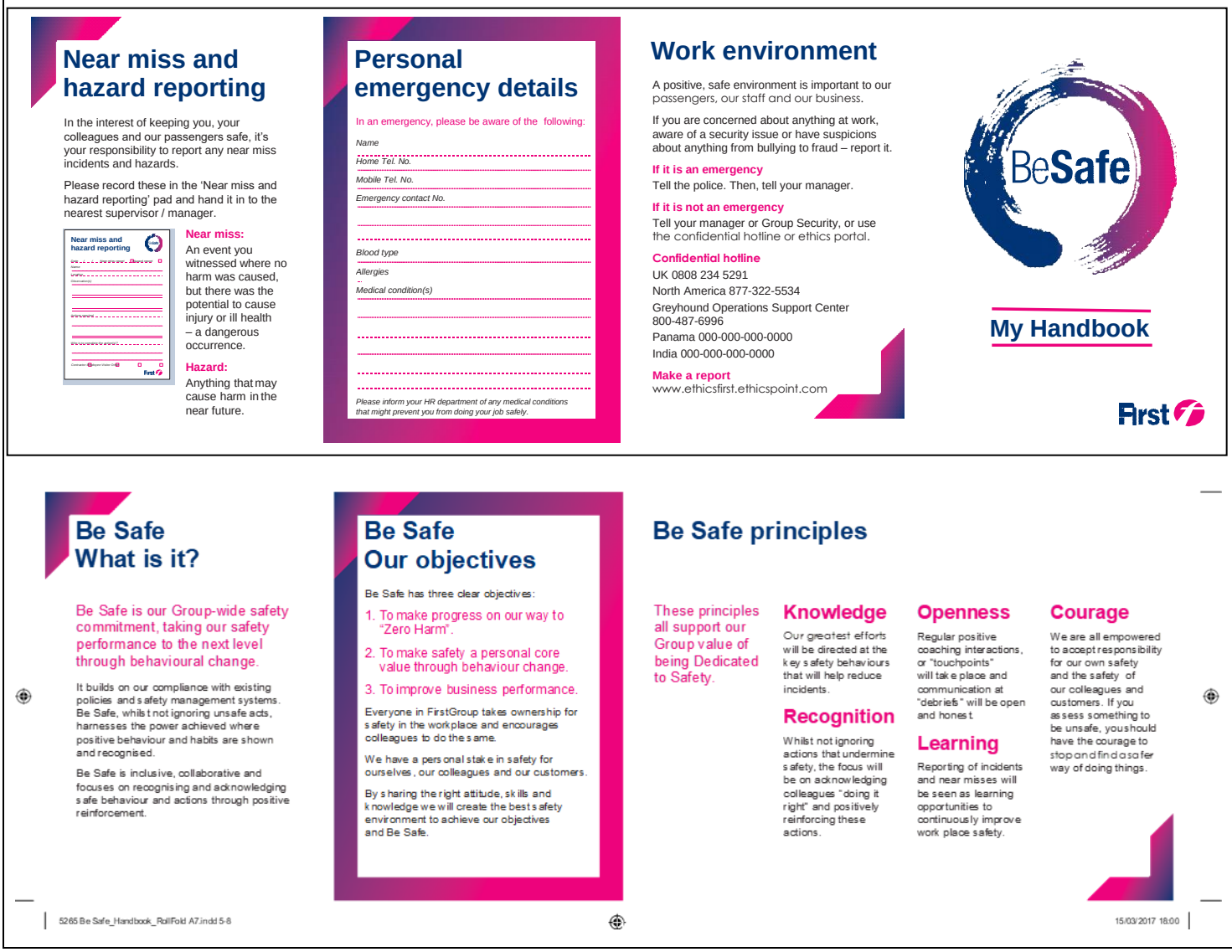
- Conducts Safety and Training audits in the region and reports the findings to the Region Safety Manager, if required.

Employee Training

Training employees to assess risks and recognize and avoid hazards in the workplace is critical to the overall safety of the workplace. Every First Transit employee is trained in **"BeSafe"** and **"Safe Work Methods"**, which are described later in this section.

"BeSafe" is our company-wide approach to safety management. This program takes our safety performance to the next level through behavioral change. "BeSafe" is inclusive, collaborative and focuses on recognizing and acknowledging safe behavior and actions through positive reinforcement such as debriefs, tours, and touchpoints. All employees are trained in the principles of "BeSafe"

The "BeSafe" concept is described in the following brochure.



Near miss and hazard reporting

In the interest of keeping you, your colleagues and our passengers safe, it's your responsibility to report any near miss incidents and hazards.

Please record these in the 'Near miss and hazard reporting' pad and hand it in to the nearest supervisor / manager.

Near miss:
An event you witnessed where no harm was caused, but there was the potential to cause injury or ill health – a dangerous occurrence.

Hazard:
Anything that may cause harm in the near future.

Personal emergency details

In an emergency, please be aware of the following:

Name
Home Tel. No.
Mobile Tel. No.
Emergency contact No.
Blood type
Allergies
Medical condition(s)

Please inform your HR department of any medical conditions that might prevent you from doing your job safely.

Work environment

A positive, safe environment is important to our passengers, our staff and our business.

If you are concerned about anything at work, aware of a security issue or have suspicions about anything from bullying to fraud – report it.

If it is an emergency
Tell the police. Then, tell your manager.

If it is not an emergency
Tell your manager or Group Security, or use the confidential hotline or ethics portal.

Confidential hotline
UK 0808 234 5291
North America 877-322-5534
Greyhound Operations Support Center 800-487-6996
Panama 000-000-000-0000
India 000-000-000-0000

Make a report
www.ethicsfirst.ethicspoint.com

BeSafe

My Handbook

First

Be Safe What is it?

Be Safe is our Group-wide safety commitment, taking our safety performance to the next level through behavioural change.

It builds on our compliance with existing policies and safety management systems. Be Safe, whilst not ignoring unsafe acts, harnesses the power achieved where positive behaviour and habits are shown and recognised.

Be Safe is inclusive, collaborative and focuses on recognising and acknowledging safe behaviour and actions through positive reinforcement.

Be Safe Our objectives

Be Safe has three clear objectives:

1. To make progress on our way to "Zero Harm".
2. To make safety a personal core value through behaviour change.
3. To improve business performance.

Everyone in FirstGroup takes ownership for safety in the workplace and encourages colleagues to do the same.

We have a personal stake in safety for ourselves, our colleagues and our customers.

By sharing the right attitude, skills and knowledge we will create the best safety environment to achieve our objectives and Be Safe.

Be Safe principles

These principles all support our Group value of being Dedicated to Safety.

Knowledge
Our greatest efforts will be directed at the key safety behaviours that will help reduce incidents.

Recognition
Whilst not ignoring actions that undermine safety, the focus will be on acknowledging colleagues "doing it right" and positively reinforcing these actions.

Openness
Regular positive coaching interactions, or "touchpoints" will take place and communication at "debriefs" will be open and honest.

Learning
Reporting of incidents and near misses will be seen as learning opportunities to continuously improve work place safety.

Courage
We are all empowered to accept responsibility for our own safety and the safety of our colleagues and customers. If you assess something to be unsafe, you should have the courage to stop and find a safer way of doing things.

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First Transit's **"Safe Work Methods"** is designed to educate employees on how to identify conditions and actions posing risks to their well-being and that of their coworkers. This training is to be used:

1. In training new hire employees
2. In leading supervisors in identifying root causes of workplace injuries
3. In retraining injured workers so that re-occurrences are avoided
4. To supplement First Transit's First Occupational Rehabilitation Management (F.O.R.M.) light duty and return to work management program, in controlling workers compensation losses

The "Safe Work Methods" training curriculum includes:

- **New Hire Training**
  New hire training is designed to educate the new employee to the hazards commonly found in the transportation environments including in vehicle maintenance shops, bus yards, fuel islands, wash bays, and office environments. The program also makes employees aware of injuries that can result from physical activities such as entering and exiting vehicles, assisting persons with disabilities, and handling mobility devices.
    - PPE program including requirements for appropriate
        - Safety eyewear
        - Safety footwear
        - Safety hand wear
        - Hi-Vis vests
        - Disposal contaminated materials
    - Risk Assessment and Injury Avoidance
        - Walking & Climbing
        - Lifting, Carrying, Holding, and Lowering Objects
        - Pushing, Pulling, & Twisting
        - Burns, Scalds
        - Exposed Fluids, Chemicals, Smoke
        - Cuts, Punctures, Abrasions, Lacerations
        - Mobility Device Lifts/Ramps

1. Requirements for Operator Training

Applicants are required to successfully complete a comprehensive training program prior to transporting passengers. Trainees are continually evaluated and tested throughout the training program. Trainees who do not demonstrate the required level of proficiency are provided additional training or are removed from training. The Operator training program combines instructor-led sessions, video instruction, facilitated discussion, and opportunities for the trainees to practice what they have learned. Training topics include:

Classroom Training
The first part of Operator training at First Transit, classroom training, begins the process of instilling the safety culture into each Operator. Helping the student Operators understand the importance of keeping themselves and each passenger safe; and their responsibilities in maintaining a safe environment, is a theme integrated throughout.

- **Unit 1 - Introduction**
    - Welcome and Introduction
    - Title VI Civil Rights Act 1964
    - Employee Handbook
    - BeSafe - Making Safety Personal
    - Hazardous Communication
    - Bloodborne Pathogens

- **Unit II - Fundamentals**
  - Safe Work Methods
  - Basics of Safety
  - Managing Emergencies
  - Security Awareness
  - Map Reading
  - Communication Devices
  - Navigation and Fare Policies
  - Smith System
- **Unit III - The Operator**
  - Drug and Alcohol Awareness
  - Distracted Driving
  - Fatigue and Sleep Apnea Awareness
- **Unit IV - Transporting Passengers with Disabilities**
  - Transporting Passengers with Disabilities
  - Interacting with Passengers
  - Diffusing Conflict
  - Passenger Care While Loading and Unloading
  - Mobility Aids and Devices
- **Unit V - Driving Fundamentals**
  - Driving Fundamentals I
  - Driving Fundamentals II
  - Roadway Types
  - Railroad Crossings

Behind-the-Wheel Training

Behind-the-Wheel training is conducted in three phases. Since most people coming to work as a Bus Operator have not been exposed to driving the types of vehicle used at First Transit, the first part of behind-the-wheel training takes place on a closed course. This provides the opportunity for the Instructors to evaluate the skill levels of each employee; and gives each employee the opportunity to make and learn from their mistakes in a safe environment.

The next phase of Behind-the-Wheel training takes place on the road, but in a controlled manner. During the road phase of the training, each student Operator works one-on-one with a First Transit Instructor. The road work begins with the basics; intersections, service stops, and backing. The next advanced stage of the road work addresses roadways, highway driving, and continues the instruction on intersections and service stops. The “Smith Driving System” principles are incorporated throughout the entire Behind-the-Wheel training phase.

- **Closed Course (Group Work)**
  - Vehicle Orientation
    - Pre-Trip Inspection
    - Seat Adjustment
    - Mirror Adjustment
    - Braking, Accelerating, and Transmission
    - Wheelchair Securement
  - Reference Points
    - Lane Position
    - Right Side / Left Side
    - Backing Point
    - Forward Stop

        - Pivot Points
        - Turning Points
    - Vehicle Control
        - Straight in Lane
        - Left Turn
        - Right Turn
        - Lane Changing - Moving Right or Left
- **One on One Instruction Behind the Wheel**
    - **Basic Road Work**
        - "Smith System"
        - Intersections
        - Service Stops
        - Backing
- **Advanced Road Work**
    - "Smith System" Commentary Driving
    - Roadways
    - Expressway / Highway Driving
    - Intersections
    - Service Stops
- **Final Evaluation**
  Upon completion of the training program, before an Operator can be placed into service, they must successfully demonstrate their mastery of the skills and practices learned during the training program.
- **Cadet Training**
  Once a new Operator has been placed into service there is period of observation where an experienced Operator, Instructor, or Supervisor periodically rides-along to ensure the skills learned in training have successfully transferred to providing service. This includes the securement and transportation of a person with a disability.

2. Requirements for Maintenance Training

Maintenance personnel are trained in shop safety, OSHA standards, and vehicle maintenance, in addition to receiving training in driving techniques and safety. Trainees are continually evaluated and tested throughout the training program. Trainees who do not demonstrate the required level of proficiency are provided additional training or are removed from training.

Maintenance training includes:

- Introduction to First Transit policies & procedures
- Injury prevention and risk assessment
- Substance Abuse Policy
- Defensive Driving
- "Smith System"
- NTI - Security Awareness Warning Signs
- Shop Safety Handbook
- Maintenance Lift Safety
- DVI Procedures
- SafeWork Methods
- Wheel Torque Specifications
- Workplace Violence
- OSHA (R-T-K / MSDS / PPE Training)

3. **Requirements for Staff Training**

Staff personnel are trained in Safety Leadership and "BeSafe" (described in item #1)

- **Safety Leadership**

  This is an interactive CD-ROM course consisting of 5 CD's and leaders guides which are designed to educate all levels of First Transit management on the behaviors surrounding accidents. Every level of management takes the course and successfully pass an online test, found on the Safety Resource Center (SRC), with a passing grade of 90% or better.

  The course outline is as follows:

  - Safety Leadership
    - Accidents
    - Behavior
    - Leadership
  - Supervisor Development
    - The Role of the Supervisor
    - Communication
    - Building Trust
    - Conflict Resolution
    - Performance Management
    - Decisions
- **Additional Safety Training**
  - Reasonable Suspicion
  - Supervisor's Report of Reasonable Suspicion
  - Code of Conduct
  - Customer Service
  - OSHA Requirements
  - Hazard Abatement FORM – CA Only

4. **Requirements for Continuing Training and Evaluations**

First Transit provides ongoing employee training and evaluations.

The objective of ongoing evaluations is met through a broad spectrum of regularly scheduled management activities including:

- road observations,
- ride along evaluations, and
- daily safety contacts.

Where evaluations and observations identify unsafe acts or conditions, retraining is provided to improve skill levels in accordance with corporate standards.

In addition to First Transit's formal employee training program, the following safety training is also conducted.

Safety Meetings

- Twelve (12) safety meetings are issued to the locations annually with required topics identified by the location and region safety management
- Each meeting is to be a minimum of one (1) hour in length unless otherwise required by state, client or local regulations
- A required topic along with a safety campaign including posters and DVD is sent to each location for presentation to all employees
- Attendance is a condition of employment and is mandatory for all Operators, Management, Operational staff, and Maintenance personnel. *(Unless stated otherwise in the CBA.)*
    - Failure to attend all meetings will result in disciplinary actions up to and including termination.
- Client/Contract requirements may require safety meetings to be conducted on a more frequent basis than the First Transit minimum standards

Retraining

First Transit has a "zero" tolerance for preventable injuries and collisions, elimination of preventable injuries and collisions is our number one goal.

An employee involved in a preventable injury or collision is placed on administrative leave pending completion of the investigation and completion of any required retraining.

Safety Communication

Describe processes and activities to communicate safety and safety performance information throughout the organization.

Safety Awareness Programs

Establishing and maintaining a culture that demands safe behavior at all times is at the core of First Transit's safety plan. This is done, in part, by providing a regular flow of positive information and recognizing those who are performing safely.

This is where our **"BeSafe"** program provides the structure and foundation for communicating safety messages and inspiring safe job performance at all levels. "BeSafe" takes safety to a more personal level. It is a company-wide commitment to safety, with the objective of continuous improvement by making safety a personal goal and incorporating behavioral change as a mitigation measure.

"BeSafe" focuses on positive change through routine personal "touchpoints" and coaching interactions between front-line employees and management. To reinforce the touchpoints, discussions and feedback sessions are conducted as needed.

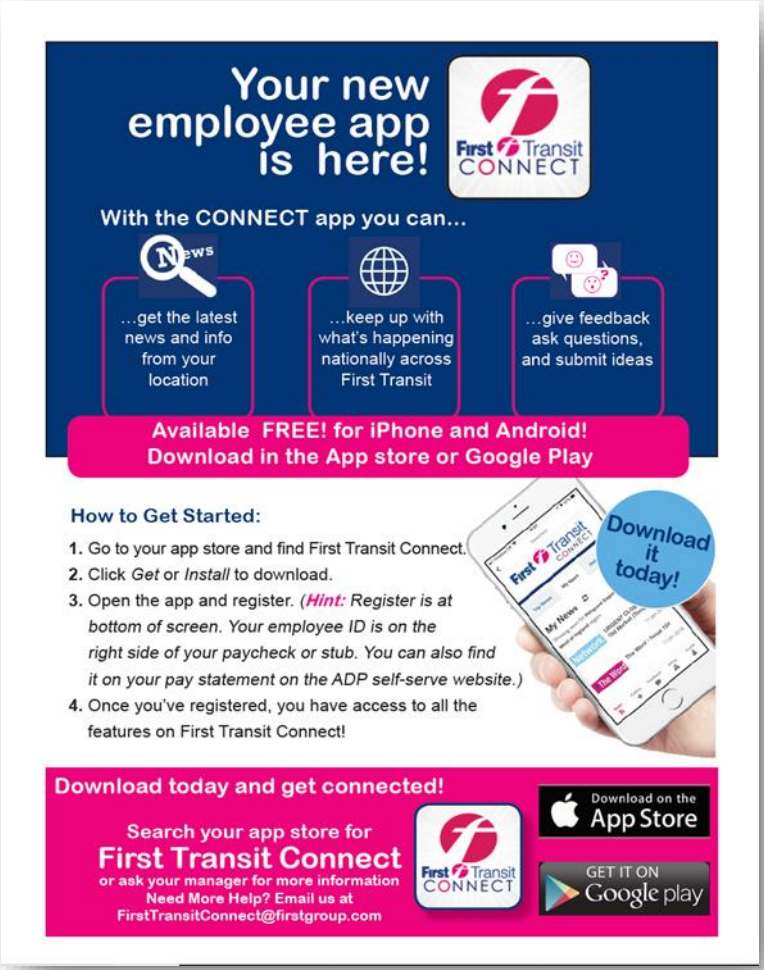
This program inspires safe behavior among employees at all levels by;

- Generating system-wide participation in safety issues through positive reinforcement
- Encouraging all employees to "take ownership" for safety results
- Communicating safety policies, procedures and processes

- Engaging executives and managers at all levels, encouraging their active participation in safety management and communication
- Sharing safety results at the individual, project, region and national levels by celebrating success stories
    - **Individual Motivators – Individual Achievement Awards:** The “cultural carrot” to help affect individual safety improvement through the use of personal recognition awards. Currently established safety awards for First Transit employees are:
        - Annual Safe Driver Awards
        - Safety Solutions Team Recognition

- **A Safety Leadership Group - The Safety Solution Team (SST):** Four to 10 location teammates dedicated to making safety “top-of-mind ” by identifying and resolving safety issues.
    - <u>SST</u>
        - Review the safety concerns they have worked on and improvements that have been implemented
        - Record and distribute SST meeting minutes
    - <u>GM</u>
        - Review “ Daily Safety & Health Walkthrough”
    - <u>GM and SST</u>
        - Recognize individuals who have earned years of safe driving
        - Pins and Certificates
        - Include bullets from SST Meeting minutes

- **A Communication Tool:** "First Transit Connect" employee app, a peer to peer safety communication tool offering safety tips, best practices, recognition, offering ideas on "What Works", Safety Happenings, and Safety Pep Rallies



Additional Information

Supporting Documentation *Include or reference documentation used to implement and carry out the Safety Plan that are not included elsewhere in this Plan.*
Numerous standard operating procedures (SOP's), in addition to those mentioned in this plan, have been developed and incorporated into the operating practices at each First Transit location. The SOP's have been designed to create operational consistency, increase awareness of risks and hazards, and provide easily duplicated processes for identifying and mitigating the risks associated with providing transit service. Some of those SOP's are as follows.

- High Interest Driver SOP's #206; #206a; #206b; #206c: #206d
- SOP #207 - Railroad Crossing Assessment
- SOP #502 – Sub-Contractors Working on Company Property
- Fire Prevention Plan SOP's #504; #504a; #504b; #504c; #504d
- Winter Safety – Snow Removal Action Plan SOP's #505; #505a; #505b; #505c
- Vehicle Fueling Spill Control SOP's #506; #506a; #506b; #506c; #506d
- SOP #507 - Pedestrian Visibility and Movement on Company Property
- SOP # 508 - Service Truck & Service Vehicle Visibility
- Emergency Action Plan SOP's #806; #806a; #806b; #806c; #806d
- First Transit Shop Safety Handbook
- Safety & Security Planning Manual

Definitions of Special Terms Used in the Safety Plan

Term	Definition

List of Acronyms Used in the Safety Plan

Acronym	Word or Phrase
ARC	Accident Review Committee
BTW	Behind-the-Wheel
DOT	Department of Transportation
DUI	Driving Under the Influence
DWI	Driving While Intoxicated
ESC	Executive Safety Committee
FGA	First Group America
F.O.R.M.	First Occupational Rehabilitation Management

FTA	Federal Transit Administration
HR	Human Resources
LGM	General Manager
LOTO	Lock-Out/Tag-Out
LSM	Location Safety Manager
MNT	Maintenance
OPS	Operations
OSHA	Occupational Safety & Health Administration
PPE	Personal Protective Equipment
PRM	Performance Review Management
SMS	Safety Management System
SOP	Standard Operating Procedure
SRC	Safety Resource Center
SST	Safety Solutions Team
UK	United Kingdom
VP	Vice President

Appendix A: First Transit Safety Policy

Safety Management Policy Statement

Introduction

Global in scale and local in approach, First Transit is an organization which combines a robust corporate structure with strong customer-centric, local operations. Throughout the company, our focus is conducting our business in a way that aligns with our core values:

- Committed to our customers
- Dedicated to Safety
- Supportive of Each Other
- Accountable for Performance
- Setting the Highest Standards

We believe these values to be essential components in our aim to achieve ZERO safety events, resulting in ZERO harm to our customers, our employees, our shareholders, and the environments in which we operate. First Transit's Safety Management System (SMS) encourages all First Transit employees to replace risky behaviors and thought processes that jeopardize safety in the workplace. Through the program, we are striving to build a cultural identity that is continually focused on safety. First Transit has adopted the core philosophy of, ***"Think Safe, Act Safe, BeSafe"***

Safety Management Policy

At the core of First Transit's mission is the commitment to protecting the safety and well-being of our passengers and employees. Our ***"Be Safe"*** program is the foundation of First Transit's Safety Management System (SMS) with three clear objectives:

1. To make progress on our way to "Zero Harm"
2. To make safety a personal core value through behavior change
3. To improve business performance

"Be Safe" – the driving force behind First Transit's Safety Management Policy - focuses on recognizing and acknowledging safe behavior and actions through positive reinforcement. All employees are empowered to report unsafe acts and working conditions without fear of reprisal.

Safety Management Policy Statement

The guiding principles that drive First Transit's SMS program are:

- **Knowledge:** Our greatest efforts will be directed at the key safety behaviors that will help reduce incidents.
- **Recognition:** While not ignoring actions that undermine safety, the focus will be on acknowledging colleagues "doing it right" and positively reinforcing these actions.
- **Openness:** Regular positive coaching interactions, or "touchpoints" will take place and communication at "debriefs" will be open and honest.
- **Learning:** Reporting of incidents and near misses will be seen as learning opportunities to continuously improve work place safety.
  Courage: We are all empowered to accept responsibility for our own safety and the safety of our colleagues and customers. If you assess something to be unsafe, you should have the courage to stop and find a safer way of doing things.

Performance improvement in all aspects of First Transit's operations is based on four key elements: *Leadership and Engagement*; *Risk Reduction*; *Safety Management*; and *Performance Management*. Each element includes safety as a top priority.

Leadership and Engagement depends upon honest and open communication from all employees; data collection from which critical decisions are formulated that impact daily, short term, and long-term operations; resource management; and future direction of First Transit.

Risk Reduction includes our comprehensive audit and inspection regime; hazard identification and reporting; continuous training and safety campaigns; employee safety evaluation reporting programs and procedures; employee and management observation of operations; and compliance assurance of FTA, DOT, and OSHA safety and operating requirements and recommendations.

Safety Management at First Transit has many forms; including Safety Solution Teams, Accident Review Committees, Local Client Liaison Committees at each local operation; the corporate Safety Department which gathers, analyzes, and communicates the safety information throughout the organization; and enforces policies and procedures to ensure all employees are conducting their business in the safest manner possible.

Safety Management Policy Statement

Performance Management ,the final key element, uses many Key Performance Indicators relating to safety to evaluate First Transit's progress toward Zero safety events. Daily reports; monthly location scorecards; the Critical Activity Record Entry program which captures and compares safety data monthly; major events calls, which alerts management in real time of safety events; and regular calls and meetings between mid-level and upper management to review safety concerns; are a sampling of the tools employed to ensure that safety is first and foremost in everything we do.

Ongoing Company-Wide Commitment

As President of First Transit, I know our commitment and passion for safety runs far deeper than the words contained in this policy statement. While our roles may vary, everyone in our organization, from the highest levels of management to the employees on the street, has a responsibility for their own safety as well as the safety of colleagues and customers; and to perform the daily tasks of providing public transportation in as safe a manner as possible.

We at First Transit depend on every member of our team to do everything possible to protect our resources and environment from harm, now and into the future. We take great pride in this responsibility and our ability to meet these expectations.

Sincerely,

Bradley A. Thomas

President

Exhibit B

Risk Assessment Matrix

Identified Risk:	

Impact of Risk						Probability of Risk				
Severity	Cost (Thousands)	People	Asset	Environment	Quality	< 1% Very Low (1)	1% - 10% Low (2)	10% - 50% Medium (3)	50% - 90% High (4)	> 90% Very High (5)
Very High 5	>50	Multiple Fatalities	Major Damage, multiple units	Massive Effect	Complete discontinuation of service	5	10	15	20	25
High 4	25-50	Permanent total disability or one fatality	Major Damage, unit level	Major Effect	Substantial disruption of service	4	8	12	16	20
Medium 3	10-25	Serious injury, hospitalization	Moderate Damage	Moderate Effect	Slight disruption of service	3	6	9	12	15
Low 2	1-10	Slight injury, medical treatment	Minor Damage	Minor Effect	Minimal disruption of service	2	4	6	8	10
Very Low 1	<1	First aid or no injury	No/Slight Damage	No/Slight Effect	No disruption of service	1	2	3	4	5
Risk Value										

Assessed Risk Value:	

Instructions

1. Estimate potential consequences and severity (thought of as what could happen if hazard actually occurred)
2. Estimate likelihood of such consequences occurring (using historical evidence, data and experiences)
3. Multiply the severity for each consequence by the likelihood of that consequence occurring. This is the risk value.
4. Sum the risk values for a total assessed risk. (out of 125)

Exhibit C

Prioritized Safety Risk Log

This Prioritized Safety Risk Log is used to organize identified safety risks facing the MATBUS system. The log should be updated frequently to demonstrate continual progress towards risk reduction through mitigation strategies. A timeline is used to highlight projected completion dates.

Completed by:	Last Updated:

Priority	Risk Description	Planned Mitigation Strategies	Outcomes of Planned Mitigation Strategies	Responsible Staff	Timeline	Status
1						
2						
3						
4						
5						
6						
7						

Exhibit D

Safety Event Reporting Form

Name (optional) _____

Date of Event _____ Event Time _____

Event Information

Location _____

City _____ State _____

Specific Area of Location (if applicable) _____

Event Description

Name/Contact of Witnesses

1._____

2._____

3._____

Agenda Item 3a

MEMORANDUM

To: MAT Coordinating Board

From Julie Bommelman, Fargo Transit Administrator
Lori Van Beek, Moorhead Transit Manager

Date: November 18, 2020

Re: Fargo-Moorhead Transit Operational Services Request for Proposals (RFP) Update

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As the MAT Coordinating Board is aware, our existing operating contract with First Transit expires on December 31, 2020. A joint Fargo/Moorhead Request for Proposals (RFP) was issued in September 2020. The MAT Coordinating Board selected an Evaluation Team to lead the extensive RFP process. The Request for Proposals was drafted, reviewed and distributed. A pre-bid conference was held to answer questions from interested companies. Following responses to clarifications, proposals were received from three companies: First Transit, National Express and Hallcon Corporation. The proposals were reviewed and all three companies were selected to be interviewed.

The Evaluation Team interviewed the three (3) vendors and reviewed proposals. Points from the Evaluation Team were summarized and average points are as follows:

	Avg Points	Rank
First Transit	116	1
National Express	112	2
Hallcon Corporation	105	3

A recommendation to award the contract to First Transit was made by the Evaluation Team to the Fargo City Commission and the Moorhead City Council, with the terms of the contract to be negotiated by staff and legal counsel and brought back to the elected officials of both cities for approval. The Commission approved the award of the contract to First Transit on November 2, 2020 and the Council approved the award on November 9, 2020.

All of the proposals received met the minimum requirements of the RFP. The proposed management teams met the education, experience and training minimum requirements. Safety and award/incentive programs were contained in all proposals, but differed somewhat between companies. Proposals for all except First Transit included start-up costs. Options were proposed by each contractor for innovative services and technology that exceeded the minimum required in the RFP.

FARGO-MOORHEAD TRANSIT OPERATIONAL SERVICES PROPOSALS ESTIMATED COST FOR TWO-YEAR PERIOD 2021-2022					
		FIRST TRANSIT	**FIRST TRANSIT REVISED**	**NATIONAL EXPRESS**	**HALLCON**
FARGO SUMMARY					
	Total Fargo 2-year Cost	**$8,982,803**	**$8,556,772**	**$9,759,788**	**$8,808,584**
	Performance Bond	$49,433	$47,563	$76,755	$6,717
MOORHEAD SUMMARY					
	Total Moorhead 2-year Cost	**$3,485,255**	**$3,320,040**	**$3,780,564**	**$3,418,628**
	Performance Bond	$19,179	$18,454	$29,732	$2,607
F-M GRAND TOTAL		**$12,536,670**	**$11,942,829**	**$13,646,839**	**$12,236,536**
	Incentive and Referral Bonus Pass-through		**$63,228**		
	Safety Bonus Pass-Through	**$71,400**	**$71,400**	**Included**	**Included**
ADJUSTED F-M GRAND TOTAL		**$12,608,070**	**$12,077,457**	**$13,646,839**	**$12,236,536**

Key areas to negotiate were identified by the Evaluation Team:

- The Cities taking over incentives/awards as pass-through bonuses but clearly define these bonuses and set it up so First Transit must ask the Cities before giving incentives like hiring bonuses based on market needs;
- Inclusion of the new version of DriveCam with a definitive use of any clips from accidents and discussions of the Cities taking over licenses in the future;
- Lowering the training wage to $15 per hour;
- Ensure training hours are spelled out on what the breakdown of training will be (i.e. we added 40 hours of training and need to define what those hours will be used for such as behind-the-wheel and/or cadeting)
- Adding First Transit's Safety Management System Plan to our agreements.

At this point, negotiations are nearly complete with First Transit and the Cities of Fargo and Moorhead.

Incentives/Safety Program

Employee retention and safety concerns were paramount considerations in the evaluation of the proposals. First Transit included the following bonuses:

- **New Operator Sign on Bonus:** $500 (First Transit increases the sign on bonus up to $2,500 based on the demands of the recruitment needs.)

- **Employee Referral Bonus Program:** this bonus is for both current employees and their referrals.
  - 60 days = $500
  - 180 days = $500

- **Safety Bonus:** (these are pass through bonuses to the Cities)
  - $50.00 monthly for full-time employees
  - $25.00 for part-time employees
  - *employees who receive these bonuses for the entire quarter (3 months) will be given an additional bonus of $100.00 for full-time employees and $50.00 for part-time employees

  Eligibility requirements:
  - The employee must complete a pre/post trip inspection each day they work
  - The employee must have no preventable collisions or passenger injuries
  - The employee has no preventable safety incidents resulting in any personal/passenger injury, damage, or other safety related issues
  - The employee must have no traffic violations in company or personal vehicles

- **Incentive Bonus:**
  - $50.00/month for full-time employees (part-time employees are not eligible for this bonus)
    *employees who receive this bonus for the entire quarter (3 months) will be given an additional bonus of $100.00

    Eligibility requirements:
  - No verifiable passenger complaints or incidents
  - Have a perfect attendance record with zero attendance points for current month (late, absent, etc.)
  - Be in a full and clean uniform at all times (shirt, trousers and plain black shoes)
  - Completing and turning in all paperwork with no missing information including manifests, DVIR for Pre and Post Trip inspections, payroll exception forms
  - No ADA violations (i.e. PA announcements, lowering ramp/kneeler)
  - Attended the monthly safety meetings
  - Having no other discipline incidents/actions

DriveCam

First Transit identified costs of purchasing and installing the new DriveCam system. DriveCam is a camera system used for monitoring defensive driving in order to change behaviors and reduce accidents and the new version contains a collision-avoidance feature which detects lanes and other vehicles/objects around the buses. G-forces are measured and the video is marked if a quick stop or sharp turn is registered. This system has been used by First Transit in Fargo and Moorhead since 2007 and will continue under the new proposal.

Employee Wages and Benefits

The pay and benefits scale for the drivers meet the minimum requirements set forth in the RFP. In 2021, First Transit has proposed a training wage of $15 per hour, then an average driver wage of $20.53 per hour. The driver wage scale for 2021 has a starting wage of $18.60, increases each year, with the highest wage at 25+ years of $22.96. First Transit's proposal had the highest wages paid to drivers. The health insurance plan will remain at the existing coverage and premium payment.

Management Fee

The RFP requested additional staff members to the management team. First Transit proposed two additional staff members, one Classroom Instructor and one more Road Supervisor.

As is shown above, First Transit's cost proposal was the second lowest of the three, but overall ranked first. Following negotiations, First Transit's costs were reduced as reflected in the table above. Following negotiations and contract terms, a draft contract will be provided for Fargo City Commission and Moorhead City Council consideration.

Included in the proposed 2021 Mass Transit Budget was an estimated increase of 5%, which would accommodate the increasing service requirements and most of the key areas of concern, such as safety, customer service and on-time performance. Costs exceeding 5% would be attributed to the need for the two added management staff to improve operations and the realignment of fixed route dispatchers from the contractor to the City of Fargo.

Under the current contract terms, the City may terminate or reduce the amount of service to be rendered if there is, in the opinion of the Fargo City Commission/Moorhead City Council, a significant increase in local costs; or, in the opinion of the Fargo City Commission/Moorhead City Council, insufficient state or federal funding available for the service, thereby terminating this Agreement or reducing the compensation to be paid under this contract. In such event the City will notify Contractor in writing ninety (90) days in advance of the date such actions are to be implemented.

Following completion of negotiations, staff will develop contracts (each City will have its own contract) with First Transit for operation of transit services for the two-year period January 1, 2021, through December 31, 2022, with the option to extend the contract for three (3) one-year periods under the same terms and conditions, except the City and First Transit must mutually agree upon a compensation rate per hour not to exceed the current rate plus the most recent Consumer Price Index., Inc. The City Attorneys will assist in the development of the contracts and each contract will be approved at a future Commission/Council meeting.

Operations Report
Jan-Oct 2020

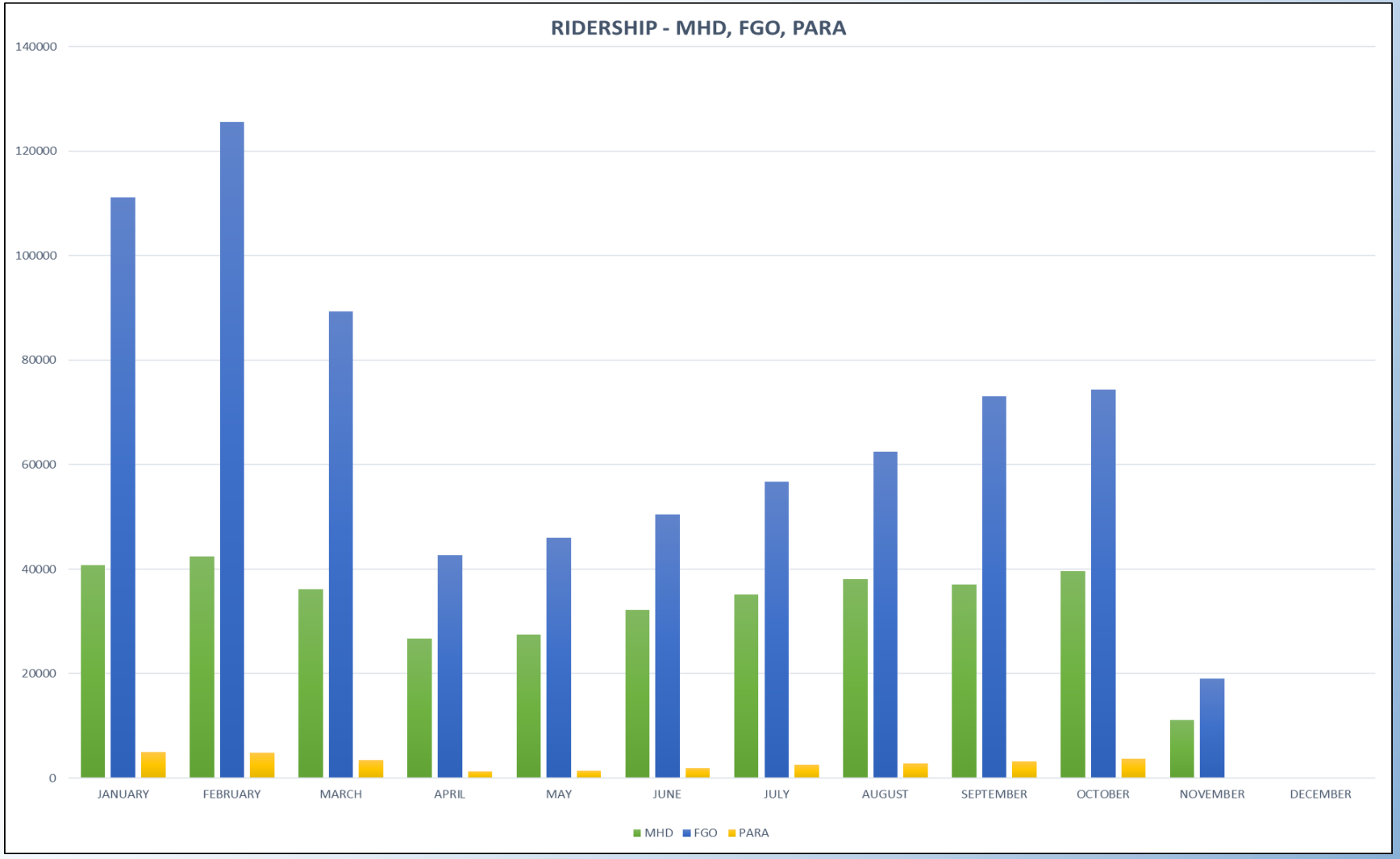
(701) 232-7500
matbus.com
650 23rd St N. Fargo, ND 58102

Ridership

Year to Date - Moorhead, Fargo, and PARA

Ridership by Service Jan-Oct 2020

- Moorhead: -11.85%
- Fargo: -34.22%
- Paratransit: -31.09%



Ridership

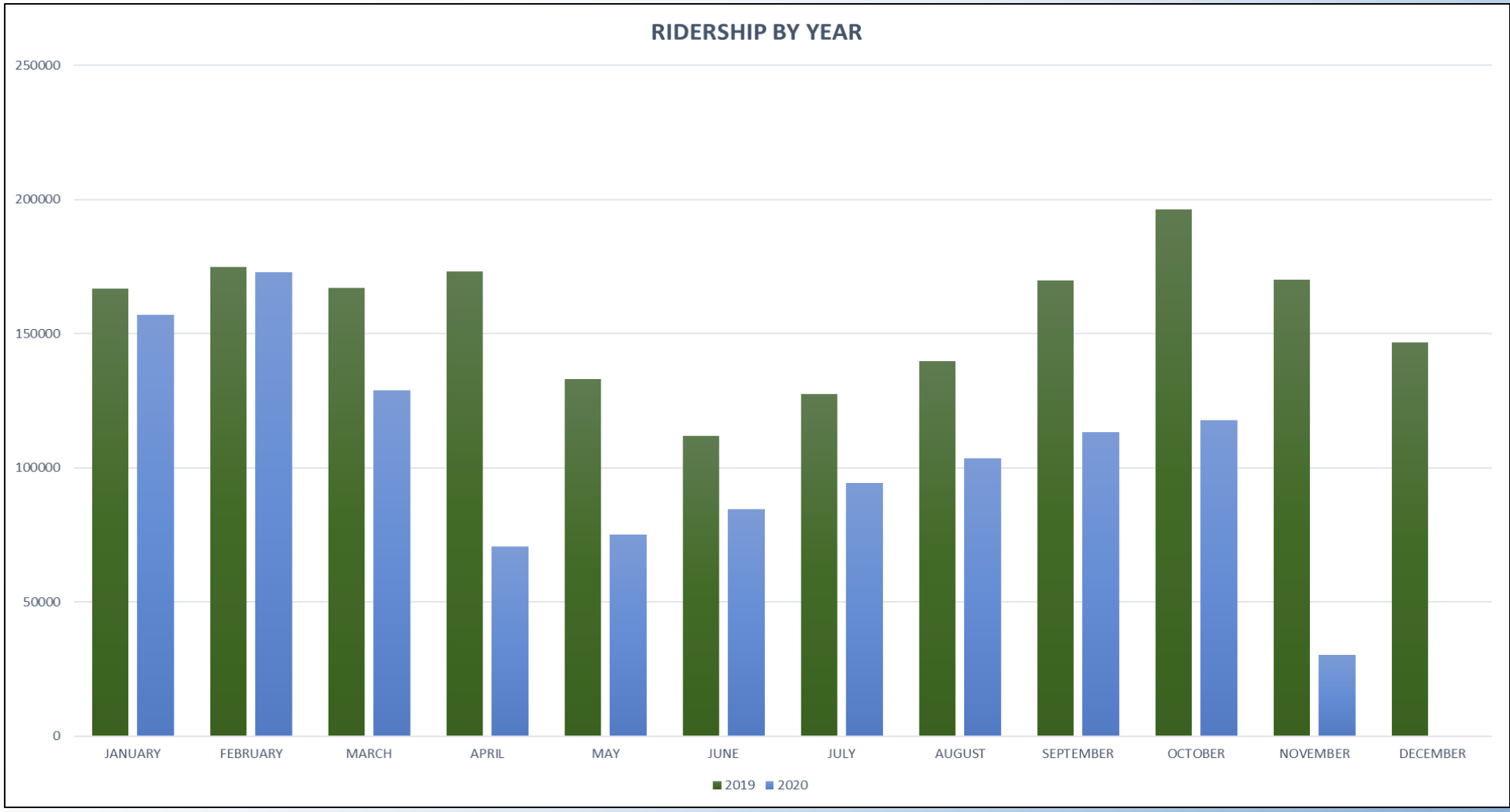
Year to Date - Total

Moorhead
19 – 403,248
20 – 355,447
Change (11.85%)

Fargo
19 – 1,112,862
20 – 732,054
Change (34.22%)

Paratransit
19 – 44,156
20 – 30,426
Change (31.09%)

Total Change
(26.41%)



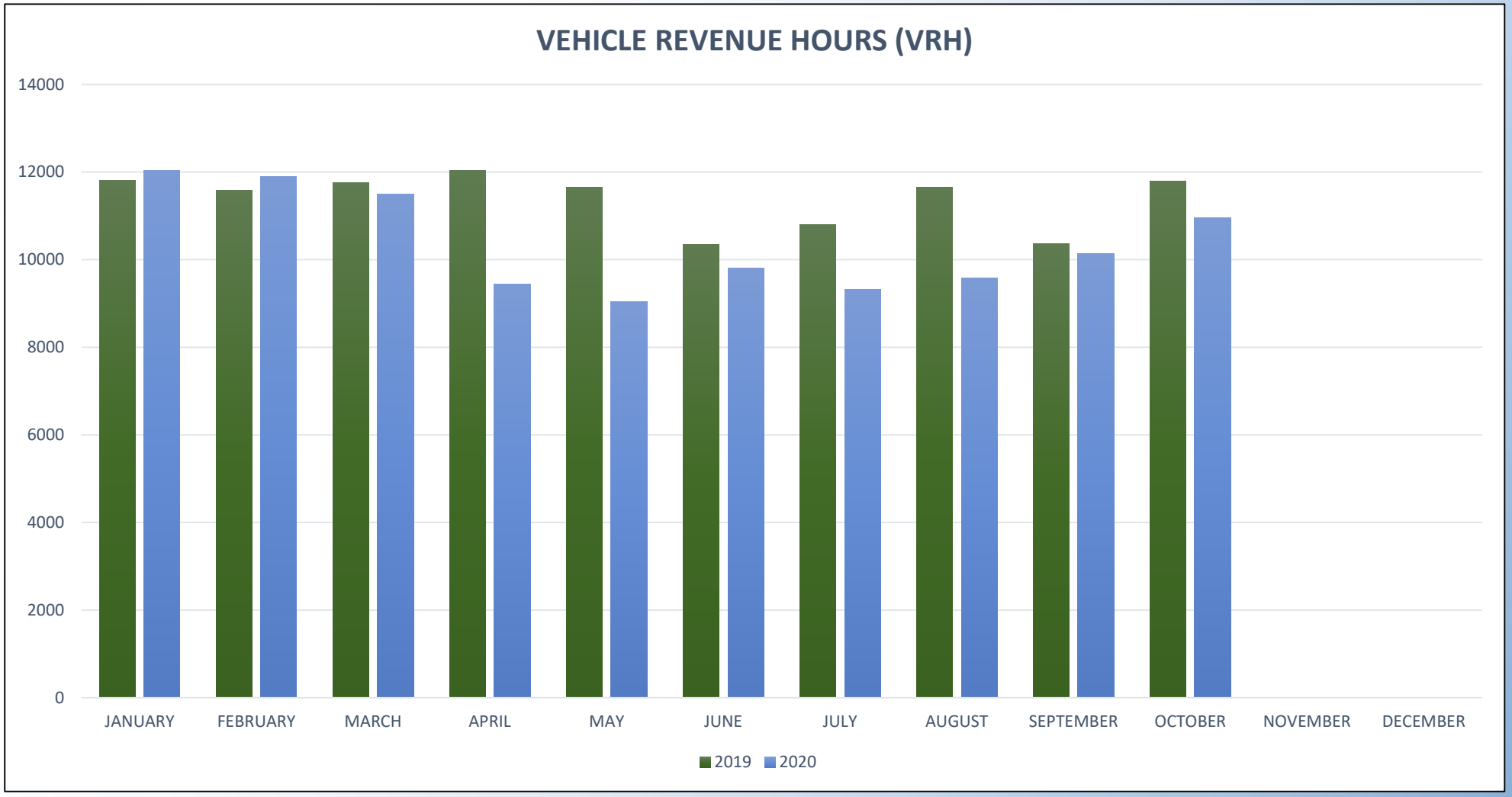
Vehicle Revenue Hours (VRH)

By Year

Moorhead
19 – 29,784
20 – 29,684
Change (0.33%)

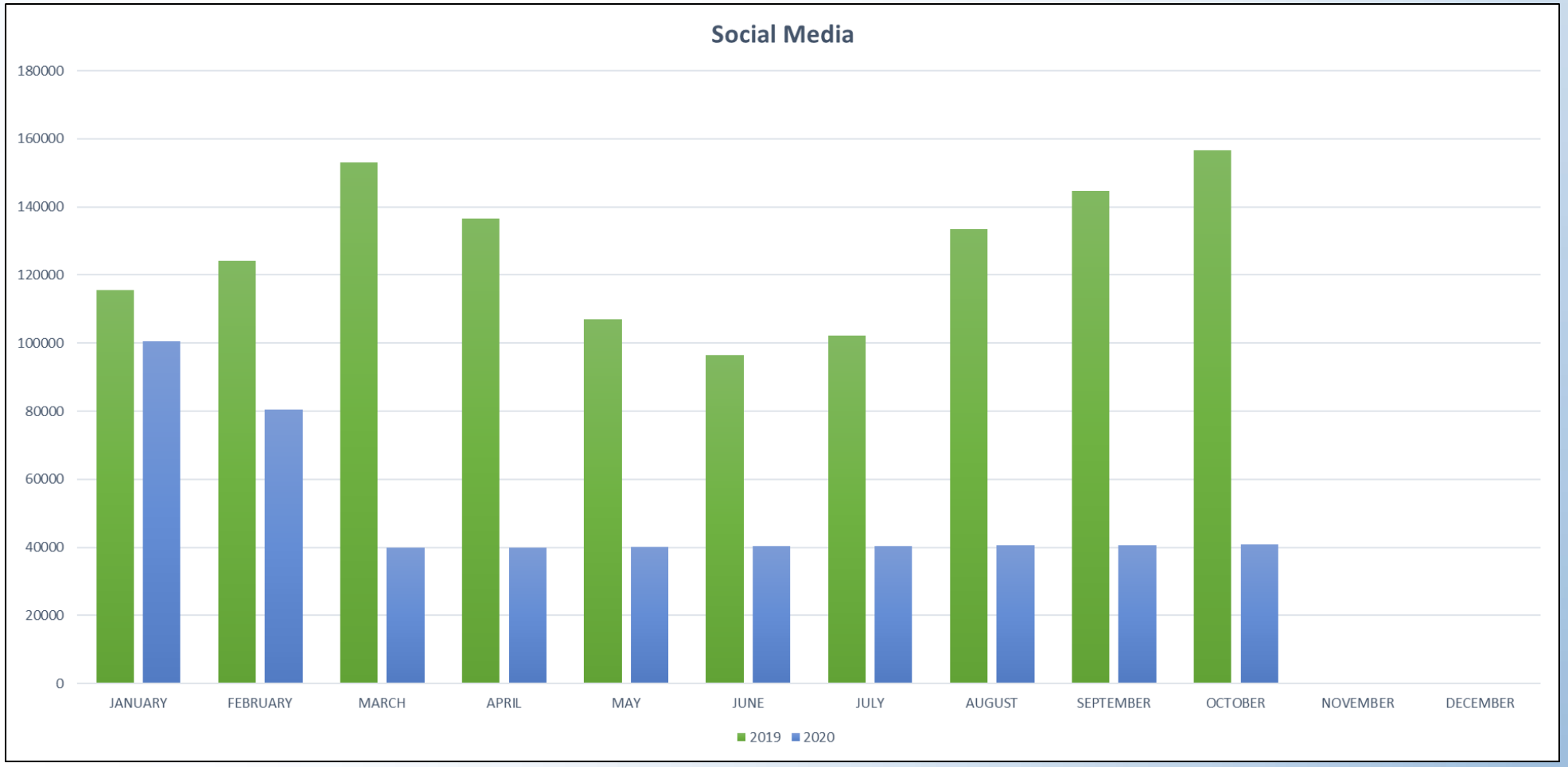
Fargo
19 – 64,801
20 – 60,343
Change (6.88%)

Paratransit
19 – 19,220
20 – 13,708
Change (28.68%)



Social Media

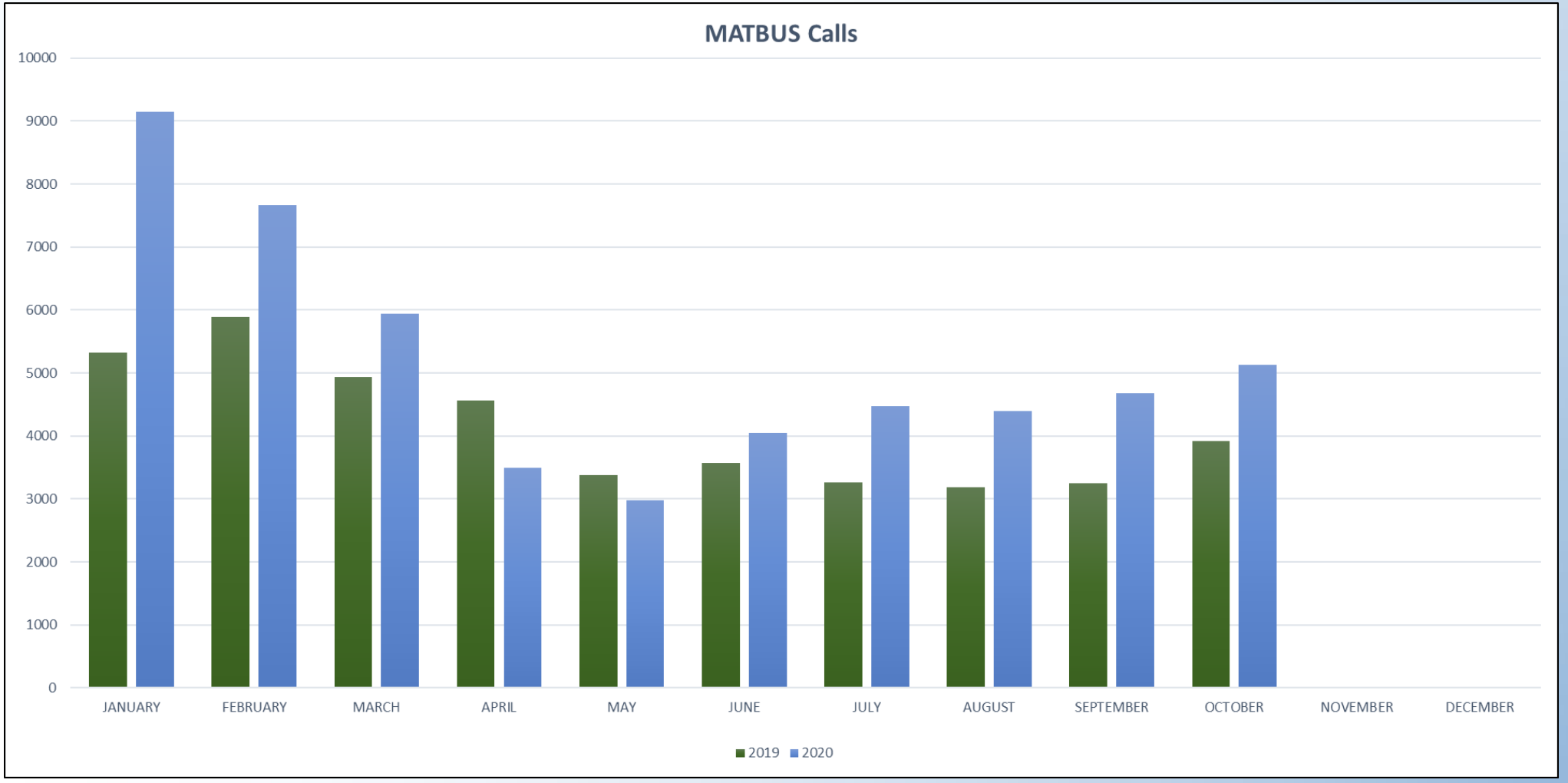
Website, Facebook, App, Twitter, YouTube, and Rider Alerts



Change (60.31%)

MATBUS Calls

By Year



Change: 25.83%

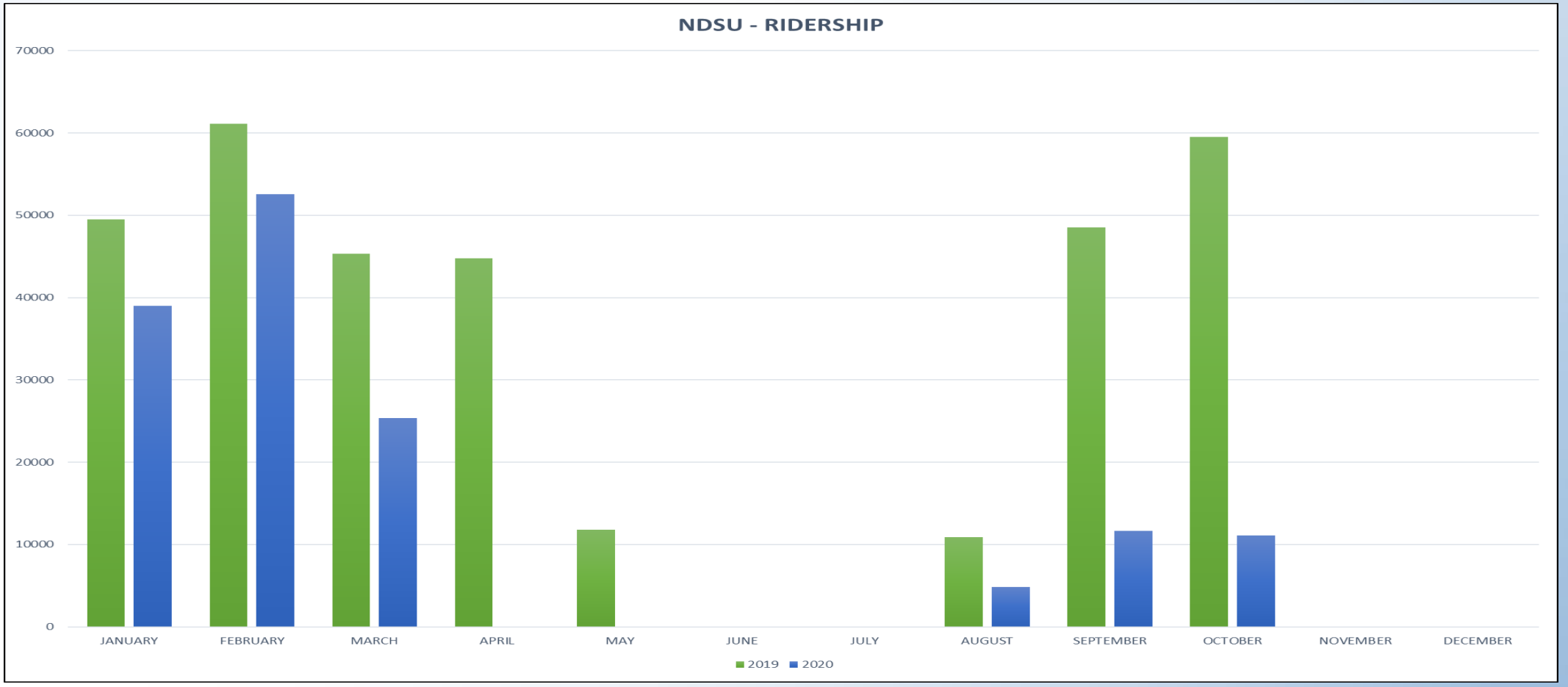
Metro Senior Ride Ridership

Year to Date - Total

Change (42.45%)

NDSU Ridership

Year to Date - Total



Change (56.37%)

COLLEGE RIDERSHIP ON MATBUS

2019-20

Fare Count		Customer Type					
Year	Month	Concordia	M|State	MSUM	NDSU	NDSCS	Grand Total
2019	August	1,067	1,773	4,198	18,807	170	26,015
	September	1,246	2,251	4,344	61,626	249	69,716
	October	1,143	1,696	4,349	73,246	116	80,550
	November	921	1,317	3,916	57,605	124	63,883
	December	732	1,136	2,951	45,845	107	50,771
2019 Total		5,109	8,173	19,758	257,129	766	290,935
2020	January	898	1,503	3,672	49,447	56	55,576
	February	978	1,532	4,194	62,540	84	69,328
	March	601	699	2,156	31,134	72	34,662
	April	4	4	15	285	11	319
	May	4	6	23	124	8	165
	June	25	23	28	406	334	816
	July	25	23	24	183	28	283
2020 Total		2,535	3,790	10,112	144,119	593	161,149
Grand Total 2019-20		7,644	11,963	29,870	401,248	1,359	452,084

2020-21

Fare Count		Customer Type					
Year	Month	Concordia	M|State	MSUM	NDSU	NDSCS	Grand Total
2020	August	31	24	60	5,207	32	5,354
	September	38	27	90	12,553	24	12,732
	October	28	25	131	11,850	13	12,047
	November						-
	December						-
2020 Total		97	76	281	29,610	69	30,133
2021	January						-
	February						-
	March						-
	April						-
	May						-
	June						-
	July						-
2021 Total		-	-	-	-	-	-
Grand Total 2020-21		97	76	281	29,610	69	30,133

% CHANGE

Year	Month	Concordia	M|State	MSUM	NDSU	NDSCS	Grand Total
2019-20	August	-97%	-99%	-99%	-72%	-81%	-79%
	September	-97%	-99%	-98%	-80%	-90%	-82%
	October	-98%	-99%	-97%	-84%	-89%	-85%
	November						
	December						
2019-20 Total							
2020-21	January						
	February						
	March						
	April						
	May						
	June						
	July						
2020-21 Total							
Grand Total							

NOTES:

Includes NDSU Circulator Routes

March-December 2020, due to COVID-19, ridership by college ID was not recorded automatically.