



Safety Management System Framework and Implementation Guide

2020

Table of Contents

Establishment.....	4
FORWARD	5
Plan Development, Approval and Updates.....	7
1. Safety Management System Overview.....	9
1.1 Structure	9
1.2 Safety Management System Introduction.....	11
1.3 Goal and Objectives	13
1.4 Purpose	13
1.5 Scope.....	14
1.6 Safety Management System Products.....	15
1.7 Safety Management System Reviews and Updates	15
2. Safety Performance Measure Targets	17
3. Safety Management Policy	19
3.1 Brevard County Transit Services Safety Management Policy Statement.....	19
3.2 Roles and Responsibilities.....	22
3.2.1 Accountable Executive.....	22
3.2.2 Chief Safety Officer	22
3.2.3 Manager of Operations and Maintenance	23
3.2.4 Managers and Officers.....	24
3.2.5 Supervisors.....	24
3.2.6 Brevard County Transit Services Employees.....	25
3.2.7 Safety Committees.....	25
3.3 Integration with Public Safety and Emergency Management.....	28
3.3.1 Security Program Plan.....	28
3.3.2 Emergency Management.....	29
3.3.3 Safety Management System Documentation and Records.....	30
3.3.4 Implementation Actions for Safety Management Policy Component	31
4. Safety Management System Component II- Safety Risk Management.....	31
4.1 Safety Risk Management Defined.....	32

4.1 Applicability of Safety Risk Management	33
4.2.1 Safety Risk Management Process	33
4.2.2 System Changes	36
4.3 Request for Safety Assessment.....	36
4.4 Implementation Actions for the Safety Risk Management Component	37
5. Safety Management System Component III- Safety Assurance	37
5.1 Safety Performance Monitoring and Measurement	38
5.1.1 Safety Definitions.....	38
Transit Safety and Risk Monitoring and Management Processes	40
5.2 Interfaces between Safety Risk Management and Safety Assurance	41
5.3 Objectives.....	41
5.4 Safety Data Collection and Evaluation Purpose.....	42
5.5 Example Activities and Tools to Accomplish Safety Assurance	42
5.5.1 Sources of Safety Assurance Risk Monitoring Data and Information.....	43
5.6 Implementation Actions for the Safety Assurance Component.....	44
6. Safety Management System Component IV – Safety Promotion.....	44
6.1 Safety Culture.....	45
6.1.1 Safety Culture Definition and Importance.....	45
6.1.2 Positive Safety Culture Values	46
6.1.3 Safety Communication.....	47
6.2 Competencies and Training	48
6.2.1 Safety Training	48
6.3 Implementation Actions for the Safety Policy Component.....	49
Appendices.....	51
Appendix A – Acronyms and Abbreviations	52
Appendix B -Safety Management Implementation Actions	53
Appendix C – Bus Emergency Procedures and Training	57
Drivers Accident and Emergency Guide	58
Appendix D – Brevard County Emergency Management Plan	61

Establishment

This manual is developed and written per the Brevard County Transit Services – Establishment of Safety Management Systems.

Approved Operating Organizations: Brevard County Transit Services, Brevard County Florida

Note: This manual is developed for use and adherence by Brevard County Transit Services who has undergone extensive planning, development and training specific to the enterprises overall approach to the Safety Management System.

Transit Agency Information

Transit Agency Name: Brevard County Transit Services

Transit Agency Address: 401 South Varr Avenue, Cocoa FL 32922

Name and Title of Accountable Executive: Scott Nelson, Transit Director

Name and Title of Chief Safety Officer or Safety Management System Executive: Joseph Chagnon, Safety and Training Coordinator.

Mode(s) of Service Covered by this Plan: Fixed Route Bus; Paratransit.

List all Federal Transit Administration Funding Types: 5307, 5310, 5339

Brevard County Transit Services does not provide transit services on behalf of another transit agency or entity.

FORWARD

The management of safety is one of our core business functions. Brevard County Transit Services is committed to developing, implementing, maintaining and constantly improving processes to ensure that all of our transit service delivery activities take place under a balanced allocation of business resources, aimed at achieving the highest level of safety performance and meeting established standards.

All levels of management, all employees and contractors are accountable for the delivery of this highest level of safety performance, including the Director, Managers, Supervisors, employees and contractors.

As part of its commitment to safety, Brevard County Transit Services will:

- **Support** the management of safety with appropriate resources, that will result in an organizational culture that fosters safe practices, encourages effective employee safety reporting and communication, and actively manages safety with the same attention as those applied to the other management systems of the organization
- **Integrate** the management of safety as a prime responsibility of all managers, supervisors and employees
- **Clearly define** for all staff, managers, employees and contractors alike, their accountabilities and responsibilities for the delivery of the organization's safety performance and the performance of our safety management system
- **Establish and operate** hazard identification and analysis, and safety risk evaluation activities, including an employee safety reporting program as a fundamental source for safety concerns and hazard identification, in order to eliminate or mitigate the safety risks of the consequences of hazards resulting from our operations or activities to a point which is consistent with our acceptable level of safety performance
- **Ensure** that no retaliatory action is taken against any employee who discloses a safety concern through the safety reporting program
- **Comply** with, and whenever possible exceed, legislative and regulatory requirements and standards
- **Ensure** that sufficient skilled and trained staff are available to implement safety management processes

- **Ensure** that all staff are provided with adequate and appropriate safety-related information and training, are competent in safety management matters, and are allocated only tasks commensurate with their skills
- **Establish and measure** safety performance against realistic and data-driven safety performance indicators and safety performance targets
- **Continually improve** safety performance through management processes that ensure that appropriate safety management action is taken and is effective
- **Ensure** externally supplied systems and services to support operations are provided to meet internal safety performance standards, regulatory requirements and industry best practices




Scott Nelson, Transit Director
Brevard County Transit Services



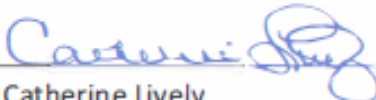
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Plan Development, Approval and Updates

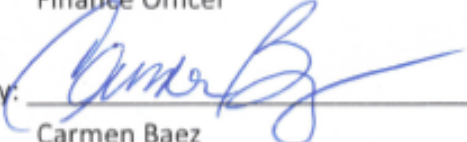
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Customer Service Supervisor
Date

Plan Approvals: The Brevard County Transit Services Agency Safety Plan must be reviewed and approved annually by the Brevard County Transit Services accountable executive and the Brevard County Board of County Commissioners. Then the approved Plan is forwarded to the Florida Department of Transportation and the Space Coast Transportation Planning Organization.

Approved by: _____
Brevard County Board of County Commissioners
Rita Pritchett, Chair

As approved by the Board on December 8, 2020.

Revision History

Date	Revision	Description of Revision

Master List of Updates

The below noted updates are incorporated into this manual:

Section	Update Details
Original	Not Applicable- Original

1. Safety Management System Overview

In support of the effort to provide continuous safety improvement in the delivery of transit services, and to conform to the requirements of the Federal Transit Administration, Brevard County Transit Services has adopted a Safety Management System. This document describes Brevard County Transit Services' Safety Management System requirements and provides guidance, processes and tools for managing safety, while building on existing safety initiatives to support the daily activities of Brevard County Transit Services staff. This document also describes the functions, components, and principles of the Safety Management System and provides a summary of the planned initial implementation actions.

The first chapter of the Brevard County Transit Services Safety Management System and Implementation Plan provides an introduction and overview of the Safety Management System. The remaining chapters are organized by the four components of the Safety Management System: Safety Management Policy, Safety Risk Management, Safety Assurance and Safety Promotion.

1.1 Structure

This document describes the requirements and principles of Safety Management System from the Federal Transit Administration for Brevard County Transit Services. The requirements and principles will apply to Brevard County Transit Services business and transit operations. Transit operations can be herein be designated a general term that will include operations, maintenance, projects and related support functions and activities, including fixed route bus and paratransit modes. The requirements build on existing Brevard County Transit Services safety program processes, however detailed information on implementation of the Safety Management System activities are provided in the Public Transportation Agency Safety Policy and supporting documents.

This Safety Management System document is consistent and integrated with the Brevard County Transit Services' Transit Development Plan. Several objectives of the Transit Development Plan require the development and implementation of a Safety Management System, as described in this document. The Brevard County Transit Services Development Plan includes the following objectives:

- Must meet or exceed state of good repair targets for all identified asset classes
- Successfully implement and achieve strong acceptance of Safety Management System
- Increase personal safety
- Increase resiliency
- Provide safe service

The Brevard County Transit Services Safety Management System is based on the Federal Transit Administration framework. It is a comprehensive, and collaborative approach to managing safety in an effort to better control risk, detect and correct safety problems, share and analyze safety data more effectively, and measure safety performance data more accurately. Brevard County Transit Services will accomplish this by:

- Increasing the focus on hazard identification
- Broadening the scope of safety data collection
- Emphasizing the importance of managing safety risk across all areas of operations
- Integrating data from other organizational processes into safety data analysis
- Promoting participation and contribution of all personnel in the management of safety
- Fostering a safety culture that encourages proactive non-punitive safety reporting and safety risk management

In addition, implementation of the Safety Management System allows examination of organizational factors that contribute to incidents, accidents and close calls. Organizational factors include how a transit agency:

- Allocates its resources
- Defines and establishes operational procedures
- Supervises frontline personnel
- Selects and trains staff
- Monitors service and delivery operations
- Resolves human performance issues

The Brevard County Transit Services Safety Management System adds management requirements and emphasis to the safety program for all modes, and does not replace the existing safety or security programs as they are currently accomplished. The Safety Management System is a part of an all hazards preparedness set of processes.

All hazards preparedness is defined for transit agencies as integrated planning and capability building for safety, security, and emergency management to optimize and continuously improve the use of resources and the management of risks from hazards, threats, vulnerabilities, and adverse events or incidents.

1.2 Safety Management System Introduction

Safety Management System is defined as an organized set of programs, principles, processes and procedures for the allocation of resources to achieve the condition where safety risks are managed to an acceptable level. For the purposes of this Safety Management System, an acceptable level is defined as low as reasonably practicable. Safety Management System provides a systematic and integrated method for managing the safety of transit operations. The Federal Transit Administration's Safety Management System framework presents the Safety Management System in four components:

- **Safety Management Policy:** The Safety Management Policy directs Brevard County Transit Services to perform all of the Safety Management System activities at all levels of the organization and assures availability of adequate resources for Safety Management System implementation and ongoing processes.
- **Safety Risk Management:** The processes and practices used to assess the impact of changes to transit operations for safety risk. This includes documentation of those changes as well as continuous monitoring of the effectiveness of the implemented controls or risk mitigations, and if the changes have reduced the risk to an acceptable level. Safety Risk Management along with Safety Assurance, is the core of the Safety Management System. The outputs of these two Safety Management System components feed directly into one another.
- **Safety Assurance:** The processes used to evaluate and ensure safety of transit operations, including evaluations, audits and inspections, as well as data tracking and analysis. Safety Assurance monitors the identified hazards and implemented mitigations. It also identifies new hazards, or changes to the risk environment of the transit operations and maintenance which must be analyzed for safety risk using the Safety Management System processes.
- **Safety Promotion:** Communication and dissemination of safety information to strengthen the safety culture and support the integration of the Safety Management System into all aspects of transit operations and maintenance. Just as policy provides the framework and requirements for the entire Safety Management System, safety promotion encompasses all Safety Management System activities. Safety promotion shares successes and lessons learned and ensures safety competencies. It also provides a means for Brevard County Transit Services personnel to understand the importance of and the impact they can have on safety.

Figure 1 Safety Management System Integration Diagram

Safety Management System Integration Diagram originally from the Federal Transit Administration Transit Advisory Committee for Safety report 12-02 depicts how the four Safety Management components are described in this document, and how together they become Risk Control Strategies. The Risk Control Strategies listed in this diagram are examples and not intended to be representative of the entire program.



1.3 Goal and Objectives

The overall goal of the Safety Management System is to provide the transit department with a management system to attain an optimum level of safety through the effective management of safety risk. This includes balancing safety, service, and timely allocation of resources. This goal is reflected in the safety activities integrated during planning, design, construction, operation, and maintenance phases of transit projects and services. Achievement of the goal is accomplished, in part, through the application of a formal system of analytical techniques and methods to be used for the identification, analysis, evaluation and resolution of safety risks, along with the resource support and prioritization from senior management. The expected outcomes of the Safety Management System over time will be improved safety culture, safety performance, and assurances that safety risk is being managed to as low as reasonably practicable.

The primary objective of Safety Management System is to achieve a level of safety performance that meets or exceeds the operating experience of similar transit agencies in the industry through:

- Using industry standards for the identification, assessment, evaluation and mitigation of hazards that may impact customer and employee safety and those, including the public, who may be adversely affected by transit operations
- Incorporating all hazards controls into design criteria and specification development for all transit system designs. This includes hazards related to safety, security, public safety and emergency preparedness/management.
- Analyzing causes of employee and passenger injuries
- Analyzing causes of transit vehicle collisions, close calls, mishaps and other safety events
- Training Brevard County Transit Services personnel in Safety Management System and other safety related topics, and ensuring that safety certifications are up to date and maintained
- Increasing and strengthening community engagement in the safe interaction with the transit system by involving and educating community organizations and schools in transit safety
- Encouraging transit safety through campaigns and other promotional activities
- Improving planning and projections for fiscal support needs by tracking and analyzing historical data

1.4 Purpose

The Safety Management System provides a common framework to assess safety risks associated with changes to the Brevard County Transit Services operations risk environment. It addresses all aspects of Brevard County Transit Services, including bus and paratransit

operations. The Safety Management System facilitates cross-functional Safety Risk Management among all Brevard County Transit Services divisions as well as:

- Describes the organization, principles and processes of the Safety Management System, and responsibilities for the management of safety in transit operations
- Provides a standard and reference for consistent implementation of safety management processes within Brevard County Transit Services

In addition, the Safety Management System includes descriptions of and references to the processes needed to properly manage the following activities:

- Safety data collection and analysis
- Safety reviews, audits and evaluations
- Investigation of transit safety events and discovery of significant hazards
- Continuous monitoring of safety performance
- Assuring compliance with controls for making system modification/configuration changes and keeping relevant documentation up to date
- Continuous improvement of Safety Management System processes
- Communication of safety activities and progress toward safety performance objectives
- Development and delivery of safety related training

1.5 Scope

The Brevard County Transit Services Safety Management System has been established consistent with business needs and regulatory impetus. The Safety Management System is designed to reduce safety risks to an acceptable level through a continues process of hazard identification and safety risk management practices to achieve the following goals:

Reducing transit safety, employee and environmental risks by better managing Brevard County Transit Services safety risks and setting goals to reduce or eliminate risks.

- Communication of safety risks to staff and their roles and responsibilities related to risks.
- Increase awareness of safety issues at all levels, thereby providing a better framework/structure for management to play a leadership role in addressing safety concerns.
- Continuous improvement of contract organization Safety Management System and risk controls.
- Compliance with all applicable state and federal regulations.

- Foster a culture of change management so that safety issues are identified and risks are reduced or eliminated in the planning process and delays or other impediments to goals are avoided.

The Safety Management System applies specifically to all Brevard County Transit Services staff and contractors who are either directly or indirectly involved in or responsible for providing transit services, infrastructure elements and/or processes from the planning, through construction, testing, commissioning and operational phases of all modes. The Safety Management System addresses both operational and occupational safety, and complements federal, state and local environmental policies and system security

Development and preparation of this Safety Management System is in accordance with the:

- Federal Transit Administration Safety Management System Framework
- National Public Transportation Safety Plan
- Agency Safety Plan Final Ruling

1.6 Safety Management System Products

The products of the Safety Management System include safety risk assessments, measurement and collection of safety data, and the development of safety assurance and evaluation reports based on analyses of the supporting data. These products are intended to document and support decision making across all transit operations and maintenance activities, and proposed changes to those operations and maintenance that might impact safety. They support the identification, prioritization and implementation of safety enhancements for all transit services.

1.7 Safety Management System Reviews and Updates

The Safety Management System and Implementation Plan is a living document that is reviewed and updated each year. The Safety and Training Coordinator advises the Transit Director and Leadership Team of its status.

- The focus of the annual review is to:
- Evaluate current safety initiatives for appropriateness
- Refine and improve ongoing safety activities
- Identify new initiatives, which may be required to improve safety performance or the Safety Management System
- Define organizational responsibility for accomplishing safety related tasks
- Incorporate organizational, operational or legislative changes

Reviews may be needed in addition to the annual review due to major system changes such as:

- Route expansion or significant route changes

- New construction or modification of existing vehicles, infrastructure, facilities or system equipment
- Significant changes to operational practices
- Changes to oversight regulations
- Significant negative safety events or experiences

Changes such as those that may occur in the transit system operational configuration, the management organization, the environment in which the transit system operates or, changes to safety policies, goals, objectives or regulatory requirements may require a revision of the Safety Management System or its implementation. The Safety Management System implementation is reviewed annually to ensure that it remains current and effective.

The Safety and Training Coordinator is empowered and authorized by the Transit Director to develop, implement and administer the Safety Management System. The Manager of Operations and Maintenance reviews the Safety Management System process. Revisions, if necessary, are coordinated and led by the Safety and Training Coordinator acting under the authority of the Transit Director.

2. Safety Performance Measure Targets

Safety risk control measures will be evaluated to assess their effectiveness in achieving their targets. Subpar performance will be assessed to determine what additional measures are required to achieve the targets. Table 2.1 shows Brevard County Transit Services safety data of lagging and leading indicators of future targets.

Please Note: 2018-2019 Fiscal Year (October 1, 2018 – September 30, 2019 (statistics are used as the baseline. The current 2019 – 2020 FY is incomplete and when complete will reflect service redirections due to the COVID-19 Pandemic). The Transit Services leadership team has established the 2020 – 2021 Fiscal Year safety performance measure targets shown in the table below.

Brevard County Transit Services Safety Data

Years:	2018 – 2019-F.Y. Baseline		2019 – 2020-F.Y. Current + COVID		2019 – 2020-F.Y. Actual		2020 – 2021-F.Y. Target		2021 – 2022-F.Y. Target	
	Total	Rate	Total	Rate	Total	Rate	Total	Rate	Total	Rate
Fatalities per 100,000 Miles	0	0.00	0	0.00			0	0.00	0	0.00
Injuries per 100,000 Miles	53	1.88	42	1.63			33	1.21	29	1.06
Bus Collisions – Preventable per 100,000 Miles	28	0.99	23	0.89			17	0.62	15	.055
Bus Collisions – Non-Preventable per 100,000 Miles	40	1.42	39	1.52			35	1.28	30	1.10
Safety Incidents per 100,000 Boardings	196	9.54	156	12.17			155	7.55	140	6.82
Reported Crimes per 100,000 Boardings	0	0.00	0	0.00			0	0.00	0	0.00
Employees Receiving Safety Management Systems Training per Year	12	0.10	12	0.10			70	0.50	70	0.50
System Reliability – Mechanical Failures per 100,000 Miles	67	2.38	59	2.30			57	2.09	50	1.83

3. Safety Management Policy

This chapter describes the overarching Safety Management System policy for Brevard County Transit Services. It provides information pertaining to the Safety Management System and an overview of roles and responsibilities at the leadership and organizational levels. Federal Transit Administration Safety Management System framework requires four subcomponents and each is addressed in this document.

- Subcomponent 1: Safety Management System Policy Statement
- Subcomponent 2: Safety accountabilities and responsibilities
- Subcomponent 3: Integration with public safety and emergency management
- Subcomponent 4: Safety Management System documentation and records

3.1 Brevard County Transit Services Safety Management Policy Statement

The management of safety is one of our core business functions. Brevard County Transit Services is committed to developing, implementing, maintaining and constantly improving processes to ensure that all of our transit service delivery activities take place under a balanced allocation of organizational resources, aimed at achieving the highest level of safety performance and meeting established standards.

All levels of management, all employees and contractors are accountable for the delivery of this highest level of safety performance, starting with the Transit Director. The Safety Management System program is managed under my authority by the Safety and Training Coordinator.

Brevard County Transit Services commitment is to:

- Support the management of safety through the provision of appropriate resources, that will result in an organizational culture that fosters safe practices, encourages effective employee safety reporting and communication and actively manages safety with the same attention to results as the attention to results of other management systems of the organization.
- Integrate the management of safety among the primary responsibilities of all managers and employees.
- Clearly define for all staff, managers and employees alike, their accountabilities and responsibilities for the delivery of the organizations safety performance and the performance of our Safety Management System.
- Establish and operate hazard identification and analysis, and safety risk evaluation activities, including an employee safety reporting program as a fundamental source for safety concerns and hazard identification in order to eliminate or mitigate the safety

risks of the consequences of hazards resulting from our operations or activities to a point which is consistent with our acceptable level of safety performance.

- Ensure that no action will be taken against any employee who discloses a safety concern through the employee safety reporting program, unless disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures.
- Comply with and wherever possible exceed, legislative and regulatory requirements and standards.
- Ensure that sufficient skilled and trained human resources are available to implement safety management processes.
- Ensure that all staff are provided with adequate and appropriate safety related information and training, are competent in safety management matters and are allocated only tasks commensurate with their skills.
- Establish and measure our safety performance against realistic and data driven safety performance indicators and safety performance targets.
- Continually improve our safety performance through management processes that ensure that appropriate Safety Management Action is taken and is effective.
- Ensure externally supplied systems and services to support our operations are delivered meeting our safety performance standards.


Brevard County Transit Services Values and Guiding Principles:

- Integrity, Trust, Teamwork Respect, Customer Focus, Fun/Humor
- Commitment to Safety
- Commitment to Continuous Improvement
- Commitment to Compliance


Scott Nelson, Transit Director
Brevard County Transit Services

Date

As Brevard County Transit Services Senior Leaders, we have reviewed and endorse the Brevard County Transit Services Agency Safety Plan. We also understand that we have the authority and responsibility for day to day implementation and operation of our Safety Management System.



Joseph Chagnon,
Safety and Training Coordinator



Lance Parker,
Manager of Operations and
Maintenance



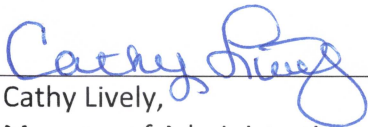
Karen Petters,
Finance Officer



Brian Schultz,
General Manager of Maintenance



Carmen Baez,
Customer Service Supervisor



Cathy Lively,
Manager of Administration

3.2 Roles and Responsibilities

3.2.1 Accountable Executive

The Brevard County Transit Services Director is designated the Accountable Executive for the Safety Management System. The Transit Director is accountable for ensuring that the Safety Management System is effectively implemented and resourced throughout Brevard County Transit Services, and for ensuring that action is taken, as necessary, to address any degradation in safety performance.

3.2.2 Chief Safety Officer

The Transit Director has designated the Safety and Training Coordinator as the Safety Management System Executive. The Safety and Training Coordinator is responsible for:

- Facilitating full implementation of the Safety Management System across Brevard County Transit Services
- Advocating for a safety culture
- Conducting strategic planning for the Safety Management System
- Managing and updating Safety Management System processes based on experiences and lessons learned
- Reviewing and updating this Safety Management System and Implementation Plan, and the Public Transportation Agency Safety Plan at least annually
- Providing additional guidance materials as required to further strengthen and clarify the Safety Management System processes
- Managing the Safety Management System and Safety Assurance processes and outputs
- Facilitating coordination of the Safety Management System, evaluations and investigations, and controls with special attention to cross-organizational impacts
- Monitoring the safety performance of Brevard County Transit Services operations and activities through formal data collection and analysis
- Tracking safety critical issues and corrective actions to conclusion, using appropriate tracking systems
- Leading and facilitating hazard analyses through workshops with appropriate subject matter experts
- Leading internal safety audits with support from appropriate Brevard County Transit Services divisions
- Developing and coordinating the provision of the data and dashboards for tracking and monitoring safety performance
- Developing and maintaining safety training requirements and matrix

In addition, the Safety and Training Coordinator is responsible for advising Brevard County Transit Services leadership on safety related issues.

3.2.3 Manager of Operations and Maintenance

The Manager of Operations and Maintenance is responsible for the safety of all of Brevard County Transit Services operations and for the implementation of the Safety Management System across multiple departments, including: operations, support, maintenance and information technologies. The Manager of Operations and Maintenance is responsible for:

- Assisting in the full implementation of the Safety Management System across Brevard County Transit Services
- Advocating for a safety culture
- Managing and updating Safety Management System processes based on experiences and lessons learned
- Monitoring the safety performance of Brevard County Transit Services operations and activities through formal data collection and analysis
- Tracking safety critical issues and corrective actions to conclusion, using appropriate tracking systems
- Assisting in the review and update of this Safety Management System and Implementation Plan and the Public Transportation Agency Safety Plan at least annually
- Overseeing and assisting the operations, support, maintenance and information technology departments to establish and maintain clear and unambiguous lines of authority and responsibility for ensuring safety measures and that procedures are in place for meeting safety performance targets
- Requiring that all relevant safety related information be communicated and used in decision making
- Leading and facilitating hazard analyses through workshops with appropriate subject matter experts
- Leading internal safety audits with support from appropriate Brevard County Transit Services divisions
- Developing and maintaining safety training requirements and matrix

3.2.4 Managers and Officers

All managers and officers are accountable and responsible for:

- Upholding and promoting safety policies, safety risk management, safety assurance and safety training and communication protocols
- Developing safety performance measures and targets
- Fostering a strong safety culture within their department
- Allocating the appropriate staffing resources necessary to become compliant with and maintain compliance with the Safety Management System requirements
- Identifying the necessary funds to meet the safety performance requirements and incorporate them into budgeting plans
- Prioritizing and allocating expenditures according to safety risk
- Implementing the safety risk management, safety assurance, safety training and communication protocols of their department
- Safety performance within their functional areas
- Ensuring procedures are consistent with the Safety Management System
- Determining and implementing countermeasures required to offset safety risks and manage issues that negatively impact Brevard County Transit Services safety performance
- Ensuring that all employees are trained in the Safety Management System
- Supporting and requiring employees within their departments to participate in safety training activities
- Integrating Safety Risk Management into existing processes
- Requiring that all relevant safety information is communicated and utilized in decision making
- Ensuring that all system changes are coordinated, documented and go through the Safety Risk management and Safety Assurance processes
- Cooperating with and providing support for evaluations and audits

3.2.5 Supervisors

Supervisors are accountable and responsible for:

- The safety performance of all personnel and equipment under their supervision
- Implementing and maintaining safety related control measures and mitigations
- Familiarizing employees with the safety requirements and hazards associated with work to be performed
- Responding to identified hazards that may impact safety performance
- Reporting all mishaps and incidents to the Safety and Training Coordinator

- Sharing lessons learned from incidents
- Implementing and adhering to Safety Management System procedures and processes within their span of control

3.2.6 Brevard County Transit Services Employees

All Brevard County Transit Services employees are responsible for:

- Becoming familiar with the safety procedures for their assigned work activity
- Performing their work safely
- Following procedures and rules
- Calling attention to hazards that may impact safety performance
- Reporting mishaps and incidents to their Supervisor, in accordance with established requirements for the protection of themselves, co-workers, customers, facilities and equipment

3.2.7 Safety Committees

Brevard County Transit Services will use the following Safety Teams to review and evaluate safety related processes, activities and issues.

Accident Determination Committee: Composed of the Manager of Operations and Maintenance, and the Operations Manager and Operations Supervisor of the area where the accident/incident occurred. They will review all reports and documentation of the event, including video, in order to make a preventability determination. They will follow guidelines of the National Safety Council. They will consider more than just the Vehicle Operator's role in the event, but also consider organizational factors such as bus stop placement; vehicle condition, safety, or maintenance; planning and schedule routing factors; Dispatch directions or instructions; etc. They will receive training from the Safety and Training Coordinator in order to be able to make an informed determination. The Committee will be convened after each event.

Safety and Security Committee: Replaces the current Safety Review Meetings, which have been held monthly since 2016. It will be chaired by the Safety and Training Coordinator and will include the following personnel: Manager of Operations and Maintenance, Planner, Finance Officer, Dispatch-Customer Service Representative, Administration Representative, Vehicle Maintenance Representative, North Operations Manager, South Operations Manager, North Operations Supervisor, South Operations Supervisor, North Vehicle Operator, South Vehicle Operator. The purpose of the committee is to bring management and employees together to achieve and maintain a safe, healthful workplace. The committee will include key staff and have the capability to utilize multiple disciplines while also having access to higher level budgeted solutions. The committee will review accident and incident data, hazards, and employee concerns submitted on forms, determining appropriate follow up actions. It will monitor

progress of any pending corrective actions or safety initiatives. The committee will meet monthly.

The Safety and Security Committee will also function as the Accident Determination Appeal forum and will be convened as needed to hear appeals from Vehicle Operators. As with the Accident Determination Committee, they will follow National Safety Council guidelines. They will consider organizational factors in their decisions. They will receive training from the Safety and Training Coordinator in order to make informed decisions.

Table 3.1: Safety Management System Responsibilities Matrix

The roles and responsibilities for the Safety Management System

Task	Frequency	Management Responsibility	Staff Responsibility
Oversee Safety Management System and Public Transportation Agency Safety Plan; assure compliance	Daily	Transit Director, Managers	All Staff
Inspections for safety compliance, (pre-trip inspections, driver files, maintenance records)	Quarterly/ As Needed	All Managers	Supervisors, Operators
Safety Management System and Public Transportation Agency Safety Plan review, maintenance and distribution	Annual/ As Needed	Safety and Training Coordinator, Managers	Supervisors
Intra-agency coordination and safety meetings	Monthly	Managers	Supervisors, All Staff
Inter-agency coordination (FDOT, law enforcement, emergency response organizations)	As needed	Managers	Supervisors
Facility Inspection	Monthly	Maintenance General Manager	
Employee safety training, testing and record keeping	Initial Hire/ Annual	Safety and Training Coordinator	Trainers
Drug Free Work Place Policy (policy maintenance, employee training, testing, etc.)	Initial Hire/ Quarterly	Safety and Training Coordinator	
Driver license validity check and record maintenance	Initial Hire/ Quarterly	Administration	Supervisors
Administrative – Human Resources Safety Actions	As Needed	Managers	All Staff

Task	Frequency	Management Responsibility	Staff Responsibility
Safety and security data acquisition and analysis	Ongoing	Managers	Supervisors
Medical examination of drivers and record keeping	Initial Hire/ Quarterly	Administration	Supervisors
Vehicle and equipment procurement	As Needed	Manager of Operations and Maintenance	
Pre-Trip inspections and record keeping	Daily	Managers Supervisors	Lead Vehicle Operators, Operators
Vehicle maintenance and record keeping	Daily	Maintenance General Manager	Supervisors Technicians
Annual safety inspections and record keeping	Annual	Maintenance General Manager	
Event investigations and record keeping	As Needed	Safety and Training Coordinator, Managers	Supervisors
Investigate safety complaints	As Needed	Safety and Training Coordinator, Managers	Supervisors
Pre-employment screening	Initial Hire	Administration, Managers	Supervisors
Employee time recording and maintenance	Daily	Supervisors, Administration	Lead Vehicle Operator
Internal safety audits	As Needed	Manager of Operations and Maintenance	Safety and Training Coordinator
Facilitate external safety audits	As Needed	Safety and Training Coordinator, Manager of Operations and Maintenance	Supervisors, All Staff
Records maintenance, retention and distribution	Daily, As Needed	Manager, Supervisor	Administrative Assistant, All Staff

Task	Frequency	Management Responsibility	Staff Responsibility
Contractor safety and security compliance oversight	As Needed	Safety and Training Coordinator	Manager of Operations and Maintenance
Hazard identification and resolution	Daily	Managers, Supervisors	Operators
Compliance with the Safety Management System	Daily	ALL STAFF	ALL STAFF
Self- certification of safety compliance	Annual	Transit Director	Manager of Operations and Maintenance

3.3 Integration with Public Safety and Emergency Management

3.3.1 Security Program Plan

The Brevard County Transit Services Security Program is described in the Security Program Plan (SPP). The Security Program Plan is considered sensitive security information per Code of Federal Regulations 49-1520, with distribution controlled to only those with a need to know.

For response to terrorism or natural disaster incidents, the Brevard County Emergency Management Plan is based on partnerships with the Brevard County Emergency Management Group and first-responder organizations of cities throughout Brevard County.

For traditional security functions as well as terrorism prevention, Brevard County Transit Services plans are based upon a formally adopted policy of awareness, alert observation and reporting by all employees, especially front-line personnel, combined with effective responses by both Brevard County Transit Services operations and first-responder law enforcement and emergency management organizations. Brevard County Transit Services riders are also asked to report suspicious behaviors or packages to employees, or call 9-1-1 in the event of an incident. Brevard County Transit Services' Safety and Training Coordinator works in partnership with police and sheriff departments throughout Brevard County to ensure timely response to calls for police assistance on the transit system, and for effective criminal investigations and prosecutions. In support of security awareness and reporting by transit system employees, Brevard County Transit Services designs new service projects, including safety considerations, and provides premises security cameras and other equipment throughout the system to enhance security.

3.3.2 Emergency Management

The ability to respond quickly and in an organized manner is vital to the continuation of transit service during a special event, emergency, or during the recovery from a catastrophic incident, including but not limited to:

- Earthquake
- Fire
- Flood
- Hazardous material spill
- Medical emergency
- Severe weather
- Transit related accidents
- Volcanic activity
- Acts of terrorism

A more extensive discussion of Brevard County Transit Services emergency management activities is contained in the Brevard County Emergency Management Plan found in Appendix C. This plan, along with the safety program documents and Security Program Plan also describe the coordination of the following emergency preparedness and management activities:

Incident Management: Brevard County Transit Services management of an emergency event or incident is based on the principles of the National Incident Management System and the Incident Command System. Using the National Incident Management System principles allows emergency response agencies to effectively communicate with Brevard County Transit Services Supervisors and/or the Brevard County Transit Services dispatch. The structure of the Incident Command System can be as simple as a single Brevard County Transit Services Supervisor responding to an incident, or may require the activation of an Incident Command Post.

Coordination with external agencies: The Brevard County Transit Services Safety and Training Coordinator is principally responsible for the coordination of incident management resources with various emergency service agencies to provide for effective interaction between Brevard County Transit Services and those agencies. Liaison with law enforcement agencies is primarily the responsibility of the Safety and Training Coordinator with assistance from Emergency Management.

Emergency Planning: As a critical transportation provider in Brevard County, Brevard County Transit Services is a member of the Emergency Operations Center. The Emergency Operations Center is responsible for emergency preparedness, response, recovery and mitigation planning and coordination in Brevard County and is comprised of representatives from County Departments including the Brevard County Sheriff, Fire Rescue, emergency response agencies,

utility companies and other critical groups. Brevard County Transit Services is prepared to respond to a wide range of emergency incidents and events, including criminal activity, fire, medical emergencies, severe weather, terrorism, transportation mishaps, and other emergency situations occurring within the Brevard County Transit Services system.

Emergency Preparedness Exercises: Brevard County Transit Services participates in tabletop and field exercises with Brevard County Emergency Management and the Melbourne International Airport to ensure the adequacy of emergency plans and procedures, readiness of Brevard County Transit Services personnel to perform under emergency conditions, effective coordination between Brevard County Transit Services and emergency response agencies, and coordination of regional emergency exercises that are facilitated through the Emergency Operations Center. All exercises are followed by after-action analyses and reports to document lessons learned and actions needed to improve Brevard County Transit Services' emergency operations capabilities.

Emergency Response Training: All front-line Brevard County Transit Services transportation and maintenance personnel undergo emergency response training to ensure they have a full understanding of their role and responsibility during an emergency incident. The level of training is based on their anticipated role during the incident. At a minimum, training is provided on the emergency plans and procedures that the employee may be required to implement, and on any specialized equipment. Training to familiarize fire, rescue and other emergency service personnel with special transit system requirements is coordinated through the Safety and Training Coordinator with the assistance of the Manager of Operations and Maintenance, as appropriate.

Revision and Distribution of Related Plans and Procedures: Emergency plans and procedures are periodically reviewed and updated by the Brevard County Transit Services Safety and Training Coordinator and other Brevard County Transit Services staff, and reviewed and approved by the Transit Director to ensure they remain pertinent and up-to-date, as required through evaluations of exercises and actual incidents.

3.3.3 Safety Management System Documentation and Records

Documentation and recordkeeping pertinent to each component or subcomponent of Safety Management Systems is described in the relevant section of the Brevard County Transit Services Safety Management System and Implementation Plan. This subcomponent includes changes for the management of new or revised safety requirements from regulations or otherwise, such as the introduction of minimum standards for safety. In addition, this subcomponent includes safety data and analyses delivered to and used by Brevard County Transit Services management for safety-related decision making.

3.3.4 Implementation Actions for Safety Management Policy Component

The following are implementation actions for this Safety Management System component:

Safety Management System and Implementation Plan: With the publication of the Brevard County Transit Services Safety Management System and Implementation Plan, the Safety Management Policy Statement has been completed, along with the designation of the Accountable Executive and the Chief Safety Officer.

Safety Management System Record Keeping: Safety Management System documentation of the implementation and record keeping requirement is a new process that will be designed, set up and used as a part of the Safety Management System. Records include implementation activities and documentation for executives and management to monitor safety performance of Brevard County Transit Services and the Safety Management System Implementation and Operations.

All-Hazards Management Plan: Continue and complete development of the All-Hazards Management Plan which is a comprehensive preparedness and response plan. The Continuity of Operations Plan is a subset of this activity.

Minimum Standards for Safety: Continue and complete application and customization of safety-related industry standards for Brevard County Transit Services Operations, Maintenance and other related divisions. These are industry safety-related standards and industry practices that are followed as part of projects, operations and maintenance.

4. Safety Management System Component II- Safety Risk Management

This chapter describes fundamental Safety Risk Management concepts, discusses what types of issues are evaluated for safety risk and generally describes the process for completing safety analyses under Safety Risk Management. The Federal Transit Administration Safety Management System Framework requires two sub-components and each is addressed in this document:

- Sub-component 5: Hazard identification and analysis
- Sub-component 6: Safety risk evaluation

This chapter provides a summary of the documentation necessary for safety analyses and the required components of the analyses. In addition, it provides the information on risk acceptance, document approval, and tracking of changes. Each of the existing Brevard County Transit Services safety program documents includes a customized version of hazard management and hazard analysis. An action item from this Safety Management System

implementation process is to develop one source of the formal hazard identification and safety risk assessment and analysis processes.

4.1 Safety Risk Management Defined

Safety Risk Management is a formalized, proactive approach to safety risk analysis and assessment. Safety Risk Management is a methodology applied to all of Brevard County Transit Services significant operational or risk environment changes that ensures hazardous conditions are identified and significant risk is mitigated to an acceptable level prior to those changes being made. Definitions are provided from the Federal Transit Administration Safety Management System Glossary of Terms.

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

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

Hazard Identification: formal activities to identify potential hazards during operations related to provision of service.

Hazard Analysis: the formal activities to analyze potential consequences of hazards during operations related to provision of service.

The Safety Risk Management process is a means to:

- Document proposed transit services and changes, regardless of anticipated safety impact
- Identify hazards associated with a proposed change
- Analyze and assess the safety risk and reduce the identified risks to the lowest practical level
- Accept residual risks prior to implementation of mitigation
- Implement the mitigation measures and track to resolution
- Assess and monitor the effectiveness of the risk mitigation strategies
- Reassess service or changes based on the effectiveness of the mitigation

It is important to note that safety does not mean the elimination of all safety risks. However, using the Safety Risk Management process, the hazards to persons or equipment can be minimized to an acceptable level by use of various types of engineering controls and mitigation measures. These types of changes for improved safety performance might require capital

improvement projects and/or selection of technologies, such as safety-related equipment or the use of Intelligent Transportation Systems on each bus.

Additional definitions of terms being used:

Safety Risk: the assessed probability and severity of the potential consequence of a hazard, using as reference the worst foreseeable, but credible, outcome.

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

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

Residual Risk: the risk that remains after all control or mitigation techniques have been implemented and verified.

4.1 Applicability of Safety Risk Management

4.2.1 Safety Risk Management Process

If a proposed change (project) or change in the risk environment identified in an Operational Hazard Assessment is expected to impact the safety of the system, it is necessary to conduct additional safety analyses and document the results from the safety analyses prior to implementing the change. Even when a change is proposed to improve safety performance, the need to conduct further risk and hazard analysis is necessary to ensure that additional risk is not introduced based on the change. The level of analyses in Safety Risk Management varies by the type of change.

As shown in Figure 2, the Safety Risk Management process generally includes the following steps, and should include appropriate subject matter experts within Brevard County Transit Services or external resources, as needed:

System Description: A complete and accurate system description is essential to conducting a thorough safety analysis. The system description provides information that serves as the basis to identify, to the greatest extent possible, all hazards and associated safety risks. It is critical to define and document the scope and objectives of the proposed change or system.

Identify Hazards: These hazards are identified based on plans for projects or based on operational experience and data collection and analyses from Safety Assurance.

Analyze and Assess Risk: This is the step where the Risk Matrix is typically used. Some of the probabilistic risk assessment tools and techniques used for these analyses and assessments

include preliminary hazard analysis; failure modes, effects and critical analysis; fault tree analysis and operational hazard assessment.

Treat the Risk: Determine potential risk control and mitigation strategy options, and assess the best approach to mitigation of the identified risk. Examples of risk mitigations include revising the system design, modifying operational procedures, or establishing contingency arrangements.

Implement Risk Management Strategy: These are typically Safety Risk Mitigations which are the activities whereby a public transportation agency controls the probability or severity of the potential consequences of hazards. An order of precedence for accomplishing risk control development are: design for minimum risk, incorporate safety devices, provide warning and/or develop mitigation-related procedures and training.

Monitor that the mitigation/strategy works: The continuous monitoring or risk monitoring is a part of the Safety Assurance Safety Risk Management component and described in the next chapter.

Figure 2: Safety Risk Analysis

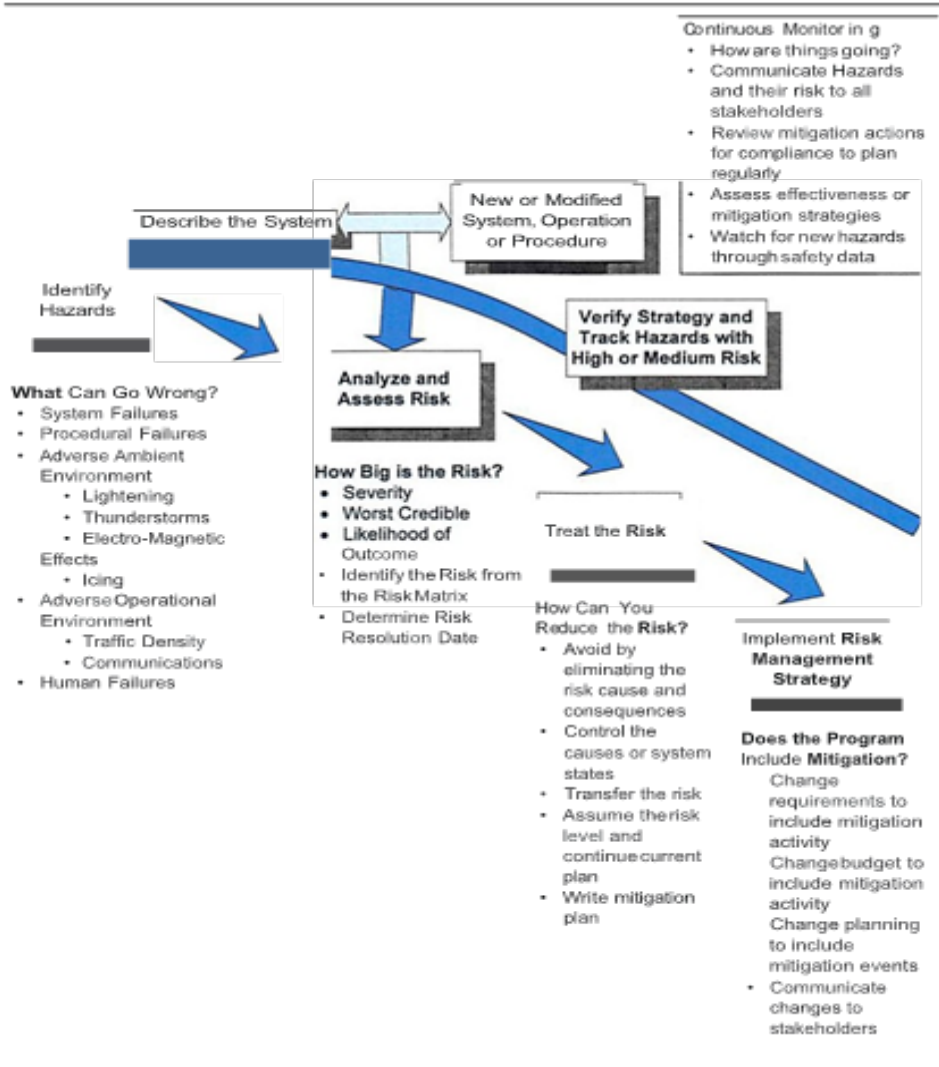


Figure 2 provides a summary of Safety Assurance/ Risk Monitoring sources of data and information, based on the Federal Transit Administration’s National Safety Plan. This data comes from the following sources:

- *Existing Safety Performance Measures: Based on data from the National Transit Database*
- *Safety Event Investigations: Results with a focus on resolution of any hazardous conditions and prevention in the future, causal factors (including human factors and organizational issues), and corrective actions*
- *Safety Related Internal Audits: Focused on specific risk conditions, to include results, findings and corrective actions*

- *Hazard Management and Risk Monitoring: Information from other transit agency sources that might provide indication of changes in the risk environment*

4.2.2 System Changes

Introduction of new technologies or systems to make improvements in operations or safety performance must be prioritized along with other traditional projects and/or procurements. The prioritization of these system changes should be influenced by the importance or need from a safety performance perspective.

All proposed changes to the following categories of changes will likely require safety risk/hazard analysis:

- Modifications to revenue vehicle critical safety systems, for example: brakes, steering, wheels, propulsion systems, etc.
- Changes to safety procedures and standards such as new operating procedures or waivers to existing procedures, requirements or standards.
- Changes to equipment that impact safety, including:
 - Introduction or modification of new equipment
 - Introduction of or modification to, hardware or software systems that impact safety
 - Human to system interfaces
 - Facilities design or improvements
 - Maintenance of activities associated with hardware, software or human to system interfaces
 - Maintenance of computerized dispatch systems and location or navigation services

4.3 Request for Safety Assessment

The Request for Safety Assessment is a process that allows all Brevard County Transit Services employees to submit safety concerns, as a non-punitive safety reporting system. Hazards that are deemed by Operations and/or the Safety and Training Coordinator to be an immediate threat to safety, such as a trip hazard, are expected to be immediately corrected. The Request for Safety Assessment process is as follows:

1. Employee makes request by entering request on Brevard County Transit Services paper form, or via telephone or email.
2. Report entry and tracking:
 - a. Once entered into the database, a tracking number is assigned, and a receipt is sent to the requester.

- b. Safety staff is notified via email and will review for complete information, then route the assignments for action and post updates as progress is made.
3. Issues will be reviewed by the Safety and Training Coordinator and other experts as needed.
4. Conclusions, actions and follow up actions will be made and steps taken to remedy the situation.
5. Response to the requester- Safety staff will send a written report of conclusions and actions taken, once determined and completed.

4.4 Implementation Actions for the Safety Risk Management Component

The following are implementation actions for this Safety Management System component:

Develop and Implement Enhanced Hazard Identification: Continue and complete extensive hazard identification, analysis and resolution through data collection and additional analyses. Many of the identified hazards expected to come from Safety Assurance related to investigations, audits, and risk monitoring. Revisit or increase Hazard Identification and Analysis for bus modes, specifically analyses of the routes and bus tops. Further develop the Hazard Log for all hazards identified, analyzed and mitigated as an ongoing record of those risk-related decisions.

Operational and Job Hazard Analysis: Continue and complete development of the Operational and Job Hazard Analysis activity to identify significant safety risks and implement mitigation measures for operations and specific job assignments.

5. Safety Management System Component III- Safety Assurance

Safety assurance includes safety reviews, evaluations, audits and inspections, as well as data collection, tracking, and analysis from various sources, including investigations. This chapter explains why safety assurance and evaluation are critical to the Safety Management System. The Federal Transit Administration's Safety Management System Framework requires one sub-component and is addressed in this document.

Sub-component 7: Safety Performance Monitoring and Measurement

As shown in figure 3, Safety Risk Management and Safety Assurance are integrated and form a feedback or control loop for the Safety Management System. Safety Management System, on the left side of the figure, encompasses the formal set of processes for hazard analysis and safety risk assessment. Safety Assurance, on the right side of the figure, includes the process within the 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 collection, analysis, and assessment of information.

Information collected for safety and risk monitoring in the transit industry includes operations and maintenance data, audit and accident investigation results, as well as training records and information. Depending on their nature, problems discovered during monitoring may be addressed immediately within Safety Assurance or referred to Safety Risk Management for formal risk assessment and determination of controls or mitigations. In general, non-conformances are addressed within Safety Assurance, and new hazards are referred to Safety Risk Management.

5.1 Safety Performance Monitoring and Measurement

This section discusses the importance of safety data, the types of safety data, and development of safety performance monitoring and measurement. Lagging and leading indicators are also associated with safety performance measures. The Federal Transit Administration's National Safety Plan is required to describe safety performance measures, and they have provided the initial focus areas based on existing data delivered to the National Transit Database as the following:

- Fatalities: Total number of reportable fatalities and rate per total vehicle revenue miles by mode
- Injuries: Total number of reportable injuries and rate per total vehicle revenue miles by mode
- Safety Events: Total number of reportable events and rate per total vehicle revenue miles by mode
- System Reliability: Total number of reportable events and rate per total vehicle revenue miles by mode

These safety performance measures are used by transit agencies to select improvement targets for these four measures and each mode of transit, in order to encourage improvements and monitor safety performance of delivering transit services. In addition, transit agencies are encouraged by the Federal Transit Administration to strategically select additional measurable topics for improvement through selection of targets.

5.1.1 Safety Definitions

Brevard County Transit Services uses the National Safety Council standards and definitions in determining preventability of vehicle accidents.

Accident: An event involving a transit vehicle or personnel resulting in harm, injury, damage, loss or casualty.

Incident: An event that involves any of the following: personal injury that is not serious; minor damage to equipment, facilities, or infrastructure including vandalism; an apparently minor

conflict, disturbance, or fracas between persons that may have serious results; medical emergency on a bus or at a bus facility; threat or assault involving transit personnel or passengers.

Non-Preventable Accident/Incident: Any occurrence involving an accident or incident in which everything that could have been reasonably done to prevent it was done; however, the accident/ incident still occurred.

Preventable Accident/Incident: An accident or incident in which the person involved failed to exercise every reasonable precaution to prevent the event. This is irrespective of whether or not there is property damage or personal injury, the extent of the loss of injury, to whom it occurred and the location of the event.

In order for a person to avoid being involved in a preventable accident, each driver should understand and practice the concept of defensive driving. Defensive driving is driving so as to prevent accidents in spite of the incorrect actions of others and adverse driving conditions; such as light, weather, road, traffic, vehicle condition and your physical and mental state.

A driver can be technically free from fault, yet may have been able to avoid an accident by driving defensively.

All Brevard County personnel involved in accident investigation and preventability determinations will be trained in the standards and definitions by the Safety and Training Coordinator. A more complete Guide for Determining Preventability of Motor Vehicle Accidents (Based on National Safety Council Rules) is found in Appendix B.

Transit Safety and Risk Monitoring and Management Processes

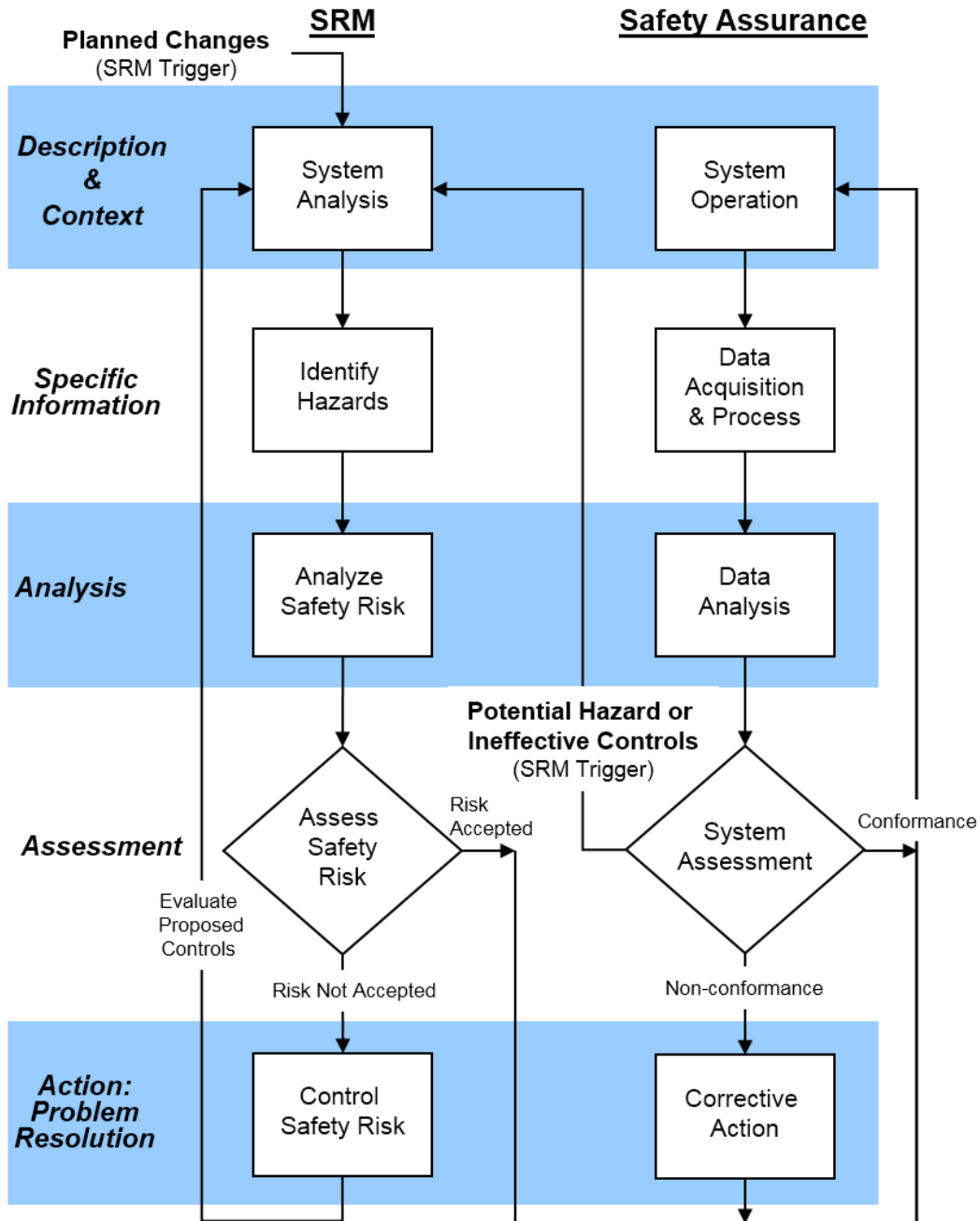


Figure 3: Transit Safety and Risk Monitoring and Management Processes. Process identifies the Safety Risk Management Trigger, is analyzed through the system to identify hazards and safety risk. After safety risk assessment, if the risk is not accepted it is sent back for resolution and the process is begun again. If it is accepted, it will move forward and the corrective action will be implemented.

5.2 Interfaces between Safety Risk Management and Safety Assurance

Safety Risk Management and Safety Assurance are the key processes of the Safety Management System. They are also highly interactive. The flowchart above in Figure 3 may be useful to help visualize these components and their interactions. The interface demonstrates the input-output relationships between the activities in the processes. This is especially important where interfaces between processes involve interactions between different departments, contractors, etc. Assessments of these relationships should pay special attention to flow of authority, responsibility and communication, as well as procedures and documentation.

5.3 Objectives

One of the purposes of a Safety Management System is to improve the safety performance, and therefore reduce the exposure to risk of having an accident. It is not focused on the safety record per se. Quality systems are focused on continuous improvement, but through improving the production record rate. Improving the safety record is not the same as improving safety performance. In an effort to ensure Brevard County Transit Services is achieving both safety improvement and performance, we have established the following objectives:

1. Provide safe service and increase personal safety
 - a. Measure: Number of Fatalities. Fatalities per 100,000 boardings.
 - b. Measure: Number of Injuries. Injuries per 100,000 boardings
 - c. Measure: Number of Preventable Collisions. Preventable collisions per 100,000 miles
 - d. Measure: Number of Non-Preventable Collisions. Non-preventable collisions per 100,000 miles
 - e. Measure: Number of Safety Incidents. Safety Incidents per 100,000 boardings. Incidents include trip and falls on boarding and alighting, hard braking, passenger disturbances and driver or passenger emergencies.
 - f. Measure: Number of Reported Crimes. Reported crimes per 100,000 boardings.
2. Successfully implement and achieve strong acceptance of the Safety Management System
 - a. Measure: Number of active employees who have received Safety Management System training within previous year
3. Meet or exceed state of good repair targets for all identified asset classes
 - a. Measure: Distance between mechanical failure. Distance per 100,000 miles.

5.4 Safety Data Collection and Evaluation Purpose

A critical component of the Safety Management System is tracking and analyzing safety data to enhance awareness of potentially hazardous situations and safety risks. The Safety and Training Coordinator assists with the collection and analysis of agency-wide safety-related data and supports the sharing of data across the Brevard County Transit Services organization to continually improve safety performance.

The acquired safety data is used to:

- Identify risks and verify the effectiveness of implemented controls
- Identify areas in which safety could be improved
- Contribute to accident and incident prevention
- Assess the effectiveness of training

Brevard County Transit Services uses safety data tracking and analysis to proactively look for negative trends or safety issues and hazards that could eventually lead to incidents and accidents. If issues or hazards are identified, there is a response to resolve or correct them. In most cases, the resolution, or corrective action constitutes a change to a process or equipment which requires the use of the Safety Risk Management process to meet an acceptable level of risk. This is an example of creating a closed loop process for managing safety.

5.5 Example Activities and Tools to Accomplish Safety Assurance

Safety Assurance is accomplished through implementation of safety oversight and risk monitoring activities. As Brevard County Transit Services implements its Safety Management System, several activities will be emphasized or initiated and tools will be developed to support safety oversight and risk monitoring, including the following:

- **Investigations:**
 - Focus on primary and organizational causal factors
 - Define and successfully implement corrective actions
 - Verify corrective actions have been successful
- **Audits:** Audits of Safety Program related activities are a primary source of hazard identification within Brevard County Transit Services. Brevard County Transit Services has made an effort to develop and implement more robust and thorough internal safety audits. In order for this effort to be successful, multiple Brevard County Transit Services divisions will need to support and participate in this effort.
- **Tracking:** Brevard County Transit Services will continue to develop methods and tools for developing safety performance measures and targets for improvement, including dashboards.

- **Monitoring Safety Critical Activities:** One example is tracking and assuring Fitness for Duty by following the Drug and Alcohol program, monitoring hours of service and employee fatigue. Another example is assuring State of Good Repair through the transit asset management requirements.
- **Prioritizing Mitigations:** Mitigations often require financial resources for capital projects or for development and execution of training; these financial and staff resources need to be prioritized by the safety risk of not completing these mitigations in the required timeframe. For long term mitigations, it is crucial to assure implementation of short-term mitigations to manage safety risk until the longer-term solution can be implemented.

5.5.1 Sources of Safety Assurance Risk Monitoring Data and Information

Existing safety performance measures under the National Transit Database:

- Casualties
 - Fatalities (customers, employees, and the public)
 - Injuries (customers, employees and the public)
- Property Damage
- Reportable Events (Accidents)
 - Collisions (vehicle-to-vehicle, vehicle-to-person, vehicle-to-object)
 - Fires
 - Evacuations for life safety reasons
- Results from Reportable Event (accident or incident) Investigations
 - Probable cause
 - Contributing factors
 - Corrective actions
- Audit Results
 - Findings
 - Corrective Actions
- Hazard Management and Risk Monitoring Information
 - Safety reporting from all levels of the organization
 - Violations of policy and/or procedure
 - Job-based certification and awareness training
 - All-hazards preparedness and analyses
 - Maintenance performance, including State of Good Repair, and Transit Asset Management
 - Monitoring of hazard logs
 - Crime trends, such as trespassing, perimeter breaches, and fare evasion
 - Fitness for duty, including drug/alcohol program results and hours of service

- Liability losses
- Customer complaint information
- Changes to management, operations or maintenance
- Studies of hazardous materials, spills, and environmental concerns
- Ad hoc studies of hazards and vulnerabilities

5.6 Implementation Actions for the Safety Assurance Component

The following are implementation actions for this Safety Management System component:

- **Safety Culture Assessment:** Develop a Safety Culture Assessment and tools to encourage improvements.
- **Safety Management System Continuous Improvement Plan:** Develop the processes for continuous improvement of the Brevard County Transit Services Safety Management System, including at least an annual review and assessment of what’s working and what’s not working in the Safety Management System implementation.
- **Confidential Near Miss Reporting System:** Develop and implement a Brevard County Transit Services Confidential Near Miss (or Close Call) Reporting System for all Brevard County Transit Services employees.
- **Safety Performance Measures and Targets Implementation:** Determine and implement safety risk control measures to achieve safety performance measure targets related to collisions and injuries.
- **Strategic Data and Analysis Plan:** Study and develop a strategic data collection, analysis, and assessment plan for all types of safety performance and risk monitoring data and information. Sources of this safety-related data and analysis are across the Brevard County Transit Services organization, including all modes.
- **Strategic Internal Safety Audit Information Plan:** Continue development and implementation of a more risk-based, data-driven internal safety audit process. Commitment and support across Brevard County Transit Services is required for these activities.
- **Strategic Safety-Related Investigations Plan:** Add the organizational accident approach to all Brevard County Transit Services safety-related investigations of accidents, incidents, occurrences and significant hazardous conditions. The organizational accident approach allows for the opportunity to prevent safety events in the future.

6. Safety Management System Component IV – Safety Promotion

Safety promotion is communicating and disseminating safety information to strengthen the safety culture and support integrating the Safety Management System into all operations and activities of Brevard County Transit Services. Safety promotion includes safety culture, safety-related lessons learned, reporting systems, recommendations based on safety metrics, and

safety training. The intent of safety promotion is to foster a positive safety culture in which Brevard County Transit Services employees receive ongoing training and updates of safety progress; feel comfortable reporting safety issues or concerns and understand why safety is important and how staff actions or inactions impact safety. Through safety promotion, the Leadership Team broadcasts its commitment to safety and the Safety Management System, and demonstrates its commitment to the importance of safety.

The Federal Transit Administrations Safety Management System Framework requires two sub-components and each is addressed in this document:

Sub-component 10: Safety Communication

Sub-component 11: Competencies and Training

6.1 Safety Culture

6.1.1 Safety Culture Definition and Importance

Safety Culture is the attitude, beliefs, perceptions and values that employees share in relation to safety in the workplace. An active safety culture is vital to the continuing success of a Safety Management System as it gives the dynamic energy needed to ensure the system will provide a continuous cycle of improvement as intended. This can only be developed by leadership, commitment and setting a good example.

Accountable managers should take a leading role in developing an active safety culture within their organization so that the Safety Management System becomes an integral part of the management and work practices of the organization. Senior management commitment is crucial and this needs to be demonstrated on a regular basis.

Dr. James Reason suggested that a safety culture consists of five elements:

1. **An informed culture:** Those who manage and operate the system have current knowledge about the human, technical, organizational and environmental factors that determine the safety of the system as a whole. An informed culture relies on having a strong reporting culture.
2. **A reporting culture:** Managers and operational personnel freely share critical safety information without the threat of punitive action. Employees need to be encouraged to divulge information about hazards they encounter.
3. **A learning culture:** An organization must possess the willingness and competence to draw the right conclusions from its safety information system and be willing to implement major reforms. Reporting is only effective if something is learned from the data.

4. **A just culture:** An atmosphere of trust in which people are encouraged to provide essential safety related information, but that they are also clear where the line must be drawn between acceptable and unacceptable behavior.
5. **A flexible culture:** A culture in which the organization must be willing to adapt to changing demands and respond to events.

If everyone in the department is trained to do their job in a safe manner and proactively looking for hazards, you will then be approaching a new level of safety that is behavior driven. All the elements of a safety culture must be actively encouraged and demonstrated by managers on a regular basis to encourage all staff to participate if this level is to be achieved. Individual efforts alone do not result in the desired outcome. A positive safety culture is achieved only when it develops an aggregate attitude that safety is paramount in all transit services. This type of safety thinking permits individuals to resist complacency, commit to excellence and take personal accountability. The cumulative effect of these attitudes develops an organizational attitude of self-regulation for safety. It fosters a universal type of safety thinking.

Accordingly, safety culture is both attitudinal, as well as structural, relating to both individuals and organizations. It consists not only of identifying safety issues, but also matching them with appropriate actions.

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

6.1.2 Positive Safety Culture Values

What the people in an organization do, defines its culture. Organizational values can be judged by decision makers actions. For instance, the extent to which managers and employees act on commitments to safety demonstrates the values that motivate their actions. To foster a positive safety culture, management sets the standards by allocating adequate resources, providing unambiguous policy direction, and promoting open communication. The following values are inherent in a positive safety culture:

- Employees at all levels understand the hazards and risks inherent in their operations and those with whom they interface.
- Employees continuously work to identify, control and manage hazards or potential hazards.

- Employees understand errors, make efforts to eliminate potential errors from the system, and do not tolerate willful violations.
- Employees and management understand and agree on what is acceptable and unacceptable behavior and risk.
- Management at all levels encourages employees to report safety hazards.
- When employees report hazards, others are empowered to analyze them using a risk-based assessment methodology and take appropriate action.
- Management tracks hazards and actions to control them and report at all levels of the organization.
- Management encourages employees to develop and apply their own skills and knowledge to enhance organizational safety.
- Employees and management communicate openly and frequently concerning safety hazards.
- Management widely distributes or makes available safety reports so that everyone has the opportunity to learn the lessons.

6.1.3 Safety Communication

Effective communication of safety risks is critical and a key component of the safety culture.

When reporting on the risk, the communication should:

- Raise the level of understanding of relevant issues
- Be tailored to audience needs
- Place the risk in the appropriate context
- Present the risk in order of concern
- Be respectful in tone
- Be forthright about any limitations
- Deal with trust and reliability
- Be focused on specific issues

A positive safety culture depends on voluntary reporting. It is essential that management support and encourage reporting. Individual and organizational safety should be recognized and promoted.

The Safety and Training Coordinator with the assistance of Marketing, will utilize multiple modes of communication to promote safety. The Safety Promotion Communication Plan will include, but not be limited to, the following topics:

- Dissemination of safety messages, progress toward safety performance targets and lessons learned

- Measuring or assessing safety culture
- Safety Culture promotion

Safety communication also includes the riders of the transit systems and the public that interacts with the transit system.

6.2 Competencies and Training

Training is a critical activity for safety promotion. It is a means for providing the skills and knowledge needed to carry out safety responsibilities. Employees and management receive information and training on safety concepts, processes and guidance at a level that is commensurate with their job functions as they relate to the Safety Management System.

Safety risks associated with the operation and maintenance of transit services are controlled, in part, through a training management framework. It includes a systematic process to identify competency requirements, selection of personnel, initial training, activities and assessment of qualifications. Each division adopts this framework in determining their specific job-specific qualification requirements.

6.2.1 Safety Training

Appropriate safety training is provided for each employee commensurate with their position.

Initial Training

All newly hired Brevard County Transit Services personnel receive training to become familiar with:

- Safety Management System overview
- Safety Policy
- Safety Risk Management
- Safety Assurance
- Safety Promotion
- Safety Management System Implementation
- Employee roles and responsibilities

Specific Job Safety Training

Safety specific training is provided by the department for employees. The training includes an understanding of safety risks and controls, rules and procedures. It is the responsibility of managers and supervisors to ensure the training requirements are identified and fulfilled. The Safety and Training Coordinator coordinates with training instructors in formulating and refining the training programs.

Delivery of Safety Training

Managers and supervisors must arrange appropriate safety training for each position. This includes both technical and non-technical training, on-the-job training and refresher training. Trainers must be competent and qualified in the delivery of training. A complete and comprehensive training and qualification record by employee is maintained.

Qualifications

Suitable qualifications of employees are maintained and revalidated in accordance with the requirements of the department, and regulatory requirements.

6.3 Implementation Actions for the Safety Policy Component

The following are implementation actions for this Safety Management System component:

- **Safety Promotion Communication Plan:** Develop and implement the Safety Promotion Communication Plan to assure ongoing communications across Brevard County Transit Services. Planning for and implementation of ongoing communication activities includes:
 - Internal safety communication activities for all levels of management and employees
 - Safety performance dashboards
 - Safety outreach
- **Internal Safety Communication Activities:** Provides opportunities to share safety information throughout Brevard County Transit Services to encourage safety performance improvements.
- **Safety Performance Dashboards:** Continue development and support of safety performance dashboards and related analyses.
- **Safety Outreach:** Continue development and implementation of safety outreach with the community.
- **Training for Safety Management System:** Safety Management System awareness training for all employees, including safety accountabilities and responsibilities, so that all employees understand their role and have access to additional information and

resources. This training topic will be integrated into existing and ongoing training efforts.

- Training Matrix and Implementation: Focus on safety training for all employees and assuring that all aspects of safety and competencies are addressed.
- Training for Hazard Identification and Analysis: Develop and implement training specific to the desired expansion of hazard identification and analysis techniques.

Appendices

A: Acronyms and Abbreviations

B: Safety Management System Implementation Actions

C: Bus Emergency Procedures and Training

D: Brevard County Emergency Management Plan

Appendix A – Acronyms and Abbreviations

Brevard County Transit Services operates under the Brevard County Board of County Commissioners; based on their Americans with Disabilities Policy guidelines, all acronyms and abbreviations must be expanded contextually after each heading. By providing a list, it allows the reader to visualize common acronyms or abbreviations that may be used in similar documents or referenced in transit operations. This is in no way meant to be a comprehensive listing.

ACID: Accident Incident Database
ALARP: As Low as Reasonably Practicable
CFR: Code of Federal Regulations
CIT: Continuous Improvement Team
COO: Chief Operating Officer
CPTED: Crime Prevention through Environmental Design
DHS: Department of Homeland Security
EOC: Emergency Operations Center
FDOT: Florida Department of Transportation
FHA: Fault Hazard Analysis
FMECA: Failure Modes, Effects and Critical Analysis
FTA: Federal Transit Administration
IC: Incident Command
ICS: Incident Command System
JHA: Job Hazard Analysis
NIMS: National Incident Management System
NTD: National Transit Database
NTSP: National Transportation Safety Board
OHA: Operational Hazard Assessment
OSHA: Occupational Safety and Health Administration
PHA: Preliminary Hazard Analysis
PTASP: Public Transportation Agency Safety Plan
ROW: Right of Way
RSA: Request for Safety Assessment
SME: Subject Matter Expert
SMP: Security Management Plan
SMS: Safety Management System
SOP: Standard Operating Procedure
SRM: Safety Risk Management
SPP: Security Program Plan
SSPP: System Safety Program Plan
TAM: Transit Asset Management
TSA: Transportation Security Administration

Appendix B -Safety Management Implementation Actions

Safety Management Systems Component 1: Safety Management Policy

Number	Project / Activity	Completion Date
1.1	Safety Management System and Implementation Plan: With the publication of the Brevard County Transit Services Safety Management System and Implementation Plan, the Safety Management Policy Statement has been completed, along with the designation of the Accountable Executive and the Chief Safety Officer / Safety Management System Executive.	12/01/2020
1.2	Safety Management System Record Keeping: Safety Management System documentation of the implementation and record keeping requirement is a new activity/process that will need to be designed, set up and utilized as a part of the Safety Management System. Records include implementation activities and documentation for management to monitor safety performance of Brevard County Transit Services and the Safety Management System Implementation and operations.	
1.3	All Hazards Management Plan: Brevard County Transit Services works as a department within Brevard County. We work closely with the Brevard County Emergency Management Department and abide by the designations described in the Brevard County Emergency Management Plan (Appendix C). The Continuity of Operations Plan is a subset of the All Hazards plan.	Completed 04/01/2012
1.4	Minimum Standards for Safety: Continue and complete application and customization of safety-related industry standards for Brevard County Transit Services Operations, Maintenance, and other related divisions. These are industry safety-related standards and industry practices that are followed as part of projects, operations and maintenance.	

Safety Management System Component 2: Safety Risk Management

Number	Project / Activity	Completion Date
2.1	Safety Risk Management Plan: Develop a Safety Risk Management Plan to define the projects and activities to be accomplished in implementation of Safety Risk Management at Brevard County Transit Services.	Completed 01/24/2008
2.2	Develop and Implement Enhanced Hazard Identification: Continue and complete extensive hazard identification, analysis and resolution through data collection and analysis. Many of the identified hazards expected to come from safety assurance related to investigations, audits and risk monitoring. Revisit and increase hazard identification and analysis for bus modes, specifically an analysis of the routes and bus stops. Further develop the hazard log risk register for all hazards identified, analyzed and mitigated as an ongoing record of those risk decisions.	
2.3	Operational and Job Hazard Analysis: Continue and complete development of the Operational and Job Hazard Analysis activity to identify significant safety risks and implement mitigation measures for operations and specific job assignments.	

Safety Management Component 3: Safety Assurance

Number	Project / Activity	Completion Date
3.1	Safety Culture Assessment: Develop a safety culture assessment and tools to encourage improvements.	
3.2	Safety Assurance Management Plan: Continue and complete development of the Safety Assurance Management Plan, including a description of the strategic approach to all aspects of Safety Assurance to be developed and implemented at Brevard County Transit Services.	
3.3	Confidential Close Call Reporting System: Develop and implement Brevard County Transit Services Confidential Close Call Reporting System for all Brevard County Transit Services employees and contractors.	
3.4	Safety Performance Measures and Targets Implementation: Determine and implement safety risk control measures to achieve safety performance measure targets related to collisions and injuries.	
3.5	Strategic Data and Analysis Plan: Study and develop a strategic data collection, analysis and assessment plan for all types of safety performance and risk monitoring data and information. Sources of this safety related data and analysis are across the Brevard County Transit Services organization, including all modes.	
3.6	Strategic Internal Safety Audit Implementation Plan: Continue development and implementation of a more risk-based, data-driven internal safety audit process. Commitment and support across Brevard County Transit Services is required for these activities.	
3.7	Risk Monitoring of Contracted Services: Determine the best way to implement safety oversight, internal audits and safety analyses for contracted operations and/or maintenance services.	
3.8	Strategic Safety Related Investigations Plan: Add the organizational accident approach to all of Brevard County Transit Services safety related investigations of accidents, incidents, occurrences and significant hazardous conditions. The organizational accident approach allows for the opportunity to prevent safety events in the future.	

Safety Management Component 4: Safety Promotion

Number	Project / Activity	Completion Date
4.1	Safety Promotion Communication Plan: Develop and implement the Safety Promotion Communication Plan to assure ongoing communication across Brevard County Transit Services. Planning for and implementation of ongoing communication activities includes: Internal Safety Communication activities for all levels of management and employees Safety Performance Dashboards Safety Outreach Employee Training	
4.2	Internal Safety Communication Activities: Provide opportunities to share safety information throughout Brevard County Transit Services to encourage safety performance improvements.	
4.3	Safety Performance Dashboards: Continue development and support of safety performance dashboards and related analyses.	
4.4	Community Safety Outreach: Continue development and implementation of safety outreach within the community.	
4.5	Training for Safety Management System: Safety Management System awareness training for all employees, including safety accountabilities and responsibilities, so that all employees understand their safety related responsibilities and have access to additional information and resources. This training topic will be integrated into existing and ongoing training efforts.	
4.6	Training Matrix and Implementation: Safety training for all employees, assuring that all aspects of safety and competencies are addressed.	
4.7	Training for Hazard Identification and Analysis: Develop and implement training specific to the desired expansion of hazard identification and analysis techniques.	

Appendix C – Bus Emergency Procedures and Training

Drivers Accident and Emergency Guide

By Joseph Chagnon, Brevard County Transit Services Safety and Training Coordinator

A bus drivers #1 priority is safety. If there's an accident, you must take the proper steps, to ensure your safety and the safety of your passengers.

Remain Calm

In an emergency, customers will look to you for direction and leadership. You represent authority and must take initial control and take the lead. The intended outcome of this program is to increase the likelihood that accidents and emergencies will be handled professionally.

The first thing you do if you're involved in an accident is focus on the immediate safety of the passengers and yourself. Turn on your four-way flashers, shift into park and set the parking brake. Ask your passengers if everyone is okay.

Assess the Situation, Obtain Help

Check to see if there are any immediate risks, so you'll know if you have to evacuate the bus. If there does not need to be an evacuation, call dispatch. Don't assume you have to evacuate. If the bus isn't badly damaged and there is no danger of being struck by other vehicles, keep passengers on board. They are actually safer on the bus in most situations.

Protect People Before Property, Secure Scene

But if there is an immediate risk, evacuate the bus. For example:

- If the bus is on fire, or if it might catch on fire;
- If this bus is in water, like a lake or river, or if it is danger of going in the water;
- If the bus is in a dangerous position on the road, where it could get hit by another vehicle or tip over;
- If there is smoke, fire or spilled fuel;
- If the bus is in a dangerous location and cannot be moved, or
- If any part of the bus is stuck on or within 14 feet of railroad tracks

Reassure and Assist Customers

In any of these situations, evacuate the passengers as quickly as possible to a safe place. Passengers need to leave their stuff behind. Don't let them re-enter the vehicle for any reason until the emergency is over. The experts recommend staying at least 100 feet away. Keep the passengers calm.

Evacuation must be accomplished in the fastest manner possible, because smoke will quickly fill the cabin and become an obstacle to the evacuation. Time available is a critical factor. If you can, open all roof hatches to help with the ventilation of the smoke and assist others in getting off safely.

Customers in wheelchairs present another challenge. If there are wheelchair passengers on your vehicles you may have to make two assessments. The first is whether conditions permit operation of the lift. If the emergency was caused by a collision the impact may have caused short circuits in the lift's wiring. Or the lift may be damaged preventing manual deployment.

In a fire situation, don't attempt to operate the lift. You may need to place your client on the floor and drag them to the emergency exit. Ask for assistance by other passengers or passers-by to catch them if possible.

If your bus has an onboard fire suppression system, they should activate automatically if your bus is on fire or there is smoke. You will still need to:

- Stop and secure your vehicle
- Evacuate the bus
- Call 911 or Dispatch
- If it is safe, you can try and stabilize the fire with your on-board fire extinguisher til rescue arrives. To use the fire extinguisher; pull the pin; aim at the source; sweep side to side but don't put yourself in danger or allow anyone else to endanger themselves.
- If you can, use your phone to take photos of the scene and the license plate of the other vehicle before police have you move your vehicles.

At the Scene, Gather Information

Regardless of the details or the cause of the accident, do not admit liability to anyone. Don't apologize to anyone. An apology can be mistaken for an admission of guilt which could leave you and the company open to liability charges.

Tell the truth, but let the police and insurance people decide who was at fault later. DO NOT volunteer the fact that our buses are equipped with video cameras. If the police ask, of course let them know. At the scene do not talk to anyone about the accident. Give only Risk Managements information to the other party, your name, bus number and company address. Fill out the Drivers Exchange of Information form in your packet and have the other party fill one out as well. Have passengers fill out courtesy cards.

Do not discuss the accident with anyone other than the police and your supervisor. Never talk to reporters. Assume everyone is a reporter; you tube, twitter, facebook. Fill out an accident report with as many details you can remember. You should decline to discuss the accident with others in a polite and professional manner. Never lose your temper and never lose your cool. Never raise your voice. You must remain professional and polite.

Remember, never ever accept or place blame. The passenger's safety is your top priority.

Appendix D – Brevard County Emergency Management Plan

Brevard County Florida



Comprehensive Emergency Management Plan

Emergency Support Function (ESF) #1 Transportation Section 3.1.1

March 14, 2016

EMERGENCY SUPPORT FUNCTION #1 TRANSPORTATION

Table of Contents

3.1.1	ESF #1 TRANSPORTATION	3
3.1.1.1	INTRODUCTION	3
3.1.1.1.1	Purpose.....	3
3.1.1.1.2	Scope.....	4
3.1.1.1.3	Policies.....	4
3.1.1.1.4	Situation	4
3.1.1.1.5	Planning Assumptions	5
3.1.1.2	CONCEPT OF OPERATIONS	5
3.1.1.2.1	General	6
3.1.1.2.2	Organization.....	6
3.1.1.2.3	Notification	7
3.1.1.3	EMERGENCY SUPPORT FUNCTIONS	7
3.1.1.3.1	Initial Actions	7
3.1.1.3.2	Continuing Actions	8
3.1.1.3.3	Recovery Operations	9
3.1.1.4	RESPONSIBILITIES	11
3.1.1.4.1	Primary Agency.....	11
3.1.1.4.2	Support Agencies.....	12
3.1.1.5	APPENDICES	12
3.1.1.5.1	Appendix I Hurricane Evacuation Manual 2014	12

EMERGENCY SUPPORT FUNCTION #1

3.1.1 ESF #1 TRANSPORTATION

- **PRIMARY AGENCY:** Space Coast Area Transit (SCAT)

- **SUPPORT AGENCIES:** Brevard Public Schools
Brevard County Fire and Rescue
Coastal Health Systems of Brevard

3.1.1.1 INTRODUCTION

3.1.1.1.1 Purpose

The purpose of the Emergency Support Function 1, "Transportation," (ESF #1) is to provide for the coordinated use of transportation resources to support state, local, federal and volunteer agencies performing disaster assistance operations and disaster victims requiring transportation to and from disaster relief locations. Disaster assistance operations may be in response to a natural or man-made catastrophic event, e.g., a hurricane, wildfire, or a hazardous materials accident. This annex will be reviewed as a portion of the Brevard CEMP and revisions made as necessary to maintain an accurate and up-to-date procedure.

3.1.1.1.2 Scope

This ESF is designed to provide overall management, coordination and prioritization, of government (federal, state or local) and private transportation resources to meet the requirements of disaster assistance organizations responding to a Brevard County event. Evacuation transportation is also made available in the pre- and post-event time periods to individuals identified through the County's Special Needs Registry or otherwise requiring evacuation assistance at the time of an event.

3.1.1.1.3 Policies

Transportation assistance requests will be filled utilizing resources available to the county at the time of request, including resources available through mutual aid arrangements with other state and local governments. Requests for transportation resources or assistance exceeding capability at the time of request will be prioritized, and as needed, delayed or deferred until resources are obtained or become available. Transportation missions to protect public health and safety will be given priority.

Transportation planning will be directed toward satisfying three primary demands:

1. Evacuation transportation of individuals identified through the County's Special Needs Registry to and from designated special needs shelter locations.
2. Transportation assistance to government and private agencies/organizations engaged in emergency response operations upon request.
3. Acquisition and use of specific civil or government transportation equipment to meet the transportation assistance requests of responding agencies/organizations.

All services are provided pursuant to this ESF without regard to economic status or racial, religious, political, ethnic, or other affiliation of the disaster victim or the population served.

All buses and other vehicles will terminate operations when environmental conditions are dangerous to the safety of emergency workers, e.g., wind speeds attain a sustained 45 miles per hour, dangerous hazardous materials concentrations, etc.

3.1.1.1.4 Situation

The following situations are likely to be present at the time of a major disaster that will have effect on the implementation of this annex:

1. Portions of the transportation infrastructure within the impacted area will sustain some level of damage. This damage will influence the transportation of personnel and materials into and out of the affected areas, as well as the types of vehicles that will be needed.
2. For a wide-area catastrophic event, e.g., a major hurricane, assistance from outside of Brevard County may take as much as 72 hours to become available.
3. Services and supplies needed to implement this ESF may be limited, and demand for transportation support could exceed immediately available resources. Prioritization of transportation-related missions will be necessary to sustain operations.

4. A significant natural or man-made catastrophic event will require transportation assistance in the following areas:
 - Transportation of identified Special Needs individuals to specified shelter locations.
 - Transportation of general populace evacuees to shelter locations.
 - Transportation to realign shelter populations.
 - Transportation of federal, state and local authorities responding to the event.
 - Transportation of resources to staging and distribution centers.
 - Transportation of evacuees and response personnel to and from established comfort centers.
 - Transportation assistance as requested by other ESF agencies.
 - For wide-area catastrophic events i.e. hurricane, damage or destruction will not be limited to transportation assets. Damage or destruction of surface, air and water transportation infrastructure e.g. roads, railways, docks, runways will hamper transportation response to the affected area.
 - Initial Federal transportation assistance through the Regional Emergency Transportation Coordinator is dependent on the response capability of the individually tasked Federal agency.

3.1.1.1.5 Planning Assumptions

The following assumptions are necessary to define the boundaries of this plan.

1. All agencies tasked in this ESF will plan to be self-sufficient during the initial 72 hour period after the impact of a major event to a level necessary to implement this ESF.
2. All agencies tasked in this ESF will have prepared the implementing procedures for this ESF and will have trained staff in the use of those procedures.
3. Effective coordination of disaster response requests for transportation assistance will be feasible during the immediate post-event time period although perhaps limited due to damage or destruction of communication networks.
4. Clearing of access routes will permit a sustained response flow to the event area of both personnel and material. Localized distribution patterns may be disrupted for indefinite time periods based on the severity and size of the area affected by the event.
5. Normal traffic patterns will be followed with exception of shelter traffic patterns.
6. There will be adequate supplies of fuel and other materials necessary to sustain basic operations required under this ESF.
7. Members of the public requiring evacuation transportation assistance will respond effectively to emergency instructions and guidance to utilize this assistance
8. Individuals with special needs for evacuation or sheltering will register with the County or otherwise make their needs known to ESF #1 on a timely basis.

3.1.1.2 CONCEPT OF OPERATIONS

3.1.1.2.1 General

ESF #1, "Transportation," is responsible for providing vehicles and personnel to fulfill transportation-related mission assignments within Brevard County at the time of a major disaster event. These assignments can be anticipated to involve two major operations. First is to provide evacuation transportation assistance for the transit dependent and special needs individuals within the general public. The second is to provide transportation support for the movement of personnel and materials needed to initiate and sustain emergency response and disaster recovery operations related to the disaster event. The concept of operations for ESF #1 is intended to enable the assigned primary and support agencies to meet their responsibilities and assignments within these two categories.

3.1.1.2.2 Organization

1. This ESF is a Branch within the Logistics Section of the County's Emergency Organization.
2. Space Coast Area Transit (SCAT) is designated as the primary agency and Branch Chief for implementation of this ESF. SCAT provides daily transit service to Brevard County over fixed routes using 65 standard buses. This service for the residents of Brevard County gives Space Coast Area Transit the experience necessary to act as lead agency for ESF #1.
3. Support agencies are assigned to ESF #1 to assist the primary agency with both supplemental and specialized personnel and resources should they be needed. During catastrophic events that exceed SCAT resources and capabilities, ESF #1 will draw on other transportation resources from their supporting agencies.
4. To accomplish evacuation of individuals with special needs, Coastal Health Systems and Brevard County Fire/ Rescue (Transportation and Ambulance) resources are available to transport individuals needing lift-gate, ambulance or non-medical stretcher vehicle support.
5. County Fire/ Rescue units and Coastal Health Systems will utilize fuel supplies through Central Fleet. Immediate replenishment of Space Coast Area Transit stocks will be accomplished by First Vehicle Services following a major countywide event.
6. Coordination and control of the agencies involved in implementation of this ESF will be from the ESF #1 workstation at the County Emergency Operations Center (EOC). Staffing of the workstation at the EOC will be accomplished using SCAT personnel and resources. Staffing patterns will be developed for a minimum of an individual per 12-hour shift continuous from ESF activation through deactivation. Should the scope or duration of the response period require, personnel from support agencies may supplement SCAT personnel assigned to the ESF #1 workstation, on request of the lead agency.
7. Each designated support agency will maintain a control center and contact personnel as designated in the ESF-1 Transportation Coordination Manual (2014).
8. Designated individuals staffing activated municipal EOCs will establish communications with ESF #1, and will provide information to ESF #1 regarding

conditions in their jurisdictions, transportation-related needs, municipal transportation resources available, and similar information.

3.1.1.2.3 Notification

Notifications necessary for the activation and implementation of this ESF will be as follows:

1. Brevard County Emergency Management will notify the designated contact individual for SCAT and, as indicated, request activation of ESF #1 or that the agency standby for activation of the ESF. If necessary, SCAT will be requested to deploy staff to the County EOC. SCAT will notify agency personnel of the activation of ESF #1 and request deployment to pre-assigned duty stations or to stand by for deployment.
2. SCAT will notify all support agencies of the event and the activation of ESF #1. As indicated by the anticipated scope of the event and emergency response, support agencies will be requested to mobilize their personnel and resources, to activate their command centers, and/or to remain on standby to do so. If necessary, SCAT may request personnel from selected support agencies to be deployed to the County EOC.
3. Support agencies will notify their personnel of the activation of ESF #1, and as indicated, deploy individuals to pre-assigned duty stations.
4. SCAT will notify First Vehicle Services of the activation of ESF #1, and, as indicated, request support for re-fueling operations.
5. Upon completion of the activation of the ESF #1 workstation at the County EOC, SCAT personnel will make the following additional notifications to advise of the operational status of ESF #1:
 - The Emergency Management Director and representatives of other activated County ESFs
 - Any activated municipal EOC in the county
 - ESF #1 at the State EOC, if activated

3.1.1.3 EMERGENCY SUPPORT FUNCTIONS

Brevard County has designed its emergency management system to parallel the state and federal ESF organizational structure in order to facilitate operations at the time of a major disaster. The emergency management system is also consistent with the National Incident Management System (NIMS).

The actions that will be taken by Brevard County ESF #1 are described in this section.

3.1.1.3.1 Initial Actions

The primary agency will take the following initial actions upon activation of the ESF #1 workstation at the County EOC:

1. Consult with the Emergency Management Director to determine the need for and schedule of an evacuation.

2. Establish contact with support agencies and begin implementation of the provisions of the ESF #1 Transportation Coordination Manual.
3. Ensure the adequacy of communications capabilities between the County EOC, SCAT and support agency command centers, and other key operational locations. As indicated, request assistance from the BEARS to provide communications capabilities and/or request assistance from ESF #2, "Communications."
4. Request SCAT personnel and designated support agency representatives to take feasible steps, as indicated, to protect available transportation assets from the impacts of the hazard event.
5. If an evacuation is to be conducted, the following actions will be taken:
 - Review the ESF #1 Transportation Coordination Manual and activate its provisions.
 - Consult with ESF #14 to determine the public information regarding the evacuation that has been released, and ensure that information regarding special needs and transit dependent individuals has been issued.
 - Consult with ESF #6, #6N and #17 to ensure coordination of the activation of general shelters, special needs shelters and animal shelters with transportation of transit dependent and special needs evacuees.
 - Review the registry of special needs individuals to determine transportation resource needs.
 - Deploy transportation resources to staging areas and await instructions to begin the evacuation process.
 - Upon direction by the Emergency Management Director, initiate the evacuation process.
 - Consult with ESF #5 to monitor wind speeds and/or environmental conditions and instruct vehicle drivers to seek shelter or return to shelter when necessary to do so.
6. Monitor the evacuation process and advise ESF #5 of actions and progress; as requested, assist ESF #5 with the preparation of the initial Incident Action Plan (IAP) regarding initial transportation issues and concerns.
7. Maintain communications with county ESF #16, "Law Enforcement," and municipal EOCs to obtain information regarding roadway conditions and for escort services or other assistance if needed.
8. Maintain routine communication with ESF #6 and #6N to ensure coordination of transportation operations and the availability of appropriate shelter capacity.
9. Initiate communications with other County ESFs to receive requests for transportation assistance and support.

3.1.1.3.2 Continuing Actions

Following initiation of an evacuation, if required by the event, ESF #1 will maintain the following continuing emergency response actions:

1. Continue monitoring of the evacuation process and provide assistance when needed with the support of other County ESFs.
2. Consult with County ESF #4, "Firefighting," ESF #5, "Information and Planning", and ESF #16, "Law Enforcement," to recognize with environmental conditions due to the event would become hazardous for continuing evacuation operations; advise field personnel to take shelter when indicated.
3. Consult with ESF #14, "Public Information" to ensure the continuing flow of emergency instructions to transit dependent and special needs individuals requiring assistance in evacuation.
4. Consult with ESF #6 and #6N to coordinate delivery of evacuees to the appropriate shelter and/or to provide transportation assistance for relocation of shelterees to balance shelter capacities and operations.
5. Participate in briefings held in the County EOC and prepare situation reports and similar documentation regarding ESF #1 operations as requested; as requested, assist ESF #5 with the continuing preparation of Incident Action Plans (IAPs) to guide ESF operations. File ESF #1 situation reports as requested.
6. Ensure adequate staffing of the ESF #1 workstation and other agency command centers for the duration of the event.
7. Ensure the continuing availability of fuel supplies, vehicle repair parts, tires, etc., and when needed request assistance from ESF #7, "Resource Support" to obtain necessary repairs, services or products.
8. Respond to transportation assistance requests from other county ESFs and municipal EOCs.
9. Maintain contact with ESF #1 at the State EOC, if activated, and coordinate transportation assistance requests to the state.
10. As needed, prioritize requests for transportation assistance and allocate available transportation resources accordingly.

3.1.1.3.3 Recovery Operations

The County EOC is responsible for coordinating all county and municipal recovery activities to provide assistance to the affected areas in the county. During the recovery phase, the organizational structure of ESF #1 will remain the same as during the response phase, with the primary agency directing activities from the ESF #1 workstation in the County EOC, using the resources and assistance of the support agencies if indicated. The ESF #1 primary agency staff will also ensure coordination of ESF #1 operations with other local, state and federal facilities and locations activated for the recovery process.

As county emergency response operations transition into the recovery phase, ESF #1 will undertake the following tasks as indicated:

1. Continue staffing of the ESF #1 workstation in the County EOC and other transportation command centers.

2. As requested, assist ESF #5 and/or the Emergency Management Director with preparation of recovery-phased Incident Action Plans (IAPs) to guide subsequent ESF and EOC operations.
3. Consult with the Emergency Management Director to determine the likely transportation needs during recovery operations; take action to demobilize or expand staff levels accordingly. Excuse staff with homes in the damaged areas to inspect and make temporary repairs, if necessary.
4. Request routine safety inspections of vehicles; take corrective actions as indicated.
5. Ensure the continuing adequacy of supplies of fuel, spare parts, tires, etc.
6. Consult with ESF #6, #6N and #17 to coordinate the schedule for transportation services with shelter closings; arrange schedules of vehicles and personnel accordingly.
7. When instructed to do so by the Emergency Management Director, implement the re-entry process using the provisions of the ESF #1 Transportation Coordination Manual.
8. Consult with the Emergency Management Director to determine if transportation resources will be needed for homeowner access to damaged areas pursuant to provisions for early or limited re-entry. If indicated, plan the availability of personnel and vehicles to transport property owners into or through the damaged areas.
9. Respond to requests of other County ESFs and municipal EOCs for transportation support during recovery operations.
10. Upon instruction of the Emergency Management Director, demobilize ESF #1 operations through the following:
 - Notification of SCAT personnel and support agencies of the instruction to demobilize.
 - Obtain and review all documentation regarding operations and expenditures for the ESF #1 function.
 - Advise any municipal EOCs still activated, and ESF #1 at the State EOC, of the deactivation of County ESF #1.
 - Consult with County ESF #8, "Health and Medical Services" to make available critical incident stress debriefings to all participating personnel; advise SCAT and support agencies of the availability of the service.
 - Consult with the Emergency Management Director for the ongoing need to provide transportation to special needs or transit dependent individuals to travel to the county's Disaster Recovery Center and/or other location to obtain disaster relief assistance.
 - Advise the Emergency Management Director when the ESF #1 demobilization process is complete; ensure that actions are planned and taken to replace expended supplies and materials, and to repair or restore damaged apparatus or equipment.

11. Make available services for post-event critical incident stress debriefing services for ESF #1 personnel.
12. Schedule and conduct a post-event critique of response and ESF #1 operations and other post-event critiques; propose modifications to this ESF and the basic plan if indicated; contribute to the development of the county-level after action report, as required by NIMS.

3.1.1.4 RESPONSIBILITIES

3.1.1.4.1 Primary Agency

The responsibilities of the primary agency are defined below:

1. Maintain the preparedness of primary agency personnel and resources to implement this ESF; provide guidance to support agencies on maintaining preparedness for their roles in implementation of this ESF.
2. Ensure primary and support agency personnel participate in available training opportunities and exercises for the implementation of this ESF; Ensure that primary and support agency personnel have received the proper level of training required by NIMS for the positions within the emergency organization that they fill.
3. Maintain as current all inventories, descriptions, rosters, etc. related to the personnel, facilities and resources available to the primary agency.
4. Activate and implement this ESF, in accord with its provisions and as directed by the EOC Policy Group; implement ESF operations in accord with the EOC Incident Action Plan (IAP) applicable to the response or recovery operational period.
5. Act as primary point-of-contact for EOC operations, ensuring a continuing exchange of information regarding the operations of ESF #1 and the transportation needs of other county ESFs.
6. Establish priorities and allocate tasking of all public sector transportation resources.
7. Provide the interface with EOCs of municipalities, adjacent counties and the State for transportation-related response and recovery operations.
8. Coordinate the utilization of countywide transportation resources (supporting ESFs, personnel and vehicles) in support of disaster recovery and relief operations.
9. Develop and maintain fuel supplies and establish priorities for use during disaster operations.
10. Maintain records of resources and inventory (personnel, vehicles, moneys and time expended) in support of directed operations.
11. Review and revise the ESF #1 Hurricane Evacuation Manual (2014) and this ESF as necessary, and ensure each is maintained in a current status. Maintain the inventory of personnel, equipment and vehicles that will be used for emergency transportation services pursuant to this ESF.

3.1.1.4.2 Support Agencies

Support agencies have the following responsibilities regarding implementation of this ESF:

1. Maintain as current all inventories, procedures, checklists, etc. necessary to fulfill their responsibilities pursuant to this ESF.
2. Maintain personnel and equipment preparedness necessary to implement their responsibilities under this ESF.
3. Participate with the primary agency in planning, training and exercise sessions needed to maintain preparedness for implementation of ESF #1; ensure that support agency personnel have the proper level of training, as required by NIMS, for the ESF positions they are to fill.
4. Mobilize personnel and equipment for emergency response and disaster recovery operations upon notification of the primary agency to do so.
5. Fulfill mission assignments for transportation support given by the primary agency during periods of activation of this ESF.
6. Prepare such documentation of operations and expenditures during activation of this ESF as requested by the primary agency; ensure such documentation is provided to the primary agency at the conclusion of operations.
7. Continue to coordinate and exchange information with the primary agency throughout periods of operation.
8. Advise the primary agency as soon as possible regarding any difficulties in fulfilling mission assignments, shortfalls in resources and personnel, or any other circumstance potentially interfering with mission completion.

3.1.1.5 APPENDICES

3.1.1.5.1 [Appendix I Hurricane Evacuation Manual](#) 2014