



MEETING AGENDA

DATE: Wednesday, June 25, 2025

TIME: 8:30 a.m.

Administration & Finance Committee Committee

No Meetings - **Operations & Capital Projects, Legislative Committee & Rural and Small Cities Committee**

LOCATION: Staples Street Center – 2ND Floor Boardroom (602 North Staples St., Corpus Christi, TX)

ADMINISTRATION & FINANCE COMMITTEE

Beatriz Charo, Committee Chair

David Berlanga Gabi Canales Armando Gonzalez Anna Jimenez

	TOPIC	SPEAKER	EST.TIME	REFERENCE
1.	Roll Call	M. Montiel	2 min.	-----
2.	Safety Briefing	M. Rendón	3 min.	-----
3.	Confirm Posting of Meeting's Public Notice in Accordance with Texas Open Meetings Act, Texas Government Code, Chapter 551	B. Charo	1 min.	-----
4.	Receipt of Conflict of Interest Affidavits	B. Charo	2 min.	-----
5.	Opportunity for Public Comment 3 min. limit – no discussion	B. Charo	3 min.	-----
	Public Comment may be provided in writing, limited to 1,000 characters, by using the Public Comment Form online at www.ccrta.org/news-opportunities/agenda or by regular mail or hand-delivery to the CCRTA at 602 N. Staples St., Corpus Christi, TX 78401, and MUST be submitted no later than 5 minutes after the start of a meeting in order to be provided for consideration and review at the meeting. All Public Comments submitted shall be placed into the record of the meeting.			
6.	Discussion and Possible Action to Approve the Administration & Finance Committee Meeting Minutes of April 23, 2025	B. Charo	3 min.	Pages 1-4
7.	Discussion and Possible Action to recommend the Board of Directors Adopt a Resolution to Apply for FTA Funding for a New Maintenance Facility by authorizing the Chief Executive Officer or designee to execute and submit applications	R. Patrick	5 min.	Pages 5-7 <i>Attachment</i> <i>PPT</i>
8.	Discussion and Possible Action to recommend the Board of Directors Adopt a Resolution to Establish an Additional Reserve to Accumulate the Local Share Requirements for the Construction of the New Bear Lane Maintenance Facility	R. Saldaña	5 min.	Pages 8-11 <i>Attachment</i> <i>PPT</i>
9.	Discussion and Possible Action to recommend the Board of Directors Adopt the 2025 Corpus Christi Regional Transportation Authority Agency Safety Plan, Version 4	M. Rendón	5 min.	Pages 12-61 <i>Attachment</i> <i>PPT</i>
10.	Committee Chair Report	B. Charo	3 min.	-----
11.	Adjournment	B. Charo	1 min.	-----

Total Estimated Time: 33 min.

OPERATIONS & CAPITAL PROJECTS COMMITTEE

Aaron Muñoz, Committee Chair

Lynn Allison Jeremy Coleman Eloy Salazar Amanda Torres

NO MEETING

LEGISLATIVE COMMITTEE

Lynn Allison, Committee Chair

Gabi Canales Jeremy Coleman Aaron Muñoz Amanda Torres

NO MEETING

RURAL AND SMALL CITIES COMMITTEE

Armando Gonzalez, Committee Chair

David Berlanga Beatriz Charo Anna Jimenez Eloy Salazar

NO MEETING

On **Friday, June 20, 2025** this Notice was posted by **Marisa Montiel** at the CCRTA Staples Street Center, 602 N. Staples Street, Corpus Christi, Texas; and sent to the Nueces County and the San Patricio County Clerks for posting at their locations.

PUBLIC NOTICE is given that the Board may elect to go into executive session at any time during the meeting in order to discuss matters listed on the agenda, when authorized by the provisions of the Open Meetings Act, Chapter 551 of the Texas Government Code. In the event the Board elects to go into executive session regarding an agenda item, the section or sections of the Open Meetings Act authorizing the executive session will be publicly announced by the presiding officer.

In compliance with the Americans with Disabilities Act, individuals with disabilities who plan to attend this meeting and who may need auxiliary aids or services are requested to contact the Assistant Secretary to the Board at (361) 903-3474 at least 48 hours in advance so that appropriate arrangements can be made. Información en Español: Si usted desea esta información en Español o en otro idioma, por favor llame al teléfono (361) 289-2712.

Mission Statement

To provide our riders with safe, accessible, convenient, and sustainable transportation solutions that unites communities and promotes local economic growth.

Vision Statement

Provide an integrated system of innovative accessible and efficient public transportation services that increase access to opportunities and contribute to a healthy environment for the people in our service area.

**CORPUS CHRISTI REGIONAL TRANSPORTATION AUTHORITY
ADMINISTRATION & FINANCE COMMITTEE MEETING MINUTES
WEDNESDAY, April 23, 2025**

Summary of Actions

- 1. Roll Call**
- 2. Heard Safety Briefing**
- 3. Confirmed Posting of Meeting's Public Notice in Accordance with Texas Open Meetings Act, Texas Government Code, Chapter 551**
- 4. Receipt of Conflict of Interest Affidavits – None Received**
- 5. Opportunity for Public Comment – No Public Comments**
- 6. Approved the Administration & Finance Committee Meeting Minutes of March 26, 2025**
- 7. Approved to Recommend the Board of Directors Authorize the Chief Executive Officer (CEO) or Designee to Award a One-Year Contract to Acrisure LLC dba Carlisle Insurance for Windstorm and Hail Insurance Coverage**
- 8. Approved to Recommend the Board of Directors Authorize the Chief Executive Officer (CEO) or Designee to Enter into a 3-year Professional Services Agreement with Wood, Boykin & Wolter for General Legal Services**
- 9. Heard Committee Chair Report**
- 10. Adjournment**

The Corpus Christi Regional Transportation Authority Board of Directors met at 8:30 a.m. in the Corpus Christi Regional Transportation Authority Staples Street Center facility located at 602 N. Staples Street, 2nd Floor Board Room Corpus Christi, Texas.

Call to Order & Roll Call

Beatriz Charo; Committee Chair, called the meeting to order at 8:40 a.m. Marisa Montiel called roll and stated that a quorum was present.

Board Members Present

David Berlanga, Beatriz Charo, and Anna Jimenez.

Board Members Absent

Gabi Canales and Armando Gonzalez.

Staff Present

David Chapa, Angelina Gaitan, John Esparza, Derrick Majchszak, Sharon Montez, Marisa Montiel, Rita Patrick, Gordon Robinson, Miguel Rendón, and Robert Saldaña.

Public Present

John Pena, Cummins. Chase Carlisle, Carlisle Insurance. Jerrod Masters and Miguel Gutierrez, Thermo King.

Safety Briefing

Mr. Miguel Rendón, Deputy CEO, gave a safety briefing to the Board and audience. He provided exit instructions in the event of an emergency. Ms. Montiel would account for all Board Members and he would be the last out to ensure everyone exits safely.

Confirmed Posting of Meeting's Public Notice in Accordance with Texas Open Meetings Act, Texas Government Code, Chapter 551

Ms. Montiel confirmed proper posting of the meeting.

Receipt of Conflict of Interest Affidavits

None received.

Opportunity for Public Comment

None received.

Public Comment may be provided in writing, limited to 1,000 characters, by using the [Public Comment Form](https://www.ccrta.org/news-opportunities/agenda) online at www.ccrta.org/news-opportunities/agenda or by regular mail or hand-delivery to the CCRTA at 602 N. Staples St., Corpus Christi, TX 78401, and **MUST** be submitted no later than 5 minutes after the start of a meeting in order to be provided for consideration and review at the meeting. All Public Comments submitted shall be placed into the record of the meeting.

Discussion and Possible Action to Approve the Administration & Finance Committee Meeting Minutes of March 26, 2025

VICE-CHAIR ANNA JIMENEZ MADE A MOTION RECOMMEND THE BOARD OF DIRECTORS APPROVE THE ADMINISTRATION & FINANCE COMMITTEE MEETING MINUTES OF MARCH 26, 2025. DIRECTOR DAVID BERLANGA SECONDED THE MOTION. CHARO, BERLANGA, AND JIMENEZ. VOTING IN FAVOR. ABSENT CANALES AND GONZALEZ.

Discussion and Possible Action to Recommend the Board of Directors Authorize the Chief Executive Officer (CEO) or Designee to Award a One-Year Contract to Acrisure LLC dba Carlisle Insurance for Windstorm and Hail Insurance Coverage

Mr. Miguel Rendón, Deputy CEO, presented the item, noting a board priority of Safety and Security. He introduced Chase Carlisle from with Carlisle Insurance who was present. He provided background stating Acrisure, LLC dba Carlisle Insurance has provided Windstorm & Hail Insurance Coverage for the last seven years and provided a chart displaying the amounts per year and the percentage increases per year. He added the current windstorm and hail insurance is needed to ensure protection of assets and coverage will expire May 14, 2025. Only one proposal was received and it was from the incumbent Carlisle Insurance. Mr. Rendón displayed a chart of the CCRTA assets to be covered with a total real property value of \$39,176,498. He provided four options from the board to select from and recommended Option 2 with a premium amount of \$310,054, \$45,455,228 total insured

value, a loss limit of \$15,000,000, a 5% deductible, and \$100,000 per occurrence. Director Berlanga asked what CCRTA's greatest property liability is, and Mr. Majchszak stated Bear Lane. Secretary Allison added that this discussion was held previously and was a significant reason why the Board and staff started working towards getting funding for the New Bear Lane Maintenance Facility.

VICE CHAIR ANNA JIMENEZ MADE A MOTION RECOMMEND THE BOARD OF DIRECTORS AUTHORIZE THE CHIEF EXECUTIVE OFFICER (CEO) OR DESIGNEE TO AWARD A ONE-YEAR CONTRACT TO ACRISURE LLC DBA CARLISLE INSURANCE FOR WINDSTORM AND HAIL INSURANCE COVERAGE. DIRECTOR DAVID BERLANGA SECONDED THE MOTION. CHARO, BERLANGA, AND JIMENEZ. VOTING IN FAVOR. ABSENT CANALES AND GONZALEZ.

Discussion and Possible Action to Recommend the Board of Directors Authorize the Chief Executive Officer (CEO) or Designee to Enter into a 3-year Professional Services Agreement with Wood, Boykin & Wolter for General Legal Services

Mr. Derrick Majchszak presented the item, noting the current contract with Wood, Boykin, and Wolter expires June 16, 2025, not to exceed \$70,000 per year, with no option years available. He provided background stating CCRTA hires an attorney to advise on legal matters arising from the transit agency's operation and compliance matters related to state and federal laws and regulations. Due to the special needs directly related to the transportation industry, having an attorney who understands our business is very important to ensuring that the CCRTA stays within its legal boundaries in its day-to-day operations. He displayed the legal fees by year through 2022 and hourly compensation rates by term. The project's estimated cost is not to exceed \$70,000 per year, is budgeted in the 2025 Operating Budget, and is not funded with federal dollars. Mr. Majchszak added that Mr. John Bell helped create Chapter 451 and is highly knowledgeable in the transit industry. Vice-Chair Jimenez asked if CCRTA is billed \$70,000 or itemized per hour. Mr. Majchszak confirmed that CCRTA only pays hours billed.

DIRECTOR DAVID BERLANGA MADE A MOTION TO RECOMMEND THE BOARD OF DIRECTORS AUTHORIZE THE CHIEF EXECUTIVE OFFICER (CEO) OR DESIGNEE TO ENTER INTO A 3-YEAR PROFESSIONAL SERVICES AGREEMENT WITH WOOD, BOYKIN & WOLTER FOR GENERAL LEGAL SERVICES. VICE-CHAIR ANNA JIMENEZ SECONDED THE MOTION. CHARO, BERLANGA, AND JIMENEZ VOTING IN FAVOR. ABSENT CANALES AND GONZALEZ.

Heard Committee Chair Report

Director Charo thanked the staff for a wonderful morning celebrating the administrative staff with coffee.

Adjournment

There being no further review of items, the meeting adjourned at 8:55 a.m.

Submitted by: Marisa Montiel

Subject: Adopt a Resolution to Apply for FTA Funding for a New Maintenance Facility**Background**

The Federal Transit Administration (FTA) released a Notice of Funding Opportunity on May 14, 2025, announcing the opportunity to apply for \$1.5 billion in FY 2025 funds for state and local governmental authorities for the purchase or lease of zero or low-emission transit buses as well as acquisition, construction, and leasing of required supporting facilities.

The grant applications will need to be submitted by 11:59PM EST on July 14, 2025.

CCRTA will continue to seek funding through available direct appropriations and other grant opportunities.

Identified Need

The grant funds would be used to replace CCRTA's nearly 50-year-old Maintenance Facility to improve transit reliability, support emergency response, and ensure safe access to jobs, schools, and services for families across the region.

The prefabricated structure includes multiple buildings totaling 87,535 square feet, supporting essential functions such as bus maintenance, repairs, training, equipment storage, and administrative operations. CCRTA's board has approved replacement of the facility with a modern, code-compliant structure designed and built to withstand Category 4 hurricane winds (130–156 mph).

CCRTA would adhere to all regulatory requirements, procurement policies and authorizations throughout the funding process.

Financial Impact

The estimated amount does not exceed \$55.2 million in total cost, with a 20% local match.

Project Estimate:

- Construction: \$53.4 million
- Construction Administration: \$972,000
- Project Management: \$810,000
- Total: \$55.2 million

Cost Breakdown

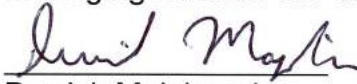
- Federal: \$44.16M (80%)
- Local: \$11.04M (20%)

Recommendation

Staff requests the Administrative & Finance Committee recommend that the Board of Directors adopt a resolution to apply for FTA funding for a new Maintenance Facility by authorizing the Chief Executive Officer or designee to execute and submit applications.

Respectfully Submitted,

Submitted by: Rita Patrick
Managing Director of Public Relations

Final Approval by: 
Derrick Majchszak
Chief Executive Officer



Resolution

IN SUPPORT OF A NEW MAINTENANCE FACILITY

WHEREAS, the Corpus Christi Regional Transportation Authority is pursuing the construction of a new storm-resistant Maintenance Facility, ensuring that the facility can withstand a category 4 hurricane, continue to operate during extreme conditions, support essential functions, protect personnel & assets, provide a lifeline for vulnerable communities, and ensure access to jobs, schools, and services for families.

NOW THEREFORE, BE IT RESOLVED BY THE CORPUS CHRISTI REGIONAL TRANSPORTATION AUTHORITY BOARD OF DIRECTORS THAT:

Section 1. The Board declares its support for the development of a new Maintenance Facility, which would ensure that the facility could withstand a category 4 hurricane, continue during extreme conditions, protect personnel, shelter valued assets, and provide a lifeline for vulnerable communities.

Section 2. The Board further declares its intention to support the exploration of grant opportunities for a new Maintenance Facility, which would improve transit reliability during extreme conditions, reduce operating costs, safeguard essential employees & agency assets, and enhance safety for all.

DULY PASSED AND ADOPTED this ____ day of July 2025

ATTEST:

**CORPUS CHRISTI REGIONAL
TRANSPORTATION AUTHORITY**

Derrick Majchszak
Chief Executive Officer

Arthur Granado
Board Chair

Subject: Adopt a Resolution to Establish an Additional Reserve to Accumulate the Local Share Requirements for the Construction of the new Bear Lane Maintenance Facility.

Background:

On September 5, 2001, the Board adopted a Reserve Policy. The review of the fund balance and the various reserve accounts started out periodically, however since 2020 the review has become more frequent. To ensure that the Reserve Policy remains compliant, relevant, and effective in maintaining the Authority's financial stability and achieving its goals, the review process is now done on an annual basis at a minimum and in conjunction with the budget process.

The Board of Directors reviewed and approved a revision to the Reserve Policy on March 6, 2024. The revision called for the designation of additional reserve to shield against a catastrophic event while waiting for insurance and or federal assistance. Assessing the risk landscape determined a funding level of \$1,900,000. This action increased the number of reserves from 3 to 4.

The current methodology and the primary purpose and risk factors are identified in the following tables.

METHODOLOGY	
Reserve	Current & Methodology
Operating Restricted Reserve	Maintain at year end a minimum reserve equal to 25% of the operating expenses net of depreciation from the next year's board approved budget, less the amount earmarked for the debt service, subrecipient grant reimbursements, street improvement allocations and the designated reserve employee benefits. Requires a separate account by Texas Transportation Code 451.
Capital Designated Reserve	Maintain at year end the greater of 25% of the total project costs of the following year's board approved CIP budget, plus the rolling forward projects, OR 25% of budgeted depreciation whichever is greater.
Employee Benefits Designated Reserve	Maintain minimum reserve equal to the expected annual amortized cost of the unfunded accrued liability (UAAL) of the Defined Benefit Plan for the next plan year. This is the amortized cost of the UAAL from the most recent actuarial report PLUS an amount equal to 20% of the average self-funded health insurance costs as determined by the five most recent audited financial statements

Emergency Management/Catastrophic Events Designated Reserve	Maintain the reserve at \$1,900,000.
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PURPOSE/PRIMARY RISK FACTOR	
Reserve	Purpose/Primary Risk Factor
Operating Restricted Reserve	Provide contingencies for revenue volatility
Capital Designated Reserve	Provide cash reserves necessary to cover local match and the average 3-day float from the receipt of federal funding of board approved capital projects
Employee Benefits Designated Reserve	Shield from the risks of increase in health care costs
Catastrophic Events Designated Reserve	Provide cash reserves for funding response and recovery efforts until government assistance and insurance proceeds become available.

Identified Need:

To demonstrate financial responsibility and sustainability for the construction of the new Bear Lane Maintenance Facility, management seeks to establish an additional designated reserve account to be used solely for this specific project.

The funding of the new reserve will be made in the form of a transfer from the spendable portion of the unrestricted fund balance.

The initial amount of the reserve will be in the amount of twelve million dollars (\$12,000,000) which represents the 20% local match based on the current project cost estimate.

Any additional local share requirements resulting from increases in project cost estimates will be provided over time through funding strategies from various sources that may not disrupt the 2025 operating budget.

Relevance to Board's Priorities:

The item corresponds with the Authority's Public Image and Transparency effort.

Financial Impact:

There is no financial impact as the funding will be in the form of a transfer from the spending portion of the fund balance. Any additional local share requirements resulting from increases in project cost estimates will be provided over time through funding strategies from various sources that may not disrupt the 2025 operating budget.

Recommendation:

Staff requests that the Administration & Finance Committee recommend the Board of Directors adopt a resolution to establish an additional reserve to accumulate the local share requirements for the construction of the new Bear Lane Maintenance Facility.

Respectfully Submitted,

Submitted by: Marie Sandra Roddel
Director of Finance

Reviewed by: Robert M. Saldaña
Managing Director of Administration

Approval: 
Derrick Majchszak
Chief Executive Officer

Corpus Christi Regional



Resolution

ADOPT A RESOLUTION TO RECERTIFY DESIGNATION OF THE RESERVES FROM THE UNRESTRICTED PORTION OF THE FUND BALANCE AND THE METHODOLOGIES USED IN DETERMINING THE FUNDING LEVELS

WHEREAS the Corpus Christi Regional Transportation Authority adopted a resolution to the Reserve Policy on July 2, 2025, to establish an additional reserve to accumulate the local share requirements to be used solely for the construction of the Bear Lane Maintenance Facility.

WHEREAS, the funding of the new reserve will be made in the form of a transfer from the spendable portion of the unrestricted fund balance.

WHEREAS, the initial amount of the reserve is established at \$12,000,000.00 which represents the 20% local match based on the current project cost estimate.

WHEREAS any additional local share requirements resulting from increases in project cost estimates will be provided over time through funding strategies from various sources that may not disrupt the 2025 operating budget.

**NOW, THEREFORE, BE IT RESOLVED BY THE CORPUS CHRISTI REGIONAL
TRANSPORTATION AUTHORITY THAT:**

RESOLVED, that the Reserve Policy be approved with the recommended changes

RESOLVED, the additional reserve will be established to accumulate the local share requirements for the sole use of the construction of the Bear Lane Maintenance Facility.

RESOLVED, the initial amount of the reserve is established at \$12,000,000 and be established in the form of a transfer from the unrestricted portion of the fund balance.

RESOLVED, that additional local share requirements resulting from increases in the project cost estimates will be provided over time through funding strategies that may not disrupt the 2025 operating budget.

The foregoing Resolution was adopted by the Board of Directors of the Regional Transportation Authority at a duly held meeting on July 2, 2025.

DULY PASSED, APPROVED AND ADOPTED this 2nd day of July 2025

ATTEST:

**CORPUS CHRISTI REGIONAL
TRANSPORTATION AUTHORITY**

Lynn Allison
Board Secretary

Arthur Granado, Chair
Board Chairman

Subject: Adopt the 2025 Corpus Christi Regional Transportation Authority Agency Safety Plan, Version 4.

Background

Moving Ahead for Progress in the 21st Century (MAP-21) granted the Federal Transit Administration (FTA) the authority to establish and enforce a comprehensive framework to oversee the safety of public transportation throughout the United States. MAP-21 expanded the regulatory authority of FTA to oversee safety, providing an opportunity to assist transit agencies in moving towards a more holistic, performance-based approach to Safety Management Systems (SMS). This authority was continued through the Fixing America's Surface Transportation Act (FAST Act).

In compliance with MAP-21 and the FAST Act, FTA promulgated a Public Transportation Safety Program on August 11, 2016, that adopted SMS as the foundation for developing and implementing a Safety Program. SMS helps organizations improve upon their safety performance by supporting the institutionalization of beliefs, practices, and procedures for identifying, mitigating, and monitoring safety risks. To improve public transportation safety to the highest practicable level in the State of Texas and comply with FTA requirements, the Texas Department of Transportation (TxDOT) has developed this Agency Safety Plan (ASP) in collaboration with CCRTA and the CCRTA Board of Directors.

To ensure that the necessary processes are in place to accomplish both enhanced safety at the local level and to meet the PTASP regulation requirements, per 49 CFR part 673, CCRTA and the CCRTA Board of Directors adopt this ASP and the tenets of SMS as the basis for directing and managing safety and risk at the agency. CCRTA's SMS includes a Safety Management Policy (SMP) and the processes for Safety Risk Management (SRM), Safety Assurance (SA), and Safety Promotion (SP). It is appropriately scaled to the size, scope, and complexity of CCRTA operations. All levels of management and employees are accountable for accurately identifying and effectively managing risk in all activities and operations to deliver improvements in safety and reduce risk to the lowest practical level during service delivery.

This plan is required to be updated annually. All revisions to the Agency Safety Plan are documented in **Table 5: ASP Record of Changes**, located on pages **15–16**. This table provides a summary of updates and modifications made to the plan.

Identified Need

Safety is CCRTA's first priority. CCRTA is committed to implementing, developing, and improving strategies, management systems, and processes to ensure that all our activities uphold the highest level of safety performance and meet required safety standards. We will develop and embed a safety culture in all our activities that recognizes

the importance and value of effective safety management and acknowledges at all times that safety is paramount.

We will clearly explain for all staff their accountabilities and responsibilities for the development and operation of the Safety Management System. For passengers and employees, we will minimize the safety risk associated with transit service to as low as reasonably practicable and we will work to comply with and, wherever possible, exceed legislative and regulatory requirements and standards. We will also work to ensure that all employees are provided with adequate and appropriate safety information and training, are competent in safety matters, and are only allocated tasks commensurate with their skills.

Financial Impact

There is no financial impact.

Board Priority

This item aligns with the Board Priority – Facilities – Safety and Security.

Recommendation

Staff requests the Administration and Finance Committee Recommend the Board of Directors Adopt the 2025 Corpus Christi Regional Transportation Authority Agency Safety Plan, Version 4.

Respectfully Submitted,

Prepared by: Miguel Rendón
Deputy CEO / Chief Safety Officer

Final Approval by: 
Derrick Majchszak
Chief Executive Officer

Corpus Christi Regional Transportation Authority

Agency Safety Plan

Version 4,

Date July 2, 2025

In compliance with 49 CFR part 673



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1. EXECUTIVE SUMMARY

Moving Ahead for Progress in the 21st Century (MAP-21) granted the Federal Transit Administration (FTA) the authority to establish and enforce a comprehensive framework to oversee the safety of public transportation throughout the United States. MAP-21 expanded the regulatory authority of FTA to oversee safety, providing an opportunity to assist transit agencies in moving towards a more holistic, performance-based approach to Safety Management Systems (SMS). This authority was continued through the Fixing America's Surface Transportation Act (FAST Act).

In compliance with MAP-21 and the FAST Act, FTA promulgated a Public Transportation Safety Program on August 11, 2016 that adopted SMS as the foundation for developing and implementing a Safety Program. FTA is committed to developing, implementing, and consistently improving strategies and processes to ensure that transit achieves the highest practicable level of safety. SMS helps organizations improve their safety performance by supporting the institutionalization of beliefs, practices, and procedures for identifying, mitigating, and monitoring safety risks.

Safety is a core business function of all public transportation providers and should be systematically applied to every aspect of service delivery. At Corpus Christi Regional Transportation Authority (CCRTA), all levels of management, administration, and operations are responsible for the safety of our clientele and transit workers. This Agency Safety Plan (ASP) applies to all CCRTA employees and contractors who are directly or indirectly involved in or responsible for providing transit services, infrastructure elements, and processes.

To ensure that the necessary processes are in place to accomplish both enhanced safety at the local level and to meet the PTASP regulation requirements, per 49 CFR part 673, CCRTA and the CCRTA Board of Directors adopt this ASP and the tenets of SMS as the basis for directing and managing safety and risk at the agency. CCRTA's SMS includes a Safety Management Policy (SMP) and the processes for Safety Risk Management (SRM), Safety Assurance (SA), and Safety Promotion (SP). It is appropriately scaled to the size, scope, and complexity of CCRTA operations. All levels of management and employees are accountable for accurately identifying and effectively managing risk in all activities and operations to deliver improvements in safety and reduce risk to the lowest practical level during service delivery.

Figure 1: Safety Management Systems

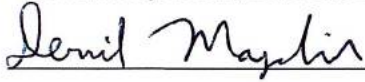


2. ASP APPROVAL

A. Accountable Executive Signature – 673.11(a)(1)

The Accountable Executive is accountable for ensuring that the SMS processes described in this ASP are effectively implemented throughout the Corpus Christi Regional Transportation Authority.

Derrick Majchszak, Chief Executive Officer



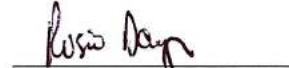
Accountable Executive Signature

6/17/25

Date

B. Safety Committee Plan Approval – 673.11(a)(1)(i)

On Tuesday, June 17, 2025, CCRTA's Safety Committee approved this ASP.


Miguel Rendon
John Esparza
Ian O'Keefe
Gordon Robinson
Alberta Macias
Brandon Selcer
Felicia Villarreal
Rosio Day

The Safety Committee ASP approval meeting minutes are stored on CCRTA's main Y: drive within the PTASP folder in a subfolder labeled "Safety Committee Meeting Agendas & Minutes."

C. Board of Directors Approval – 673.11(a)(1)(i)

Date of Approval _____

See Appendix D for approval documentation. Board ASP approval minutes are also stored on CCRTA's main Y: drive within the PTASP folder.

3. TRANSIT AGENCY INFORMATION

CCRTA is the regional transportation authority for Nueces County, Texas, and is the largest transit provider in the region. The CCRTA main office is located at 602 N. Staples St, Corpus Christi, TX 78401, and the main transfer center (Staples Street Station) is also located in downtown Corpus Christi at 602 N Staples Street.

CCRTA currently operates thirty-three (33) fixed routes, of which five (5) are commuter/express routes and two (2) flexible, deviated fixed routes. Services operate seven days a week, starting as early as 3:45 AM for commuter/express routes and 4:50 AM for fixed routes. The service hours extend until 10:25 PM for fixed routes, 10:35 PM for Flex Routes, and 12:55 AM for our seasonal route, which runs from May through September. CCRTA also provides Americans with Disabilities Act (ADA) paratransit services, known as the B-line from 4:30 AM to 11 PM, for individuals with disabilities that prevent them from using fixed-route services. In addition, the CCRTA administers a contracted Vanpool program.

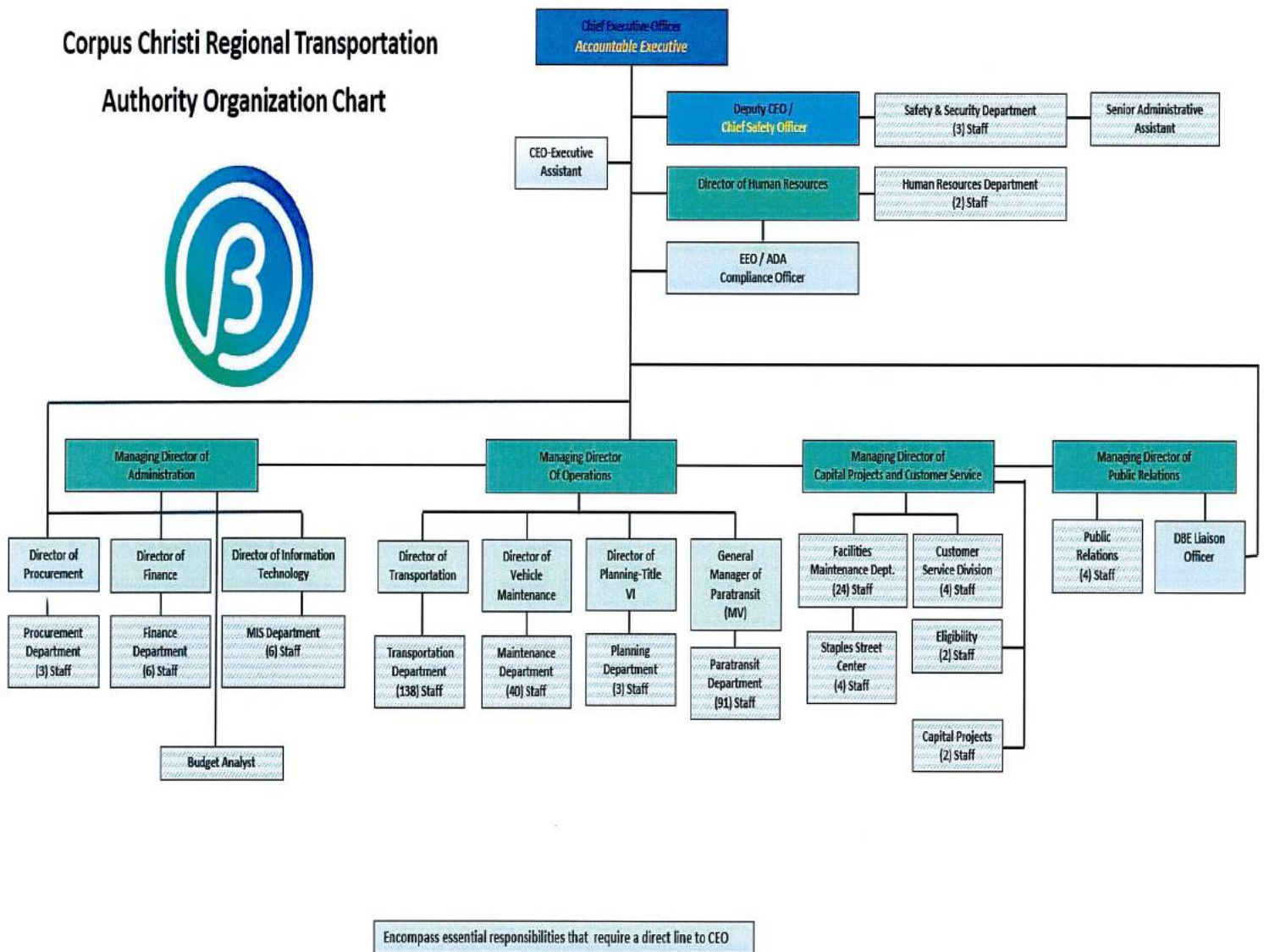
CCRTA is managed by the CEO and the management team, consisting of the Asset Management Executives, Project Managers, and Transit Asset Team Members. An organizational chart for CCRTA is provided in Figure 2.

CCRTA does not provide transit service on behalf of another transit agency or entity. A contractor delivers some of CCRTA's fixed-route bus service and its demand response and vanpool services. CCRTA ensures that the requirements of the PTASP regulation are satisfied through the terms and conditions of its contract(s).

Table 1: Agency Information

Information Type	Information	
Full Transit Agency Name	Corpus Christi Regional Transportation Authority	
Transit Agency Address	602 N. Staples St, Corpus Christi, TX 78401	
Name and Title of Accountable Executive 673.23(d)(1)	Derrick Majchszak, Chief Executive Officer	
Chief Safety Officer or SMS Executive 673.23(d)(2)	Miguel Rendon, Deputy CEO / Chief Safety Officer	
Safety Committee Members (673.19)	Name	Title
	Miguel Rendon	-Deputy CEO / Chief Safety Officer
	John Esparza	-Safety Administrator
	Gordon Robinson	-Managing Director of Operations
	Ian O'Keefe	-Street Operations Administrator
	Rosio Day	-Dispatcher / Reservationist
	Brandon Selcer	-Maintenance Mechanic
	Alberta Macias	-Bus Operator / Classroom Trainer
	Felicia Villarreal	-Bus Operator
Mode(s) of Service Covered by This Plan 673.11(b)	Fixed Route Bus, Demand Response, and Vanpool.	
List All FTA Funding Types (e.g., 5307, 5310, 5339)	5307, 5310, & 5339	
Mode(s) of Service Provided by the Transit Agency (Directly operated and contracted service)	Fixed Route Bus – Directly operated and contracted, Demand Response – Contracted Vanpool - Contracted	

Figure 2: CCRTA Organizational Chart



Any CCRTA position can have a direct line to the Chief Executive Officer at their discretion.

*** Change made for 2025: Added one position to the Safety & Security Department. ***

4. SAFETY COMMITTEE ESTABLISHMENT AND PROCEDURES – 673.19(a), (b), (c)

CCRTA has an active safety committee that meets monthly to discuss preventable accidents, injuries, safety concerns, and suggestions from each department.

CCRTA is empowered to look beyond the critical review of safety incidents toward opportunities to reduce occurrences by identifying ways to improve the work environment and safety culture at CCRTA, acknowledging safe actions and work that contribute to a safe workplace.

The CCRTA Safety Committee is appropriately scaled to the size, scope, and complexity of CCRTA and was established through a joint labor-management process with frontline workers chosen by the labor union representing the plurality of CCRTA frontline transit workers.

The CCRTA's Safety Committee is composed of eight members, with an equal number of management representatives and frontline transit worker representatives, four supervisors, and four frontline employees.

- I. Deputy CEO / Chief Safety Officer (CSO)
- II. Managing Director of Operations
- III. Safety Administrator
- IV. Street Operations Administrator
- V. Dispatcher/ Reservationist
- VI. Maintenance Mechanic
- VII. Bus Operator / Classroom Trainer
- VIII. Bus Operator

The Safety Committee is chaired by the Deputy CEO/CSO, who conducts all meetings of the Safety Committee. The Safety Administrator develops meeting agendas and notices and shares them via email in advance of scheduled meetings. The Safety Administrator also ensures all Safety Committee meeting minutes are documented and saved on CCRTA's main Y: drive within the PTASP folder in a subfolder labeled "Safety Committee Meeting Agendas & Minutes."

The Safety Committee makes decisions collaboratively, ensuring all voices are heard and considered during open discussions. The committee aims to reach a consensus through open discussion; however, if a consensus cannot be reached, a vote is held to determine the outcome. When voting results in a tie, the Managing Director of Administration casts the deciding vote.

Members receive their regular salary or wage for attending meetings, as meetings are scheduled during regular work hours. Members are not required to attend meetings that fall on their scheduled day off.

When the Safety Committee requires advice from technical experts, subject matter experts (SME), or other transit workers, the Safety Administrator contacts these individuals via email or phone to explain the topic under discussion. These individuals respond to the Safety Administrator, who presents the advice to the Safety Committee.

The Deputy CEO/CSO has access to and shares with the Committee any required agency information, resources, and tools, along with submissions to the transit worker safety reporting, if needed to support Committee deliberations. The Deputy CEO/CSO serves as the intermediary for all communications between the Committee, the Accountable Executive, and the Board of Directors. Communications can be delivered in person, via email, or through attendance at Board of Directors meetings.

CCRTA does not require Safety Committee members to attend any special training due to their representation on the committee.

See also the *Safety Committee Policy and Procedures* document located on CCRTA's main Y: drive within a subfolder (Safety Committee Policy and Procedures) of the PTASP folder.

5. SAFETY RISK REDUCTION PROGRAM – 673.11(a)(7)

A. Approach to Improving Safety Performance

CCRTA's approach to improving safety performance by reducing the number and rates of safety events, injuries, and assaults on transit workers addresses the following:

- The reduction and mitigation of vehicular and pedestrian safety events involving transit vehicles, including mitigations consistent with CCRTA's safety risk mitigation processes described in the Safety Risk Management section of this ASP.
- The reduction and mitigation of assaults on transit workers, including mitigations consistent with CCRTA's safety risk mitigation processes described in the Safety Risk Management section of this ASP.
- Any safety risk mitigations identified and recommended by the Safety Committee based on a safety risk assessment for the safety risk reduction program are included in Appendix F of this ASP.

B. Annual Safety Performance Targets for the Safety Risk Reduction Program

The Safety Committee has established the following safety performance targets for the safety risk reduction program based on the safety performance measures outlined in the National Public Transportation Safety Plan, which FTA updated in April 2024. All rates are per actual vehicle revenue miles (VRM). These targets are set annually using a three-year rolling average of the data CCRTA submits to the National Transit Database (NTD) and present a reduction from the three-year average.

Table 2: Safety Risk Reduction Program Targets

Target	Fixed-Route Bus	Demand Response	Vanpool
Major Events total	9.7	.7	0
Major Event rate (per VRM)	.001933%	.000055%	0
Collisions total	9.67	.67	0
Collision rate (per VRM)	.001933%	.000055%	0
Injuries total	12	.3	0
Injury rate (per VRM)	.0024%	.000027%	0
Assaults on Transit Workers total ¹	0	0	0
Assaults on Transit Workers rate (per VRM)	0	0	0

6. GENERAL ANNUAL SAFETY PERFORMANCE TARGETS – 673.11(a)(3)

CCRTA has established the following annual general safety performance targets based on the safety performance measures outlined in the [National Public Transportation Safety Plan](#), which FTA updated in April 2024. All rates are per actual VRM. These targets are set annually using a three-year rolling average of the data CCRTA submits to the NTD.

Table 3: General Safety Performance Targets

Target	Fixed-Route Bus	Demand Response	Vanpool
Major Events total	9.7	.7	0
Major Event rate (per VRM)	.001933%	.000055%	0
Collision rate (per VRM)	.001933%	.000055%	0
Pedestrian Collision rate (per VRM)	.000133%	0	0
Vehicular Collision rate (per VRM)	.001800%	.000055%	0
Fatalities total	0	0	0
Fatality rate (per VRM)	0	0	0
Transit Worker Fatality rate (per VRM)	0	0	0
Injuries total	12	.3	0
Injury rate (per VRM)	.002400%	.000027%	0
Transit Worker Injury rate (per VRM)	.005933%	.000055%	0
Assaults on Transit Workers total	0	0	0
Rate of Assaults on Transit Workers (per VRM)	0	0	0
System Reliability (VRM/failures)	23,947	26,250	833,980

¹ Agency has not yet reported three years of data to NTD related to assaults on transit workers. During the ASP review cycle of 2026, the agency will have three years of data and will be able to set these targets.

7. COORDINATION WITH METROPOLITAN, STATEWIDE, AND NON-METROPOLITAN PLANNING PROCESSES - 673.15

CCRTA will make our SPTs available to TxDOT and the Corpus Christi Metropolitan Planning Organization (MPO) to aid in those agencies' respective regional and long-range planning processes. To the maximum extent practicable, CCRTA will coordinate with TxDOT and the MPO in the selection of State and MPO SPTs as documented in the Interagency Memorandum of Understanding (MOU).

Each year during the FTA Certifications and Assurances reporting process, CCRTA transmits any updates to its SPTs to both the Corpus Christi MPO and TxDOT (unless those agencies specify another time in writing).

8. ASP ANNUAL REVIEW AND UPDATE PROCESS

A. ASP Development and Coordination with TxDOT – 673.11(d)

CCRTA's 2020 ASP was developed by TxDOT in coordination with CCRTA. CCRTA provided a letter to TxDOT opting into participation on March 15, 2019, and was an active participant in the development of the 2020 ASP through sharing existing documentation and participating in communication and coordination throughout the development of the plan.

TxDOT is not responsible for updating CCRTA's ASP.

B. ASP Annual Review – 673.11(a)(5)

As part of CCRTA's ongoing commitment to fully implementing SMS and engaging transit workers in developing a robust safety culture, CCRTA reviews the ASP and all supporting documentation annually so that it accurately reflects the agency's current SMS processes and procedures.

The annual review will include the ASP and supporting documents (Standard Operating Procedures [SOPs], Policies, Manuals, etc.) that CCRTA uses to fully implement all of its safety management processes (see Appendix A). CCRTA will also update its general safety performance targets and the safety performance targets for the safety risk reduction program.

The annual ASP review will follow the schedule provided in Table 4 on the next page. As processes are changed to fully implement SMS or new processes are developed, CCRTA will track those changes for use in the annual review.

The implementation of SMS is an ongoing and iterative process, and as such, this PTASP is a working document. Therefore, a clear record of changes and adjustments is kept in the PTASP for the benefit of safety plan performance management and to comply with Federal statutes (see Table 5).

Table 4: ASP Annual Update Timeline

Task	Jan	Feb	Mar	Apr	May	June	July	Aug
Management and Safety Committee Review Agency Operations and SMS Documentation <ul style="list-style-type: none"> • <i>Safety Policy;</i> • <i>Risk Management;</i> • <i>Safety Assurance; and</i> • <i>Safety Promotion.</i> 								
Update targets								
Make necessary changes to ASP and send to Accountable Executive for signature								
Safety Committee approves ASP								
CCRTA Board of Directors approval								

Table 5 is used to record changes made to the ASP during each annual update. This table is a permanent record of the changes to the ASP over time.

Table 5: ASP Record of Changes

Document Version	Section/Pages Changed	Reason for Change	Reviewer Names	Date of Change
Version 2	Agency Information page6. Organizational Chart page7. Safety Perf Measures page13. Safety Performance Targets p15. Safety Committee added Page 9. ESRP modified Page 11. Customer Reporting added page 12 Infectious Disease added page 18. Risk Reduction Program page 20. Job Hazard Analysis added page 24 Safety Site Inspection added page 30 Employee Safety Training added page 32 Operator Training page 33 Mechanical Cert and Safety Training pg. 34 Operator observation page 34	*Updated agency address. *Updated roles and positions. *Updated performance measures and performance targets. *Added Bipartisan Infrastructure Law Changes. *Updated Annual Timeline to include Safety Committee Update.	John Esparza Derrick Majchszak Rick Navarro Joel Mendez	12/8/2022
Version 2 Amended	Accountable Executive Name Change, page 6. Transit Agency Information, page 7. Organizational Chart changes, page 8, Safety Committee change, page 9, and Update Exposure to infectious disease, page 18.	* Change in Accountable Executive.	John Esparza Ian O'keefe Raul Trejo Michael Buxton Irene Trevino Gordon Robinson Ricardo Navarro Joel Mendez	7/19/2023
Version 3	Certification of Compliance, page 6 Agency Information, page 7 Organizational Chart, page 8 Safety Committee, page 9 ASP Annual Update Timeline, page 14 Safety Performance Measures, page 16 Safety Performance Targets, page 17 Exposure to Infectious Disease, page 19 Appendix-5 Table 9 Supporting Documents, page 36	Update Compliance information Updated route information Updated roles and positions. Updated front line workers-selected by labor union. Updated annual Timeline. Updated Performance Measures Updated Performance Targets Updated Language on Facial Mask Updated revision dates to reflect current policy updates.	Miguel Rendon John Esparza Ian O'Keefe Gordon Robinson Brandon Selcer Alberta Macias Felicia Villarreal Rosio Day	9/4/2024



Version 4	<p>All sections</p> <p>Executive Summary, p. 4</p> <p>Transit Agency Information, p. 7</p> <p>Safety Committee Establishment and Procedures, p. 10</p> <p>Safety Risk Reduction Program and Targets, p. 12</p> <p>General Annual Safety Performance Targets, p. 13</p> <p>Annual Review and Update Process, pp. 15-18</p> <p>SMP Authorities, Accountabilities, Responsibilities, pp. 19-20</p> <p>SMP Safety Management Policy Statement, p. 20</p> <p>SMP Transit Worker Safety Reporting Program, p. 21</p> <p>Safety Risk Management, including Hazard ID, Safety Risk Assessment, and Safety Risk Mitigation, pp. 23-27</p> <p>Safety Assurance, including Safety Performance Monitoring and Measurement and Continuous Improvement, pp. 28-33</p> <p>Safety Promotion, including Training and Safety Communication, pp. 34-36</p> <p>Glossary & Acronyms, p.42</p> <p>Infectious Disease Program, p. 50</p> <p>Safety Risk Reduction Program Mitigations, p. 51</p> <p>Figures and Tables, see TOC p. 3</p>	<p>Reorganized ASP topics to better address the order and requirements of the PTASP regulation, and removed sections not required by PTASP.</p> <p>Updated to address current system and contracted service.</p> <p>Added mention of contracted service.</p> <p>Added new section to address new PTASP requirements.</p> <p>Added new section and SPT table to address new PTASP requirements.</p> <p>Deleted old tables and replaced with one SPT table.to better address PTASP requirements.</p> <p>Deleted unnecessary text and updated to better address PTASP requirements.</p> <p>Edited timetable to better represent actual activities and timeline.</p> <p>Updated and added text to address new PTASP requirements.</p> <p>Updated to address new PTASP requirement.</p> <p>Changed to "transit worker" and deleted unnecessary text. Updates made to better address PTASP requirements.</p> <p>Updated to better address PTASP requirements and added text to address new requirements. Deleted mention of Safety Risk Register and figure and JHA.</p> <p>Added mention of Safety Risk Assessment Form.</p> <p>Updated to better address PTASP requirements and added new text to address PTASP requirements.</p> <p>Updated to better address PTASP requirements and added text to address new requirements.</p> <p>Updated to include all acronyms used in the ASP and new PTASP regulation glossary terms.</p> <p>Moved to a new Appendix (E).</p> <p>Added new Appendix (F) to address PTASP requirements.</p> <p>Removed unnecessary figures and tables and updated with new tables, including using "captions" to automatically update TOC page numbers.</p>	<p>Miguel Rendon John Esparza Ian O'Keefe Gordon Robinson Brandon Selcer Alberta Macias Felicia Villarreal Rosio Day</p>	6/17/2025
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9. SAFETY MANAGEMENT POLICY

A. Authorities, Accountabilities, & Responsibilities – 673.23(d)

CCRTA has established the necessary authority, accountabilities, and responsibilities for the management of safety amongst key individuals or groups within the organization, as they relate to the development and management of our SMS. In general, the following defines the authority and responsibilities associated with our organization.

Accountable Executive

CCRTA's Accountable Executive has ultimate responsibility for carrying out the ASP and the agency's Transit Asset Management (TAM) Plan and control or direction over the human and capital resources needed to develop and maintain both the ASP, in accordance with 49 U.S.C. 5329(d), and the agency's TAM Plan, in accordance with 49 U.S.C. 5326. The Accountable Executive is accountable for ensuring that CCRTA's SMS is effectively implemented throughout the system and for ensuring action is taken, as necessary, to address substandard performance in CCRTA's SMS. The Accountable Executive may delegate specific responsibilities, but the ultimate accountability for CCRTA's safety performance cannot be delegated and always rests with the Accountable Executive.

The Accountable Executive also implements the safety risk mitigations for the safety risk reduction program that are included in this ASP and considers all other safety risk mitigations recommended by the Safety Committee.

Agency Leadership and Executive Management

CCRTA leadership and executive management have authority or responsibility for the day-to-day implementation and operation of our agency's SMS. Figure 2 provides a list of the titles of CCRTA management and leadership. All levels of management are also:

- Responsible for leading the development of an organizational culture that promotes safe operations
- Provide appropriate resources to support the SMS and a positive safety culture
- Encourage effective employee safety reporting and communication.

Chief Safety Officer (CSO)

The **CSO** is an adequately trained individual who has responsibility for safety and the authority and responsibility as designated by the Accountable Executive for the day-to-day implementation and operation of the CCRTA SMS. As such, the CSO reports directly to the Accountable Executive.

Key Staff

CCRTA and contractor staff, groups of staff, and committees support the Accountable Executive and CSO in developing, implementing, and operating our agency's SMS. Key Staff include frontline transit workers who perform daily tasks and activities where hazards can be readily identified and addressed before the hazards become adverse events. These employees are critical to SMS success through each employee's respective role in reporting safety hazards, which is where an effective SMS and a positive safety culture begin.

Safety Committee – 673.19(d)

The Safety Committee's responsibilities to oversee CCRTA's safety performance include:

- Reviewing and approving updates to the ASP.
- Identifying and recommending safety risk mitigations necessary to reduce the likelihood and severity of potential consequences identified through CCRTA's safety risk assessment process, including safety risk mitigations associated with any instance where the transit agency did not meet an annual safety performance target in the safety risk reduction program.
- Identifying safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended, including safety risk mitigations associated with any instance where the transit agency did not meet an annual safety performance target in the safety risk reduction program.
- Identifying safety deficiencies for purposes of continuous improvement, including any instance where the transit agency did not meet an annual safety performance target in the safety risk reduction program.
- Establishing annual safety performance targets for the agency's safety risk reduction program.

See also the *Safety Committee Policy and Procedures* document located on CCRTA's main Y: drive in the PTASP folder.

B. Safety Management Policy Statement – 673.23(a)

Safety is CCRTA's first priority. CCRTA is committed to implementing, developing, and improving strategies, management systems, and processes to ensure that all our activities uphold the highest level of safety performance and meet required safety standards.

We will develop and embed a safety culture in all our activities that recognizes the importance and value of effective safety management and acknowledges at all times that safety is paramount.

We will clearly explain for all staff their accountabilities and responsibilities for the development and operation of the SMS.

For passengers and employees, we will minimize the safety risk associated with transit service to as low as reasonably practicable and we will work to comply with and, wherever possible, exceed legislative and regulatory requirements and standards. We will also work to ensure that all employees are provided with adequate and appropriate safety information and training, are competent in safety matters, and are only allocated tasks commensurate with their skills.

We have established Safety Performance Targets (SPT) to help us measure the overall effectiveness of our processes and ensure we meet our safety objectives. We will issue quarterly reports to the entire organization documenting how well we met our safety performance targets and describing the safety risk mitigations we implemented to reduce safety risk.

The Safety Committee was established through a joint labor-management process and comprises an equal number of frontline transit worker representatives and management representatives. It is appropriately scaled to the size, scope, and complexity of CCRTA. Frontline transit worker representatives were selected by the labor organization that represents the plurality of frontline transit workers, and management representatives were selected by agency leadership. The Safety Committee has a strong voice in safety-related decision-making through its responsibilities described in our SRM and SA processes.

C. Communicating the Safety Management Policy– 673.23(c)

CCRTA is committed to ensuring the safety of our clientele, personnel, contractors, and operations. Part of that commitment is developing an SMS and an agency-wide safety culture that reduces agency safety risk to the lowest level possible. The first step in developing a full SMS and agency-wide safety culture is communicating our SMP throughout our agency.

The SMP and safety objectives are at the forefront of all communications. This communications strategy will include posting the policy in prominent work locations for existing transit workers and adding the policy statement to the onboarding material for all new employees. Additionally, the policy statement will be incorporated into our agency's regular safety meetings and other safety communication efforts. The policy is signed by the Accountable Executive to ensure that all employees are aware of management's support for the policy.

D. Transit Worker Safety Reporting Program – 673.23(b)

CCRTA has established and implemented a safety reporting program that enables transit workers to report safety conditions directly to senior management, provides protection for employees who report safety conditions to senior management, and includes a description of employee behaviors that may result in disciplinary action.

Frontline transit workers are a significant source of safety data. These transit workers are typically the first to spot unsafe conditions that arise from unplanned conditions either on the vehicles, in the maintenance shop, or in the field during operations. CCRTA recognizes that our transit workers, including contractors, are most familiar with the details of their respective jobs and work environment, which makes their input critical to maintaining safety in the workplace. Therefore, transit workers must promptly report safety concerns such as:

- Unsafe acts
- Unsafe conditions
- Near misses
- Assaults on transit workers

- Safety hazards
- Security risk
- Safety concerns
- Safety recommendation

CCRTA ensures no action will be taken against transit workers who disclose safety concerns through the reporting system unless disclosure indicates an illegal act, gross negligence, or deliberate or willful disregard of regulations or procedures.

There are several ways transit workers can report their safety concerns to management:

1. Directly to their supervisors.
2. Directly to the Safety Department.
3. Through a Safety Committee representative.
4. Via an anonymous web-based reporting tool. See Appendix C.

In general, the CCRTA safety reporting program used by transit workers ensures that all transit workers are encouraged to report safety conditions directly to senior management or their direct supervisor for elevation to senior management. The CSO and Safety Committee routinely review safety data captured via this avenue. When necessary, the CSO, Safety Department, and the Safety Committee ensure that the concerns are investigated or analyzed through the SRM process. As appropriate, information about reported concerns will be shared with the reporting individual and all CCRTA employees to raise awareness and share mitigation solutions or best practices.

10. Safety Risk Management – 673.25

By adopting this ASP, CCRTA is establishing the SRM process, which includes the components presented in Figure 3 for identifying and analyzing hazards and assessing and mitigating safety risk in compliance with the requirements of 49 CFR part 673.25. The SRM process described in this section applies to all the elements of CCRTA's system.

Figure 3: Safety Risk Management Process



CCRTA's SRM is focused on implementing and improving actionable strategies that CCRTA has undertaken to identify, assess, and mitigate safety risk to an acceptable level. A Safety Risk Assessment Form enables CCRTA to formally document hazards, potential consequences of the hazards, safety risk assessment results, and anticipated safety risk mitigations, and track the status of implemented safety risk mitigations. It provides CCRTA with an ongoing, up-to-date assessment of the overarching safety concerns that the agency faces during transit service delivery and supporting operations, and the controls (safety risk mitigations) put in place to address them. The Safety Committee reviews all results of safety risk assessments, which are stored in CCRTA's main Y: drive by Department name.

A. Hazard Identification – 673.25(b)

Safety risk management activities are contingent on effectively identifying sources of hazards and the processes to obtain information on hazards. A hazard is any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment. A real hazard is observable and present; it exists within the system. Through training and reporting procedures, CCRTA ensures that personnel can identify hazards and that each employee clearly understands that they have a responsibility to immediately report any identified safety hazards to their supervisors. Continued training helps employees develop and improve the skills needed to identify hazards. CCRTA uses incident reports and records to determine specific areas of training that need to be covered with employees to ensure that safety hazard identification is continuously improved.

The following are examples of CCRTA sources for hazard identification:

- Data and information provided by TxDOT and FTA.
- Data and information regarding exposure to infectious disease provided by the Centers for Disease Control and Prevention (CDC) or the Texas Department of State Health Services.
- Results of asset condition assessments, which help inform the determination on whether an asset meets the state of good repair standards under 49 CFR part 625.
- Our employee safety reporting program.
- Contractor safety reporting.
- Review of vehicle camera footage.
- Reviews of monthly performance data and safety performance targets.
- Observations by and reports from supervisors.
- Pre- and post-trip vehicle maintenance reports.
- Maintenance reports.
- Comments from customers, passengers, and third parties.
- Reviews of information concerning bus operator assaults.
- Safety Committee and Safety Meetings.

- Results of audits and inspections of vehicles and facilities.
- Results of training assessments.
- Results of internal safety audits.
- Investigations into safety events, incidents, and occurrences.

The CSO is responsible for overseeing CCRTA's hazard identification process and ensuring that identified hazards are recorded in the Safety Risk Assessment Form and analyzed for potential consequences with the assistance of SMEs, if needed. Hazards in and of themselves do not cause damage. It is the consequences of hazards that cause injuries and death, destroy property, harm the environment, or impair the ability of a transit provider to deliver transit services. A consequence is the effect of a hazard.

Staff may conduct further analysis of hazards and consequences entered to collect information, identify additional consequences, and to inform management which hazards should be prioritized for safety risk assessment. In following up on identified hazards, staff 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, assess the possible hazardous condition/s, generate visual documentation (photographs and/or video), and take any measurements that are 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 (such as records, reports, procedures, inspections, technical documents, etc.);
- Contact other departments that may have an association with or technical knowledge relevant to the reported hazard;
- Review any previously-reported hazards of a similar nature; and
- Evaluate tasks and/or processes associated with the reported hazard.

Customers are also our partners in safety. Here at the CCRTA, we encourage our customers to bring their safety concerns to our attention, whether through our bus operators or our Customer Service Team. Customer Service contact information is available on all our transit buses and paratransit vehicles. Customers can also visit our website and social media platform and submit safety concerns. The Customer Service Team is responsible for documenting and forwarding the customer's concern to the appropriate individual or department for resolution.

Safety Site Inspections are performed to:

- Identify hazards, risks, and unsafe practices by inspecting areas with a designated department representative or a member of the Safety Committee.
- Proactively take corrective actions by noting and photographing concerning findings and abatement issues. Items that can be diminished immediately will be done on the spot and a record of the reduction notated.

- Promote a safe and healthy working environment by providing a systematic and consistent inspection schedule to identify hazards, risks, and unsafe practices.
- It serves as a positive performance indicator and encourages safe work practices by documenting that we are achieving our safety goals and acknowledging employees observing safety policies when performing their work.

Daily Safety Inspections

Each department completes site safety inspections informally each day. Daily checks will consist of department representatives walking their immediate work area and correcting any unsafe findings.

Quarterly Safety Inspections

The Safety Department will conduct formal site safety inspections each quarter. These inspections may include CCRTA's Administration and Facility Operations buildings, and any transit facility operated by or occupied by CCRTA personnel. The Safety Department will ensure that facility safety concerns are routed to the appropriate department for immediate investigation and mitigation.

The Safety Department will use TRACKIT Manager Program for Quarterly Inspections. Completed inspection forms are generated from TRACKIT Manager Program and forwarded to the responsible employee (s) for timely correction. Every inspection is recorded and retained in Track-It.

B. Safety Risk Assessment – 673.25(c)

CCRTA has developed methods to assess the likelihood and severity of the consequences of identified hazards to determine if safety risk mitigation is necessary and to inform prioritization of safety risk mitigations. CCRTA's assessment process takes into account existing safety risk mitigations.

The risk assessment is conducted by the CSO and Safety Department, supplemented by subject matter experts from the respective department or section to which the risk applies. The process employs a safety risk matrix, similar to the one presented in Figure 4, that allows the safety team to visualize the assessed likelihood and severity, and to help decision-makers understand when actions are necessary to reduce or mitigate safety risk.

Figure 4: Example Safety Risk Assessment Matrix

RISK ASSESSMENT MATRIX				
SEVERITY LIKELIHOOD	Catastrophic (1)	Critical (2)	Marginal (3)	Negligible (4)
Frequent (A)	High	High	High	Medium
Probable (B)	High	High	Medium	Medium
Occasional (C)	High	Medium	Medium	Low
Remote (D)	Medium	Medium	Low	Low
Improbable (E)	Medium	Low	Low	Low

The Risk Assessment Matrix is an important tool. If a risk is assessed and falls within one of the red zones, the risk is determined to be unacceptable under existing circumstances. This determination means that management must act to mitigate the situation. If the risk is assessed and falls within one of the yellow zones, the risk is determined to be acceptable, but monitoring is necessary. If the risk falls within one of the green zones, the risk is acceptable under the existing circumstances.

After a hazard's potential consequences have been assessed for likelihood and severity, the results are documented in the Safety Risk Assessment Form. This information is used to move to the next step, safety risk mitigation.

C. Safety Risk Mitigation – 673.25(d)

Developing safety risk mitigations to proactively reduce CCRTA's safety risk is the culmination of the SRM process. CCRTA has established methods to identify safety risk mitigations necessary as a result of its safety risk assessment activities to reduce the likelihood and/or severity of a hazard's potential consequences. The goal of this step is to avoid or reduce the assessed risk rating to an acceptable level. However, mitigations do not typically eliminate the risk entirely.

The CSO works with the Safety Committee and subject matter experts from the respective departments to which the risk applies. The Safety Committee reviews the results of safety risk assessments and provides mitigation recommendations. As sources of safety risk mitigation, CCRTA considers guidance provided by the FTA and TxDOT and guidelines to prevent or control exposure to infectious diseases provided by the CDC or the Texas Department of State Health Services.

Previously documented risk resolution and hazard mitigation activities and the resolutions' documented level of success may also be reviewed and considered in the process. If the hazard is external (e.g., roadway construction by an outside agency), information and input from external actors or experts may also be sought to take advantage of all reasonably available resources and avoid any unintended consequences.

Based on the results of safety risk assessments, CCRTA also involves the Safety Committee in identifying safety risk mitigations for the safety risk reduction program. These are the safety risk assessments related to vehicular and pedestrian safety events involving transit vehicles and assaults on transit workers. If CCRTA misses a safety performance target set by the Safety Committee for the safety risk reduction program, the Safety Committee is also involved in identifying recommendations for the missed safety risk reduction program target. CCRTA and the Safety Committee consider mitigations to reduce visibility impairments for operators that contribute to accidents, including retrofits to vehicles in revenue service and specifications for future procurements that reduce visibility impairments. They also consider deployment of assault mitigation infrastructure and technology on transit vehicles and in transit facilities, including barriers to restrict the unwanted entry of individuals and objects into bus operator workstations. The mitigations recommended to address risk assessments related to the safety risk reduction program are included in Appendix F of this ASP.

When the Safety Committee recommends a safety risk mitigation unrelated to the safety risk reduction program and the Accountable Executive decides not to implement the safety risk mitigation, the Accountable Executive prepares a written statement explaining the decision and submits and presents this explanation to the Safety Committee and the Board of Directors.

Accepted mitigations are assigned to an appropriate staff member or team for implementation. The assigned personnel and the specific implementation responsibilities are documented, along with the responsibilities and metrics for monitoring mitigations once they are implemented. Among the responsibilities of the mitigation team leader is documenting the mitigation effort, including whether the mitigation was carried out as designed. Implemented mitigations are monitored through CCRTA's SA process.

11. Safety Assurance – 673.27 (a)

SA means processes within the CCRTA SMS that function to ensure the implementation and effectiveness of safety risk mitigation and that CCRTA meets or exceeds its safety objectives through the collection, measurement, analysis, and assessment of information. SA helps to ensure that the mitigations put in place to manage safety risk are carried out and working as intended, potential safety issues are identified early, and safety objectives are met.

A. Safety Performance Monitoring and Measuring – 673.27(b)

Monitoring Compliance and Sufficiency of Operations and Maintenance Procedures – 673.27(b)(1)

CCRTA monitors its system for compliance with and sufficiency of its operations and maintenance procedures. Monitoring activities provide CCRTA reasonable assurance that its established procedures are being followed and are

effective. It helps verify that what CCRTA expects to happen, based on our operations and maintenance procedures, actually does happen. Moreover, monitoring helps CCRTA identify areas where the safety impact of procedures could be maximized by refining those procedures. Monitoring also helps CCRTA identify instances of practical drift, which occur when practice has become uncoupled from procedure due to a transit worker introducing shortcuts, making adaptations, or changing how they implement rules and procedures over time. By identifying instances of practical drift, CCRTA improves compliance with procedures.

A list of documents describing the safety-related operations and maintenance procedures cited in this ASP is provided in Appendix A of this document.

Supervisors monitor employee compliance with CCRTA SOPs through direct observation, inspections, and review of information from internal reporting systems, such as the *Employee Grievance* procedures from employees and the *Customer Assistance Form (CAF)* for customers.

Ride checks provide a chance to correct actions before an accident/incident occurs. A systematic process is used to identify who needs a ride check and when. Street Supervisors conduct ride checks to evaluate the performance holistically and include evaluation of the following:

- Health and well-being as it relates to safety
- Customer Service
- Diffusing angry customers
- De-escalation techniques
- Operator Assaults
- Operation skills
- Ergonomics
- Bike rack usage
- Ramp usage
- Sharing the road with Bicyclists
- Recognizing hazards
- Mirror usage
- How to avoid fixed objects

Instructors or Street Supervisors provide Ride Checks as outlined below:

- Training Instructors or Street Supervisors are required to perform at least one Ride Check on each operator per year.
- Additional oversight and review opportunities are planned for specific groups to create positive coaching and help change behavior. These groups include:

- Operators within their six-month new-hire probation.
- Operators with safety or customer service-related issues as determined by Operations Administration or by the accident review board (ARB).
- Special requests from the Safety Division or Operations Administration.
- On-board Ride Checks are conducted using the Ride Check Form in the Track-It program.

Operations Administration is responsible for tracking and administering onboard observations. The Track-It system records information and maintains a record of evaluations. Instructors, Operations Administration, Street Supervisors, and Safety may access the data to work on needed training and/or corrective coaching.

CCRTA monitors the following areas within the vehicle maintenance function and documents all monitoring activities and their results:

- Adherence to preventive maintenance schedules;
- Effectiveness of corrective maintenance activities, and;
- Maintenance-related vehicle road calls
- Safety defect reporting process

Vehicle maintenance supervisors regularly:

- Monitor compliance with the preventive maintenance schedule,
- Review defect cards and work orders related to corrective maintenance activities, and
- Review road call activities, including the history of maintenance performed on vehicles that have had road calls.

CCRTA addresses non-compliance with standard procedures for operations and maintenance activities through a variety of actions, including revision to training materials and delivery of employee and supervisor training if the non-compliance is systemic. If the non-compliance is situational, then activities may include supplemental individualized training, coaching, and heightened management oversight, among other remedies.

Sometimes personnel fully comply with the procedures, but the operations and maintenance procedures are inadequate and pose the risk of negative safety outcomes. In this case, the cognizant person submits the deficiency or description of the inadequate procedures to the SRM process.

Monitoring Mitigations – 673.27(b)(2)

Department Heads are responsible for monitoring operations to identify any safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended. During the safety risk mitigation development process, responsibilities for mitigation monitoring and the metrics used to determine the effectiveness of mitigations are assigned. The Safety Committee's role in mitigation monitoring involves reviewing the results of each department's monitoring efforts, including metrics data, to provide input and feedback.

Mitigation monitoring activities assist CCRTA in determining whether:

- The existing mitigation is working as desired;
- The existing mitigation needs some modification to work as desired;
- the existing mitigation is not working and needs to be replaced, or;
- The existing mitigation is no longer needed.

If it is determined that the safety risk mitigation did not bring the risk to an acceptable level or otherwise failed to meet safety objectives, then the supervisor resubmits the consequences of the hazard to the SRM process. The CSO will work with the supervisor and subject matter experts to reanalyze the hazard and consequences and identify additional mitigation or alternative approaches to implementing the mitigation. This process involves Safety Committee input.

In the event a mitigation was determined to be ineffective due to an operator's willful failure to adhere to established policies and procedures, the operator is subject to refresher training and the disciplinary process to encourage future compliance.

The information derived from monitoring activities is documented for future analysis and trending.

Safety Event Investigation to Identify Causal Factors – 673.27(b)(3)

CCRTA currently conducts investigations of safety events in accordance with its Accident/Incident investigation procedures. The objective of the investigation is to identify causal factors of the event and actionable strategies that CCRTA can employ to address any identifiable organizational, technical, or environmental hazard at the root cause of the safety event for the purpose of preventing recurrence and mitigating risk. CCRTA conducts analysis on root causes to determine if any mitigations are currently in place and whether additional mitigations are required.

CCRTA conducts two types of investigations:

- Those in which the affected department conducts the investigation, and reports and information are provided to Safety.
- Those of a major nature in which the Safety Department will play the leading role and publish a report.

CCRTA's investigation procedures include:

- Determining field personnel investigation responsibilities.
- Utilizing the Supervisor's Accident Investigation Procedures.
- Integrating Claims' findings into investigations.
- Ensuring Safety Department notification of significant accidents, on both an immediate and routine basis.

- Using procedures, checklists, and formats for conducting investigations.
- Adopt policies for major accident investigation report publication and follow-up systems for compliance with report recommendations. In addition, the Safety Department will establish procedures for coordinating investigations by outside agencies or peer reviews

Safety event investigations that seek to identify and document the root cause of an accident or other safety events are a critical component of the SA process because they are a primary resource for the collection, measurement, analysis, and assessment of information. Causal and contributing factors include key actions, situations, or conditions that led to an event's occurrence or that increased an event's effects. Determining causal factors is about more than "at-fault" determinations or establishing whether a safety event was "preventable" or "non-preventable." CCRTA examines the actions immediately preceding the event and organizational factors that may have contributed to the event, such as procedures, training, supervision, or resourcing. CCRTA may also analyze factors related to the operating environment, the natural environment (snow, ice, rain, etc.), or the condition of infrastructure or equipment.

CCRTA uses various information to help in identifying and documenting root causes of accidents and incidents and may examine:

- Organizational factors (the elements of the transit agency's management, policies, and procedures that contributed to the safety event)
- Equipment and infrastructure factors (the failures in functioning of vehicles or other technological components of the transit system that contributed to a safety event)
- Environmental factors (the characteristics of the environment in which the people and vehicles were operating that contributed to the safety event)
- Outside factors (the larger context in which the transit agency is operating, where factors outside the control of the agency contributed to the safety event)
- Human factors (the errors, rule violations, and characteristics of the people involved that contributed to the safety event)

Monitoring Internal Safety Reporting Programs – 673.27(b)(4)

As a primary part of the internal safety reporting program, CCRTA monitors information reported by transit workers through CCRTA's safety reporting program. When a report originating through the complaint process documents a safety hazard, the supervisor submits the hazards identified through the internal reporting process, including previous mitigation in place at the time of the safety event. The supervisor submits the hazard report to the SRM process to be analyzed, evaluated, and, if appropriate, assigned for mitigation/resolution.

CCRTA also routinely reviews safety data captured in safety meeting minutes, customer complaints, and other safety communication channels. Identified hazards are put through CCRTA's safety risk assessment process.

B. Continuous Improvement – 673.27(d)

CCRTA processes identify deficiencies in its SMS and its safety performance against its general safety performance targets and its safety risk reduction program targets. To identify deficiencies, CCRTA uses its general targets, safety risk reduction program targets, and leading and lagging safety performance indicators to monitor and track safety performance. This enables CCRTA to prioritize resources to address safety risk and assess the effectiveness of its investments.

Processes to ensure continuous improvement include:

- The Safety Committee and other applicable personnel reviewing, analyzing, and discussing collected safety performance data at various meetings to identify unmet targets.
- Conducting in-depth investigations into when performance gaps have been identified to determine what performance problems exist.
- Involving safety personnel to make informed resource allocation decisions that balance efficiency with safe operations.
- Utilizing data to identify the need for additional staff training or technical assistance.
- Motivating employees to continue making program improvements by communicating the implemented changes resulting from their input and the benefits those changes have had on system safety.

If, during safety performance monitoring processes, CCRTA finds that it is not meeting an established safety risk reduction program target, it will use its safety risk assessment processes to assess the associated safety risk. The Safety Committee will then recommend mitigations should the risk assessment indicate this is necessary. CCRTA documents all mitigations recommended by the Safety Committee in Appendix F.

In the case that CCRTA does not meet a safety risk reduction program target, it will allocate its safety set-aside (0.75%) in the following fiscal year to safety-related projects eligible under Section 5307 that are reasonably likely to assist it meeting the target in the future.

If CCRTA identifies any deficiencies as part of its safety performance assessment, it will develop and carry out, under the direction of the Accountable Executive, a plan to address identified safety deficiencies and make necessary corrective actions. When CCRTA fails to meet a safety risk reduction program target and the Safety Committee identifies mitigations to address the safety risk associated with the missed target, CCRTA will also develop and carry out a plan, under the direction of the Accountable Executive, that includes these mitigations. These plans may include efforts to address underlying hazards and potential consequences through Safety Risk Management, changing data collection or analysis techniques to better understand what is really going on, or testing and evaluating new approaches to SMS processes.

12. Safety Promotion – 673.29

Management support is essential to developing and implementing SMS. SP includes all aspects of how, why, when, and to whom management communicates safety-related topics. SP also includes when and how training is provided. The following sections outline both the safety competencies and training that CCRTA has implemented and how safety-related information is communicated.

A. Safety Competencies and Training – 673.29(a)

CCRTA ensures comprehensive training is provided to all transit workers, including those directly responsible for safety, regarding their job duties and general responsibilities. This training includes safety responsibilities related to the employee's position, de-escalation training, and refresher training. As part of SMS implementation, CCRTA ensures the following:

- Thorough reviews are conducted of general staff categories (administrative, driver, supervisor, mechanic, maintenance, etc.) and the respective staff safety-related responsibilities.
- Training requirements spelled out in 49 CFR part 672 (Public Transportation Safety Certification Training Program-PTSCTP) are assessed for their value to CCRTA, even though CCRTA is not subject to the PTSCTP requirements.
- Training materials available on the FTA PTASP Technical Assistance Center website are assessed.
- Training materials available from industry sources are assessed, such as the Community Transportation Association of America and the American Public Transportation Association websites.
- Competencies and training required to meet the safety-related activities for each general staff category are developed.
- Expectations for ongoing safety training and safety meeting attendance are developed.
- A training matrix to track progress on individuals and groups within the organization has been developed.
- Job notices associated with general staff categories are adjusted to ensure that new personnel understand the safety-related competencies and training needs and the safety-related responsibilities of the job.

All transit workers receive New Employee Orientation Training on the essential elements of employee safety, and on safety concern identification and reporting training. De-escalation training is provided for all operations, maintenance, and personnel directly responsible for safety. Depending upon job classification, some employees may receive additional training in Transit Operator Assaults, Bloodborne Pathogens, Back Safety, Lifting Safety, Office Safety, and other safety programs required to do their job safely and effectively. Refresher training may be required for specific programs and will be done following changes to the agency's safety policies and local, state, and federal requirements.

To increase the safety knowledge of our agency, Safety Department personnel are also encouraged to participate in available professional development activities and peer-to-peer exchanges as a source of expertise and information on lessons learned and best practices in hazard identification.

Operator Training

CCRTA offers Commercial Driver License (CDL) training for City Transit Buses and Paratransit Operators.

In addition, CCRTA Operations Trainers document CDL training, which includes an in-house driver certification process audited by the state.

Training programs are also subject to internal auditing that includes auditing of trainer performance and content. Tracking the number of accidents incurred by new operators is one measure to evaluate the effectiveness of new operator training.

The Training Department follows the U.S. Department of Transportation Federal Motor Carrier Safety Administration, FMCSA, Entry Level Driving Training (ELDT) for Class B CDL. CCRTA's instructors document that each trainee is proficient in all curriculum elements.

CCRTA's training course is approximately eight weeks for new operators, including time spent with an operator's mentor. Training begins with the operator selection process. An evaluation of skills sets must be considered during selection. Prospective operators must meet three thresholds to advance to the next stage of training; for example, a trainee must obtain a permit before starting classroom training and must pass a skill test prior to moving onto the balance of the class. If a trainee fails a step at a critical point in the training, they will be given another chance and sent to supplemental training before being dropped from the program. Achieving a threshold score is necessary to progress to the next step and is an important component of the training program.

In addition to the classroom training on Operator Assaults (de-escalation training), CCRTA has equipped our larger buses with a locking protective shield to protect the operator against an assault. In the near future, our cutaway fleet will be retrofitted with the same locking protective shield.

Lastly, CCRTA operators are trained to contact dispatch in emergencies and, in the event of a specific crisis, use a code word to indicate severe trouble.

Maintenance Safety Training

CCRTA vehicle maintenance technicians receive training from a certified original equipment manufacturer (OEM) in air conditioning, electrical, engine, transmission, chassis, suspension, brakes, ramps, air system suspension, and compressed natural gas (CNG).

In addition to OEM training, maintenance personnel attend regular safety meetings once a month, which include the following:



- General Shop Safety
- Hand Tool Safety
- Protection Against Blood-Borne Pathogens
- Attitude and Behavior
- Equipment Safety
- Personal Protective Equipment Safety
- Operational Safety: Heavy equipment

B. Safety Communication – 673.29(b)

CCRTA regularly communicates safety and safety performance information throughout our agency's organization that, at a minimum, conveys information on hazards and safety risks relevant to transit worker roles and responsibilities and informs transit workers of safety actions taken in response to reports submitted through the safety reporting program or other means.

CCRTA reports any safety-related information to the CCRTA Board of Directors at their regular meetings, including safety performance information. In addition, CCRTA holds regularly scheduled meetings with drivers to ensure that any safety-related information is passed along that would affect the execution of drivers' duties. CCRTA also posts safety-related and other pertinent information in a common room for all employees.

Regular driver safety meetings are held to ensure that safety-related information is relayed to the key members of our agency's safety processes. Other communication methods include providing opportunities for transit workers to discuss hazard and safety risk information. Safety bulletins and safety information are posted in locations throughout the transit system.

CCRTA systematically collects, catalogs, and, where appropriate, analyzes and reports safety and performance information to all staff. To determine what information should be reported, how the information should be reported, and to whom, CCRTA answers the following questions:

- What information does this individual need to do their job?
- How can we ensure the individual understands what is communicated?
- How can we ensure the individual understands what action must be taken as a result of the information?
- How can we ensure the information is accurate and kept up to date?
- Are there any privacy or security concerns to consider when sharing information? If so, what should we do to address these concerns?

In addition, CCRTA periodically reviews current communications strategies to determine whether others are needed.

In support of tracking performance on our SA and SP processes, CCRTA conducts a yearly safety culture survey. The survey is designed to help CCRTA evaluate the effectiveness of its communication regarding safety and safety performance information throughout the organization. The survey collects information on how safety is perceived and embraced by CCRTA's administrators, supervisors, staff, and contractors. The survey is also designed to help CCRTA assess how effectively it conveys information on hazards and safety risks relevant to employees' roles and responsibilities and informs employees of safety actions taken in response to reports submitted through the safety reporting program.

13. ASP Documentation and Recordkeeping – 673.31

At all times, CCRTA will maintain documents that set forth its ASP, including those documents related to the implementation of CCRTA's SMS and to the results from SMS processes and activities. CCRTA will also maintain documents that are included in whole or by reference, which describe the programs, policies, and procedures that it uses to carry out the ASP and all iterations of those documents. These documents will be made available upon request to the FTA, other Federal entity, or TxDOT. CCRTA will maintain these documents for a minimum of three years after the documents are created. These additional supporting documents are cataloged in Appendix A, and the list will be kept current as a part of the annual ASP review and update.

14. APPENDIX A – Supporting Documents

Table 6: ASP Supporting Documents

File Name	Revision Date	Document Name	Document Owner
Interview Tech.pdf	5/1/2004	Interview Techniques	CCRTA
Rep. Writing SG.pdf	N/A	Report Writing: An Overview	CCRTA
2018 Monthly Accident _Incident Reports.xls	12/31/2018	Monthly Accident/Incident Reports	CCRTA
Customer Assistance Form.docx	2018	Customer Assistance Form (CAF)	CCRTA
Attachment B - Revised Drug and Alcohol Policy 2019.pdf"	3/6/2019	Drug and Alcohol Policy	CCRTA
Attachment A - Section 103 Employee Grievance.pdf	12/1/2023	Employee Grievance	CCRTA
Attachment C - 2023 Employee Handbook.pdf	12/1/2023	Employee Handbook	CCRTA
CCRTA IT Policy and Procedure Manual 2023 (003).pdf"	2023	Information Technology Policy and Procedure Manual	CCRTA
Dispatch Operations Administrator 2019.pdf	2021	Job Description: Dispatch Operations Administrator	CCRTA
JD - Dispatcher.pdf	2021	Job Description: Dispatcher	CCRTA
Street Operations Administrator 2021.pdf	2021	Job Description: Street Operations Administrator	CCRTA
Street Operations Supervisor 2021.pdf	2021	Job Description: Street Operations Supervisor	CCRTA
Training Instructor 2021.pdf	2021	Job Description: Training Instructor	CCRTA
Transportation Services Administrator 2021.pdf	2021	Job Description: Transportation Services Administrator	CCRTA
Fleet Forward	12-2022	Long Range Plan	CCRTA

File Name	Revision Date	Document Name	Document Owner
Corpus Christi MPO Boundary.pdf	N/A	Corpus Christi Metropolitan Planning Organization (MPO)	CC MPO
Biohazard - Final.pdf	12/29/2022	Biohazard on a RTA Vehicle	CCRTA
BTW Training 5.3.19.pdf	1/13/2023	Behind the Wheel Training	CCRTA
Bus Operator Trainee Requirements.pdf	1/13/2023	Bus Operator Trainee Requirements	CCRTA
Daily Schedule Posting and Rotation - Final.pdf	1/13/2023	Daily Schedule Posting and Rotation	CCRTA
Dispatch Responsibilities - Final 1.1.pdf	1/13/2023	Dispatch Responsibilities	CCRTA
Electronic Fare-box Road call Instructions - Final.pdf	1/13/2023	Electronic Fare-box Road Call Instructions	CCRTA
Emergency Procedures 1.24.19.pdf	1/13/2023	Emergency Procedures (Dispatch)	CCRTA
Handheld Radio - Final.pdf	1/13/2023	Handheld Radio: Basic Operating Guide	CCRTA
Health Care Providers Statement - Final.pdf	1/13/2023	Health Care Providers Statement	CCRTA
Health Leave - Final.pdf	12/1/2023	Health Leave	CCRTA
Lost and Found Articles - Revision 2.pdf	1/13/2023	Lost and Found Articles	CCRTA
Red Light and Stop Sign Procedures.pdf	5/24/2019	Red Light and Stop Sign Procedures	CCRTA
Request for Leave - Final.pdf	1/13/2023	Request for Leave	CCRTA
Request Video Pull - Final.pdf	1/13/2023	Video Request Pull Instructions	CCRTA
Retraining.pdf	7/6/2023	Retraining	CCRTA
Return to Work Revised 2-13-18.pdf	1/13/2023	Return to Work	CCRTA
Road Call Report.pdf	12/29/2022	Road Call Report	CCRTA
Street Supervisor Work Schedule - Final.pdf	3/1/2023	Road Monitor Work Schedule	CCRTA

File Name	Revision Date	Document Name	Document Owner
Service Stop Removal or Temporary Closure - Final.pdf	1/13/2023	Service Stop Closure / Removal	CCRTA
Setting up Detours - Final.pdf	1/13/2023	Detour Set Up	CCRTA
Transporting Passengers in Non-Revenue Vehicle - Final.pdf	4/1/2018	Transporting people in a non-revenue RTA vehicle	CCRTA
Utilizing EB Operators - Rev 5-21-19.pdf	5/21/2019	Utilizing Extra Board Operators	CCRTA
Final Procurement Policy. 2019 revised 08-2019).pdf	Aug-2019	Procurement Policy	CCRTA
2023 Policy Book final.pdf	12/3/2023	Employee Handbook	CCRTA
Original Manual 2009.pdf	3/11/2009	Bus Operator's Guidelines	CCRTA
Red Light and Stop Sign Procedures.pdf	5/24/2019	Red Light and Stop Sign Procedures	CCRTA
RTA System Safety Program Plan.doc	Jun-13	System Safety Program Plan	CCRTA
Emergency Preparedness Plan 4-3-24.docx	4/3/2024	Emergency Response Plan	CCRTA
Corpus Christi Regional Transportation Authority, Fleet forward Long-Range System Plan Final Report	12-2022	Fleet Forward Long-Range System Plan 2022	CCRTA
Cover Page (3).pdf	N/A	Instructors Course in Bus Operator Training: Participant Manual	Transportation Safety Institute (TSI)
Tab1 VEH OP Part 1 (3).pdf	N/A	Vehicle Operation: Part 1	Transportation Safety Institute (TSI)
Tab1 VEH OP Part 2.pdf	N/A	Vehicle Operation: Part 2	Transportation Safety Institute (TSI)
Tab1 VEH OP Part 3.pdf	N/A	Vehicle Operation: Part 3	Transportation Safety Institute (TSI)
Tab2 CUST REL Part 1.pdf	N/A	Customer Relations: Part 1	Transportation Safety Institute (TSI)



File Name	Revision Date	Document Name	Document Owner
Tab2 CUST REL Part 2.pdf	N/A	Customer Relations: Part 2	Transportation Safety Institute (TSI)
Tab3 EM MGMT.pdf	N/A	Emergency Management	Transportation Safety Institute (TSI)
Tab4 Operational Procedures .pdf	N/A	Operational Procedures Schedule	CCRTA
Tab5 BUS GUIDE Part 1.pdf	3/11/2009	Bus Operator's Guidelines	CCRTA
6.a1-4_Transit Asset Management Plan MPO.pdf	10/1/2022	Transit Asset Management Plan	CCRTA
June 2021 CCRTA Service Standards.pdf	2021	Fixed Route Service Standards	CCRTA

15. APPENDIX B – Glossary and Acronyms

A. Glossary of Terms

Accident: means an event that involves any of the following: a loss of life; a report of a serious injury to a person; a collision of transit vehicles; an evacuation for life safety reasons; at any location, at any time, whatever the cause.

Accountable Executive (typically the highest executive in the agency): means a single, identifiable person who has ultimate responsibility for carrying out the SMS of a public transportation agency, and control or direction over the human and capital resources needed to develop and maintain both the agency's PTASP, in accordance with 49 U.S.C. 5329(d), and the agency's TAM Plan in accordance with 49 U.S.C. 5326.

Agency Leadership and Executive Management: Those members of agency leadership or executive management (other than an Accountable Executive, CSO, or SMS Executive) who have authorities or responsibilities for day-to-day implementation and operation of an agency's SMS.

Assault on a transit worker: means, as defined under 49 U.S.C. 5302, a circumstance in which an individual knowingly, without lawful authority or permission, and with intent to endanger the safety of any individual, or with a reckless disregard for the safety of human life, interferes with, disables, or incapacitates a transit worker while the transit worker is performing the duties of the transit worker.

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

Corrective Maintenance: Specific, unscheduled maintenance typically performed to identify, isolate, and rectify a condition or fault so that the failed asset or asset component can be restored to a safe operational condition within the tolerances or limits established for in-service operations.

Equivalent Authority: means an entity that carries out duties similar to that of a Board of Directors, for a recipient or subrecipient of FTA funds under 49 U.S.C. Chapter 53, including sufficient authority to review and approve a recipient or sub recipient's PTASP.

Federal Transit Administration (FTA): means the Federal Transit Administration, an operating administration within the United States Department of Transportation.

Hazard: means any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.

Incident: means 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 transit agency.

Injury: means any harm to persons as a result of an event that requires immediate medical attention away from the scene.

Investigation: means the process of determining the causal and contributing factors of an accident, incident, or hazard, for the purpose of preventing recurrence and mitigating risk.

Key staff: means a group of staff or committees to support the Accountable Executive, CSO, or SMS Executive in developing, implementing, and operating the agency's SMS.

Major Mechanical Failures: means failures caused by vehicle malfunctions or subpar vehicle condition which requires that the vehicle be pulled from service.

National Public Transportation Safety Plan (NSP): means the plan to improve the safety of all public transportation systems that receive Federal financial assistance under 49 U.S.C. Chapter 53.

Near-miss: means a narrowly avoided safety event.

Operator of a Public Transportation System: means a provider of public transportation as defined under 49 U.S.C. 5302(14).

Passenger: means a person, other than an operator, who is on board, boarding, or alighting from a vehicle on a public transportation system for the purpose of travel.

Performance Measure: means an expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets.

Performance Target: means a quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time period required by the FTA.

Potential Consequence: means the effect of a hazard.

Preventive Maintenance: means regular, scheduled, and/or recurring maintenance of assets (equipment and facilities) as required by manufacturer or vendor requirements, typically for the purpose of maintaining assets in satisfactory operating condition. Preventive maintenance is conducted by providing for systematic inspection, detection, and correction of anticipated failures either before they occur or before they develop into major defects. Preventive maintenance is maintenance, including tests, measurements, adjustments, and parts replacement, performed specifically to prevent faults from occurring. The primary goal of preventative maintenance is to avoid or mitigate the consequences of failure of equipment.

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

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

Road Calls: means specific, unscheduled maintenance requiring either the emergency repair or service of a piece of equipment in the field or the towing of the unit to the garage or shop.

Safety Assurance (SA): means the process within a transit agency's SMS that functions to ensure the implementation and effectiveness of safety risk mitigation and ensures that the transit agency meets or exceeds its safety objectives through the collection, analysis, and assessment of information.

Safety Event: means an unexpected outcome resulting in injury or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.

Safety Management Policy (SMP): means a transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities of the agency's employees regarding safety.

Safety Management System (SMS): means the formal, 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 hazards and safety risk.

Safety Management System (SMS) Executive: means a CSO or an equivalent.

Safety Objective: means a general goal or desired outcome related to safety.

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

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

Safety Performance Measure: means an expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets.

Safety Performance Monitoring: means 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 SPTs.

Safety Performance Target (SPT): means a quantifiable level of performance or condition, expressed as a value for a given performance measure, achieved over a specified timeframe related to safety management activities.

Safety Promotion (SP): 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: means the composite of predicted severity and likelihood of a potential consequence of a hazard..

Safety Risk Assessment: means the formal activity whereby a transit agency determines SRM priorities by establishing the significance or value of its safety risks.

Safety Risk Management (SRM): means a process within a transit agency's Safety Plan for identifying hazards, assessing the hazards, and mitigating safety risk.

Safety Risk Mitigation: means the activities whereby a public transportation agency controls the probability or severity of the potential consequences of hazards.

Safety Risk Probability: means the likelihood that a consequence might occur, taking as reference the worst foreseeable, but credible, condition.

Safety Risk Severity: means the anticipated effects of a consequence, should the consequence materialize, taking as reference the worst foreseeable, but credible, condition.

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

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

State of Good Repair: means the condition in which a capital asset is able to operate at a full level of performance.

Transit Agency: means an operator of a public transportation system that is a recipient or subrecipient of Federal financial assistance under 49 U.S.C. 5307 or a rail transit agency.

Transit Asset Management (TAM) 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.

Transit Worker: means any employee, contractor, or volunteer working on behalf of the transit agency.

Vehicle Revenue Miles (VRM): means the miles that vehicles are scheduled to or actually travel while in revenue service. Vehicle revenue miles include layover/recovery time and exclude deadhead; operator training; vehicle maintenance testing; and school bus and charter services.

B. Acronyms Used

ADA: Americans with Disabilities Act

ARB: Accident Review Board

ASP: Agency Safety Plan

CAF: Customer Assistance Form

CCRTA: Corpus Christi Regional Transportation Authority

CDC: Centers for Disease Control and Prevention

CEO: Chief Executive Officer

CSO: Chief Safety Officer

FAST Act: Fixing America's Surface Transportation Act

MAP-21: Moving Ahead for Progress in the 21st Century Act

MOU: Memorandum of Understanding

MPO: Metropolitan Planning Organization

NTD: National Transit Database

PTASP: Public Transportation Agency Plans

SA: Safety Assurance

SME: Subject matter expert

SMP: Safety Management Policy

SMS: Safety Management System

SOP: Standard Operating Procedure

SP: Safety Promotion

SRM: Safety Risk Management

SSPP: System Safety Program Plan

TAM: Transit Asset Management

TxDOT: Texas Department of Transportation

VRM: Vehicle Revenue Miles

16. APPENDIX C – Safety Suggestion Form

Figure 5: Web-based Safety Suggestion Form



Read About Policy

One significant way employees can participate in a safety program is to report observed hazards, incidents, accidents or near misses. The safety suggestion website facilitates the ease of reporting events, speeds up the process to ensure that all events receive the appropriate attention and investigation.

All reports are treated as strictly confidential. The reporter may remain anonymous if they choose. However, in many cases, more information may be required; it is preferred that the reporter identify themselves. In other cases, the employee may request feedback on what, if any, action was taken or planned. Employees who choose to remain anonymous will only receive feedback by means of a general notification or other normal communications.

NON-PUNITIVE REPORTING – In accordance with agency guidelines employees who report mishaps, risk exposures, safety hazards, incidents, or accidents will not be subject to disciplinary action by the agency.

Nevertheless, there are exceptions such as the following (which could create or worsen risk exposures):

- Accident or incident that are reported which employees are required to report as part of the Standard Operating Procedure or other agency policies;
- Premeditated or intentional acts of violence against people or damage to equipment/property;
- Actions or decisions involving material negligence which, in the company's judgment, no reasonably prudent employee of relevant training and experience would take; or
- Failure to report safety incident or risk exposures as required by agency operating procedures and/or this policy.

Employees who act irresponsibly in one of these ways remain exposed to disciplinary action. Alternately, employees who make honest mistakes or misjudgments will not be subject to blame provided that they report such incidents in a proper and timely fashion.

Anonymous

☐

Name



Email

Phone

Request feedback

☐ Yes ☒ No

Work Location

Be Specific, include Work Location and Department.

Type

-Select Type-

Safety Issue/Suggestion

Describe Hazard or Safety Suggestion in detail, be sure to include any specific details related to the issue

Where is it happening?

Be Specific, include exact building, room, kitchen, station, stop, street location, include #

When is it happening?

If it is a specific time of day please add this information. "morning rush", "all the time", "weekends" or "3 PM"

What "benefit is expected" if suggestion is implemented?

Explain if the proposal is applied how it may save time, reduce injury or provide a better work environment

Add Images

(Only 2 images are allowed)

Submit



17. Appendix D – Board Approval Documentation

A. Board Minutes or Resolution location

CCRTA's approved ASP minutes are located in the Y: drive in the "Board Documents" folder. Inside, select the "Current Year" folder and open the "Approved Minutes" subfolder. The approval document will be listed alongside the other approved minutes for the year.

18. Appendix E – Infectious Disease Program

CCRTA's top priority is maintaining a safe workplace in the event of an infectious disease outbreak, including COVID-19, seasonal flu, and other public health emergencies when determined by the CDC, State, and local health authorities. Our objectives are to monitor government warnings and information, provide relevant information as timely as possible, and maintain a clean workplace, when necessary, materials and supplies are available. CCRTA will instruct you on your part in the effort and monitor compliance with directives to employees. Furthermore, CCRTA will institute continuity of operation plans to operate our business as effectively and continuously as possible during the outbreak. It is essential for every employee to be informed and engaged in the effort to maintain operations and guard against an outbreak in our offices.

CLEANING: CCRTA is committed to a clean workplace, regularly cleaning objects and common areas, such as bathrooms, breakrooms, conference rooms, door handles, and railings. While you are not expected to clean public areas, please be mindful of using these areas and clean as necessary or communicate with the Facilities Building Manager when additional cleaning may be required. The Executive Management Team (the "EMT") will be designated to monitor and coordinate events around an infectious disease outbreak and create additional work rules that could be implemented to promote safety through infection control.

VACCINATION: CCRTA encourages all its employees to vaccinate against COVID-19 and the seasonal FLU. Furthermore, CCRTA provides employees with an onsite health professional to administer the influenza vaccine.

Facial Mask: The Centers for Disease Control and Prevention have shown that masks significantly reduce the spread of Infectious Diseases. At CCRTA, wearing a mask is optional unless mandated by a governing agency.

Hand Sanitizing Stations: Hand sanitizing stations have been set up throughout our facilities and added to our revenue vehicles. This new practice allows employees and customers the opportunity to sanitize their hands between washings.

Filtration: The Facility Building Manager ensures all CCRTA buildings utilize MERV-13 filters, which trap 98% of airborne particles as small as .3 microns. Most of CCRTA's buses are retrofitted with UV lighting installed on the return air system, which runs continuously while the engine is on.

Additional Cleaning Efforts: Each night all revenue buses are disinfected. In addition, a deacon station has been established to combat any vehicles that come in contact with COVID or any other biohazard.

Lastly, CCRTA will utilize its Safety Risk Management process to identify mitigations related to exposure to Infectious diseases safely.

19. Appendix F – Safety Risk Reduction Program Mitigations

CCRTA is transitioning to new buses equipped with Rosco Collision Avoidance technology and advanced blind spot detection, which helps detect pedestrians and cyclists, thereby enhancing safety.

To protect CCRTA staff from potential harm, we have implemented a comprehensive set of measures aimed at reducing the risk of assaults and ensuring a secure environment for both operators and customers. These mitigations include the following:

Operator Protective Barriers:

To enhance protection, all new CCRTA buses will be equipped with a Lexen Polycarbonate sheet grade protective barrier shield. These barrier shields are:

- Flame retardant & MAR resistant
- Provide extremely high impact strength
- Dual hard coated surface & graffiti resistance

Security Services:

CCRTA has placed security guards and police officers at all transfer stations seven days a week to provide support and ensure a safe environment. To further safeguard both operators and customers, police and security personnel are deployed on buses seven days a week. In addition, the CCRTA has established a security rover service in the mornings and a police officer rover service in the afternoons until closing, providing further security throughout the day.

Video and Audio Cameras:

Each bus is equipped with both video and audio surveillance cameras, covering both the interior and exterior to monitor and deter any incidents. Our larger buses are outfitted with a total of eleven cameras, while our paratransit fleet is equipped with eight cameras.

De-Escalation Refresher Training:

CCRTA prioritizes the safety and professionalism of all our employees. That's why we ensure that all operators and maintenance personnel receive a refresher course in de-escalation training. This refresher training equips them with the skills and techniques necessary to manage challenging situations and maintain a calm and safe environment for both operators and customers.