RoadRUNNER Transit

Agency Safety Plan

Version Number and Updates			
Version Number	**Section / Pages Affected**	**Reason for Change**	**Date Issued**
1		New Document	12/22/2020

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1. Transit Agency Information

Transit Agency Name	The City of Las Cruces RoadRUNNER Transit
Transit Agency Address	300 W. Lohman Ave, Las Cruces, NM 88001
Name and Title of Accountable Executive	Ifo Pili, City Manager The Accountable Executive meets the requirements in 49 CFR § 673.5 and $673.23(d)(1). Please see the Roles and Responsibilities of the Accountable Executive in Section 4-Safety Management Policy.
Name and Title of SMS Manager	Mike Bartholomew, Transit Administrator
Name and Title of Chief Safety Officer	Carl Conley, City Risk Manager The Chief Safety Officer meets the requirements of § 673.5 and $673.23(d)(2). Please see the Roles and Responsibilities of the Chief Safety Officer in Section 4-Safety Management Policy.

Mode(s) of Service Covered by This Plan	Fixed-Route and Dial-A-Ride	**List All FTA Funding Types: (e.g., 5307, 5310, 5311)**	Section 5307 and 5339

Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)	**Fixed-Route Bus:** Directly Operated **Dial-A-Ride:** Directly Operated. Dial-A-Ride offers both ADA-mandated complementary paratransit and senior transportation.

Does the agency provide transit services on behalf of another transit agency or entity?	NO	**Description of Arrangement(s)**	N/A

Name and Address of Transit Agency(ies) or Entity(ies) for Which Service Is Provided	N/A

System Description

History

In May 1985, the City of Las Cruces City Council passed a resolution (85-177), invoking the State of New Mexico's Municipal Transit Law (3-52-1 to 5-52-13 NMSA 1978). The City was previously contracting with a private franchisee to provide this service. This legislation approved a Short-Range Public Transportation Improvement Program, which recognized these facts:

- General transportation of persons is necessary and convenient.
- Privately owned public transportation facilities in operation are inadequate.
- It is impossible for existing franchise operators to render necessary service with adequate resulting return on the investment of capital.
- Assignment of the existing franchise by the holder or release thereof, granting the new franchise by the city will not afford adequate service.

Beginning in July 1985, the City Council approved a series of resolutions establishing the City's Transit Department to purchase equipment, and plan the implementation of a City-operated transit service. The first service rolled out on April 21, 1986. The service was formally designated as the Las Cruces Area Transit (LCAT), but from the beginning, it was branded as RoadRUNNER Transit.

Governing Body

The City of Las Cruces' RoadRUNNER Transit is governed by the Las Cruces City Council, consisting of six council districts represented by an elected councilor and mayor who represents the entire City. The Las Cruces City Manager is a council form of government. The City Manager is responsible for implementing all aspects of the service as directed by City Council. In 1986 the City Council also established by ordinance (0705 and 1651) and an Area Transit Advisory Board (TAB). The TAB consists of seven representatives who represent Senior Citizens, At-large City residents (2 positions), ADA, Business, New Mexico State University (NMSU), and Doña Ana Community College (DACC). All members must be City residents, except the representatives from NMSU and DACC may be residents of the county. The Transit Administrator is an ex-officio non-voting member and there is a non-voting staff member from the Mesilla Valley Metropolitan Planning Organization. TAB members are appointed by the Mayor with the advice and consent of City Council to 4-year terms. The Mayor also designates a member of City Council as a non-voting member to the TAB. The duties of the TAB are to review the operations of the transit program and make recommendations to the transit administrator for system improvements; serve as a resource group on transit issues; and encourage support and use of the transit system.

Description

The City of Las Cruces RoadRUNNER Transit is small urban system and provides the greatest level of public transit service to the area. The service area includes the City of Las Cruces, the Town of Mesilla and the New Mexico State University campus. RoadRUNNER Transit operates 8 routes, from 6:30 a.m. to 10:30 p.m. Monday through Friday and from 9:30 a.m. to 6:00 p.m. on Saturdays. Two routes are on 30-minute headways, and the remaining 6 are on 60-minute headways. RoadRUNNER Transit also has a contract with NMSU to provide two routes on the NMSU campus. One route is on a 10-minute headway and operates only during the regular semesters, the other route operates year around on a 20-minute headway. Also, there is an agreement between the City of Las Cruces and the Town of Mesilla that helps to partially fund the segment of one route that serves the town. There are 13 buses in peak fixed-route service.

When the COVID-19 pandemic began in March 2020, service hours were changed to 7:30 a.m. to 5:30

p.m. Monday through Saturday. Due to the severity of the pandemic, many drivers had to take COVID_19 related leave, leaving the section with insufficient numbers of drivers to operate at full service level. When conditions allow and there are sufficient drivers, the full level of service will resume.

RoadRUNNER's Dial-A-Ride provides service to individuals with qualifying disabilities and to senior citizens ages 60 and older. There are 20 buses in the fixed route fleet and 20 vehicles in the Dial-A-Ride service. The fleet is currently fueled with diesel and gasoline, but the City is transitioning to battery-electric buses, the first to be expected in late 2022. Annual fixed-route ridership is between 500,000 and 600,000 trips; annual Dial-A-Ride Ridership is between 50,000 and 55,000 trips.

City of Las Cruces RoadRUNNER Transit Leadership
RoadRUNNER Transit is a Section within the City's Quality of Life (QOL) Department, which also includes Senior Programs, Museums, and Libraries. A Transit Administrator oversees RoadRUNNER Transit fixed-route and Dial-A-Ride operations. The Transit Administrator reports to the QOL Director, who reports to the Assistant City Manager Chief Operating Officer, who reports to the City Manager. Although the Transit Section fully funds the Transit Maintenance operations, which have staff fully dedicated to transit operations, the City's Fleet Section supervises transit maintenance staff. The Fleet Section reports to the City's Chief Budget Officer. The City Manager is the Accountable Executive for both the Transit Asset Management Plan and this Agency Safety Plan (ASP). The Chief Safety Officer is the Administrator of the City's Risk Section, which is within the Legal Department. The Transit Administrator is the SMS Manager.

Goals
The overall operational safety goals for RoadRUNNER Transit are:
- Provide a level of service that meets, if not exceeds, industry standards.
- Identify, eliminate, minimize, and control safety hazards and their associated risks.
- Comply with the applicable requirements of regulatory agencies.

Agency Safety Plan and Safety Management System (SMS)
RoadRUNNER Transit developed this safety plan to comply with 49 CFR Part 673, the PTASP regulation. This plan also serves as an "SMS user's manual" that guides RoadRUNNER Transit in the successful implementation and operation of its SMS. As it pertains to this plan, "Agency" refers to the City of Las Cruces RoadRUNNER Transit.

The FTA defines SMS as:
> "The formal, top-down, organization-wide approach to managing safety risk and assuring the effectiveness of a transit agency's safety risk mitigation. SMS includes systematic procedures, practices, and policies for managing risks and hazards."

Furthermore, SMS is a comprehensive, collaborative approach that brings management and labor together to build on the transit industry's existing safety foundation to control risk better, detect and correct safety problems earlier, share and analyze safety data more effectively, and measure safety performance more carefully.

RoadRUNNER Transit's SMS has four distinct components, which are discussed in subsequent sections of this safety plan:
- Safety management policy

- Safety risk management
- Safety assurance
- Safety promotion

2. Plan Development, Approval, and Updates

The City of Las Cruces/RoadRUNNER Transit Agency Safety Plan addresses all applicable requirements and standards as set forth in the Federal Transit Administration's (FTA) Public Transportation Safety Program and the National Public Transportation Safety plan.

Name of Entity that Drafted this Plan	The City of Las Cruces RoadRUNNER Transit and Risk Management Staff	
Signature by the Accountable Executive	**Signature of the City Manager as Accountable Executive**	**Date of Signature**
		11/18/20
Approval by the Board of Directors or an Equivalent Authority	**Name of Entity that Approved**	**Date of Approval**
	Las Cruces City Council	12/21/2020
	Relevant Documentation (title and location)	
	Las Cruces City Council Resolution 21-093: A Resolution Approving The RoadRUNNER Transit Public Transportation Agency Safety Plan (PTASP). On file with the City Clerk and at the RoadRUNNER Transit Section.	
Certification of Compliance	**Name of Individual/Entity that completed Certification Documentation**	**Date of Certification**
	Michael Bartholomew/City of Las Cruces	12/23/2020
	Relevant Documentation (Title and Location)	
	This plan is on file with the City Clerk and the RoadRUNNER Transit Section.	

Annual Review and Update of the Public Transportation Agency Safety Plan
This RoadRUNNER Transit Agency Safety Plan and its safety performance targets are jointly reviewed by the SMS Manager and the Chief Safety Officer by July 1st of each year and updated if needed. If any changes are made to the plan, the Accountable Executive will review and approve the changes, sign the new ASP, and forward it to the Las Cruces City Council for final review and approval.

3. Safety Performance Targets

Safety Performance Targets							
The targets listed below are based on reviews of the previous five years of RoadRUNNER Transit safety performance data.							
Mode of Transit Service	Fatalities (total)	Fatalities (per 100 thousand VRM)	Injuries (total)	Injuries (per 100 thousand VRM)	Safety Events (total)	Safety Events (per 100 thousand VRM)	System Reliability (VRM /major failures)*
Fixed Route	1	0.4	16	6.4	100	40	43006
Dial-A-Ride	0	0	8	3.2	67	26.8	44402

*The City is a Reduced Reporter for National Transit Database (NTD) and does not report major mechanical failures to the NTD. The safety performance target for System Reliability reflects maintenance work order records from the City's FY2020, by mode, indicating major mechanical failures. The total vehicle revenue miles (VRM) by mode for FY2020 is then divided by the major mechanical failures by mode to derive an average distance between major mechanical failures. As data for major mechanical failures is gathered in subsequent fiscal years, the years will be averaged until we reach five years of data. Following the fifth year, a five-year running average will be used. In the event the City becomes a full NTD reporter, the target will be tied to major mechanical failures reported to NTD.

Safety Performance Target Coordination		
On behalf of the RoadRUNNER Transit Accountable Executive, the SMS Manager shares its safety performance targets with the Mesilla Valley Metropolitan Planning Organization (MPO) each year after its formal adoption by the Las Cruces City Council. The SMS Manager also provides a copy of our formally adopted Safety Plan, including safety performance targets, to the New Mexico Department of Transportation (NMDOT). RoadRUNNER Transit personnel are available to coordinate with NMDOT and the MPO in the selection of NMDOT and MPO safety performance targets upon request.		
Targets Transmitted to the State	State Entity Name	Date Targets Transmitted
	New Mexico Department of Transportation	12/23/2020
Targets Transmitted to the Metropolitan Planning Organization(s)	Metropolitan Planning Organization Name	Date Targets Transmitted
	Mesilla Valley Metropolitan Planning Organization	12/23/2020

4. Safety Management Policy

RoadRUNNER Transit Safety Management Policy Statement (SMPS)

To all RoadRUNNER Transit Staff, City Risk Management Staff, and other select City Staff:

RoadRUNNER Transit developed a Public Transportation Agency Safety Plan (PTASP) in accordance with the Federal Transit Administration (FTA) final rule 49 CFR Part 673. This rule requires the development of a uniform system of public transit safety management, called the Safety Management System (SMS). As the City Manager, I am the Accountable Executive as specified under the new regulations. Ultimately, I am responsible to ensure the successful implementation of the new safety standards are upheld throughout our organization.

To facilitate this process, I will support the efforts to integrate this Policy Statement. This document will serve as a guiding beacon as we adopt and follow the federal safety guidelines.

Safety has always been a core value of RoadRUNNER Transit, and managing safety is a core business commitment for our agency. RoadRUNNER Transit is committed to developing, implementing, maintaining, and continuously improving our daily practices to ensure the safety of our customers, employees, contractors, and the public. RoadRUNNER Transit will use the safety management processes to guide the prioritization of safety and allocate our organizational resources (such as people, funding, and technology) to integrate into our everyday operations. We aim to develop and support a robust safety culture and achieve the highest levels of safety performance set forth by the FTA.

RoadRUNNER Transit is committed to the following core capacities:

Executive Commitment to Safety—Executive Management will lead the development of an organizational culture that promotes safe operations. We will provide appropriate resources to support the PTASP development by fostering and ensuring safe practices, improving procedures when needed, and encouraging effective employee safety reporting and communication. RoadRUNNER Transit will keep every executive, manager, and employee accountable for our priority of safe operations.

Communication & Training—Employee engagement is crucial to a functioning SMS. Communication systems have been developed and fine-tuned to enable greater awareness of RoadRUNNER Transit's safety objectives, performance targets, and ongoing safety communication throughout every level of our organization. All levels of management must proactively engage employees, and continuously work to keep the lines of safety communication simple, honest, and open. All employees are made aware of the importance of RoadRUNNER Transit's SMS and trained in any new or improved safety reporting procedures.

Responsibility & Accountability—All employees, managers, and contractors are responsible for delivering safe and quality transit services that represent RoadRUNNER Transit's performance standards. Each manager will take an active role in the SMS process and ensure that the Safety Assurance functions are supported and advocated. Managers are also responsible for ensuring that Safety Risk Management is being performed in their operational areas of control to assure that the safety risk associated with identified safety hazards is assessed and mitigated. Safety performance is an important part of annual performance evaluations for all RoadRUNNER Transit employees and managers. Risk Management

generates reports by employee that supervisors can use during the evaluation.

Employee Reporting—We instituted a safety reporting program as a viable tool for employees to clearly voice their safety concerns. All frontline employees are responsible for utilizing this program as part of the SMS. No action is taken against any employee who communicates a safety condition through the RoadRUNNER Transit safety reporting program unless such disclosure indicates the following: an illegal act, gross misconduct or negligence, a deliberate or willful disregard of RoadRUNNER Transit rules, policies, and procedures.

Performance Monitoring & Measurement—RoadRUNNER Transit will establish realistic measures of safety performance and safety performance targets to ensure our continuous improvement. A team of our employees representing different crafts within the organization, will work together with management to verify that the resulting safety risk mitigations are appropriate, helpful, and effective.

Review & Evaluation—RoadRUNNER Transit will measure our SMS performance by analyzing our key safety performance indicators, reviewing inspections, and evaluating our corrective action reports. These activities become the basis for revising or developing safety objectives, safety performance targets, and the overall Agency Safety Plan with the goal of continuous, effective safety improvements. The Agency Safety Plan is a living document and frequently monitored for applicability and functionality.

Thank you for your full cooperation in building a safer workplace for all of our employees and customers.

Sincerely,

City Manager/Accountable Executive
City of Las Cruces

Safety Management Policy Communication

A paper copy of this SMSP is distributed to each transit-funded employee, including Transit Maintenance in the City's Fleet Section and Risk Management, as well as obtaining a signature of receipt to acknowledge receipt of the Safety Management Policy Statement (SMPS). The SMPS is also posted on bulletin boards within the facility along with a link posted on the RoadRUNNER Transit website and to Transit SharePoint files. A paper copy of this policy is also distributed to new transit-funded and Risk Management employees.

Authorities, Accountabilities, and Responsibilities

Roles and Responsibilities of the Accountable Executive
The City of Las Cruces' RoadRUNNER Transit Accountable Executive is the City Manager and has ultimate responsibility for carrying out the Agency Safety Plan. The Accountable Executive has ultimate control and issues final direction over the financial, human and capital resources needed to develop and maintain this Agency Safety Plan.

The Accountable Executive is accountable for ensuring that RoadRUNNER Transit effectively implements its SMS throughout the agency and addresses SMS substandard safety performance. The Accountable Executive is responsible for signing SMS implementation planning documents and endorsing SMS implementation team membership.

The Accountable Executive may delegate specific responsibilities, but the ultimate accountability for RoadRUNNER Transit safety performance cannot be delegated and always rests with the Accountable Executive.

RoadRUNNER Transit's Accountable Executive's role includes, but is not necessarily limited to:
- Decision-making about human and capital resources needed to support asset management, SMS activities, and capital investments.
- Maintaining the Transit Asset Management (TAM) Plan.
- Signing SMS implementation planning documents, and ensuring that SMS is effectively implemented throughout RoadRUNNER Transit's public transportation system.
- Ensuring action is taken to address substandard performance in RoadRUNNER Transit's SMS.
- Endorsing SMS implementation team membership.
- Providing periodic updates on safety performance.

Roles and Responsibilities of the SMS Manager
The SMS Manager, in conjunction with the Chief Safety Officer, supports the Accountable Executive in developing, implementing, and operating RoadRUNNER Transit's SMS. The SMS Manager reports directly to the Accountable Executive for matters involving SMS.

The SMS Executive's role includes:
- Jointly developing SMS policies and procedures.
- Jointly overseeing the implementation and operation of the SMS.
- Jointly developing and maintaining SMS documentation.
- Jointly directing hazard identification and safety risk assessment.
- Jointly monitoring safety risk mitigation activities.
- Jointly monitoring SMS-related performance.
- Jointly planning safety management training.
- Jointly ensuring safety communication.
- Other duties as assigned or deemed necessary.

Roles and Responsibilities of the Chief Safety Officer

The Chief Safety Officer, in conjunction with the SMS Manager, supports the Accountable Executive in developing, implementing, and operating RoadRUNNER Transit's SMS. The Chief Safety Officer reports directly to the Accountable Executive for matters involving SMS.

The Chief Safety Officer's role includes:
- Jointly developing SMS policies and procedures.
- Jointly overseeing the implementation and operation of the SMS.
- Jointly developing and maintaining SMS documentation.
- Jointly directing hazard identification and safety risk assessment.
- Jointly monitoring safety risk mitigation activities.
- Jointly monitoring SMS-related performance.
- Jointly planning safety management training.
- Jointly ensuring safety communication.
- Other duties as assigned or deemed necessary.

Agency Leadership and Executive Management Roles

Agency leadership and executive management have authorities and responsibilities for the day-to-day implementation and operation of the agency's SMS.

Independent of the Accountable Executive, SMS Manager, and Chief Safety Officer, RoadRUNNER Transit Leadership and Executive Management include:
- Transit and Fleet Section Supervisors
- Transit Training Coordinator
- City Risk Management Supervisor
- Fleet Manager
- Building Managers
- City Council
- Transit Advisory Board (TAB)

The Agency Leadership and Executive Management are responsible for the following accountabilities and responsibilities of this plan. Their roles include, but are not necessarily limited to:
- Overseeing the implementation and operation of RoadRUNNER Transit's SMS within the functions for which they have responsibility;
- Providing input into the allocation of resources to accomplish the goals and objectives of the agency safety plan;
- Providing oversight and maintaining compliance with the Agency Safety Plan; and
- Modifying policies consistent with the implementation of the Agency Safety Plan.

Key Staff Roles
RoadRUNNER Transit Key Staff has the following accountabilities and responsibilities within this plan. Their roles include, but are not necessarily limited to:

- Assisting the Accountable Executive, SMS Manager, and Chief Safety Officer in developing, implementing, and operating the SMS. Based on responsibilities and expertise, Key Staff assist in hazard identification, safety risk assessment, safety risk mitigation, safety performance monitoring, safety performance measurement, safety training, and safety communication activities.

- Key staff plays a significant role as subject matter experts in hazard identification, safety risk assessment, safety risk mitigation, and safety performance monitoring activities.

- Key staff functions that bring experience and expertise to bear on SMS activities include:
    - Managers
    - Supervisors, including Transit and Fleet Transit Supervisors
    - Scheduler/Dispatchers and Customer Service Representatives
    - Bus Operators
    - Vehicle Mechanics, Vehicle Service Workers, and Service Attendants
    - City Risk Management staff
    - Other skilled professionals as needed.

- **Transit Safety Meetings:** Transit will conduct monthly Safety Meetings where non-supervisory staff are able to discuss safety issues freely with a City Risk Specialist. During these meetings, we discuss potential hazards and strategies to mitigate the consequences of those hazards. The Risk Specialist reports to Transit supervisors topics covered and safety concerns brought up.
- **Management:** Mangement and Supervisors meet daily to discuss safety issues and concerns. Non-supervisory staff are briefed daily regarding safety issues and concerns.
- **Transit Safety Committee:** The committee holds meetings once a month. A Microsoft Outlook calendar reminder is made to determine time, place, and date. A sign-in sheet is used to record attendance. Topics of previous meetings are discussed to see if they have been resolved or need additional attention. New topics and what needs to be done to resolve them are discussed. Time is given for any other additional concerns or suggestions. The committee will consist of no less than one person representing the different transit functions and Risk Management staff, The committee will include supervisory and non-supervisory staff.

Documentation of Authorities, Responsibilities, and Accountabilities
RoadRUNNER Transit identifies and documents all the SMS-related organizational accountabilities and responsibilities, and this documentation is available to the SMS Manager on RoadRUNNER Transit's SMS SharePoint site.

Employee Safety Reporting Program

RoadRUNNER Transit has established and implemented a formal safety reporting program that allows its employees to voluntarily report any safety issues, conditions, or concerns they may see during their day-to-day delivery of transit services. This voluntary safety reporting program is separate from RoadRUNNER Transit mandatory reporting requirements for accidents and incidents.

The Employee Safety Reporting Program (ESRP) provides protections for employees who report safety issues, concerns, or conditions and ensures that discipline will not be applied, and employees have protection against reprisal or any other adverse action for reporting a safety issue, concern, or condition. Employees who report safety issues, concerns, and conditions are also generally protected under Occupational Safety and Health Administration whistleblower protections.

The ESRP also describes employee behaviors that are not protected under the program and may result in disciplinary action, such as an employee engaged in an illegal act, committed gross negligence, or deliberately or willfully disregarded regulations or RoadRUNNER Transit procedures.

The ESRP clarifies:
- What to report, what not to report, and how to report.
- What managers should do when employees report safety concerns.
- How reports are documented.
- How employees will receive feedback about the results of their reports.

The reporting system is simple to use and available to all RoadRUNNER Transit employees. RoadRUNNER Transit's ESRP addresses the following:
- Who is responsible for developing and managing the employee safety reporting program.
- Timely response to employee safety reports.
- How the agency provides feedback to employees on the action(s) taken to address the reported safety issue, condition, or concern.
- Investigation of reported safety issues, conditions, or concerns for causal or contributing factors.
- How the transit system documents and reviews safety issues, conditions, or concerns to determine if a hazard exists.
- If the issue is determined to be a hazard, how the hazard is then entered into the safety risk management process.

RoadRUNNER Transit is committed to providing feedback to its employees who report a safety issue, condition, or concern. This feedback is provided either directly in a one-on-one conversation or through the safety meeting platform. The feedback addresses what, if any action, was or will be taken to address the reported safety issue, condition, or concern.

Forms are available in the driver's room located at the bus yard. The Driver Report Form allows employees to fill out and report any safety issues, conditions, or concerns. A Safety Issue Log was also created for employees who report issues or concerns over the two-way radio. Transit staff who receive these reports are responsible for logging in the report and initiating the SMS process. There is also the ability for each employee to email a safety issue, concern, or condition directly to management. If an employee does not have access to email, they can anonymously call the City's Employee Safety

Reporting Hotline at 575-528-3660. Any safety issues, conditions, or concerns will be logged, and management is immediately informed via email. The general public can also utilize email via, Ask Las Cruces feature on the City of Las Cruces website; the Ask Las Cruces system will direct transit-related publicly emailed concern to Transit supervisors for action.

A description of the ESRP is on file in the Accountable Executive's office and at RoadRUNNER Transit Headquarters. The ESRP is distributed to all current employees during the training provided on employee safety reporting and new employees during their new-hire orientation.

5. Safety Risk Management (SRM)

RoadRUNNER Transit uses the SRM process as a primary method to ensure the safety of our operations, passengers, employees, vehicles, and facilities. It is a process wherein hazards and their consequences are identified, assessed for potential safety risk, and resolved in a manner acceptable to RoadRUNNER Transit leadership. Our SRM process allows us to carefully examine what could cause harm, determine whether we have taken sufficient precautions to minimize the harm, or if further mitigations are necessary.

The SMS Manager, in partnership with the Chief Safety Officer, leads the SRM process to identify hazards and consequences, assess the safety risk of potential consequences, and mitigate the safety risk. The results of the SRM process are documented in the Hazard Log.

The SRM process applies to all elements of the system, including operations, maintenance, facilities, vehicles, personnel recruitment, employee training, and supervision.

Overall, the RoadRUNNER Transit SRM process includes the following steps that are carried out under the guidance of the SMS Manager, supported by the Chief Safety Officer, with input from appropriate subject matter experts:
- Identify hazards
- Identify the potential consequences of each hazard
- Evaluate consequences in terms of probability and severity
- Prioritize risk using our formal risk matrix
- Communicate prioritized risk to the Accountable Executive
- Create safety risk mitigations to eliminate or reduce the effects of a hazard and request the Accountable Executive's approval, if needed.
- Implement the mitigation
- Create a strategy for monitoring mitigation effectiveness

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

Safety Hazard Identification
All subsequent safety risk management activities are contingent on effectively identifying sources for hazard identification and the processes to obtain information on hazards.

RoadRUNNER Transit has developed methods and processes to identify hazards and consequences of the hazards. RoadRUNNER Transit considers, as a source for hazard identification, data and information provided by City Management and the City Council, the FTA, and NMDOT. RoadRUNNER Transit also

considers the results of its asset condition assessments when performing safety hazard identification activities through its SMS. The results of the condition assessments and safety risk management activities help inform RoadRUNNER Transit's determination as to whether an asset meets the state of good repair standards under 49 CFR Part 625.

The SMS Manager, in coordination with the Chief Safety Officer, is responsible for overseeing and facilitating RoadRUNNER Transit's hazard identification process. The SMS Manager is also responsible for documenting identified hazards and ensuring that subject matter experts identify the potential consequences of those hazards. Information related to hazard identification and consequence determination is stored in a Hazard Log for documenting all identified safety hazards and the subsequent activities related to addressing those hazards. The SMS Manager and the Chief Safety Officer ensure RoadRUNNER staff maintain the Hazard Log, and they make this information available to the Accountable Executive regularly.

The safety hazard identification process helps RoadRUNNER Transit identify hazards and potential consequences in the operation and maintenance of the system. Hazards are identified through a variety of sources, including:
- Employee Safety Reporting
- Review of Vehicle Camera Footage
- Review of Monthly Performance Data Sheets
- Observations from Supervisor
- Operator-Supervisor daily meetings
- Maintenance Reports
- Comments from Customers and Passengers
- Employee Safety Meetings
- Manager and Supervisor Safety Meetings
- Results of audits and inspections of vehicles and facilities
- Results of training assessments
- Results of internal safety audits
- Investigations into safety and security events, incidents, and occurrences,
- CSR Desk;
- Tyler 311 reporting; and
- FTA, the New Mexico Department of Transportation, and other oversight authority agencies.

The SMS Manager, in coordination with the Chief Safety Officer, reviews these sources for hazards and documents them in the Hazard Log.

Hazards identified during reviews of the RoadRUNNER Transit operations and maintenance, results of audits and observations, and information received from FTA, New Mexico Department of Transportation, and other oversight authorities, including the National Transportation Safety Board, are also entered into the Hazard Log.

The SMS Manager or Chief Safety Officer may conduct further analysis of hazards and consequences entered into the Safety Risk Register 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, the SMS Manager or Chief Safety Officer may:
- Reach out to the reporting party, if available, to gather all known information about the reported hazard.
- Conduct a walkthrough of the affected area, 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 association with or technical knowledge relevant to the reported hazard.
- Review any previously reported hazards of a similar nature.
- Evaluate any tasks or processes associated with the reported hazard.

Any identified hazard that poses a real and immediate threat to life, property, or the environment is immediately brought to the attention of the Accountable Executive and addressed through the SRM process for safety risk assessment and mitigation. This signifies the belief that immediate intervention is necessary to preserve life, prevent major property destruction, or avoid harm to the environment that would constitute a violation of the Environmental Protection Agency or NMDOT environmental protection standards.

RoadRUNNER Transit involves subject matter experts in safety hazard identification processes by matching the experience and expertise of the individual(s) with the type of hazard to be analyzed. For example, if the hazard is operations related, then the primary subject matter experts will be from operations; if the hazard is vehicle maintenance related, that type of hazard requires vehicle maintenance expertise and skills.

Determination of the potential consequences of hazards drives our safety risk assessment activities. Hazards in and of themselves do not cause damage. It is the consequences of hazards that cause injuries, death, property destruction, environmental harm, or impair the ability of a transit provider to deliver transit services. RoadRUNNER Transit subject matter experts identify the potential consequences of hazards, keeping in mind that a single hazard could have many potential consequences. Each potential consequence is identified and recorded.

The SMS Manager and Chief Safety Officer are responsible for ensuring that the documentation of hazards and consequences is taking place.

Safety Risk Assessment

RoadRUNNER Transit and City Risk Management established processes to assess the safety risk associated with identified safety hazards. These safety risk assessment processes include an assessment of the likelihood and severity of the consequences of the hazards, including existing mitigations and prioritization of the hazards, based on the safety risk.

Assessing the likelihood and severity of hazard consequences is the first step in prioritizing safety risk.

RoadRUNNER Transit and City Risk Management have established procedures for assessing the safety risk of the consequences of identified safety hazards and prioritizing the hazards based on this safety risk. The agency assesses safety risk in terms of likelihood (the probability of a consequence occurring) and severity (the seriousness of a consequence, if it does occur). A color-coded safety risk index provides a rating system to use with a assessment matrix to prioritize the safety risk. The assessment matrix helps us to determine the probability and severity of consequences and allows for prioritization of safety risks. Appendix E provides a copy of the safety risk assessment matrix used by RoadRUNNER Transit.

RoadRUNNER Transit and City Risk Management choose subject matter experts to involve in safety risk assessments by matching the experience and expertise of subject matter experts with the type of hazard under assessment. This assessment is carried out under the guidance of the SMS Manager or Chief Safety Officer using the RoadRUNNER Transit safety risk assessment matrix.

Safety risk prioritization is linked to safety risk mitigation creation. Prioritizing our safety risk provides the Accountable Executive with the information needed to make decisions about resource application. It helps RoadRUNNER Transit apply its limited time, financial, and human resources to the highest priority transit safety risk. The Accountable Executive is the ultimate decision-maker on applying resources to mitigate high priority transit safety risk.

City Risk Management also uses Incident Hazard Analysis to evaluate consequences.

Safety Risk Mitigation

Developing safety risk mitigations to proactively reduce the agency's safety risk is the culmination of the safety risk management process. RoadRUNNER Transit has established processes to identify mitigations or strategies necessary, as a result of its safety risk assessment activities, to reduce the likelihood and severity of its consequences. The SMS Manager and the Chief Safety Officer are responsible for guiding and overseeing the subject experts during the risk mitigation process at RoadRUNNER Transit. Safety risk mitigations requiring additional resources or changes in agency policy are approved by the Accountable Executive.

RoadRUNNER Transit and City Risk Management established procedural steps for creating safety risk mitigations to address the potential consequences of its prioritized risk. The steps include how RoadRUNNER Transit and City Risk Management determine when safety risk mitigation is necessary, and the job function(s) or position(s) that is(are) responsible for creating mitigations. RoadRUNNER Transit and City Risk Management understand that the goal of a mitigation is to reduce assessed safety risk to an acceptable level. It is unrealistic that a transit operation can assume that it will be able to eliminate all safety risk.

RoadRUNNER Transit and City Risk Management safety risk mitigation steps include:
- Examining the consequences of hazards and their probability and severity
- Develop strategies to reduce the probability and/or severity of those consequences
- Ensure the strategy can be implemented with available resources
- Turn the strategy into a mitigation plan
- Put the mitigation plan into place
- Create a plan for monitoring the effectiveness of the mitigation

After creating a safety risk mitigation that may have involved subject matter expertise, RoadRUNNER Transit and City Risk Management develop and document a strategy for implementing the mitigation. These implementation strategies include:

- Who is responsible for implementing the mitigation.
- Where the mitigation will reside within agency activities.
- How the mitigation will be implemented.
- How long implementation should take.

RoadRUNNER Transit and City Risk Management need to know that its mitigations are working. When we develop a mitigation, we also define and document the way the mitigation will positively impact safety performance so we can then monitor whether that positive impact is taking place, and if the mitigation is effective. Under the guidance of the SMS Manager and the Chief Safety Officer, the subject matter experts involved in creating a safety risk mitigation also decide on the best ways to monitor the effectiveness of the mitigation. This includes developing, documenting, and monitoring strategies. RoadRUNNER Transit and City Risk Management have strategies for monitoring the effectiveness of mitigations. These strategies provide consistency in monitoring activities, regardless of whether the mitigation is implemented in operations, maintenance, or administration.

RoadRUNNER Transit and City Risk Management understand that successful mitigation implementation and monitoring activities depend on having a process for how it will formally communicate mitigation and monitoring strategies to operations, maintenance, or administration staff who will implement and monitor the mitigations. This process is documented. This communication is a cross-functional ownership in SMS processes since employees who create the mitigations may not be the same employees that implement and monitor the mitigations.

Strong documentation of safety risk mitigations feeds safety performance monitoring. RoadRUNNER Transit and City Risk Management established and documented how it will record all of its various safety risk mitigation activities and their outcomes. Safety risk mitigation documented processes and records of safety risk mitigation activities are on file at RoadRUNNER headquarters and with City Risk Management.

6. Safety Assurance

RoadRUNNER Transit has established processes to:
- Monitor its operations for compliance with and sufficiency of its policies and procedures.
- To ensure that it is performing maintenance which is consistent with RoadRUNNER Transit's ability to safely meet its operational requirements and in compliance with all safety policies and procedures.
- Monitor its operations to identify any safety risk mitigations that may be ineffective, inappropriate, or not implemented as intended.
- Conduct investigations of safety events to identify causal factors.
- Monitor the effectiveness of its employee safety reporting program.

Safety Performance Monitoring and Measurement

RoadRUNNER Transit has many processes in place to monitor its entire transit system for compliance with operations and maintenance procedures, including:
- Safety audits
- Informal inspections
- Regular review of on-board camera footage to assess drivers and specific incidents.
- Investigation of safety occurrences.
- Safety review before the launch or modification of any facet of service.
- Daily data gathering and monitoring of data relating to the delivery of service.
- Regular vehicle inspections and preventative maintenance.

Results from the above processes are compared against recent performance trends, both quarterly and annually, to determine where corrective actions need to occur. The SMS Manager and Chief Safety Officer ensure that any identified non-compliant or ineffective activities, including any resulting mitigations, are entered back into the SRM process for reevaluation.

Operations Monitoring
The SMS Manager and Operations Supervisors are responsible for ensuring and documenting the system's compliance with sufficiency of its operations policies and procedures. RoadRUNNER Transit has checklists and forms that are used to drive and document its operations monitoring activities. This documentation is stored within RoadRUNNER Transit's safety performance monitoring files located in RoadRUNNER Transit's SMS SharePoint site.

The operational areas that are monitored for compliance with policies and procedures include but are not limited to:
- Bus Operator pre-trip inspections.
- Bus Operator behind the wheel performance.
- Bus Operator passenger assistance.
- Bus Operator emergency response.
- Operation Supervisor and Route Supervisor activities.

When RoadRUNNER Transit's monitoring activities determine a lack of compliance with operations policies and procedures or inadequacies of those policies and procedures, it then uses this information to feed RoadRUNNER Transit's hazard identification and safety risk assessment process.

Within these documented processes, RoadRUNNER Transit describes:
- Job functions responsible for the different areas of field observations.
- How it will record the results of field observations.
- Where these records are stored.
- How it will address hazards or safety issues identified during field observations.

RoadRUNNER Transit has established and documented emergency procedure checklists that Supervisors and Dispatchers can readily access to help direct their response to Bus Operators experiencing emergencies during revenue service. These procedures include, but are not limited to:
- Responding to accidents and incidents.
- Evacuating a vehicle under smoke and fire conditions.
- Responding to a potentially dangerous passenger and other security threats.

Vehicle Maintenance Monitoring
City Fleet Services and RoadRUNNER Transit monitor the following areas of vehicle maintenance and document all monitoring activities and their results:
- Mechanic skills and performance.
- Adherence to preventive maintenance schedules.
- Effectiveness of corrective maintenance activities.;
- Maintenance-related vehicle road calls.

It is very important to adhere to preventive maintenance intervals. Not only to extend the life of the parts but also to prevent accidents from happening. We have three different intervals: plan A at 6,000, plan B at 36,000 miles and plan C at 72,000 miles. Basically, when we bring a bus in for service, whether it is for plan A, B, or C, we follow the guidelines on the maintenance plan. We can also foresee what parts might need to be replaced or serviced before the next PM is due. A work order is created in Munis for every maintenance plan. There you can also find out what parts were replaced, how long it took to replace it, and or any other information related to the service.

Facility Safety Inspections
City's Risk Management staff conduct periodic facility safety, shop safety, and HAZMAT inspections. These inspections, as well as activities to mitigate any problems identified during the inspections, are documented. These records are maintained by City Risk Management after the walk-through. These reports are sent to department heads and also available in the SMS SharePoint folder.

Fire Hazard and Fire Extinguisher Inspections
Las Cruces Fire Department and the City Risk Management division conduct independent annual fire inspections at our facilities.

Vehicle fire extinguishers are inspected monthly by the building managers who initial their inspection on the card attached to the fire extinguisher. Vehicle fire extinguishers are checked daily by drivers during the pre-trip inspection process and recharged annually. Building extinguishers are inspected monthly by

a designated building manager.

Field Observations of Service Delivery
RoadRUNNER Transit has documented processes that it uses to conduct field observations of safety-related aspects of the following elements of service delivery:
- Bus stops.
- Bus transfer locations.
- Fixed-route schedules and service delivery.
- Paratransit/demand-response scheduling and service delivery.

The SMS Manager has overall responsibility to ensure that this monitoring is carried out and documented. Field observations are carried out by operations, maintenance, and administrative staff. If deficiencies are noted during the monitoring process, these deficiencies are documented and addressed as a source of proactive hazard identification through the safety risk management processes. The documented processes and the results of service delivery monitoring activities are on file in RoadRUNNER Transit's SMS SharePoint site.

Risk Mitigation Monitoring
The SMS Manager, in partnership with the Chief Safety Officer and operations, maintenance, and administrative staff, has responsibility for monitoring operations to identify any safety risk mitigations that may be ineffective, inappropriate, or not implemented as intended. The actual field monitoring of the mitigations is often carried out by subject matter experts, including those that assisted in creating the mitigations.

RoadRUNNER Transit and City Risk Management document how these monitoring strategies to periodically assess the effectiveness of safety risk mitigations are carried out.

Activities to monitor the effectiveness of safety risk mitigations ultimately assist RoadRUNNER Transit in determining the following:
- Is existing mitigation working as desired.
- Is the existing mitigation in need of modification to work as desired.
- Is the existing mitigation not working and needs to be replaced.
- Is the existing mitigation no longer needed.

The results of mitigation monitoring activities are made available for further safety risk management activity if needed. Mitigation monitoring documentation is on file in RoadRUNNER Transit's SMS SharePoint site.

Safety Event Investigation
Responsibility for RoadRUNNER Transit's safety event investigation process is shared by the SMS Manager and Chief Safety Officer. Actual performance of safety event investigations, including identifying causal factors, involves not only the SMS Manager and the Chief Safety Officer but also Operations Supervisors, Maintenance Staff, Training Staff, and City Risk Management staff. Local law enforcement responds to accident scenes, as well.

Safety event records provide critical baseline information to support SMS implementation, operation, and safety performance target achievement.

RoadRUNNER Transit and City Risk Management have documented procedures for safety event investigation and forms consistent with industry standards for documenting the results of safety events as well as the subsequent investigation. Safety event documentation is on the RoadRUNNER Transit SMS SharePoint site.

Transit supervisors along with Risk Management will investigate safety events. Transit supervisors are trained on how to request, view and save video; interview parties involved, collect comment cards and statements; observe the surrounding area and look for contributing factors; recreate events to get a broader picture of what caused the event and determine ways to avoid repeating the event; and document the event on an accident/incident form. Risk Management Safety Specialists are trained in the following topics:
- Accident Investigation
- Workplace Hazard Recognition & Mitigation
- OSHA Regulations and Standards
- Defensive Driving Techniques

After a safety event investigation is complete, RoadRUNNER Transit staff and City Risk Management staff, with input from subject matter experts, determine whether the safety event was preventable or non-preventable and, based on that decision, whether discipline of employees involved is required.

RoadRUNNER Transit and City Risk Management take the process a step further and perform causal analysis of safety events to help determine if latent organizational factors, beyond individual employee behavior, may have contributed to the event. The results of causal analysis are documented and on file in the City Risk Management office.

Results of this analysis for causal factors provide potential hazard identification information that may need to be put through the RoadRUNNER Transit safety risk management process to reduce the potential risk of recurrence of a similar accident or incident.

Employee Safety Reporting Program Monitoring
An effective ESRP supports hazard identification. The SMS Manager is responsible for monitoring the transit agency's ESRP.

RoadRUNNER Transit has established and documented the activities it will use on an ongoing basis to monitor whether its ESRP is effective and achieving desired outcomes. Within this process, RoadRUNNER Transit has established criteria to help determine if the program is performing as desired. Some of the criteria include:
- Volume of reports received.
- Value of reports received.
- How reports are responded to in terms of hazard identification, risk assessment, and risk mitigation.
- How information gathered from the ESRP is shared and communicated.
- the timeliness and accuracy of feedback provided to employees who have reported a safety issue, concern, or condition.

Documentation on all aspects of monitoring the safety reporting program is on file in the RoadRUNNER Transit SMS SharePoint site.

Monitoring Information Reported Through Other Internal Safety Reporting Programs
In addition to the ESRP, the Chief Safety Officer and Safety Committee routinely review safety data captured in employee safety reports, safety meeting minutes, customer complaints, and other safety communication channels. When necessary, the Chief Safety Officer and Safety Committee ensure that the concerns are investigated or analyzed through the City's SRM process.
The Chief Safety Officer and Safety Committee also review internal and external reviews, including audits and assessments, with findings concerning City's safety performance, compliance with operations and maintenance procedures, or the effectiveness of safety risk mitigations.

Safety Performance Measurement
RoadRUNNER Transit is committed to periodically measuring its safety performance. This measurement includes not only using safety performance indicators to measure the achievement of our safety performance targets but also how well we do in addressing safety risk within every aspect of our service delivery. Documentation of periodic performance measurement results are on file in the RoadRUNNER Transit's SMS SharePoint site which is available to the Accountable Executive's office.

7. Safety Promotion

Competencies and Training

Under the guidance of the SMS Manager, the RoadRUNNER Transit Training Coordinator has the day-to-day responsibility for the development, delivery, and documentation of all safety skill competencies and SMS training.

RoadRUNNER Transit has established competencies and training for all personnel directly responsible for safety. Training is provided to employees at-hire and on an ongoing refresher basis. The schedule of routine employee training is in Appendix G.

Training Needs Analyses
RoadRUNNER Transit periodically conducts training needs analyses to ensure that its training is up to date, and addresses critical, safety-related concerns. It carries out these training needs analyses by doing the following:
* Reviewing existing job descriptions.
* Identifying which positions, including contractors, have direct responsibility for determining when safety training is needed.
* Determining what SMS roles, responsibilities, and processes are missing from job descriptions.
* Updating job descriptions to reflect SMS practices.

New-Hire Bus Operator Training Program
RoadRUNNER Transit has comprehensive lesson plans for new-hire, classroom, and hands-on Bus Operator training. Continuation of skill training helps it identify hazards, such as training gaps or outdated lesson plans. Lesson plans and schedules not only assist the instructor in delivering the training but also provide a record of the content of the training should it be needed for any other purpose. All

RoadRUNNER Transit new-hire Bus Operator lesson plans and schedules are on file in the RoadRUNNER Transit SMS SharePoint site.

New-hire Bus Operator training primarily consists of classroom type coaching and on-vehicle mentoring and training.

Basic topics in new-hire Bus Operator training include but are not limited to:
- Defensive driving
- Pre-trip inspection
- Customer service
- Passenger assistance and securement
- Adapting to weather conditions
- Accident and incident response
- Emergency response activities
- Route training
- Other topics as appropriate to the transit agency
- Bloodborne Pathogens
- De-escalation training
- Ergometrics
- Active Shooter (in coordination TSA)

The City provides generic training in other areas, such as Personnel Policies, Drug and Alcohol, Sexual Harassment, Civil Rights, and other appropriate topics.

Bus Operator Refresher Training
RoadRUNNER Transit presently provides Bus Operator refresher training on a variety of topics, including defensive driving, bloodborne pathogens, wheelchair securement, emergency procedures, active shooter, de-escalation, and ergonomics.

RoadRUNNER Transit maintains lesson plans, agendas, and sign-in sheets to document the content of refresher training and individual attendance at that training. These documents are on file in the RoadRUNNER Transit SMS SharePoint site.

RoadRUNNER Transit also provides retraining for Bus Operators for performance deficits.

Supervisors, Dispatchers, and Mechanic Training
Operations Supervisors, Dial-A-Ride Dispatchers, and Vehicle Mechanics play a critical role in identifying and responding to hazards and helping to both proactively and reactively mitigate risk. Training for Supervisors, Dispatchers, and Mechanics primarily consists of mentoring, coaching, and on-the-job training. Supervisor training includes reasonable suspicion training, ADA complaint investigation, ride checks and spot checks.

Mentoring, coaching, and on-the-job training are very appropriate training approaches, but ones that need to be guided by a structured agenda of topics. RoadRUNNER Transit has developed checklists with topics for experienced staff to use during on-the-job training, coaching, and mentoring of trainees.

These checklists are also used to document an employee's satisfactory completion of the training and include instructor and trainee signatures and the dates the training took place. These documents are on file in the RoadRUNNER Transit SMS SharePoint site.

SMS Orientation

A cross-functional and multi-level understanding of SMS supports all SMS-related activities. Successful SMS implementation and operation require employee involvement and ownership at every level of the agency and within every service-delivery related function. Employees need to understand SMS; what their role is within SMS; and how they, the organization, and customers benefit from SMS success. This knowledge will nurture employee "buy-in."

RoadRUNNER Transit presented SMS orientation sessions for all employee functions and addressed the implications of SMS for all agency functions. This initiative addressed SMS with experienced employees. RoadRUNNER Transit has also plugged information on SMS into all new-hire employee orientations. Documentation of these orientations, including agenda of topics covered, signatures of trainer/trainee, are on file in the RoadRUNNER Transit SMS SharePoint site.

Safety Risk Management Orientation for Subject Matter Experts

Successful proactive safety risk mitigation begins with subject matter experts who have a clear understanding of their responsibilities and the skills required to carry them out.

Employees who participate in safety risk management activities as subject matter experts need to understand how to carry out their responsibilities. The SMS Manager and Chief Safety Officer make sure that subject matter experts are orientated on their safety risk management responsibilities, the desired outcomes of safety risk management activities, and the importance of the effort to RoadRUNNER Transit's safety performance.

Documentation of the orientation process, as well as the orientations themselves, includes how the agency:
- Assesses hazards for consequences.
- Conducts safety risk assessments.
- Creates safety risk mitigations.

Documentation of this ongoing activity is on file in the RoadRUNNER Transit SMS SharePoint site.

Safety Performance Monitoring Orientation

The quality of safety performance monitoring is reflected in an agency's overall positive safety performance. Employees who participate in safety performance monitoring activities need to know how to carry out their responsibilities.

The SMS Manager makes sure that these employees receive orientations on their responsibilities, the desired outcomes of safety performance monitoring, and the importance of the effort to overall agency safety performance.

Orientations include how to perform monitoring activities. Performance monitoring includes such

activities as:
- Field observations to ensure operations and maintenance policies and procedures are being followed correctly.
- Assessing and documenting employee safety performance.
- Monitoring the effectiveness of safety risk mitigation.
- Evaluating the effectiveness of the employee safety program.

Documentation of these activities is on file in the RoadRUNNER Transit SMS SharePoint site.

Orientation on Employee Safety Reporting Program
An effective ESRP is one of the most important tools for hazard identification.

RoadRUNNER Transit's ESRP, at a minimum, provides the following information:
- The purpose and benefits of the program.
- Guidelines on the types of safety concerns and issues employees should report.
- Reporting methods available to employees (how to report).
- Explanation of how the information will be managed and shared.
- Protections for employees who report safety concerns.
- Description of the operational behaviors that are not protected and may result in discipline.
- Agency's commitment to providing feedback on reported safety concerns.

Agendas of the ESRP orientation and attendance records are on file in the RoadRUNNER Transit SMS SharePoint site.

Training Documentation
Training documentation is a source of hazard identification.

Training documentation provides formal proof that employees were trained and shows that employees received timely certification and recertification in critical skill areas. Up-to-date training documentation also assists RoadRUNNER Transit in forecasting future training schedules.

RoadRUNNER Transit training documentation includes:
- Records of training needs analysis for lesson plan development
- Curricula for initial and refresher training.
- Training schedules and records of all completed training.
- Procedures for revising training materials.
- Course assessment materials.
- Copies of individual employee training records.

RoadRUNNER Transit records of course completion include:
- Dates training was held.
- Content covered during training sessions
- Length of sessions.
- Training format
- Signatures of instructor and trainee.

Records of training documentation and course completion are on file in the RoadRUNNER Transit SMS SharePoint site.

Training Monitoring
RoadRUNNER Transit regularly monitors its training to ensure effectiveness. The responsibility for regular monitoring of staff training records and addressing issues is with the Transit Training Coordinator. Specifically, the training monitoring process addresses the following:
- monitor training to make sure it delivers the necessary SMS skills and information;
- establish a process for reviewing and revising training courses and consider review frequency, reviewers, and decision-making process for revisions.

Safety Communication

The SMS Manager and Chief Safety Officer are responsible for ensuring the distribution and communication of safety and safety performance information throughout RoadRUNNER Transit. They are assisted in this responsibility by appropriate Managers and Supervisors.

Safety communication provides a foundation to build SMS processes and activities. RoadRUNNER Transit has ensured that all of its employees are aware of information relevant to their safety-related roles and responsibilities. This information includes explanations of changes to policies, activities, or procedures.

RoadRUNNER Transit documented its overall approach to safety communication and supporting safety communication activities. This overall approach to safety communication is on file in the Transit Section's SMS SharePoint site which is accessible to the SMS Manager.
In general, RoadRUNNER Transit's documentation of safety communication includes details about:
- Objectives of the communication
- Content
- Target audience
- Format
- Frequency of the communication
- Ways to ensure communication was understood.

Safety Meetings
An effective employee safety meeting process provides a strong platform for safety-related communication and dialogue; identification of safety hazards, concerns, issues; and the delivery of refresher training.

RoadRUNNER Transit holds several types of safety meetings. Monthly non-supervisory employees are able to meet with a City Risk Specialist to discuss safety issues. This creates an environment where employee will feel more free to discuss concerns without a supervisor present. These meetings can include safety-related refresher training.

Additionally the Transit sections holds a monthly safety committee meeting which includes the Risk Management Department, supervisors, Transit mechanic staff, and non-supervisory staff. Supervisors also discuss safety related issues daily. Agendas for these meetings are comprehensively documented.

RoadRUNNER Transit's documentation of its safety meeting process includes:
- How often it schedules employee safety meetings.
- The job functions that are required to attend meetings.
- How it chooses topics to discuss during the meetings.
- How it addresses those topics within the employee safety meeting.

Employees involved in the safety meetings are given a calendar invitation via Microsoft Outlook that includes the date, time, and meeting location. Flyers are posted around the department as a reminder to employees of the upcoming meetings. All employees in attendance are required to sign in for documentation purposes. The Transit Safety Team leads the meetings, bringing up safety topics to discuss. Meetings are thirty minutes to an hour based on driver participation. Meetings are held once a month with drivers to allow for suggestions and feedback. With respect to any current and future pandemic guidelines, meetings would be scheduled in a manner that is consistent with the pandemic guidelines.

Organization-Wide Communication of Safety Hazard and Safety Risk Information
A goal of safety risk management processes is to reduce safety risk for employees and customers. Safety-sensitive employees are always vulnerable to the consequences of safety hazards within the transit environment. Timely reporting to employees of newly identified safety hazards and the safety risks those hazards present can help reduce that vulnerability.

RoadRUNNER Transit and City Risk Management have documented procedures for communicating hazards. The SMS Manager and Chief Safety Officer are responsible for making sure this communication takes place. The documentation of these procedures is on file in the RoadRUNNER Transit SMS SharePoint site which can be accessed by both the SMS Manager and City Risk Management.

Communication about Safety Risk Mitigations
RoadRUNNER Transit and City Risk Management are committed to informing all employees at every level of operations about the safety risk mitigations it is putting into effect. The following reasons explain why this information is given:
- It allows employees to know the transit agency is doing all it can to reduce risk.
- It brings attention and awareness to employee roles and responsibilities that may be affected by new mitigations.
- It allows informed employees to be better situated as a source of information on determining how well mitigations are working.

The SMS Manager and Chief Safety Officer share responsibility for making sure that this communication takes place. Documented procedures for communicating safety risk mitigations to employees are on file in the SMS Manager's office, with City Risk Management, and stored in RoadRUNNER Transit's SMS SharePoint site.

Organization-Wide Communication of Agency Safety Performance
Transit agencies implement SMS to help them continuously improve their safety performance. Communicating agency safety performance information promotes employee "buy-in" to SMS processes,

thus further improving the agency's overall safety performance.

RoadRUNNER Transit employees should have ownership of safety. To reinforce this ownership, RoadRUNNER Transit periodically communicates statistics on the agency's overall safety performance to all employees regardless of job function. This includes providing information on RoadRUNNER Transit's status related to achieving its safety performance targets.

RoadRUNNER Transit has documented how it communicates safety performance information throughout the transit section and to the City. The Accountable Executive is responsible for taking the lead on this communication and making sure that it takes place. The documented procedures are on file in RoadRUNNER Transit's SMS SharePoint site.

Additional Information

RoadRUNNER Transit maintains documents that describe the programs, policies, and procedures it uses to carry out its agency safety plan. It also maintains documents not included or referenced elsewhere in this safety plan, related to the implementation of the transit agency's SMS, as well as results from SMS processes and activities. To the greatest extent possible these documents are maintained electronically in a secure cloud-based location that is accessible to the Accountable Executive, the SMS Manager, the Chief Safety Officer, and other SMS team members.

These documents are maintained for at least three years after their creation and made available upon request by the FTA, other federal entities, or the NMDOT. The SMS Manager is the point of contact for providing Agency Safety Plan-related information to external agencies to ensure access to these documents.

Appendix A: Definitions

Accident: An Event that involves any of the following: A loss of life; a report of a serious injury to a person; a collision of public transportation vehicles; a runaway train; an evacuation for life safety reasons; or any derailment of a rail transit vehicle, at any location, at any time, whatever the cause.

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

Equivalent Authority: An entity that carries out duties similar to that of a Board of Directors, for a recipient or subrecipient of FTA funds under 49 U.S.C. Chapter 53, including sufficient authority to review and approve a recipient or subrecipient's Public Transportation Agency Safety Plan.

Event: Any Accident, Incident, or Occurrence.

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

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

Injury: Any reported safety event that injures anyone, no matter how minor the injury.

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

Major Failure: When any vehicle has a failure of a system that creates a safety issue and results in an interruption of service while the vehicle was in revenue service.

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

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

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

Paratransit: Refers to accessible transit services, mandated by the Americans with Disabilities Act (ADA), that provide equivalent transportation to persons who have a disability that prevents the use of fixed

route services. This service complements fixed route service and is also called complementary paratransit.

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

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

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

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

Safety Event: Any Accident, Incident, or Occurrence.

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

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

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

Safety Management System (SMS) Executive: A Chief Safety Officer or an equivalent.

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

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

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

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

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

affecting more than 5 percent of the body surface.

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

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

System Reliability: The mean distance, in miles by mode, between major mechanical failures by mode.

Transit agency: An operator of a public transportation system.

Transit Asset Management Plan: 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.

Appendix B: Acronyms and Abbreviations

Acronym or Abbreviation	Meaning
ADA	Americans with Disabilities Act
ASP	Agency Safety Plan
CFR	Code of Federal Regulations
CNG	Compressed Natural Gas
ESRP	Employee Safety Reporting Program
FTA	Federal Transit Administration
NMDOT	New Mexico Department of Transportation
MPO	Metropolitan Planning Organization
PTASP	Public Transportation Agency Safety Plan
SMPS	Safety Management Policy Statement
SMS	Safety Management System
SRM	Safety Risk Management
TAB	Transit Advisory Board
TAM	Transit Asset Management

Appendix C: City of Las Cruces ASP Approval Documentation

[Approving council resolution inserted here]

Appendix D: Certification Documentation

[This page is reserved for documentation of FTA certification of the ASP]

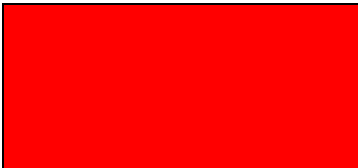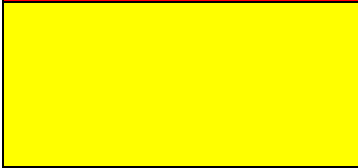**Appendix E: RoadRUNNER Transit Safety Risk Assessment Matrix**

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

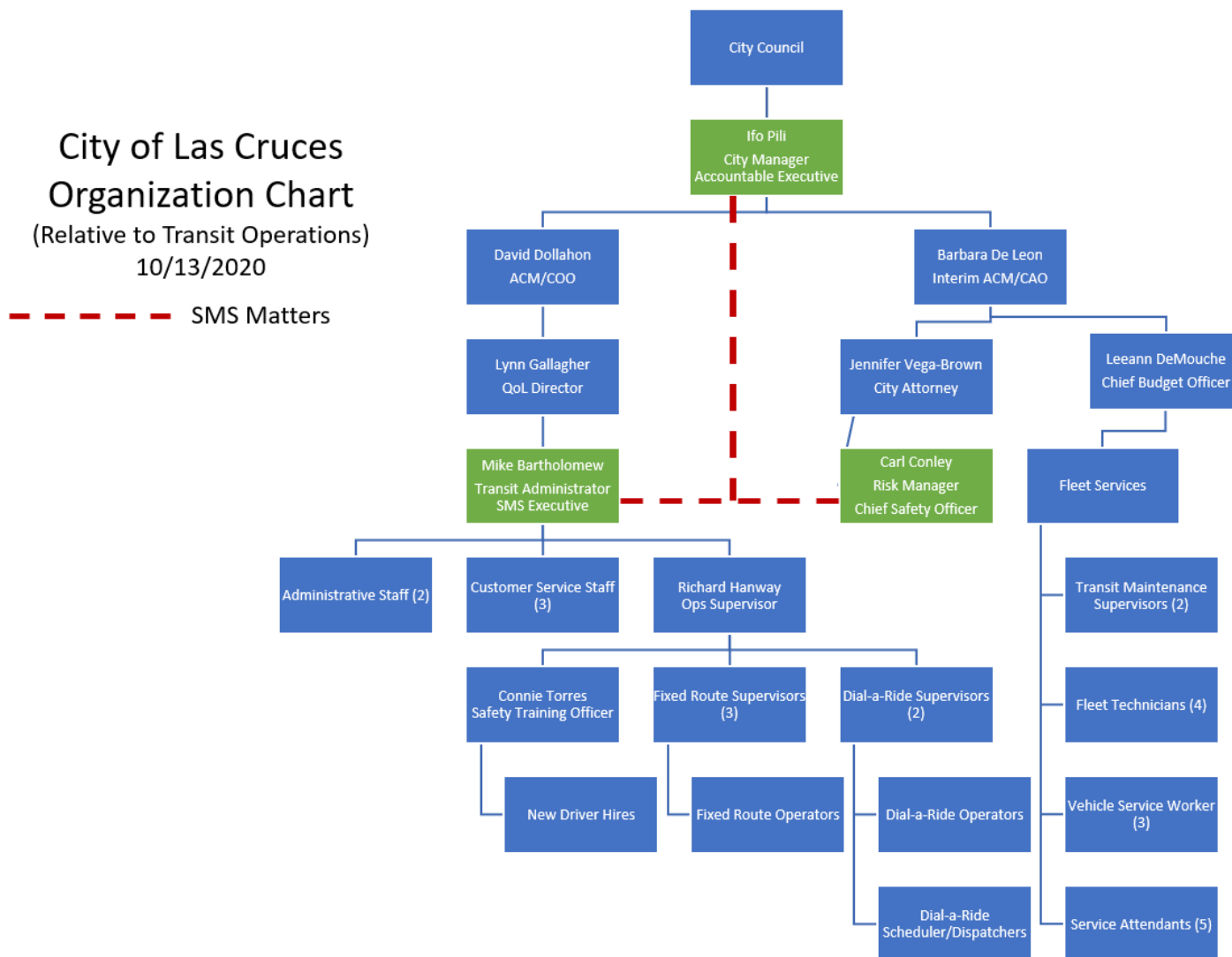| Severity of the Consequence		
Definition Category	*Meaning*	*Value*
Catastrophic	Could result in one or more of the following: death, permanent total disability, irreversible significant environmental impact that violates law or regulation, or monetary loss equal to or exceeding $250,000.	1
Critical	Could result in one or more of the following: permanent partial disability, injuries or occupational illness that may result in hospitalization of at least one person, property damage exceeding $25,000 but less than $250,000, system shut down lasting between 10 minutes and 4 hours, or reversible significant environmental impact causing a violation of law or regulation.	2
Marginal	Could result in one or more of the following: injury or occupational illness resulting in one or more lost work day(s), reversible moderate environmental impact without violation of law or regulation, or monetary loss up to $25,000, or system shutdown of less than 10 minutes	3
Negligible	Could result in one or more of the following: injury or occupational illness not resulting in a lost work day, minimal environmental impact, or monetary loss less than $25,000.	4

Qualitative Definition	Meaning	Value
Frequent	Likely to Occur Frequently - more than once per month	A
Probable	Likely to Occur less than once per month but more than once per year	B
Occasional	Likely to Occur less than once per year but more than once per decade	C
Remote	Very Unlikely to Occur - once in the life of the system	D
Improbable	Almost inconceivable that the event will occur in the life of the system	E

Safety Risk Levels

Risk Assessment Matrix Color Code

"Tolerability" based on identified severity and likelihood.	
	Unacceptable under the existing circumstances.
	Acceptable based upon mitigations; monitoring is necessary.
	Acceptable under existing circumstances; with senior management approval.

Appendix F: RoadRUNNER Transit Organizational Chart

City of Las Cruces
Organization Chart
(Relative to Transit Operations)
10/13/2020

– – – – – SMS Matters

Appendix G: Employee Training Schedule

All Training for new drivers, drivers, non- drivers, supervisors, non- supervisors, and recurring shall be refreshed on a regular basis. All new training and recurring training shall be refreshed as follows:

a) Farebox & Clever Device – Once
b) Federal Motor Carrier Safety Regs-signed as received – Once
c) Cybersecurity – Once
d) Wheelchair – At Hire then Every Year
e) Ergonomics – At Hire then Every Year
f) Customer Service/ De- Escalation – At Hire then Every Year
g) Harassment Prevention – Yearly
h) Ethic's – Yearly
i) Bloodborne Pathogens – Yearly
j) Fire Extinguisher Training – 2yr
k) Victim Assistance – 2yr
l) Railroad Crossing - 2yr
m) Human Trafficking – 2yr
n) TSA First Observer Plus Training – 2yr
o) Bicycle – 2yr
p) Drug and Alcohol - 3yr
q) FMLA – 3yr
r) ADA – 3yr
s) Defensive Driving – 4yr
t) CDL Defensive Driving for Supervisors and Drivers only – 4yr

For Supervisors Only Get Additional Training as Follows:

A) Drug and Alcohol Reasonable Suspicion – 2yr
B) FLSA – 3yr
C) Hiring and Selection – 2yr
D) Managing Employee Performance – 3yr
E) Performance Appraisals – 3yr