



metro transit

Public Transit Agency Safety Plan

City of Madison – Metro Transit

Executive Summary

Fixing America's Surface Transportation Act (FAST Act) grants the Federal Transit Administration (FTA) the authority to establish and enforce a comprehensive framework to oversee the safety of public transportation throughout the United States. As a component of the safety oversight framework, the FAST Act requires recipients of FTA funding to develop and implement a Public Transit Agency Safety Plan (PTASP) that addresses performance measures, strategies, and staff training opportunities.

The FAST Act expands the regulatory authority of the FTA to oversee safety, providing an opportunity for FTA to assist transit agencies in moving toward a performance based approach in Safety Management Systems (SMS). The FAST Act puts the FTA in a position to provide guidance that strengthens the use of safety data to support management decisions, improves the commitment of transit leadership to safety, and fosters a culture of safety that promotes awareness and responsiveness to safety risks.

The PTASP for Metro Transit is consistent with and supports a SMS approach to safety risk management. SMS is an integrated collection of policies, processes, and behaviors that ensure a formalized proactive and data-driven approach to safety risk management. The aim of SMS to increase the safety of transit systems by proactively identifying, assessing and controlling safety risks. The approach is flexible and scalable, so that transit agencies of all types and sizes can efficiently meet the basic requirements of the FAST Act. The PTASP for Metro Transit addresses the following elements:

- **Policy Statement** – Establishing commitment to continual safety improvement
- **Document revision and control** – Description of the regular annual review processes and updates
- **Description of core safety responsibilities** – Accountabilities and authority of the accountable executive, chief safety officer, and key members of the safety management team
- **Safety Promotion** – Training and communication methods/objectives
- **Safety Risk Management** – Processes utilized to identify hazards, risk analysis, and evaluation
- **Prioritized Safety Risks** – Description of the most serious safety risks to the public, personnel, and property
- **Risk Control Strategies** – Strategies and actions utilized to minimize exposure of the public, personnel, and property to hazards
- **Safety Assurance** – Safety performance monitoring and measurement through performance indicators and targets. Management of change and continuous improvement

Agency Information

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Introduction

Metro Transit is a bus only public transit agency located in Madison Wisconsin serving Madison and several nearby communities. Mainline, heavy bus operation is directly operated with a fleet of 218 40ft buses and 315 Transit Operators. All ADA complementary paratransit service is contracted to private paratransit service providers with Metro oversight.

This plan covers both directly operated fixed route and contracted paratransit modes of service

We are committed to the safety of all employees and people who utilize public transit service within our service area. This Public Transportation Agency Safety Plan will help maintain and grow a positive safety culture within our organization which will in turn reduce the risk of accidents both involving employees and the general public.

Service Area and Partnerships

Metro Transit serves the City of Madison, the City of Middleton, the City of Verona, the City of Fitchburg, the Town of Madison, and the City of Sun Prairie. All communities border Madison and are within Dane County Wisconsin.

Metro has agreements with several partner organizations to provide service as described below. Each service partner has a formal contract with Metro that describes the service provided and the method by which the contribution made by the partner for the service provided is calculated. Basically the contribution is calculated by multiplying the total system's average operating cost per hour by the service hours provided to each partner, then reducing this by each partner's share of fare revenue and federal and state grant funds. The Cities of Verona and Sun Prairie apply for their own state funding, so Metro does not allocate to them any of the system's state or federal 5307 funds that are used for operating costs. These two cities do get a share (as do all the other partners) of federal grant funding that was used to purchase capital assets (5307, 5337 and 5339 grants). This is applied as an offset against depreciation expense. Each partner is invoiced an estimated amount during the year the service is provided and then a final reconciliation is performed after the year is over and financial results have been finalized.

The Cities of Middleton and Fitchburg and the Town of Madison receive core fixed route and paratransit service every day of the year. The Cities of Sun Prairie and Verona receive commuter service during the morning and afternoon rush hours on all week days, other than holidays during the year. Paratransit service is not provided to those communities. The University of Wisconsin receives fixed route service circulating throughout the campus every day of the year. Paratransit service is also provided within the campus area. The Madison Metro School District receives supplemental fixed route service during the morning and late afternoon that assists middle and high school students get to school. This service is provided every day that schools

are in session. Paratransit service is provided as part of the overall service area within the City of Madison. Madison College and the University of Wisconsin Hospital – North have portions of fixed routes that provide service to their campuses every day of the year. Paratransit service is included.

Federal Funding

The Federal Transit Administration (FTA) issued a final rule effective July 19th, 2019 adding a new part 673 “Public Transportation Agency Safety Plans” to Title 49 C.F.R. One year after the effective date, each state, local governmental authority, and any other operator of a public transportation system that receives Federal financial assistance under 49 U.S.C Chapter 53, must certify it has a Public Transportation Agency Safety Plan (PTASP).

Metro Transit receives funding from the following sections:

- 5307 Urbanized Area Formula Funding Program
- 5310 Enhanced Mobility for Seniors and Individuals with Disabilities
- 5337 State of Good Repair
- 5339 Bus and Bus Facilities

The core areas of the PTASP are as follows:

- Safety Management Policy
- Safety Risk Management
- Safety Assurance
- Safety Promotion

Designated Accountable Executive, Crystal Martin, Deputy General Manager

The Accountable Executive is accountable for ensuring that the agency’s SMS is effectively implemented, throughout the agency’s public transportation system. The Accountable Executive is accountable for ensuring action is taken, as necessary, to address substandard performance in the agency’s SMS. The Accountable Executive may delegate specific responsibilities, but the ultimate accountability for the transit agency’s safety performance cannot be delegated and always rests with the Accountable Executive.

Designated Chief Safety Officer, Phil Gadke, Operations General Supervisor

Designated by the Accountable Executive, the Chief Safety Officer has the authority and responsibility for day-to-day implementation and operation of an agency's Safety Management System (SMS). The Chief Safety Officer must hold a direct line of reporting to the Accountable Executive. A transit agency may allow the Accountable Executive to also serve as the Chief Safety Officer.

Plan Updates and Process

Metro Transit’s agency safety plan will be reviewed annually by July 31 of each year. The SPT will initiate any updates. CUSS, SDC, MMT, OMT, and various other teams will review and concur

or recommend modifications to annual updates from SPT. SMT will have the final authority prior to signature by the Chief Safety Officer and Accountable Executive. Updates to the plan will consider all aspects of the safety management systems including safety policy, risk management, safety assurance, and safety promotion.

The updates will include performance reporting on safety targets, safety assessments and system reviews, facility safety and security assessments; completed risk assessment matrices, identified hazards and mitigation efforts, annual completed safety risk log, completed safety performance matrices.

The safety target performance and updates will be communicated annually by July 31 to the MPO, Wisconsin Department of Transportation and stakeholders. Every four years, the entire agency safety plan will be updated and reviewed for approval using the process for initial plan approval: Approval by the City of Madison Transportation Commission.

Plan Adoption

This plan, drafted by the City of Madison Metro Transit, is the adopted 2020 City of Madison (Metro) Transit Public Transit Agency Safety Plan (PTASP). 49 Code of Federal Regulations Chapter VI Part 673.1 applies to any State, local governmental authority, and any other operator of a public transportation system that receives Federal financial assistance under [49 U.S.C. Chapter 53](#) which includes Metro Transit.

This plan was certified to be in compliance with 49 CFR Part 673 on JulyXXX

The FAST Act requires recipients of FTA funding to develop and implement a Public Transit Agency Safety Plan (PTASP) that address performance measures, strategies, and staff training opportunities. The purpose of this plan is to increase the safety of transit systems by proactively identifying, assessing and controlling safety risks. Metro Transit will maintain these documents for a minimum of three years after they are created. Metro Transit will certify compliance with 49 CFR Part 673 each year by July 31.

The Chief Safety Officer is the person designated by Metro Transit to manage and implement this Public Transit Agency Safety Plan.

This Metro Transit Agency Safety Plan is hereby adopted and signed by:

Ann Kovich Transportation Commission

Date

Crystal Martin, Accountable Executive

Date

Scott Korth, Grants Manager

Date of Plan Certification

Accountable Executive Contact Information

Title:	Deputy General Manager
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Phone:	608-267-8780
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Chief Safety Officer Contact Information

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Section 1 – Safety Policy

1.1 - Safety Management Policy Statement

Metro Transit is committed to the implementation and continuous improvement of an effective safety management system (SMS) aligned with applicable transit standards. The primary objectives of the Metro Transit SMS are to:

- Promote early identification of safety hazards and risks
- Take proactive steps to reduce identified safety hazards and risks
- Promote and enhance our safety culture to support the SMS
- Establish and continuously maintain an acceptable level of safety throughout Metro Transit

Metro Transit will promote safety as a critical component of the SMS and safety culture development. Positive safety culture must be generated from the top down. The actions, attitudes, and decisions at the executive level must demonstrate a genuine commitment to safety. Safety must be recognized as the responsibility of each employee with the ultimate responsibility resting with the General Manager and governing board of Metro Transit.

This policy will be promoted agency wide utilizing promotional events such as the annual safety banquet, mailings, postings, display boards, internal mail, and email.

Metro Transit will provide the necessary resources to implement, control, and oversee the SMS. Metro Transit will implement safety risk reduction practices into management decisions modeled throughout the entire agency.

Metro Transit is committed to safety as a top priority in transit operations. To achieve this, Metro Transit encourages reporting of incidents and occurrences that may compromise the safe conduct of operations. Every employee and contract service provider is responsible for the communication of information that may affect the integrity of transit safety.

Crystal Martin, Deputy General Manager
Accountable Executive, PTASP

Date

1.2 - Document Log

Date	Ver.	Changes	Signature	Comments

1.3 - Organizational Roles and Safety Responsibilities

General Manager - Plan, organize, direct and administer safety programs, services, and staff of Metro Transit encompassing the operation and maintenance of a fixed-route transit and para-transit system.

Deputy General Manager, Accountable Executive - Provide overall supervision, direction, coordination and monitoring of the daily and long-term operations of the Operations and Maintenance units. Responsible 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 FTA definitions at Accountable Executive at §673.5 and §673.23(d)(1)

Chief Safety Officer – Designated by the Accountable Executive, a Chief Safety Officer has the authority and responsibility for day-to-day implementation and operation of an agency's SMS. The Chief Safety Officer or SMS Executive must hold a direct line of reporting to the Accountable Executive in accordance with FTA definitions as Chief Safety Officer at §673.5 and §673.23(d)(2)

Operations Manager - Implement operations unit safety policies. Review and update existing policies as necessary. Develop and recommend new policies as required. Monitor adherence to policies and initiate follow-up as required. Ensure consistency of application by subordinate supervisors. Coordinate impact of unit policies with other Metro Transit managers.

Maintenance Manager - Develop, coordinate and/or administer development of unit safety and training programs implemented by subordinate supervisors and staff in the Maintenance, Parts and Building and Grounds units.

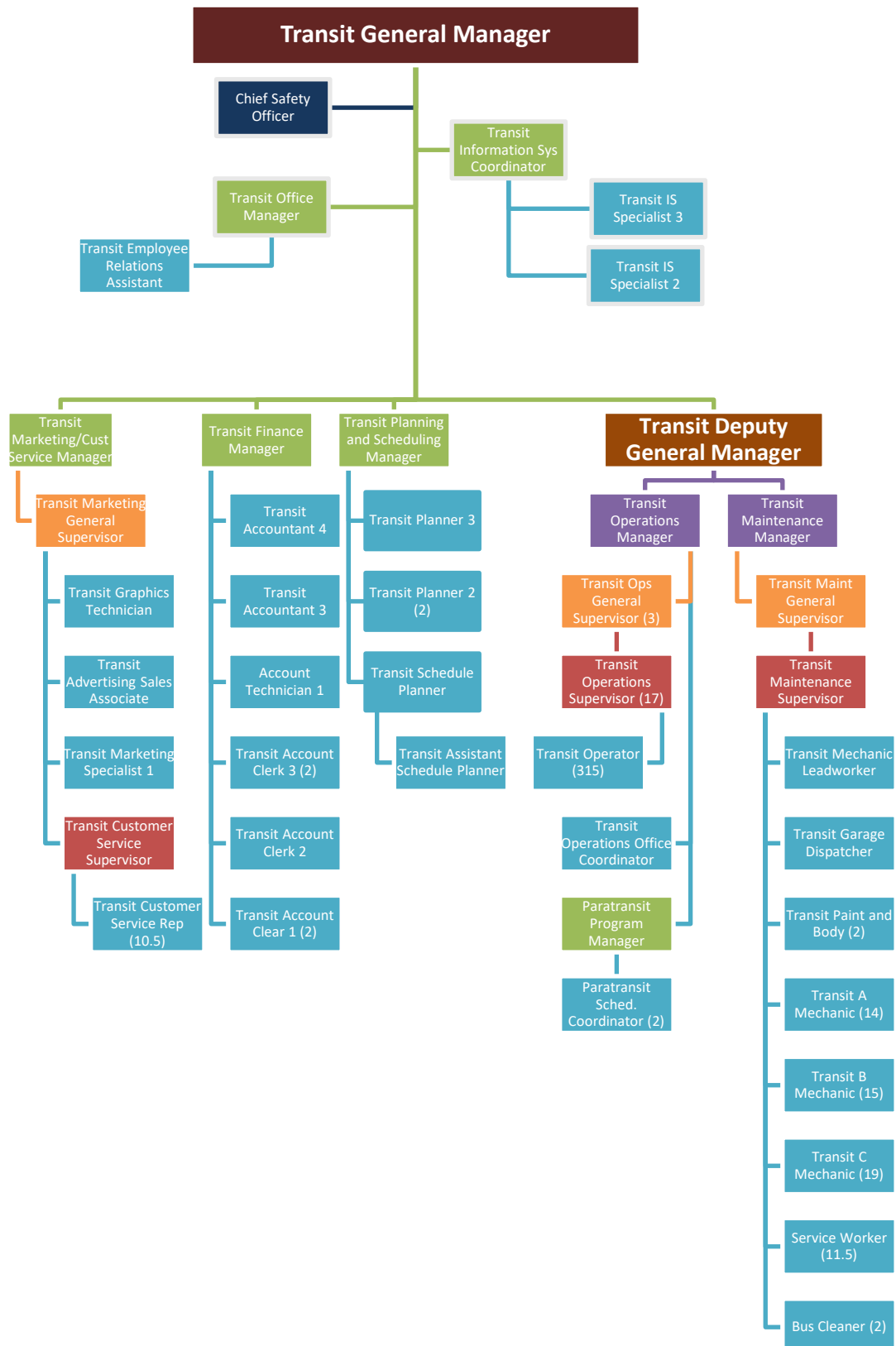
Para-Transit Manager - Develop and administer service contracts with providers. Develop and write contracts and reports. Determine and assure contract service parameters. Monitor safety performance and enforce relevant contract provisions. Develop and administer safety programs for contracted service providers.

Planning Manager - Direct and/or perform Metro Transit operational, strategic and long-range planning. Develop program improvements and modifications to such things as transit system design, service, schedules and standards.

Finance Manager - Develop and administer Metro Transit's accounting operations, including systems and procedures, financial reporting and budgeting, and capital asset accounting. Recommend policy changes and implement revisions to established accounting procedures. Interpret data in reports and financial statements. Conduct or coordinate internal audits of records and systems used for internal control.

Information Systems Coordinator – Manage Metro Transit's information systems and service needs. Recommend, develop, coordinate, and implement appropriate technological enhancements, processes, and standards. Identify and recommend related budgetary information and priorities. Identify the need for and respond to related staff training.

1.3.1 - Organizational Structure



1.4 – Teams

Safety Planning Team (SPT) – Team responsible for planning, reviewing, and revising the Public Transit Agency Safety Plan and all associated processes and procedures. All SPT updates and recommendations are reviewed through the Customer Safety and Security Team.

Customer Safety and Security (CUSS) – Team responsible for addressing safety policy changes and updates, hazard mitigation, and making safety policy recommendations to the appropriate internal team for review.

Senior Management Team (SMT) – Team comprised of all unit managers responsible for reviewing policy changes and making recommendations to the Transportation Policy and Planning Board (TPPB) and Transportation Commission (TC)

Operations Management Team (OMT) – Team responsible for operational staff performance review. OMT reviews all critical incidents and accidents, operational safety issues, and the status of projects underway in operations.

Maintenance Management Team (MMT) – Team responsible for maintenance staff performance review, addressing safety issues with equipment, facilities, and employees.

Service Development Committee (SDC) – Team responsible for bus routing, scheduling, bus stop location, and annual service changes. SDC addresses on-street safety related issues pertaining to bus stop design, turning movements, and on-time performance issues.

General Operations Team (GOS) – Recommendation and implementation group responsible for operator and supervisor hiring, training, work scheduling, and performance.

General Maintenance Team (GMT) – Recommendation and implementation group responsible for mechanics, parts clerks, service lane workers, and facilities workers hiring, training, work scheduling, and performance.

Paratransit Team (Para) - Recommendation and implementation group responsible for program management, Supervisor and coordinators hiring, training, work scheduling, and performance.

Team Leaders

Name	Role	Contact	Phone
Justin Stuehrenberg	General Manager (SMT)	nerdman@cityofmadison.com	608-267-8777
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Chris Mikkelsen	Operations Manager (GOS)	cmikkelsen@cityofmadison.com	608-266-6594
Jeff Butler	Maintenance Manager (MGS)	jbutler@cityofmadison.com	608-266-4739
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Drew Beck	Planning Manager (SDC)	dbeck@cityofmadison.com	608-266-6599

1.5 - Plan Approval

Metro Transit's PTASP plan approval was a process consisting of Metro team approvals, concurrence from the Madison Area Transportation Planning Board and Wisconsin Department of Transportation, and approval of the City of Madison's Transportation Commission.

MPO Approval Date: , See Appendix X

Transportation Commission Approval Date: , See Appendix X

Certification of Compliance with Part 673 Date: , See Page ____

1.6 - Plan Updates and Process

Metro Transit's agency safety plan will be updated annually by July 31 of each year. The SPT will initiate any review and updates. CUSS, SDC, MMT, and OMT will review and concur or recommend modifications to annual updates from SPT. SMT will have the final authority prior to signature by the Chief Safety Officer and Accountable Executive. Updates will include performance reporting on safety targets, safety assessments and system reviews, facility safety and security assessments; completed risk assessment matrices, identified hazards and mitigation efforts, annual completed safety risk log, completed safety performance matrices.

Safety target performance and updates will be communicated annually by July 31 to the MPO, Wisconsin Department of Transportation and stakeholders.

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1.7 - Safety Performance Targets

Metro Transit has established Safety Performance Targets. To arrive at these targets, Metro Transit inventoried its current safety measures to identify which were aligned with the Public Transportation Agency Safety Plan (PTASP) and then identified areas where performance indicators needed additional measures to fulfill the objectives above. Metro Transit's PTASP long range goal is to attain the established targets for each safety performance indicator. With these objectives in mind, the following safety performance indicators have been established. Each safety performance target will be evaluated annually over a one-year period beginning July 1 through June 30 the following year.

2020 Annual Safety Performance Targets							
Mode of Service	Fatalities (total)	Fatalities (per 100000 VRM)	Injuries (total)	Injuries (per 100000 VRM)	Safety Events (total)	Safety Events (per 100000 VRM)	System Reliability/State of Good Repair (VRM/Failures)
Bus Transit	0	0	15	0.23	340	5.46	65000/failure
ADA/Paratransit	0	0	1	0.15	20	3.07	54000/failure

- *Fatalities = Any fatal accident involving a Metro Transit vehicle regardless of fault*
- *Injuries = Any occurrence resulting in a passenger transported from the vehicle via ambulance*
- *Safety Events = any accident, incident, or occurrence.*
- *VRM = vehicle revenue miles*
- *System Reliability/State of Good Repair = VRM between on-road, mechanical failure.*

Performance targets have been shared with the Wisconsin Department of Transportation, the MPO, and coordinated with the State and MPO in the selection of safety performance targets to the extent practicable. See Appendix XX for correspondence to the State and MPO. See Appendix XX for State concurrence. See Appendix XY for MPO concurrence.

Section 2 – Safety Risk Management (SRM)

2.1 – Hazard Identification

Metro Transit has established methods to effectively collect information identifying safety hazards. Hazard identification data plays a key role in maintaining a proactive position on risk and hazard mitigation. Some of the methods include:

- Trend monitoring
- Incident reporting
- Safety surveys
- Customer feedback
- Employee Reporting
- Data collection from employees
- Data collected from the FTA, MPO, Transportation Commission, WISDOT, and other oversight sources.

2.1.1 – Safety Hazard Reporting

Metro Transit has established a reporting system which allows all employees to report hazards without fear of discipline or retaliation. Existing work rules indicate in Section 22.1 of the Collective Bargaining Agreement that Metro Transit will not discipline without just cause.

When an employee becomes aware of a hazardous situation, they may report to any Metro Transit supervisor without fear of discipline. The supervisor will follow-up with updates for the employee involved. The issuance of infractions, training, or coaching methods are not to be considered discipline.

All reports will remain confidential. Employees may submit reports in writing, e-mail, or verbally.

2.1.2 - Employee Discipline

Metro Transit follows an investigation process including investigatory hearings and pre-determination hearings before making a determination of the nature of discipline to be issued. Employees found to be in violation of Articles 22.2 and 22.3 of the Collective Bargaining Agreement work rules are could be subject to discipline. The nature of the infraction, employee work history, and environmental factors all play a role in how each case is handled. Generally, corrective measures such as coaching, training, and counseling are attempted before the issuance of discipline. Metro Transit has a past practice of helping employees in error before the issuance of discipline. Employees are subjected to discipline if found to be intentionally violating the following work rules:

Behaviors that could result in termination without warning:

- Failure to stop at a railroad crossing.

- Conviction of a morals offense making the employee unacceptable to the public as a bus operator.
- Performing assigned duties while under the influence of or in possession of a controlled substance or alcohol.
- Theft or embezzlement.
- Misconduct of a serious nature (with union agreement)
- Permitting an unauthorized person to perform operating duties.
- Unexcused absence from work for 2 consecutive days without notice to employer except where the notice cannot reasonably be given.
- Fighting on premises or while on duty.
- Operating while suspended/revoked.
- Willful damage to employer's property and/or willful damage to any property on employer's premises.
- Possession of a firearm, bow and arrow, or any instrument specifically to do bodily harm.
- Violation of the personal electronic device usage policy.

Behaviors that could result in suspension without warning:

- Failure to turn in cash or fare media
- Misconduct resulting in a chargeable accident
- Loss or expiration of commercial motor vehicle license
- Conduct resulting in being charged with a morals offence but may be cause for suspension as a bus operator but not termination from all employment.
- Willful refusal or failure to carry out a direct order or instruction.
- Off route without authorization (intentionally).
- Abandoning coach or failure to wait for relief.
- Leaving coach unsecured.
- Falsification of sick leave.

2.2 - Risk Assessment

Identified hazards will undergo a risk assessment process by the SPT to determine potential consequences. This process includes the utilization of a Risk Assessment Matrix and creation of a Prioritized Hazard Log (See Appendix G). Hazards will be assessed a priority based on the likelihood and consequences of the associated safety risk. The results of the process will help determine whether the risk is being appropriately managed or controlled. Hazards determined by the SPT to be acceptable in practice will be monitored and regularly reviewed. Hazards determined by the SPT to be unacceptable will be taken to CUSS in order of priority ranking and if needed, distributed to the appropriate team such as SDC or MMT for mitigation and recommendation to SMT. SMT will decide on whether the action is feasible or make recommendation for further changes. For hazard mitigation that does not require Transportation Commission (TC) approval, SMT has the authority to delegate the project to the appropriate unit. For hazard mitigation that requiring TC approval, SMT authorizes submission to the TC for review and approval. The Chief Safety Officer tracks and oversees the overall progress of the hazard mitigation process.

2.3 – Safety Risk Priority

All identified hazards will be prioritized utilizing a Safety Risk Log (See Appendix G). SPT working with other teams will update this log frequently to ensure continual progress toward risk reduction. The log identifies the following:

- Priority level for safety risks
- Risk description
- Planned mitigation strategies
- Outcome of planned mitigation strategies
- Responsible Staff
- Timeline of the planned mitigation strategies
- Status of the prioritized risk

2.4 - 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. Metro Transit will further manage risk by completing a Hazard Identification and Risk Assessment Log that can help prioritize safety risks (See Appendix G).

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

1. **Physical Defenses:**

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

2. **Administrative Defenses:**

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

3. **Behavioral Defenses:**

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

2.5 - Monitoring

All identified priority hazards will be reviewed and revised as necessary by Metro Transit on a regular basis as part of the safety review process within the Safety Planning Team. This process will include evaluation of change, communication, and re-assessment of hazards as mitigations

are implemented. Clear, timely communication back to the employee first reporting the hazard is a priority as the hazard moves through Risk Assessment process. This review will occur annually but more frequently as warranted.

The Customer Safety and Security Team will review the risk scores and logs as needed on no less than a quarterly basis reporting to the Senior Management Team.

Annual review and updating of the PTASP will be conducted by the Safety Planning Team reporting to the Customer Safety and Security Team and Senior Management Team.

Metro Transit will monitor the system for compliance utilizing several different methods including but not limited to:

- Compliance reviews
- New employee, targeted, and annual refresher training programs
- Transit Mutual ride check program
- Internal audits and reviews of system safety performance

The Chief Safety Officer is responsible for identifying, tracking, and monitoring safety risk mitigations. The hazard log will be reviewed on a no less than a quarterly basis.

Section 3 – Safety Assurance

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

3.1 – Safety Performance

Safety Goals: General, long term safety targets encompassing a large scale impact on the entire agency. An example of a Safety Goal would be “Develop an agency-wide safety culture utilizing the SMS framework and principals”.

Safety Objectives: Specific statements that define measurable results. These objectives cover relevant aspects of Metro Transit’s overall safety goals, management’s commitment, realistic, measurable safety milestones, and desired outcomes. An example of a Safety Objective would be “Build a Safety Committee comprised of staff at varying levels from all units.”

Targets: Safety performance targets are created in relation to each safety objective. Performance targets are measured and monitored in conjunction with the use of safety performance indicators.

Indicators: Safety performance indicators are generally data-based frequency of occurrence of events, incidents, or reports. The indicators chosen should correspond to and support the relevant safety objectives.

3.1 – Safety Event Investigation Process

Metro Transit investigates all safety events internally using established processes and supervisory personnel. For events involving law enforcement response, the responding agency (dependent on jurisdiction), will conduct their own investigation with the aid of Metro supervisory staff if needed. Metro has established relationships with various law enforcement agencies within the multiple jurisdictions of Metro's service area and although law enforcement conducts a separate investigation, lines of communication are maintained as well as the sharing of information. Metro's internal investigation is completed separate from law enforcement.

Metro also maintains a strong relationship with its insurance carrier, Transit Mutual Insurance. Transit Mutual may be called upon to aid in an investigation if needed.

Safety event investigations are initially conducted by an assigned supervisor and reviewed by the Chief Safety Officer. Causal factors are determined by the Chief Safety Officer in conjunction with the assigned investigating supervisor. The SPT will review all safety events and determine whether there is a need for further action. Causal factors, frequency of occurrence, severity, and consequences will be considered when determining whether to develop a mitigation or not. The Chief Safety Officer documents and closes all safety event investigations.

All reported safety events are reviewed by the Chief Safety Officer and either closed or moved into the investigation process.

3.2 – Safety Performance Measures

Performance measurement is the regular systematic collection, analysis, and reporting of data that track resources used, work produced, and whether specific outcomes were achieved.

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

Metro Transit will utilize these basic principles of performance measurement, including:

- Stakeholder involvement and acceptance
- Focus on agency goals and activities
- Clarity and precision
- Creditability and robustness
- Variety of measures
- Number of measures
- Hierarchy of measures
- Forward-looking measures
- Integration into agency decision-making
- Timely reporting
- Understand agency specifics, including context and scale of operations
- Realism of goals and targets

3.2.1 Metrics

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

- Near miss information
- Accident investigation reports (with causal factor analysis)
- Internal safety audits (or reviews)
- Safety committee meetings
- Injury reports (including occupational injury)
- Safety event reports (including accidents, incidents, and occurrences)
- System monitoring (including testing and inspection records)
- Hazard management program

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

Metro Transit will initially focus on areas based on data delivered to the National Transit Database (NTD), as the following:

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

These safety performance measures are used to select improvement targets for these four measures and for each mode of transit, in order to encourage improvements and monitor the safety performance of delivering transit services. In addition, Metro Transit will select additional performance measures and targets, both leading and lagging, to ensure continual improvement of the SMS.

Metro Transit will make its safety performance measures improvement targets available to the Wisconsin Department of Transportation and the Madison Area Transportation Planning Board (MPO), and, to the maximum extent practicable, will coordinate with both in the selection of safety performance targets. Targets will be adopted into local Transportation Improvement Plans (TIP) or TIP amendment.

The safety data collected from the previously noted sources will be analyzed by the Chief Safety Officer for potential safety impacts. Identified areas of concern will be reported to appropriate

personnel in the form of specific project reports, memos, and recommendations from the Safety Planning Team.

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

3.3 - Integration

Metro Transit is committed to using the data collected and information learned to inform decision making and incorporate positive change. The main objective is the continuous improvement of system safety. When performance goals are not met, Metro Transit will work to identify why and what action can be taken to minimize the gap in achieving defined objectives and goals.

Uses of Performance Results include:

- Identify and focus on performance gaps
- Help make informed resource allocation decisions
- Identify training needs
- Development of a positive safety culture encompassing all employees
- Support planning efforts
- Identify best practices through benchmarks
- Accountability

3.4 - Monitoring Performance and Evaluating Results

Once safety goals, objectives/outcomes, and measures have been defined, they can be organized into a Safety Performance Matrix (Appendix I) or Safety Performance Outline (Appendix H). Organizing information, particularly in a matrix, will allow Metro Transit to continuously monitor safety performance and evaluate results. Metro Transit will evaluate safety performance and update documentation at least semi-annually.

Metro Transit will monitor system operations utilizing several different methods including but not limited to:

- Field observation
- Customer feedback
- New employee, targeted, and annual refresher training programs
- Transit Mutual ride check program
- Internal audits and reviews of system safety performance

The Chief Safety Officer monitors and reviews safety data reported internal safety programs; by employees, customer feedback, Safety Planning Team and Cuss meeting minutes. After the review process, concerns are brought to SPT for analysis through the Safety Risk Management process.

The Safety Planning Team (SPT) is responsible for identifying, tracking, and monitoring safety risk mitigations. The processes listed above are some of the methods used to identify hazards and monitor performance of mitigations. SPT will maintain a hazard log and ensure the effectiveness of hazard mitigations based on observations and data. The hazard log will be reviewed on a no less than a quarterly basis. (See Appendix G)

3.5 – Sustaining SMS

Commitment to the Safety Management System principals and sustaining the program will rely on key concepts. Metro Transit will ensure that processes are established and maintained to instill an organizational foundation from the top-down.

- **Create a measurement friendly culture** – All staff should be actively engaged in promoting performance measurement as a means of continuous safety improvement. Senior managers will also lead by example and utilize performance metrics in the decision making process.
- **Build Organizational Capacity** – Investment in developing skilled human resources (employees) is essential to sustaining a Safety Management System. Both technical and managerial skills will be needed for data collection and analysis. Managing staff and the governing board will commit the financial resources required for organizational capacity and maintenance of a SMS.
- **Reliability and Transparency** – The SMS will be able to produce and report results both positive and negative. Performance information should be transparent and made available to all stakeholders. Messengers should be protected to preserve the integrity of the measurement system. The focus should be on improvement rather than blame.
- **Demonstrate continuous commitment to measurement and improvement** – Visible commitment to using metrics is a long-term initiative. Metro Transit will demonstrate a commitment to performance measurement by establishing a formal process of reporting performance results. Safety performance measurement is a standing agenda item at the City of Madison Transportation Commission meetings. Metro Transit is committed continuous safety performance improvement. Adherence to continuous review and assessment of Metro's safety performance utilizing SPT and the SRM processes to identify and address safety performance deficiencies is essential. This is under the direction of the Accountable Executive.
- **Management of Change** – Commitment to the management of change involves a pro-active approach to assessing changes that may introduce new safety hazards. Metro will utilize its Safety Planning Team to evaluate proposals utilizing the SRM processes. This process minimizes the amount of new hazards that may impact safety performance and increase the safety risk to the public and employees. Metro develops service changes beginning in December from implementation the following August. SPT will evaluate proposed changes using the SRM process.

Each of these concepts will be examined and developed to arrive at the appropriate level for Metro Transit.

Section 4 – Safety Promotion

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

4.1 - Safety Culture

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

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

1. 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

2. 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

3. 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

4. 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

4.2 - Communication

Metro Transit has established channels to communicate with field employees. These channels will be utilized to convey information on hazards and safety risks relevant to employee roles and responsibilities. They will also be used as a means to communicate in response to reported hazards through the employee hazard reporting process.

- Newsletters
- Employee notification by internal mailbox
- Incident reporting
- Bulletin board postings
- Electronic displays
- On-board messaging and voice communications
- Mediated round table discussions during annual refresher trainings

Regular team meetings also promote communication across the organization. CUSS, SDC, and SMT all meet bi-weekly and consist of representatives from all units. SPT meets quarterly and communicates directly with CUSS and SDC with channels to SMT.

All employees are encouraged to report concerns and hazards directly. Updates and hazard resolution are communicated back to the reporting employee directly by the employee's supervisor.

It has been established that Metro staff understands and supports employees in error and will provide tools and training to resolve and prevent future errors. All operators are required to attend and complete annual refresher training courses built around trends and information that may need to be communicated to drivers. Metro staff also conducts a "Safety Roundabout" exercise with all groups of operators attending refresher trainings (approx. 5-7 operators at a time). This has proven to be a very effective method to gather information and identify hazards. Reporting operators are also provided status updates throughout the hazard mitigation process. (See Appendix J)

4.3 – Training

The training unit is comprised of 9 operator/instructors within the operations unit. Instructors operate buses between training sessions and development. The Operations General Supervisor oversees planning, organization, and all training unit operations. This person is required to complete the TSI Instructors Course for Transit Trainers and TSI Transportation Safety and Security Program Certificate (TSSP).

New Employee Training

Metro Transit utilizes US Department of Transportation – Transportation Safety Institute (TSI) operator training curriculum for all new employees required to possess a Commercial Driver's

License. This training is completed by both represented and non-represented, supervisory, employees within the Operations and Maintenance units.

Operator Refresher Training

All bus operators are required to attend refresher training annual. This training is typically comprised of 2 to 3 sessions per day with groups of 5 to 7 bus operators. The training curriculum is developed annually by the Operations General Supervisor and Instructor staff. It is based on safety trends, customer feedback, and any other issues that may have developed over the course of the year. All Metro Transit employees are required to attend harassment training on a tri-annual basis which would also be conducted during the refresher training timeframe.

Transportation Safety and Security Program Certificate (TSSP)

The Chief Safety Officer and 3 Operations Supervisors are working toward TSI TSSP certificates.

TSI Instructors Course for Transit Trainers

The Chief Safety Officer and most operator/instructors possess the TSI Instructors Course for Transit Trainer certificate. Operator/Instructors are sent to this course as part of their initial training when the course is available.

Maintenance Training

All bus mechanic employees are required to attend New Employee Training before beginning training in their areas. Upon completion of the new employee training program, mechanics train with their peers across all jobs within their job classification. Maintenance staff also conduct refresher training and OEM training as needed or new technology is introduced. The designated Maintenance General Supervisor oversees all maintenance unit training and maintains all required training certifications. (See Appendix K)

Paratransit Contractors

All contracted paratransit service providers are required to maintain an employee safety training program. These documents are on file with Metro Transit.