



Public Transportation Agency Safety Plan

April 7, 2022

49 CFR 673.11(d)

A State must draft and certify a Public Transportation Agency Safety Plan on behalf of any small public transportation provider that is located in that State. A State is not required to draft a Public Transportation Agency Safety Plan for a small public transportation provider if that agency notifies the State that it will draft its own plan. **In each instance, the Transit Agency must carry out the plan.** If a State drafts and certifies a Public Transportation Agency Safety Plan on behalf of a Transit Agency, and the Transit Agency later opts to draft and certify its own Public Transportation Agency Safety Plan, then the Transit Agency must notify the State. The Transit Agency has one year from the date of the notification to draft and certify a Public Transportation Agency Safety Plan that is compliant with this part. The Public Transportation Agency Safety Plan drafted by the State will remain in effect until the Transit Agency drafts its own Public Transportation Agency Safety Plan.

PUBLIC TRANSPORTATION AGENCY SAFETY PLAN FOR GREEN BAY METRO

TRANSIT AGENCY INFORMATION

Transit Agency	Name		Address	
	GREEN BAY METRO		901 UNIVERSITY AVE GREEN BAY WI, 54302	
Accountable Executive/Chief Safety Officer	Name		Title	
	PATRICIA KIEWIZ		TRANSIT DIRECTOR	
Mode(s) of Service Covered by This Plan:			List All FTA Funding Types (e.g., 5307, 5337, 5339):	
FIXED ROUTE SERVICE			5307, 5310, 5339	
Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)				
FIXED ROUTE – DIRECTLY OPERATED				
PARATRANSIT – CONTRACTED				
MICROTRANSIT - CONTRACTED				
Does the agency provide transit services on behalf of another Transit Agency or entity?	Yes	No	Description of Arrangement(s)	
		X		
Transit Agency (ies) or Entity(ies) for Which Service Is Provided	Name		Address	

PLAN DEVELOPMENT, APPROVAL, AND UPDATES

Signature by the Accountable Executive	Name		Date of Signature
	PATRICIA KIEWIZ		
	Signature		
Approval by Board of Directors (or Equivalent)	Approving Entity		Date of Approval
	GREEN BAY TRANSIT COMMISSION		
	Signatures		
	Roger Kolb -		
	Kevin Kuehn -		
	Alderman Randy Scannell -		
	Rashad Cobb -		
	Emily Ysebaert -		
Certification by Accountable Executive of Compliance with Part 673	Name		Date of Signature
	PATRICIA KIEWIZ		
	Signature		

Green Bay Metro has developed and adopted this Public Transportation Agency Safety Plan (PTASP) to comply with 49 CFR Part 673, the FTA regulation established by Section 5329(d) of the Moving Ahead for Progress in the 21st Century (MAP-21) Act, which was later re-authorized with the FAST legislation. The FTA Safety Program as defined in 49 U.S.C. § 5329(d) (Section(d)) was modified on November 15, 2021, with the signing of The Bipartisan Infrastructure Law. This plan will be reapproved by the Accountable Executive and the Green Bay Transit Commission upon updating.

ACTIVITY LOG

Version Number and Updates <i>Complete history of successive versions of this plan</i>			
Version No.	Section/Pages Affected	Reason for Change	Date Issued
1	Entire Document	Creation and adoption of Plan	6/17/2020
2	Entire Document	Edits suggested by PTASP TAC	7/15/2020
3	Section 2.3, Appendices A and I	Inclusion of Operator Assault Risk Mitigations, updated info throughout for current year, updated Appendix I with current info	4/21/2021
4	Pg 2, 12, Appendices	Added Mode of Service, added language about CDC and State health department guidelines, updated various appendices for previous years info, added new IT specialist position to App H	4/7/2022

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DEFINITIONS AND ACRONYMS

The following definitions may be used throughout this document, and correspond to the definitions provided in 49 CFR 673.5.

Accident means an “event”, as defined below, that involves any of the following:

1. A loss of life,
2. A report of a serious injury to a person,
3. A collision of public transportation vehicles,
4. A runaway train,
5. An evacuation for life safety reasons, or
6. Any derailment of a rail transit vehicle (any location, any time, any cause).

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

Chief Safety Officer means an adequately trained individual who has responsibility for safety and reports directly to a Transit Agency's chief executive officer, general manager, president, or equivalent officer. A Chief Safety Officer may not serve in other operational or maintenance capacities, unless the Chief Safety Officer is employed by a Transit Agency that is a small public transportation provider as defined in this part, or a public transportation provider that does not operate a rail fixed guideway public transportation system.

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 an “accident”, as defined above, or “incident” or “occurrence” (each as defined below).

FTA means the Federal Transit Administration, an agency within the United States Department of Transportation.

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 (as defined below).

Incident means an “event” (as defined above), that involves any of the following:

1. A personal injury that is not a serious injury,
2. One or more injuries requiring medical transport, or
3. 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” (each as defined here), 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” (as defined above), 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(14).

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 Federal Transit Administration (FTA).

Public Transportation Agency Safety Plan means the documented comprehensive agency safety plan for a Transit Agency that is required by 49 U.S.C. 5329 and this part.

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 functions 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 means a process within a Transit Agency’s Public Transportation 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 of 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.

Small public transportation provider means a recipient or subrecipient of Federal financial assistance under 49 U.S.C. 5307 that has one hundred (100) or fewer vehicles in peak revenue service and does not operate a rail fixed guideway public transportation system.

State means a State of the United States, the District of Columbia, Puerto Rico, the Northern Mariana Islands, Guam, American Samoa, and the Virgin Islands.

State of good repair means the condition in which a capital asset is able to operate at a full level of performance.

Transit Agency means an operator of a public transportation system.

Transit Asset Management Plan means the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost-effective, and reliable public transportation, as required by 49 U.S.C. 5326 and 49 CFR part 625.

CFR	-	Code of Federal Regulations
CSO	-	Chief safety officer
FTA	-	Federal Transit Administration
GBM	-	Green Bay Metro
MAP-21	-	Moving Ahead for Progress in the 21st Century
NTD	-	National Transit Database
PTASP	-	Public transportation agency safety plan
SGR	-	State of good repair
SMS	-	Safety management system
SOP	-	Standard operating procedure
TAM	-	Transit asset management
U.S.C.	-	United States Code

BACKGROUND

The Moving Ahead for Progress in the 21st Century (MAP-21) Act grants the Federal Transit Administration (FTA) the authority to establish and enforce a comprehensive regulatory framework to oversee the safety of public transportation throughout the United States. As a component of this safety oversight framework, MAP-21 requires certain recipients of FTA Chapter 53 funding to develop and implement a Public Transportation Agency Safety Plan (PTASP).

In addition to greater safety oversight responsibilities, MAP-21’s grant of expanded regulatory authority puts FTA in a position to provide guidance to transit agencies 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 framework to this approach is called a safety management system (SMS), which moves the transit industry towards a more holistic, performance-based approach to safety. The SMS framework has been adopted by FTA in its National Public Transportation Safety Plan (“national safety plan”).

The PTASP for Green Bay Metro (GBM) supports and is consistent with an SMS approach to safety risk management. SMS is an integrated collection of policies, processes, and behaviors meant to ensure a formalized, proactive, and data-driven approach to safety risk management. The aim of an SMS is to increase the safety performance of transit systems by proactively identifying, assessing, and controlling safety risks. The approach is meant to be flexible and scalable, so that transit agencies of all types and sizes can efficiently meet the basic requirements of MAP-21. The PTASP for Green Bay Metro addresses the following elements, outlined in **Table 1** (below):

<input type="checkbox"/> Safety Management Policy Statement:	A policy statement establishing senior management commitment to continual safety improvement, signed by the executive accountable for the operation of the agency and the board of directors.
<input type="checkbox"/> Document Control:	A description of the regular annual process used to review and update the plan including a timeline for implementation of the process.
<input type="checkbox"/> Core Safety Responsibilities:	A description of the responsibilities, accountabilities, and authority of the accountable executive, the key safety officers, and key members of the safety management team.
<input type="checkbox"/> Safety Training Program:	A description of the comprehensive safety training program for agency staff that ensures that staff are trained and competent to perform their safety duties.
<input type="checkbox"/> Safety Risk Management:	A description of the formal processes the agency uses to identify hazards, analyze and assess safety risks, and develop, implement and evaluate risk controls.
<input type="checkbox"/> Safety Risks:	A description the most serious safety risks to the public, personnel and property.
<input type="checkbox"/> Risk Control:	A description of the risk control strategies and actions that the agency will undertake to minimize exposure of the public, personnel and property to hazards, including a schedule for implementing the risk control strategies and the primary entity responsible for each strategy.
<input type="checkbox"/> Safety Assurance:	A list of defined safety performance indicators for reach priority risk and associated targets the agency will use to determine if it is achieving the specified safety goals.
<input type="checkbox"/> Desired Safety Outcomes:	A description of desired safety outcomes for each risk using the measurable safety performance indicators established.

Table 1: Elements of a Public Transportation Agency Safety Plan (PTASP)

1 SAFETY POLICIES AND PROCEDURES

1.1 COMMITMENT TO SAFETY

Policy Statement

The management of safety is one of our core business functions. Green Bay Metro (GBM) is committed to developing, implementing, maintaining, and constantly improving processes to ensure that all our transit service delivery activities take place under a balanced allocation of organizational resources, aimed at achieving the highest level of safety performance and meeting established standards.

To ensure transit system safety, and in order to comply with Federal Transit Administration (FTA) requirements, GBM has developed and adopted this Public Transportation Agency Safety Plan (PTASP) to comply with 49 CFR Part 673, the FTA regulation established by Section 5329(d) of the Moving Ahead for Progress in the 21st Century (MAP-21) Act, which was signed into law by President Barack Obama on July 6, 2012.

All levels of management and all employees are accountable for the delivery of this highest level of safety performance, starting with the Accountable Executive.

Green Bay Metro commits to:

- Support the management of safety through the provision of appropriate resources, that will result in an organizational culture that fosters safe practices, encourages effective employee safety reporting and communication, and actively manages safety with the same attention to results as the attention to the results of the other management systems of the organization;
- Integrate the management of safety among the primary responsibilities of all managers and employees;
- Clearly define for all staff, managers, and employees, their accountabilities and responsibilities for the delivery of the organization's safety performance and the performance of our Safety Management System (SMS);
- Establish and operate hazard identification and analysis, and safety risk assessment activities, including an employee safety reporting program as a fundamental source for safety concerns and hazard identification, in order to eliminate or mitigate the safety risk of the consequences of hazards resulting from our operations or activities to a point which is consistent with our acceptable level of safety performance;
- Ensure that no action will be taken against any employee who discloses a safety concern through the employee safety reporting program, unless disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures;
- Comply with, and wherever possible exceed, legislative and regulatory requirements and standards;

- Ensure that sufficient skilled and trained human resources are available to implement safety management processes;
- Ensure that all staff are provided with adequate and appropriate safety-related information and training, are competent in safety management matters, and are allocated only tasks commensurate with their skills;
- Establish and measure our safety performance against realistic and data-driven safety performance indicators and safety performance targets;
- Continually improve our safety performance through management processes that ensure that appropriate safety management action is taken and is effective; and
- Ensure externally supplied systems and services to support our operations are delivered meeting our safety performance standards.

Other policies and plans that detail specific safety related topics at GBM are listed below. These are in addition to any measures implemented in the PTASP. When policies are updated, all employees will receive a new written copy of the policy.

- Accidents & Incidents Policy
- Bus Operator Manual
- City Emergency Operations Plan
- City Emergency Support Function/Evacuation & Transportation Resources
- City Policies and Procedures Manual
- Dispatch Manual
- Drug & Alcohol Policy
- Maintenance Policy & Procedure
- Paratransit Policy
- Segway Policy
- Severe Weather/Tornado Policy
- Standing on the Bus Policy
- System Security and Emergency Action Plan

1.2 ANNUAL PTASP REVIEW AND UPDATE

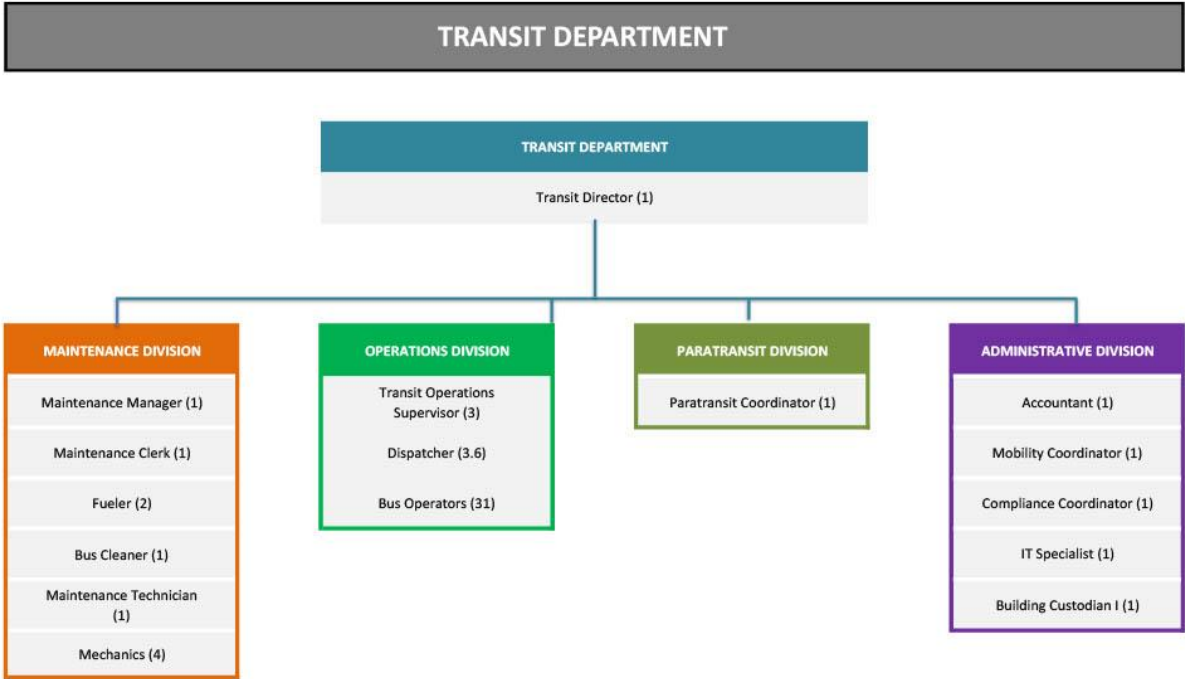
GBM management will review the PTASP annually, update the document as necessary, and implement the changes within a timeframe that will allow the agency to timely submit to any annual or other periodic reviews, including its annual self-certification of compliance. At minimum, annual self-certification will consist of both the Accountable Executive and the Transit Commission signing and dating this document.

Annual review of the PTASP will be conducted by GBM by June 1 of each calendar year. Necessary updates outside the annual update window may be handled as PTASP addenda. Reviews of the PTASP and any subsequent updates, addenda, adoption, and distribution activities will be documented in the Activity Log at the beginning of this document.

1.3 ORGANIZATION STRUCTURE AND SYSTEM SAFETY RESPONSIBILITIES

While the Accountable Executive has the ultimate responsibility for GBM’s implementation of its PTASP, GBM’s executive management has the overall responsibility of safe and secure operations of GBM and contract service operators. Each employee is required to carry out specific system safety responsibilities, depending on the employee’s position, in compliance with the PTASP.

The information provided in the Staff Safety Roles and Responsibilities table (**Appendix A**) describes each position and general system safety responsibilities, and the agency’s reporting structure.



2 SAFETY RISK MANAGEMENT

2.1 HAZARD IDENTIFICATION

Establishing an effective hazard identification program is fundamental to safety management at GBM. FTA defines a hazard in 49 CFR part 673.5 as “any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.” Hazard identification comes from many sources. Examples of these such sources include but are not limited to; FTA and other oversight authorities, and public reports on safety information, as well as safety bulletins and information from manufacturers.

Hazard identification can be reactive or proactive in nature: safety event reporting, incident investigation, and trend monitoring are essentially reactive; other hazard identification methods proactively seek feedback through data collection, observation, and day-to-day operations analysis. Common hazard identification activities include:

- Safety assessments
 - Assessments are conducted in collaboration with the City of Green Bay Human Resources department and the Risk department as well as Transit Mutual Insurance (TMI)
 - TMI safety audit
 - TMI mystery riders approximately 15 times per year
 - Maintenance Manager monitors the facility and rolling stock preventative maintenance schedules to ensure compliance.
- Trend monitoring
 - GBM receives reports from TMI regarding trends within our system as well as all the transit systems in the state of Wisconsin.
 - GBM receives reports from the City of Green Bay Risk department in regards to current safety trends within City departments.
 - GBM also analyzes Worker’s Comp claims to look for similarities and trends in causes.
 - Operations Supervisors track and categorize every incident and accident that occurs and trends are discussed quarterly at Safety Meetings. Information is also shared via the Safety Solutions Team which is made up of representatives from each division within GBM.
 - GBM frequently monitors current CDC and State Health Department guidelines and implements strategies for mitigating the spread of infectious diseases. Mitigations include but are not limited to air purification systems, driver barriers, and mask mandates when required.
- Hazard and safety event reporting (with causal factor analysis)
 - Hazards will be monitored by utilizing appendices B through G which are updated frequently.
- Safety surveys
 - Employees can report safety concerns anonymously either by calling the confidential reporting phone number at 920-448-3492 or emailing the anonymous address

metro.info@greenbaywi.gov . Suggestions can also be submitted by writing concerns on a piece of paper and placing them in the safety suggestion box located in the Operations break room which will be checked periodically by an Operations Supervisor. Suggestions will then be evaluated by the Safety Solutions Team using the Safety Suggestion Response form. If a suggestion is approved by the Safety Solutions Team, it will be brought to the Transit Director for final approval and implementation.

- Safety audits
 - Route qualification audits, which ensure that all operators are qualified to drive all routes.
 - Recertification on safe driving techniques (see section 4.1.2 for more information)
 - Observation audits conducted by an Operations Supervisor riding along with an operator to evaluate their adherence to policy. Observation audits are also done by reviewing video from the bus. Checks are done on the Operator's adherence to safety policies, their uniforms, their customer relation skills and the general operation of the bus. Upon conclusion of the ride along, time is scheduled with the Operator to go over the results and discuss what was done well and what areas could be improved upon.
 - Hours of service audits conducted daily when creating Operators driving schedules to ensure no driver is allowed to drive for more than 13.5 hours per day in accordance with department policy.
 - The City of Green Bay Human Resources department monitors all applicable employees with a Commercial Driving License (CDL) to ensure up to date and accurate information. GBM is in compliance with the Federal Highway Administration's Commercial Driver Licensing Standards. All Bus Operators and Maintenance personal are required to have a CDL in the class required by the state issuing the license.
- Evaluating customer suggestions and complaints
 - Customer suggestions and complaints can be submitted in one of three ways. Passengers can call the confidential hotline at 920-448-3492, by emailing metro.info@greenbaywi.gov , by requesting to speak with an Operations Supervisor when at the Passenger Center or by submitting a comment to the suggestion box in the passenger lobby.

The number of near-misses, known as accident precursor data, is significantly greater than the number of accidents for comparable types of events. The practice of reporting and learning from accident precursor data 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. GBM employs systematic safety improvements by discovering and learning of potential weaknesses in the system's safety.

2.1.1 Non-Punitive Reporting Policy

GBM is committed to the safest transit operating standards practicable. To achieve this, it is imperative that GBM have uninhibited reporting of all safety events that may compromise safe 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.

GBM will not take disciplinary action against any employee who discloses a safety event. This policy shall not apply to information received by GBM from a source other than the employee, or that involves an illegal act, or a deliberate or willful disregard of rules, regulations, or agency policies or procedures.

GBM's method of collection, recording, and disseminating information obtained from transit safety reports has been developed to protect, to the extent permissible by law, the identity of any employee who provides transit safety information.

2.2 SAFETY RISK ASSESSMENT

Once a hazard has been identified, GBM will conduct an assessment, using **Appendix D**, to determine the potential consequences. Factors to be considered are the likelihood of occurrence, the severity of the consequences (should there be an occurrence), and the level of exposure to the hazard. GBM will assess risks subjectively by experienced personnel using a risk assessment matrix. 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 continue to be monitored. If the risks are unacceptable, steps will be taken by GBM to lower the risk to an acceptable or tolerable level, or to remove, avoid, or otherwise eliminate the hazard.

2.3 SAFETY 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. GBM will further manage risk by completing a **Hazard Assessment Log (Appendix E)** that can help prioritize safety risks. The level of risk can be lowered by reducing the severity of the potential consequences, likelihood of occurrence, exposure to that risk, or by some combination.

In general, GBM will take the following safety actions to mitigate risk including, but not limited to, Operator Assaults – 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. fences, safety restraining systems, transit controls/signals, transit monitoring systems, driver barriers, covert alarm, 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, supervisor inspection, training, CDC guidelines, 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. the *Zero in Wisconsin* campaign)

2.4 SAFETY RISK PRIORITIZATION

Once a hazard has been identified and the risk level assessed, GBM will prioritize safety risks. **Appendix E** will be used to analyze the transit system as a whole and identify hazards. After hazards have been identified, **Appendix F** will prioritize these hazards and identify a timeline for corrective action.

3 SAFETY ASSURANCE

Safety assurance provides the necessary feedback to ensure that the SMS is functioning effectively and that GBM is meeting or exceeding its safety objectives. Safety assurance requires a clear understanding of how safety performance will be evaluated, or in other words, what metrics will be used to assess system safety and determine whether 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 DEFINING SAFETY GOALS AND OBJECTIVES/OUTCOMES

Setting safety goals and objectives is part of strategic planning and establishing safety policy for GBM. Clearly defining safety goals is the first part in creating a safety performance measurement system.

Safety goals are general descriptions of desirable long-term impacts. For example, a general safety goal might be:

"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."

Safety objectives or outcomes are more specific statements that define measurable results. For example, a specific safety objective for the goal stated above might be:

"Establish regular transit safety meetings comprised of staff at varying levels, including executives, officers, managers, operators and maintenance personnel."

The safety objective/outcome will then be measured by defining specific performance metrics, including a baseline and target, that GBM will determine is reasonable.

3.2 DEFINING 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. In other words,

it is a tool to quantify and improve performance, and engage and communicate with GBM staff and external stakeholders.

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.

GBM 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)
 - Employees are required to report all accidents and incidents at the time of their occurrence. Employees are required to report on, but not limited to the following: all types of accidents and incidents, slips and falls, vandalism, discovered vehicle damage, passenger misconduct, work related injury, etc. All reports are reviewed and investigated by supervisory personnel.
 - All accidents are evaluated using the Supervisor Investigation Report which details how the incident occurred, what procedures are in place at the time of the incident and how these procedures need to be adjusted to mitigate future incidents.
- Internal safety audits (or reviews)
- Safety Solutions Team 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. Past actual data and future targets can be seen in **Appendix I**.

GBM 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, GBM will select additional performance measures and targets, both leading and lagging, to insure continual improvement of our SMS.

GBM will make its safety performance measures improvement targets available to applicable state agencies and metropolitan planning organizations (MPOs), and, to the maximum extent practicable, will coordinate with both in the selection of safety performance targets. Targets will be submitted to the MPO, in writing, by July 15th of each year. Targets will be adopted into local Transportation Improvement Plans (TIP) or TIP amendment that will be submitted by the MPO to the state by October 31st of each year.

The Brown County Planning Commission is the designated Metropolitan Planning Organization (MPO) for the Green Bay Urbanized Area. The MPO establishes performance measure targets, data sharing and reporting in coordination with WisDOT and GBM. The MPO works with WisDOT and GBM in preparation of financial plans for transit, including the cooperative development of estimates of transportation system costs and funding revenues to support implementation of the plan and program.

The safety data collected from the above sources will be analyzed for potential safety impacts. Identified areas of concern are reported to appropriate personnel in the form of specific project reports, memos, and recommendations from the Safety Solutions 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 GBM's document control process. In addition to safety data, GBM maintains other data and documentation of activities required by the PTASP. Distribution of safety-related reports and data is accomplished through the GBM Safety Solutions Team.

Examples of some of the different safety documents that are maintained and are subject to GBM's record retention policy are listed below. For the entire list please see Green Bay Metro's Retention Policy.

- Worker's Compensation Claims

- Accident Files
- Incident Reports
- Vehicle Records
- Facility Records

3.3 MONITORING PERFORMANCE AND EVALUATING RESULTS

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

GBM will monitor its system for compliance with operations and maintenance procedures by conducting internal audits that will review policies to ensure that they are compliant with our safety goals and reporting processes. An internal audit will occur annually as policies are reviewed and updated, or as necessary.

Operation Supervisors will conduct evaluations for each bus operator at a minimum of twice per year. These evaluations may be conducted in person on-board and/or video review. Peer reviews are conducted for all new bus operators and will be reviewed prior to the new bus operator being released on his/her own.

Maintenance will track all repairs and injuries and investigate reoccurring situations. Policies and procedures will be updated as necessary to ensure a safe environment. Employee evaluations will be conducted annually.

The Hazard log (**Appendix E**) will be reviewed quarterly to identify safety risk mitigations and assess their effectiveness. At that time, if needed, risk mitigations will be adjusted to better serve a safe environment.

3.4 INTEGRATING RESULTS INTO AGENCY DECISION-MAKING PROCESSES

GBM is 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, GBM will work 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 exist
- 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 progress

- Identify best practices through benchmarking
- Respond to elected officials and the public’s demand for accountability

3.5 SUSTAINING A SAFETY MANAGEMENT SYSTEM

In order to sustain the SMS, GBM will ensure that particular processes are employed to instill an organizational foundation. Examples of actions taken to sustain the SMS include:

- **Create measurement-friendly culture:**
All staff, including senior managers, should be actively engaged in creating measurement-friendly culture by promoting performance measurement as a means of continuous improvement. Senior managers 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 setting goals. Managing staff and the governing board will commit 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 its results, both good and bad. 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 opportunities for improvement rather than allocating blame.
- **Demonstrate continuous commitment to measurement:**
Visible commitment to using metrics is a long-term initiative. GBM 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 city council and county board meetings.

4 SAFETY PROMOTION

4.1 SAFETY PROMOTION, CULTURE, AND TRAINING

GBM 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.

4.1.1 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 GBM is to develop a positive safety culture that allows the SMS to succeed. A positive safety culture is defined as one which is:

A. 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

B. 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

C. 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

D. 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

GBM is committed to putting safety first.....always. Providing a safe working environment for all employees is a priority. Employees are encouraged to submit safety suggestions and promotional items may be awarded at various times throughout the year. GBM also participates in the safety program that is conducted by Transit Mutual Insurance Company. Training sessions are conducted quarterly along with assisting in creating a safety culture.

4.1.2 Training

During the initial implementation of an SMS, specific training will be required for all employees and contract staff, to explain the agency's safety culture and describe how GBM's SMS works. The Chief Safety Officer is the resource person for providing a corporate perspective on GBM's approach to safety management.

GBM's Safety Manager will maintain the list of all Metro required trainings (**Appendix H**). Information will include the purpose of the training, and the minimum frequency, by position. Additional trainings will be conducted on an as needed basis for new equipment, if an employee has returned from an extended leave, or is having an issue with a particular aspect of a training topic. The Safety Manager will maintain a roster to ensure compliance for each employee, separated by division.

Safety Management training topics may include:

A. Initial Safety Training for All Staff

1. Customer Service Training
2. Fire Extinguisher Training
3. Emergency Evacuation – Facility
4. Threat Awareness Training
5. Severe Weather
6. System Security and Emergency Action Plan

B. Safety Training for Operators

1. Current Trends in safety issues
2. Mobility Device Securement Training
3. Smith System

C. Safety Training for Dispatchers

1. Reasonable Suspicion Training

D. Safety Training for Management

1. Reasonable Suspicion Training

E. Safety Training for Maintenance

1. Current Trends in safety issues
2. Smith system
3. Asbestos Awareness
4. Audiometric Test
5. Blood borne Pathogens Program
6. Bobcat
7. Bus Washer
8. Confined Space Awareness
9. Customer Service
10. Drill Press
11. Fall Protection
12. Fire Extinguisher
13. Fuel System
14. Hazard Communications
15. Hearing Conservation Program
16. Lock Out & Tag Out
17. Parts Washer
18. Personal Protective Equipment
19. Plow Trucks
20. Spills and Leaks
21. Forklift
22. Refrigerant
23. Respirator Fit
24. Respiratory Protection
25. Safe Lifting
26. Scissors Lift
27. Tennant Floor Scrubber

F. Training for the Safety Manager

1. Familiarization with different transit modes, types of operation, routes, etc.
2. Understanding the role of human performance in safety event causation and prevention
3. Operation of the SMS
4. Investigating safety events
5. Safety promotion
6. Communication skills
7. Monitoring safety performance

G. Training for the Accountable Executive

1. Familiarization with different transit modes, types of operation, routes, etc.
2. Understanding the role of human performance in safety event causation and prevention
3. Crisis management and emergency response planning
4. Performing safety audits and assessments
5. National Transit Database (NTD) safety event reporting requirements

4.1.3 Communication

Safety topics are communicated in several different ways including but not limited to Quarterly Safety Meetings, the Safety Board in the Operators and Mechanics break rooms, as well as the Safety Screen in the operators check in room. All of these methods display changing safety topics ranging from refresher tips to reports on safety incidents.

APPENDICES

Appendix A – Staff Safety Roles and Responsibilities

Appendix B – Safety Assessment and System Review

Appendix C – Facility Safety and Security Assessment

Appendix D – Risk Assessment Matrix

Appendix E – Hazard Identification and Risk Assessment Log

Appendix F – Prioritized Safety Risk Log

Appendix G – Safety Performance Matrix

Appendix H – Training Frequency Schedule

Appendix I – Safety Reporting and Targets

PTASP Acknowledgement Form

I acknowledge that I have received a copy of the Green Bay Metro Public Transportation Agency Safety Plan on the date indicated below. I understand that I am responsible for being familiar with and complying with the policies of the City of Green Bay and Green Bay Metro.

I agree it is my responsibility to speak to a Supervisor immediately, if I have questions or need clarification.

Print Employee Name

Signature of Employee

Date