Agency Safety Plan

ASUCD Unitrans
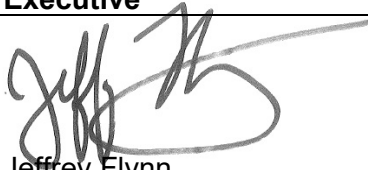
Prepared by ASUCD Unitrans

Updated: July 14, 2023; Version 2023

Section 1: Transit Agency Information

Transit Agency Name	Unitrans
Transit Agency Address	1 Shields Avenue, 5 South Hall Davis, California 95616
Name and Title of Accountable Executive	Jeffrey Flynn, General Manager
Name of Chief Safety Officer	Lisa Brackney, Assistant General Manager of Operations
Mode of Service Covered by this Plan	Fixed Route
List of All FTA Funding Types	5307, 5339
Mode of Service Provided by Transit Agency	Fixed Route (Directly Operated)
Does the Agency provide transit services on behalf of another transit agency or entity?	Yes. UC Davis Unitrans operated fixed route bus service on behalf of and in cooperation with the City of Davis
Name and Address of Transit Agency or Entity for which service is provided	City of Davis

Section 2: Plan Development, Approval, and Updates

Name of Person Who Drafted This Plan	Jeffrey Flynn, General Manager Lisa Brackney, Assistant General Manager of Operations Jennifer Tucker, Safety Manager	
Signature by the Accountable Executive	**Signature of Accountable Executive**	**Date of Signature**
	Jeffrey Flynn	7/14/2023
Approval by the City Council	**Resolution Number**	**Date of Approval**
	23-110	August 29, 2023
	Relevant Documentation	
	See next page for copy of the resolution. Also on file at the City Clerk's Office at City Hall.	

Version Number and Updates			
Version Number	**Section/Pages Affected**	**Reason for Changes**	**Date Issued**
2021	Section 3	Review of annual performance statistics	12/16/2021
2022	Section 3	Review of annual performance statistics	10/18/2022
2023	Section 3	Review of annual performance statistics	8/29/2023
2023	Section 7	Added Operations/Planning employee committee review of PTASP	8/29/2023

Annual Review and Update of the Public Transportation Agency Safety Plan
This plan will be jointly reviewed and updated by the Chief Safety Officer and Safety Manager by July 30 of each year. The Accountable Executive will review and approve any changes, signing the new ASP, then forward to the Davis City Council for review and approval.

RESOLUTION NO. 23-110, SERIES 2023

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF DAVIS
CERTIFYING THE PUBLIC TRANSPORTATION AGENCY SAFETY PLANS
(PTASP) FOR DAVIS COMMUNITY TRANSIT AND UNITRANS**

WHEREAS, the City of Davis directly operates, financially supports, and oversees safe, friendly, and well-utilized public transportation in Davis; and

WHEREAS, Unitrans is the local fixed-route public transportation service in Davis operated by the University of California, Davis and Davis Community Transit is the local paratransit public transportation service operated directly by the City of Davis by the Parks and Community Services Department; and

WHEREAS, the Federal Transit Administration, which provides significant annual funding to public transportation in Davis, requires public transportation operators including the City through Davis Community Transit and Unitrans to have the City Council annually certify the Public Transportation Agency Safety Plan in order to continue to be eligible for federal transit funding; and

WHEREAS, the Public Transportation Agency Safety Plan formalizes safety programs and procedures already in place at the City through Davis Community Transit and Unitrans and improves the safety risk management, safety assurance, and safety oversight processes; and

WHEREAS, the safe operation and provision of public transportation in Davis is the top priority of the City of Davis and City Council.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Davis does hereby resolve as follows:

1. Approves and accepts as presented the Public Transportation Agency Safety Plan for Unitrans; and
2. Approves and accepts as presented, and authorizes the City Manager to sign the Public Transportation Agency Safety Plan for Davis Community Transit.

PASSED AND ADOPTED by the City Council of the City of Davis on this 29th day of August, 2023, by the following vote:

AYES: Chapman, Neville, Partida, Vaitla, Arnold

NOES: None

Will Arnold
Mayor

ATTEST:

Zoe S. Mirabile, CMC
City Clerk

Section 3: Safety Performance Targets

Safety Performance Targets						
Targets are based on the Unitrans Short Range Transit Plan Performance Indicators and Annual Reporting. For FY2023-24, the targets will remain unchanged. Unitrans had four reportable collisions in FY2022-23 or one every 175,000 miles, exceeding our goal.						
Mode	Fatalities (total)	Fatalities (per 100,000 revenue miles)	Reportable Injuries (total)	Injuries (per 100,000 revenue miles)	Reportable Collisions (total)	Reportable Collisions (per 100,000 revenue miles)	Mean Distance between Failures (miles)
Fixed Route Bus	0	0	< 8	< 1	< 8	1 per 100,000	20,000

Safety Performance Target Coordination		
Unitrans' Accountable Executive shares our Agency Safety Plan, including safety performance targets, with the Metropolitan Planning Organization (SACOG) in our service area each year after its formal adoption by the Davis City Council. Unitrans' Accountable Executive also provides a copy of our formally adopted plan to Caltrans. Unitrans personnel are available to coordinate with Caltrans and SACOG in the selection of Caltrans and SACOG safety performance targets upon request.		
Targets Transmitted to the State	State Entity Name	Date Targets Transmitted
	Caltrans (California Department of Transportation)	September 7, 2023
Targets Transmitted to the Metropolitan Planning Organization	**Metropolitan Planning Organization Name**	**Date Targets Transmitted**
	Sacramento Area Council of Governments (SACOG)	September 7, 2023

Section 4: Safety Management Policy

Safety Management Policy Statement
Safety is our top priority and every employee is essential to ensure that Unitrans is safe for you, our customers, and all employees. I implore all employees to speak up if you see an unsafe practice or situation. No employee will be disciplined or reprimanded for reporting unsafe situations. If you are interested in learning more about our safety management policy, read below or ask for the full document from the General Manager, Assistant General Manager of Operations, or Safety Manager. The document is also available online at https://unitrans.ucdavis.edu/about/unitrans-guidance-documents/. **Full Safety Management Policy** Safety is our top priority at Unitrans, and managing safety is a core value and business function. We will develop, implement, maintain, and continuously improve processes to ensure the safety of our customers, employees, and the public. Unitrans is committed to the following safety objectives: • Communicating the purpose and benefits of the Safety Management System (SMS) to all staff, managers, supervisors, and employees. This communication will specifically define the duties and responsibilities of each employee throughout the organization and all employees will receive appropriate information and SMS training. • Providing a culture of open reporting of all safety concerns, ensuring that no action will be taken against any employee who discloses a safety concern through Unitrans' reporting program, unless such disclosure indicates, an illegal act, gross negligence or a deliberate or willful disregard of regulations or procedures. • Providing appropriate management involvement and the necessary resources to establish an effective reporting system that will encourage employees to communicate and report any unsafe work conditions, hazards, or at-risk behavior to the management team. • Identifying hazardous and unsafe work conditions and analyzing data from the employee reporting system. After thoroughly analyzing provided data, the Chief Safety Officer with the Safety Manager will work with departments to develop processes and procedures to mitigate safety risk to an acceptable level. • Establishing safety performance targets that are realistic, measurable, and data driven. Continually improving our safety performance through management processes that ensure appropriate safety management action is taken and is effective. Jeff Flynn Unitrans General Manager

Authorities, Accountabilities, and Responsibilities	
Accountable Executive	The Unitrans General Manager is the Accountable Executive with the following authorities, accountabilities, and responsibilities under this plan: Controls and directs human and capital resources needed to develop and maintain the ASP and SMS;

	• Designates an adequately trained Chief Safety Officer who is a direct report; • Ensures that Unitrans' SMS is effectively implemented; • Ensures action is taken to address substandard performance in Unitrans' SMS; • Assumes ultimate responsibility for carrying out Unitrans' ASP and SMS; and • Maintains responsibility for carrying out the agency's Transit Asset Management Plan.
Chief Safety Officer	The Accountable Executive designates the Assistant General Manager of Operations as Unitrans' Chief Safety Officer. The Chief Safety Officer has the following authorities, accountabilities, and responsibilities under this plan: • Develops Unitrans' ASP and SMS policies and procedures; • Ensures and oversees day-to-day implementation and operation of Unitrans' SMS; • Manages Unitrans' employee safety reporting systems such as incident and observation reports, • Establishes and maintains Unitrans' Safety Risk Register and Safety Event Log to monitor and analyze trends in hazards, occurrences, incidents, and accidents, • Ensures safety topics are addressed in departmental meetings • Advises the Accountable Executive on SMS progress and status; • Identifies substandard performance in Unitrans' SMS and develops action plans for approval by the Accountable Executive; • Ensures Unitrans policies are consistent with Unitrans safety objectives; and • Provides SRM expertise and support for other Unitrans personnel in conducting and overseeing Safety Assurance activities.
Agency Leadership and Executive Management	Agency leadership and executive management also have authorities and responsibilities for day-to-day SMS implementation and operation of Unitrans' SMS under this plan. Unitrans Agency Leadership and Executive Management include: • Safety Manager • Training Manager • Maintenance Manager • Assistant General Manager of Administration • Shop Administrative Assistant • Route Supervisors and Dispatchers

	• Driver and Route Trainers Unitrans Leadership and Executive Management personnel have the following authorities, accountabilities, and responsibilities: • Participate in monthly maintenance safety meetings and quarterly operations mandatory meetings; • Complete training on SMS and Unitrans ASP elements; • Oversee day-to-day operations of the SMS in their departments; • Modify policies in their departments consistent with implementation of the SMS, as necessary; and • Provide subject matter expertise to support implementation of the SMS as requested by the Accountable Executive or the Chief Safety Officer, including SRM activities, investigation of safety events, development of safety risk mitigations, and monitoring of mitigation effectiveness.
Key Staff	Unitrans uses the quarterly Operations Mandatory Meetings, monthly Maintenance Meetings, and annual all-staff meetings, to support its SMS and safety programs: • Quarterly Operations Mandatory Meetings: Any safety hazards reported will be jointly evaluated by the Safety Manager and the Chief Safety Officer during their bi-weekly meeting. Safety topics from these biweekly meetings will be discussed at the quarterly Mandatory meetings and discussion and feedback will be solicited or a working group with representatives from all departments will be formed to discuss and make recommendations. Information discussed in these meetings will be documented. • Monthly Maintenance Meetings: A permanent agenda item in all monthly maintenance meetings is dedicated to safety. Safety issues are discussed and documented. • Annual All-Staff Meetings: Hazard reports and mitigations will be shared, safety topics will be brought up for open discussion, further feedback solicited, and hazard self-reporting further encouraged. Information discussed in these meetings will be documented.
**Employee Safety Reporting Program (ESRP)**
The Unitrans ESRP encourages employees who identify safety concerns in their day-to-day duties to report them to senior management in good faith without fear of retribution. There are many ways employees can report safety conditions: • Report conditions via an employee reporting online form • Report the conditions directly to Dispatch

- Report the conditions anonymously to the employee reporting online form
- Send an email directly to the Assistant General Manager of Operations (Chief Safety Officer), Safety Manager, or General Manager (Accountable Executive)
- Report the issues to the employee's direct supervisor who will inform senior management

Examples of information typically reported include:
- Safety concerns in the operating environment (for example, university, county or city road conditions or the condition of facilities or vehicles);
- Policies and procedures that are not working as intended (for example, insufficient time to complete pre-trip inspection);
- Events that senior managers might not otherwise know about (for example, near misses); and
- Information about why a safety event occurred (for example, radio communication challenges).

On a daily basis, the Chief Safety Officer and Safety Manager review the observation reports, accident and incident reports, any emails or miscellaneous reports filed about safety, and document identified safety conditions in the Unitrans Risk Register. Unitrans' Safety Manager will review and address each employee report, ensuring that hazards and their consequences are appropriately identified and resolved and provide the Chief Safety Officer (AGMO) with updates and flag issues in line with Unitrans' SRM process. Reported deficiencies and non-compliance with rules or procedures are addressed through Unitrans' Safety Assurance process.

The Unitrans Chief Safety Officer (AGMO) with the Safety Manager discusses actions taken to address reported safety conditions during weekly manager meetings, monthly maintenance meetings, quarterly operations meetings, and in the monthly all staff newsletter (Wally Street).

Additionally, if the reporting employee provided his or her name during the reporting process, the Chief Safety Officer or Safety Manager follows up directly with the employee when Unitrans determines whether or not to take action and after any mitigations are implemented.

Unitrans encourages participation in the safety reporting program by protecting employees that report safety conditions in good faith. However, Unitrans staff may take disciplinary action if the report involves:
- Willful participation in illegal activity, such as assault or theft;
- Gross negligence, such as knowingly utilizing heavy equipment for purposes other than intended such that people or property are put at risk; or
- Deliberate or willful disregard of regulations

5. Safety Risk Management

Safety Risk Management Process

Unitrans uses the Safety Risk Management (SRM) process as a primary method to ensure the safety of our operations, passengers, employees, vehicles, and facilities. It is a process whereby hazards and their consequences are identified, assessed for potential safety risk, and resolved in a manner acceptable to Unitrans' leadership. Unitrans' SRM process allows

us to carefully examine what could cause harm and determine whether we have taken sufficient precautions to minimize the harm, or if further mitigations are necessary.

Unitrans' Chief Safety Officer, along with the Safety Manager, leads Unitrans' SRM process, working with Operations, Maintenance, and Administrative staff to identify hazards and consequences, assess safety risk of potential consequences, and mitigate safety risk. The results of Unitrans' SRM process are documented in the Unitrans Risk Register.

Unitrans' SRM process applies to all elements of our system including our operations and maintenance, facilities and vehicles, and personnel recruitment, training and supervision.

In carrying out the SRM process, Unitrans uses the following terms:
- Event – Any accident, incident, or occurrence.
- Hazard – Any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure belonging to Unitrans; or damage to the environment.
- Risk – Composite of predicted severity and likelihood of the potential effect of a hazard.
- Risk Mitigation – Method(s) to eliminate or reduce the effects of hazards.
- Consequence – An effect of a hazard involving injury, illness, death, or damage to Unitrans property or the environment.

Safety Hazard Identification

The safety hazard identification process offers Unitrans the ability to identify hazards and potential consequences in the operation and maintenance of our system. Hazards can be identified through a variety of sources, including:

- Employee safety reporting through observation reports, accident reports, emails to management, etc.,
- Review of vehicle & facility camera footage,
- Review of quarterly & annual performance data and safety performance targets,
- Maintenance reports and check in/check out sheets,
- Comments from customers and third parties, including Risk Management,
- Maintenance Safety Meetings, Operations Mandatory, and All-Staff Meetings,
- Results of audits and inspections of vehicles and facilities,
- Results of training reviews, employee evaluations, and ride-alongs,
- Investigations into safety events, incidents, and occurrences,
- FTA and other oversight authorities (mandatory information source), and
- Job Safety Analysis, using Employers First Reports (EFR) and workers compensation to identify hazards from reported injury and illnesses.

When a safety concern is observed by Unitrans management or supervisory personnel, whatever the source, it is reported to the Unitrans Chief Safety Officer and Safety Manager. Procedures for reporting hazards to the Unitrans Chief Safety Officer and Safety Manager are reviewed during All-Staff Meetings, Operations Mandatory Meetings, and Maintenance Safety Meetings. The Unitrans Chief Safety Officer also receives employee reports from the ESRP process. The Unitrans Safety Manager, in coordination with the Chief Safety Officer, reviews these sources for hazards, and documents them in the Unitrans Risk Register

The Unitrans Chief Safety Officer also may enter hazards into the Unitrans Risk Register based on their review of Unitrans operations and maintenance, the results of audits and observations, and information received from FTA and other oversight authorities, as well as the National Transportation Safety Board.

The Unitrans Chief Safety Officer and Safety Manager may conduct further analysis of hazards and consequences entered into the Unitrans Risk Register, to collect information and identify additional consequences, and to inform which hazards should be prioritized for safety risk assessment.

In following up on identified hazards, the Unitrans Chief Safety Officer and Safety Manager may:
- Reach out to the reporting party, if available, to gather all known information about the reported hazard;
- Conduct a walkthrough of the affected area, assessing the possible hazardous condition, generating visual documentation (photographs and/or video), and taking any measurements deemed necessary;
- Conduct interviews with employees in the area to gather potentially relevant information on the reported hazard;
- Review any documentation associated with the hazard (records, reports, procedures, inspections, technical documents, etc.);
- Contact other departments that may have association with or technical knowledge relevant to the reported hazard;
- Review any past reported hazards of a similar nature; and
- Evaluate tasks and/or processes associated with the reported hazard.

The Unitrans Chief Safety Officer and Safety Manager will convene as needed, a group of relevant internal stakeholders to discuss identified hazards and consequences. This may be completed in conjunction with monthly maintenance safety meetings, quarterly operator mandatory meetings, weekly leadership meetings, or ad hoc safety meetings. The agenda may include additional background on the hazards and consequences, such as the results of trend analysis, vehicle camera footage, vendor documentation, reports and observations, or information supplied by FTA or other oversight authorities.

Any identified hazard that poses a real and immediate threat to life, property, or the environment must immediately be brought to the attention of the Accountable Executive and addressed through the SRM process (with or without the review of front line staff and supervisors) for safety risk assessment and mitigation. This means that the Chief Safety Officer believes immediate intervention is necessary to preserve life, prevent major property destruction, or avoid harm to the environment which would constitute a violation of Environmental Protection Agency or Caltrans environmental protection standards. Otherwise, the Safety Manager and Chief Safety Officer will prioritize hazards for further SRM activity.

Safety Risk Assessment

Safety risk assessment defines the level or degree of the safety risk by assessing the likelihood and severity of the consequences of hazards and prioritizes hazards based on the safety risk. The Chief Safety Officer, with assistance from key staff subject matter experts such as the Safety Manager, is responsible for assessing identified hazards and ratings using

the safety risk matrix below. Prioritizing safety risk provides the Accountable Executive with the information needed to make decisions about resource application.

The following matrix, adopted from the TSI Participation Guide – SMS Principles for Transit, facilitates the ranking of hazards based on their probability of occurrence and severity of their outcome.

Probability Levels			
Description	**Level**	**Specific Individual Item**	**Fleet Inventory**
Frequent	A	Likely to occur often in the life of an item.	Continuously experienced.
Probable	B	Will occur several times in the life of an item.	Will occur frequently.
Occasional	C	Likely to occur sometime in the life of an item.	Will occur several times.
Remote	D	Unlikely, but possible to occur in the life of an item.	Unlikely, but can reasonably be expected to occur.
Improbable	E	So unlikely, it can be assumed occurrence man not be experienced in the life of an item.	Unlikely to occur, but possible.
Eliminated	F	Incapable of occurrence. This level is used when potential hazards are identified and later eliminated.	Incapable of occurrence. This level is used when potential hazards are identified and later eliminated.

The measuring goes from A to F with A being frequent or likely to occur frequently and E being improbable or expected that this event will most likely never occur. The designation F is used when potential hazards are identified and later eliminated.

Severity Levels		
Description	**Level**	**Mishap Result Criteria**
Catastrophic	1	Could Result in one or more of the following: death, permanent total disability, irreversible significant environmental impact, or monetary loss equal to or exceeding $10M
Critical	2	Could result in one or more of the following: permanent partial disability, injuries or occupational illness that may result in hospitalization of at least three personnel, reversible significant environmental impact, or monetary loss equal to or exceeding $1M but less than $10M
Marginal	3	Could result in one or more of the following: injuries or occupational illness resulting in one or more lost work day(s), reversible moderate environmental impact, or monetary loss equal to or exceeding $100k but less than $1M
Negligible	4	Could result in one or more of the following: injuries or occupational illness not resulting in lost work day, minimum environmental impact. Or monetary loss less than $100k.

The Safety Risk Severity Table presents a typical safety risk. It includes four categories to denote the level of severity of the occurrence of a consequence, the meaning of each category, and the assignment of a value to each category using numbers. In this table, 1 is considered catastrophic meaning possible deaths and equipment destroyed and 4 is considered negligible or of little consequence with two levels in between.

Safety Risk Probability and Safety Risk Severity are combined into the Safety Risk Index Ranking to help prioritize safety risks according to the table below.

Safety Risk Assessment Matrix				
Severity → Probability ↓	Catastrophic 1	Critical 2	Marginal 3	Negligible 4
A-Frequent	1A	2A	3A	4A
B- Probable	1B	2B	3B	4B
C-Occasional	1C	2C	3C	4C
D- Remote	1D	2D	3D	4D
E- Improbable	1E	2E	3E	4E
F- Eliminated				

Safety Risk Index Ranking		
1A, 1B, 1C, 2A, 2B	High	Unacceptable
1D, 2C, 3A, 3B	Serious	Undesirable - With management decision required
1E, 2D, 2E, 3C, 3D, 3E, 4A, 4B,	Medium	Acceptable - with review by management
4C, 4D, 4E	Low	Acceptable - without review

The Chief Safety Officer documents recommendations regarding hazard rating and mitigation options and reports this information to the Accountable Executive.

Safety Risk Mitigation

The Unitrans Accountable Executive and Chief Safety Officer review current methods of safety risk mitigation and establish methods or procedures to mitigate or eliminate safety risk associated with specific hazards based on recommendations from the Safety Manager and from safety focused meetings and discussions. Unitrans can reduce safety risk by reducing the likelihood and/or severity of potential consequences of hazards.

Prioritization of safety risk mitigations is based on the results of safety risk assessments. The Unitrans Safety Manager tracks and updates safety risk mitigation information in the Unitrans Risk Register, and reports issues directly to the Chief Safety Officer. The Unitrans Risk Register and relevant documents are available to the Accountable Executive, leadership, and to staff upon request.

In the Unitrans Risk Register, the Unitrans Safety Manager and Chief Safety Officer will also document any specific measures or activities, such as reviews, observations or audits that will be conducted to monitor the effectiveness of mitigations once implemented.

6. Safety Assurance

Through our Safety Assurance process, Unitrans:

- Evaluates our compliance with operations and maintenance procedures to determine whether our existing rules and procedures are sufficient to control our safety risk,
- Assesses the effectiveness of safety risk mitigations to make sure the mitigations are appropriate and are implemented as intended,

- Investigates safety events to identify causal factors, and
- Analyzes information from safety reporting, including data about safety failures, defects, or conditions.

Safety Performance Monitoring and Measurement
Activities to monitor the system for compliance with procedures for operations and maintenance.

Unitrans has many processes in place to monitor its entire transit system for compliance with operations and maintenance procedures, including:
- Safety audits,
- Informal inspections and observations,
- Check in/check out sheets
- Online reporting
- Incident and accident reports
- Regular review of on-board camera footage to assess drivers and specific incidents,
- Ride-alongs, evaluations, and training refreshers,
- ESRP,
- Investigation of safety occurrences,
- Safety review prior to the launch or modification of any facet of service,
- Daily data gathering and monitoring of data relating to the delivery of service, and
- Regular vehicle inspections and preventative maintenance.

Results from the above processes are compared against recent performance trends quarterly and annually by the Chief Safety Officer, in conjunction with the Safety Manager, to determine where corrective action needs to be taken. The Chief Safety Officer with the Safety Manager enters any identified non-compliant or ineffective activities, including mitigations, back into the SRM process for reevaluation.

Activities to monitor operations to identify any safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended.

Unitrans monitors safety risk mitigations to determine if they have been implemented, and are effective, appropriate and working as intended. The Chief Safety Officer with the Safety Manager maintains a list of safety risk mitigations in the Unitrans Risk Register. The mechanism for monitoring safety risk mitigations varies depending on the mitigation.

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

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

The Unitrans Chief Safety Officer and Safety Manager also monitor Unitrans operations on a large scale to identify mitigations that may be ineffective, inappropriate, or not implemented as intended by:
- Reviewing results from accident, incident, and occurrence investigations,
- Monitoring employee safety and injury reporting and observation reports,
- Reviewing results of internal safety audits and inspections, and
- Analyzing operational and safety data to identify emerging safety concerns.

The Chief Safety Officer works with the Safety Manager, leadership staff, and Accountable Executive to carry out and document all monitoring activities.

Activities to conduct investigations of safety events to identify causal factors.

The Unitrans Operations Manual documents procedures to be followed by drivers in the event of a collision or safety issue. The Accident Reporting Procedure Training maintains documented procedures for supervisors to conducting safety investigations of collisions. These procedures also reflect all traffic safety reporting and investigation requirements established by the California Vehicle Code. The Safety Manager reviews the driver and supervisor reports, in addition to photographs and video to find causal and contributing factors and review the existing mitigations in place at the time of the event. The Safety Manager and/or the Chief Safety Officer may follow up with individual parties for further information. Causal factors will be documented and shared with the Accountable Executive and with leadership or ad hoc meeting members, as necessary.

The Chief Safety Officer and/or Safety Manager maintains all documentation of Unitrans investigation policies, processes, forms, checklists, activities, and results. As detailed in Unitrans procedures, an investigation report is prepared and sent to the Safety Manager for integration into their analysis of the event.

Unitrans Safety Manager, with the Chief Safety Officer as needed, determines whether:
- The accident was preventable; the driver was at fault, due to negligence. (Ex. The driver was not paying attention, using cell phone or other handheld device (that isn't the bus radio), under the influence of illegal drugs or alcohol, not obeying traffic signals)
  - Using video footage, photos of the accident, driver statement, witness and emergency personnel statement(s).
- or non-preventable; the driver was not at fault. (Ex. The other party involved was considered negligent. The other party was not paying attention, using cell phone or other handheld device, under the influence of illegal drugs or alcohol, not obeying traffic signals)
  - Using video footage, photos of the accident, driver statement, witness and emergency personnel statement(s).
- Personnel require discipline (including termination) or retraining;
- The causal factor(s) indicate that a safety hazard contributed to or was present during the event; and
- The accident appears to involve underlying organizational causal factors beyond just individual employee behavior.

Activities to monitor information reported through internal safety reporting programs
The Chief Safety Officer and Safety Manager routinely review safety data captured in employee safety reports, customer complaints, and other safety communication channels. When necessary, the Chief Safety Officer and Safety Manager ensure that the concerns are investigated or analyzed through the Unitrans Safety Risk Management process.
The Chief Safety Officer and Safety Manager also review internal and external reviews, including audits and assessments, with findings concerning Unitrans safety performance, compliance with operations and maintenance procedures, or the effectiveness of safety risk mitigations.

7. Safety Promotion

Competencies and Training
The Unitrans comprehensive safety training program applies to all Unitrans employees directly responsible for safety, including:

- Bus Drivers and Conductors,
- Dispatchers and Supervisors,
- Maintenance Technicians,
- Managers and Supervisors,
- Safety Manager
- Training Manager and Trainers
- Agency Leadership and Executive Management,
- Chief Safety Officer, and
- Accountable Executive.

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

Basic training requirements for Unitrans employees, including refresher training, are documented in Unitrans Driver Trainer Manual, Accident Refresher Manual, and Summer Refresher Guide.

Operations safety-related skill training includes the following:
- New-hire bus vehicle operator classroom and hands-on skill training,
- Bus vehicle operator refresher training and accident refresher training,
- Bus vehicle operator retraining (recertification or return to work),
- Classroom and on-the-job training for dispatchers and operations supervisors,
- On-the-job training for trainers and managers, and
- Accident investigation and reasonable suspicion training for operations supervisors.
- Reasonable suspicion training for operations and maintenance supervisors,
- Vehicle maintenance safety-related skill training includes the following:
  - Ongoing vehicle maintenance technician skill training,
  - Ongoing skill training for vehicle maintenance supervisors,

o   Ongoing hazardous material training for vehicle maintenance technicians and supervisors, and   o   Training provided by vendors. Unitrans Accountable Executive and Agency Leadership and Executive Management team must complete FTA's SMS Awareness online training.

Safety Communication

The Unitrans Chief Safety Officer and Safety Manager coordinate the Unitrans safety communication activities in the SMS. Unitrans activities focus on:

- Communicating safety and safety performance information throughout the agency: Unitrans communicates information on safety in its monthly newsletter and during quarterly Mandatory Meetings, monthly maintenance safety meetings, and weekly leadership meetings. Information typically conveyed during these meetings includes lessons learned from recent occurrences, upcoming events that may impact Unitrans service or safety performance, and updates regarding SMS implementation. Unitrans also requests information from drivers during these meetings.
- Communicating information on hazards and safety risks relevant to employees' roles and responsibilities throughout the agency: As part of new-hire training, Unitrans distributes safety policies and procedures, included in the Unitrans Operations Manual, to all drivers. Unitrans provides training on these policies and procedures and discusses them during meetings with supervisors, drivers and conductors, trainers, and vehicle technicians. For newly emerging issues or safety events at the agency, Unitrans' Safety Manager emails employees that are reinforced by supervisors in one-on-one or group discussions with employees.
- Informing employees of safety actions taken in response to reports submitted through an ESRP: Unitrans provides targeted communications to inform employees of safety actions taken in response to reports submitted through the ESRP, including safety talks, updates to bulletin boards, emails to list serves dedicated to specific roles, and one-on-one discussions between employees and supervisors.
- Maintenance safety meetings
- Safety policy reminders and updates on new safety issues via the Unitrans employee newsletter, Wally Street, which is sent out monthly to all employees.
- Annual review of PTASP by Operations/Planning Committee made up with a cross-section of agency operations and administrative staff including drivers, conductors, and front line supervisors.
- As needed company wide emails and postings on the company's Facebook page.

8. Reference Documents

1. Unitrans Operations Manual - employee safety and reporting policies
2. Unitrans Route Supervisor Manual - policies for Route Supervisors
3. Pocket Mechanic Guide - bus issue troubleshooting guide
4. Accident Reporting Procedure Training - training provided to Route Supervisors on how to document accidents/collisions
5. Unitrans Driver Trainer Manual - manual explains topics and highlights challenge locations related to behind-the-wheel training
6. Behind-the-Wheel phase sheets - checklist of topics covered per training session
7. Unitrans Accident Refresher Manual & phase sheet - guide for trainer on how to conduct retraining after an employee is involved in an accident
8. Retrain Refresher Sheet - checklist for trainer when driver has received a poor driving evaluation
9. Evaluation Phase Sheets - checklists for both single deck and double deck driver evaluations
10. Unitrans Route Trainer Manual - operational and safety policies
11. Route Trainee Shift Summary - policies covered during training
12. Summer Refresher Guide - policies and guide for conducting annual retraining for all drivers
13. Unitrans Conductor Manual - policies for double deck conductors
14. Conductor Evaluation Sheet - topics evaluated on shift
15. Injury and Illness Prevention Plan - job safety analysis for all positions, safety nets, hazard identification and inspection, hazard communication, accident reporting and investigation, injury reporting procedures and investigation.