

CHEROKEE AREA TRANSPORTATION SYSTEM

SAFETY PLAN

DECEMBER 2022



AUTHORIZATIONS

Moving Ahead for Progress in the 21st Century (MAP-21) and the Fixing America's Surface Transportation Act (FAST) granted the Federal Transportation Administration (FTA) the authority to establish and enforce a comprehensive framework to oversee the safety of transportation bus systems throughout the United States. On July 19, 2018, the FTA promulgated its final rule 49 C.F.R. Part 673 - Public Transportation Agency Safety Plan (PTASP) which requires recipients of FTA Chapter 5307 funds to develop and implement a safety plan based on Safety Management Systems (SMS) principles and methods.

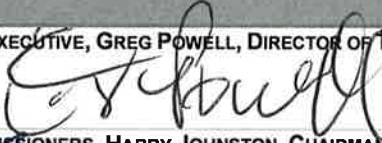


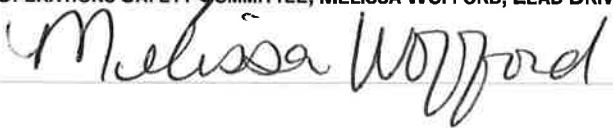
Cherokee Area Transportation System (CATS) establishes this Safety Plan as our department's commitment to system safety and the principles of SMS. The objectives of our plan are to:

- Increase the safety of our transportation system by proactively identifying, assessing, and controlling risks;
- Continually improve safety performance;
- Improve the commitment of transportation leadership to safety; and
- Foster a culture of safety awareness and responsiveness.

CATS is committed to implementing a systematic and comprehensive safety program. Leadership will visibly demonstrate its commitment to safety by monitoring hazards, enforcing and supporting safety programs, and promoting an open and transparent environment to discuss and address safety issues.

This Safety Plan was developed by the Georgia Department of Transportation (GDOT), and CATS has adopted it to comply with FTA Part 673 requirements. Our Board of Commissioners, the Director of Transportation, and the Mobility Coordinator have reviewed and approved this Safety Plan and assure that its contents establish a comprehensive SMS framework and meet the requirements of Part 673.

This Safety Plan will be distributed to all transportation employees and will be reviewed and updated annually.

APPROVED BY	DATE
ACCOUNTABLE EXECUTIVE, GREG POWELL, DIRECTOR OF TRANSPORTATION 	1/17/2023
BOARD OF COMMISSIONERS, HARRY JOHNSTON, CHAIRMAN 	1/24/2023
OPERATIONS SAFETY COMMITTEE, DONNA CAMP, DISPATCHER 	1/18/2023
OPERATIONS SAFETY COMMITTEE, MELISSA WOFFORD, LEAD DRIVER 	1/18/2023

REVISION RECORD

REVISION #	REVIEW DATE	REVIEWER	REVISION DATE	APPROVED BY
1	6/15/21	GDOT & ACCOUNTABLE EXECUTIVE	6/2/21	LEIGH ANN TRAINER & GREG POWELL
2	5/17/22	GDOT & ACCOUNTABLE EXECUTIVE	12/30/22	LEIGH ANN TRAINER & GREG POWELL
3	_/_/23			
4	_/_/24			

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DEFINITIONS

Accident: An event that involves any of the following – loss of life; a report of a serious injury to a person; a collision of a public transportation vehicle; an evacuation for life safety reasons at any location, at any time, whatever the cause.

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

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

Event: Means any accident, incident, or occurrence.

Executive Management: Accountable executive and Chief Safety Office

Hazard: A condition that has the potential to cause injury, illness, death, or property damage.

Fatality: A death or suicide confirmed within 30 days of a reported event. Does not include deaths in or on transportation property that are a result of illness or other natural causes; a death due to, Collision (including suicides), Fire, Hazardous material spill, Acts of God, System or personal security event (including suicides), and Other safety events.

Frontline Employees: Dispatcher and drivers

Hazard Likelihood: Probability of a hazard consequence to occur.

Hazard Severity: The effect/damaging result of a hazards consequence.

Incident: An event that involves any of the following – a personal injury that is not a serious injury; one or more injuries requiring medical transport; or damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a transportation department.

Injury: Any damage or harm to persons that requires immediate medical attention away from the scene because of a reportable event. Agencies must report each person transported away from the scene for medical attention as an injury, whether or not the person appears to be injured.

Occurrence: An event without any personal injury in which any damage to facilities, equipment, rolling stock, or infrastructure does not disrupt the operations of a transportation department.

Performance target: A quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time period required by the Federal Transportation Administration.

Reportable: An event occurring on transportation right-of-way, in a transportation revenue facility, in a transportation maintenance facility, or involving a transportation revenue vehicle, excluding occupational safety events occurring in administrative buildings.

Risk: An assessed probability and severity calculation to classify the overall potential consequences of a hazard.

Safety Assurance: A list of defined safety performance indicators for each priority risk and associated targets the Department will use to determine if it is achieving the specified safety goals.

Safety Events: Include but are not limited to slips, trips, falls, smoke, power failure, maintenance-related issues, or electric shock. To be reported as a major event, these events must **either** meet the fatality, evacuation, or property damage threshold **or** result in two or more injured persons. Other Safety Events that cause only one person to be immediately transported from the scene for medical attention, and that do not trigger any other reporting threshold, are reported on the Non-Major Monthly Summary Report form. The FTA includes Other Safety Events that occur in a transportation maintenance facility and meet a reporting threshold but continues to exclude occupational safety events occurring in administrative buildings.

Safety Performance Target: A performance target related to safety management activities.

Serious injury: Any injury which: (1) Requires hospitalization for more than 48 hours, commencing within 7 days from the date 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.

Acronyms:

ADA	Americans with Disabilities Act
AE	Accountable Executive
ARC	Atlanta Regional Commission
CAP	Corrective Action Plan
CATS	Cherokee Area Transportation System
CEO	Chief Executive Officer
CSO	Chief Safety Officer
DVIR	Drivers Vehicle Inspection Reports
ESRP	Employee Safety Reporting Program
FAST	Fixing America's Surface Transportation Act
FTA	Federal Transportation Administration
FY	Fiscal Year
GDOT	Georgia Department of Transportation
HR	Human Resources
KPI	Key Performance Indicator
MAP-21	Moving Ahead for Progress in the 21 st Century
MILSTD	Military Standard
MPO	Metropolitan Planning Organization
NPTSP	National Public Transportation Safety Plan
NTD	National Transportation Database
NTSB	National Transportation Safety Board
PHA	Preliminary Hazard Assessment
PPE	Personal Protective Equipment
PTASP	Public Transportation Agency Safety Plan
SMS	Safety Management System
SRM	Safety Risk Management
TAM	Transportation Asset Management
UPT	Unlinked Passenger Trips
VRM	Vehicle Revenue Miles

1. Transportation Agency Information

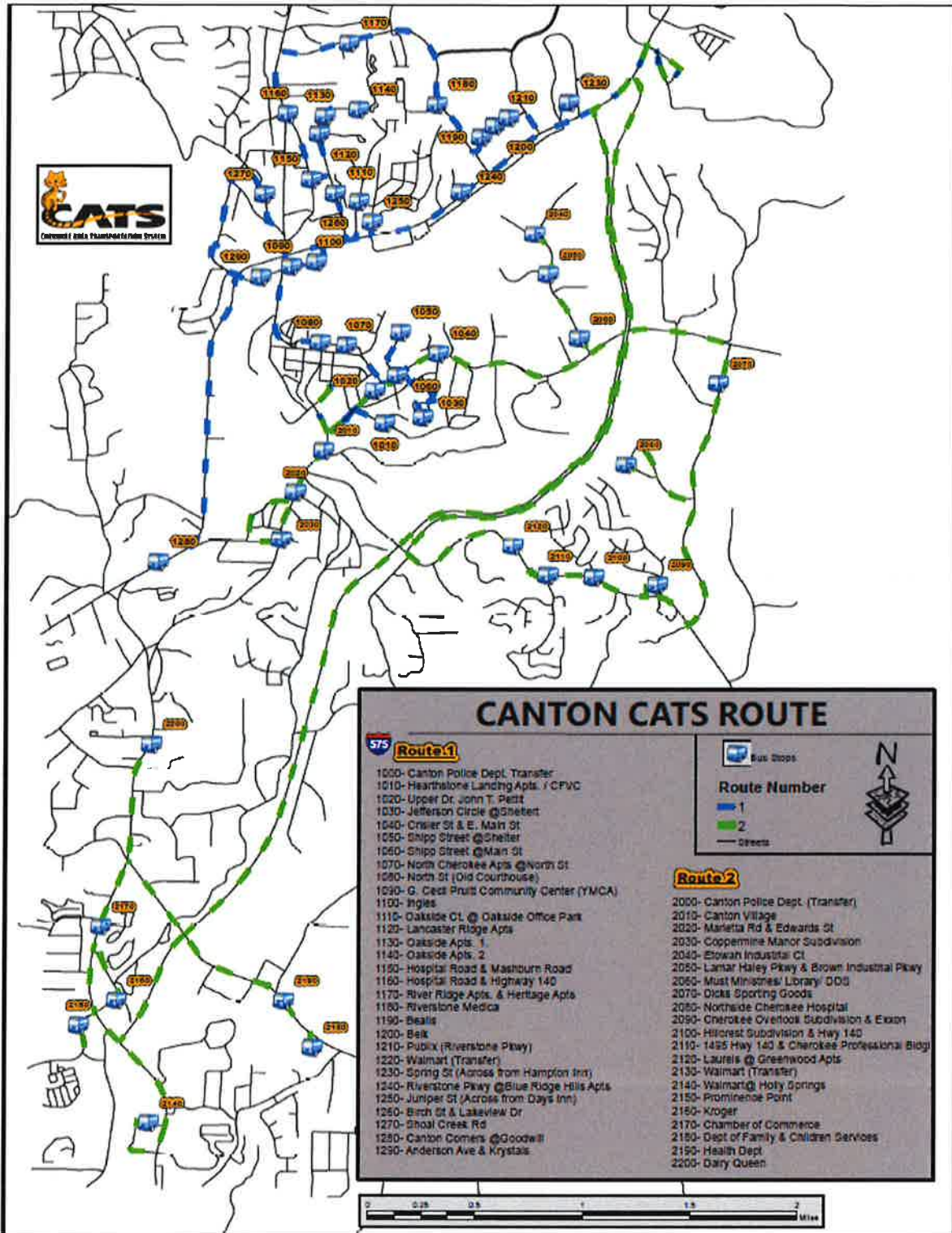
Cherokee Area Transportation System (CATS) provides public transportation services for residents of Cherokee County. Our mission at CATS is to provide excellence in all areas of service that we provide to the citizens of Cherokee County. We value and support our clients and our fellow employees, and strive to exceed expectations in a safe, courteous, timely, and efficient manner.

CATS is a service of the Cherokee County Board of Commissioners utilizing funding provided by Cherokee County, the State of Georgia, and the Federal Transportation Administration. CATS operates fixed-route services in and around the City of Canton and also provides complementary Para transportation fixed route as well as countywide demand response service.

Transportation Agency Name	Cherokee Area Transportation System (CATS)		
Transportation Agency Address	884 Univeter Road Canton, GA 30115		
Accountable Executive (Name and Title)	Greg Powell, Director of Transportation		
Chief Safety Officer (Name and Title)	Amanda Evans, Mobility Coordinator		
Mode(s) of Service Provided (e.g., Fixed Route, Demand Response, ADA Paratransportation, etc.)	2-fixed routes. -16 Demand response	List All FTA Funding Types (e.g., 5307, 5310, 5311,5339)	5307,5310,5311,5339
Vehicles Operated in Maximum Service, by Mode	Fixed Route -2	ADA Para - transportation -16	
Mode(s) of Service Contracted Out to Third Party Operators (TPOs)	None		
Name of Third Party Operator (if applicable) and contact person	None		

Does the agency provide transportation services on behalf of another transportation agency or entity?	Yes	No X	Description of Arrangement(s)	None
Name and Address of Transportation Agency(ies) or Entity(ies) for Which Service Is Provided	None			
Are any transportation employees represented by a Labor Union? If so please describe.	No			
No. of Fixed Bus Routes:	2			
Annual Vehicle Revenue Miles (VRM)	Fixed Route Bus VRM		Demand Response/Paratansit VRM	
	71,424		170,292	
Annual Unlinked Passenger Trips (UPT)	Fixed Route Bus UPT		Demand Response/Paratansit UPT	
	7,027		23,308	

Figure 1 – Route Map



2. Safety Management

2.1 Safety Management Policy

CATS strives to provide the safest and most secure experience for the riding public and our employees. All levels of management and employees are accountable for the delivery of the highest level of safety performance, starting with the Director of Transportation. Every employee must practice workplace safety, use equipment, tools, and materials properly, and be trained in the department's work rules and procedures for his or her respective areas of responsibility, including contingency plans for abnormal and emergency conditions.

CATS is committed to:

- Supporting an organizational culture that fosters safe practices, encourages effective employee safety reporting and communication, and actively manages safety with the same attention to results as paid to other management systems of the organization;
- Integrating the management of safety as a primary responsibility of all managers and employees, including contractors;
- Defining for all staff, managers, and employees alike, their accountability and responsibility for the delivery of the organization's safety performance and the overall implementation of our Safety Plan;
- Establishing and implementing a proactive safety program to manage risks to a level that is acceptable and consistent with safety performance;
- Ensuring protections for any employee who discloses a safety concern through the employee safety reporting program;
- Communicating the purpose and benefits of the Safety Management System (SMS) to all staff, managers, supervisors, and employees.;
- Ensuring all staff are provided with adequate and appropriate safety-related information, personal protective equipment (PPE), and training;
- Ensuring all staff are competent in safety management matters and are allocated only to tasks commensurate with their skills;
- Establishing and measuring our safety performance against realistic and data-driven safety performance indicators and safety performance targets;
- Continually improving our safety performance through management processes that ensure appropriate safety management actions are taken and are effective; and
- Ensuring externally supplied systems and services to support our operations are delivered to meet our safety performance standards.

- Ensuring that the strategies and guidelines to address infectious disease planning and response are consistent with the Centers for Disease Control and Prevention (CDC) and the Georgia Department of Public Health and local health authorities in order to minimize exposure to infectious diseases in accordance with 49 U.S.C section 5329 (d)(1)(D)."

This department Safety Plan describes our safety efforts and programs, and through our thorough implementation of such efforts and programs, we explicitly show our commitment to system safety based on SMS principles as per 49 CFR Part 673.

2.2 Employee Safety Reporting

Employees are required to embrace CATS' safety goals and objectives and are encouraged to report safety concerns, issues or hazards. Executive management has established an Employee Safety Reporting Program (ESRP) for employees to voice their safety concerns without fear of retribution or blame. All frontline personnel will be responsible for utilizing this program as necessary. Our employees (including contractors) have a duty to report any unsafe condition to senior management (i.e., the Mobility Coordinator). Employees may also report through our safety self-check cards and drop in the boxes located in the front office area and breakroom, which are checked by management weekly. Unsafe conditions may include issues with policies, procedures, physical conditions, events, information about an issue, among others.

All violations of department safety rules or procedures (including regulatory requirements of the department) may result in disciplinary action. No action will be taken against any employee who communicates a safety condition through our reporting program unless such disclosure indicates an illegal act, gross misconduct or negligence, or a deliberate or willful disregard of our rules, policies, and procedures. Once actions to remediate a safety violation have been determined, they shall be communicated throughout the organization and carried out.

CATS 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 anonymously via a (Self-Check Cards) comment box in the driver break area and front office.
- Report conditions anonymously through Cherokeeega.com. For all safety and hazard concerns.
- Report conditions directly to any supervisor, manager, or director.

Examples of information typically reported include:

- Safety concerns in the operating environment (for example, driveways, 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).

Regularly, the Chief Safety Officer has weekly scheduling meeting with AE and Dispatcher to go over all concerns and checks the comment box and dedicated email address, and documents

identified safety conditions in the Safety Risk Register. CATS 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 CATS Safety Risk Management (SRM) process and that reported deficiencies and non-compliance with rules or procedures are managed through CATS Safety Assurance process.

CATS 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 follows up directly with the employee when CATS determines whether or not to take - action and after any mitigations are implemented.

CATS encourages participation in the ESRP by protecting employees that report safety conditions in good faith. However, CATS 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.

2.3 Safety Management Policy Communication

CATS staff are informed of their responsibilities related to safety and the requirements of our Safety Plan during onboarding. Communicating the purpose and benefits of this Safety Plan and SMS principles among executive and senior management, supervisors and drivers are the most important jobs of all of our employees. All employees understand their respective safety roles and obligations and in identifying and assessing safety risks in the workplace and department operations. Fostering and reinforcing these obligations through regular department-wide communications and programs are critical functions of senior management and the Chief Safety Officer including but not limited to:

- Safety meetings;
- Operator meetings with supervisors and managers;
- Safety bulletins;
- Safety text message alerts through drivers' tablets;
- Radio communication with drivers;
- One-on-one communication between supervisors and drivers;
- Meetings with contractors;
- Committee meetings; and
- Safety campaigns.

2.4 Safety Responsibilities

The purpose of our Safety Plan is to maintain a formal safety program and establish a coordinated safety effort responsive to the needs of the operating, maintenance, and support departments. We emphasize the goal of all personnel and contractors to work toward the common goal of

minimizing the occurrence of customer and employee accidents and incidents by providing safe revenue service to our customers and a safe work environment for our employees.

The following personnel leads the organization in the implementation of our Safety Plan:

Accountable Executive (AE) - Director of Transportation

- Establishes and sets an organizational example for safety objectives and goals;
- Directs human resources on matters as related to safety with the CATS organization;
- Manages department finances;
- Oversees operations and maintenance programs;
- Promotes and communicates safety policy and programs;
- Participates in regular meetings with key staff to understand the status of safety programs and data; and
- Ultimately holds responsibility for all department safety outcomes.

Mobility Coordinator, or Chief Safety Officer (CSO)

- Designated by the AE to manage and implement the Safety Plan throughout the department, and regularly reports to the AE to provide status reports and implementation on CATS' safety program;
- Manages CATS ESRP;
- Organizes the CATS Safety Committee meetings with key departmental managers including operations and maintenance;
- Participates in formal meetings with the FTA and GDOT safety regulatory and program meetings;
- Reports Safety Performance Measures/Targets to the Atlanta Regional Commission (ARC) Metropolitan Planning Organization (MPO);
- Develops and implements safety policies, procedures, and programs;
- Supervises and oversees work of assigned safety staff, conducts performance reviews with staff, and initiates appropriate actions related to such;
- Directs the hazard management process and provides notification of reportable accidents, incidents, and hazardous conditions;
- Investigates employee and vehicle accidents/incidents and injuries and works to develop programs to reduce accidents and injuries;
- Conducts inspections and researches safety codes, standards, and regulations;
- Compiles and analyzes safety statistics; produces reports, records, documents, and manifests; accesses and updates database files;
- Coordinates staff safety meetings and attends meetings, conferences, and group functions related to safety;
- Develops and conducts training sessions relating to safety issues;
- Identifies safety concerns, analyzes reports and information, develops programs for accident/injury prevention, and submits recommendations to reduce the frequency of accidents;

- Develops departmental and organizational Key Performance Indicators (KPI); and
- Conducts risk identification, evaluation, control, funding, and administration

SMS implementation is supported by other positions within the CATS/Cherokee County management structure, as well as key staff including:

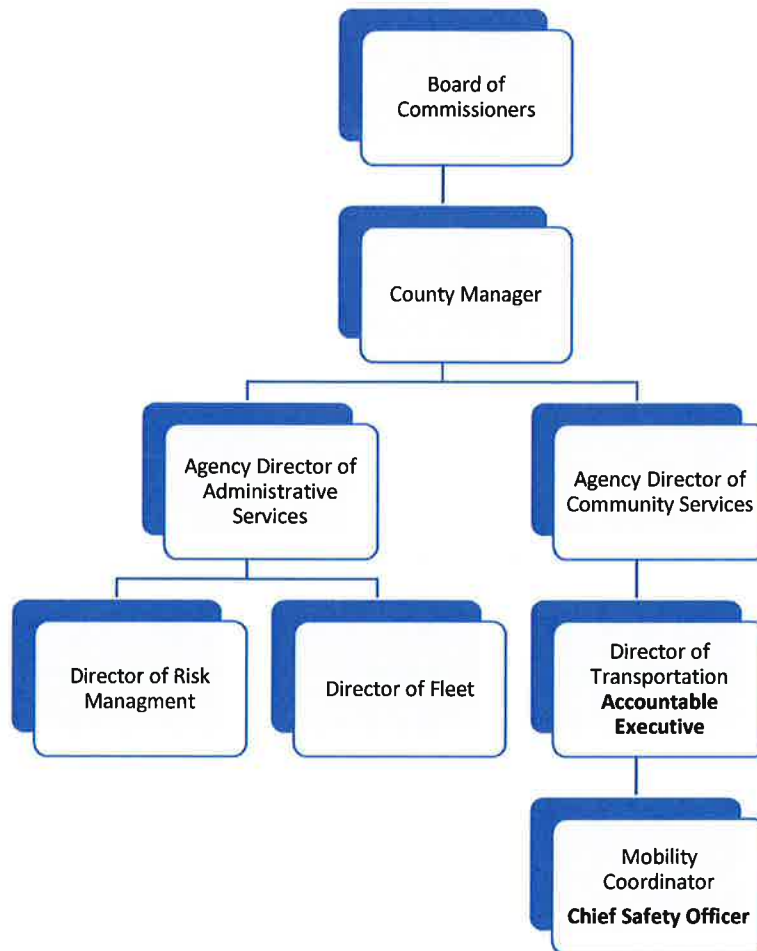
- Dispatcher; and
- Lead Driver

The following personnel authorities, accountabilities, and responsibilities:

- Participate as members of CATS Safety Committee;
- Complete training on Safety Plan elements;
- Modify policies in their departments consistent with the implementation of the Safety Plan, as necessary; and
- Provide subject matter expertise to support the implementation of the Safety Plan as requested by the AE or the CSO, including SRM activities, investigation of safety events, development of safety risk mitigations, and monitoring of mitigation effectiveness.

In addition, the Director of Risk Management, who reports to the Agency Director of Administrative Services, plays a supporting role in SMS implementation. Figure 2 (as follows) provides an Organization Chart depicting the various County departmental leadership positions that have an integral role in SMS implementation.

Figure 2 – Cherokee Area Transportation SMS Organization Chart



2.5 Safety Committee

As coordinated by the CSO, two levels of transportation Safety Committees are established. At the overall executive management level, the Executive Safety Committee, which includes the Agency Director of Administrative Services, Director of Fleet Maintenance, Director of Risk Management, and Agency Director of Community Services in addition to the AE and CSO, will meet annually at a minimum. A key objective of the Executive Safety Committee is to ensure that executive-level staff are well aware of SMS implementation and KPI and have a regular multi-disciplinary forum to discuss pertinent safety issues and policy.

At the operations level, the CATS Operating Safety Committee will meet approximately every 30-45 days, or as needed.

Pursuant to the Bipartisan Infrastructure Law (BIL) updates to 49 USC Section 5329(d), Cherokee Area Transportation System (CATS) has created a Safety Committee composed of

an equal representation of frontline employees and management representatives. The Safety Committee at a minimum, is responsible for:

- Conduct annual review of the PTASP to recommend for approval by the County Commission;
- Identify and recommend risk-based mitigations or strategies necessary to reduce the likelihood and severity of consequences identified through the agency's safety risk assessment;
- Identify mitigations or strategies that may be ineffective, inappropriate, or were not implemented as intended; and,
- Identify safety deficiencies for purposes of continuous improvement.

CATS Operating Safety Committee is chosen by looking at senior employees (longest employees driving with Cherokee County with good safety record) and ask to participate in the safety program related to PTASP. The Safety Committee is responsible for overseeing risk reduction activities. Safety Committee consist of an equal number of frontline employee representatives and management representatives.

Key participants include:

- AE;
- CSO;
- Dispatcher;
- Lead Driver;
- Director of Fleet Maintenance (as needed); and
- Director of Risk Management (as needed)

As periodically convened by the CSO, the Safety Committee will discuss safety program issues, safety data/performance indicators, Safety and Transportation Asset Management (TAM) Plan updates, among various other issues that pertain to transportation operating safety matters. One of the key objectives of regular meetings of the Safety Committee is to ensure that the CSO is well-versed in the implementation of the Safety Plan, key performance indicators, and other important data, and that operating managers and supervisory staff have a regular multi-disciplinary forum to discuss pertinent safety issues and procedures. Any safety hazards reported will be jointly evaluated by the Safety Committee and CSO during the meeting.

In addition, there are other regular meetings where safety is addressed. For example, at all Drivers' meetings, a permanent agenda item is dedicated to safety. Safety issues are discussed and documented. At Quarterly 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. The information discussed in these meetings will be documented.

3. Safety Risk Management

3.1 Hazard Management Program

CATS promotes the proactive identification and evaluation of hazards before they escalate into accidents or incidents. This Safety Plan and its programs must be effective in identifying and minimizing hazards in the operational environment. All operations must be viewed from a systems perspective in that the safety-critical functions of one group may impact those of one or more others. This focus on system safety is meant to foster the understanding of the interdependence of actions on overall safety. As such, our hazard management program involves a multi-disciplinary review process that is ultimately managed by the Safety Committee, led by the CSO. There are three basic objectives:

- Hazard identification;
- Hazard assessment; and
- Hazard resolution.

3.2 Hazard Identification

Hazard identification and resolution is a core element of the Safety Plan emphasizing timely correction of unsafe conditions, anticipated and reconciled before a serious accident, injury, or damage occurs. Our risk management program includes the following practices:

- Employee Safety Reporting Program;
- Driver, dispatcher, supervisory, and maintenance performance information;
- Rules compliance checks;
- Americans with Disabilities Act (ADA) compliance reviews;
- Asset conditions assessments;
- Review of vehicle camera footage and Telematics data;
- Environmental information;
- Safety observations;
- Pre- and post-trip inspections;
- Vehicle, facility, and equipment inspections;
- Internal safety investigations;
- Fitness for duty checks;
- Accident reports;
- Compliance programs;
- Safety Committee, driver, and all-staff meetings; and
- Public/customer feedback/complaints.

CATS emphasizes the timely identification and correction of unsafe conditions, anticipated and reconciled before a serious accident, injury, or damage occurs. To ensure we provide as safe and reliable transportation services as possible, we have established a process by which hazards are identified, analyzed for potential impact on the operating system, and resolved in a manner acceptable to management and applicable regulatory agencies. All management, staff,

contractors, and suppliers are required to implement high standards of safety and system assurance throughout the design, construction, testing, and operational phases of our projects. Hazards that cannot be eliminated with design mitigations including the implementation of safety warning devices are usually addressed by training, and/or written procedures to prevent mishaps. Most hazards are identified in the field, reported, entered in reports, and are addressed by the responsible departments through routine corrective measures that do not require special attention.

Hazards can be identified through a host of sources ranging from daily experience (accidents, incidents, or safety concerns), gathered data, information submitted by patrons, to detailed analyses and assessments of existing conditions, among others. Once hazard causes, consequences, and the likelihood of occurrence have been assessed, priorities for resolution can be established. The risks associated with hazards are accepted, minimized, controlled, or identified for future remedy. Safety efforts must, however, continue to ensure that the implementation of hazard remedies that do not create new safety concerns.

CATS CSO also may enter hazards into the Safety Risk Register based on their review of CATS 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.

CATS CSO may conduct further analyses of hazards and consequences entered into the Safety 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, CATS CSO 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 (Driver write-up's, 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.

CATS CSO will then prepare an agenda to discuss identified hazards and consequences with the Safety Committee during safety 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 AE and addressed through the SRM process (with or without the full Safety Committee) for safety risk assessment and mitigation. This means that the CSO 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 Georgia environmental protection standards. Otherwise, the Safety Committee will prioritize hazards for further SRM activity.

3.3 Hazard Assessment

Hazard assessments shall include specific inputs, reviews, and comments from any department and personnel, as necessary. To categorize the severity of a hazard, the likely effects on passengers, employees, general public and equipment must be established. Hazard severity ratings are based on categories from Military Standard 882E (MILSTD-882E) and require system key department stakeholders to make subjective determinations of the worst case that could be anticipated to result from design inadequacies, human error, component failure or malfunction. Hazard severity categories are defined to provide a qualitative measure of the worst credible mishap from resulting from personnel error, environmental conditions, design inadequacies, and procedural deficiencies for a system, subsystem or component failure or malfunction. Table 1 below summarizes the hazard severity categories. It reflects the principle that not all hazards pose an equal amount of risk to personnel safety.

Table 1 – Hazard Severity

Severity Level	Characteristics			
	People	Equipment/Services	Financial	Reputational
Catastrophic 1	Several deaths and/or numerous severe injuries (per event)	Total loss of equipment or system interruption, requiring months to repair	Estimated loss in excess of \$5 million	Ongoing media coverage, irreparable reputational damage, government intervention (weeks-months)
Critical 2	Low number of deaths and/or severe injuries (per event)	Significant loss of equipment or system interruption, requiring weeks to repair	Estimated loss in the range of \$500,000 to \$5 million	Prolonged media campaign, serious reputational damage, sustained government involvement (days-weeks)
Major 3	Minor injury and possible serious injury (per event)	Some loss of equipment or system interruption, requiring 7 days or less to repair	Estimated loss in the range of \$50,000 to \$500,000	Adverse media coverage, reputational damage, government involvement
Marginal 4	Possible minor injury (per event)	Some loss of equipment, no system interruption, less than 24 hours to repair	Estimated loss in the range of \$1000 to \$49,999	Local media coverage and some reputational damage
Insignificant 5	No injury	Minor damage to equipment, no system interruption, no immediate repair necessary	Estimated loss is likely less than \$1000	No adverse media or reputational damage

The probability that a hazard will occur during the planned life expectancy of a system element, subsystem, component or daily operational function can be described subjectively in potential occurrences per unit time, event, population, items or activity. A qualitative hazard probability may be derived from research, analysis, and evaluation of historical safety data or a similar system. The CSO, departmental managers or the Safety Committee can assign a probability rating to a particular event or a specific hazard. Supporting rationale for assigning a hazard probability is documented in hazard analysis reports, memos or minutes from meetings. The assessment of the probability of hazard occurrence will consider specific system operations based on the current system configuration. Hazard frequency levels to be considered are shown in Table 2 below.

Table 2 – Hazard Likelihood

Probability	Specific Item	Fleet / Inventory	Frequency
A Frequent	Likely to occur frequently in the life of an item	Continuously experienced	26 or more events in a year
B Probable	Will occur often in the life of an item	Will occur frequently in the system	13 to 25 events in a year
C Occasional	Likely to occur sometime in the life of an item	Will occur several times	6 to 12 events in one year, or less than 24 events in 5 years
D Remote	Unlikely but possible to occur in the life of an item	Unlikely, but can be expected to occur	1 to 5 events in one year or less than 10 events in 10 years
E Improbable	Unlikely to occur but possible	Unlikely to occur, but possible	1 event in 25 years
F Eliminated	Incapable of occurrence. This level is used when potential hazards are identified and later eliminated.		

The Hazard Risk Index (Table 3) combines hazard categories, severity, and probability to constitute a chart to assist in the evaluation of specific hazards and their associated levels of risk.

Table 3 – Hazard Risk Index

Hazard Categories					
Frequency	1 Catastrophic	2 Critical	3 Major	4 Marginal	5 Insignificant
A Frequent	1A	2A	3A	4A	5A
B Probable	1B	2B	3B	4B	5B
C Occasional	1C	2C	3C	4C	5C
D Remote	1D	2D	3D	4D	5D
E Improbable	1E	2E	3E	4E	5E
F Eliminated					

Hazard Risk Index	Risk Decision Criteria
Unacceptable	Hazard must be mitigated
Undesirable	Requires acceptance from management
Acceptable with Review	Hazard may be accepted with management review
Acceptable	Risk level is acceptable
Eliminated	No hazard remains

3.4 Safety Risk Mitigation

Once a risk has been evaluated, CATS will determine a course of action to address a given risk. As per the process above, a risk may be eliminated by eliminating the source of the hazard. For

example, if a special service route has experienced incidents, such hazards will be eliminated when such special service is also eliminated. In other instances, for example, the CSO and Safety Committee may utilize accident/incident data over time to discuss the hazards of vehicle rear-ending and evaluate the type, severity, and probability of these accidents, and mitigate measures to prevent these mishaps in the future. Such mitigations may include new standard operating procedures, policies, additional training requirements, public awareness campaigns, or even vehicle design changes. The mitigation of assaults on transit workers, including the deployment of assault mitigation infrastructure and technology on buses, including barriers to restrict the unwanted entry of individuals and objects into the workstations of bus operators when a risk analysis performed by the safety committee (this will be the committee comprising 50/50 split of executive and frontline staff) determines that such barriers or other measures would reduce assaults on transit workers and injuries to transit workers. At this time no infrastructure has been needed determined by the safety committee besides cameras on every bus that have capabilities to view live footage remotely.

"Additionally, per 49 U.S.C. 5329(d)(1)(I)(i) and (ii), CATS will continue to implement a risk reduction program to reduce the number and rates of accidents, injuries, and assaults on transit workers. CATS will continue to take further measures to mitigate assaults on transit workers, including the deployment of assault mitigation infrastructure and technology on buses, including barriers to restrict the unwanted entry of individuals and objects into the workstations of bus operators. To conduct this review, the Safety Committee will conduct risk analyses to determine if such physical mitigations are necessary to reduce assaults and injuries to transit workers. Additionally, CATS will utilize its risk reduction program to reduce vehicular and pedestrian accidents involving buses. Mitigations that may be taken to reduce events may include measures to reduce visibility impairments for bus operators that contribute to accidents, including retrofits to buses in revenue service and specifications for future procurements that reduce visibility impairments"

A reduction of vehicular and pedestrian accidents involving buses that includes measure to reduce visibility impairments for bus operators that contribute to accidents, including retrofits to buses in revenue service and specs. All future procurements of vehicles consider such retrofits to reduce visibility impairments.

CATS continuously strategize to minimize the exposure of the public, personnel, and property to hazards and unsafe conditions, and consistent with guidelines of the Centers for Disease Control and Prevention or a State health authority, to minimize exposure to infectious diseases.

3.5 Hazard Tracking

Some more complex hazards may require the use of a safety risk register which may consist of the following information:

- Date hazard identified;
- Hazard title;
- Hazard description;
- Sources from which a hazard were identified;
- The element of operation affected by the hazard;
- Initial hazard classification;
- Current hazard classification; and

- Corrective Action Plan (CAP).

The Register, when used, is updated regularly until the hazard CAP has been closed out. All captured data is analyzed for the identification of developing trends to ensure future safety risks/hazards can be mitigated and/or eliminated.

4. Safety Assurance

The purpose of Safety Assurance is to evaluate the overall effectiveness of safety risk controls established under safety risk management program. The AE and CSO are responsible for monitoring and evaluating day-to-day operations to ensure that: 1) emerging risks are identified, 2) CATS is in compliance with regulatory requirements applicable to the Safety Plan, and 3) that our safety programs are meeting our safety goals and objectives. Safety assurance programs provide important feedback and data into the risk management process and vice versa to promote safer operations. Through our Risk Management and Safety Assurance activities, we will evaluate the adequacy of procedures, processes, personnel performance, our data collected, and compliance with procedures and programs.

4.1 Safety Performance Monitoring and Measurement of Risk Mitigations

The AE has the ultimate responsibility of affording the riding public and employees safe and secure operations. Each employee is required to carry out specific system safety responsibilities in compliance with their job specifications, department rules and regulations and this Safety Plan. Each department generates its own performance data used for the detection of trends or problems in operations and maintenance prior to the development of a major safety concern. Among the various safety assurance activities overseen by the AE and CSO include:

- Fleet operations;
- Road supervision;
- Fleet maintenance;
- Drug and Alcohol Program;
- TAM, including preventive maintenance programs;
- Resource planning;
- Internal operations reviews;
- Accident/incident investigations and other means to determine causal factors;
- Contractor safety efforts;
- Data collection and analysis;
- Security activities;
- Bus Vehicle Operator Annual Safety Rides; and
- After-Crash and/or responsible suspicion Safety Ride

CATS maintains appropriate documentation for these activities, as applicable. For example, the Annual Safety Rides are governed by the Space and Visibility Form (attached as Appendix D).

It is the task of the CSO to monitor and measure the safety performance of operations through data provided from the various units and report to the AE and Safety Committee periodically. Using collected data and assessing trends, we develop minimum performance standards to meet department safety targets and goals. From there, we may create KPI that show us whether or not we are achieving our safety targets and goals. Selected data is accumulated and analyzed for ongoing trending and performance measurement, including fatalities, injuries to passengers and/or personnel, system reliability, and other safety related events. This data comes from various sources including, but not limited to:

- Event reports;

- Space and Visibility Form;
- Observations of operations reports;
- Internal and external inspection, survey, and audit reports
- Drivers Vehicle Inspection Reports (DVIR);
- Safety suggestions from employees and customers;
- Historical knowledge;
- Seasonal events and effects;
- Environmental considerations;
- New equipment or facility deployments;
- Fleet issues;
- Telematics;
- Process reviews and audits;
- Training efforts; and
- Preventive maintenance inspections.

CATS conducts 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. Additionally, Cherokee County has a Vehicle Accident Review Committee, chaired by the Director of Risk Management, that consists of 10 members. An investigation report is prepared and sent to this Committee for integration into their analysis of the event. The Committee determines whether:

- The accident was preventable or non-preventable;
- Personnel require discipline or retraining;
- The causal factor(s) indicate(s) that a safety hazard contributed to or was present during the event; and
- The accident appears to involve underlying organizational causal factors beyond just individual employee behavior.

Monitoring and measurement of our safety assurance program establishes a baseline which we can use to compare criteria and conditions at other specific points in time. Once a baseline is established through monitoring and measurement, data can be used as criteria in evaluating operations to reduce risk and overall safety objective/goal achievement. Ongoing monitoring is built into our operations, performed continually, and responsive to change. Ongoing monitoring includes regular management and supervisory activities, comparisons, reconciliations, and other routine actions.

The CSO maintains a list of safety risk mitigations in a Safety Risk Register. The mechanism for monitoring safety risk mitigations varies depending on the mitigation.

The CSO 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 CSO will endeavor to make use of existing processes and activities before assigning new information collection activities.

The CSO and Safety Committee review the performance of individual safety risk mitigations during 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 CSO will approve or modify this proposed course of action and oversee its execution.

4.2 Safety Performance Measures and Targets

Among the various KPI that we use are the four safety performance measures that are required by the National Public Transportation Safety Plan: Fatalities, Injuries, Safety Events, and System Reliability, as defined below:

- Fatalities – Total number of reportable fatalities and rate per total vehicle revenue miles (VRM) by mode;
- Injuries – Total number of reportable injuries and rate per total VRM by mode;
- Safety Events – Total number of reportable events and rate per total VRM by mode; and
- System Reliability – Mean distance between major mechanical failures by mode.

These safety performance measures are based on data submitted to the National Transportation Database (NTD). Our annual performance targets for these measures for FY 2021 are as below in Table 4. These safety performance targets will be shared with ARC to aid in the MPO planning process. CATS will coordinate, as may be requested, with GDOT and ARC in the selection of State and MPO safety performance targets, as requested. CATS attend bi-monthly meetings with ARC and communicates through email as needed.

Table 4 – FY 2021 Safety Performance Measures and Targets

Motorbus (per 100,000 VRM)							
Mode - MB	Fatalities	Rate* of Fatalities	Injuries	Rate* of Injuries	Safety Events	Rate* of Safety Events	System Reliability**
2019 Actual	0	0.00	0	0.00	0	0.00	21,580
2020 Actual	0	0.00	0	0.00	0	0.00	12,610
2021 Actual	0	0.00	0	0.00	0	0.00	17,856
Average	0.00	0.00	0	0.00	0	0.00	17,349
2023 SPT (MB)	0.00	0.00	0.00	0.00	0.00	0.00	17,349

Demand Response (per 100,000 VRM)							
Mode - DR	Fatalities	Rate* of Fatalities	Injuries	Rate* of Injuries	Safety Events	Rate* of Safety Events	System Reliability**
2019 Actual	0	0.00	2	0.69	0	0.00	72,366
2020 Actual	0	0.00	2	1.11	0	0.00	16,356
2021 Actual	0	0.00	0	0.00	0	0.00	18,921
Average	0.00	0.00	1	0.60	0	0.00	35,881
2023 SPT	0.00	0.00	1	0.60	0	0.00	35,881

*rate = events per 100,000 vehicle revenue miles / **System Reliability = miles between major mechanical failures

5. Safety Promotion

Safety Promotion fosters a positive safety culture and improves safety performance by increasing safety awareness through training and communication. Appropriate training for all employees regardless of their position within the department provides knowledge for a successful safety program. Through communication of lessons learned and safety performance data, employees are made aware of safety priorities and concerns as they relate to their job tasks and the entire organization.

5.1 Safety Training

All operations and maintenance personnel and personnel directly responsible for safety undergo Safety Plan familiarization training. Employees at all levels of the department need to understand 1) what the Safety Plan is, 2) how it supports the department's mission, and 3) what their specific individual Safety Plan responsibilities are. In accordance with 49 USC Section 5329 (d)(H)(i)(II), CATS will provide all pertinent safety training, refresher training, and de-escalation training for operations and maintenance personnel. Moreover, CATS maintains a comprehensive training program with elements directly identified regarding safety. This core element of our comprehensive safety training program applies to all CATS employees directly responsible for safety, including:

- AE and CSO;
- Bus operators;
- Dispatchers;
- Managers and supervisors.

Our safety training programs include, but are not limited to, the following:

- New-hire Bus operator classroom and hands-on skill training;
- Initial compliance and annual training;
- continuing safety education and training;
- Safety communication; and
- De-escalation training every 2 years

Re-refresher / annual compliance training programs are outlined in our departmental training syllabi. The training is provided by the AE, CSO, and Dispatcher. CATS maintains records of all employees upon hire and manages their progress through training, annual recertification, and retraining if required. If there is an incident involving a crash, a safety ride is conducted before the driver begins providing rides again. In addition, CATS requires an additional annual safety ride for all operators.

5.2 Safety Communication

All employees, from the AE to drivers, shall communicate the virtues and requirements of our Safety Plan and program elements. Safety communication activities ensure that all employees and contractors are aware of the following goals and responsibilities:

- The observance of all department standard operating procedures, policies, and plans;
- The need to systematically identify safety hazards, mitigate risk and reduce fatalities and injuries resulting from transportation operations;
- The need to reduce the injury incidence rate by minimizing exposure to unsafe conditions and reducing hazardous employee behavior;
- Providing safe and efficient transportation services by ensuring that all vehicles, equipment, and facilities are regularly inspected, maintained, and serviced as needed;
- Achieving 100 percent of scheduled routine inspections, preventative and regular maintenance work is completed on time, and essential repairs addressed in a designated time.

Further, we encourage employees and contractors to be mindful of their safety responsibilities, and communicate safety-related issues, recommendations, policies, etc. by various means which include but are not limited to:

- Employee Safety Reporting Program (ESRP);
- Safety meetings (including Drivers and Quarterly All-Staff meetings);
- Safety messages (Tablets) ;
- Operator meetings with supervisors and managers;
- Bi-Weekly safety board & Restroom Facilities;
- Radio supervisor communication with operators;
- One-on-one communication between supervisors and frontline employees;
- Committee meetings; and
- Employee Safety Recognition Program.

A positive safety culture focuses on finding and correcting systemic issues rather than finding someone or something to blame. A positive safety culture flourishes in an environment of trust, encouraging error-reporting and discouraging covering up mistakes. The need to address behavior that is malicious or recklessly negligent must be balanced with the need for a just culture that is not excessively punitive. A positive safety culture goes beyond simply adhering to procedures. It is demonstrated when employees carry out their duties correctly, with alertness, full knowledge, sound judgment, and a sense of accountability.

6. Annual Update Process

The CSO and AE will review and update this Safety Plan annually by July 1st. The updated version of the Plan will be preliminarily approved by the Safety Committee to be signed by the AE and approved by the department's Board of Commissioners" to meet 5329 safety committee requirements for approval of the plan. The newly authorized version will be reissued to all transportation personnel for their perusal and comprehension. CATS will maintain all documents that are related to the implementation of this Safety Plan and results from SMS processes and activities. These documents will be made available upon request by the FTA or other related federal entity. All such documents will be maintained for a minimum of three years after they are created.

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Appendix A: PTASP Relationship to Other Federal Laws & Regulations

1. Public Transportation Safety Program Rule - 49 U.S.C. § 5329

The Public Transportation Safety Program Rule establishes substantive and procedural rules for FTA's administration of the Public Transportation Safety Program authorized by 49 U.S.C. § 5329. The rule establishes FTA's SMS approach to the development and implementation of the Safety Program. Further, it sets rules of practice for the FTA's enforcement authority and describes the contents of a National Public Transportation Safety Plan.

National Public Transportation Safety Plan (NPTSP)- section 5329(b)

Through the NPTSP, the FTA has adopted the principles and methods of SMS as the basis for enhancing the safety of public transportation in the United States. The NPTSP is a policy document, communications tool, and a repository of standards, guidance, best practices, tolls, technical assistance, and other resources.

This Safety Plan was written in accordance to the Public Transportation Safety Program Rule and the NPTSP.

2. Public Transportation Agency Safety Plan (PTASP) Rule - 49 CFR Part 673

The Federal Transportation Administration (FTA) published a final rule for PTASP as authorized by the Moving Ahead for Progress in the 21st Century Act (MAP-21). This final rule requires States and certain operators of public transportation systems that receive Federal financial assistance under Urbanized Area Formula Program (49 U.S.C. § 5307) to develop safety plans that include the processes and procedures to implement Safety Management Systems (SMS). Transportation operators must certify they have a safety plan, meeting the requirements of the rule, in place by July 20, 2020.

3. Transportation Asset Management (TAM) Rule - 49 CFR Part 625

The PTASP final rule applies to only Section 5307 recipients and sub-recipients, and the TAM rule applies to all operators of public transportation. However, the two plans can support one another by providing useful data for agency use and NTD reporting. Pursuant to 49 C.F.R. Part 625, condition assessments were performed as part of safety risk management and safety assurance activities. The results of TAM condition assessments, and subsequent SMS analysis can help prioritize a transportation department's TAM Plan elements. Condition assessments help identify potential safety issues, which could undergo a safety risk assessment as part of safety risk management. Further, TAM data and analysis can also be used for performance monitoring and measurement as part of safety assurance. Results of safety risk assessments and safety performance monitoring and measurement can guide the prioritization of an asset for repair or replacement.

4. National Transportation Database (NTD) Rule 49 U.S.C 5335(a)

Transportation agency's receiving funding from the Urbanized Area Formula Program (5307) or Rural Formula Program (5311) are required to submit data to the NTD in uniform categories. Agencies submit reports to NTD each fiscal year. The PTASP rule and NTD reporting rule are related, as both rules require agencies to track data based on the same data points; fatalities, injuries, and safety events per total revenue vehicle mile by mode, with the additional requirement of mean distance between major mechanical failures.

Appendix B: Approval by Governing Body

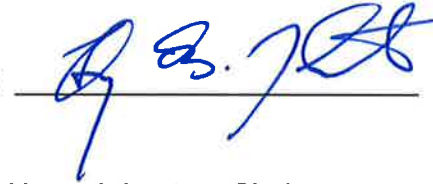
I hereby certify on behalf of Cherokee Area Transportation System (CATS),
(Department Name)

that on January, 2023, the 24th

Cherokee County Board of Commissioners approved the enclosed
(Name of governing Board)

Agency Safety Plan in accordance with 49 CFR 673.11(a)(1).

Signature of Authorized Official:



Printed Name and Title:

Harry Johnston, Chairman

Date:

01-24-2023

Appendix C: GDOT Plan Certification

[ATTACH CERTIFICATION LETTER]

Appendix D: Space and Visibility Form

[To be inserted by CATS]

Appendix E: Training Syllabus

Hours

1

Course Overview

Safety Training SMS is a top-down approach to safety. FTA requires all public transportation agencies to have an SMS in place. CATS implemented the SMS in June 2020. At the end of each segment, there is a quiz you must pass to receive credit for this training.

Resources

- PowerPoint print out



PTASP EXECUTIVE
MEETING (002) (002)

Additional Information

Refresher training is available as needed. Please see your supervisor to request one throughout your employment.