RESOLUTION NO. 98-20

A RESOLUTION APPROVING THE TRANSIT SERVICES DIVISION'S PUBLIC TRANSPORTATION AGENCY SAFETY PLAN (PTASP) AND ESTABLISHING SAFETY PERFORMANCE TARGETS FOR PUBLIC TRANSPORTATION OPERATORS

WHEREAS, on July 19, 2018 the FTA published the Public Transportation Agency Safety Plan (PTASP) Final Rule, 49 CFR Part 673, which took effect July 19, 2019 requiring all FTA Section 5307 recipient transit agencies to establish a PTASP that meets the requirements of Part 673 by December 31, 2020; and

WHEREAS, Transit Services PTASP must document the processes and activities related to Safety Management System (SMS) implementation and include performance targets based on the safety performance measures established under the National Public Transportation Safety Plan.

WHEREAS, Transit Services is dedicated to ensure that the necessary processes are in place to accomplish both enhanced safety and meet the minimal or exceed the goals of the National Public Transportation Safety Plan to improve their safety performance by supporting the FTA's public transportation beliefs, practices, and procedures for identifying, mitigating, and monitoring safety risks; and

WHEREAS, the PTASP will remain in effect until Transit Services releases an updated version, which must be signed by the Accountable Executive and approved by City Council; and

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF COLORADO SPRINGS:

Section 1. The City Council approves of the Transit Services Division's Safety Plan (PTASP) Program as presented.

Dated at Colorado Springs, Colorado this 10th day of November, 2020.

Council President

ATTEST:

Sarah B. Johnson, City Clerk

metro
MOUNTAIN METROPOLITAN TRANSIT

MMT-SAFETY PLAN

Mountain Metropolitan Transit
1015 Transit Drive, Colorado Springs 80903
mmtransit.com

Executive Summary

Applicability

City of Colorado Springs dba Mountain Metropolitan Transit (MMT) is committed to comprehensive safety planning. As an administrator of a public transportation system that receives Federal financial assistance under Title 49 of the United States Code (USC) Chapter 53, the Transit Agency is subject to 49 CFR Part 625, 630, 670, 673, and this Safety Plan is fully compliant with those Rule as well as with the requirements of the National Public Transportation Safety Plan (NSP) as promulgated through 49 CFR 670.

Policy

MMT and the Federal Transit Administration (FTA) have adopted the principles and methods of System Safety and of Safety Management Systems (SMS) as the basis for enhancing the safety of public transportation. All rules, regulations, policies, guidance, best practices, and technical assistance administered will, to the extent practical and consistent with legal and other applicable requirements, follow the principles and methods of SMS.

MMT Safety Plan is an agency-wide safety plan that meets and is responsive to FTA's Public Transportation Safety Program (PTSP). MMT Safety Plan reflects the specific safety objectives, standards, and priorities of all current service providers of MMT as part of a contractual requirement. All service contractors have incorporated its System Safety compliance into SMS principles and methods tailored to the size, complexity, and scope of its own public transportation system and the environment in which it operates.

Definitions

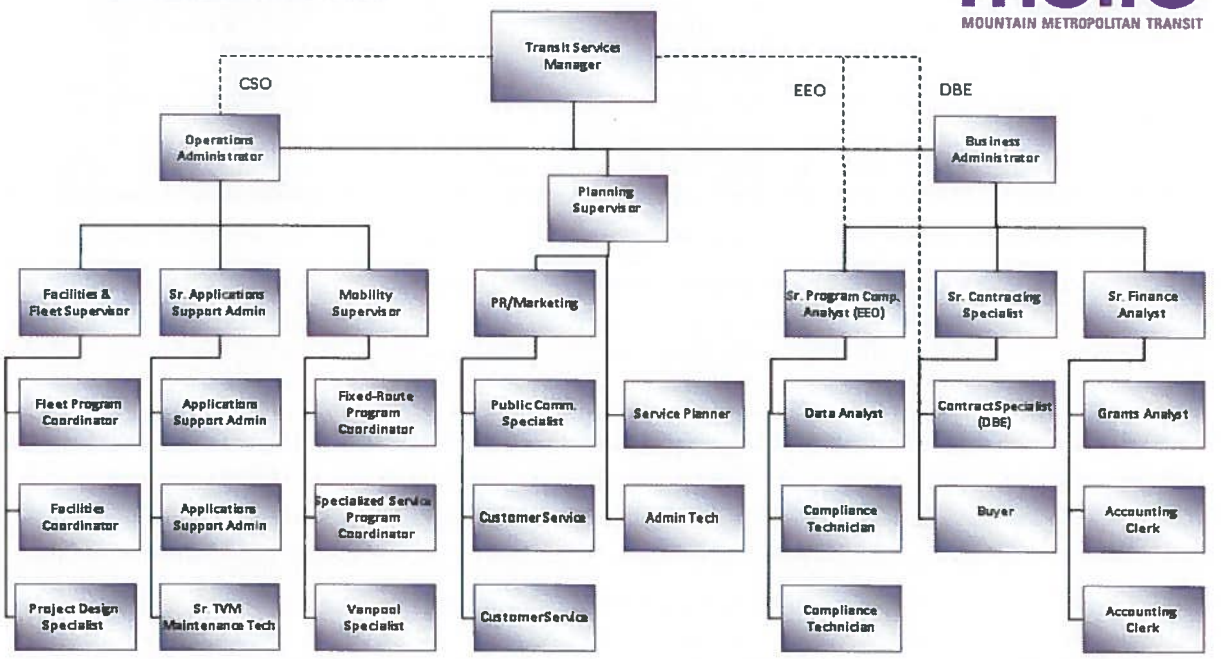
The Terms and Abbreviations used in this document are consistent with federal regulations and guidance as shown in Chapter 1.

Contents

1. Transit Agency Information

Transit Agency Name	Mountain Metropolitan Transit
Transit Agency Address	1015 Transit Drive, Colorado Springs CO 80903
Name and Title of Accountable Executive	Craig Blewitt, Director
Name of Chief Safety Officer	Wendy Patterson, Operations Administrator
Mode(s) of Service Covered by This Plan	Fixed Route, Paratransit
List All FTA Funding Types	5307, 5339, 5304, SB267, CMAQ,
Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)	Fixed-Route, Paratransit, Vanpool
Does the agency provide transit services on behalf of another transit agency or entity?	No
Name and Address of Transit Agency(ies) or Entity(ies) for Which Service IS Provided	Not Applicable

Transit Services Division
Effective 09/01/2020



2. Plan Development, Approval, and Updates

Name of Entity That Drafted This Plan	Wendy Patterson, Operations Administrator, Mountain Metropolitan Transit	
Signature by the Accountable Executive	**Signature of Accountable Executive**	**Date of Signature**
	Craig Blewitt Director MMT	11/1/2020
Approval by the Board of Directors or an Equivalent Authority	**Name of Individual/Entity That Approved This Plan**	**Date of Approval**
	Colorado Springs-City Council Resolution #XXXXXX	10/27/2020
	Relevant Documentation	
	A copy of City Council resolution #XXXXX, approving MMT Safety Plan (ASP), is maintained on file by the Director of Mountain Metropolitan Transit and the Chief Safety Officer, MMT.	

Version Number and Updates

Record the complete history of successive versions of this plan.

Version Number	Section/Pages Affected	Reasons for Change	Date Issued
1	1-35	New Document	10/01/2020

Annual Review and Update of the Public Transportation Agency Safety Plan

Describe the process and timeline for conduction an 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 the Mobility Supervisor by July 1 of each year. The Director of MMT will review and approve any changes, signing the new ASP, then forward to City Council for review and approval.

ADD A RESOLUTION OF ADOPTION OF THE MMT SAFETY PROGRAM

3. Safety Performance Targets

Safety Performance Targets

Specify performance targets based on the safety performance measures established under the National Public Transportation Safety Plan.

Targets below are based on review of the previous 5 years of MMT's safety performance data

Mode of Transit Service	Fatalities (total)	Fatalities (per 100 thousand VRM)	Injuries (total)	Injuries (per 100 thousand VRM)	Safety Events (total)	Safety Events (per 100 thousand VRM)	System Reliability (VRM/failures)
Fixed Route	0	0.00	75	0.70	1,357	12.66	4,856
ADA/Paratransit	0	0.00	12	0.26	144	3.08	27,691
Vanpool	0	0.00	2	0.06	10	0.29	248,629

Safety Performance Target Coordination

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

MMT's Accountable Executive shares our ASP, including safety performance targets, with the Metropolitan Planning Organization (MPO) in our service area each year after its formal adoption by the City Council. MMT's Accountable Executive also provides a copy of our formally adopted plan to the Colorado Department of Transportation. MMT personnel are available to coordinate with CDOT and the MPO in the selection of CDOT and MPO safety performance targets upon request.

Targets Transmitted to the State	**State Entity Name**	**Date Targets Transmitted**
	Colorado Department of Transportation	12/31/2020
Targets Transmitted to the Metropolitan Planning Organization(s)	**Metropolitan Planning Organization Name**	**Date Targets Transmitted**
	Pikes Peak Area Council of Governments	12/31/2020

4. Safety Management Policy

Safety Management Policy Statement
Include the written statement of safety management policy, incorporating safety objectives

Safety is a core value of MMT, and managing safety is a core business function. MMT will develop, implement, coordinate, maintain, and continuously improve processes to ensure the safety of our customers, employees, and the public. MMT is committed to the following safety objectives and holding contractors to the following standards:

- Communicating the purpose and benefits of the Safety Management System (SMS) to all staff, managers, supervisors, employees and service contractors.
- Providing a culture of open reporting of all safety concerns, ensuring that no action will be taken against any employee that operates public transportation for MMT who discloses a safety concern through their employer Employee Safety Reporting Program (ESRP), unless such disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of regulations of procedures.
- Providing appropriate management involvement and the necessary resources to establish an effective ESRP 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 ESRP. (After thoroughly analyzing provided data, the transit operations division will 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.
- Ensure service contractors meet or exceed SMS safety goals as outlined in this document.

Craig Blewitt

Craig Blewitt, Mountain Metropolitan Transit Director

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

The Chief Safety Officer, who leads MMT's SMS oversight, introduced our staff to SMS principles in November, 2020, at an All-Staff Meeting. MMT's Safety Management Policy Statement was also distributed to each employee in the form of a handout during this All-Staff Meeting. MMT also posts copies of the Safety Management Policy on bulletin boards at all of the Transit facilities that include administration, operations, maintenance and downtown terminal. MMT has incorporated review and distribution of the Safety Management Policy Statement into new-hire training and all-staff annual refresher training.

Authorities, Accountabilities, and Responsibilities Describe the authorities, accountabilities, and responsibilities of the following individuals for the development and management of the transit agency's SMS.	
Accountable Executive	The Director of Transit Services serves as MMT 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 MMT's SMS is effectively implemented. • Ensures action is taken to address substandard performance in MMT's service contractor SMS program. • Maintains responsibility for carrying out the agency's Transit Asset Management Plan.
Chief Safety Officer or SMS Executive	The Accountable Executive designates the Operations Administrator of Transit Services as MMT's Chief Safety Office. The Chief Safety Officer has the following authorities, accountabilities and responsibilities under this plan: • Develops MMT's ASP and SMS policies and procedures • Ensures and oversees day-to-day implementation and operations of MMT's SMS by service contractors. • Manages MMT's ESRP. • Chairs the MMT's Safety Committee and o Coordinates the activities of the committee; o Establishes and maintains MMT's Safety Risk Register and Safety Event Log to monitor and analyze trends in hazards, occurrences, incidents and accidents; and Maintains and distributes minutes of committee meetings. • Advises the Accountable Executive on SMS progress and status. • Identifies substandard performance in MMT's SMS and develops action plan for approval by the Accountable Executive. • Ensures MMT policies are consistent with MMT's safety objectives. • Provides Safety Risk Management (SRM) expertise and support for other MMT personnel who conduct and oversee 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 MMT's SMS under this plan. MMT Leadership and Executive Management include: •Operations Administrator, •Mobility Supervisor, •Fleet/Facilities Supervisor, •Contract Compliance Supervisor, Paratransit, Fleet, Facilities and Fixed Route Project Managers MMT Leadership and Executive Management personnel have the following authorities, accountabilities, and responsibilities: •Participate as members of MMT's Safety Committee •Complete training on SMS and MMT's ASP elements •Oversee day-to-day operations of the SMS in their respective contract oversight •Recommend modifications to policies and ensure it is consistent with implementation of the SMS and contracts, as necessary •Provide subject matter expertise to support implementation of the SMS as requested by the Accountable Executive or the Chief Safety Officer, including SRM activities, investigation of safety events, development of safety risk mitigations, and monitoring of mitigation effectiveness.
Key Staff and Activities	MMT uses the Safety Committee, as well as the monthly service contractors staff and drivers' meeting and quarterly All-Staff Meetings, to support its SMS and safety programs: **Safety Committee**: Any safety hazards reported will be reviewed by the service contractor as required in their contracts to have a safety review committee. In addition, MMT will evaluate quarterly all accidents and incidents by its own Safety Committee made up of the following members who meet monthly to review issues and make recommendations to improve safety : Chief Safety Officer; Mobility Supervisor Service contractor representative Compliance representative a representative from fixed route contractor, a representative from paratransit contractor, a representative from fleet maintenance contractor, a representative from the Amalgamated Transit Union a representative from service planning **Drivers' Meetings**: A permanent agenda item in all monthly Drivers' Meetings requirement for all contractors is dedicated to safety. Safety issues are discussed and documented and provided to MMT.

Employee Safety Reporting Program	MMT's ESRP encourages employees who identify safety concerns in their day-to-day duties to report them to their employer in good faith without fear of retribution. There are many ways employees can report safety conditions: • All fixed route buses AVL systems allow drivers to report safety issues through use of the Mobile Data Terminals (MDTs). This information will automatically be sent via an email to the appropriate division in charge of the safety issue. (i.e. fleet, facilities, operations.) • Report conditions directly to the dispatcher, who will add them to the daily Operations Log. • Report conditions anonymously via a locked comment box in the driver area. • Report conditions using their name or anonymously to transitinformation@coloradosprings.gov • Report conditions directly to any supervisor, manager, or director. Examples of information typically reported include: • Safety concerns in the operating environment (for example, county or city road conditions or the condition of facilities or vehicles); • Policies and procedures that are not working as intended (for example, pre-post 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 or MMT designee reviews the dispatch daily Operations Log, checks the comment box and dedicated email address, and documents identified safety conditions in the Safety Risk Register. MMT's Chief Safety Officer, supported by the Safety Committee as necessary, will review and address each employee report, ensuring that hazards and their consequences are appropriately identified and resolved through MMT's SRM process and that reported deficiencies and non-compliance with rules or procedures are managed through MMT's Safety Assurance process. MMT's Chief Safety Officer discusses actions taken to address reported safety conditions during the quarterly All-Staff Meetings. Additionally, if the reporting employee provided his or her name during the reporting process, the Chief Safety Officer or designee can follow up directly with the employee when MMT determines whether or not to take action and after any mitigation are

	implemented. MMT encourages participation in the ESRP by protecting employees that report safety conditions in good faith. However, MMT may take disciplinary action if the report involves any of the following: • 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 or procedures, such as reporting to work under the influence of controlled substances.

5. Safety Risk Management

Safety Risk Management Process

MMT requires all contractors providing public transportation services to use the SRM process as a primary method to ensure the safety of 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 MMT's leadership.

MMT's SRM process allows staff to carefully examine what could cause harm and determine whether sufficient precautions have been taken to minimize the harm, or if further mitigations are necessary. MMT's Chief Safety Officer leads MMT's SRM process, working with MMT's Safety Committee to identify hazards and consequences, assess safety risk of potential consequences, and mitigate safety risk. The results of MMT's SRM process are documented and available in its Sharepoint system.

MMT's SRM process applies to all elements of the transit system including our service operations and maintenance; facilities and vehicles; and personnel recruitment, training, and supervision. In carrying out the SRM process, MMT uses the following terms:

- **Incident** – Any accident 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 MMT; 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 MMT property or the environment.

Safety Hazard Identification

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

- Review of vehicle camera footage;
- Trapeze TransitMaster operations system;
- Review of monthly performance data and safety performance targets;
- Observations from supervisors;
- Observations from Contract Compliance;
- Maintenance reports;
- Comments from customers, passengers, and third parties;
- Safety Committee, Drivers, and All-Staff Meetings;
- Results of audits and inspections of vehicles and facilities;
- Results of training assessments;
- Investigations into safety events, incidents, and occurrences;
- Contractor Safety Software; and
- Federal Transit Administration (FTA) and other oversight authorities (mandatory information source).

When a safety concern is observed by MMT's management or supervisory personnel, whatever the source, it shall be reported to the contracted service operator, Mobility supervisor and MMT's Chief Safety Officer. Procedures for reporting hazards to MMT's Chief Safety Officer are reviewed during All-Staff Meetings and posted on bulletin board and reviewed by the Safety Committee.

MMT's Chief Safety Officer also receives employee reports from the ESRP, customer comments related to safety, and the dispatch daily Operations Log. MMT's Chief Safety Officer reviews these sources for hazards and documents them in MMT's Safety Risk Register.

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

MMT's Chief Safety Officer may conduct further analyses of hazards and consequences entered into the Safety Risk Register to collect information and identify additional consequences, and to decide which hazards should be prioritized for safety risk assessment. In following up on identified hazards, MMT's Chief Safety Officer 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.

MMT's Chief Safety Officer will then prepare an agenda to discuss identified hazards and consequences with the Safety Committee during bimonthly meetings. This agenda may include additional background on the hazards and consequences, such as the results of trend analyses, 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 full Safety Committee) 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 that would constitute a violation of Environmental Protection Agency or Colorado environmental protection standards. Otherwise, the Safety Committee will prioritize hazards for further SRM activity.

Safety Risk Assessment

MMT assesses safety risk associated with identified safety hazards using its safety risk assessment process. This includes an assessment of the likelihood and severity of the consequences of hazards,

including existing mitigations, and prioritizing hazards based on safety risk.

The Chief Safety Officer and Safety Committee assess prioritized hazards using each of the service providers' Safety Risk Matrix required within their SMS plan. This matrix expresses assessed risk as a combination of one severity category and one likelihood level, also referred to as a *hazard rating*. For example, a risk may be assessed as "1A" or the combination of a Catastrophic (1) severity category and a Frequent (A) probability level.
This matrix also categorizes combined risks into levels, High, Medium, or Low, based on the likelihood of occurrence and severity of the outcome. For purposes of accepting risk:

- "High" hazard ratings will be considered unacceptable and require action from MMT to mitigate the safety risk,
- "Medium" hazard ratings will be considered undesirable and require MMT's Safety Committee to make a decision regarding their acceptability, and
- "Low" hazard ratings may be accepted by the Chief Safety Officer without additional review.

Using a categorization of High, Medium, or Low allows for hazards to be prioritized for mitigation based on their associated safety risk.

The Chief Safety Officer schedules safety risk assessment activities on the Safety Committee agenda and prepares a Safety Risk Assessment Package. This package is distributed at least one week in advance of the Safety Committee meeting. During the meeting, the Chief Safety Officer reviews the hazard and its consequence(s) and reviews available information distributed in the Safety Risk Assessment Package on severity and likelihood. The Chief Safety Officer may request support from members of the Safety Committee in obtaining additional information to support the safety risk assessment.

Once sufficient information has been obtained, the Chief Safety Officer will facilitate completion of relevant sections of the Safety Risk Register, using the MMT Safety Risk Assessment Matrix, with the Safety Committee. The Chief Safety Officer will document the Safety Committee's safety risk assessment, including hazard rating and mitigation options for each assessed safety hazard in the Safety Risk Register. The Chief Safety Officer will maintain on file Safety Committee agendas, Safety Risk Assessment Packages, additional information collection, and completed Safety Risk Register sections for a period of three years from the date of generation.

Safety Risk Mitigation
MMT's 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 Committee. MMT 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. MMT's Chief Safety Officer tracks and updates safety risk mitigation information in the Safety Risk Register and makes the Register available to the Safety Committee during bimonthly meetings and to MMT staff upon request.

In the Safety Risk Register, MMT's 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, MMT:

- Evaluates our compliance with operations and maintenance procedures to determine whether MMT's 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

MMT has many processes in place to monitor its entire transit system for compliance with operations and maintenance procedures, including:

- Operational software,
- Safety audits,
- Informal inspections,
- Regular review of onboard camera footage to assess drivers and specific incidents,
- Safety surveys,
- 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 related 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 to determine where action needs to be taken. The Chief Safety Officer enters any identified non-compliant or ineffective activities, including mitigations, back into the SRM process for reevaluation by the Safety Committee.

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

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

MMT's Chief Safety Officer and Safety Committee review the performance of individual safety risk

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

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

- Reviewing results from accident, incident, and occurrence investigations;
- Monitoring employee safety reporting;
- Reviewing results of internal safety audits and inspections; and
- Analyzing operational and safety data to identify emerging safety concerns.

The Chief Safety Officer works with the Safety Committee and Accountable Executive to carry out and document all monitoring activities.

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

The Chief Safety Officer maintains all documentation of MMT's investigation policies, processes, forms, checklists, activities, and results. As detailed in MMT's procedures, an investigation report is prepared and sent to the Accident/Incident Review Board for integration into their analysis of the event.

MMT's Safety Committee consists of nine members that represent management, the service contractors, union, operations, and maintenance. The Chief Safety Officer chairs the board. MMT's Accident/Incident Review Board determines whether:

- The review of the determination of all accidents preventable or non-preventable;
- Review of personnel unsafe behaviors and post-accident retraining;
- The causal factor(s) indicate(s) that a safety hazard contributed to or was present during the event; and
- The accident appears to involve underlying organizational causal factors beyond just individual employee behavior.

The Chief Safety Officer and Safety Committee routinely review safety data captured in employee safety reports, safety meeting minutes, customer complaints, and other safety communication channels. When necessary, the Chief Safety Officer and Safety Committee ensure that the concerns are investigated or analyzed through MMT's SRM process.

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

7. Safety Promotion

MMT requires a comprehensive safety training program that applies to all employees directly responsible for safety, including:

- Bus vehicle operators,
- Dispatchers,
- Maintenance technicians,
- Managers and supervisors,
- Agency Leadership and Executive Management,
- Chief Safety Officer, and
- Accountable Executive.

MMT requires service contractors to dedicate 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 contract employees, including frequencies and refresher training, are documented in the contractors Safety Training Matrix and the
MMT will ensure all contractors have a Safety Management Plan that includes at a minimum the following;
Operations safety-related skill training includes the following:

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

Vehicle maintenance safety-related skill training includes the following:

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

MMT's Accountable Executive and Agency Leadership and Executive Management team must complete FTA's SMS Awareness online training and an executive session on safety management.

MMT's Chief Safety Officer and service contractors' Director of Human Resources and Training coordinate for safety communication activities for the SMS. Service contractors activities require focus on the three categories of communication activity established in 49 CFR Part 673 (Part 673):

Communicating safety and safety performance information throughout the agency: Service Contractors communicate information on safety and safety performance quarterly and during All-Staff Meetings. MMT also has a permanent agenda item in all monthly Drivers' Meetings dedicated

to safety. Information typically conveyed during these meetings includes safety performance statistics, lessons learned from recent occurrences, upcoming events that may impact MMT's service or safety performance, and updates regarding SMS implementation. MMT also requests information from drivers during these meetings, which is recorded in meeting minutes. Finally, Service contractors' Director of Human Resources and Training posts safety bulletins and flyers on the bulletin boards located in all bus operator and maintenance technician break rooms, advertising safety messages and promoting awareness of safety issues. This process will be audited by the CSO or their designee.

Communicating information on hazards and safety risks relevant to employees' roles and responsibilities throughout the agency: As part of new-hire training, Service Contractors are required to distribute safety policies and procedures, included in the MMT Operations PPM, to all employees. MMT requires contractors to provide training on these policies and procedures and discusses them during safety talks between supervisors and bus operators and vehicle technicians. For newly emerging issues or safety events at the agency, MMT's Chief Safety Officer issues bulletins or messages to employees that are reinforced by supervisors in one-on-one or group discussions with employees.

Informing employees of safety actions taken in response to reports submitted through the ESRP: MMT provides targeted communications to inform employees of safety actions taken in response to reports submitted through the ESRP, including handouts and flyers, safety talks, updates to bulletin boards, and one-on-one discussions between employees and supervisors.
MMT will maintain documentation related to the implementation of its SMS; the programs, policies, and procedures used to carry out this ASP; and the results from its SMS processes and activities for three years after creation. They will be available to the FTA or other Federal or oversight entity upon request.

8. Additional Information

Supporting Documentation
MMT will ensure that service contractors properly maintain documentation related to the implementation of their own corporate SMS and that it meets MMT's minimum requirements for; the programs, polices, and procedures used to carry out this ASP; and the results from its SMS processes and activities for three years after creation. They will be available to the FTA or other Federal oversight entity upon request.

Service	Provider	Contract Terms	Addendum
Fixed Route	RATPDev	05/01/2016-04/30/2023	1
Paratransit	TransDev	07/01/2019-06/30/2024	2
Fleet Maintenance	TransDev	03/03/2016-03/31/2023	3

In addition to the public transportation service plans, MMT is an active participant in the following regional plans:

Plan	Provider	Contract Terms	Addendum
SCRCoop	El Paso County	N/A	4
Pikes Peak Regional Emergency Management Plan	Office of Emergency Management	N/A	5

9. Definitions of Terms Used in the Safety Plan

MMT incorporates all of FTA's definitions that are in 49 CFR § 673.5 of the Public Transportation Agency Safety Plan regulation.

Accident: Any event involving a transit vehicle or taking place on transit-controlled property where one or more of the following occurs:

1. A loss of life;
2. A report of a serious injury to a person;
3. A collision of a transit vehicles;
4. A runaway of transit vehicle;
5. An evacuation for life safety reasons; or any transit vehicle, at any location, at any time, whatever the cause;
6. An accident must be reported in accordance with the thresholds for notification and reporting set forth in Part 674.

Administrator: The Federal Transit Administrator or the Administrator's designee

Advisory: a notice from FTA to recipients regarding an existing or potential hazard or risk in public transportation that recommends recipients take a particular action to mitigate the hazard or risk. [670]

Agency Safety Plan (ASP): a document adopted by a Transit Agency detailing its safety policies, objectives, responsibilities, and procedures.

Audit: an examination of records and related materials, including, but not limited to, those related to financial accounts. [670]

BTW: Behind-The-Wheel, a type of required Operator training

CEL: Certifiable Elements List

CEO: Chief Executive Officer of the Transit Agency

Chief Safety Officer (CSO): an adequately trained individual who has responsibility for safety and reports directly to an chief executive officer, Chief Executive Officer, president, or equivalent officer. The CSO does not serve in other operational or maintenance capacities, [unless Transit Agency is a small public transportation provider as defined in Part 673, or a public transportation provider that does not operate a rail fixed guideway public transportation system]. [673, SMS]

Consequence: the potential outcome(s) of a hazard. [SMS]

Continuous Improvement: a process by which a transit agency examines safety performance to identify safety deficiencies and carry out a plan to address the identified safety deficiencies. [SMS]

Contractor: An entity that performs tasks on behalf of FTA, a State Safety Oversight Agency, or a Transit Agency, through contract or other agreement

Corrective Action Plan (CAP): A plan developed by a Transit Agency that describes the actions the Transit Agency will take to minimize, control, correct, or eliminate risks and hazards, and the schedule for taking those actions. Either a State Safety Oversight Agency or FTA may require a Transit Agency to develop and carry out a Corrective Action Plan

Direct recipient: an entity that receives funds directly from the Federal Transit Administration. [625]

Event: An Accident, Incident, or Occurrence

Facility: a building or structure that is used in the provision of public transportation. [625]

FMLA: Family Medical Leave Act

FRA: The Federal Railroad Administration is an agency within the United States Department of Transportation

FTA: The Federal Transit Administration is an agency within the United States Department of Transportation

Grade Crossing (as defined in the National Transit Database glossary): an intersection of roadways, railroad tracks, or dedicated transit rail tracks that run across mixed traffic situations with motor vehicles, streetcar, light rail, commuter rail, heavy rail or pedestrian traffic; either in mixed traffic or semi-exclusive situations.

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 of a rail's fixed guideway public transportation system; or damage to the environment

Hazard Analysis: The method by which hazards are identified and analyzed as to their possible effects upon the safe operation of the entire system (i.e.: Failure Mode and Effect Analysis, Fault Tree Analysis, Stress Analysis, etc.)

Hazard Identification: formal activities to analyze potential consequences of hazards during operations related to provisions of service

Hazardous Condition: An immediate condition that could cause an accident involving personal injuries or death

Incident: An unforeseen event or occurrence that does not necessarily result in death, injury, contact, or property damage. As defined by the FTA, and Incident is:
A personal injury that is not a serious injury;
One or more injuries requiring medical transport; or
Damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a transit agency

Individual: Any person at the property of a transportation system

Injury: Any physical damage or harm to persons because of an incident that requires immediate medical attention away from the scene

Investigation: The process of determining the causal and contributing factors of an accident, incident, or hazard, for preventing recurrence and mitigating risks

Lagging Indicators: provide evidence, through monitoring, that intended safety management outcomes have failed or have not been achieved. [SMS]

Leading Indicators: provide evidence, through monitoring, that key safety management actions are undertaken as planned. [SMS]

Management of Change: a process for identifying and assessing changes that may introduce new hazards or impact the transit agency's safety performance. If a transit agency determines a change may impact its safety performance, then the transit agency must evaluate the proposed change through its Safety Risk Management process. [SMS]

National Public Transportation Safety Plan: The plan to improve the safety of all public transportation systems that receives Federal Financial Assistance under 49 U.S.C. Chapter 53

Near miss: a safety event where conditions with potential to generate an accident, incident, or occurrence existed, but where an accident, incident, or occurrence did not occur because the conditions were contained by chance or by existing safety risk mitigations. [SMS]

NTSB: National Transportation Safety Board, an independent federal agency

Occurrence: An Event without any personal injury in which any damage to facilities, equipment, rolling stock, or infrastructure and does not disrupt the operations of the transit agency

Person: A passenger, employee, contractor, pedestrian, trespasser, or any individual on the property of a public transportation system

Performance criteria: categories of measures indicating the level of safe performance within a Transit Agency. [673, SMS]

Performance measure: a parameter used to assess performance outcomes. [625]

Performance target: a specific level of performance for a given performance measure over a specified timeframe. [625, 673]

PHA: Preliminary Hazard Analysis.

PPE: Personal Protective Equipment

Practical Drift: the slow and inconspicuous, yet steady uncoupling between written procedures and actual practices during the provision of services [SMS]

Program Standard: is a written document developed and adopted by a State that describes the policies, objectives, responsibilities, and procedures used to provide safety and security oversight of a transit agency

Public Transportation Agency Safety Plan (PTASP): The comprehensive agency safety plan for a transit agency that is required by 49 U.S.C. 5329(d) and based on a Safety Management System. Until one year after the effective date of FTA's PTASP Final Rule, a System Safety Program Plan

(SSPP) developed pursuant to comply with 49 CFR part 659 will serve as the transit agency's safety plan.

Public Transportation Safety Certification Training Program: Either the certification training program for Federal and State employees, or other designated personnel, who conduct safety audits and examinations of public transportation systems, and employees of public transportation agencies directly responsible for safety oversight, established through interim provisions in accordance with 49 U.S.C. 5329(c)(2), or the program authorized by 49 U.S.C. 5329(c)(1)

Risk: The composite of predicted severity and likelihood of the potential effect of a hazard

Risk mitigation: A method or methods to eliminate or reduce the effects of hazards

Sabotage: The deliberate destruction of transit property or the slowing down of public transit operations by employees with the intention of damaging business or the economic condition of the transit agency

Safety: the state in which potential of harm to persons or property damage during operations related to provision of reduced to and maintained at acceptable level through continuous hazard identification and safety risk management activities

Safety Certification: The process used to verify the system meets criteria, codes, regulations, and contract requirements as they relate to safety, fire/life safety, and security

Safety Performance: an organization's safety effectiveness and efficiency, as defined by safety performance indicators and safety performance targets, measured against the organization's safety objectives. [SMS]

Safety Performance Indicator: a data-driven, quantifiable parameter used for monitoring and assessing safety performance. [SMS]

Safety Performance Measurement: the assessment of non-consequential safety-related events and activities that provide ongoing assurance that safety risk mitigations work as intended. [SMS]

Safety Performance Monitoring: the activities aimed at the quantification of an organization's safety effectiveness and efficiency during service delivery operations, through a combination of safety performance indicators and safety performance targets. [SMS]

Safety Performance Monitoring and Measurement: activities a transit agency must:

Monitor its system for compliance with, and sufficiency of, the agency's procedures for operations and maintenance;
Monitor its operations to identify hazards not identified through the Safety Risk Management process;

Monitor its operations to identify any safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended;
Investigate safety events to identify causal factors

Safety Performance Target: a specific level of performance for a given performance measure over a specified timeframe related to safety management activities. [SMS]

Safety Reporting Program: a process that allows employees to report safety conditions to senior management, protections for employees who report safety conditions to senior management, and a description of employee behaviors that may result in disciplinary action. [SMS]

Safety Review: a formal, comprehensive, on-site review by DOT or FTA of the transit agency's safety practices to determine whether the agency complies with the policies and procedures required under the Safety Plan.

Safety risk management: A process within a Transit Agency's Safety Plan for identifying hazards and analyzing, assessing, and mitigating safety risks

Security and Emergency Preparedness Plan (SEPP): is defined as a document developed and adopted by the transit agency describing the application of operating, technical, and management techniques and principles to the security aspects of the system throughout its life to reduce threats and vulnerabilities and describing the emergency preparedness policies and procedures for mobilizing the system and other public safety resources to assure rapid, controlled, and predictable responses to various types of transportation and community emergencies.

Serious injury: Any injury which:

Requires hospitalization for more than 48 hours, commencing within 7 days from the date of the injury was received;
Results in a fracture of any bone (except simple fractures of fingers, toes, or nose);
Causes severe hemorrhages, nerve, muscle, or tendon damage;
Involves any internal organ; or
Involves second- or third-degree burns, or any burns affecting more than 5 percent of the body surface

SMS Executive: A Safety Officer or an equivalent. [673]

SSOC: Safety & Security Operations Committee

State: A State of the United States, the District of Columbia, Puerto Rico, the Northern Mariana Islands, Guam, American Samoa, and the Virgin Islands

State Safety Oversight Agency (SSO): An agency established by a State that meets the requirements and performs the functions specified by 49 U.S.C. 5329(e) and the regulations set forth in this part

Subsystem: An element of a system that may constitute a system

System Safety Program Plan (SSPP): It is a document developed and adopted by the transit agency, describing its safety policies, objectives, responsibilities, and procedures. Until one year after the effective date of FTA's PTASP Final Rule, an SSPP developed pursuant to comply with 49 CFR part 659 will serve as the rail transit agency's safety plan.

System Security Plan (SSP): A document developed and adopted by the transit agency describing its security policies, objectives, responsibilities, and procedures

Vehicle: Any rolling stock used on a public transportation system, including, but not limited to, passenger and maintenance vehicles

Risk means the composite of predicted severity and likelihood of the potential effect of a hazard.

Risk mitigation means a method or methods to eliminate or reduce the effects of hazards.

Safety Assurance means processes within a transit agency's Safety Management System that function to ensure the implementation and effectiveness of safety risk mitigation, and to ensure that the transit agency meets or exceeds its safety objectives through the collection, analysis, and assessment of information.

Safety Management Policy means a transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities of its employees in regard to safety.

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

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

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

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

Safety Risk Management means a process within a transit agency's Agency Safety Plan for identifying hazards and analyzing, assessing, and mitigating safety risk.

Serious injury means any injury which: (1) Requires hospitalization for more than 48 hours, commencing within 7 days from the date when the injury was received; (2) Results in a fracture of any bone (except simple fractures of fingers, toes, or noses); (3) Causes severe hemorrhages, nerve, muscle, or tendon damage; (4) Involves any internal organ; or (5) Involves second- or third-degree burns, or any burns affecting more than 5 percent of the body surface.

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.

All-Hazards: Describing an incident, natural or human caused, that warrants action to protect life, property, environment, public health, or safety, and minimize disruptions of government, social, or economic activities.

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: Consists of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Communications/Dispatch Center: Agency or interagency dispatcher centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel. Center can serve as a primary coordination and support element of the multi-agency coordination system (MACS) for an incident until other elements of MACS are formally established.

Coordination Section: The ECC Section responsible to support and coordinate with tactical incident operations and incident command's implementation of the Incident Action Plan.

Core Capabilities: Distinct critical elements necessary to achieve the National Preparedness Goal.

Delegation of Authority: A statement provided to the Incident Commander by the agency executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

Department Operations Center (DOC): An emergency operations/coordination center (EOC or ECC) specific to a single department or agency. Its focus is on internal agency incident management and response. DOCs are often linked to and, in most cases, are physically represented in a combined agency ECC by authorized agent(s) for the department or agency.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior, and therefore must be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

Direction Section: The ECC Section responsible for the direction and supervision of the ECC, directly supervising the three ECC Sections and their section managers: Information, Coordination and Resources Sections.

Director: The Incident Command System title for individuals responsible for supervision of a Branch.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Emergency: Any incident, whether natural or human caused, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Response Personnel: Includes federal, state, territorial, tribal, regional, and local governments, private-sector organizations, critical infrastructure owners and operators,

nongovernmental organizations, and all other organizations and individuals who assume an emergency management role. These personnel are also known as emergency responders.

Emergency Coordination Center (ECC): The place (physical or virtual) where the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An ECC may be a temporary facility or may be in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. ECCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., federal, state, regional, tribal, city, county), or some combination thereof. ECC's must be adaptable, flexible, and scalable; the same principles that apply to the Incident Command System.

Emergency Operations Plan: The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the public.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Federal: Of or pertaining to the Federal Government of the United States of America.

Finance Group: Group responsible for all financial considerations surrounding an incident.

Function: Refers to the four major activities in the ECC Sections: Direction, Information, Coordination and Resources. The term function is also used when describing the group activity involved in a Section. These group functions can be fire, law enforcement, search and rescue, utilities, transportation, mass care, etc. (The ESF's)

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function within a Section.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted event or activity.

Incident: An occurrence or event, natural or human caused, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objective reflecting the overall strategy for managing an incident at incident command. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command: Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. IMTs are generally grouped in five types. Types I and II are national teams, Type III are State or regional, Type IV are discipline or large jurisdiction-specific, while Type V are ad hoc incident command organizations typically used by smaller jurisdictions.

Incident Objectives: Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives

Information Section: the ECC section that is responsible for incident planning, situation reporting, information gathering, and documentation.

Initial Actions: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Interoperability: The ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability is also defined as the emergency communications system that should be the same or linked to the same system that the jurisdiction uses for nonemergency procedures and should effectively interface with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of authority.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

Mitigation: The capabilities necessary to reduce loss of life and property by lessening the impact of disasters.

Mobilization: The process and procedures used by all organizations - federal, state, tribal, and local- for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multi-agency Coordination System(s) (MACS): Multi-agency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The elements of multi- agency coordination systems include facilities, equipment, personnel, procedures, and communications. Two of the most used elements are emergency coordination centers and MAC Groups. These systems assist agencies and organizations supporting and responding to an incident.

Multi-jurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under **Unified Command**.

Mutual Aid and Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

National Incident Management System (NIMS): Provides a systematic, proactive approach guiding government agencies at all levels, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework (NRF): Guides how the Nation conducts all-hazards response. The Framework documents the key response principles, roles, and structures that organize national response. It describes how communities, states, the federal government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response. And it describes special circumstances where the federal government exercises a larger role, including incidents where federal interests are involved and catastrophic incidents where a state would require significant support. It allows first responders, decision makers, and supporting entities to provide a unified national response.

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Operational Period: The time scheduled for executing a given set of operation actions. Operational periods can be of various lengths, although usually they last 12-24 hours.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private-sector organizations, and nongovernmental organizations.

Personnel Accountability: The ability to account for ECC assigned personnel; and their individual roles and responsibilities in the ECC. It is accomplished when supervisors ensure that Incident Command System principles and processes are functional and that personnel are working within established ECC guidelines and processes.

Plain Language: Communication that can be understood by the intended audience and meets the purpose of the communicator. For the purposes of NIMS, plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during an incident involving more than a single agency.

Planned Event: A planned, nonemergency activity (e.g., sporting event, concert, parade, etc.).

Planning Meeting: This meeting is held as needed before and throughout the duration of an incident to select specific strategies and tactics for incident control and for service and support planning. For larger incidents, the Planning Meeting is a major element in the development of the ECC objectives.

Planning Section: This Section is responsible for the collection, evaluation, and dissemination of operational information related to the incident; and for the preparation and documentation of the ECC objectives. This Section also maintains information on the current and forecasted situation of the incident.

Pre-Positioned Resources: Resources moved to an area near the expected incident site in response to anticipated resource needs.

Preparedness: Actions taken to plan, organize, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk. Within NIMS, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualifications, licensure, and certification; and equipment certification.

Preparedness Organizations: The groups that provide coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, and Critical Infrastructure Sector Coordinating Councils).

Prevention: The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. For the purposes of the prevention framework called for in PPD-8, the term "prevention" refers to preventing imminent threats.

Private Sector: Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Protocols: Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures, and systems for communicating timely, accurate, accessible information on the incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Public Information Officer (PIO): A member of the ECC and the Joint Information Center (JIC) responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

Recovery Coordination Center (RCC): When the Emergency Coordination Center (ECC) moves from the response phase of an emergency it may move into a recovery phase. The ECC then becomes the Recovery Coordination Center, with Recovery Support Functions (RSF).

Resource Section: Efficient emergency management and incident support requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under NIMS includes resource mobilization protocols.

Resource Tracking: A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an emergency coordination center.

Response: The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

Safety Officer: A member of the Direction staff responsible for monitoring ECC operations and advising the Director on all matters relating to operational safety, including the health and safety of ECC personnel.

Section: The organizational level having responsibility for a major functional area of ECC management (Direction, Coordination, Resources, Information).

Situation Report: Document that often contains confirmed or verified information regarding the specific details relating to an incident.

Span of Control: The number of resources for which a manager or supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.)

Staging Area: Established for the temporary location of available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Standard Operating Procedure (SOP): Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

Status Report: Relays information specifically related to the status of resources (e.g., the availability or assignment of resources).

Strategy: The general plan or direction selected to accomplish incident objectives.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

Supervisor: The Incident Command System title for an individual responsible for an ECC Group.

Supporting Agency: An agency that provides support and/or resource assistance to another agency.

Tactics: Deploying and directing resources on an incident to accomplish the objectives designated by the strategy.

Task: A standardized action to support a specific mission or operational need; to accomplish the completion of a tactic.

Technical Assistance: Support provided to state, tribal, and local jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as PPE assessments).

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any state or other subdivision of the United States in which it occurs; and is intended to intimidate or coerce the civilian population, or influence or affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: An indication of possible violence, harm, or danger.

Tracking and Reporting Resources: A standardized, integrated process conducted throughout the duration of an incident. This process provides incident managers with a clear picture of

10.Commonly Used Acronyms

Acronym	Word or Phrase
ADA	American's with Disabilities Act of 1990
ASP	Agency Safety Plan (also referred to as a PTASP in Part 673)
CRF	Code of Federal Regulations
ESRP	Employee Safety Reporting Program
FTA	Federal Transit Administration
MMT	Mountain Metropolitan Transit
MPO	Metropolitan Planning Organization
Part 673	49 CRF Part 673 (Public Transportation Agency Safety Plan)
SMS	Safety Management Plan
SRM	Safety Risk Management
U.S.C.	United States Code
VRM	Vehicle Revenue Miles

11. Addendum

Service Contractor Safety Plans