

Public Transportation Agency Safety Plan

Concord Kannapolis Area Transit (Rider)



July 2021

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Section 1. Transit Agency Information

General Information

Concord Kannapolis Area Transit (Rider)

Rider Transit Center:

45 Transit Court NW

Concord, NC 28025

704-920-RIDER (7433)

www.ckrider.com

Rider Transit Maintenance and Operations Center:

2030 Wilshire Court SW

Concord, NC 28025

Accountable Executive: LJ Weslowski

Chief Safety Officer: Patrice Gilliam-Miller

Modes of Service:

FTA Funding Sources: FTA Section 5307, 5339, CARES Act and ARP Act

Modes of Service Directly Provided:

Bus (MB)

Complementary ADA Paratransit

Rider does not provide transit services on behalf of another transit agency or entity.

Cabarrus County has six incorporated jurisdictions: Concord, Kannapolis, Harrisburg, Locust, Midland, and Mt. Pleasant. According to the 2010 Census, 214,881 people resided in the Concord UZA, 178,011 in Cabarrus County. The 2016 population estimate of Cabarrus County projected growth to 201,624. With a current forecasted growth rate of nearly 90% percent in the next two decades, Cabarrus County's population is expected to increase to 338,000 people by 2035. The Metrolina area, including the Charlotte UZA and Concord UZA, is one of the fastest growing in the country and is expected to continue to be through 2050. These population growth factors, coupled with the increasingly congested travel already being experienced today, present both a challenge and opportunity to examine options to improve public transportation services to the residents and visitors of Cabarrus County as the area continues its meteoric growth.

The City of Concord (FTA ID #6288) is the Designated Recipient for FTA funds in the Concord UZA and is responsible for the overall coordination of the regional transportation planning process and project programming and development activities through a partnership with the Cabarrus Rowan MPO. Each transit agency in the Concord UZA is responsible for transit operational and strategic planning, including program administration, marketing, operational, and planning studies, transit asset management and capital investments, and financial planning related to management and operations of the transit systems.

Cabarrus County has both fixed route and complementary ADA paratransit public transit services. Rider Transit provides public transportation in the cities of Concord and Kannapolis,

With their eye-catching green, purple and white paint scheme, Rider Transit vehicles serve the urbanized communities of Concord and Kannapolis in Cabarrus County, North Carolina. Rider provides fixed route bus service on seven local fixed routes as well as the Concord Charlotte Express (CCX), a regional express route which connects passengers traveling from Cabarrus County to the Charlotte metropolitan area. Americans with Disabilities Act (ADA) Complementary Paratransit service is provided within $\frac{3}{4}$ of a mile of the seven local fixed routes. Fixed route and ADA Paratransit services operate seven days a week, 5:30 a.m. to 8:30 p.m. - Monday through Friday and 8:30 a.m. to 8:30 p.m. on Saturdays and Sundays.

Rider is a joint project of the cities of Concord and Kannapolis, but is a department within the City of Concord. As the lead agency for the receipt of Federal funds, it is ultimately governed by the Concord City Council, with oversight by the 5-member Concord Kannapolis Transit Commission, made up of 2 members of Concord City Council and 2 members from Kannapolis City Council and the mayoral representation alternates between the 2 municipalities annually. There are seven full-time department positions, and include the Transit Director, Transit Manager, Transit Grant Compliance Coordinator, Transit ADA Coordinator, two Senior Customer Service Representatives, and a Transit Planner and Technology Coordinator-which is currently an archived position. The Grant Program Administrator is a 1.5 full-time position between Rider and the Concord Finance Department. Rider contracts with a private sector transit service provider to operate the fixed route and ADA Paratransit service. The current provider is Transdev with 55 positions. The 55 positions are comprised of a management team (5 positions), maintenance team (7), fixed route supervisors (7), paratransit dispatchers (3), weekend customer service specialists (2), fixed route operators (27), and paratransit operators (4).

All Rider services are based out of the Rider Transit Center, located at 45 Transit Court Northwest, in Concord. The transit center was opened the end of November 2010 and was designed to meet the Leadership in Energy and Environmental Design (LEED) Certified Silver standards. Sustainable features of the facility include recycled materials, locally sourced materials, low emitting VOC paints and adhesives, water efficient landscaping, and the extensive use of natural light. The center has ten covered sawtooth-style bus bays, indoor and outdoor customer waiting areas, customer service office, employee breakroom, police substation office, four administrative staff offices, a conference room that seats up to 20 people, electronic signboards with real-time bus information, and

multiple restrooms. Rider Transit operations, maintenance, fixed Route and Paratransit dispatch, and Paratransit scheduling are based outside of the Rider Transit Center at the Transdev facility.

Rider's Operations and Maintenance facility is located at 2030 Wilshire Court SW in Concord, 5.6 miles from the Rider Transit Center. The vehicles are stored outside in a secured, fenced area. The building has video surveillance covering the vehicle parking areas, entrances, exits, and the cash handling areas. The facility on Wilshire Court houses contract staff including:

- Offices for General Manager, Assistant General Manager, Safety and Training Manager, Human Resources/Generalist, and Maintenance Manager
- Paratransit Reservation and Dispatch and Fixed Route Dispatch
- Maintenance facility to perform preventative maintenance and medium duty repairs on all vehicles
- Wash bay where vehicle exteriors are washed at least every three days unless circumstances warrant more frequent service and daily interior cleaning and bi-weekly interior deep cleaning
- Prior to beginning service and upon completion of service, driver complete a pre and post-trip inspection with ZONAR electronic vehicle inspecting tool

All heavy repairs that cannot be completed at the Operations and Maintenance Facility are outsourced to local vendors.

The Rider vehicle fleet consists of ten hybrid electric buses for fixed route service as well as four LTVs and three vans for its ADA Paratransit service. Each fixed route bus is equipped with a bicycle rack that can accommodate up to two bikes. The vehicle fleet has an average age of 4.6 years as of October 2019. Eight out of the ten hybrid buses were acquired in 2014 and the remaining two in 2017. The Paratransit vans are from 2016 and the LTVs from 2017. Rider's young vehicle fleet allows it to provide quality transit service with minimal vehicle breakdowns and lower maintenance costs, and increased safety. Rider's service provider, Transdev, maintains the vehicle fleet at its Operations and Maintenance Facility in Concord.

Rider's Safety Plan addresses all applicable requirements and standards as set forth in FTA's Public Transportation Safety Program and the National Public Transportation Safety Plan.

Section 2. Plan Development, Approval, and Updates

Name of Entity That Drafted This Plan	Concord Kannapolis Area Transit (Rider)		
Signature by the Accountable Executive	Name of Accountable Executive	Signature by the Accountable Executive	
	LJ Weslowski		
Approval by the Board of Directors or an Equivalent Authority	Name of Individual/Entity That Approved This Plan	Approval by the Board of Directors or an Equivalent Authority	
	Concord Kannapolis Area Transit Commision		
	Relevant Documentation (title and location)		
Certification of Compliance	Name of Individual/Entity That Certified This Plan	Certification of Compliance	
	City of Concord City Council		
	Relevant Documentation (title and location)		
Version Number and Updates			
<i>Record the complete history of successive versions of this plan.</i>			
Version Number	Section/Pages Affected	Reason for Change	Date Issued
0		Origination of Document	6/24/2020

1	<ul style="list-style-type: none"> • Chief Safety Officer name and title • Addition of approval with each review and update to PTASP • Updated System Reliability with (VRM/failures) calculation • Update to text for compliance with TAC Review Checklist. • Addition of Concord Kannapolis Area Transit Public Transportation System Safety Plan • Addition of Transdev Employee Handbook to Appendix • Update to formatting and wording • Update to Safety Risk Management to include Safety Risk Assessment • Updated to include Safety Training for all employees responsible for safety • Added CARES Act and ARP Act funding sources 	<ul style="list-style-type: none"> • Review by PTASP Technical Assistance Center • NC DOT Review • NC DOT Review • NC DOT Review • Review by PTASP Technical Assistance Center • Review by PTASP Technical Assistance Center • To reflect new funding sources 	4/21/2021
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Annual Review and Update of the Public Transportation Agency Safety Plan

Describe the process and timeline for conducting an annual review and update of the Public Transportation Agency Safety Plan.

Rider Transit's Accountable Executive will begin the Annual Review and Update to the Public Transportation Agency Safety Plan will each fiscal year. Initial review will begin in March with document updates completed by May 1st to allow the Concord Kannapolis Transit Commission, City of Concord City Council, and Cabarrus Rowan MPO's approval prior to July 1st.

Rider Transit may need to modify the outside of this annual review Public Transportation Agency Safety Plan out of cycle with any updates to policies, procedures, staffing, creation/deletion of meetings or boards, etc. These changes will occur within thirty (30) calendar days of a modification request, the Chief Safety Officer, or Safety and Training personnel will present the Accountable Executive with the modified plan for review and signature. The Accountable Executive will then propose the modified plan to the Concord Kannapolis Transit Commission, City of Concord City Council, and the Rowan Cabarrus MPO for approval.

Section 3. Safety Performance Targets

Safety Performance Targets							
<i>Specify performance targets based on the safety performance measures established under the National Public Transportation Safety Plan.</i>							
Rider Transit established safety performance targets for the period July 1, 2021 through June 30 th 2022, based on our review of Rider Transit’s safety performance data, vehicle revenue miles (VRM), and major mechanical system failures reported to the National Transit Database (NTD).							
Major Mechanical Failure- A failure of some mechanical element of the revenue vehicle that prevents the vehicle from completing a scheduled revenue trip or from starting the next scheduled revenue trip because actual movement is limited or because of safety concerns.							
Mode of Transit Service	Fatalities	Fatalities (per 100k VRM)	Injuries	Injuries (per 100k VRM)	Safety Events	Safety Events (per 100k VRM)	System Reliability (VRM/failures)
Fixed Route Bus	0	0	0	0	11	1.54	100,000
Demand Response	0	0	2	1.91	3	2.87	100,000

Performance Measures:

- ◆ **SAFETY PERFORMANCE MEASURE: FATALITIES**
 - *Customers, employees and the public*
 - 0 – Fatalities on Fixed Route
 - 0 – Fatalities on Demand Response
 - 712,047 – Revenue miles on Fixed Route
 - 104,546 – Revenue miles on Demand Response
- ◆ **SAFETY PERFORMANCE MEASURE: INJURIES (total number of reportable injuries and rate per total vehicle revenue miles by mode)**
 - *Customers, employees and the public*
 - 0 – Accidents with injuries on Fixed Route
 - 2 – Accidents with injuries on Demand Response
 - 712,047 – Revenue miles on Fixed Route
 - 104,546 – Revenue miles on Demand Response
- ◆ **SAFETY PERFORMANCE MEASURE: SAFETY EVENTS (total number of reportable events and rate per total vehicle revenue miles by mode)**
 - *Combined above with reportable incidents for customers, employees and the public*
 - 11 – Safety incidents on Fixed Route
 - 3 – Safety incidents on Demand Response
 - 712,047 – Revenue miles on Fixed Route
 - 104,546 – Revenue miles on Demand Response

- ◆ SAFETY PERFORMANCE MEASURE: SYSTEM RELIABILITY (VRM/major mechanical failures)
 - 7.12-Major Mechanical Failures on Fixed Route
 - 1.045-Major Mechanical Failures on Demand Response
 - 712,047 – Revenue miles on Fixed Route
 - 104,546 – Revenue miles on Demand Response

Safety Performance Target Coordination		
<i>Describe the coordination with the State and Metropolitan Planning Organization(s) (MPO) in the selection of State and MPO safety performance targets.</i>		
Concord Kannapolis Area Transit (Rider) will coordinate, to the maximum extent practicable, with NCDOT and Cabarrus Rowan Metropolitan Planning Organization to support the selection of State and MPO transit safety performance targets as part of our continued coordination of transit data. This data also includes Transit Asset Management Plan updates and anticipated capital replacement schedules.		
Targets Transmitted to the State	State Entity Name	Date Targets Transmitted
	NCDOT	****
Targets Transmitted to the Metropolitan Planning Organization(s)	Metropolitan Planning Organization Name	Date Targets Transmitted
	Cabarrus Rowan Urban Metropolitan Planning Organization	****

Section 4. Safety Management Policy

Safety Management Policy Statement

Concord Kannapolis Area Transit (Rider) strives to provide safe, reliable, comfortable, and innovative transportation options to every member of the community. The Public Transportation Agency Safety Plan (PTASP) has been developed to integrate safety into all Rider's system operations. By using the procedures contained in the PTASP, Rider can continue to improve the safety and security of Rider's operation and services.

This PTASP describes the policies, procedures, and requirements to be followed by management, maintenance, and operations personnel to provide a safe environment for Rider's employees, customers, and the general public. The goal of this program is to eliminate the human and fiscal cost of avoidable personal injury and vehicle accidents.

Each department has a responsibility under the PTASP. The Director and supervisors shall provide the continuing support necessary to achieve the PTASP objectives. A key to the success of this effort is for employees to be aware that they are accountable for safely performing the requirements of their position. The success of the program also depends on all employees actively identifying potential hazards and making a commitment to the safety of others.

Rider must be aware that decisions and actions often affect the safety of those in other operations. By following the processes described in the PTASP, Rider will continue to improve performance and the safety of the system while creating a culture of safety.

Concord Kannapolis Area Transit (Rider)'s 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 the results of the 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 organization's safety performance and the performance of Rider's 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--to eliminate or mitigate the safety risks of the consequences of hazards resulting from Rider's operations or activities to a point which is consistent with an 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** 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 delivered, meeting established safety performance standard
- **Coordinate** to the maximum extent practicable, with the State and MPO to support the selection of State and MPO transit safety performance targets.
- **Communicate** safety actions taken in response to reports submitted through an employee safety reporting program.

Concord Kannapolis Area Transit (Rider)'s Goals for Safety are established as follows:

- In collaboration with the cities of Concord and Kannapolis, design, construct, test, and operate a transportation system that achieves an optimum level of safety, exceeding the safety performance of other transit systems of a similar size in the United States
- Identify and evaluate, then eliminate or control hazards to employees, customers, and the public
- Meet or exceed all government and industry occupational health and safety standards and practices
- Maximize the safety of future operations by affecting the design and procurement processes

The objectives of the PTASP are the means to achieving its goals. They also provide a method of evaluating the effectiveness of Rider's safety efforts. The PTASP objectives are:

- Integrate safety management and hazard control practices within each Rider department
- Assign responsibilities for developing, updating, complying with, and enforcing safety policies, procedures, and requirements
- Verify compliance with Rider's safety policies, procedures, and requirements through performance evaluations, accident/incident trends, and internal audits
- Investigate all accidents/incidents, including identifying and documenting the causes for the purpose of implementing corrective action to prevent a recurrence
- Increase investigation and systematic documentation of near misses.
- Identify, analyze and resolve safety hazards in a timely manner
- Minimize system modifications during the operational phase by establishing and utilizing safety controls at system design and procurement phases
- Ensure that system modifications do not create new hazards
- Train employees and supervisors on the safety components of their job functions

Concord Kannapolis Area Transit takes these commitments seriously as the lives of our riders, employees and the general public depend on Rider’s ability to operate in a culture of safety

Accountable Executive

Date

Safety Management Policy Communication

Rider realizes the importance of ensuring its employees and riders are aware of Rider safety management policies and procedures to effectively manage the system’s day to day operations. To do this, Rider relies on several forms of effective communication.

Employees: Rider is constantly evaluating existing policies and procedures to verify their effectiveness. To do this, Rider seeks input from staff, to determine if change is necessary based on trends, data analysis, operational changes or new assets. Several methods are used to communicate policy and/or procedure changes, including:

- ◆ Bulletin board notices
- ◆ Employee email notification
- ◆ Departmental meetings including but not limited to: Staff Meetings, Safety Meetings, and Service Provider Meetings
- ◆ Review with Transit Commission and Concord City Council if appropriate

Rider includes a training element for safety management policies impacting safety or service delivery and is conducted before the policy effective date. New policies and procedures are incorporated into orientation training for new employees as well.

Depending on the importance of the policy or procedure change, an acknowledgement signature is required of each employee verifying their understanding of the change.

Riders: If a rider policy is changed or added, Rider notifies riders through the following methods:

- ◆ Notice posted on vehicle and facilities including effective date and who to contact for more information
- ◆ Changes to ride guides as appropriate
- ◆ Public Meetings including Transit Commission Meetings
- ◆ Social Media
- ◆ Any services impacted by policies changes will include outreach as required by Federal Guidance.

Authorities, Accountabilities, and Responsibilities

The ultimate authority for the success of this PTASP falls to the Accountable Executive (AE). The Chief Safety Officer, the administration and management team, as well as employees fulfilling their commitment to safety on a day-to-day basis support the AE.

Rider’s Accountable Executive (AE) will determine the level of Safety Management System principals to maintain to ensure a safe work environment, rider experience and community safety. Rider’s AE is committed to providing employees with the tools and training needed to be successful and safe in their roles with Rider. The AE will

continually strive to create a culture of safety among the employees, and Rider expects each employee to play a role in maintaining a safe workplace.

Rider's AE is accountable for ensuring that the agency's SMS is effectively implemented throughout the agency's public transportation system. The AE is accountable for ensuring action is taken, as necessary, to address substandard performance in the agency's SMS. They may delegate specific responsibilities, but the ultimate accountability for the transit agency's safety performance cannot be delegated and always rests with the AE. They are also responsible for the following:

- Developing and maintaining SMS documentation
- Directing hazard identification and safety risk assessment
- Monitoring safety risk mitigation activities
- Providing periodic reports on safety performance
- Briefing the Accountable Executive and Board of Directors on SMS implementation progress
- Planning safety management training not covered by the Chief Safety Officer
- Oversight of the Chief Safety Officer to ensure compliance with this document.
- Revisions of this document

The current AE, LJ Weslowski, is also the Transit Director and has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a public transportation agency; responsibility for carrying out the agency's Transit Asset Management Plan; and control or direction over the human and capital resources needed to develop and maintain both the agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. § 5329(d), and the agency's Transit Asset Management Plan in accordance with 49 U.S.C. § 5326.

Chief Safety Officer (CSO): Rider Transit has concluded one CSO will be sufficient to manage the day to day adherence to this Plan and, while in this role, report directly to the AE. As CSO, Patrice Gilliam-Miller will monitor safety and security throughout the organization including sub-contractors. All departments have been notified of the CSO's role and the established reporting requirements relating to safety-related matters. The CSO has been adequately trained for this role and has the authority and responsibility for day-to-day implementation and operation of Rider's SMS. Along with CSO responsibilities, the CSO is also the Transdev General Manager for Concord Kannapolis Area Transit.

- New Hire Education (in-classroom and behind the wheel)
- Directing hazard identification and safety risk assessment
- Monitoring safety risk mitigation activities
- Re-education and Coaching based on safety incidents
- Holding Monthly Safety Meetings for all operators
- Maintaining all records of incidents, accidents, and safety concerns
- Reporting Safety Performance Data annually
- Following all Safety Policies and Procedures of Transdev Corporate
- Briefing the Accountable Executive of any safety concerns or changes in safety policies and procedures
- Planning any additional safety training for the drivers

Roll of Staff to Develop and Manage Safety Management Systems (SMS)

Accountable Executive

The Accountable Executive (AE), who also serves as Transit Director, will work with the Chief Safety Officer and Administrative staff to adjust the PTASP as needed based on staff feedback, trends, and data analysis. The AE is vested with the primary responsibility for the activities of the transit system and overall safety performance. The AE fulfills these responsibilities by providing the resources necessary to achieve PTASP goals and objectives by exercising the approval authority for system modifications as warranted. The AE also sets the agenda and facilitates the cooperative decision making of the management team.

Chief Safety Officer

For purposes of managing the SMS and PTASP, the Chief Safety Officer will report directly to the AE to determine strategy, policy, and goals for maintaining safety and security for passengers, employees, and the general public. The Contract Service Provider will monitor day to day operations and work with staff to identify and mitigate risk through evaluation, feedback, and data analysis.

Supervisors

Supervisors are responsible for the safety performance of all personnel and equipment under their supervision. They are responsible for the initial investigation of all accidents and incidents, and for reporting these accidents and incidents to the Human Resources, Risk Management and Transportation Operations Department.

Transit Manager

Transit Manager will provide the continuing support necessary to achieve the PTASP objectives and are responsible for performing their work safely and for following established safety-related rules, procedures, and work practices. This includes reporting all accidents, incidents, and hazards to the Transit Director/AE per established requirements for the protection of themselves, co-workers, customers, facilities, and equipment.

Employees

All Rider personnel are responsible for performing their work safely and for following established safety-related rules, procedures, and work practices. This includes reporting all accidents, incidents, and hazards to their supervisor per established requirements for the protection of themselves, co-workers, customers, facilities, and equipment.

Key Staff

Rider staff will be responsible for maintaining high standards of safety, customer service, and security. The Employee Safety Reporting Program (ESRP) will define the employees' role to identify and mitigate risk through open communication to superiors including the Chief Safety Officer and AE. Administrative staff will be instrumental in ensuring action is taken to reduce risk and the whole system is continuously monitored to ensure actions are effective and appropriate.

Rider staff will be involved with updates, modifications and implementation of the PTASP. Each staff member brings a valued perspective to the development of policies and procedures he or she will be expected to implement. Every opportunity will be given for employees and riders to provide input to increasing safety at Rider. Those opportunities include monthly safety meetings of Rider staff, monthly safety meetings for Contractor staff, monthly service provider meetings, annual safety week through City of Concord for all Rider staff, and an open-door policy with access to all management staff.

Employee Safety Reporting Program (ESRP)

Rider is determined to provide a safe working environment for its employees, riders and the general public. To ensure success, Rider uses Transdev policy of safety reporting to enable employees to report any risk or perceived risk to any supervisor or management staff.

The ESRP allows each employee to report detailed information and observations whether they are a driver in service, maintenance staff, or other on-duty employee. This program dovetails with other methods currently in place to proactively identify hazards or threats. Those methods include but are not limited to the following:

- ◆ Pre/Post Trip Inspections with use of ZONAR, the Electronic Vehicle Inspection Report
- ◆ Preventive Maintenance Inspections
- ◆ Employee Evaluations
- ◆ Facility Maintenance Plan
- ◆ Service Evaluation and Planning Program
- ◆ Training Program
- ◆ Rider and Public Complaint/Compliment Process
- ◆ Safety and Employee Meetings
- ◆ Incident/Accident Policies
- ◆ Anonymous Reporting of Safety Concerns through forms or by contacting Transdev's Legal or HR department.

Please see the Incident Reporting (Safety Policy #6) document in Appendix B for additional information regarding policy, purpose, procedure, and incident types of incident reporting.

Immediate Action Required

If you have identified a hazard which you perceive to be a risk to yourself, fellow employees, passengers, or the public you must report it immediately to the on-duty supervisor/dispatcher. Once reported you must determine if immediate action is necessary to prevent additional risk. If so, communicate to supervisor before taking action if time allows. Once action has been taken to mitigate the potential harm to yourself, others or property advise a supervisor of the results of your actions. Once you are able, complete an incident or accident report with complete information and give to supervisor on-duty.

Delayed Action Required

Once a hazard has been identified, the Rider employee should assess if the hazard requires immediate action to reduce the risk of if delayed action can be taken. If appropriate an incident form will need to be completed.

Role of Supervisor

The on-duty supervisor is responsible for advising the employee on immediate action or delayed action to mitigate a hazard. The supervisor must then review the Operator Incident Report or Operator Accident Report to ensure all information is included adding additional information from their perspective. Once the form is complete it must be reviewed by the Chief Safety Officer to determine action necessary, investigate root cause of hazard and follow-up.

The Chief Safety Officer

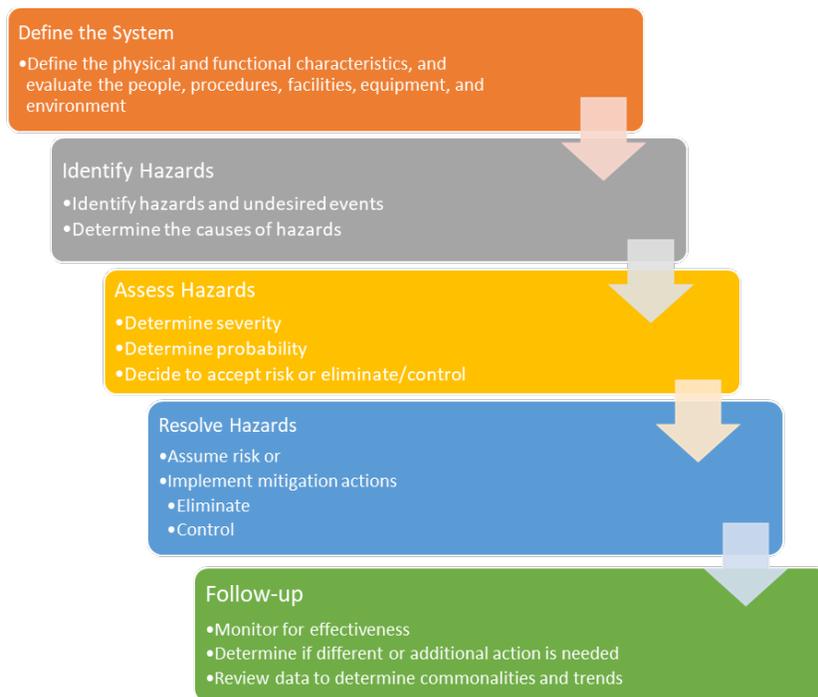
The Chief Safety Officer is responsible for determining the status of each hazard reported as indicated in Safety Policy # 2 in Appendix C. In some cases, hazards may be identified and are not able to be resolved but actions are taken to reduce the risk of the hazard. It is Rider's goal to eliminate all identified hazards if possible. Some hazards may require continuous monitoring to ensure the hazard does not elevate to an action level.

All hazard reports will be documented and integrated into current performance measures and data collection. The Chief Safety Officer will track each hazard to completion and recommend policy or procedural changes if needed as a result of the hazard mitigation. Documentation will be maintained by the Chief Safety Officer and a log will be kept in the google form to allow for quick access by all Rider employees. Identified hazards will be reviewed and entered into the agency's Safety Risk Management process if appropriate and all employees will be informed of safety actions taken in response to reports submitted through the employee safety reporting program.

Concord Kannapolis Area Transit (Rider) Responsibility

Rider takes every hazard report seriously and investigates each one to determine if it's an isolated case, or emerging trend requiring evaluation of policies and procedures or service modifications. Although all employees are encouraged to report safety conditions to senior management without threat of disciplinary action, disciplinary action could result if the condition reported reveals the employee willfully participated in or conducted an illegal act, gross negligence or deliberate or willful disregard of regulations or procedures, including violating motor vehicle laws or safety policies adopted by the contractor. Rider wants to encourage all employees to report any hazard or threat they observe and help make the Rider system as safe as possible for its employees, riders, and the general public. Employees may report the hazard to their immediate supervisor, go directly to the Chief Safety Officer, or Rider or Transdev Administrative staff to submit and discuss their report. They can use ZONAR to report safety concerns during pre/post trip inspections, and there is also a form available to all employees to report safety concerns anonymously. Employees have access to this form at the Rider Transit Center or at the Wilshire Court Transdev facility and may place in the mailbox of any Rider or Transdev administrative staff.

The following process chart illustrates the steps taken as part of the hazard identification process through the ESRP.



Rider Transit’s Employee Safety Reporting Program and Analyzing

Per the Transdev Employee Handbook in Appendix I, Employees are encouraged to immediately report any concern to the Legal or Human Resources Departments or to the Ethics & Compliance Hotline which is available 24/7 and is operated by a third-party company to allow anonymity if preferred.

Transdev Safety Policy # 6-Incident Reporting states that all incidents or safety conditions should then be reviewed to determine if they are, in fact, hazards and if they are, they should be entered into WebRisk within 24 hours and should be updated with information as it becomes available. WebRisk provides analysis of monthly, quarterly, and annual data to show trends. If trends appear in accident and incident reporting, the topic is addressed at Employee Safety Meetings which are scheduled to occur monthly.

Section 5. Safety Risk Management

Safety risk assessment is an ongoing process that encompasses hazards identified through the agency’s hazard identification process. Rider Transit provides training to all personnel in the identification of hazards and security threat while also providing tools to enable personnel to report these risks. Once the risk has been identified Rider conducts an assessment of the risk to determine the necessary response and response time. The response may include further investigation or monitoring, action(s) to mitigate the hazard or security threat and follow-up assessment to ensure action taken is appropriate and effective.

Safety Hazard Identification:

Rider Transit has established formal requirements for proactive identification of hazards. The primary methods used to identify hazards and threats to the transit system are the collection of historical data, inspections, safety issues reported by employees, and incident reports submitted by operators and supervisors, and information provided by federal and state agencies, including the FTA and NCDOT, and local law enforcement.

Potential sources that are regularly reviewed for hazard information include, but are not limited to, the following:

Hazard Information Source	Responsibility	Production / Review Frequency
Supervisor daily log	General Manager, Assistant General Manager/Safety	Daily
Maintenance shift reports	Maintenance Manager	Daily
Pre/Post Trip Inspections	Maintenance Manger	Daily
Safety Meeting reports/agendas	Route Supervisor, General Manager, Assistant General Manager/Safety, Operational Safety Supervisor	Monthly or as needed
Statistical reports / historical data	General Manager, Assistant General Manager/Safety	Annually
Internal and external audits and inspections (including FTA and NCDOT audits and inspections)	General Manager, Assistant General Manager/Safety, Operational Safety Supervisor	As needed
Passenger/public customer complaints/concerns	General Manager, Assistant General Manager/Safety, Operational Safety Supervisor	As needed

Incident/accident reports	Route Supervisor	As needed
Information from public safety officials, local governments, and emergency management personnel	General Manager, Assistant General Manager/Safety, Operational Safety Supervisor	As needed
Employee safety reports to supervisors or management	All	As needed
Claims/injury data	General Manager, Assistant General Manager/Safety, Operational Safety Supervisor	As needed

Hazard Identification Procedure

Any employee seeing something through inspection or observation they deem to be a hazard are instructed to immediately report that hazard to the immediate supervisor regardless of the perceived level of threat. Depending on the situation, either the immediate supervisor or the employee will complete an Incident or Accident Report and submit it to the Chief Safety Officer.

If the hazard requires immediate mitigation, the employee will be instructed on steps to take to reduce the risk which may or may not alleviate the risk completely. Additional actions may be taken once the immediate risk mitigation has been taken. Some hazards may not pose an immediate risk but are still reported and the Chief Safety Officer will be responsible for risk assessment, investigation and mitigation strategy.

In some cases, a passenger or member of the general public may call Rider with a complaint about a front-line employee which may rise to the level of hazardous behavior or actions. Rider currently documents all customer complaints/compliments and incidents with CityWorks and takes appropriate action to investigate any complaints and review all incidents. Complaints/incidents deemed hazardous will trigger immediate action by the Chief Safety Officer. Rider Administrative Staff reviews all complaints/incidents to determine if they are safety/security related. Reports containing only safety/security complaints/incidents are reviewed quarterly for analysis and tracking. Rider Transit Administrative staff also review all safety/security and accident/incident reports to ensure compliance with this document. Safety promotion

Incident and Accident Report Forms will be located on all vehicles along with standard safety kits for accident and incident. All Customer Service Representatives (CSRs), Dispatch, Operations, and Maintenance Departments will have access to these forms and kits as well. A copy of the form is located in Appendix D.

The Accident or Incident Report Form will require the employee to briefly describe the hazard noting date, time of day, location, and other pertinent information. They also require a signature and a date and time submitted by the Rider employee completing the form. All forms will be processed by the Chief Safety Officer and summarized periodically for trend analysis and include in safety performance measures.

49 CFR part 673.5

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

Safety Risk Assessment

Rider Transit conducts an analysis and evaluation process for all reported hazards to ensure that hazards are managed in order of their priority to the agency.

During Service Provider meetings, the Rider Transit and Transdev management teams review and discuss new hazards. Rider Transit hazard analysis activities are carried out in coordination with subject matter experts as necessary. Occasionally, MOVTA may consult with outside federal and state bodies including the FTA and NCDOT as a component of the hazard analysis process. Transdev's management team coordinates each of these steps to ensure that the agency has appropriately considered all human factors, environmental factors, supervision elements, and organizational elements when analyzing hazards.

Rider Transit's management team is directly involved in the review of all high-, serious-, medium-, and low-priority hazards, with the exception of hazards that have been immediately mitigated by frontline employees or minor disciplinary actions in response to rule violations not constituting systematic, widespread issues. The Accountable Executive assists in the development and implementation of appropriate mitigating actions for all hazards. All necessary information pertaining to a specific accident or event occurrence will be contained in CityWorks and documented on the operator and supervisor reports, and assessed by the Transdev's Safety manager.

Rider's safety risk evaluation activities include a formal process of evaluating safety risk in terms of probability and severity, in consideration of any mitigation measures already in place. The agency's activities and tools to evaluate and prioritize safety risks associated with the consequences of identified hazards include discussion of all hazards in the Service Provider meeting, accountable executive, chief safety officer, and subject matter expert review, and application of a rating system to formally assess the probability and potential severity of reported hazards.

As identified in the Definitions section, risk may be understood as the composite of predicted severity and likelihood of the potential effect of a hazard. Severity means the anticipated effects of a consequence, should it materialize, considering the worst credible condition. Probability means the likelihood that hazard consequences might occur, considering the worst foreseeable condition.

Risk Identification and Assessment

A risk or threat is any action with the potential to cause harm in the form of death, injury, destruction of property, interruption of operations or denial of services. Rider Transit's risks and threats include accidents and incidents, hazardous materials, fires, acts of nature or any event that could be perpetrated by criminals, disgruntled employees or terrorists.

Risk and Threat analysis defines the level or degree of the risks and threats by evaluating the probability and impact of the risk or threat. The process involves gathering historical data about hazardous or threatening events and evaluating which information is relevant in assessing the threats against Rider Transit. Some of the questions answered in our risk and threat analysis include:

- How safe are vehicles and equipment?
- How secure is the transportation facility?
- What event(s) or act(s) of nature has a reasonable probability of occurring?
- Have similar-sized agencies been targets of criminal or terrorist acts in the past?
- How significant would the impacts be?

The next step is to identify a set of viable risks to your Elements of Operation. Rider Transit uses a method used to identify the risks to the company's Elements of Operation is the collection of historical data through incident reports submitted by drivers and supervisors and information provided by local law enforcement and contractors, events which have occurred to other companies, and terrorist acts and activities that could affect company operations.

Information resources include, but are not limited to the following:

- Driver incident reports
- Risk management reports
- Facility security inspection reports
- Bus maintenance reports
- Marketing surveys
- Passengers' communication ex. complaints, survey comments
- Management's written concerns
- Staff meeting notes
- Federal, state and local law enforcement and Homeland Security Advisories
- National Threat Levels determined by the Department of Homeland Security
- Statistical reports
- Special requests
- Type of incidents
 - Crimes against persons
 - Crimes against property
 - General incidents
- Disposition of incidents

The risks and threats that are most likely to occur include the following disruptive incidents:

- Drunkenness
- Disorderly conduct
- Disputes
- Minor assaults

Other potential occurrences include:

- Road Rage
- Robberies
- Hijacking
- Improvised Explosive Devices
- Biological or Chemical Weapons

Risks are evaluated on the relative likelihood of a criminal or terrorist act occurring. However, this is not likelihood in the traditional sense of the word, since there are not sufficient historical data to know the probabilities of any future terrorist acts; it is simply used as a good substitute.

Risk Severity Matrix Scoring System

Using a scale of 1 to 4, rate each element of Rider Transit's vulnerability to all identified risks and threats, with one being the least vulnerable, to four being the most vulnerable (attack is likely to significantly impact the element of operations). Ratings should be based on an evaluation of current security procedures, equipment, training, and existing mitigations. Notes should be kept for each asset, identifying specific vulnerabilities or security gaps.

- **Catastrophic – 4:** Conditions are such that human error, environment, design deficiencies, element, subsystem or component failure, or procedural deficiencies may commonly cause death or major system loss
- **Critical – 3:** Conditions are such that human error, environment, design deficiencies, element, subsystem or component failure or procedural deficiencies may commonly cause severe injury or illness or major system damage

- **Marginal – 2:** Conditions may commonly cause minor injury or illness or minor systems damage such that human error, environment, design deficiencies, subsystem or component failure or procedural deficiencies can be counteracted or controlled without severe injury, illness or major system damage
- **Negligible – 1:** Conditions are such that personnel error, environment, design deficiencies, subsystem or component failure or procedural deficiencies will result in no, or less than minor, illness, injury or system damage

Vulnerability/Probability Matrix Scoring System

Using a scale of A to E, rate each element of Rider Transit’s vulnerability to all identified risks and threats, with A being most likely to occur, E being the least likely/highly improbable. Ratings should be based on an evaluation of current security procedures, equipment, and training. Notes should be kept for each asset, identifying specific vulnerabilities, hazards, or security gaps.

- **Frequent – 5:** Likely to occur often in the life of an item
- **Probable – 4:** Will occur several times in the life of an item
- **Occasional – 3:** Likely to occur sometime in the life of an item
- **Remote – 2:** Unlikely but possible to occur in the life of an item
- **Improbable – 1:** So unlikely, it can be assumed occurrence may not be experienced

Consequence Assessment

The next step in the risk assessment is to evaluate the consequence of each of the identified risks and threats to the Elements of Operations. The consequence of an event will include a number of impacts to Rider Transit customers and the Cities of Concord and Kannapolis, including: casualties, business impact, economic impact, and replacement cost.

Calculation of Risk

The final step in the risk assessment is to calculate a level of relative Risk for each of the identified risks and threats against each Element of Operations. The level of relative Risk is calculated as the product of the Threat rating, the Vulnerability rating, and the Consequence rating.

$$\text{Risk} = \text{Threat} \times \text{Vulnerability} \times \text{Consequence}$$

		Severity			
		Catastrophic – 4	Critical – 3	Moderate – 2	Marginal - 1
Probability	Frequent – 5	High – 20	High -15	High – 10	Medium - 5
	Probable – 4	High - 16	High -12	Serious – 8	Medium - 4
	Occasional – 3	High – 12	Serious – 8	Medium – 6	Low - 3
	Remote – 2	Serious – 8	Medium – 6	Medium – 4	Low - 2
	Improbable - 1	Medium – 4	Low – 3	Low – 2	Low - 1

Prioritizing Needs

The last step is to decide which vulnerabilities need to be addressed, the order in which they should be addressed, and the relative value of various risk mitigation solutions.

High-risk threats to Elements of Operations should be identified and prioritized. Reviewing the notes that were developed as part of the vulnerability assessment, specific risk reduction measures should be identified. These measures include security systems or devices, personnel, response capabilities, training, or exercises with the ultimate goal of reducing those risks.

Based on the results of the safety risk assessment, the safety risk associated with the worst credible potential consequences of identified hazards will be resolved through the development and implementation of mitigations. Mitigations may:

- Eliminate the safety risk of a hazard;
- Reduce the likelihood of the potential consequences of a hazard; and/or
- Reduce the severity of the potential consequences of a hazard.

The goal of Rider Transit's safety risk mitigation process is to eliminate the hazard if possible. When a hazard cannot be eliminated, Rider Transit will reduce the associated risk to the lowest acceptable level within the constraints of cost, schedule, and performance by:

- Eliminate hazards through design selection
- Reduce risk through design alteration;
- Incorporate engineered features or devices;
- Provide warning devices; and
- Incorporate signage, procedures, training, and personal protective equipment.

The AE and Rider staff will monitor its operations to identify any safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended. This activity may include the use of mitigation monitoring plans.

The CSO will be responsible for reviewing the status of actions to implement mitigations and report any findings or concerns to the Accountable Executive. The CSO will include any necessary information on the development and implementation of safety risk mitigations in monthly Service Provider meetings with Rider Management staff. This includes Complementary ADA Paratransit safety risk mitigation.

The Concord Kannapolis Area Transit Public Transportation System Safety Plan (PTSSP) in Appendix J includes Safety and Security Roles and Responsibilities, Critical Assets, and Safety Risk and Threat Vulnerability Assessment, Reduction of Vulnerabilities, and Capabilities Assessment. These tools are used to determine and reduce the likelihood and severity of potential consequences of hazards.

Safety Risk Mitigation

Rider's safety risk mitigation strategies include the development of corrective and preventative actions to ensure that hazardous conditions do not recur.

Rider and Transdev management teams develop corrective actions for all hazards in consultation with frontline personnel and subject matter experts as necessary and are involved the mitigation of all hazards except those that can be repaired immediately by supervisors or frontline personnel. The CSO will ensure that all reports for safety risk mitigations and associated mitigation plans are maintained for at least 3 years.

Each corrective action developed in response to a hazard identified by Rider shall include, but will not be limited to, the following information:

- Date identified
- Responsible individual or department
- Hazard description
- Hazard analysis results (likelihood, severity, and cumulative risk level)
- Corrective action plan summary identifying actions to control, minimize, or eliminate the hazards and risks identified
- Verification activities required to demonstrate that the corrective action has been successfully carried out
- Timeline for completion of corrective action / mitigation and expected closure date
- Interim actions and milestones, if necessary
- Status (open/closed)
- Comments

While many corrective and mitigating actions taken by Rider in response to hazards are relatively straightforward and do not require tracking over multiple months, Rider ensures that this information is documented for all hazards independent of their priority.

Hazard Tracking and Recordkeeping

Rider will maintain all reports and action plans for all data and information related to the proactive and reactive identification of hazards, as well any corrective actions developed under the safety risk mitigation process.

During the annual PTASP review and update, Rider AE and CSO will review records produced during Safety Risk Management activities and discuss the results of the program over the previous year to evaluate the effectiveness of the agency's Safety Risk Management process as a whole. This review process extends to safety risk evaluation records, hazard identification and analysis practices, the corrective action plan process, and reviews of the Hazard Log during Safety Committee meetings, to ensure that all aspects of the process are functioning effectively and that hazards are properly identified and mitigated.

Section 6. Safety Performance Monitoring and Measurement

ST uses Safety Performance Monitoring and Measurement to evaluate our compliance with operations and maintenance procedures and to determine whether our existing rules and procedures are sufficient to control our safety risk. ST also uses Safety Performance Monitoring and Measurement to assess the effectiveness of safety risk mitigations and to make sure the mitigations are appropriate and implemented as intended. Safety Performance Monitoring and Measurement activities also include investigating safety events to identify causal factors and analyzing the information from safety reporting, including data about safety failures, defects, and conditions.

Rider is constantly striving to maintain the highest level of safety through its monitoring methods to include adherence to policies and procedures, safety and maintenance plans, and system and employee evaluation

processes. These methods allow Rider to determine the need to make changes to improve policies, employee training and service delivery.

The Chief Safety Officer will monitor operations and maintenance continuously through observation, data analysis, communication and safety updates to identify mitigation strategies that may be ineffective. If mitigation actions are found to be ineffective additional strategies will be developed through key and impacted staff feedback.

Maintenance

Maintenance Standards and Procedures

Standards and procedures are included in the City of Concord/Concord Kannapolis Area Transit (Rider) Vehicle Maintenance Plan and are in accordance with The State of Good Repair standards as defined by the National Safety Program and National Transit Asset Management (TAM) System, found in 49 CFR Part 625. These set forth conditions when safety risk analysis must be performed on capital assets such as equipment, rolling stock, infrastructure, and facilities. In general, maintenance procedures are designed to ensure that the maintenance recommendations of the manufacturer are met, maximum efficiency in performance and operation is obtained, and maximum bus life and condition are maintained. Daily bus inspections, an active Preventive Maintenance Program, contractor oversight, and careful monitoring are included in procedures to ensure the safety of buses and adequacy of the Vehicle Maintenance Plan. It is located in Appendix F for additional information.

Operator Inspections

Specific procedures are outlined and monitored to ensure that all vehicles are inspected prior to the transit vehicle being put into service each day, whenever driver shift changes occur during revenue service, and at the end of the day when service ends and vehicles return to the Operations & Maintenance facility. Drivers complete the applicable checklist of essential maintenance elements and record the results utilizing the Zonar Electronic Vehicle Inspection Report system.

Critical safety related items found during any vehicle inspection will result in that vehicle being yarded and not allowed into service until those critical items are satisfactorily repaired. Noncritical pre-trip inspection defects noted are reviewed by the Service Provider Maintenance

Manager for prioritization when the vehicles return from revenue service that day. Relief and Post-trip inspections are monitored and reviewed daily by the Maintenance Manager for any noted defects by Maintenance personnel when the vehicle returns from revenue service and prioritized for repair.

Daily Servicing and Inspections. The Rider Maintenance Department maintains stores of and provide lubricants, fluids, repairs, parts, and supplies required for the maintenance and operation of all revenue service vehicles and service vehicles utilized in providing the Fixed Route bus and Complementary ADA Paratransit Services. This also includes cleaning of the interior and exterior of the vehicles.

Vehicle Cleaning

Vehicles will be monitored and inspected periodically for interior and exterior cleanliness.

Vehicle Exteriors

In an effort to balance environmental sustainability with operations, the exteriors shall be washed every three days, unless circumstances warrant a more frequent service, or, in the case

of water restrictions, the Rider Maintenance Department will remove all graffiti from the exterior and interior of the vehicles as soon as it is found or as soon as it is practical at the end of the day or before it goes in Service the next day.

Vehicle Interiors

At a minimum, but more often as needed, interiors shall be swept, cleaned of trash, gum, sticky substances, foreign objects, vermin, dirt and dust, windows washed; removing dust, fingerprints, smudges, writing, water spots, and streaks, and spot mopped once daily. Clean passenger seats to the extent that they are dust free and free of all foreign substances. Clean all ledges, stanchions, handrails. Empty and/or replace trash bags or receptacles on each vehicle. Bi-weekly (every 14 days), each vehicle shall be deep cleaned, which includes, but is not limited to ceiling, walls, floors, seats, driver area and dash, and ancillary equipment. The Rider Maintenance Department will provide upholstery cleaner to clean each seat during this deep cleaning process.

Mileage-Based Maintenance Inspections.

Regular maintenance is performed at pre-scheduled cycles to ensure optimal performance, efficiency, safety and reliability of assigned equipment. Through an approved PM Program, the Rider Maintenance Department will cause all components of each bus, including its body (including system decals and paint scheme), frame, furnishing, mechanical, electrical, hydraulic, or other operating systems to be maintained in proper working condition, free from damage and malfunction. Preventive maintenance service is to be based on the manufacturer's suggested recommendations.

During the PM scheduled service, the mechanic will document all defects found and will have all defects listed on the repair order and corrected prior to returning the transit vehicle to service. The Service Provider will collect oil samples at mutually acceptable intervals as part of its PM program. The Rider Maintenance Department will use the results of these tests to adjust the PM program and submit oil sample reports to the Exxon Mobile for analysis. Results are emailed and filed respectively.

Maintenance Inspections of Contracted Providers.

Rider Transit contracts for the operation and maintenance of Fixed Route and Paratransit Services. The contractor must ensure that all passenger vehicles and associated equipment are maintained in proper working condition. The contractor is required to implement a maintenance and safety program that includes a preventive maintenance schedule that complies with FTA requirements for preventive maintenance for vehicles. Further, contractors are required to maintain comprehensive maintenance records on each vehicle and send the information to Rider Transit quarterly and are reviewed in each Service Provider meeting. The Chief Safety Officer is responsible for continuous oversight of Preventative Maintenance.

Operations

Facility Monitoring

Formal monthly facility inspections of the Rider Maintenance Facility and grounds, the grounds at the Transit Center, and all transit stops with or without shelters, benches, trash receptacles, and solar lighting, are conducted by the Rider Maintenance Department. The purpose of the inspections is to identify any unsafe or unhealthy conditions which may exist, and that may require maintenance or modification. Each facility is also visually inspected for compliance with OSHA and local fire codes.

The Transit Center facility and grounds will undergo a comprehensive inspection monthly as outlined in the City of Concord/Concord Kannapolis Area Transit (Rider) Facility & Equipment Inspection and Maintenance Policy in Appendix F.

Ride Evaluations

Ride evaluations through Trail Checks or On-board assessments provide an opportunity for one-on-one interaction between Rider Transit operators and Rider Transit instruction staff. During these evaluations, Rider Transit instruction staff perform firsthand observations of the operator's driving habits and provide immediate verbal and written feedback. Ride evaluations are designed to uncover and point out unsafe practices, as well as to give positive reinforcement for safe driving practices. Ride evaluations can occur as a reactive measure (post-event rides or rides initiated in response to customer complaints or documented violations of safety rules) or proactively, such as when the operator is learning a new bus line or receiving other types of instruction. The results of ride evaluations are documented in the electronic safety information system.

Verification of Transit Training Compliance

Safety and Training personnel are responsible for ensuring bus operators comply with training requirements. Accordingly, Safety and Training personnel are responsible for notifying operators of available classes scheduled throughout the year so that they are able to complete the required refresher training annually including required monthly safety meetings for all operators.

Random Observations

Supervisors may conduct observations of Bus Operators for compliance with traffic laws, ST operating rules, and procedures. Any observed rule violations will be documented and submitted to Bus Transportation Division Management.

Video Monitoring

Rider Transit has an onboard video monitoring that triggers an event when a bus or operator reaches a threshold, to send a saved clip to Safety and Training personnel. Safety and Training personnel review video events daily to ensure timely coaching, retraining, or discipline for unsafe acts. Coachable events are placed in the coaching queue to be addressed one-on-one with operators by supervisors and training personnel. Additionally, supervisors review recordings when operators self-report non-compliance with safety rules or as a result of other employee reports.

Safety and Training personnel report on these activities constantly to the Chief Safety Officer, which are then reported to the AE at the monthly service provider meetings. Data and information are analyzed to identify trends in reporting, incidents, or complaints are reviewed at the monthly review board to determine if risk mitigation is necessary.

Performance Measures

Through a series of performance measures relative to operations, maintenance, and safety, Rider can monitor the system's safety by identifying trends and gaps in policies, procedures, training, and monitoring efforts. The following performance measures are on a daily, monthly, and quarterly basis.

Maintenance

- ◆ **Preventive Maintenance On-time Inspection Percentage** – determines the effectiveness of the maintenance department to ensure all inspections are conducted per manufacturing and Rider mileage intervals.

- ◆ **Vehicles Removed From Revenue Service** – tracks vehicles removed from service due to a mechanical defect developed while in service requiring immediate service either on-site of failure or once returned to the facility.
- ◆ **Annual Vehicle Condition Assessment** – through annual inspection, determines on a scale of 1-5 the overall condition of the asset. This performance measure is also used in annual updates of Rider’s Transit Asset Management Plan.
- ◆ **Pre-Trip and Post-Trip Inspections** - with ZONAR Electronic Vehicle Inspection Reporting which:
 - complies with DOT inspection regulations
 - ensures accurate vehicle inspections each time
 - captures the inspection results digitally
 - streamlines the inspection process
 - fits a variety of vehicles and mixed fleets
 - ensures compliance with sanitization procedures
 - adheres to the FTA’s safety advisory for cleaning and disinfection

Operations

- ◆ **Customer Complaints Per Month** – tracks all customer complaints to identify areas of deficiency with vehicle, driver or other Rider areas. Safety-related complaints are immediately routed to the Chief Safety Officer or the Accountable Executive for investigation mitigation and response. Complaints may be a result of phone calls, contact via the website or Facebook, and in person.
- ◆ **On-time Performance** – serves as an indicator to issues with time management, environmental factors, scheduling, and vehicle and driver performance.
- ◆ **On-board Surveys** – conducted annually, but available for self-completion throughout the year. These allow Rider to receive rider feedback about bus operator performance, customer service, and vehicle safety.

Safety

- ◆ **Safety Performance Measure: Fatalities** (total number of reportable fatalities and rate per total vehicle revenue miles by mode)
- ◆ **Safety Performance Measure: Injuries** (total number of reportable injuries and rate per total vehicle revenue miles by mode)
- ◆ **Safety Performance Measure: Safety Events** (total number of reportable events and rate per total vehicle revenue miles by mode)
- ◆ **Safety Performance Measure: System Reliability** (VRM/major mechanical failures)

Monitoring Safety Risk Mitigations

Rider Transit monitors safety risk mitigations to determine if they may be ineffective, inappropriate, or not implemented as intended. Safety and Training personnel develop mitigation monitoring plans that are appropriate each specific safety risk and these are reported to the CSO.

Mitigations found to be ineffective, inappropriate or not implemented, as intended are discussed at the monthly Service Provider Meetings and the CSO oversees and tracks the assignment of responsibilities and timelines for implementing new mitigations and eliminating mitigations that are no longer necessary or effective.

To measure the effectiveness of existing safety risk mitigations, Safety and Training personnel

- Review results from safety event investigations;
- Monitor employee safety reporting;
- Monitor the service delivery and operational environment;
- Monitor operational functions to verify that operations activities are carried out in accordance with standard operating procedures;
- Monitor maintenance functions to verify that maintenance activities are carried out in accordance with standard operating procedures;
- Review results of internal safety audits and inspections;
- Review results of safety inspections by external entities; and
- Analyze operational and safety data to identify emerging safety concerns.

The CSO identifies any safety risk mitigation concerns at the monthly Service Provider Meetings for Rider Transit staff awareness and to address if needed.

Safety Events

Accident and Incident Reporting Process

Rider Transit maintains documented procedures for conducting investigations of safety events (accidents, incidents, and occurrences, as defined in 49 CFR Part 673) to find causal and contributing factors and review the existing mitigations in place at the time of the safety event. Rider's safe driving standards require professional safe performance of all operators. Safety Policy #2 in Appendix C indicates Incident-Preventability Determination in order to evaluate if a crash or injury was preventable based on key factors of:

- Could the driver/worker identify the incident producing situation or potential for an incident?
- Did the driver/worker know what corrective action was necessary, having identified the incident producing situation or potential for an incident?
- Did the driver/worker follow established company policies/practices/protocols?
- Did the driver/worker take appropriate and prudent action to adjust his/her driving or work behaviors or actions in time to avoid the incident?

The Concord Kannapolis Area Transit (Rider) Safety Policy #6 and Safety Policy # 2 include procedures and responsibilities for accident/incident investigation. The combined manuals establish procedures for accident notification, response, and investigation.

The Chief Safety Officer coordinates with outside law enforcement agencies if they investigate an event and coordinates with outside insurance providers and provides support among Rider departments and independent investigation to manage Rider liability and claims.

Most accidents and incidents involving Rider are relatively minor in severity and are investigated by the Chief Safety Officer. Since most accidents involve buses, this section focuses on bus accidents. However, all non-bus accidents and incidents are also investigated. The CSO or Safety and Training Personnel will inform the Accountable Executive of all accidents and will provide appropriate documentation for Rider Staff to save electronically and are reported in the appropriate google document (Fixed Route GM report vs ADA Paratransit GM report).

Notification

Bus Operators are to notify the supervisor on-duty anytime a Rider vehicle might have been damaged, anytime a Rider vehicle and another vehicle come into contact, or anytime an instance occurs in where a customer may have

been injured. Administrative staff from the Chief Safety Officer will be directed to the scene. Police and ambulance will be dispatched, if necessary. Operators also have a "panic button" available if they need to dispatch first responders, but are unable to call via two-way communication.

At-Scene Procedures

Bus Operators will adhere to the following procedures:

- ◆ Assist the injured.
- ◆ If blocking traffic, set out reflective triangles.
- ◆ Do not move the vehicle unless required to do so by Administrative staff from the Chief Safety Officer fire or police order, or impending danger from traffic.
- ◆ Obtain names, addresses, and phone numbers of all witnesses.
- ◆ Have all customers sign the customer list.

Administrative staff from the Chief Safety Officer are responsible for conducting on-scene investigations of accidents and incidents. Depending on the severity and the nature of the event, various mechanisms will be used for preserving transient evidence. These may include digital photography, bus video, field sketches, interviews, and observations.

Investigation

An attempt is made to complete the investigation of most accidents within three days. Supervisors and Operators are required to complete an Accident Report. Operators are required to complete an Accident Report. The Supervisor is required to forward any electronic media to the Chief Safety Officer for use in determining preventability and provide retraining or other disciplinary action as appropriate.

A Report of Injury Form must be completed if an employee suffers an injury or illness as a result of an accident or incident.

Accident Review Process and Monitoring

Accidents and Incidents are classified as Preventable or Non-Preventable.

Preventable accidents are defined as those accidents that could have been reasonably avoided if the operator had followed all defensive driving techniques.

After reviewing all related documents and evidence, the investigating Chief Safety Officer makes an independent preliminary determination of whether the accident was preventable.

Transdev Safety Policy # 6-Incident Reporting states that all incidents should be entered into WebRisk within 24 hours and should be updated with information as it becomes available. WebRisk provides analysis of monthly, quarterly, and annual data to show trends. If trends appear in accident and incident reporting, the topic is addressed at Employee Safety Meetings which are scheduled to occur monthly.

Hazard Resolution

The primary purpose of the Accident Investigation process is to determine the cause(s) of accidents so that they may be prevented or mitigated in the future. To this end, it is crucial that all relevant departments be appropriately involved in the Process. A serious attempt is made to use lessons learned through the investigatory process to incorporate hazard resolutions into future procedures, designs, construction, modifications, training, and procurements.

Follow-up

Follow-up in the form of corrective actions is the responsibility of the employee's director. The responsibility may be delegated to the employee's manager, supervisor or Chief Safety Officer.

Any disciplinary action will be assessed using Transdev's policies and procedures. Disciplinary consequences for accidents may include warnings, suspensions, and discharge.

Training will be provided, in most cases, for employees who have been involved in preventable accidents or have DriveCam clips of any type. Training and re-training are not disciplinary in nature.

Identifying Causal and Contributing Factors

Rider Transit is committed to examining all safety events to determine causal and latent organizational factors that may have contributed to the safety event. Supervisors are responsible for ensuring that all accident reports included in Appendix D are completed and filed to the Chief Safety Officer same day, prior to end of shift. These accident reports allow for the documentation of causal or latent organizational factors such as:

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

Within 48 hours, the Chief Safety Officer will conduct investigations, determine preventability, and monitor information reported through all safety reporting programs and advise on the history of the employee if a pattern of safety events is evident and will monitor systemic patterns with use of WebRisk, an online tracking database. Monthly, Quarterly, and Annual analysis of these reports may lead to the identification of hazards to address through Safety Risk Management. Failure to identify causal factors could result in unsafe conditions going unnoticed.

Monitoring Internal Safety Reporting Programs and Documentation

The Chief Safety Officer maintains the accident investigation documentation, but will provide basic information for oversight to Accountable Executive via email and/or uploading appropriate documentation to the RiderTransit google drive and key documents are maintained locally via the CityWorks database or electronically filed.

When a pattern of safety events is evident and action plans for safety risk mitigation have been identified, a review of the action plan occurs at the monthly service provider meeting where the Chief Safety Officer and Accountable Executive are present to review if the action plan is appropriate for the hazard, and a review of the implementation process to determine if the safety risk mitigation may have been ineffective, inappropriate, or not implemented as intended. Any questions or concerns regarding specific complaints, accidents, incidents, or an action plan are all reviewed at the monthly Service Provider Meeting. Additional Service Provider Meetings can be called in the interim.

Additionally, the Chief Safety Officer reviews and monitors all information reported through internal safety programs, such as the Employee Safety Reporting Program, Occupational Safety and Health Administration (OSHA) reporting, all safety events, results of drug and alcohol testing programs, results from customer service reports and complaints, results of internal reviews and assessments, and outputs from WebRisk that give data to track safety performance. The Accountable Executive has direct access to all ZONAR logs, Incident Report Forms, and will be made aware of any anonymous safety forms submitted. The Accountable Executive will be made aware of any patterns of Internal Safety Concerns by The Chief Safety Officer, and can request documents at any time.

Employee Hazard Reporting

Employees have the option of filling out an Incident Report Form or discuss suggestions for making the system/route safer. These can include, but are not limited to close call/near miss reporting, OSHA concerns, events that senior management may not know about, policies and procedures that aren't working as intended, and information about why a safety event occurred. Operators can make recommendations via Zonar or through the anonymous reporting form available in the Rider Transit Center as well as The Rider Transit Operations and Maintenance Center. Rider encourages employees to be advocates for safety while also suggesting methods of increasing performance. Management has an open-door policy and makes clear the importance of employee feedback; positive and negative. The Chief Safety Officer will inform all employees of safety actions taken in response to reports submitted through the Employee Safety Reporting Program through memos, bulletin board posts, emails, or at monthly safety meetings. This can help encourage more employee reporting. These also ensure that all employees understand their safety responsibilities.

7. Safety Promotion

Operator Selection

Hiring Practices

Selecting applicants best suited to excel at the Bus Operator job requirements is critical to safe transit operations. The transit Bus Operator is directly responsible for the safety of not only the passengers, but also the pedestrians, bicyclists, drivers, and all others who share the road with the transit vehicle. Rider's hiring process includes the following components:

Applications

Applicants are sought through postings in traditional and culturally diverse media, referrals from current employees, posted in City Hall, local newspaper, Rider website, Transdev Website and applications filed by prospective candidates when there are no positions available. The applications are screened by key personnel in Human Resources and Transit Operations.

Interview

After application reviews, applicants are then interviewed by Human Resources as well as the General Manager, Operations Manager, or Safety & Training Manager (or any combination thereof). The interview process is designed to evaluate a candidate's strengths in customer service, the ability to simultaneously perform tasks, conflict resolution, and the ability to perform well under temporal and interpersonal pressure.

Driving Record

To be eligible for hire, a candidate must submit an acceptable driving tract dating back five years. This establishes 21 years as the de facto minimum age requirement for new hire Bus Operators.

Licensing

To be eligible for hire, a fixed route candidate must be able to earn a CDL with a Passenger and Air Brake Endorsement. Only a standard driver's license is required for Non CDL Para Transit applicants.

Criminal Background Check

To be eligible for hire, a candidate must submit to a Criminal Background Check administered by the North Carolina State Police with the Federal Bureau of Investigation. The results must meet all statutory and Rider standards for the Bus Operator position.

Drug Testing

To be eligible for hire, a candidate must produce a negative result for a pre-employment drug test.

Physical Capacities Testing

To be eligible for hire, a candidate must pass a Federal DOT Physical Examination administered by an FTA Approved Medical Examiner.

Training

There are formal training programs for Bus Operators, Maintenance employees and Operations employees including, but not limited to Supervisors, Reservationist, Dispatchers, and Administrative team members. Training is provided for any employee who is responsible for safety. These include training classes, manuals, Rider Standard Operating Procedures, and on-the-job training.

The safety component of training is designed to make employees aware of the hazards associated with their jobs and the appropriate methods for controlling these hazards. The training is intended to motivate employees to work safely. Trainings fall into three main categories: (1) Initial, (2) Periodic, and (3) Remedial or Refresher.

All bus operator and supervisor Pre-Employment & Continual Training guidelines are outlined in the Transdev Corporate Safety Policies # 12:

Scope: All drivers/operators operating motor vehicles in revenue service on behalf of Transdev North America (hereafter "Transdev").

Purpose: To mitigate the potential of motor vehicle collisions or crashes and ensure all drivers are operating their vehicles in accordance with Transdev's standards of safedriving practices.

Policy: All individuals whose job functions require operation of motor vehicles on behalf of Transdev shall successfully complete defensive driver training in accordance with the requirements specified in this policy.

Only qualified personnel (General Managers, Operations Supervisors, Safety/Training Managers, or Driver Instructors/BTWs) will administer driver training courses. Under no circumstances will any driver be allowed to driving duties unless they demonstrate full proficiency in all applicable driving performance tasks

This policy outlines minimum requirements only. Nothing in this policy prohibits Location or Property management from requiring additional training for their Location or Property.

Any deviation/exception to this policy must be approved by both the Regional Vice President and the VP of Safety.

Responsibilities:

General Managers:

1. Ensure that all drivers/vehicle operators assigned to their sites complete the required training in accordance with this policy.
2. Assign required training to new drivers.
3. Monitor training completion.
4. Provide training completion and/or exception reports as needed.
5. Train and certify local Behind-The-Wheel (BTW) trainers/In-Vehicle Assessors.

Regional Safety Directors:

6. Support locations/property driver training program efforts
7. Provide guidance and advice as needed

Driver Training Requirements:

1. **Initial Driver Training:** All drivers, upon initial hire or contract with the Company, shall complete training on Transdev's standards of safe driving performance and safe driving expectations prior to being allowed to drive in revenue service. This training shall consist of a "knowledge" portion (either Classroom or Computer-Based Training), followed by Behind- The-Wheel (BTW) portion and a final In-Vehicle Assessment conducted by a qualified Transdev representative.

A. Curriculum:

The initial training curriculum shall, at a minimum, consist of the Transdev Operator Development Program (OPD) appropriate for the type of service provided (e.g.: Transit or Paratransit) and include the following topics:

- Operator Development Program (OPD): Defensive Driving Fundamentals
 - Following Distance / Space Management
 - Backing Basics
 - Intersections
 - Changing Lanes, Merging & Passing
 - Railroad crossings
 - Adverse Conditions / Limited Visibility Driving
 - Fatigue Management
 - Emergency Procedures
 - Large Vehicle Dynamics
 - Lift Operation
 - Wheelchair Securement
 - Injury Prevention
 - Pre-trip Inspections

- Regulatory Compliance
 - Drug & Alcohol
 - Federal Regulations

Individual locations/properties shall also include any topics/material required by their customer. Upon completion of the Classroom phase (minimum of 40 hours), the student shall be required to pass a final written exam on the above subjects to demonstrate knowledge of the material/defensive driving expectations.

B. Behind The Wheel/In-Vehicle Assessment (BTW/IVA):

Following the academic course above, the driver shall spend a minimum of 16 hours (2 days) performing common close-quarters driving maneuvers on a closed course obstacle course. These exercises are very helpful to improve understanding of vehicle maneuverability in tight environments and improve the driver eye-hand coordination and close quarters driving skills when maneuvering in these conditions.

The recommended obstacles are:

Right Turn	Reverse/ Backing (Left Side)	Diminishing Clearance
Reverse/Backing (Right Side)	Serpentine (Forward)	Judgment Stop
Left Turn	Straight Backing	Off-Set Lane Change

Following successful completion of this closed course curriculum, the driver/operator shall complete a minimum of 24 hours of BTW training in a “practiPractical driving” phase.

Upon completion of the BTW “Practical Driving” phase, the student shall be required to successfully pass an In-Vehicle/Behind the Wheel Assessment conducted by a qualified Transdev representative. The driver must demonstrate his / her ability to perform all of the required driving skills to standard before being allowed pass the course.

Upon successful completion of the BTW/IVA evaluation, the driver/operator will continue to the next phase of driver/operator training, Cadet training. Cadet training will consist of continued route training while driving in revenue service with a qualified route instructor. This portion will include a minimum of 40 hours, and cover city (urban), secondary roadway/highway, and freeway driving environments, with emphasis on backing, parking, intersections, following distance, merging into traffic, lane changes, and wheelchair securement. Upon completion, the driver/operator will be required to successfully pass a final Cadetting evaluation before being allowed to operate without an instructor present.

Failure to successfully complete the final knowledge test, the In-Vehicle Assessment (IVA) and Cadetting evaluation shall disqualify the use of the driver/operator for revenue service.

2. **Refresher or Remedial training:** All Transdev operators will receive refresher or remedial training, as necessary, throughout their employment with the Company. This training will be conducted as outlined below and documented in local personnel files and training records using the Driver Refresher Training Report Form.

Refresher or Remedial training is mandatory under the following conditions:

- A. Return To Work (from inactive status) – Required when a driver/operator returns from “inactive” status (from a period of 30 days or more). In these cases, the driver must receive a one-day/8 hours “general purpose” refresher training designed to remind the driver of the general standards and defensive driving guidelines in effect at Transdev and to ensure his/her proficiency.
- B. Post-Accident / For cause – Required after every “preventable” accident, or whenever mandated by management for retraining / corrective purposes.
- C. Seasonal – Required annually at all divisions operating in seasonal adverse weather environments (i.e.: Winter driving, onset of adverse weather, etc.).
- D. Biannually – At a minimum of every two years, each driver/operator shall receive a “general purpose” refresher training designed to remind the driver of Transdev driving standards and validate the driver’s proficiency with Transdev defensive driving requirements. If a customer requires annual or semi-annual certification, they shall take precedence over our minimum bi-annual requirement.

3. Refresher Training Course Content:

- A. **Return To Work:** This refresher is mandatory for any driver who has been away from work for extended periods (sick leave, family leave, furlough, worker’s compensation, etc.). Reviewing the most up-to-date videos and the behind-the-wheel assessment are important components of this type of refresher. Minimum content is as follows:

- 1. Safety standards review (Classroom): This training will include a thorough general review of our safety standards and defensive driving guidelines. This is accomplished through review of the applicable portions of the Operator Development Program (Initial Driver Training Curriculum) and the applicable safety videos as outlined below:

Separation Period	< 30 Days	31-90 Days	91-180 Days	181 - 360 Days
Diagnostic Evaluation (SPP C.4)	YES	YES	YES	YES
Classroom Training (ODP subjects)	YES (As needed per Safety Manager)	YES Basic	YES Basic	YES Advanced
Closed Course Skills/BTW Hours	As needed based on diagnostic evaluation	At least 8, more as needed based on diagnostic evaluation	32	40
Full ODP Training Program	N/A	N/A	YES	YES
Satisfactory Evaluation (SF-1)	YES	YES	YES	YES
Classroom Hours	Missed SOPs or monthly training topics	8	8	40
Recommended Minimum Total Hours	2-4	8+	40	80

Training Topics (ODP based) for classroom:

All employees rehired after 180 days must complete the full ODP training program.

Basic Level

Introduction to Professional Driving	60 Minutes
Blood borne Pathogens	20 Minutes
Introduction to the Bus	30 Minutes
Mirror Adjustments and Reference Points	30 Minutes

Preventing Backing Accidents	30 Minutes
Intersections	30 Minutes
Creating a Drug Free and Alcohol-Free Workplace	120 Minutes
Safety Best Practices	90 Minutes
LLLC Defensive Driving	90 Minutes

Advanced Level

Full ODP-classroom subjects to include property and client-specific standard operating procedures.

2. **“Behind The Wheel” (BTW) Road Check:** The Road-Check portion of the Return-to- Work Refresher is probably the most critical part of the refresher, as it offers the driver the hands-on opportunity to re-establish his or her familiarity with our standards, and with the maneuverability and dimensions of the bus. If the driver has developed any unsafe driving behaviors/habits, the instructor will also be able to identify what driving deficiencies are present, and correct them before certifying the refresher as “satisfactory.” The BTW portion will include a minimum of 40 miles or two hours, and cover city (urban), secondary, and freeway driving environments, with emphasis on city and freeway driving.

The time involved for completion of this refresher is variable. The driver must demonstrate his ability to perform all the required tasks to standard. Particular attention will be given to the following areas:

1. Pre/Post trip inspections
2. Brake release procedures (Air brake vehicles)
3. Gear selection & transmission use
4. Proper Scanning Habits
5. Turns & Intersections
6. Merging & Lane changes
7. Backing
8. Speed Control
9. Following Distance
10. Use of Brakes
11. Railroad Crossings
12. Lift Operations
13. Wheelchair Securement

Individual locations/properties are free to also include any topics/material pertinent to local driving conditions (for example, driving in heavy traffic, mountain terrain, etc.).

- B. **Post-Accident / For Cause Remedial Training:** This training is mandatory for any driver who has received a “preventable” rating for an accident/incident.

Because (by definition) the driver could have avoided the accident/incident, but failed to do so, it is imperative that the driver receives this remedial training as soon as possible, in order to prevent another similar occurrence. Therefore, the post-accident remedial training must be scheduled and given within 10 days following the formal accident rating.

Operators shall not be allowed to return to service until they have successfully completed a minimum of one (1) hour of Behind the Wheel post-accident training and demonstrated full defensive driving skills competence based on the root cause of the “Preventable” event. Before the refresher commences, the investigating supervisor will review the accident report with the individual who will conduct the training (i.e.: a driver instructor or BTW instructor), discuss the accident’s cause(s) and contributing factors, and what specific driving standards were not applied correctly. They should then tailor the remedial training to correct the driving deficiencies and standards that contributed to the accident.

This training will include a review of the appropriate written materials, videos, and behind- the-wheel training.

The amount of time needed for a post-accident refresher is variable, and it will depend on the driver’s ability to perform the appropriate tasks to standard. **The driver must demonstrate his / her ability to perform all of the required tasks to standard before being allowed back to driving duties.**

For instance, if the supervisor has determined that the driver did not perform a right turn correctly, the appropriate videos might include material on effective seeing habits, proper positioning of the vehicle, reference points, lane choice. The items highlighted on the refresher report would include “Positioning of the bus for turn,” “Use of Mirrors,” “Speed,” “Proper Use of Signals,” “Ability to Judge Bus Size,” “Use of Horns,” “Aggressive in Traffic,” “Aware of Hazards.” The driver instructor would then proceed with the behind-the-wheel training with a clear understanding of what driving deficiencies may need correcting, and ensure that the driver is able to perform the appropriate tasks to standard.

- C. **Seasonal Refreshers**: These refreshers are conducted in preparation of operations during certain periods of the year. At a minimum, this refresher will be given in the Fall (Sep-Nov), before the beginning of winter season, to all division’s drivers, and includes refresher topics appropriate for the region, imminent weather, environmental, and traffic conditions. The training will include topics/material appropriate for the season in question, using existing safety videos and lesson modules from the standard Driver Training School.

- D. **Bi-Annual Refresher**: This is a mandatory bi-annual (every two years) one-day (8 hours) general defensive driving refresher. All in-service drivers will attend this refresher every two years from the time of their last refresher training (e.g.: New Hire, Post-Accident, Return to Work, Bi-Annual), to ensure they are using appropriate defensive driving habits/techniques (have not become complacent). The training will consist of a review of the ODP modules listed for the “Basic Level” in the “Return To Work” section in “A” above and a minimum of 2 hours/40 miles BTW in-vehicle assessment of their defensive driving skills.

Transit Operations Supervisors begin their career path, almost exclusively, as Bus Operators who first work in the position of Temporary Supervisor. A Temporary Supervisor performs many functions of the full supervisory position and receives training in, but not limited to, the following areas:

- Drug & Alcohol (Policy and procedures for all types of FTA-mandated testing)
- Accident Investigation
- Emergency Procedures
- Security Procedures
- Blood Borne Pathogens
- Data Entry and Recordkeeping
- Harassment
- Cultural Diversity
- Coaching/Criticism/Discipline
- Dispatch Operations
- Field Operations
- Basic Writing
- SMS Training
- Orientation to Bus System

In addition to their initial training, all Transit Operations Supervisors receive five full days of refresher and topical training annually.

[Injury and Illness Prevention Training](#)

Injury and Illness Prevention Training is directed toward achieving a safe working environment for all employees and reducing the chance of occupational-related injuries and illnesses. The majority of training, targets employees working in the Maintenance and Facilities Maintenance Departments because these employees have the greatest exposure to occupational hazards. The program is based on applicable Federal, State, and local safety codes and regulations. Some areas addressed in training include:

- Handling Hazardous Materials (Right to Know)
- Slips, Trips, and Falls
- Personal Protection Equipment
- Material Safety Data Sheets (MSDS) and Labels
- First Aid
- Forklift Safety

- Bloodborne Pathogens
- Hazardous Materials Storage
- Strains and Sprains
- Fall Protection
- Confined Space Program
- Crane Operation
- Ergonomics
- Hazard Communication Program

Emergency Response Planning and Coordination

Details are contained in the Concord Kannapolis Area Transit (Rider) Emergency Management Plan.

System Modification Design Review and Approval

General Process

The Rider bus system is regularly modified in response to operational experience, the addition of new types of service, and changes in service design and levels. Rider’s philosophy is to use appropriate new technologies to benefit the environment and the community it serves. The challenge is to review any proposed modification adequately before it is approved. Any proposed modification should be evaluated to ensure it is compatible with existing systems and does not introduce new hazards to the system or reduce the effectiveness of existing hazard controls.

Equipment modifications may be proposed by any employee of any department that uses the equipment. Changes may also occur from an analysis of reliability performance, historical data, and available improvements in equipment design and components.

Modification Design Review

A review of any modification in equipment design shall be made by the director and managers of the department responsible for the equipment. It is an informal practice to include Human Resources and Operations in the review of any change that might affect safety. The impact on the safety of all designs and specifications should be identified and evaluated before the change is approved. Some of the areas to be considered include but are not limited to:

- Hazardous Materials (handling and use)
- Motor Vehicle Safety
- Human Factor
- Occupational Health and Safety
- Materials Compatibility
- Fire Protection
- Lighting

- Braking systems
- Mirrors
- Warning Devices

Modifications must not be made before it is determined how they might affect the safety of the system, or any other systems. Other departments may evaluate a proposed change to determine its compatibility with other systems (e.g., hoists, fueling systems, communications systems). The evaluation may also include a review of applicable regulations, such as the Federal Motor Vehicle Safety Standards and Regulations and the U.S. Department of Labor's Occupational Safety and Health Act.

Testing may also be performed to evaluate the safety of a proposed modification. The testing of small changes may be minimal. For substantial modifications, extensive field testing, mock-ups, and structural evaluations may be employed.

Modification Design Approval

Final approval is generally made by the Maintenance Manager. When modifications are made by a bus manufacturer, the Director of Maintenance works with the manufacturer, and contractual changes may be made. If changes are substantial, additional training will be provided for maintenance and operation staff.

Monitoring

Once a modification is put in place, feedback from the operating department is solicited to evaluate the performance of the modification. Unsolicited input from the operating department and its employees (end users) is also encouraged. Depending on the nature of the modification, Human Resources, Planning and the Safety Manager may be involved for input.

Documentation

The Maintenance Department is responsible for documenting any vehicle modifications. Facilities Services is responsible for documenting any modifications made to a facility. Documentation may involve changing diagrams, schematics, manuals, service bulletins, service intervals, standard operating procedures, and Material Safety Data Sheets. Maintenance Supervisors are responsible for updating Safety Data Sheets based on input from product manufacturers.

All SMS documentation must be maintained for three years after they are created and must be made available upon request by the FTA or other Federal entity, or a State Safety Oversight Agency having jurisdiction.

Safety Communication

Rider Transit communicates safety and safety performance information throughout the organization that, at a minimum, conveys information on hazards and safety risks relevant to employees' roles and responsibilities. Additionally, employees are informed of safety actions taken in response to reports submitted through an Employee Safety Reporting Program. Safety Communication increases safety awareness and is provided throughout Rider Transit in several ways.

- Safety Communication begins during the hiring process and initial training. Safety as it applies to each employee is defined. The importance of the Employee Reporting Program is explained with examples of how to identify and report hazards and safety concerns.
- Mandatory Safety Meetings are held monthly meetings and provide a forum to discuss safety concerns, review accidents, incidents and other reports from the Employee Safety Reporting Program.
- Memos and Notices are displayed in common areas, and emails are sent to all employees.

To ensure that employees understand what is communicated or what action they must take as a result of the information, questions are asked of the employees and safety messages are repeated/re-enforced depending on the responses received.

8. Additional Information

This PTASP was developed from information in other Rider documents, policies and procedures and manuals. Those documents are listed below:

- Safety Policy # 1-Safety
- Safety Policy # 2-Incidents-Preventability Determination
- Safety Policy # 3-Event Video Recorder Management (Drive Cam)
- Safety Policy # 6-Incident Reporting
- Safety Policy # 7-Safety Meetings
- Safety Policy # 12-Driver Training
- Safety Policy # 13-Compliance with Regulations
- Safety Policy # 14-Driver Evaluations
- Safety Policy # 15-Mobility Device Pick Up & Securement
- Safety Policy # 16-Mobility Device Drop Off Procedures
- Safety Policy # 19-Drug-Free Workplace Policy (Drug & Alcohol Policy)
- General Safety Requirements & Guidelines
- Safe Driving Reference Guide 2019
- Transdev Code of Business Conduct 2020
- Transdev Employee Handbook
- City of Concord/Concord Kannapolis Area Transit (Rider) Vehicle Maintenance Program Policy
- CK Rider Maintenance Forms
- City of Concord/Concord Kannapolis Area Transit (Rider) Facility & Equipment Inspection and Maintenance Policy
- 2020 Transdev Services Inc. Safety Policies and Procedures
- 2019 Transdev Emergency Operations Plan, Concord, NC
- City of Concord/Concord Kannapolis Area Transit (Rider) Vehicle Maintenance Program Policy
- City of Concord/Concord Kannapolis Area Transit (Rider) Facility & Equipment Inspection and Maintenance Policy
- Collective Bargaining Agreement Between Smart and First Transit Concord, NC July 1, 2015

9. Definitions of Terms Used in the Safety Plan

Rider incorporates all of FTA's definitions that are in 49 CFR § 673.5 of the Public Transportation Agency Safety Plan regulation and uses Transdev Services, Inc.'s definitions for accidents and incidents.

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

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

- **Bus Operator**-A person with accurate and specific ability, experience, license, qualities, skills, and training to drive a variety of bus a form of employment.

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

- **Event** means any Accident, Incident, or Occurrence.

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

- **Incidents:**

-**Critical Incidents:** An incident involving a company vehicle or occurring on TDNA property involving one or more of the following:

- Fatality
- Any incident resulting in serious bodily injury or medical transport of more than 1 person.
- Pedestrian or Bicyclist incident
- Passenger incident/injury involving improper wheelchair securement
- Environmental spills (any quantity)
- Vehicle roll-over/lay-over
- Vehicle fire
- Vehicle roll-away
- Events with potential for negative public relations and/or news media coverage
- Events causing interruption of operations (e.g.: fires, cyber, strikes, riots, severe weather)
- Incidents where Operator drug and/or alcohol use may be involved
- An event requiring the activation of a crisis plan.

-**Incident:** Any event resulting in injury or property damage that does not meet the definition of a “Critical” incident. This includes bus collisions/crashes of any type, passenger injuries/falls, and employee work-related injuries.

-**High Potential Incident (Hi-Po):** An incident that has the potential to produce fatal or serious injuries (refer to Critical Incident definition) and is investigated as if classified as a Critical Incident.

-**Near-Miss Event:** An event that does not result in injury, death, property, or environmental damage, but could have resulted in an incident given slightly different circumstances (e.g.: luck).

-**Record-Only Event:** An event that does not result in injury or property damage but that has the potential for future claim activity.

- **Investigation** means the process of determining the causal and contributing factors of an accident, incident, or hazard, for the purpose of preventing recurrence and mitigating risk.
- **National Public Transportation Safety Plan** means the plan to improve the safety of all public transportation systems that receive Federal financial assistance under 49 U.S.C. Chapter 53.
- **Occurrence** means an Event without any personal injury in which any damage to facilities, equipment, rolling stock, or infrastructure does not disrupt the operations of a transit agency.
- **Performance measure** means an expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets.
- **Performance target** means a quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time period required by the FTA.
- **Public Transportation Agency Safety Plan (or Agency Safety Plan)** means the documented comprehensive Agency Safety Plan for a transit agency that is required by 49 U.S.C. 5329 and Part 673.
- **Risk** means the composite of predicted severity and likelihood of the potential effect of a hazard.
- **Risk mitigation** means a method or methods to eliminate or reduce the effects of hazards.
- **Safety Assurance** means processes within a transit agency's Safety Management System that function to ensure the implementation and effectiveness of safety risk mitigation, and to ensure that the transit agency meets or exceeds its safety objectives through the collection, analysis, and assessment of information.
- **Safety Management Policy** means a transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities of its employees in regard to safety.
- **Safety Management System** means the formal, top-down, organization-wide approach to managing safety risk and assuring the effectiveness of a transit agency's safety risk mitigation. SMS includes systematic procedures, practices, and policies for managing risks and hazards.
- **Safety performance target** means a performance target related to safety management activities.
- **Safety Promotion** means a combination of training and communication of safety information to support SMS as applied to the transit agency's public transportation system.
- **Safety risk assessment** means the formal activity whereby a transit agency determines Safety Risk Management priorities by establishing the significance or value of its safety risks.
- **Safety Risk Management** means a process within a transit agency's Agency Safety Plan for identifying hazards and analyzing, assessing, and mitigating safety risk.

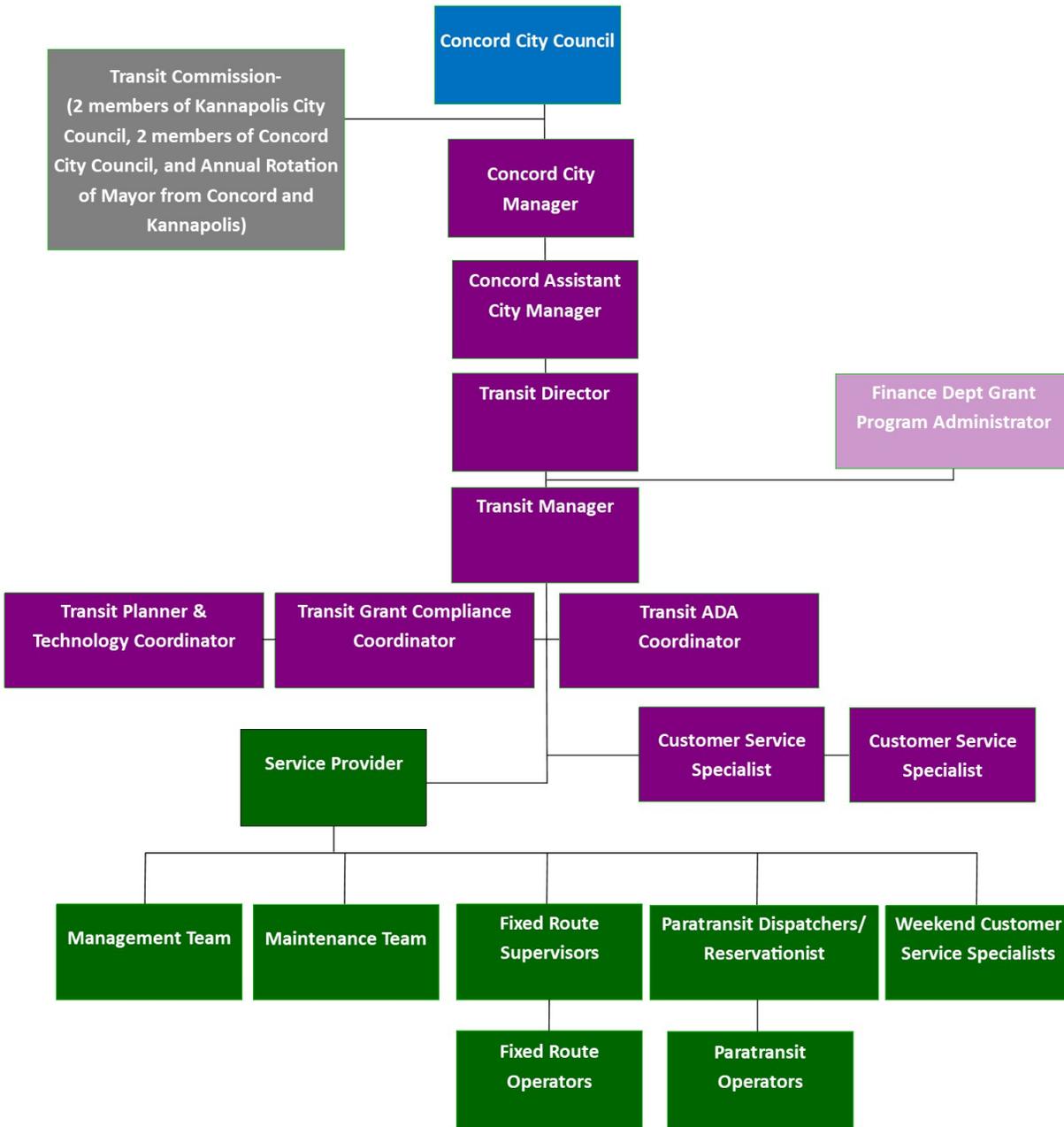
- **Serious injury** means any injury which: (1) Requires hospitalization for more than 48 hours, commencing within 7 days from the date when the injury was received; (2) Results in a fracture of any bone (except simple fractures of fingers, toes, or noses); (3) Causes severe hemorrhages, nerve, muscle, or tendon damage; (4) Involves any internal organ; or (5) Involves second or third-degree burns, or any burns affecting more than 5 percent of the body surface.
- **Transit agency** means an operator of a public transportation system.
- **Transit Asset Management Plan** means the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost effective, and reliable public transportation, as required by 49 U.S.C. 5326 and 49 CFR Part 625.

10. Commonly Used Acronyms

Acronym	Word or Phrase
AE	Accountable Executive
ADA	American's with Disabilities Act of 1990
ASP	Agency Safety Plan (also referred to as a PTASP in Part 673)
CFR	Code of Federal Regulations
CSO	Chief Safety Officer
CSP	Contracted Service Provider
ESRP	Employee Safety Reporting Program
FTA	Federal Transit Administration
NCDOT	North Carolina Department of Transportation
MPO	Metropolitan Planning Organization
Part 673	49 CFR Part 673 (Public Transportation Agency Safety Plan)
SMS	Safety Management System
SSP	System Safety Plan
U.S.C.	United States Code
VRM	Vehicle Revenue Miles

Appendix

Concord Kannapolis Area Transit (Rider) Organizational Chart



Subject: Incident Reporting

Scope: This policy applies to all employees of Transdev North America (TDNA)

Policy: It is the policy of Transdev North America to promptly report and thoroughly investigate incidents, injuries, illnesses and identified hazards, with the goal of promoting safety and preventing reoccurrences by identifying root cause and contributing factors.

General Managers are responsible to ensure prompt and accurate reporting of all incidents per this company policy/procedure.

GM responsibilities do not include handling or attempting to settle any claims or potential lawsuits – that is the responsibility of TDNA’s Risk Management Department and TDNA’s insurance companies.

Transdev employees and contractors are required to report any incident, regardless of severity, immediately after its occurrence. Failure to immediately report an incident will result in disciplinary action up to and including termination

Purpose: The guidelines in this policy designate the procedures for all employees to follow when an incident occurs and to ensure accurate and timely incident reporting.

Procedure:

An Incident is any TDNA-related event or occurrence involving a TDNA Driver, TDNA employee, TDNA Independent Contractor, TDNA passenger, TDNA vehicle, TDNA equipment, or the environment. An incident may or may not result in injury or death to a person, damage to vehicles or property, or damage to the environment.

This includes alleged incidents involving a TDNA employee, contractors, vehicle, or equipment; even though the employee, contractor, vehicle, or equipment is not affected.

If the incident involves an injury requiring medical attention due to a bus crash or passenger incident, dispatcher immediately phones 911 to have an ambulance/EMS

dispatched to the scene. Dispatcher/Operations Manager/Safety Manager enters the date & time of the call to 911 into WebRisk notes.

This procedure applies to all TDNA losses to include (but not limited to):

- Vehicular collision with any person, vehicle, or object
- Employee injury
- Passenger/Customer/Client Incident/Injury
- TDNA Vehicle Physical Damage (including unknown yard physical damage)
- TDNA Property (buildings/contents) Losses (fire, tornado, flood, hurricane, vandalism, break-in, etc.).
- Environmental Exposures (i.e. fuel, oil, antifreeze, or other spills)
- Theft of TDNA vehicles, equipment, or property

When reporting incidents and entering data in WebRisk, it is important to limit entries to factual information only and not opinions or speculations. Safety Dept. investigates all incidents (see below for definition) to determine cause/contributing factors and monitors incidents to spot trends and to determine the trends' root causes and contributing factors. This includes examining driving and work procedures and revising them as needed; and

identifying potential violations of TDNA, OSHA, DOT, FTA, or other procedures, rules or regulations.

I. INCIDENT TYPES

a. **Critical Incidents**: An incident involving a company vehicle or occurring on TDNA property involving one or more of the following:

- Fatality
- Any incident resulting in serious bodily injury or medical transport of more than 1 person.
- Pedestrian or Bicyclist incident
- Passenger incident/injury involving improper wheelchair securement
- Environmental spills (any quantity)
- Vehicle roll-over/lay-over
- Vehicle fire
- Vehicle roll-away
- Events with potential for negative public relations and/or news media coverage
- Events causing interruption of operations (e.g.: fires, cyber, strikes, riots, severe weather)
- Incidents where Operator drug and/or alcohol use may be involved
- An event requiring the activation of a crisis plan.

- b. **Incident**: Any event resulting in injury or property damage that does not meet the definition of a “Critical” incident. This includes bus collisions/crashes of any type, passenger injuries/falls, and employee work-related injuries.
- c. **High Potential Incident (Hi-Po)**: An incident that has the potential to produce fatal or serious injuries (refer to Critical Incident definition) and is investigated as if classified as a Critical Incident.
- d. **Near-Miss Event**: An event that does not result in injury, death, property, or environmental damage, but could have resulted in an incident given slightly different circumstances (e.g.: luck).
- e. **Record-Only Event**: An event that does not result in injury or property damage but that has the potential for future claim activity.

II. INCIDENT REPORTING PROCEDURE:

A. All Incidents except Work Related injuries/illnesses (Work Comp):

- 1) All TDNA incidents (e.g.: collisions, passenger injuries/falls, pedestrian/bicyclist events, etc.), regardless of severity, shall be immediately reported from the scene:
 - a. **Operators shall:**
 - 1. Stop the vehicle, notify Dispatch immediately after an incident occurs, and remain at the scene until released by proper authority.
NOTE: Failure to comply with this requirement shall result in termination
 - 2. Provide dispatch with incident details and remain in contact with Dispatch until all necessary information has been obtained:
 - The exact location of the accident, vehicle/route number and direction of travel
 - Any injuries or passenger complaints
 - Condition of the vehicle
 - Damage to any other property
 - 3. Operators are authorized to call emergency services directly in cases of “imminent danger to life” if not able to immediately contact dispatch.
 - b. **Dispatch shall** immediately report the incident to the Operations Manager and to the Safety Manager (SM).
 - Dispatch will determine the severity of the accident and notify the appropriate emergency response authorities (fire and police).
 - Dispatch will notify the appropriate Supervisor or Manager and ensure that a street Supervisor responds to the scene.

- 2) **Ops Manager / SM shall** enter the incident into WebRisk as soon as possible but **within 24 hours** and update the WebRisk entry as the investigation is completed and/or more information becomes available.
- 3) Ops Manager / SM uploads / updates pertinent documents/reports in WebRisk as they become available.

Work-Related Injury or Illness reporting:

- 4) When an incident occurs, the employee must report all injuries or illnesses to the Safety Manager immediately.
- 5) All work-related injuries or illnesses are to be reported by calling:
Clinical Consult
888-836-5426
(888-VEOLIA6)
- 6) In the event of a medical emergency the injured employee should not wait to speak with a nurse. The employee should go to the nearest emergency room or call 911.
- 7) The injured employee should be present for the call to speak with the nurse. After the injury assessment and care recommendations are provided the call will be transferred to intake.
- 8) The Safety Manager should instruct the employee to proceed with the care recommendations provided as the employee does not need to be present for the intake portion of the call.
- 9) The Safety Manager will provide the needed information to intake.

III. CRITICAL INCIDENT PROCEDURES:

In case of Critical Incidents, in addition to the above, managers shall follow the procedures listed in the Critical Incident Protocol and take the additional steps outlined below:

1. Obtain the following basic information:
 - a. Time and Place of incident
 - b. Driver name and Date of Hire
 - c. Vehicle number and type (cut-away, van, bus, sedan, etc.)
 - d. Injuries, if transported from scene – where to and by whom.
 - e. Damage description
 - f. Basic facts of incident
2. Call and notify the following persons:
 - a. Risk Management:

- a. Vehicle Crash or Passenger Incident:
 - B2G (Transit): Richard Freed, Director of Liability
 - B2B/B2C (Business Services/SuperShuttle/Taxi): Beth Edinger, Director of Risk)
- b. Work-Related Injuries:
 - B2G (Transit): Sandy Rosenwinkel, Director of Work Comp
 - B2B/B2C (Business Services/SuperShuttle/Taxi): Beth Edinger, Director of Risk)
- b. Regional Vice President
- c. Regional Safety Director

If the above cannot be reached, contact the Vice President of Safety.

3. General Manager or designee submits a “Critical Incident Notification”: Go to “Outlook” and enter the required information.
4. Regional Safety Director and/or the Regional Vice President will continue the phone tree to the senior executives listed on an “as needed” basis. The Regional Safety Director will personally contact the VP of Safety for fatal or catastrophic events.
5. If the Regional Safety Director and/or the Regional Vice President or Vice President of Safety is not available, please contact the COO.

NOTES:

- The only information given by TDNA employees/contractors (Operator) should be to Police Officers present at the scene of the incident. Operator does not discuss incident/loss with witnesses – Operator only discusses with police, TDNA Safety personnel, TDNA Risk Management personnel, and/or TDNA Third-Party Claims Administrator personnel or retained attorneys.
- Refer all other parties to media Relations to handle any public and/or media questions.

IV. Safety & Risk Management Process

Incident prevention is the key. If there is no incident, there will be no potential claim. Location managers are critical to incident prevention and claim cost management.

It is essential that when an incident occurs, local manager promptly notifies Risk Management of the incident (as detailed above) and provide necessary updates in WebRisk as new information becomes available.

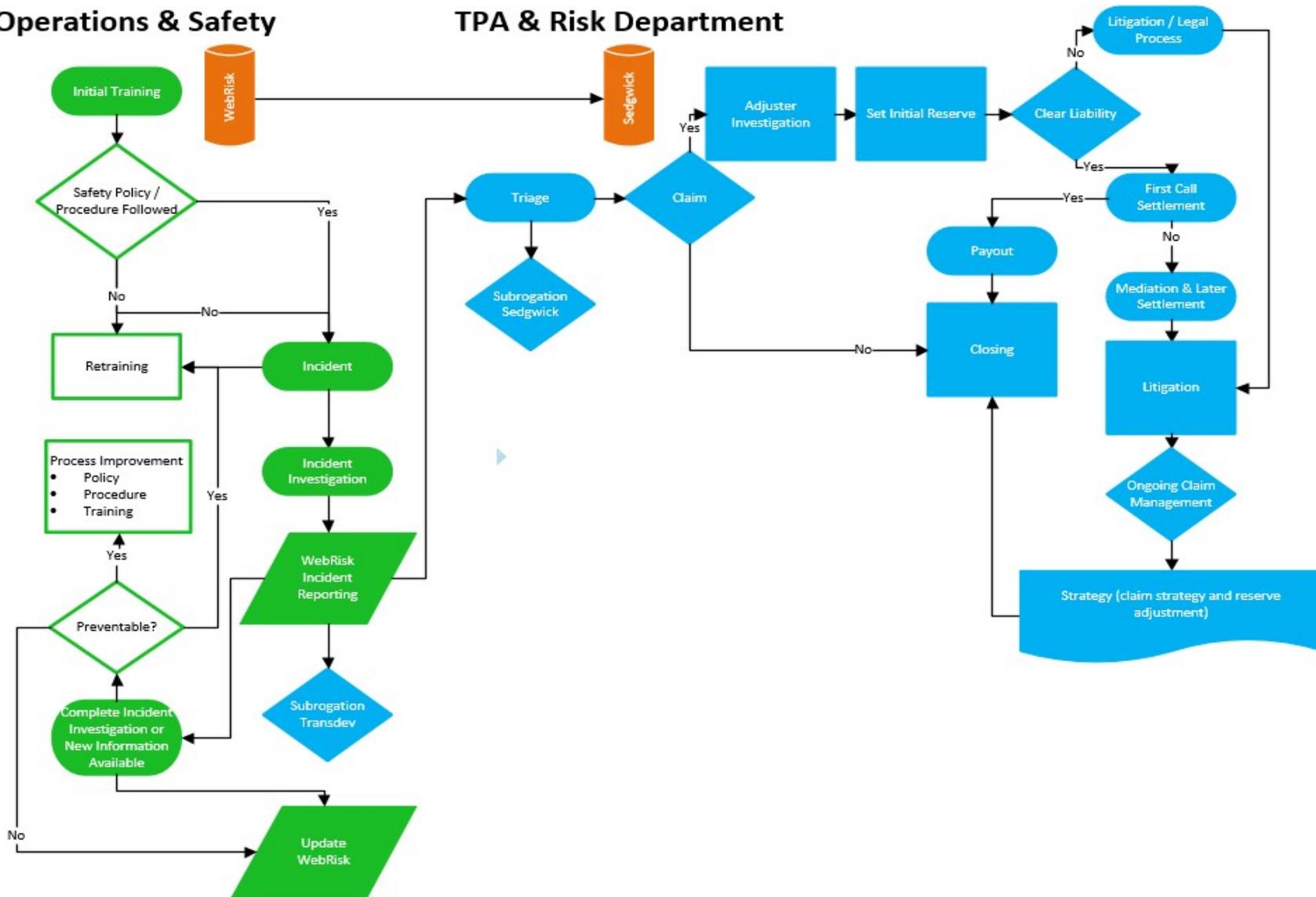
If the investigation of the incident show that the incident could have been avoided, it is essential to retrain the individual(s) involved and/or improve the process as needed.

The flowcharts below show the interaction between Safety and Risk Management collaborative responsibilities for incident management process:

Incident Flowchart (except Workers' Compensation)

Operations & Safety

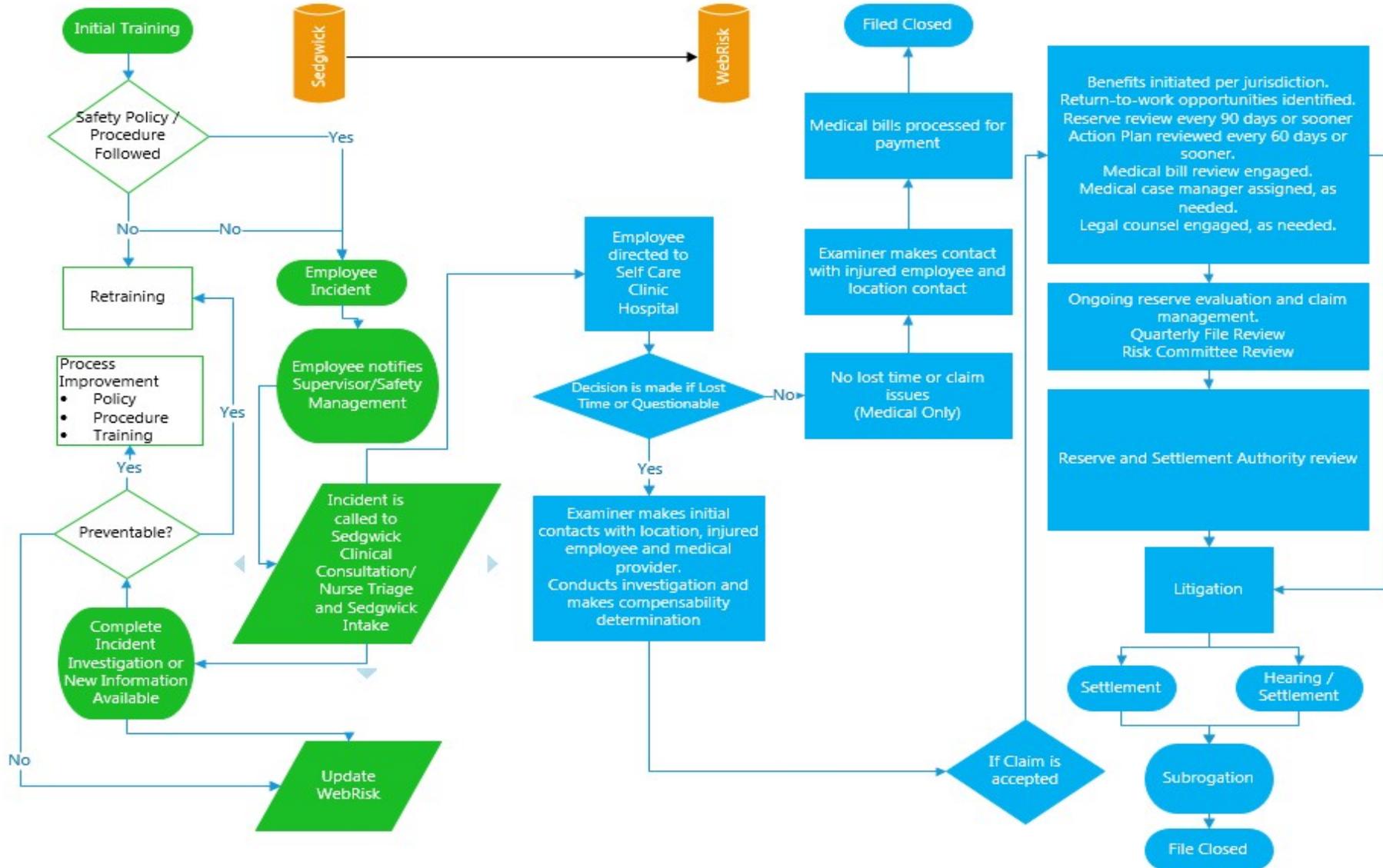
TPA & Risk Department



Workers' Compensation Incident Flowchart

Operations & Safety

TPA & Risk Department



SUBJECT: Incidents - Preventability Determination

POLICY: It is the policy of Transdev North America that each vehicle crash or employee injury be evaluated on an individual, objective basis using the guidelines outlined in this document.

PURPOSE: The purpose of this policy is to provide a standard to evaluate each crash and/or injury according to our defensive driving standards and work safety requirements so that errors made in driver / work safety performance will be recognized and corrected.

Transdev North America is dedicated to the safety of our passengers and the motoring public as well as that of our associates. As such, we engage in a post event-discussion regarding the preventability of incidents. We define preventability based on a goal of zero incidents, as well as a self-critical analysis designed to meet standards set by the requirements of the federal government and the various States and other jurisdictions in which we operate.

We consider preventability determinations to be a post-event remedial measure which may lead to changes in our operations in an effort to prevent future incidents. Preventability does not equate with, and should never be confused with, the definition of negligence or culpability as used in civil tort law. By nature, preventability determinations are made shortly after the event occurs, not after all factual and expert investigations have been completed.

We consider our efforts and work product to fall within recognized statutory and common law legal principles which make discovery or disclosure of our work product inappropriate and possibly prohibited by law. Essentially, we intend preventability to mean that “but for” the actions or inactions of us or our driver the crash could have been avoided.

Definition of Incident: An Incident is any TDNA mishap/event involving a TDNA employee, TDNA passenger, TDNA vehicle, TDNA equipment, or the environment. An incident may or may not result in injury or death to a person, damage to vehicles or property, or damage to the environment.

Definition of Preventable Crash / Injury – A crash or injury where the driver/employee could have, but failed, to properly identify an incident-producing situation soon enough to take reasonable and prudent action to avoid a crash or injury.

Definition of Defensive Driving - To drive in such a manner as to identify incident-producing situations soon enough to take reasonable and prudent action to avoid a collision.

PROCEDURE: The following situations are intended as guidelines in determining preventability. There are other circumstances which could fall into both categories as well.

The heart of incident analysis is determining the root cause of the incident and whether it could have been avoided, based on the facts. The incident must be evaluated in light of all available facts that are pertinent to the cause of the incident. Digging out these facts can be achieved in many instances by a thorough investigation/analysis and reconstruction or examination of the incident sequence.

Each incident or injury event must be judged individually. Certain types will generally fall in the non-preventable category, and certain others, in the absence of extenuating circumstances and conditions, fall in the preventable category. The types of incidents listed below do not cover every incident that may occur, but they are intended to provide general guidance to assist in determining preventability and are generally accepted by the National Safety Council and the US Department of Transportation.

Determining preventability has nothing to do with who was legally "at fault" or who was "liable" or to blame for the incident.

Generally, an incident/injury is preventable if the employee failed to follow company policies / safe-work practices and do everything *reasonable* to prevent the incident or injury from occurring.

A preventable motor vehicle incident is one in which the driver could have, but failed, to drive in such a manner as to identify an incident-producing situation soon enough to take reasonable and prudent action to avoid such an incident.

When faced with a vehicle incident, the preventability determination is based on the following rule:

"It is the responsibility of a professional driver to drive in such a manner as to identify incident-producing situations soon enough to take reasonable and prudent action to avoid such an incident."
The key to this definition and rule is the word "reasonable."

The key factor in determining whether an incident is preventable, hinges solely on whether or not the incident could have been prevented or avoided by our driver – **not** who was **primarily** responsible or at fault.

The fact that the other driver violated a traffic code or rule of safe driving does not in itself excuse our driver.

To determine reasonableness, consider the following:

- Could the driver/worker identify the incident producing situation or potential for an incident?

- Did the driver/worker know what corrective action was necessary, having identified the incident producing situation or potential for an incident?
- Did the driver/worker follow established company policies/practices/protocols?
- Did the driver/worker take appropriate and prudent action to adjust his/her driving or work behaviors or actions in time to avoid the incident?

WORKPLACE INCIDENTS

The following considerations apply to workplace incidents that cause (or could have caused) injury to either the employee or bystanders/other persons.

Considerations

Unsafe Acts:

1. Unauthorized operation of equipment
2. Unauthorized performance of a job or task
3. Running - Horse Play
4. Not following established procedures
5. Bypassing or failure to use safety devices
6. Not using protective equipment
7. Under influence of drugs or alcohol

Unsafe Conditions:

1. Ergonomic hazards
2. Environmental hazards
3. Inadequate housekeeping
4. Blocked walkways
5. Improper or damaged Personal Protective Equipment (PPE)
6. Inadequate machine guarding
7. Inadequate maintenance of machines or tools

Non-preventable if:

1. Mechanical defect in a machine or tool which could not have been detected or foreseen by the operating employee or through routine maintenance.

Preventable if:

1. Incident or injury can be attributed to an unsafe act or unsafe condition.
2. Employee performed a job or task for which he/she was neither authorized, nor inadequately trained (would be a failure in the supervisory/training process).
3. Incident or injury occurred due to employee's failure to use (or improper use of) personal protective equipment.

4. Incident or injury occurred due to employee's use or attempted use of a vehicle, machine or tool that he/she knew was defective or for which he was not authorized to use.
5. Employee's abuse of a machine or tool was such that it rendered the tool or machine defective.

VEHICLE INCIDENTS

A: Struck in Rear by Other Vehicle:

Non-Preventable if:

1. Driver's vehicle was legally and properly parked.
2. Driver was proceeding in his own lane of traffic at a safe and lawful speed.
3. Driver was stopped in traffic due to existing conditions or was stopped in compliance with traffic sign or signal or the directions of a police officer or other person legitimately controlling traffic.
4. Driver was in proper lane waiting to make turn.

Preventable if:

1. Driver was passing slower traffic near an intersection and had to make sudden stop.
2. Driver made sudden stop to park, load, or unload.
3. Driver rolled back into vehicle behind while starting on grade.
4. Driver made sudden stop to avoid striking other vehicle in the rear.

B. Struck While Parked:

Non-Preventable if:

1. Driver was properly parked in a location where parking was permitted.
2. Vehicle was protected by emergency warning devices as required by DOT and state regulations or if driver was in the process of setting out or retrieving signals. These provisions shall apply to the use of the turn signals as emergency warning lights under DOT regulations.

C. Incidents at Intersections:

Preventable if:

1. Driver failed to control speed so that he could stop within available clear sight distance.
2. Driver failed to check cross-traffic and wait for it to clear before entering intersection.
3. Driver pulled out from side street in the face of oncoming traffic.
4. Driver collided with person, vehicle, or object while making right or left turn.
5. Driver collided with vehicle making turn in front of him.

D. Striking Other Vehicle in Rear:

Preventable if:

1. Driver failed to maintain safe following distance and have his vehicle under control.
2. Driver failed to keep track of traffic conditions and note slowdowns.

3. Driver failed to ascertain whether vehicle ahead was moving slowly, stopped, or slowing down for any reason.
4. Driver misjudged rate of overtaking.
5. Driver came too close before pulling out to pass.
6. Driver failed to wait for car ahead to move into the clear before starting to move.
7. Driver failed to leave sufficient room for passing vehicle to get safely back in line.
8. Driver was over-driving his vision.

E. Sideswipe and Head-on Collisions:

Preventable if:

1. Driver was not entirely in his proper lane of travel.
2. Driver did not pull to his right and slow down and stop for vehicle encroaching on his lane of travel when such action could have been taken without additional danger. (Buses with passengers should not run off the road.)

F. Squeeze Plays and Blockouts:

Preventable if:

1. Driver failed to yield right-of-way when necessary to avoid an incident.
2. Driver failed to properly position vehicle in preparation for the turn

G. Backing Incidents:

Preventable if:

1. Driver backed up when backing could have been avoided by better planning of his route.
2. Driver backed into traffic stream when such backing could have been avoided.
3. Driver failed to get out of vehicle and check proposed path of backward travel.
4. Driver failed to get out of vehicle periodically and recheck conditions when backing a long distance.
5. Driver failed to sound horn and turn on 4-way flashers prior to and while backing.

H. Incidents Involving Rail-Operated Vehicles:

Preventable if:

1. Driver attempted to cross tracks directly ahead of train or streetcar.
2. Driver ran into side of train or streetcar.
3. Driver stopped or parked on or too close to tracks.
4. Driver disregarded warning lights or devices.
5. Driver failed to stop at crossing as required by regulations.

I. Incidents While Passing:

Preventable if:

1. Driver passed where view of road ahead was obstructed by hill, curve, vegetation, traffic, adverse weather conditions, etc.
2. Driver attempted to pass in the face of closely approaching traffic.

3. Driver failed to warn driver of vehicle being passed (e.g. horn, and/or turn signal indicators).
4. Driver failed to signal change of lanes.
5. Driver pulled out in front of other traffic over-taking from rear.
6. Driver cut-in short returning to lane of travel.

J. Incidents While Being Passed:

Preventable if:

1. Driver failed to stay in his own lane and hold speed or reduce it to permit safe passing.

K. Incidents While Entering Traffic Stream:

Preventable if:

1. Driver failed to signal when pulling out from curb.
2. Driver failed to check traffic before pulling out from curb.
3. Driver failed to look back to check traffic if he was in position where mirrors did not show traffic conditions.
4. Driver attempted to pull out in a manner that forced other vehicle(s) to change speed or direction.
5. Driver failed to make full stop before entering from side street, alley or driveway.
6. Driver failed to make full stop before crossing sidewalk.
7. Driver failed to yield right-of-way to approaching traffic.

L. Pedestrian Incidents:

Preventable if:

1. Driver did not reduce speed in area of heavy pedestrian traffic.
2. Driver was not prepared to stop.
3. Driver failed to yield right-of-way to pedestrian.

M. Mechanical Defects Incidents:

Preventable if:

1. Defect was of a type which driver should have detected in making pre-trip or enroute inspection of vehicle.
2. Defect was of a type which driver should have detected during the normal operation of the vehicle.
3. Defect was caused by driver's abusive handling of the vehicle.

N. All Types of Incidents:

Preventable if:

1. Driver was not operating at a speed consistent with the existing conditions of road, weather and traffic.
2. Driver failed to control speed so that he could stop within assured clear distance.
3. Driver misjudged available clearance.
4. Driver failed to yield right-of-way to avoid incident.
5. Driver failed to accurately observe and recognize potentially existing hazardous conditions or events that could produce an incident.
6. Driver was in violation of Company operating rules or special instruction, the regulations of any

federal or state regulatory

Appendix D-Accident and Incident Report Forms



FIXED ROUTE VEHICULAR INCIDENT/ACCIDENT REPORT

COMPLETE ALL BOXES; IF UNKNOWN, PUT "UNK"; IF NOT APPLICABLE, PUT "NA"

IMPACT AREA, CIRCLE ONE CODE

FRONT
TOP
0.0
BACK

0.8 0.1 0.2
0.7 0.3
0.6 0.4
0.5

0.9 MULTIPLE AREAS/OVERTURN/BOTTOM

ACCIDENT TYPE INVOLVING

1.1 OVERTURN 2.3 PEDESTRIAN
 1.2 BUS OFF ROAD 2.4 BICYCLIST
 1.3 SIDESWIPE 2.5 ANIMAL
 1.4 FIXED OBJECT 2.6 PARKED VEHICLE
 1.5 INTERSECTION 2.7 TD YARD OR PROPERTY
 1.6 REAR END 2.8 WHEELCHAIR SECUREMENT
 1.7 FRONT END 2.9 OTHER
 1.8 OTHER

DATE	OF ACCIDENT (MO. DAY YR.)	TIME	BUS. NUMBER	MODEL
PLACE	NEAREST CITY OR TOWN			STATE OR PROV.
	ON (STREET OR HIGHWAY)		<input type="checkbox"/> AT (STREET, HIGHWAY OR OTHER LANDMARK) <input type="checkbox"/> NEAR	
TRIP OR ROUTE	TRIP NO. OR ROUTE NO.	ENROUTE FROM	ENROUTE TO	
BUS DRIVER	NAME		DATE HIRED	DOB
	AGE		EMPLOYEE NO.	DIVISION NAME
<input type="checkbox"/> FULL TIME	DRIVING EXPERIENCE (BY TYPE OF VEH.)	6.1 MO. ALL TYPES OF VEH.	6.2 MO. COMM'L. VEHICLES	6.3 MO. BUSES
<input type="checkbox"/> PART TIME	ESTIMATED HOURS OF "ON DUTY" TIME, SINCE LAST PERIOD OF 8 CONSECUTIVE HOURS OFF DUTY			
DAMAGE TO TD BUS/VEH.	DESCRIBE DAMAGE			WAS VEHICLE TOWED?
	8.1 <input type="checkbox"/> 1 HR. 8.2 <input type="checkbox"/> 2 HRS.			8.3 <input type="checkbox"/> 3 HRS. 8.4 <input type="checkbox"/> 4 HRS.
		8.5 <input type="checkbox"/> 5 HRS. 8.6 <input type="checkbox"/> 6 HRS.	8.7 <input type="checkbox"/> 7 HRS. 8.8 <input type="checkbox"/> 8 HRS.	8.9 <input type="checkbox"/> 9 HRS. 8.10 <input type="checkbox"/> 10 HRS.

VEH. 2	DRIVER'S NAME		PHONE ()	AGE (EST.)	<input type="checkbox"/> MALE <input type="checkbox"/> FEMALE	
	DRIVER'S ADDRESS (STREET & NO., CITY, STATE OR PROV.)			OPER. LIC. NO.	STATE OR PROV.	
	OWNER'S NAME		PHONE ()	VEH. YEAR, MAKE & MODEL		
	OWNER'S ADDRESS (STREET & NO., CITY, STATE OR PROV.)			VEH. LIC. NO.	STATE OR PROV.	
	DESCRIBE DAMAGE				WAS VEHICLE TOWED?	
	INSURANCE POLICY			POLICY NUMBER		

VEH. 3	DRIVER'S NAME		PHONE ()	AGE (EST.)	<input type="checkbox"/> MALE <input type="checkbox"/> FEMALE	
	DRIVER'S ADDRESS (STREET & NO., CITY, STATE OR PROV.)			OPER. LIC. NO.	STATE OR PROV.	
	OWNER'S NAME		PHONE ()	VEH. YEAR, MAKE & MODEL		
	OWNER'S ADDRESS (STREET & NO., CITY, STATE OR PROV.)			VEH. LIC. NO.	STATE OR PROV.	
	DESCRIBE DAMAGE				WAS VEHICLE TOWED?	
	INSURANCE POLICY			POLICY NUMBER		

OTHER PROPERTY	DESCRIBE DAMAGE
----------------	-----------------

PERSONS IN ACCIDENT	NO. OF PERSONS (INCL. DRIVER)	BUS / TD VEHICLE	VEH. 2	VEH. 3	S P E E D	POSTED SPEED LIMIT	BUS / TD VEHICLE	VEH. 2	VEH. 3
	NO. OF PERSONS COMPLAINING OF INJURY					ESTIMATED SPEED WHEN DANGER NOTICED	MPH	MPH	MPH
	PERSONS TRANSPORTED TO HOSPITAL					ESTIMATED SPEED AT IMPACT			
	NUMBER PERSONS ADMITTED TO HOSPITAL						MPH	MPH	MPH

POLICE INVESTIGATE? <input type="checkbox"/> YES <input type="checkbox"/> NO	IF SO, NAME OF OFFICER WITH BADGE #	REPORT NO.
IF SO, NAME OF DEPARTMENT OR PATROL & LOCATION		
TICKETS ISSUED? <input type="checkbox"/> TD DRIVER <input type="checkbox"/> OTHER DRIVER <input type="checkbox"/> NONE	IF SO, CHARGE	
INCIDENT REPORTED TO TRANSDEV RISK MGMT / WEBRISK <input type="checkbox"/> YES <input type="checkbox"/> NO	REFERENCE NUMBER	
ANYONE TRANSPORTED TO HOSPITAL? <input type="checkbox"/> YES <input type="checkbox"/> NO	HOSPITAL NAME	CITY & STATE

MOVEMENT

VEHICLE

BUS #2 #3

3.1 STRAIGHT AHEAD - PASSING
 3.2 STRAIGHT AHEAD - BEING PASSED
 3.3 STRAIGHT AHEAD - NOT PASSING OR BEING PASSED

3.4 MERGING / LANE CHANGE
 3.5 TURNING LEFT
 3.6 TURNING RIGHT
 3.7 BACKING
 3.8 STOPPED IN TRAFFIC

3.9 STOPPED AT RR CROSSING

3.10 WEAVING
 3.11 SKIDDING
 3.12 WRONG SIDE
 3.13 TD VEHICLE PARKED
 3.14 OTHER

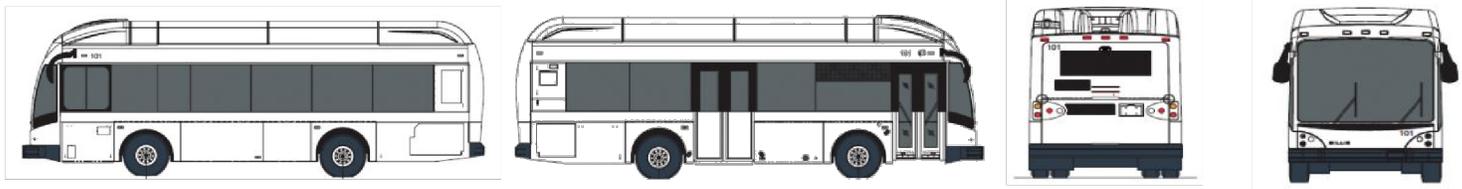
PEDESTRIAN / BICYCLIST

4.1 WALKING/RIDING WITH TRAFFIC
 4.2 WALKING/RIDING AGAINST TRAFFIC
 4.3 COMING FROM BEHIND PARKED VEH.
 4.4 CROSSING AT INTERSECTION
 4.5 CROSSING NOT AT INTERSECTION
 4.6 ALIGHTING FROM A VEHICLE
 4.7 OTHER

PASSENGER INJURY / FALL

5.1 BOARDING VEHICLE
 5.2 ALIGHTING FROM VEHICLE
 5.3 CAUGHT IN DOORS
 5.4 SEATED
 5.5 IN MOTION IN VEHICLE
 5.6 STANDING
 5.7 OTHER

MARK "X" WHERE DAMAGE OR CONTACT OCCURRED

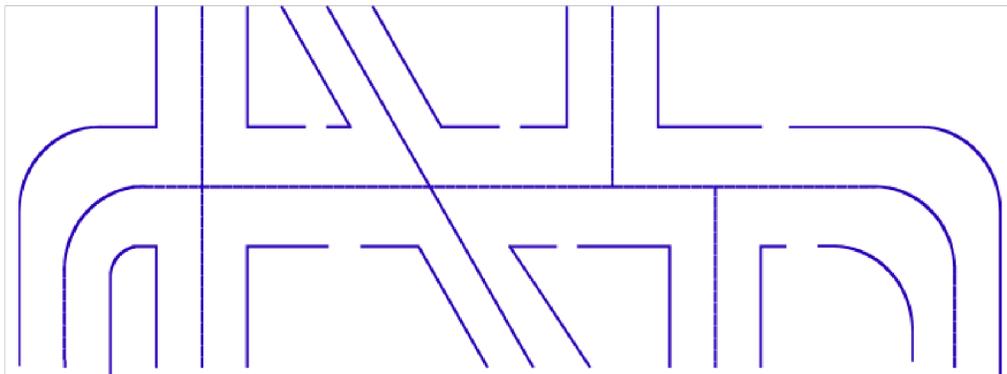


INSTRUCTIONS (use diagram below or attach separate accident diagram form)

- Choose sections of diagram that will show outline of roadway at place of accident.
- Use solid line to show path of vehicle BEFORE accident: dotted line AFTER accident:
 - Number each vehicle and show direction of travel by arrow:
 - Show PEDESTRIAN by:

- Show RAILROAD by: ++++++
- Show TRAFFIC LIGHT by: *
- Show STOP SIGN by: ◇
- Indicate distance and direction from point of impact to nearest bridge, culvert or other landmarks.
- Indicate names of streets or route numbers of roadways.

Complete the following diagram showing direction & position of vehicles or property involved, designating clearly point of contact.



TRAFFIC LANES		ROADWAY		SIGNALS		PAVING		WEATHER		LIGHT	
NO. OF LANES	9.1 <input type="checkbox"/> LANES MARKED	10.1 <input type="checkbox"/> STRAIGHT	10.7 <input type="checkbox"/> DRY	11.1 <input type="checkbox"/> STOP SIGN	12.1 <input type="checkbox"/> CEMENT	13.1 <input type="checkbox"/> CLEAR	15.1 <input type="checkbox"/> DAYLIGHT				
	9.2 <input type="checkbox"/> LANES UNMARKED	10.2 <input type="checkbox"/> CURVE	10.8 <input type="checkbox"/> WET	11.2 <input type="checkbox"/> TRAFFIC LIGHT	12.2 <input type="checkbox"/> BRICK	13.2 <input type="checkbox"/> RAIN	15.2 <input type="checkbox"/> DARK				
WIDTH OF EACH FT.	9.3 <input type="checkbox"/> NO ROAD DEFECTS	10.3 <input type="checkbox"/> DOWN GRADE	10.9 <input type="checkbox"/> MUDDY	11.3 <input type="checkbox"/> POLICEMAN	12.3 <input type="checkbox"/> ASPHALT	13.3 <input type="checkbox"/> SNOW	15.3 <input type="checkbox"/> DUSK				
	9.4 <input type="checkbox"/> HOLES, RUTS, ETC.	10.4 <input type="checkbox"/> UP GRADE	10.10 <input type="checkbox"/> SNOWY	11.4 <input type="checkbox"/> WARNING SIGNAL	12.4 <input type="checkbox"/> GRAVEL	13.4 <input type="checkbox"/> SLEET	15.4 <input type="checkbox"/> DAWN				
<input type="checkbox"/> DIVIDED	9.5 <input type="checkbox"/> LOOSE MATERIAL	10.5 <input type="checkbox"/> LEVEL	10.11 <input type="checkbox"/> ICY	11.5 <input type="checkbox"/> R.R. GATES	12.5 <input type="checkbox"/> _____ (OTHER)	13.5 <input type="checkbox"/> FOG	IF DARK, WAS HIGHWAY LIGHTED?				
<input type="checkbox"/> _____ (OTHER)	9.6 <input type="checkbox"/> _____ (OTHER)	10.6 <input type="checkbox"/> HILL CREST	10.12 <input type="checkbox"/> _____ FLAGS, FLARES, FUSES, ETC. DISPLAYED	11.6 <input type="checkbox"/> YIELD SIGN		13.6 <input type="checkbox"/> _____ (OTHER)	15.5 <input type="checkbox"/> YES <input type="checkbox"/> NO				
				11.7 <input type="checkbox"/> UNCONTROLLED			15.6 <input type="checkbox"/> _____ (OTHER)				
				11.8 <input type="checkbox"/> NOT WORKING							
				11.9 <input type="checkbox"/> _____ (OTHER)							

BUS OPERATOR STATEMENT: DESCRIBE INCIDENT/ACCIDENT FULLY (CONTINUE ON PAGE THREE IF NECESSARY.)

SAFETY MANAGER OR GM SIGNATURE (Ensure report is complete before forwarding)	DRIVER'S SIGNATURE AND EMPLOYEE NUMBER	DATE OF REPORT

WITNESSES –

CRITICAL- PERSONS OTHER THAN OCCUPANTS OF VEHICLES INVOLVED: LIST PASSERBY, OTHER MOTORISTS OR PERSONS AT SCENE OF ACCIDENT – WHETHER EYE WITNESSES OR NOT. (Use Witness Cards if Available)

NAME	AGE	HOME PHONE	BUSINESS PHONE	ADDRESS (STREET & NO., CITY & STATE OR PROV.)	COMMENTS

NON-DRIVER VEHICLE OCCUPANTS DO NOT REPEAT NAMES OF THOSE SHOWN ABOVE.

NAME	AGE	HOME PHONE	BUSINESS PHONE	ADDRESS (STREET & NO., CITY & STATE OR PROV.)	TREATMENT AND HOSPITAL IF TRANSPORTED	OCCUPANT VEHICLE
					<input type="checkbox"/> NO INJURY <input type="checkbox"/> REFUSED TREATMENT <input type="checkbox"/> TREATED AT SCENE <input type="checkbox"/> TRANSPORTED TO HOSPITAL:	<input type="checkbox"/> V1 <input type="checkbox"/> PEDESTRIAN <input type="checkbox"/> V2 <input type="checkbox"/> CYCLIST <input type="checkbox"/> V3 <input type="checkbox"/> OTHER
					<input type="checkbox"/> NO INJURY <input type="checkbox"/> REFUSED TREATMENT <input type="checkbox"/> TREATED AT SCENE <input type="checkbox"/> TRANSPORTED TO HOSPITAL:	<input type="checkbox"/> V1 <input type="checkbox"/> PEDESTRIAN <input type="checkbox"/> V2 <input type="checkbox"/> CYCLIST <input type="checkbox"/> V3 <input type="checkbox"/> OTHER

					<input type="checkbox"/> NO INJURY <input type="checkbox"/> REFUSED TREATMENT <input type="checkbox"/> TREATED AT SCENE <input type="checkbox"/> TRANSPORTED TO HOSPITAL:	<input type="checkbox"/> V1 <input type="checkbox"/> PEDESTRIAN <input type="checkbox"/> V2 <input type="checkbox"/> CYCLIST <input type="checkbox"/> V3 <input type="checkbox"/> OTHER
					<input type="checkbox"/> NO INJURY <input type="checkbox"/> REFUSED TREATMENT <input type="checkbox"/> TREATED AT SCENE <input type="checkbox"/> TRANSPORTED TO HOSPITAL:	<input type="checkbox"/> V1 <input type="checkbox"/> PEDESTRIAN <input type="checkbox"/> V2 <input type="checkbox"/> CYCLIST <input type="checkbox"/> V3 <input type="checkbox"/> OTHER
					<input type="checkbox"/> NO INJURY <input type="checkbox"/> REFUSED TREATMENT <input type="checkbox"/> TREATED AT SCENE <input type="checkbox"/> TRANSPORTED TO HOSPITAL:	<input type="checkbox"/> V1 <input type="checkbox"/> PEDESTRIAN <input type="checkbox"/> V2 <input type="checkbox"/> CYCLIST <input type="checkbox"/> V3 <input type="checkbox"/> OTHER
					<input type="checkbox"/> NO INJURY <input type="checkbox"/> REFUSED TREATMENT <input type="checkbox"/> TREATED AT SCENE <input type="checkbox"/> TRANSPORTED TO HOSPITAL:	<input type="checkbox"/> V1 <input type="checkbox"/> PEDESTRIAN <input type="checkbox"/> V2 <input type="checkbox"/> CYCLIST <input type="checkbox"/> V3 <input type="checkbox"/> OTHER
					<input type="checkbox"/> NO INJURY <input type="checkbox"/> REFUSED TREATMENT <input type="checkbox"/> TREATED AT SCENE <input type="checkbox"/> TRANSPORTED TO HOSPITAL:	<input type="checkbox"/> V1 <input type="checkbox"/> PEDESTRIAN <input type="checkbox"/> V2 <input type="checkbox"/> CYCLIST <input type="checkbox"/> V3 <input type="checkbox"/> OTHER
					<input type="checkbox"/> NO INJURY <input type="checkbox"/> REFUSED TREATMENT <input type="checkbox"/> TREATED AT SCENE <input type="checkbox"/> TRANSPORTED TO HOSPITAL:	<input type="checkbox"/> V1 <input type="checkbox"/> PEDESTRIAN <input type="checkbox"/> V2 <input type="checkbox"/> CYCLIST <input type="checkbox"/> V3 <input type="checkbox"/> OTHER
					<input type="checkbox"/> NO INJURY <input type="checkbox"/> REFUSED TREATMENT <input type="checkbox"/> TREATED AT SCENE <input type="checkbox"/> TRANSPORTED TO HOSPITAL:	<input type="checkbox"/> V1 <input type="checkbox"/> PEDESTRIAN <input type="checkbox"/> V2 <input type="checkbox"/> CYCLIST <input type="checkbox"/> V3 <input type="checkbox"/> OTHER
					<input type="checkbox"/> NO INJURY <input type="checkbox"/> REFUSED TREATMENT <input type="checkbox"/> TREATED AT SCENE <input type="checkbox"/> TRANSPORTED TO HOSPITAL:	<input type="checkbox"/> V1 <input type="checkbox"/> PEDESTRIAN <input type="checkbox"/> V2 <input type="checkbox"/> CYCLIST <input type="checkbox"/> V3 <input type="checkbox"/> OTHER
					<input type="checkbox"/> NO INJURY <input type="checkbox"/> REFUSED TREATMENT <input type="checkbox"/> TREATED AT SCENE <input type="checkbox"/> TRANSPORTED TO HOSPITAL:	<input type="checkbox"/> V1 <input type="checkbox"/> PEDESTRIAN <input type="checkbox"/> V2 <input type="checkbox"/> CYCLIST <input type="checkbox"/> V3 <input type="checkbox"/> OTHER

DISTRIBUTION: ORIGINAL TO "RISK MGT. DEPT."

COPIES TO: SAFETY, DRIVER FILE, REGION SAFETY DIRECTOR



Courtesy Card (Tarjeta de Courtesia)
Please complete this card and return to driver
Por favor de llenar esta tarjeta y devuelva al conductor



Concord Kannapolis Area Transit

Your Name: _____
(Nombre)

Address: _____
(Direccion)

Home Phone: (____) _____ - _____
(Numero de telefono de casa)

Work Phone: (____) _____ - _____
(Numero de telefono de trabajo)

Bus # _____
(#de bus)

Route _____
(Ruta)

Time _____
(Hora)

Where were you on the bus at the time of the accident? _____
(En que sitio del bus se encontraba cuando ocurrio el accidente?)

How did the accident happen? _____
(Como ocurrio el accidente?)

Who do you think was responsible? _____
(Quien usted piensa fue responsable?)

Thank you / Gracias

Signature: _____
(Firma) (Over) / (dele vuelta)



Courtesy Card (Tarjeta de Courtesia)
Please complete this card and return to driver
Por favor de llenar esta tarjeta y devuelva al conductor



Concord Kannapolis Area Transit

Your Name: _____
(Nombre)

Address: _____
(Direccion)

Home Phone: (____) _____ - _____
(Numero de telefono de casa)

Work Phone: (____) _____ - _____
(Numero de telefono de trabajo)

Bus # _____
(#de bus)

Route _____
(Ruta)

Time _____
(Hora)

Where were you on the bus at the time of the accident? _____
(En que sitio del bus se encontraba cuando ocurrio el accidente?)

How did the accident happen? _____
(Como ocurrio el accidente?)

Who do you think was responsible? _____
(Quien usted piensa fue responsable?)

Thank you / Gracias

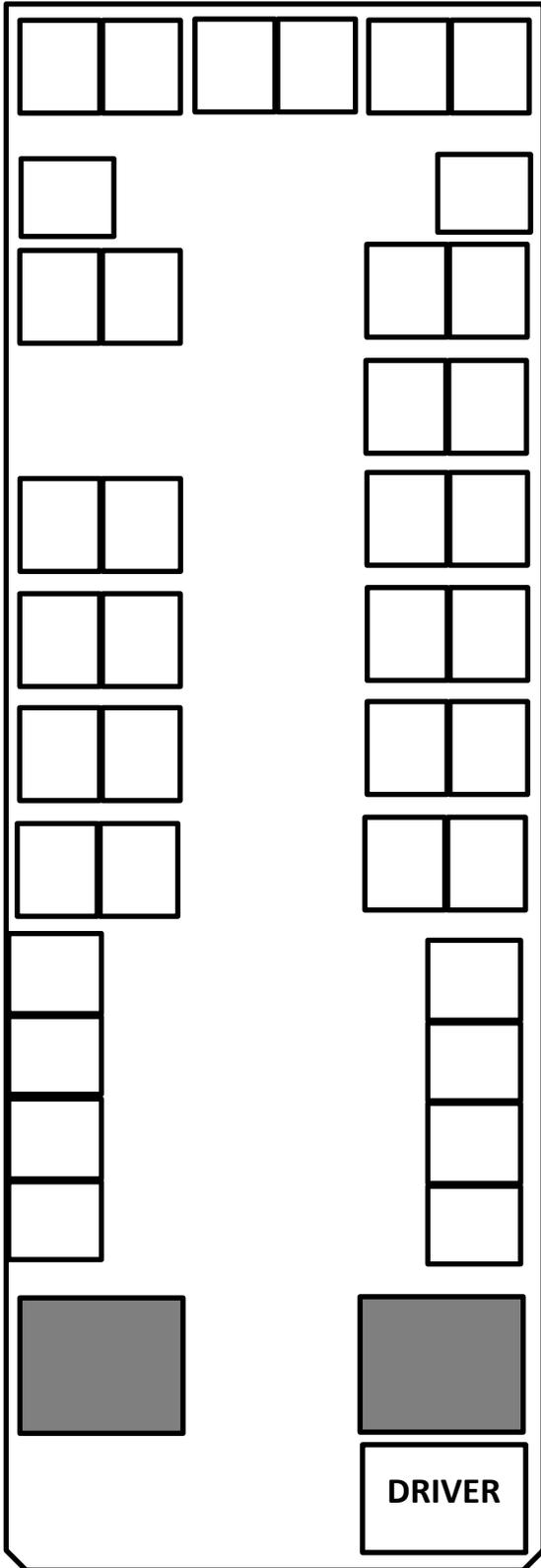
Signature: _____
(Firma) (Over) / (dele vuelta)



BUS SEATING DIAGRAM



Concord Kannapolis Area Transit



If a passenger is injured, or is possibly injured, or has fallen on your bus, use this diagram to mark the appropriate seat / position on the diagram.

Mark an X in the position of the injured passenger.

If more than one, number passengers then record names with corresponding numbers on a separate list when complete.

Date: _____ Time: _____

Location: _____

Operator: _____

Supervisor: _____



PARATRANSIT VEHICULAR INCIDENT/ACCIDENT REPORT

COMPLETE ALL BOXES; IF UNKNOWN, PUT "UNK"; IF NOT APPLICABLE, PUT "NA"

IMPACT AREA, CIRCLE ONE CODE

FRONT
TOP 0.0
BACK

0.9 MULTIPLE AREAS/OVERTURN/BOTTOM

ACCIDENT TYPE INVOLVING

<input type="checkbox"/> 1.1 OVERTURN	<input type="checkbox"/> 2.3 PEDESTRIAN
<input type="checkbox"/> 1.2 BUS OFF ROAD	<input type="checkbox"/> 2.4 BICYCLIST
<input type="checkbox"/> 1.3 SIDESWIPE	<input type="checkbox"/> 2.5 ANIMAL
<input type="checkbox"/> 1.4 FIXED OBJECT	<input type="checkbox"/> 2.6 PARKED VEHICLE
<input type="checkbox"/> 1.5 INTERSECTION	<input type="checkbox"/> 2.7 TD YARD OR PROPERTY
<input type="checkbox"/> 1.6 REAR END	<input type="checkbox"/> 2.8 WHEELCHAIR SECUREMENT
<input type="checkbox"/> 1.7 FRONT END	<input type="checkbox"/> 2.9 OTHER _____
<input type="checkbox"/> 1.8 OTHER _____	

DATE	OF ACCIDENT (MO. DAY YR.)	TIME	BUS. NUMBER	MODEL
PLACE	NEAREST CITY OR TOWN			STATE OR PROV.
	ON (STREET OR HIGHWAY)		<input type="checkbox"/> AT (STREET, HIGHWAY OR OTHER LANDMARK) <input type="checkbox"/> NEAR	
TRIP OR ROUTE	TRIP NO. OR ROUTE NO.	ENROUTE FROM	ENROUTE TO	
BUS DRIVER	NAME		DATE HIRED	DOB
	AGE		EMPLOYEE NO.	LOCATION NAME
<input type="checkbox"/> FULL TIME	DRIVING EXPERIENCE (BY TYPE OF VEH.)	6.1 MO. ALL TYPES OF VEH.	6.2 MO. COMM'L. VEHICLES	6.3 MO. BUSES
<input type="checkbox"/> PART TIME	ESTIMATED HOURS OF "ON DUTY" TIME, SINCE LAST PERIOD OF 8 CONSECUTIVE HOURS OFF DUTY			
	8.1 <input type="checkbox"/> 1 HR.	8.3 <input type="checkbox"/> 3 HRS.	8.5 <input type="checkbox"/> 5 HRS.	8.7 <input type="checkbox"/> 7 HRS.
	8.2 <input type="checkbox"/> 2 HRS.	8.4 <input type="checkbox"/> 4 HRS.	8.6 <input type="checkbox"/> 6 HRS.	8.8 <input type="checkbox"/> 8 HRS.
	7.1 HRS. ON DUTY (INCL. DRIVING)			7.2 HRS. ACTUALLY DRIVEN
DAMAGE TO TD BUS/VEH.	DESCRIBE DAMAGE			WAS VEHICLE TOWED?

VEH. 2	DRIVER'S NAME	PHONE () ()	AGE (EST.)	<input type="checkbox"/> MALE <input type="checkbox"/> FEMALE
	DRIVER'S ADDRESS (STREET & NO., CITY, STATE OR PROV.)		OPER. LIC. NO.	STATE OR PROV.
	OWNER'S NAME	PHONE () ()	VEH. YEAR, MAKE & MODEL	
	OWNER'S ADDRESS (STREET & NO., CITY, STATE OR PROV.)		VEH. LIC. NO.	STATE OR PROV.
	DESCRIBE DAMAGE			WAS VEHICLE TOWED?
	INSURANCE POLICY		POLICY NUMBER	

VEH. 3	DRIVER'S NAME	PHONE () ()	AGE (EST.)	<input type="checkbox"/> MALE <input type="checkbox"/> FEMALE
	DRIVER'S ADDRESS (STREET & NO., CITY, STATE OR PROV.)		OPER. LIC. NO.	STATE OR PROV.
	OWNER'S NAME	PHONE () ()	VEH. YEAR, MAKE & MODEL	
	OWNER'S ADDRESS (STREET & NO., CITY, STATE OR PROV.)		VEH. LIC. NO.	STATE OR PROV.
	DESCRIBE DAMAGE			WAS VEHICLE TOWED?
	INSURANCE POLICY		POLICY NUMBER	

OTHER PROPERTY	DESCRIBE DAMAGE
----------------	-----------------

PERSONS IN ACCIDENT	NO. OF PERSONS (INCL. DRIVER)	BUS / TD VEHICLE	VEH. 2	VEH. 3	S P E E D	POSTED SPEED LIMIT	BUS / TD VEHICLE	VEH. 2	VEH. 3
							MPH	MPH	MPH
	NO. OF PERSONS COMPLAINING OF INJURY					ESTIMATED SPEED WHEN DANGER NOTICED	MPH	MPH	MPH
	PERSONS TRANSPORTED TO HOSPITAL					ESTIMATED SPEED AT IMPACT	MPH	MPH	MPH
	NUMBER PERSONS ADMITTED TO HOSPITAL						MPH	MPH	MPH

POLICE INVESTIGATE? <input type="checkbox"/> YES <input type="checkbox"/> NO	IF SO, NAME OF OFFICER WITH BADGE #	REPORT NO.
TICKETS ISSUED? <input type="checkbox"/> TD DRIVER <input type="checkbox"/> OTHER DRIVER <input type="checkbox"/> NONE DRIVER	IF SO, CHARGE	
INCIDENT REPORTED TO TRANSDEV RISK MGMT / WEBRISK <input type="checkbox"/> YES <input type="checkbox"/> NO	REFERENCE NUMBER	
ANYONE TRANSPORTED TO HOSPITAL? <input type="checkbox"/> YES <input type="checkbox"/> NO	HOSPITAL NAME	CITY & STATE

PASSENGER INJURY / FALL
<input type="checkbox"/> 5.1 BOARDING VEHICLE
<input type="checkbox"/> 5.2 ALIGHTING FROM VEHICLE
<input type="checkbox"/> 5.3 CAUGHT IN DOORS
<input type="checkbox"/> 5.4 SEATED
<input type="checkbox"/> 5.5 IN MOTION IN VEHICLE
OTHER _____

SAFETY MANAGER OR GM SIGNATURE (Ensure report is complete before forwarding)	DRIVER'S SIGNATURE AND EMPLOYEE NUMBER	DATE OF REPORT

WITNESSES –

CRITICAL- PERSONS OTHER THAN OCCUPANTS OF VEHICLES INVOLVED: LIST PASSERBY, OTHER MOTORISTS OR PERSONS AT SCENE OF ACCIDENT – WHETHER EYE WITNESSES OR NOT. (Use Witness Cards if Available)

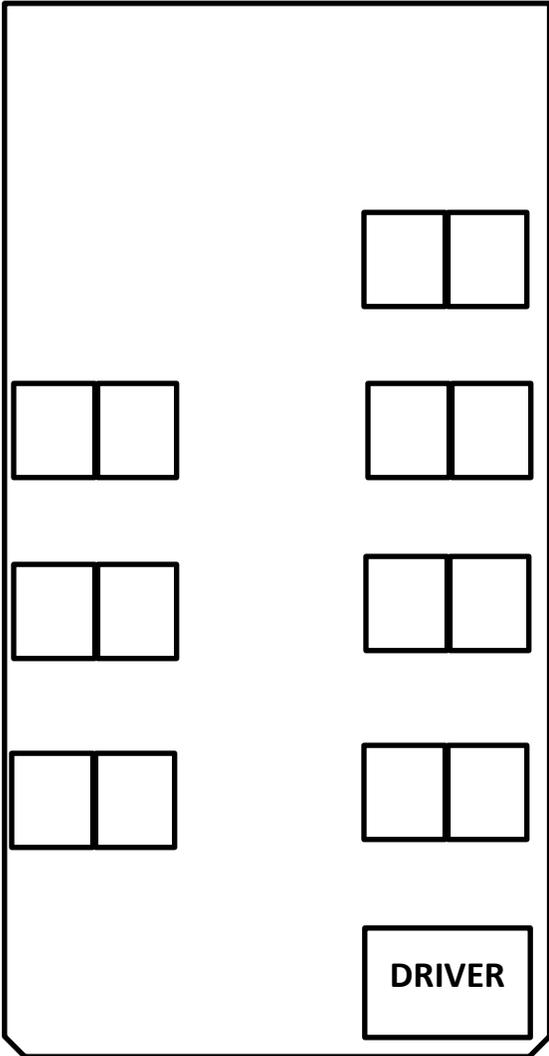
NAME	AGE	HOME PHONE	BUSINESS PHONE	ADDRESS (STREET & NO., CITY & STATE OR PROV.)	COMMENTS

NON-DRIVER VEHICLE OCCUPANTS DO NOT REPEAT NAMES OF THOSE SHOWN ABOVE.

NAME	AGE	HOME PHONE	BUSINESS PHONE	ADDRESS (STREET & NO., CITY & STATE OR PROV.)	TREATMENT AND HOSPITAL IF TRANSPORTED	OCCUPANT VEHICLE
					<input type="checkbox"/> NO INJURY <input type="checkbox"/> REFUSED TREATMENT <input type="checkbox"/> TREATED AT SCENE <input type="checkbox"/> TRANSPORTED TO HOSPITAL:	<input type="checkbox"/> V1 <input type="checkbox"/> PEDESTRIAN <input type="checkbox"/> V2 <input type="checkbox"/> CYCLIST <input type="checkbox"/> V3 <input type="checkbox"/> OTHER
					<input type="checkbox"/> NO INJURY <input type="checkbox"/> REFUSED TREATMENT <input type="checkbox"/> TREATED AT SCENE <input type="checkbox"/> TRANSPORTED TO HOSPITAL:	<input type="checkbox"/> V1 <input type="checkbox"/> PEDESTRIAN <input type="checkbox"/> V2 <input type="checkbox"/> CYCLIST <input type="checkbox"/> V3 <input type="checkbox"/> OTHER
					<input type="checkbox"/> NO INJURY <input type="checkbox"/> REFUSED TREATMENT <input type="checkbox"/> TREATED AT SCENE <input type="checkbox"/> TRANSPORTED TO HOSPITAL:	<input type="checkbox"/> V1 <input type="checkbox"/> PEDESTRIAN <input type="checkbox"/> V2 <input type="checkbox"/> CYCLIST <input type="checkbox"/> V3 <input type="checkbox"/> OTHER

					<input type="checkbox"/> NO INJURY <input type="checkbox"/> REFUSED TREATMENT <input type="checkbox"/> TREATED AT SCENE <input type="checkbox"/> TRANSPORTED TO HOSPITAL:	<input type="checkbox"/> V1 <input type="checkbox"/> PEDESTRIAN <input type="checkbox"/> V2 <input type="checkbox"/> CYCLIST <input type="checkbox"/> V3 <input type="checkbox"/> OTHER
					<input type="checkbox"/> NO INJURY <input type="checkbox"/> REFUSED TREATMENT <input type="checkbox"/> TREATED AT SCENE <input type="checkbox"/> TRANSPORTED TO HOSPITAL:	<input type="checkbox"/> V1 <input type="checkbox"/> PEDESTRIAN <input type="checkbox"/> V2 <input type="checkbox"/> CYCLIST <input type="checkbox"/> V3 <input type="checkbox"/> OTHER
					<input type="checkbox"/> NO INJURY <input type="checkbox"/> REFUSED TREATMENT <input type="checkbox"/> TREATED AT SCENE <input type="checkbox"/> TRANSPORTED TO HOSPITAL:	<input type="checkbox"/> V1 <input type="checkbox"/> PEDESTRIAN <input type="checkbox"/> V2 <input type="checkbox"/> CYCLIST <input type="checkbox"/> V3 <input type="checkbox"/> OTHER
					<input type="checkbox"/> NO INJURY <input type="checkbox"/> REFUSED TREATMENT <input type="checkbox"/> TREATED AT SCENE <input type="checkbox"/> TRANSPORTED TO HOSPITAL:	<input type="checkbox"/> V1 <input type="checkbox"/> PEDESTRIAN <input type="checkbox"/> V2 <input type="checkbox"/> CYCLIST <input type="checkbox"/> V3 <input type="checkbox"/> OTHER
					<input type="checkbox"/> NO INJURY <input type="checkbox"/> REFUSED TREATMENT <input type="checkbox"/> TREATED AT SCENE <input type="checkbox"/> TRANSPORTED TO HOSPITAL:	<input type="checkbox"/> V1 <input type="checkbox"/> PEDESTRIAN <input type="checkbox"/> V2 <input type="checkbox"/> CYCLIST <input type="checkbox"/> V3 <input type="checkbox"/> OTHER
					<input type="checkbox"/> NO INJURY <input type="checkbox"/> REFUSED TREATMENT <input type="checkbox"/> TREATED AT SCENE <input type="checkbox"/> TRANSPORTED TO HOSPITAL:	<input type="checkbox"/> V1 <input type="checkbox"/> PEDESTRIAN <input type="checkbox"/> V2 <input type="checkbox"/> CYCLIST <input type="checkbox"/> V3 <input type="checkbox"/> OTHER
					<input type="checkbox"/> NO INJURY <input type="checkbox"/> REFUSED TREATMENT <input type="checkbox"/> TREATED AT SCENE <input type="checkbox"/> TRANSPORTED TO HOSPITAL:	<input type="checkbox"/> V1 <input type="checkbox"/> PEDESTRIAN <input type="checkbox"/> PEDESTRIAN <input type="checkbox"/> CYCLIST <input type="checkbox"/> V2 <input type="checkbox"/> <input type="checkbox"/> V3 <input type="checkbox"/> OTHER

**DISTRIBUTION: ORIGINAL TO "RISK MGT. DEPT."
 COPIES TO: SAFETY, DRIVER FILE, REGION SAFETY DIRECTOR**



If a passenger is injured, or is possibly injured, or has fallen on your bus, use this diagram to mark the appropriate seat / position on the diagram.

Mark an **X** in the position of the injured passenger **OR** a **MD** if the passenger was in a mobility device.

If more than one, number passengers then record names with corresponding numbers on a separate list when complete.

Date: _____ Time: _____

Location: _____

Operator: _____

Supervisor: _____



Courtesy Card (Tarjeta de Courtesia)
Please complete this card and return to driver
Por favor de llenar esta tarjeta y devuelva al conductor



Concord Kannapolis Area Transit

Your Name: _____
(Nombre)

Address: _____
(Direccion)

Home Phone: (____) _____ - _____
(Numero de telefono de casa)

Work Phone: (____) _____ - _____
(Numero de telefono de trabajo)

Bus # _____
(#de bus)

Route _____
(Ruta)

Time _____
(Hora)

Where were you on the bus at the time of the accident? _____
(En que sitio del bus se encontraba cuando ocurrio el accidente?)

How did the accident happen? _____
(Como ocurrio el accidente?)

Who do you think was responsible? _____
(Quien usted piensa fue responsable?)

Thank you / Gracias

Signature: _____
(Firma) (Over) / (dele vuelta)



Courtesy Card (Tarjeta de Courtesia)
Please complete this card and return to driver
Por favor de llenar esta tarjeta y devuelva al conductor



Concord Kannapolis Area Transit

Your Name: _____
(Nombre)

Address: _____
(Direccion)

Home Phone: (____) _____ - _____
(Numero de telefono de casa)

Work Phone: (____) _____ - _____
(Numero de telefono de trabajo)

Bus # _____
(#de bus)

Route _____
(Ruta)

Time _____
(Hora)

Where were you on the bus at the time of the accident? _____
(En que sitio del bus se encontraba cuando ocurrio el accidente?)

How did the accident happen? _____
(Como ocurrio el accidente?)

Who do you think was responsible? _____
(Quien usted piensa fue responsable?)

Thank you / Gracias

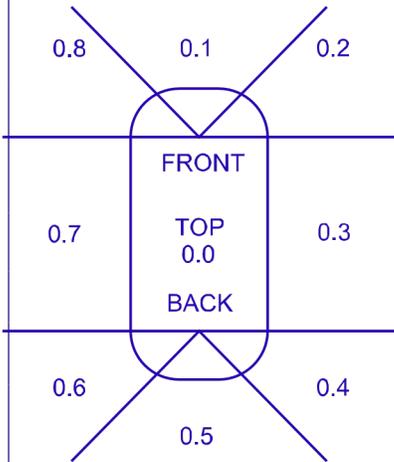
Signature: _____
(Firma) (Over) / (dele vuelta)

IMPACT AREA, CIRCLE ONE CODE



NON REVENUE VEHICLE ACCIDENT REPORT

COMPLETE ALL BOXES; IF UNKNOWN, PUT "UNK"; IF NOT APPLICABLE, PUT "NA"



- 0.9 MULTIPLE AREAS/OVERTURN/BOTTOM
- | ACCIDENT TYPE | INVOLVING |
|---|--|
| <input type="checkbox"/> 1.1 OVERTURN | <input type="checkbox"/> 2.3 PEDESTRIAN |
| <input type="checkbox"/> 1.2 BUS OFF ROAD | <input type="checkbox"/> 2.4 BICYCLIST |
| <input type="checkbox"/> 1.3 SIDESWIPE | <input type="checkbox"/> 2.5 ANIMAL |
| <input type="checkbox"/> 1.4 FIXED OBJECT | <input type="checkbox"/> 2.6 PARKED VEHICLE |
| <input type="checkbox"/> 1.5 INTERSECTION | <input type="checkbox"/> 2.7 TD YARD OR PROPERTY |
| <input type="checkbox"/> 1.6 REAR END | <input type="checkbox"/> 2.8 WHEELCHAIR SECUREMENT |
| <input type="checkbox"/> 1.7 FRONT END | <input type="checkbox"/> 2.9 _____ OTHER |
| <input type="checkbox"/> 1.8 _____ OTHER | |

- | |
|--|
| <input type="checkbox"/> 3.0 WEAVING |
| <input type="checkbox"/> 3.1 SKIDDING |
| <input type="checkbox"/> 3.2 WRONG SIDE |
| <input type="checkbox"/> 3.3 TD VEHICLE PARKED |
| <input type="checkbox"/> 3.4 _____ OTHER |

- PEDESTRIAN / BICYCLIST**
- 4.1 WALKING/RIDING WITH TRAFFIC
 - 4.2 WALKING/RIDING AGAINST TRAFFIC
 - 4.3 COMING FROM BEHIND PARKED VEH.
 - 4.4 CROSSING AT INTERSECTION
 - 4.5 CROSSING NOT AT INTERSECTION
 - 4.6 ALIGHTING FROM A VEHICLE
 - 4.7 _____ OTHER

- PASSENGER INJURY / FALL**
- 5.1 BOARDING VEHICLE
 - 5.2 ALIGHTING FROM VEHICLE
 - 5.3 CAUGHT IN DOORS
 - 5.4 SEATED
 - 5.5 IN MOTION IN VEHICLE
 - OTHER _____

DATE	OF ACCIDENT (MO. DAY YR.)	TIME	BUS. NUMBER	MODEL					
PLACE	NEAREST CITY OR TOWN			STATE OR PROV.					
	ON (STREET OR HIGHWAY)		<input type="checkbox"/> AT (STREET, HIGHWAY OR OTHER LANDMARK) <input type="checkbox"/> NEAR						
TRIP OR ROUTE	TRIP NO. OR ROUTE NO.	ENROUTE FROM	ENROUTE TO						
BUS DRIVER	NAME		DATE HIRED	DOB					
	AGE		EMPLOYEE NO.	LOCATION NAME					
<input type="checkbox"/> FULL TIME	DRIVING EXPERIENCE (BY TYPE OF VEH.)	6.1 MO. ALL TYPES OF VEH.	6.2 MO. COMM'L. VEHICLES	6.3 MO. BUSES					
	SINCE LAST 8 CONSEC. HOURS OFF DUTY		7.1 HRS. ON DUTY (INCL. DRIVING)	7.2 HRS. ACTUALLY DRIVEN					
<input type="checkbox"/> PART TIME	ESTIMATED HOURS OF "ON DUTY" TIME, SINCE LAST PERIOD OF 8 CONSECUTIVE HOURS OFF DUTY								
	8.1 <input type="checkbox"/> 1 HR.	8.3 <input type="checkbox"/> 3 HRS.	8.5 <input type="checkbox"/> 5 HRS.	8.7 <input type="checkbox"/> 7 HRS.					
	8.2 <input type="checkbox"/> 2 HRS.	8.4 <input type="checkbox"/> 4 HRS.	8.6 <input type="checkbox"/> 6 HRS.	8.8 <input type="checkbox"/> 8 HRS.					
			8.9 <input type="checkbox"/> 9 HRS.	8.10 <input type="checkbox"/> 10 HRS.					
DAMAGE TO TD BUS/VEH.	DESCRIBE DAMAGE			WAS VEHICLE TOWED?					
VEH. 2	DRIVER'S NAME		PHONE () ()	AGE (EST.)					
	DRIVER'S ADDRESS (STREET & NO., CITY, STATE OR PROV.)		OPER. LIC. NO.	STATE OR PROV.					
	OWNER'S NAME		PHONE () ()	VEH. YEAR, MAKE & MODEL					
	OWNER'S ADDRESS (STREET & NO., CITY, STATE OR PROV.)		VEH. LIC. NO.	STATE OR PROV.					
	DESCRIBE DAMAGE			WAS VEHICLE TOWED?					
	INSURANCE POLICY			POLICY NUMBER					
VEH. 3	DRIVER'S NAME		PHONE () ()	AGE (EST.)					
	DRIVER'S ADDRESS (STREET & NO., CITY, STATE OR PROV.)		OPER. LIC. NO.	STATE OR PROV.					
	OWNER'S NAME		PHONE () ()	VEH. YEAR, MAKE & MODEL					
	OWNER'S ADDRESS (STREET & NO., CITY, STATE OR PROV.)		VEH. LIC. NO.	STATE OR PROV.					
	DESCRIBE DAMAGE			WAS VEHICLE TOWED?					
	INSURANCE POLICY			POLICY NUMBER					
OTHER PROPERTY	DESCRIBE DAMAGE								
PERSONS IN ACCIDENT	NO. OF PERSONS (INCL. DRIVER)	BUS / TD VEHICLE	VEH. 2	VEH. 3	S P E E D	POSTED SPEED LIMIT	BUS / TD VEHICLE	VEH. 2	VEH. 3
						MPH	MPH	MPH	
						ESTIMATED SPEED WHEN DANGER NOTICED	MPH	MPH	MPH
						ESTIMATED SPEED AT IMPACT	MPH	MPH	MPH
POLICE INVESTIGATE? <input type="checkbox"/> YES <input type="checkbox"/> NO		IF SO, NAME OF OFFICER WITH BADGE #			REPORT NO.				
		IF SO, NAME OF DEPARTMENT OR PATROL & LOCATION							
TICKETS ISSUED? <input type="checkbox"/> TD DRIVER <input type="checkbox"/> OTHER DRIVER <input type="checkbox"/> NONE		IF SO, CHARGE							
INCIDENT REPORTED TO TRANSDEV RISK MGMT / WEBRISK		<input type="checkbox"/> YES <input type="checkbox"/> NO		REFERENCE NUMBER					
ANYONE TRANSPORTED TO HOSPITAL? <input type="checkbox"/> YES <input type="checkbox"/> NO		HOSPITAL NAME		CITY & STATE					



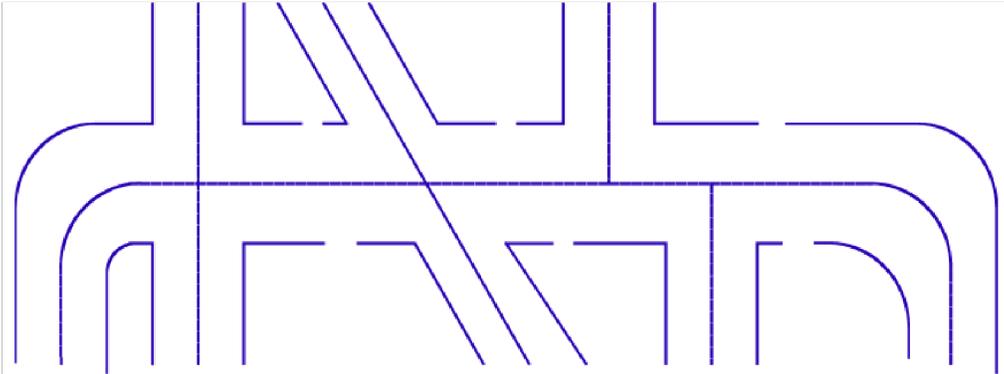
MARK "X" WHERE DAMAGE OR CONTACT OCCURRED

INSTRUCTIONS (use diagram below or attach separate accident diagram form)

- Choose sections of diagram that will show outline of roadway at place of accident.
- Use solid line to show path of vehicle BEFORE accident: dotted line AFTER accident:
- Number each vehicle and show direction of travel by arrow:
- Show PEDESTRIAN by:

- Show RAILROAD by:
- Show TRAFFIC LIGHT BY:
- Show STOP SIGN BY:
- Indicate distance and direction from point of impact to nearest bridge, culvert or other landmarks.
- Indicate names of streets or route numbers of roadways.

Complete the following diagram showing direction & position of vehicles or property involved, designating clearly point of contact.



TRAFFIC LANES		ROADWAY		SIGNALS		PAVING		WEATHER		LIGHT	
NO. OF LANES	9.1 <input type="checkbox"/> LANES MARKED	10.1 <input type="checkbox"/> STRAIGHT	10.7 <input type="checkbox"/> DRY	11.1 <input type="checkbox"/> STOP SIGN	12.1 <input type="checkbox"/> CEMENT	13.1 <input type="checkbox"/> CLEAR	15.1 <input type="checkbox"/> DAYLIGHT				
	9.2 <input type="checkbox"/> LANES UNMARKED	10.2 <input type="checkbox"/> CURVE	10.8 <input type="checkbox"/> WET	11.2 <input type="checkbox"/> TRAFFIC LIGHT	12.2 <input type="checkbox"/> BRICK	13.2 <input type="checkbox"/> RAIN	15.2 <input type="checkbox"/> DARK				
WIDTH OF EACH FT.	9.3 <input type="checkbox"/> NO ROAD DEFECTS	10.3 <input type="checkbox"/> DOWN GRADE	10.9 <input type="checkbox"/> MUDDY	11.3 <input type="checkbox"/> POLICEMAN	12.3 <input type="checkbox"/> ASPHALT	13.3 <input type="checkbox"/> SNOW	15.3 <input type="checkbox"/> DUSK				
	9.4 <input type="checkbox"/> HOLES, RUTS, ETC.	10.4 <input type="checkbox"/> UP GRADE	10.10 <input type="checkbox"/> SNOWY	11.4 <input type="checkbox"/> WARNING SIGNAL	12.4 <input type="checkbox"/> GRAVEL	13.4 <input type="checkbox"/> SLEET	15.4 <input type="checkbox"/> DAWN				
<input type="checkbox"/> DIVIDED <input type="checkbox"/> _____ (OTHER)	9.5 <input type="checkbox"/> LOOSE MATERIAL	10.5 <input type="checkbox"/> LEVEL	10.11 <input type="checkbox"/> ICY	11.5 <input type="checkbox"/> R.R. GATES	12.5 <input type="checkbox"/> _____ (OTHER)	13.5 <input type="checkbox"/> FOG	IF DARK, WAS HIGHWAY LIGHTED?				
	9.6 <input type="checkbox"/> _____ (OTHER)	10.6 <input type="checkbox"/> HILL CREST	ETC.	11.6 <input type="checkbox"/> YIELD SIGN		13.6 <input type="checkbox"/> _____ (OTHER)	15.5 <input type="checkbox"/> YES <input type="checkbox"/> NO				
		FLAGS, FLARES, FUSES, DISPLAYED 10.12 _____		11.7 <input type="checkbox"/> UNCONTROLLED			15.6 <input type="checkbox"/> _____ (OTHER)				
				11.8 <input type="checkbox"/> NOT WORKING							
				11.9 <input type="checkbox"/> _____ (OTHER)							
					LOCATION						
					14.1 <input type="checkbox"/> CITY & SUBURBAN	14.3 <input type="checkbox"/> INTERSECTION					
					14.2 <input type="checkbox"/> RURAL	14.4-14.5 <input type="checkbox"/> NON-INTERSECT. TD PROPERTY					

VEHICLE OPERATOR STATEMENT: DESCRIBE INCIDENT/ACCIDENT FULLY (CONTINUE ON PAGE THREE IF NECESSARY.)

WITNESSES- CRITICAL- PERSONS OTHER THAN OCCUPANTS OF VEHICLES INVOLVED: LIST PASSERBY, OTHER MOTORISTS OR PERSONS AT SCENE OF ACCIDENT - WHETHER EYE WITNESSES OR NOT. (Use Witness Cards if Available)

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**DISTRIBUTION: ORIGINAL TO "RISK MGT. DEPT."
 COPIES TO: SAFETY, DRIVER FILE, REGION SAFETY DIRECTOR**



Courtesy Card (Tarjeta de Courtesia)

Please complete this card and return to driver
Por favor de llenar esta tarjeta y devuelva al conductor



Concord Kannapolis Area Transit

Your Name: _____
(Nombre)
Address: _____
(Direccion)

Home Phone: (____) _____ - _____
(Numero de telefono de casa) **Work Phone:** (____) _____ - _____
(Numero de telefono de trabajo)

Bus # _____ **Route** _____ **Time** _____
(#de bus) (Ruta) (Hora)

Where were you on the bus at the time of the accident? _____
(En que sitio del bus se encontraba cuando ocurrio el accidente?)

How did the accident happen? _____
(Como ocurrio el accidente?)

Who do you think was responsible? _____
(Quien usted piensa fue responsable?)

Thank you / Gracias

Signature: _____
(Firma) (Over) / (dele vuelta)



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Who do you think was responsible? _____
(Quien usted piensa fue responsable?)

Thank you / Gracias

Signature: _____
(Firma) (Over) / (dele vuelta)



SERVICE VEHICLE INCIDENT / ACCIDENT REPORT

COMPLETE ALL BOXES; IF UNKNOWN, PUT "UNK"; IF NOT APPLICABLE, PUT "NA"

IMPACT AREA, CIRCLE ONE CODE

FRONT
TOP
0.0
BACK

0.9 MULTIPLE AREAS/OVERTURN/BOTTOM

ACCIDENT TYPE INVOLVING

1.1 OVERTURN 2.3 PEDESTRIAN
 1.2 BUS OFF ROAD 2.4 BICYCLIST
 1.3 SIDESWIPE 2.5 ANIMAL
 1.4 FIXED OBJECT 2.6 PARKED VEHICLE
 1.5 INTERSECTION 2.7 TD YARD OR PROPERTY
 1.6 REAR END 2.8 WHEELCHAIR SECUREMENT
 1.7 FRONT END 2.9 _____ OTHER
 1.8 _____ OTHER 2.9 _____ OTHER

DATE	OF ACCIDENT (MO. DAY YR.)	TIME	BUS. NUMBER	MODEL
PLACE	NEAREST CITY OR TOWN			STATE OR PROV.
	ON (STREET OR HIGHWAY)		<input type="checkbox"/> AT (STREET, HIGHWAY OR OTHER LANDMARK) <input type="checkbox"/> NEAR	
TRIP OR ROUTE	TRIP NO. OR ROUTE NO.	ENROUTE FROM	ENROUTE TO	
BUS DRIVER	NAME		DATE HIRED	DOB
	AGE		EMPLOYEE NO.	LOCATION NAME
<input type="checkbox"/> FULL TIME	DRIVING EXPERIENCE (BY TYPE OF VEH.)	6.1 MO. ALL TYPES OF VEH.	6.2 MO. COMM'L. VEHICLES	6.3 MO. BUSES
<input type="checkbox"/> PART TIME	ESTIMATED HOURS OF "ON DUTY" TIME, SINCE LAST PERIOD OF 8 CONSECUTIVE HOURS OFF DUTY			
	8.1 <input type="checkbox"/> 1 HR.	8.3 <input type="checkbox"/> 3 HRS.	8.5 <input type="checkbox"/> 5 HRS.	8.7 <input type="checkbox"/> 7 HRS.
	8.2 <input type="checkbox"/> 2 HRS.	8.4 <input type="checkbox"/> 4 HRS.	8.6 <input type="checkbox"/> 6 HRS.	8.8 <input type="checkbox"/> 8 HRS.
	8.9 <input type="checkbox"/> 9 HRS.			8.10 <input type="checkbox"/> 10 HRS.
	8.11 <input type="checkbox"/> 11-12 HRS.			
DAMAGE TO TD BUS/VEH.	DESCRIBE DAMAGE			WAS VEHICLE TOWED?

VEH. 2	DRIVER'S NAME	PHONE () ()	AGE (EST.)	<input type="checkbox"/> MALE <input type="checkbox"/> FEMALE
	DRIVER'S ADDRESS (STREET & NO., CITY, STATE OR PROV.)		OPER. LIC. NO.	STATE OR PROV.
	OWNER'S NAME	PHONE () ()	VEH. YEAR, MAKE & MODEL	
	OWNER'S ADDRESS (STREET & NO., CITY, STATE OR PROV.)		VEH. LIC. NO.	STATE OR PROV.
	DESCRIBE DAMAGE			WAS VEHICLE TOWED?
	INSURANCE POLICY		POLICY NUMBER	

VEH. 3	DRIVER'S NAME	PHONE () ()	AGE (EST.)	<input type="checkbox"/> MALE <input type="checkbox"/> FEMALE
	DRIVER'S ADDRESS (STREET & NO., CITY, STATE OR PROV.)		OPER. LIC. NO.	STATE OR PROV.
	OWNER'S NAME	PHONE () ()	VEH. YEAR, MAKE & MODEL	
	OWNER'S ADDRESS (STREET & NO., CITY, STATE OR PROV.)		VEH. LIC. NO.	STATE OR PROV.
	DESCRIBE DAMAGE			WAS VEHICLE TOWED?
	INSURANCE POLICY		POLICY NUMBER	

OTHER PROPERTY	DESCRIBE DAMAGE
----------------	-----------------

PERSONS IN ACCIDENT	NO. OF PERSONS (INCL. DRIVER)	BUS / TD VEHICLE	VEH. 2	VEH. 3	S P E E D	POSTED SPEED LIMIT	BUS / TD VEHICLE	VEH. 2	VEH. 3
							MPH	MPH	MPH
	NO. OF PERSONS COMPLAINING OF INJURY					ESTIMATED SPEED WHEN DANGER NOTICED	MPH	MPH	MPH
	PERSONS TRANSPORTED TO HOSPITAL					ESTIMATED SPEED AT IMPACT	MPH	MPH	MPH
	NUMBER PERSONS ADMITTED TO HOSPITAL						MPH	MPH	MPH

POLICE INVESTIGATE? <input type="checkbox"/> YES <input type="checkbox"/> NO	IF SO, NAME OF OFFICER WITH BADGE #	REPORT NO.
TICKETS ISSUED? <input type="checkbox"/> TD DRIVER <input type="checkbox"/> OTHER DRIVER <input type="checkbox"/> NONE DRIVER	IF SO, CHARGE	
INCIDENT REPORTED TO TRANSDEV RISK MGMT / WEBRISK <input type="checkbox"/> YES <input type="checkbox"/> NO	REFERENCE NUMBER	
ANYONE TRANSPORTED TO HOSPITAL? <input type="checkbox"/> YES <input type="checkbox"/> NO	HOSPITAL NAME	CITY & STATE

MOVEMENT

VEHICLE

BUS #2 #3

3.1 STRAIGHT AHEAD - PASSING
 3.2 STRAIGHT AHEAD - BEING PASSED
 3.3 STRAIGHT AHEAD - NOT PASSING OR BEING PASSED
 3.4 MERGING / LANE CHANGE
 3.5 TURNING LEFT
 3.6 TURNING RIGHT
 3.7 BACKING
 3.8 STOPPED IN TRAFFIC
 3.9 STOPPED AT RR CROSSING
 3.10 WEAVING
 3.11 SKIDDING
 3.12 WRONG SIDE
 3.13 TD VEHICLE PARKED
 3.14 _____ OTHER

PEDESTRIAN / BICYCLIST

4.1 WALKING/RIDING WITH TRAFFIC
 4.2 WALKING/RIDING AGAINST TRAFFIC
 4.3 COMING FROM BEHIND PARKED VEH.
 4.4 CROSSING AT INTERSECTION
 4.5 CROSSING NOT AT INTERSECTION
 4.6 ALIGHTING FROM A VEHICLE
 4.7 _____ OTHER

PASSENGER INJURY / FALL

5.1 BOARDING VEHICLE
 5.2 ALIGHTING FROM VEHICLE
 5.3 CAUGHT IN DOORS
 5.4 SEATED
 5.5 IN MOTION IN VEHICLE
 OTHER _____

SAFETY MANAGER OR GM SIGNATURE (Ensure report is complete before forwarding)	DRIVER'S SIGNATURE AND EMPLOYEE NUMBER	DATE OF REPORT

WITNESSES –

CRITICAL- PERSONS OTHER THAN OCCUPANTS OF VEHICLES INVOLVED: LIST PASSERBY, OTHER MOTORISTS OR PERSONS AT SCENE OF ACCIDENT – WHETHER EYE WITNESSES OR NOT. (Use Witness Cards if Available)

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					<input type="checkbox"/> TRANSPORTED TO HOSPITAL:	<input type="checkbox"/> V3 <input type="checkbox"/> OTHER
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Concord Kannapolis Area Transit

Your Name: _____

(Nombre)

Address: _____

(Direccion)

Home Phone: (____) _____ - _____

(Numero de telefono de casa)

Work Phone: (____) _____ - _____

(Numero de telefono de trabajo)

Bus # _____

(#de bus)

Route _____

(Ruta)

Time _____

(Hora)

Where were you on the bus at the time of the accident? _____

(En que sitio del bus se encontraba cuando ocurrio el accidente?)

How did the accident happen? _____

(Como ocurrio el accidente?)

Who do you think was responsible? _____

(Quien usted piensa fue responsable?)

Thank you / Gracias

Signature: _____

(Firma)

(Over) / (dele vuelta)



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Bus # _____

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Route _____

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Time _____

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How did the accident happen? _____

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Who do you think was responsible? _____

(Quien usted piensa fue responsable?)

Thank you / Gracias

Signature: _____

(Firma)

(Over) / (dele vuelta)

Supervisor's Investigation Report



Type of Incident (Check ALL that apply)

- Motor Vehicle Accident
- Passenger Injury
- Passenger Complaint
- Passenger Disturbance
- ADA
- Assault/Violence
- Theft/Crime
- Malicious Mischief
- Maintenance Equipment
- Employee Injury
- Routes/Detours
- Policy/Procedures
- Other Non-Collision

Employee Name _____ Job Title _____ Date of report _____
 Department _____ Time of occurrence _____ Date of Occurrence _____
 Employee Cell Phone _____ Employee Home Phone _____ E-mail _____

Incidents Involving Operators

Location of Incident (be specific as possible) _____
 Vehicle Number _____ Route _____
 Names of Passengers _____

Supervisor

Review Questions

Was the preventability assessment spreadsheet used? YES NO

Preventability: Preventable Non-Preventable Other _____

Was an injury claimed? YES NO

If yes, please describe _____

Did you discuss the occurrence with the employee? YES NO

Did you check the equipment? YES NO

Did you visit the scene of the occurrence? YES NO

Did you talk to any witnesses? YES NO

Names of witnesses _____

Was video available? YES NO

Was video secured? YES NO

If video not available or not secured, why? _____ Were

pictures taken? YES NO If no, why not? _____ Was a police

report available? YES NO

If no, why not, or when do you expect for it to be available? _____

Describe in detail what happened (attach additional pages if necessary)

Does the employee's description of the occurrence seem accurate? YES NO

Please attach a copy of the completed operator report and/or workers comp form and mark any inconsistencies.

What activity was being performed?

- | | | |
|--|---|---|
| <input type="checkbox"/> Bus Cleaning | <input type="checkbox"/> Bus Washing | <input type="checkbox"/> Door-to-Door Service |
| <input type="checkbox"/> Driving | <input type="checkbox"/> Fueling | <input type="checkbox"/> Maintenance Operations |
| <input type="checkbox"/> Office Activities | <input type="checkbox"/> Passenger Loading | <input type="checkbox"/> Passenger Off-Loading |
| <input type="checkbox"/> Pre-Trip/Post-Trip Inspection | <input type="checkbox"/> Wheelchair Lift Operations | <input type="checkbox"/> Wheelchair Securement |
| <input type="checkbox"/> Other _____ | | |

Which unsafe behaviors contributed to the occurrences? (check all that apply)

- | | | |
|--|--|--|
| <input type="checkbox"/> Bending/Lifting | <input type="checkbox"/> Customer Service | <input type="checkbox"/> Eyes on Path/Task |
| <input type="checkbox"/> Hand Placement/Pinch Point | <input type="checkbox"/> Line of Fire/Caught Between | <input type="checkbox"/> Overreaching/Overexerting |
| <input type="checkbox"/> Under Suspended Load | <input type="checkbox"/> Pushing/Pulling | <input type="checkbox"/> Repetitive Motion |
| <input type="checkbox"/> Wearing Personal Protective Equipment | | <input type="checkbox"/> Other _____ |

Driving-Specific

- | | | |
|--|--|--|
| <input type="checkbox"/> Distracted Driving | <input type="checkbox"/> Fatigue | <input type="checkbox"/> Following Too Close |
| <input type="checkbox"/> Improper Backing | <input type="checkbox"/> Improper Operation of Vehicle/Equipment –
Mechanical | <input type="checkbox"/> Improper Wheelchair/Passenger
Securement |
| <input type="checkbox"/> Improper Vehicle Position | <input type="checkbox"/> Mechanical Defect/Failure | <input type="checkbox"/> Natural Event |
| <input type="checkbox"/> Poor Seeing Habits | <input type="checkbox"/> Too Fast for Conditions | <input type="checkbox"/> Other _____ |

Which unsafe conditions contributed to the occurrences? (check all that apply)

- | | | |
|---|--|--|
| <input type="checkbox"/> Air/emissions | <input type="checkbox"/> Barricades/Guards/Signs | <input type="checkbox"/> Containers (labeling/condition) |
| <input type="checkbox"/> Energy or water conservation | <input type="checkbox"/> Fire/Explosion | <input type="checkbox"/> Liquid management |
| <input type="checkbox"/> Slip/trip/fall | <input type="checkbox"/> Ventilation/Noise/Temperature | <input type="checkbox"/> Waste Management |
| <input type="checkbox"/> Other _____ | | |

Supervisor correction action to ensure this type of incident does not reoccur:

- | | | |
|--|--|--|
| <input type="checkbox"/> Improve housekeeping/lighting | <input type="checkbox"/> Develop procedure | <input type="checkbox"/> Purchase additional equipment |
| <input type="checkbox"/> Counsel employee | <input type="checkbox"/> Provide additional training | <input type="checkbox"/> Retrain |
| <input type="checkbox"/> Other _____ | | |

When was last training performed on this specific hazard? _____

Incidents involving Employee Injuries

Was time lost as a part of the injury? YES NO If yes, how many days were off? _____ Employee returned to:

- Regular Work Expected return to work date: _____ Return to work date: _____
- Modified Work Modified work start date: _____ Return to full duty date: _____
- Did Not Return Last date worked: _____

If employee did not return to work, why? _____

Reason for not returning to work: Off work due to injury Declined modified work

Was the doctor aware of our modified work program? YES NO If applicable, was OSHA 300 log completed? YES NO

Supervisor Signature _____ Date _____

Employee Signature _____ Date _____

Completed by: _____ Date: _____ Investigation Complete YES NO

Reviewed by: _____ Date: _____ Follow-Up Required YES NO



Transdev Services Inc.
**POST-ACCIDENT DRUG AND ALCOHOL TESTING DECISION
 MAKER FORM**



The Federal Transit Administration (FTA) drug and alcohol testing regulation (49 CFR Part 655) requires that safety-sensitive employees involved in a vehicle accident (as defined below) submit to tests for alcohol misuse and prohibited drug use as soon as possible following the accident. 49 CFR Part 655 also requires the testing of any other safety-sensitive employee whose performance could have contributed to the accident, as determined by the manager or supervisor at the scene using the best information available at the time of the decision.

Accident Information:

Date of Accident: _____

Time of Accident: _____ AM/PM

Employee Name: _____

Employee ID#: _____

Decision Questions:

Was it an FTA-defined accident (49 CFR Part 655.4)?

- Was there a human fatality? Yes No (If YES, a DOT/FTA Post Accident Test is Required)

• **If there was no fatality, ask the following questions:**

1. Has any individual suffered a bodily injury and immediately received medical treatment away from the scene of the accident? Yes No
2. Was there a disabling damage to the company vehicle (if bus, electric bus, van or automobile) or any other vehicle as a result of the occurrence and the vehicle was transported away from the scene by a tow truck or other vehicle? Yes No
3. ~~Was the vehicle (if rail car, trolley car trolley bus or vessel) removed from operation?~~ ~~Yes~~ ~~No~~

If You Answer YES to ANY of These Three Questions, a DOT/FTA Post Accident Test is Required Unless You *Also Answer YES To The Following Question:*

- Can you determine, using the best information available at the time of the decision, that the employee's performance can be completely discounted as a contributing factor to the accident? Yes No

Any Reason For **NOT** Conducting A Post Accident Test After You've Answered Yes To Questions 1, 2 or 3 **MUST** Be Documented

Transport / Collection Site Information

Collection Site Location: _____

Transported By: _____ Time Transported: _____

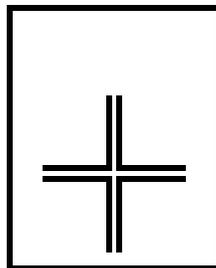
On Scene Supervisor: _____

ACCIDENT DIAGRAM

Supervisor: _____

Date: _____

Indicate North



AR#: _____

Page ____ of ____

Diagram Not To Scale



Courtesy Card (Tarjeta de Courtesia)
Please complete this card and return to driver
Por favor de llenar esta tarjeta y devuelva al conductor



Concord Kannapolis Area Transit

Your Name: _____
(Nombre)
Address: _____
(Direccion)

Home Phone: (____) _____ - _____
(Numero de telefono de casa) **Work Phone:** (____) _____ - _____
(Numero de telefono de trabajo)

Bus # _____ **Route** _____ **Time** _____
(#de bus) (Ruta) (Hora)

Where were you on the bus at the time of the accident? _____
(En que sitio del bus se encontraba cuando ocurrio el accidente?)

How did the accident happen? _____
(Como ocurrio el accidente?)

Who do you think was responsible? _____
(Quien usted piensa fue responsable?)

Thank you / Gracias

Signature: _____
(Firma) (Over) / (dele vuelta)



Courtesy Card (Tarjeta de Courtesia)
Please complete this card and return to driver
Por favor de llenar esta tarjeta y devuelva al conductor



Concord Kannapolis Area Transit

Your Name: _____
(Nombre)
Address: _____
(Direccion)

Home Phone: (____) _____ - _____
(Numero de telefono de casa) **Work Phone:** (____) _____ - _____
(Numero de telefono de trabajo)

Bus # _____ **Route** _____ **Time** _____
(#de bus) (Ruta) (Hora)

Where were you on the bus at the time of the accident? _____
(En que sitio del bus se encontraba cuando ocurrio el accidente?)

How did the accident happen? _____
(Como ocurrio el accidente?)

Who do you think was responsible? _____
(Quien usted piensa fue responsable?)

Thank you / Gracias

Signature: _____
(Firma) (Over) / (dele vuelta)



Driver Skills Evaluation and Refresher Training Form

Driver Name (print):		Employee Number:		Start Time:	Date of Collision/Incident:
				Stop Time:	
Reason for Refresher (Check one)	Post Crash	Annual Road Check	Property Name & Contract # Concord - 373		Date of Refresher:
	Return to Work	30/75 Day Follow up (New Hires)			Instructor Name (print):
	SmartDrive DriveCam <input type="checkbox"/>	Other:			
Driver License #	CDL (Y/N)	Class	State	Expiration Date	
D.O.T. Medical Card Exp. Date			Vehicle / Bus Type & Model		
S = Satisfactory U = Unsatisfactory N/A = Strike through boxes					

Pre-Trip/Post	S	U	Intersections	S	U	Backing	S	U	Look Around	S	U
DVI			Mirror Use			Mirror Use			Observes Speed Limit		
Interior			Turn Signal Use			Activate 4-Way Flasher			Speed for Conditions		
Brake Check			Approach/Lane Position			Use Horn - 2 X Prior			Takes in Whole Scene		
Exterior			Speed on Approach			Utilizes Assistance			Aware of Hazards		
Emergency Equipment			Blocks Turns			Checks for Obstacles/ Walk Around			Obeys Signs/Signals		
Mirrors/Glass			Pedestrian Awareness			Backs Only When Necessary			Yields Right of Way/Ped.		
Lights			Left Turns			Straight Line Backing			Checks Mirrors Prior and After		
Gauges / Horn			Right Turns						Checks Restricted Vision Areas/Off Track		
Tires			Mirror Scan			Leave Room			Utilizes Reference		
Oil Leaks			Points Out Hazards			Observes Speed Limit			Points		
Seats			Covers Brakes			Ensure Space Cushion			"Rock and Roll" at turns		
Wheelchair Secur'm't			Checks Left-Right-Left			Not Aggressive in Traffic			Intersections - pauses 3 seconds before moving		
			Proper distance from curb			Stopping Distance, Judge			Pedestrian Awareness		
Equipment Usage						Maintains Lane Position			Other Motorists/Veh		
Brakes			Railroad Crossing			Smooth Starts/Stops			Bicyclists / Pedestrians		
4-Way Flashers			*Activates 4-Way Flasher			Covers Brake			Eyes/Head Moving		
Headlights On			Open Side Window			Passing			Checks Mirrors During Survey/Scan While		
Parking Brake			Stops 15'-50' from Tracks			Initial Brake Depression			Survey/Scan After		
Application and Release			Looks & Listens			Ensures Clearance/ Tailswing			Other		
Mirror(s) Adjustment			Plans Ahead			Adjusts Driving for Night & Restricted Vision			Wheelchair 4 pt. Tie Down		
Seat Belt			Merges into Traffic			Safe Lane Changes			Passenger Lap Belt		
Steering Wheel (Push-Pull)			Use appropriate lane						Proper Fare Handling		
Signal Lights						Look Ahead			Proper radio procedure		
Transmission			Communicate			Survey/Scan Far Ahead			Driver appearance		
*Use only when applicable			Smooth Maneuver/Merge			Choice of Lane			Professional manner		
Use of Controls			Signals Properly			Anticipates Conflicts			Lift Operation		
General			Communication								
Log Procedures			Use of Horn								
Incident Procedures											

Driver Signature: _____ Instructor Signature: _____

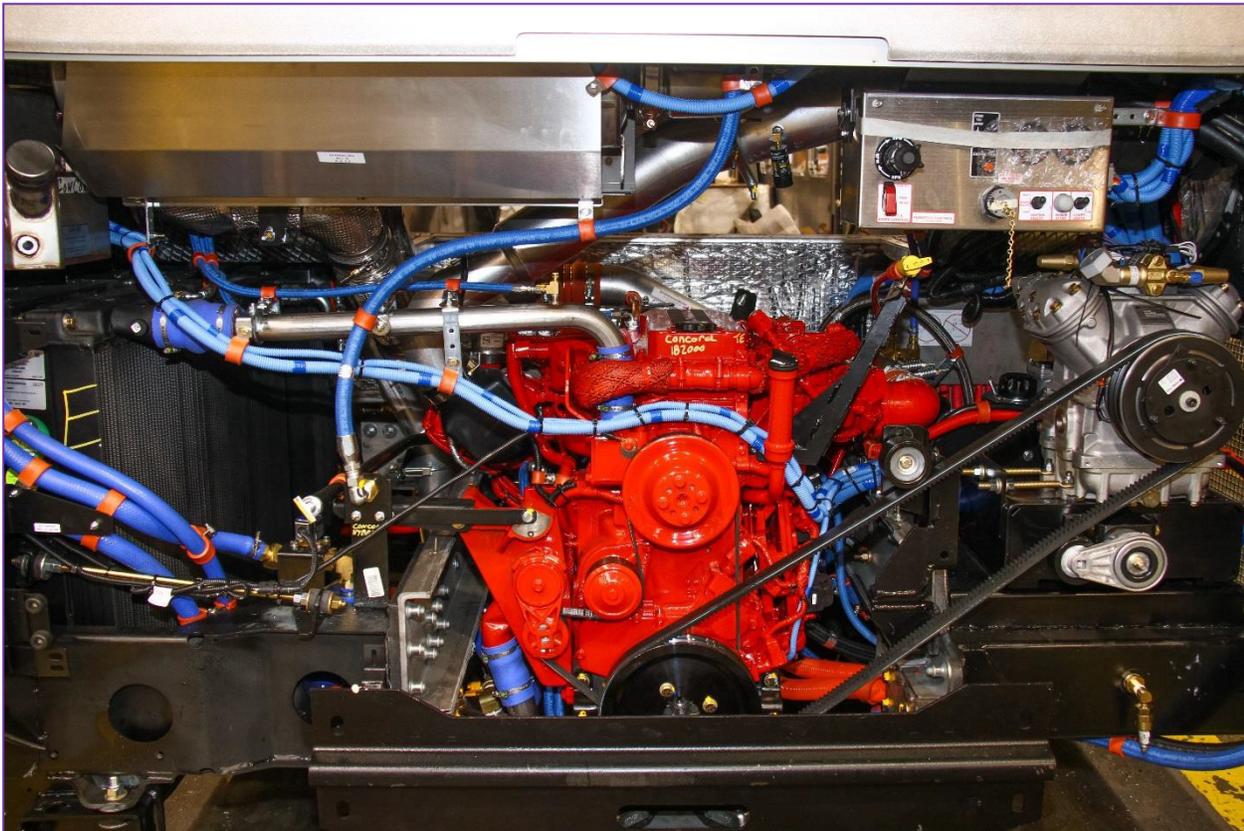
Comments: _____

Safety Modules / DVDs Shown:	Basics of Safety	Intersections	Incident/Emergency Procedure
	LLLC	Merging/Lane Change/Passing	Adverse Weather/Spec. Cond'ns
	Following Distance	Fatigue Management	Wheelchair Securement
	Backing Basics	Pedestrians/Bicycle Awareness	Other:



City of Concord/Concord Kannapolis Area Transit (Rider) Vehicle Maintenance Program Policy

Effective: June 2017



Vehicle Maintenance Program

The goals of the vehicle maintenance program of the City of Concord/Concord Kannapolis Area Transit (Rider) are to support safe, reliable, and high quality transit services and work environment while making maximum use of financial resources. The purpose of the maintenance plan is to provide consistent, systematic, and integrated program guidance that will enable Concord Kannapolis Area Transit (Rider) to properly maintain and service its vehicles in support of revenue operations. An effective maintenance plan ensures safe, clean and comfortable transit vehicles on the road and maximizes transit vehicle life.

Agency Policies and Procedures

Concord Kannapolis Area Transit (Rider) operates under the guidance and direction of the Concord Kannapolis Transit Commission and the City Councils of Concord and Kannapolis. The City of Concord is the Concord UZA Designated Recipient and the lead agency for Rider Transit.

Rider Transit's policies and procedures reflect compliance with all applicable regulatory requirements as provided by the Federal Transit Administration (FTA) and the North Carolina Department of Transportation.

Inventory of Assets

Concord Kannapolis Area Transit (Rider) maintains an accurate, current inventory of all transit assets (see Attachment A). Concord Kannapolis Area Transit (Rider) sets its own replacement schedule; however, the FTA establishes the minimum useful life for vehicles.

Service Provider

The City of Concord/Concord Kannapolis Area Transit currently utilizes an outside Service Provider to handle daily service operations and all maintenance of the Rider Transit fleet of revenue and non-revenue vehicles. This plan outlines the requirements and expectations of the Service Provider in regards to the safe and cost effective maintenance of the Rider Transit fleet. Rider Transit's current Service Provider is Transdev, and their local Operations & Maintenance facility is located at 2030 Wilshire Court SW, Concord, NC 28025. This facility has adequate spacing for in-house preventive vehicle maintenance for both Fixed Route and ADA Paratransit fleets. The Service Provider will be solely responsible for maintenance of the City-provided vehicle fleet of ten (10) hybrid electric heavy-duty buses, four (4) Light Transit Vehicles (LTVs), and three (3) ADA Paratransit vehicles, as well as bus stop amenities and any City provided equipment such as bus lifts and bus washer. The Service Provider will maintain all vehicles and vehicle equipment in proper repair and condition satisfactory to the City. The Service Provider shall maintain all equipment in conformance with the manufacturer's warranty requirements throughout the life of the contract. The Service Provider must ensure that all vehicle manufacturer warranty work is accomplished to guarantee City compliance with necessary warranty requirements. All Rider Transit revenue and non-revenue vehicles shall be safe for operation on public streets and freeways and meet all requirements in the Federal and State Motor Vehicle Safety Standards for the vehicle type.

Inspections

Each vehicle is required to be inspected annually by the appropriate regulatory agency. The results of those inspections shall be transmitted to the City, and any applicable signed certification shall be displayed or carried on the vehicles. If a regulatory agency revokes the permits to operate the any Rider Transit vehicles as a result of unsatisfactory inspection ratings, that vehicle shall not operate until it passes re-inspection, and the Service Provider must contact the Rider Transit Manager.

Preventive Maintenance (PM)

Regular maintenance is performed at pre-scheduled cycles to ensure optimal performance, efficiency, safety and reliability of assigned equipment. Through an approved PM Program, the Service Provider shall cause all components of each bus, including its body (including system decals and paint scheme), frame, furnishing, mechanical, electrical, hydraulic, or other operating systems to be maintained in proper working condition, free from damage and malfunction. Preventive maintenance service is to be based on the manufacturer's suggested recommendations.

During the PM scheduled service, the mechanic will document all defects found and will have all defects listed on the repair order and corrected prior to returning the transit vehicle to service. The Service Provider will collect oil samples at mutually acceptable intervals as part of its PM program. The Service Provider will use the results of these tests to adjust the PM program and also submit oil sample reports to the City's Fleet Maintenance Department for review. The list of Preventive Maintenance Checklist documents is labeled Attachment B.

Individual Maintenance Records

Individual maintenance records will be kept for each vehicle. All maintenance performed on the vehicle will be recorded and maintained for as long as Concord Kannapolis Area Transit (Rider) owns the vehicle. The Service Provider shall maintain a complete vehicle history of every vehicle provided by Rider Transit within this project. The fleet maintenance system shall be automated and be part of the Service Provider's electronic MIS report. The Service Provider shall maintain an individual file for each vehicle, to include by date of action, all preventive and repair maintenance functions including: warranty work, inspections, parts usage, unscheduled maintenance, fuel and oil usage, labor expended on each vehicle, and any other pertinent maintenance data. Paper and electronic versions of these files shall be organized by vehicle number. The Service Provider is responsible for keeping the vehicle file current throughout the term of the Contract and shall make available complete copies of all vehicle files to the City at the end of the contract. The City or its agent(s) shall have immediate access to all vehicle maintenance records during planned or unannounced visits or inspections of the Service Provider's facility for the duration of the contract.

Technology

Clever Devices/DRI Talking Bus & Control Center/OTvia CAD/AVL system – All buses and LTVs are equipped with Clever Devices/DRI's talking bus voice announcer feature, which is tied in with their CAD/AVL product. The Service Provider will be required to provide upkeep and maintenance and any follow-up training that may be required, and will update both the talking bus and CAD/AVL systems whenever route changes/stop changes warrant. In the event

of small (less than 10%) route changes that affect the destination sign and/or AVL readings & triggers, the City will specify the change in writing and the Service Provider will revise the CAD/AVL, destination sign, and annunciator systems to reflect that change using the provided Central Recording Station technology or pay the cost associated with such updates. Larger (more than 10%) service change updates to the CAD/AVL system will be covered financially by the City, with technical support and assistance still provided by the Service Provider in partnership with City staff. The Service Provider shall perform any and all required maintenance to ensure constant display operation of all CAD/AVL and revenue vehicle destination signs and annunciators.

Electronic Vehicle Inspection System (Zonar) – All revenue service vehicles are equipped with Zonar electronic vehicle inspection devices provided by the City. The Service Provider shall maintain records regarding any vehicle defect that occurs using the Zonar Electronic Vehicle Inspection Reporting system. Zonar electronic vehicle inspection devices shall be made available to drivers and staff on all buses and LTVs operated under this contract to create and maintain vehicle safety inspection records. A vehicle defect report shall be completed daily on each vehicle prior to service, during shift changes, and after service completion and filed chronologically by vehicle number. The vehicle defect reports shall be kept on file for the duration of the Contract term and copies of all defect reports shall be made available to the City by request and upon completion of the Contract. The Service Provider shall submit a summarized vehicle maintenance report to the City by the tenth day of each month. The Service Provider will be expected to ensure that all employees are trained and how to properly use the system and are expected to utilize it fully to assist with the safe maintenance and upkeep of the vehicle fleet. The Service Provider will be required to provide upkeep, maintenance, replacement and any follow-up training that may be required.

Bicycle Racks – All revenue service vehicles will initially be equipped with bicycle racks by the City. The Service Provider will be required to provide upkeep, maintenance, replacement and any follow-up training that may be required.

Video Surveillance – All buses are equipped by the City with 10 camera (LTVs, 9 cameras) (currently AngelTrax) digital video and audio surveillance equipment. The Service Provider will be required to provide upkeep, repair/replacement, maintenance and any follow-up training that may be required.

Pre-Trip, Relief and Post-Trip Inspections

Specific procedures are outlined and monitored to ensure that all vehicles are inspected prior to the transit vehicle being put into service each day, whenever driver shift changes occur during revenue service, and at the end of the day when service ends and vehicles return to the Operations & Maintenance facility. Drivers complete the applicable checklist of essential maintenance elements and record the results utilizing the Zonar Electronic Vehicle Inspection Report system (see sample reports in Attachment C).

Critical safety related items found during any vehicle inspection will result in that vehicle being yarded and not allowed into service until those critical items are satisfactorily repaired. Non- critical pre-trip inspection defects noted are reviewed by the Service Provider Maintenance Manager for prioritization when the vehicles return

from revenue service that day. Relief and Post-trip inspections are monitored and reviewed for any noted defects by Maintenance personnel when the vehicle returns from revenue service and prioritized for repair.

Preventive Maintenance of Heating and Air Conditioning Systems

The Service Provider shall provide a separate preventive maintenance program for the vehicle heating and vehicle air conditioning systems that meets or exceeds the manufacturer's recommended or specified PM program. All repairs and maintenance shall be performed according to the laws established by the North Carolina Department of Environmental & Natural Resources (DENR) for air conditioning service. The Service Provider shall describe by brand name and model number the refrigerant recycling system. The Service Provider shall properly maintain operating heating and air conditioning systems on all Rider Transit vehicles. At a minimum, vehicle - heating systems shall be operable between October 15 and April 1 and vehicle air conditioning systems shall be operable between April 2 and October 14. During winter service operation, the measured temperature anywhere within the interior of the coach will not be less than 65 degrees F. During summer service operation, the interior vehicle temperature shall be no greater than the higher of either 75 degrees F or 20 degrees below the ambient temperature (i.e., 100 degree ambient temperature = 80 degrees in the bus). No revenue vehicle shall be operated in revenue Service without a properly functioning heating or air conditioning system.

Parts, Lubricants & Supplies

Service Provider, at its sole cost and expense, shall maintain stores of and provide lubricants, fluids, repairs, parts, and supplies required for the maintenance and operation of all revenue service vehicles and service vehicles utilized in providing the Fixed Route bus and ADA Paratransit Services. Once installed, tires, parts, and other supplies that are ordered for the operation and maintenance of City vehicles become City assets.

Tires

The Service Provider is responsible for providing replacement tires for all Rider Transit vehicles without additional cost to the City. The utilization of any re-tread tires must be approved by the City, and may never be used on the front or steer axel of any vehicle.

Inventories

The Service Provider shall maintain reasonable inventory levels to assure timely repair of vehicles/equipment.

Communications Systems

The City has provided a two-way communication system on all the revenue service vehicles. This system allows for both vehicle-to-base and supervisor communication. The Service Provider shall be responsible for ensuring the communication systems is properly cared for, and that any maintenance issues are reported promptly. The City will be responsible for maintaining base stations, and portable and mobile radios, assuming normal wear and tear.

Repair and/or replacement of City provided communication equipment damaged by Service Provider personnel will be the responsibility of the Service Provider.

Wheelchair Lift Inspection and Maintenance

The Pre-Trip, Relief, and Post-Trip Inspections includes inspection of wheelchair lifts. In compliance with the requirements of the Americans with Disabilities Act (ADA), monitoring of all wheelchair lifts is included as part of the Pre-Trip Inspection and the Preventive Maintenance process. The lift is cycled as part of the Pre-Trip, Relief, and Post-Trip Inspections, and maintenance will include replacement of worn components and all adjustments as necessary for peak performance.

Farebox System

The City provided buses and 2 support LTVs are equipped with GFI Odyssey electronic fare boxes and/or Diamond manual fareboxes. The Service Provider is responsible for the operation and maintenance of all fareboxes provided by the City.

Vehicle Breakdown

In the event of a transit vehicle breakdown, a spare unit will be provided to replace the disabled vehicle as soon as possible. Having a vehicle available for each scheduled route, as well as available spares, is a priority for Concord Kannapolis Area Transit (Rider).

Warranty Recovery

Rider Transit's Service Provider is responsible for managing all warranty recovery programs. Vehicle and parts warranties will be monitored to make sure that bus equipment and parts are repaired and maintained under the manufacturer's warranty. Warranties are monitored for expiration and where the item should be serviced, so that problems can be addressed by the appropriate source and any concerns can be taken care of before the warranties expire.

Vehicle Cleaning

Vehicles will be monitored and inspected periodically for interior and exterior cleanliness (see Attachment E). This will include daily cleaning as well as periodic more thorough cleaning. The Service Provider shall be responsible for maintaining the cleanliness of all vehicles used in the provision of the Service in order to provide a positive public image and appearance. Rider Transit has a zero tolerance policy regarding graffiti, cosmetic damages, and any issues or defects that compromise safety. Rider Transit requires the Service Provider to maintain the interior and exterior of each vehicle assigned to this Contract in a manner that the vehicle appearance is free of graffiti or other damages, including but not limited to, marks made by ink or marker, scratches, stains, chips, dents, chipped, missing or bubbling paint, dirt, trash or gum.

Vehicle Exteriors

In an effort to balance environmental sustainability with operations, the exteriors shall be washed every three days, unless circumstances warrant a more frequent service, or, in the case of water restrictions, the Service Provider may opt to contract exterior cleaning to a vendor that recycles wash water. The exterior of each vehicle shall be kept clean from road dust, mud, tar, grime, and graffiti. The Service Provider shall remove all graffiti from the exterior and interior of the vehicles as soon as it is found or as soon as it is practical at the end of the day or before it goes in Service the next day. If the graffiti is offensive or vulgar and cannot be removed, that vehicle shall be taken out of service immediately. If graffiti is etched or scratched into the surface of the glass rather than paint, that piece of glass must be replaced as soon as possible. Any glass or other graffiti that is not offensive or vulgar but cannot be removed immediately must be identified to the City prior to being returned to revenue service.

Replacement shall take no longer than one week unless parts are unavailable.

Vehicle Interiors

At a minimum, but more often as needed, interiors shall be swept, cleaned of trash, gum, sticky substances, foreign objects, vermin, dirt and dust, windows washed; removing dust, fingerprints, smudges, writing, water spots, and streaks, and spot mopped once daily. Clean passenger seats to the extent that they are dust free and free of all foreign substances. Clean all ledges, stanchions, handrails. Empty and/or replace trash bags or receptacles on each vehicle. Bi-weekly (every 14 days), each vehicle shall be deep cleaned, which includes, but is not limited to ceiling, walls, floors, seats, driver area and dash, and ancillary equipment. The Service Provider shall provide upholstery cleaner to clean each seat during this deep cleaning process. The Service Provider shall track and make available upon request by the City the date of the most recent deep cleaning for each bus. Additionally, the Service Provider will be required to remove all noticeable trash, such as newspapers and litter from each vehicle after each run. If any area of a vehicle shall become defaced with graffiti that is vulgar or offensive, the vehicle shall be removed from service until the graffiti is removed.

Interior Pest Control

The Service Provider is responsible to ensuring that the interior passenger compartment of each vehicle shall be free of roaches and other insects or vermin as well as noxious odors from cleaning products, pest control products, and exhaust fumes emitted by the engine of such vehicle. The Service Provider is expressly prohibited from using any pest control product, or application procedure for such product, that would be hazardous to the health and well-being of the passengers and driver of such vehicle.

Unclean Buses

Any vehicle found by the City to not be in compliance with these vehicle appearance provisions will be removed from service immediately without limiting the Service Provider's service obligations. Once all required actions have been completed by the Service Provider to correct any deficiencies found within this provision, the City must inspect and approve all actions taken prior to the vehicle being eligible for use in scheduled service.

Vehicle Storage

Efforts are made to ensure that vehicles are stored in as safe and secure an area as possible. Currently, Rider Transit revenue service and support vehicles are kept within a secure, fenced area at either the Service Provider's Operations & Maintenance facility (2030 Wilshire Court, Concord NC) or at the Rider Transit Center (45 Transit Court NW, Concord, NC).

Maintenance Personnel

The Service Provider is responsible for finding and training qualified mechanics, shop and bus service attendants (cleaners), and other personnel to perform maintenance on Rider Transit vehicles. All repair work must be performed by maintenance personnel who have demonstrated experience and skills in the work to be performed. The Service Provider's maintenance personnel will be knowledgeable of engines, transmissions including hybrid propulsion systems, major vehicle HVAC systems, wheelchair lifts, braking systems, diagnostic procedures, electrical system, and related mechanical parts, methods, and procedures normally used in servicing mechanical equipment for heavy-duty buses and Light Transit Vehicles (LTVs).

Rider Transit reserves the right to approve or reject a subcontractor relationship for the maintenance of its equipment. If the Service Provider wishes to provide maintenance via subcontract, Rider Transit will require evidence of the maintenance subcontractor Provider's capability and experience with transit rolling stock.

Operator Training

Concord Kannapolis Area Transit (Rider) and our Service Provider makes every effort to have reliable, responsible, safe, courteous, and well-trained bus drivers. Rider Transit's Service Provider is responsible for conducting background checks on all operations related employees prior to a final hiring decision. All prospective drivers, supervisors, maintenance personnel, and staff receive pre-employment drug tests and DOT physicals.

Emergency Equipment on Vehicles

Emergency equipment is located on all agency vehicles and is inspected as part of the Pre-Trip Inspection. Fire extinguishers with an ABC rating are located within easy reach of the bus driver and are tested yearly. Additional emergency equipment on board each vehicle includes a first aid kit; reflective triangles; a biohazard kit; and a seat belt cutter.

Daily Operations Report (Maintenance Components)

No later than 12 noon on the following business day, the Service Provider shall submit to the City Transit Manager a Daily Operations Report. This report shall summarize the previous day's operations & maintenance activities including, road calls & vehicle breakdowns, number of vehicles in preventative maintenance status, number of on-time trips monitored, and vehicle accidents/incidents.

Accident/Incident Reporting

Concord Kannapolis Area Transit (Rider) employees are required to report all accidents and incidents. Report forms are available for this purpose (See Attachment D). Notification procedures have been established so that bus drivers are aware that they are to contact Dispatch in case of an accident or emergency. Dispatch will alert Service Provider Management Team members, who will in turn notify the City Transit Manager. Transit employees are also aware of the drug testing requirements in certain accident situations based upon FTA Drug & Alcohol Program requirements.

Vehicle Damage

The Service Provider shall repair as required all vehicle damage that occurs as soon as practicable upon learning that such work is required. The Service Provider shall institute repairs of any significant damage to vehicles prior to return to service in a reasonable time. The Service Provider shall perform repair work expeditiously in response to identification of problems by drivers or other staff members. Service Provider shall assure the City that required repairs shall not be deferred beyond a reasonable time. Any vehicular body or structural damages such as dents and scrapes must be repaired within (30) thirty calendar days from identification of such damages. All repairs made relative to vehicle damage shall be performed by competent repair facilities capable of restoring the damaged vehicles back to their original configuration, appearance, and structural integrity. All vehicle damage repairs in excess of \$1,000.00 should be photographed and reported to the City prior to initiating the repair.

Painting of Vehicles

Rider Transit has a distinctively painted fleet of vehicles for easy identification and branding purposes. Damaged or missing paint, logos, decals, and signs are not acceptable. This applies to the full interior and exterior of the vehicle, including floors, walls, windows, ceilings, seats, doors, mirrors, signs, exterior sides, tires, and wheels. If any vehicle cannot be used to perform Services due to physical damage or needed repairs and there are not enough spare vehicles available, it will be the responsibility of the Service Provider to locate and acquire a replacement vehicle approved by the City to perform the Services at no additional cost to the City. All Rider Transit vehicles must have the appropriate decals, paint, and system logo in a state of good repair.

Vehicle Status Board & Service Interruption Log

The Service Provider shall maintain a status board in the shop where vehicles are maintained. The status board shall contain, but not be limited to the following:

- Vehicle Number
- Vehicle Mileage
- Current Mileage
- Date and Mileage of last P.M.
- Date and Mileage of last safety inspection
- Date and Mileage of next P.M.
- Date and Mileage of next safety inspection
- Vehicles not fit for revenue service

In addition, the Service Provider shall maintain and make available digitally upon request, a service interruption log containing the following information:

- Vehicle Number
- Operator Name
- Service Disruption Time
- Service Disruption Location
- Description of Problem
- Vehicle Exchanged
- Service Resume Time
- Service Resume Location
- Time Lost and Number of Trips Missed
- Wheelchair Lifts/Ramps Down for 3 Days or Less
- Wheelchair Lifts/Ramps Down for more than 3 days

Quality Assurance and Audits

Rider Transit staff will conduct periodic inspections of the vehicle fleet. The City shall have immediate and unrestricted access to all vehicle maintenance records during planned or unannounced visits or inspections to vehicles and Service Provider's facility. The City shall be entitled, at all times, to conduct inspections of any Rider Transit vehicle in order to determine compliance with the provisions hereof. The Service Provider will, upon request by the City, immediately remove from operation any bus which is determined by the City to be in non-compliance and shall repair, clean or take any other actions reasonably requested by the City in order to cause such bus to be in compliance.

Responsibility for Vehicle Maintenance Program

The Transit Director for Concord Kannapolis Area Transit (Rider) is responsible for the administration of the Vehicle Maintenance Program.

Contact:

L.J. Weslowski Transit Director
Concord Kannapolis Area Transit
45 Transit Court NW Concord, NC 28025
704.920.5878
weslowlj@concordnc.gov



City of Concord/Concord Kannapolis Area Transit (Rider) Facility & Equipment Inspection and Maintenance Policy

Effective: November 2014

Revision 2: June 2017



Purpose

The City of Concord/Concord Kannapolis Area Transit (Rider) is committed to providing a safe working environment for every employee and visitor, and to maintaining the integrity of Rider Transit facilities.

Implementation Plan

All Rider Transit facilities shall be inspected as outlined in the Facility Inspection Schedule (Exhibit 1). The Rider Transit Center Building Inspection Form (Exhibit 2) shall be used to insure a comprehensive inspection and repairs are completed monthly, quarterly, annually and as needed.

Rider custodial staff will conduct monthly facility and grounds inspections utilizing the Rider Transit Center Building Inspection Form, which will address all the items listed as monthly on Exhibit 1 below. The Transit Manager will review the inspection forms each month. Those inspection forms will be kept on file by Rider staff. Rider staff will submit any items which are found during the monthly inspection process into the City of Concord work order system, which will then be addressed by the Buildings & Grounds Department which oversees the maintenance & upkeep off all City of Concord facilities. A history of those work order requests and their resolution will be kept on file by Rider staff, along with documentation of the inspections conducted annually noted in Exhibit 1.

Mission critical items include the Transit Center building, elevator, passenger platform and busway, bus shelters, parking lots, electrical and HVAC systems, plumbing and security equipment. The annual Life Safety inspection will be conducted by the Emergency Management Coordinator each November. The annual fire alarm & sprinkler inspection and testing and fire extinguisher servicing are conducted by a 3rd party inspection company and overseen by the Buildings & Grounds department. The City of Concord Engineering Department will conduct the monthly and annual stormwater & retention pond inspections, and maintain the original inspection files. The Buildings & Grounds Department will maintain a file with the inspection form(s) and corrective action(s) taken for all the remaining items listed in Exhibit 1 below, as will Rider staff. Repairs and upgrades noted will be scheduled and completed in a timely fashion. All other maintenance requests shall be addressed during the normal course of business, with emergency repairs taking priority.



L.J. Weslowski
Transit Manager

Concord Kannapolis Area Transit (Rider)

Exhibit

Rider Transit Center Facility Inspection Schedule

Maintenance	Schedule
Life Safety - Formal Inspection	Annually/November
Life Safety – Informal Inspection	Monthly
Fire System including fire panel, horn strobes, pull stations	Annually/December (outside contractor)
Fire Extinguishers	Monthly (inspection - staff) Annually/July (service – outside contractor)
Sprinkler System	Annually/December (outside contractor)
Property Inspection including building and grounds	Monthly
Elevator Inspection by Dept. of Labor	Annually/ April
Elevator Maintenance	Monthly
Building Lights	Monthly or as requested
HVAC Maintenance	Quarterly
Roof Inspection	Quarterly
Custodial Service	Monday – Friday 5:00am to 1:30pm
Grounds Maintenance	Bi-Monthly
Stormwater/Retention Pond Inspection	Monthly and Annually
Bus Shelters	Daily/Weekly/Annually

RIDER TRANSIT CENTER BUILDING INSPECTION CHECKLIST

3600 S. Ridge Avenue, Concord NC 28025

Exterior/Grounds

Meets standards

Item	Y	N	N/A
Is the address clearly visible?			
Are exterior lights in working order?			
Does the building appear to be in good repair?			
Is building free from signs of vandalism?			
Has vegetation been cut back from the building?			
Are stairs, clean & clear of debris, landings and handrails in good repair and fastened securely?			
Do entrance doors close slowly to avoid hazards to fingers?			
Roof (membrane) intact, free of signs of wear or damage?			
Roof flashing intact?			
Roof Vents intact and in good working order?			
Gutters/Downspouts/Roof Drains clearing and in good working order?			
Windows			
Door Locks			
Door closers			
Exterior lighting (Transit Center)			
Exterior lighting (Bus Canopy)			
Exterior Lighting (Parking lot)			
Painted surfaces			
Sidewalks			
Bus Platform			
Bus way (concrete)			
Parking lots (asphalt)			
Gates			
Retention Ponds			
Perimeter fence			
Landscaping			
Flag pole			
Signage			

Comments:

Item	Y	N	N/A
Elevator			
Ceilings:			
Drop ceiling (tiles)			
Other			
Floors:			
Slate/tile			
Carpet			
Hard surfaces			
Door:			
Locks			
Opening sensors (Proximity card detectors)			
Opening sensor (ADA access button main lobby door)			
Closers			
Hardware			
Painted surfaces:			
Walls			
Trim			
Ceilings			
Plumbing:			
Sinks			
Commodes			
Urinals			
Water heater			
Toilet stall partitions			
Floor drains			
Waste lines			
Water lines			
Faucets			
Flush valves			

Comments:

Item	Y	N	N/A
Lighting			
Receptacles			
Have Ground Fault Interrupter's been provided on circuits in proximity to water?			
Ground Fault receptacles			
Switches			
Appliances			
Panel boxes & breakers			
Are all electrical panels secured?			
Is a 3' clearance provided around all electrical panels?			
Are all electrical rooms free from combustible storage?			
Has the use of extension cords been discontinued?			

HVAC

Meets standards

Item	Y	N	NA
Heat			
Air conditioning			
Fan (lobby)			
Ductwork & vents			
Thermostats			
Mechanical units (roof)			
Is a 3' clearance provided around all heating equipment?			
Are portable heaters, if present, utilized in accordance with safety procedures?			

Safety, Security & Protection Systems

Meets standards

Item	Y	N	N/A
Security cameras			
Security camera DVR			
Exit signage			
AED (lobby)			
Are portable fire extinguishers provided?			
Are all extinguishers inspected on a monthly basis and documented?			
Do all extinguishers have a current inspection tag?			
Is the extinguisher properly charged?			
Are any extinguishers blocked?			

Comments:

Item	Y	N	N/A
Desks			
Chairs			
Counters			
Cabinets			
Computers			
Printers			
Seating (lobby)			
Seating (passenger platform)			
Signage			
Lobby AVL monitor			
Break room (chairs & tables)			
AV equipment (conference room)			

Emergency Evacuation

Meets standards

Item	Y	N	N/A
Are all exits and travel paths identified with illuminated "EXIT" signs?			
Are travel paths leading to exits free of obstructions?			
Are exits unlocked and operational?			
Are working emergency lights provided in the building?			
Are evacuation diagrams posted throughout the building?			
Are all stairs in good and safe condition?			

Smoking

Meets standards

Item	Y	N	N/A
Are designated smoking areas properly identified?			
Are non-combustible receptacles provided in smoking areas?			
Are smoking materials disposed of properly?			

Housekeeping

Meets standards

Item	Y	N	N/A
Is trash removed from the building daily?			
Is storage restricted to designated areas?			
Is storage neatly arranged and secured?			

Miscellaneous

Meets standards

Item	Y	N	N/A
Has flammable storage been limited to designated areas?			
Are all ladders properly secured or stored away?			
Is the overall building in good working condition?			
Are all computer areas free from combustible storage?			

IMMEDIATELY NOTIFY YOUR SUPERVISORS IF ANY QUESTIONS ARE ANSWERED "NO" AND ARE SAFETY RELATED ISSUES.

Additional comments/notes:

--

Inspected by:	
Date:	

Transit Manager Review	
Date:	

Subject: Driver Training

Scope: All drivers/operators operating motor vehicles in revenue service on behalf of Transdev North America (hereafter “Transdev”).

Purpose: To mitigate the potential of motor vehicle collisions or crashes and ensure all drivers are operating their vehicles in accordance with Transdev’s standards of safe driving practices.

Policy: All individuals whose job functions require operation of motor vehicles on behalf of Transdev shall successfully complete defensive driver training in accordance with the requirements specified in this policy.

Only qualified personnel (General Managers, Operations Supervisors, Safety/Training Managers, or Driver Instructors/BTWs) will administer driver training courses. Under no circumstances will any driver be allowed to driving duties unless they demonstrate full proficiency in all applicable driving performance tasks

This policy outlines minimum requirements only. Nothing in this policy prohibits Location or Property management from requiring additional training for their Location or Property.

Any deviation/exception to this policy must be approved by both the Regional Vice President and the VP of Safety.

Responsibilities:

A. General Managers:

1. Ensure that all drivers/vehicle operators assigned to their sites complete the required training in accordance with this policy.
2. Assign required training to new drivers.
3. Monitor training completion.
4. Provide training completion and/or exception reports as needed.
5. Train and certify local Behind-The-Wheel (BTW) trainers/In-Vehicle Assessors.

B. Regional Safety Directors:

1. Support locations/property driver training program efforts
2. Provide guidance and advice as needed

Driver Training Requirements:

1. **Initial Driver Training:** All drivers, upon initial hire or contract with the Company, shall complete training on Transdev's standards of safe driving performance and safe driving expectations prior to being allowed to drive in revenue service. This training shall consist of a "knowledge" portion (either Classroom or Computer-Based Training), followed by Behind- The-Wheel (BTW) portion and a final In-Vehicle Assessment conducted by a qualified Transdev representative.

A. Curriculum:

The initial training curriculum shall, at a minimum, consist of the Transdev Operator Development Program (OPD) appropriate for the type of service provided (e.g.: Transit or Paratransit) and include the following topics:

- Operator Development Program (OPD): Defensive Driving Fundamentals
 - Following Distance / Space Management
 - Backing Basics
 - Intersections
 - Changing Lanes, Merging & Passing
 - Railroad crossings
 - Adverse Conditions / Limited Visibility Driving
 - Fatigue Management
 - Emergency Procedures
 - Large Vehicle Dynamics
 - Lift Operation
 - Wheelchair Securement
 - Injury Prevention
 - Pre-trip Inspections
- Regulatory Compliance
 - Drug & Alcohol
 - Federal Regulations

Individual locations/properties shall also include any topics/material required by their customer. Upon completion of the Classroom phase (minimum of 40 hours), the student shall be required to pass a final written exam on the above subjects to demonstrate knowledge of the material/defensive driving expectations.

B. Behind The Wheel/In-Vehicle Assessment (BTW/IVA):

Following the academic course above, the driver shall spend a minimum of 16 hours (2 days) performing common close-quarters driving maneuvers on a closed course obstacle course. These exercises are very helpful to improve understanding of vehicle maneuverability in tight environments and improve the driver eye-hand coordination and close quarters driving skills when maneuvering in these conditions.

The recommended obstacles are:

• Right Turn	• Reverse/ Backing (Left Side)	• Diminishing Clearance
• Reverse/Backing (Right Side)	• Serpentine (Forward)	• Judgment Stop
• Left Turn	• Straight Backing	• Off-Set Lane Change

Following successful completion of this closed course curriculum, the driver/operator shall complete a minimum of 24 hours of BTW training in a “Practical driving” phase.

Upon completion of the BTW “Practical Driving” phase, the student shall be required to successfully pass an In-Vehicle/Behind the Wheel Assessment conducted by a qualified Transdev representative. The driver must demonstrate his / her ability to perform all of the required driving skills to standard before being allowed pass the course.

Upon successful completion of the BTW/IVA evaluation, the driver/operator will continue to the next phase of driver/operator training, Cadet training. Cadet training will consist of continued route training while driving in revenue service with a qualified route instructor. This portion will include a minimum of 40 hours, and cover city (urban), secondary roadway/highway, and freeway driving environments, with emphasis on backing, parking, intersections, following distance, merging into traffic, lane changes, and wheelchair securement. Upon completion, the driver/operator will be required to successfully pass a final Cadetting evaluation before being allowed to operate without an instructor present.

Failure to successfully complete the final knowledge test, the In-Vehicle Assessment (IVA) and Cadetting evaluation shall disqualify the use of the driver/operator for revenue service.

- 2. Refresher or Remedial training:** All Transdev operators will receive refresher or remedial training, as necessary, throughout their employment with the Company.

This training will be conducted as outlined below and documented in local personnel files and training records using the Driver Refresher Training Report Form.

Refresher or Remedial training is mandatory under the following conditions:

- A. Return To Work (from inactive status) – Required when a driver/operator returns from “inactive” status (from a period of 30 days or more). In these cases, the driver must receive a one-day/8 hours “general purpose” refresher training designed to remind the driver of the general standards and defensive driving guidelines in effect at Transdev and to ensure his/her proficiency.
- B. Post-Accident / For cause – Required after every “preventable” accident, or whenever mandated by management for retraining / corrective purposes.
- C. Seasonal – Required annually at all divisions operating in seasonal adverse weather environments (i.e.: Winter driving, onset of adverse weather, etc.).
- D. Biannually – At a minimum of every two years, each driver/operator shall receive a “general purpose” refresher training designed to remind the driver of Transdev driving standards and validate the driver’s proficiency with Transdev defensive driving requirements. If a customer requires annual or semi-annual certification, they shall take precedence over our minimum bi-annual requirement.

3. Refresher Training Course Content:

- A. Return To Work: This refresher is mandatory for any driver who has been away from work for extended periods (sick leave, family leave, furlough, worker’s compensation, etc.). Reviewing the most up-to-date videos and the behind-the-wheel assessment are important components of this type of refresher. Minimum content is as follows:
 - 1. Safety standards review (Classroom): This training will include a thorough general review of our safety standards and defensive driving guidelines. This is accomplished through review of the applicable portions of the Operator Development Program (Initial Driver Training Curriculum) and the applicable safety videos as outlined below:

Separation Period	< 30 Days	31-90 Days	91-180 Days	181 - 360 Days
Diagnostic Evaluation (SPP C.4)	YES	YES	YES	YES

Classroom Training (ODP subjects)	YES (As needed per Safety Manager)	YES Basic	YES Basic	YES Advanced
Closed Course Skills/BTW Hours	As needed based on diagnostic evaluation	At least 8, more as needed based on diagnostic evaluation	32	40
Full ODP Training Program	N/A	N/A	YES	YES
Satisfactory Evaluation (SF-1)	YES	YES	YES	YES
Classroom Hours	Missed SOPs or monthly training topics	8	8	40
Recommended Minimum Total Hours	2-4	8+	40	80

Training Topics (ODP based) for classroom:

All employees rehired after 180 days must complete the full ODP training program.

Basic Level

Introduction to Professional Driving	60 Minutes
Blood borne Pathogens	20 Minutes
Introduction to the Bus	30 Minutes
Mirror Adjustments and Reference Points	30 Minutes
Preventing Backing Accidents	30 Minutes
Intersections	30 Minutes
Creating a Drug Free and Alcohol-Free Workplace	120 Minutes
Safety Best Practices	90 Minutes
LLLC Defensive Driving	90 Minutes

Advanced Level

Full ODP-classroom subjects to include property and client-specific standard operating procedures.

2. **“Behind The Wheel” (BTW) Road Check:** The Road-Check portion of the Return-to- Work Refresher is probably the most critical part of the refresher, as it offers the driver the hands-on opportunity to re-establish his or her familiarity with our standards, and with the maneuverability and dimensions of the bus. If the driver has developed any unsafe driving behaviors/habits, the instructor will also be able to identify what driving deficiencies are present, and correct them before certifying the refresher as “satisfactory.” The BTW portion will include a minimum of 40 miles or two hours, and cover city (urban), secondary, and freeway driving environments, with emphasis on city and freeway driving.

The time involved for completion of this refresher is variable. The driver must demonstrate his ability to perform all the required tasks to standard. Particular attention will be given to the following areas:

1. Pre/Post trip inspections
2. Brake release procedures (Air brake vehicles)
3. Gear selection & transmission use
4. Proper Scanning Habits
5. Turns & Intersections
6. Merging & Lane changes
7. Backing
8. Speed Control
9. Following Distance
10. Use of Brakes
11. Railroad Crossings
12. Lift Operations
13. Wheelchair Securement

Individual locations/properties are free to also include any topics/material pertinent to local driving conditions (for example, driving in heavy traffic, mountain terrain, etc.).

- B. **Post-Accident / For Cause Remedial Training:** This training is mandatory for any driver who has received a “preventable” rating for an accident/incident. Because (by definition) the driver could have avoided the accident/incident, but failed to do so, it is imperative that the driver receives this remedial training as soon as possible, in order to prevent another similar occurrence. Therefore, the post-accident remedial training must be scheduled and given within 10 days following the formal accident rating.

Operators shall not be allowed to return to service until they have successfully completed a minimum of one (1) hour of Behind the Wheel post-accident training and demonstrated full defensive driving skills competence based on the root cause of the "Preventable" event. Before the refresher commences, the investigating supervisor will review the accident report with the individual who will conduct the training (i.e.: a driver instructor or BTW instructor), discuss the accident's cause(s) and contributing factors, and what specific driving standards were not applied correctly. They should then tailor the remedial training to correct the driving deficiencies and standards that contributed to the accident.

This training will include a review of the appropriate written materials, videos, and behind- the-wheel training.

The amount of time needed for a post-accident refresher is variable, and it will depend on the driver's ability to perform the appropriate tasks to standard. **The driver must demonstrate his / her ability to perform all of the required tasks to standard before being allowed back to driving duties.**

For instance, if the supervisor has determined that the driver did not perform a right turn correctly, the appropriate videos might include material on effective seeing habits, proper positioning of the vehicle, reference points, lane choice. The items highlighted on the refresher report would include "Positioning of the bus for turn," "Use of Mirrors," "Speed," "Proper Use of Signals," "Ability to Judge Bus Size," "Use of Horns," "Aggressive in Traffic," "Aware of Hazards." The driver instructor would then proceed with the behind-the-wheel training with a clear understanding of what driving deficiencies may need correcting, and ensure that the driver is able to perform the appropriate tasks to standard.

- C. **Seasonal Refreshers**: These refreshers are conducted in preparation of operations during certain periods of the year. At a minimum, this refresher will be given in the Fall (Sep-Nov), before the beginning of winter season, to all division's drivers, and includes refresher topics appropriate for the region, imminent weather, environmental, and traffic conditions. The training will include topics/material appropriate for the season in question, using existing safety videos and lesson modules from the standard Driver Training School.
- D. **Bi-Annual Refresher**: This is a mandatory bi-annual (every two years) one-day (8 hours) general defensive driving refresher. All in-service drivers will attend this refresher every two years from the time of their last refresher training (e.g.: New Hire, Post-Accident, Return to Work, Bi-Annual), to ensure they are using appropriate defensive driving habits/techniques (have not become complacent). The training will consist of a review of the ODP modules listed for the "Basic Level" in the "Return To Work" section in "A" above and a minimum of 2 hours/40 miles BTW in-vehicle assessment of their defensive driving skills.

Subject: Safety Meetings

Scope: This policy applies to all employees of Transdev North America.

Policy: It is the policy of Transdev North America (TDNA) to seek and encourage its employees' assistance in identifying workplace hazards. One effective vehicle is through safety meetings, which provide employees an opportunity to provide input regarding safety issues and receive updated safety education/information.

All TDNA Properties will make possible the opportunity for employees to participate in safety meetings.

Procedure:

- All Properties will have regularly scheduled monthly safety meetings. These meetings will be open to all employees.
- Exceptions to the monthly requirement shall be granted on a case-by-case basis jointly by the Regional Vice President and the Regional Safety Director.
- Employees' attendance and participation in safety meeting is mandatory (unless the location's CBA agreement stipulates otherwise). Employees who fail to attend safety meetings without a written excuse will be subject to progressive disciplinary action.
- General Managers will post in advance the time, date and location of all regularly scheduled safety meetings.
- The agenda must cover only safety-related items. Agenda items will be directed by management.
- Employees must speak for themselves and cannot be represented by anyone else.
- Meetings shall be documented in writing on Form SF-3 (Safety Training Record) and contain the date and time, topic(s) covered and participants' name and signature attesting to their participation. The completed Form SF-3 shall be kept in local files and be made available for review as requested during safety audits.
- Upon completion of the safety meeting, Property management shall input the meeting's date, topic, and number of personnel assigned & attended in WebRisk (Safety Meeting Wizard)

Questions on safety meetings shall be directed to the Regional Safety Director.



EMPLOYEE HANDBOOK

2017

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Welcome to Transdev North America, Inc.

Welcome! We're happy you've joined the Transdev North America, Inc. team. This Employee Handbook has been prepared to give you some background information about our Company and an overview of pertinent Company policies. Please read it carefully because it holds important information about the commitment Transdev North America, Inc. has to safety and ethics and a description of the rules we work under.

Transdev has a long and proud history of providing efficient and innovative transportation solutions. We are committed to safety and great customer experience.

We look forward to working with you.

Yann Leriche
CEO, Transdev North America
Head of Global B2C Business Line &
Autonomous Transportation Systems

About Transdev North America, Inc.

We help our clients design, manage and operate integrated mobility solutions in ways that measurably improve their economic, safety and environmental performance.

Transdev North America, Inc. is a leader in the transportation industry and is the largest private sector provider of multiple modes of transportation in North America. We operate and manage top quality, efficient, environmentally sustainable transportation networks that enhance people's mobility and their quality of life.

Transdev provides safe, reliable, and efficient service that passengers, transit authorities, airports and universities trust. We manage many modes of public transportation including bus, rail, streetcar, bus rapid transit (BRT), paratransit, taxi and shuttle services. Every year from coast to coast, we deliver more than 400 million passengers trips to people who travel with us to work, study, shop or play.

In the U.S. and Canada, Transdev operates service in 200 contracts with a workforce of nearly 17,000. Our Transit Division operates some of the largest and most sophisticated bus networks and complex paratransit systems in the U.S. and Canada, including Phoenix, Denver, San Diego, Los Angeles, Atlanta, Baltimore, Washington, DC, Montreal and Toronto. Our Rail Division operates commuter rail networks in Miami and Southern California; and performs track maintenance work in many geographic areas across the U.S. Our On-Demand Division provides airport shuttle, taxi, private sedan and charter bus services to airports and around town in 40 leading U.S. cities. Our IntelliRide Division provides smart mobility management solutions, including call center brokerage operations for healthcare-related transportation.

We are the North American subsidiary of Transdev—a global leader providing public transportation solutions to cities and communities in 19 countries on 5 continents. Transdev designs and delivers high-quality sustainable transportation solutions. Our ambition is to be the trusted partner of our clients and passengers by pioneering in mobility. Transdev is committed to being the long-lasting partner of local authorities, industrial clients and other government agencies who want to implement innovative, cost-effective and sustainable mobility solutions. We help our clients design, manage and operate integrated mobility

solutions in ways that measurably improve their economic, safety and environmental performance.

Transdev's key strengths include:

- Broad multi-modal experience, ensuring integrated and seamless service delivery.
- Highly qualified teams who deliver both global and local expertise.
- Personalized services and a customer-centric approach, based on market insight.
- Mastering digital technology to enhance customer information, operational performance and transparency.

Transdev has over 150 years of operating experience and relationships with clients that span decades. We are a pioneer in the creation and development of public-private operating partnerships in the transportation sector and a committed leader in the race against climate change.

About this Handbook

The purpose of this Employee Handbook is to give employees information about Transdev North America Inc., the transportation divisions of Transdev Services, Inc., (or the "Company"), its employment practices and the expectations the Company has concerning its employees. Please take your time and read this Handbook thoroughly, retaining it, for future reference.

This Handbook does not create any contractual rights or obligations between the Company and its employees, does not limit the Company's lawful use of its management discretion, and does not obligate the Company to continue any particular policy or practice. It is solely intended to serve as a reference tool for employees and to provide general guidance concerning many essential employment matters. The Company's specific policies in force from time to time control over the general descriptions contained in this Handbook. The Company reserves the right to modify, supplement, amend, delete or otherwise change any policy, practice, procedure or working condition at any time. While Transdev North America, Inc. will normally attempt to provide employees with notice of changes, the Company reserves the right to do so without notice. Questions regarding any policies should be discussed with your supervisor or your Human Resources Representative.

In the event this Handbook conflicts with state or federal law, the law applies. A collective bargaining agreement applies in the event of inconsistencies between this Handbook and the agreement.

Our Core Beliefs

The Transdev family of employees operates and manages quality transportation that makes cities and communities better places to live. Through our combined efforts, we provide safe, reliable and costeffective transportation services. Our passengers and clients (cities, counties, transit authorities, airports, and universities) trust and rely on us every day. Around the world, we share a common purpose which is to design and deliver high-quality, sustainable transportation solutions for passengers.

We also share a common set of Core Beliefs, which include our **Credo** (deepest conviction), **Ethics**, **Values**, and **Corporate Social Responsibility**.

Our Core Beliefs form the essence of who we are. We want to reflect and “live” these beliefs at every level of our Company. These beliefs and principles unify us and our colleagues around the world. They guide us and make us who we are as a Company.

Our CREDO:

- Uncompromising Safety... It is our highest priority and deepest conviction.

Our ETHICS:

We act with integrity based on shared ethical principles.

Our CORPORATE SOCIAL RESPONSIBILITIES:

- Sustainability
- Inclusion
- Community

Our VALUES:

- Commitment
- Performance
- Partnership
- Passion

Equal Opportunity Employment Policy and Plans

The Company has established and adopted an Equal Employment Opportunity and Affirmative Action Policy. The Company will not discriminate and will not tolerate discrimination based on race, gender, sexual orientation, marital status, age, religion, color, creed, national origin, ancestry, genetic characteristics, veteran or military status, disability, domestic violence victim status, or any other factor prohibited by applicable state, federal or local law. This policy applies to all terms, conditions and privileges of employment including recruiting, hiring, initial periods of employment, job assignments, training and development, promotion, transfer, compensation, benefits, educational assistance, layoff and recall, social and recreation programs, termination and separation.

An Affirmative Action Program has also been developed and is available for review in Human Resources. The goals of this program are:

- To recruit, hire and promote qualified employees without regard to gender, race, sex, religion, color, creed, age, national origin, ancestry, sexual orientation, gender identity (transgender status), HIV status, marital or veteran status or disability or any other legally protected status.
- To base employment decisions on the principles of Equal Employment and Affirmative Action.
- To fill employment and promotional opportunities utilizing only job-related criteria.
- To administer personnel actions, such as compensation, benefits, transfers, layoffs, Company sponsored training programs and social and recreational programs on a non-discriminatory basis.

Implicit in our policy is the commitment of the Company to maintain a work environment that is safe, productive and free from harassment of any kind, including sexual harassment. The Company identifies itself as an Equal Opportunity Employer in advertising for employees, recruiting brochures, employee manuals and its day-to-day practices. Moreover, we individually and collectively share the responsibility for understanding the great importance of pleasant working associations, and assuring that every employee is welcomed, accepted and rewarded according to his or her contribution toward the attainment of our goals and objectives.

Principal and direct responsibility for successful implementation of this policy in a uniform manner has been assigned to the Human Resources Department. Within their respective areas of responsibility, all managerial and supervisory personnel are accountable to ensure compliance with this policy. Questions, comments, concerns (or to voice complaints) regarding this Equal Employment Opportunity and Affirmative Action Policy should be directed to your Human Resources Representative.

Safety



Commitment to Safety (Our Credo)

The Company is committed to living our Credo by leading the way to World Class Safety. Through the dedicated efforts of every team member throughout our entire Company, we will become known as the safest most reliable passenger transportation service.

The Company will keep its employees, customers and surrounding public safe at all times. Given the risks involved with daily operations, the Company has a uniform, comprehensive set of safety policies and procedures to assist each employee in reducing the risk of collision, injury or other harm. These policies and procedures consist of a set of standards, or operating procedures, to be implemented at every Company location.

The safety of each employee and passenger is our first commitment. Accident and injury prevention is so important that the Company will give precedence to safety over operating productivity. No job is so important and no order so urgent that we cannot take time to perform work safely. The Company will recognize no substitute for safety.

The Company will recognize and instill in its workforce the concept that safety is a shared responsibility of all employees.

Supervisors and Managers will encourage employees to exercise caution at all times, use all available safeguards and safety equipment, demonstrate behaviors that proactively prevent accidents and injuries, and comply with all rules, regulations, policies and procedures.

No Supervisor or Manager will knowingly tolerate or permit any unsafe act, operation, practice or behavior.

Supervisors and Managers will ensure that safety operations, programs, meetings, inspections and investigations within his/her designated area are carried out according to these policies and procedures.

Supervisors and Managers will consistently and constantly promote Transdev North America, Inc. World Class Safety Policies and Procedures, and set an example for employees by always demonstrating proper safe behaviors.

Employees will immediately report any unsafe conditions or incidents to their Supervisor/Manager and are encouraged to make suggestions for improved safety performance and conditions. The Transdev North America, Inc. Hotline (1-866-850-3033) is available 24/7 to report any safety violation or concern an employee may not want for any reason to report to his or her supervisor.

Periodic safety training will be provided to employees to prepare them to perform their jobs according to the Transdev North America, Inc. World Class Safety Policies and Procedures.

Employees and a member of management will be required to attend and actively participate in all quarterly safety meetings.

Employees will be held responsible for adhering to property safety rules.

For more information, please refer to the Transdev North America, Inc. Safety Policies and Procedures Manual and/or contact your Safety Manager.

Incident Reporting

In an effort to maintain a safe and healthy work environment in the workplace, accidents, injuries and behavioral issues that occur at the Company or during the course of employment must be reported and investigated thoroughly. It is the intent of the Company to minimize accidents, injuries, and incidents by correcting identified causes when appropriate and feasible. This is applicable to Company employees, on-site vendors, contractors, and customers affected by such incidents.

Employees should take all threats seriously and refrain from confronting individuals who are a threat. Immediately report to a supervisor or manager any incidents that you believe put employees, vendors, customers, passengers, suppliers, contractors or any person working with or associated with the Company at risk.

IMPORTANT DEFINITIONS:

Accidents are events that cause injury or illness to a person or damage to property. Even minor injuries such as cuts or sprains and minor damage to property are considered accidents. Incidents include near miss events that have a potential of causing personal injury or property damage. An infraction of Company or client rules or policies is also considered to be an “incident”.

Your local safety policy defines accidents and incidents and the reporting requirements associated with each.

Employees are responsible for:

Following safe work practices

Reporting accidents and incidents and any condition that they consider unsafe to their supervisor, the safety manager, or to Human Resources. You will be asked to complete an incident or accident report

The Transdev North America, Inc. Hotline at 1-866-850-3033 is available 24/7 to report any safety violation or concern an employee may not want for any reason to report to his or her supervisor.

Failure to report accidents or incidents is a very serious violation of Company policy which may result in termination of employment. The Company will not tolerate any action taken in whole or in part in retaliation against anyone who has in good faith reported an accident or incident to the Company.

For more information, please refer to the Safety Policies and Procedures Manual or contact your supervisor.

Facility Security

The safety of our employees at work, especially in 24/7 operations is serious business. The Company will provide a safe working environment for employees, taking all reasonable steps to maintain safe, healthy and clean working conditions that will eliminate or minimize accidents and health hazards. In addition, our job sites, Company premises, vehicles and other facilities contain valuable equipment. It is important, therefore, that all employees pay close attention to the security of our facilities and vehicles.

It is the policy of the Company to provide a secure work environment for our employees in which to work and to service our clients.

It is the responsibility of each employee to safeguard Company property by carefully following all security procedures.

It is the responsibility of each Company employee to safeguard their own personal property by keeping valuables out of sight and/or locked securely.

It is the responsibility of each Company employee to safeguard the security and safety of client information as set forth in any contract specification for securing information or products.

The Company is not responsible for loss or damage of employees' personal property on Company premises.

It is the responsibility of each Company employee to report any violations to this policy by any other Company employee, agency employee, visitor, vendor, subcontractor, consultant and/or client.

Impending Natural Disaster or Emergency

Employees with Internet access can access hurricane or natural disaster related information on Transdev's website at www.transdev.com. In the event of an emergency, click on the red bar at the bottom of the home page that reads "hurricane updates." This link will provide any updates related to the hurricane or natural disaster such as operations, paychecks, relief efforts, phone numbers, meeting places, etc.

Employees may also call our Employee Emergency and Disaster Hotline at 1-888-382-1149. In the event of a hurricane or natural disaster, a customized message will be left on the greeting, as well as provide an opportunity for an employee to leave a message.

These resources will supplement, not replace, any Emergency Contact procedures already in place at your property location.

If you have any questions, please contact your safety director or Regional Human Resources Director.

Avoiding Workplace Violence

The Company is committed to providing a safe work environment for its employees and thus has zero tolerance for threats or acts of intimidation or violence. Any conduct that causes harm to or threatens the safety of employees, customers or others is strictly prohibited.

All employees, vendors, customers, passengers, suppliers, contractors or any person working with or associated with the Company must be treated with respect at all times. Employees are expected to refrain from fighting, "horseplay" or other conduct that may affect the safety of others.

Prohibited Conduct

Specific examples of conduct that may be considered threats or acts of violence include, but are not limited to:

Physical attacks such as hitting, fighting, pushing or shoving

Direct or indirect threats of intimidation or violence against an individual or the Company

Harassing behavior or communication intended to intimidate, menace or frighten another person

Deliberate destruction of or damage to the Company's or any individual's property

Except as where permitted by law, possessing a weapon while on Company property or while on Company business.

ENFORCEMENT:

The Company will promptly and thoroughly investigate all reports of threats of (or actual) violence and of suspicious individuals or activities. The identity of the individual making a report will be protected as much as is practical.

Threats, threatening conduct or any other acts of aggression or violence in the workplace will not be tolerated. Any employee determined to have committed such acts will be subject to disciplinary action, up to and including termination. Non-employees engaged in violent acts on Company premises will be reported to the proper authorities and fully prosecuted.

If you feel that you are a subject of violence in the workplace, immediately contact your supervisor or your Regional or Corporate Human Resources Department or report the incident to the Transdev North America, Inc. Hotline at 1-800-850-3033.

Avoiding Unlawful Harassment

The Company respects the rights and opportunities of all people to seek, obtain and hold employment without being subjected to or confronted with unlawful harassment or discrimination of any kind in the workplace. Unlawful harassment or inappropriate conduct is verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of that person's (or that person's relatives, friends or associates) race, religion, gender, national origin, ancestry,

veteran status, marital status, age, disability, sexual orientation and/or any other legally protected status as described under federal, state or local law.

Unlawful harassment or other inappropriate conduct that has the purpose or effect of creating an intimidating, hostile or offensive work environment and/or has the purpose or effect of unreasonably interfering with the individual's work performance, and/or otherwise adversely affects the individual's employment opportunities also constitutes unlawful harassment or discrimination.

Unlawful harassment of an employee by any Company employee or person working with or associated with the Company (i.e., vendor, customer, passenger, supplier, contractor, etc.) will not be tolerated.

The California Department of Fair Employment and Housing states: "The Mission of the Department of Fair Employment and Housing is to protect the people of California from unlawful discrimination in employment, housing and public accommodations, and from perpetration of acts of hate violence."

It is unlawful to harass a person because of that person's sex. Harassment can include "sexual harassment" or unwelcome sexual advances, requests for sexual favors, and other verbal or physical harassment of a sexual nature. Sexual harassment or inappropriate conduct may be overt or subtle. Some behavior, which might be appropriate in a social setting, is not appropriate in the workplace. Regardless of the form it takes, verbal, non-verbal or physical sexual harassment or inappropriate conduct is insulting and demeaning to the recipient and is unacceptable at work. Sexual harassment in the workplace will not be tolerated by the Company. If you believe you have been subjected to sexual harassment follow the complaint procedure below.

REPORTING AND COMPLAINT PROCEDURE:

Any employee who believes he/she has been offended or is aware of alleged unlawful harassment or inappropriate conduct should immediately report the alleged behavior to any supervisor or manager, the Human Resources Department, the Legal Department or to the Ethics & Compliance Hotline. The Ethics & Compliance Hotline can be reached at 1-866-850-3033 or online at the Company website: www.transdevna.com.

If the alleged behavior or incident involves a supervisor or manager, the complaint should be directed to another management employee, any representative of Human Resources, the Legal Department or the Ethics & Compliance Hotline 1-866-850-3033.

The investigation will begin as soon as possible following notification of a complaint.

Investigation of a complaint will normally include conferring with the parties involved and any named apparent witnesses. An attempt should be made to get written statements from all individuals that are interviewed or involved, particularly the primary parties involved. A thorough investigation must still be completed even if the person making the allegation refuses to complete the "Incident Investigation" form or any other written statement.

If the preliminary investigation suggests that the allegation may have merit, a prompt, thorough and effective investigation will be conducted and the alleged harasser will be notified of the complaint.

The alleged harasser will be interviewed and provided opportunity to refute the allegation(s).

If the rebuttal is not successful, prompt action, including disciplinary action(s) will be taken to stop the unlawful harassment or inappropriate conduct and prevent recurrence.

All complaints will be handled in a timely and confidential manner. The confidentiality of the employee who files a complaint and the reputation of any employee wrongfully accused of unlawful harassment or inappropriate conduct will both be protected to the extent possible throughout the investigation.

Information concerning a complaint will not be released by the Company to third parties, or to anyone in the Company not involved with the investigation unless required by law.

All individuals involved will be advised against discussing the investigation.

All employees shall be protected from retaliation, coercion, intimidation, interference or discrimination because they filed a complaint or assisted in an investigation.

For more information regarding, please contact your supervisor or your Regional or Corporate Human Resources Department.

Zero Tolerance/Drug and Alcohol Policy

This section summarizes the Company's DOT/FTA-compliant drug and alcohol policy. Our policy is a zero tolerance policy applicable to all Company employees who hold a safety-sensitive position (defined below), and to all applicants or employees who may apply for or who may transfer to a safety-sensitive position and to contractors who perform safety-sensitive job functions.

Zero tolerance means that if you test positive to a drug or alcohol test, refuse to test for any reason or adulterate your specimen for pre-employment, random, reasonable suspicion, periodic or postaccident testing, you will be terminated. Safety sensitive function means any of the following duties, when performed by employees of the Company or its contractors or sub-contractors:

Operating a revenue service vehicle, including when not in service

Operating a non-revenue service vehicle, when required to be operated by a CDL holder

Controlling dispatch or movement of a revenue service vehicle

Maintaining (including repairs, overhaul and rebuilding) a revenue service vehicle or equipment used in revenue service

Carrying firearms for security purposes.

If you have a drug or alcohol problem, it is your responsibility to notify management or Human Resources prior to being asked to test. Employees are encouraged to seek voluntary assistance in dealing with any drug and/or alcohol problems. A voluntary leave of absence may be available for purposes of rehabilitation, provided that the employee requests such rehabilitation leave before the Company finds him/her to have committed a drug or alcohol related offense. Employees notifying management prior to being selected for testing will be offered unpaid leave to complete a substance abuse program (SAP). Referrals can be obtained through the Company sponsored Employee Assistance Program (EAP) program.

Random and reasonable suspicion testing must be completed within one (1) hour of the request for testing. An employee involved in any accident may be subject to post-accident drug and/or alcohol testing. In compliance with DOT regulations, the employee must receive notification within seven (7)

hours of the accident for alcohol testing and thirty-one (31) hours for drug testing. The employee then has up to one (1) additional hour to comply with the request. Failure to comply with these time frames is a violation of our Zero Tolerance Drug and Alcohol Policy and will result in a “positive” finding.

In order to protect the safety, health, productivity and general welfare of the Company, its employees and the public, the following actions are considered by the Company to be unacceptable conduct. A violation of any of these rules, refusal to test and failure to test within specified time parameters will be considered a major offense, which will result in termination of employment or lessee agreements.

Bringing onto Company premises, property or job site, having possession of, having present in the body system, being under the influence of, using, consuming, distributing or attempting to distribute, manufacturing or dispensing any form of narcotic, depressant, stimulant, hallucinogen, or any kind of perception-altering drug or controlled substance (except for prescribed drugs under the direction of a physician, to the extent they do not impair job performance or threaten the safety, health, security, or property) at any time:

The adulteration of any specimen

Non-compliance with the Drug/Alcohol program

Refusal to test for any reason. The Company may also require testing in the following circumstances:

As part of a physical examination which the Company may require employees/lessees to undergo on a regular or random basis.

Due to the safety or health risk or sensitive duties as determined by the Company, at any time.

Following a safety infraction or work-related accident that does or might cause bodily injury or damage to property.

Reasonable suspicion, as determined by a supervisor, manager or co-worker. All anonymous information is to be followed up with a drug/alcohol test.

You must tell your supervisor or safety manager before the start of your next work shift whenever you are taking any kind of prescription medication or over the counter medications. Driving while using a medication that may affect your ability to work safely is considered a form of substance abuse. If you are taking prescription medication, you must have your doctor or pharmacist complete a Prescription Medication Notification form which needs to be submitted to your safety manager.

The possession or use of alcohol and/or illegal drugs on Company premises by any employee (safety-sensitive or not) is strictly prohibited.

For more information and guidance, please reference the Transdev North America, Inc. Zero Tolerance Drug and Alcohol Policy, or contact your safety director or Regional HR director.

Smoke-Free Workplace

To protect and enhance our indoor air quality and to contribute to the health and well-being of all employees, the Company is committed to be smoke free in all of its facilities. Additionally, the use of all tobacco products, including chewing tobacco and smokeless tobacco products is banned from the workplace. Smoking is prohibited in all of the enclosed areas within the Company's worksites, without exception. This includes common work areas, conference and meeting rooms, private offices, hallways, the lunchrooms, stairs, restrooms, Company vehicles, and all other enclosed facilities.

Employees may smoke in designated smoking areas which may be located outdoors. While the Company makes an effort to have these areas available to smokers, it in no way has any legal responsibility to do so. Employees who choose to use these smoking areas do so at their own risk. No additional breaks are allowed to any employee who smokes. Finally, smokers and users of tobacco products must dispose of the remains in the proper containers to keep a neat and clean environment for all employees, visiting partners and customers. Failure to comply with this policy will result in disciplinary action up to and including termination from employment.

Ethics and Compliance



Transdev North America, Inc. Code of Business Conduct

The Code of Business Conduct addresses:

The Ethical Decision-Making Process

Reporting a Suspected Violation
No Retaliation
Safety
Values
Corporate Social Responsibility
Honoring Our Commitments
Fair Competition
Our Financial Integrity
Conflicts of Interest
Maintaining Confidentiality
Compliance with Employment Laws
Employee Health and Safety
Drug and Alcohol-Free Workplace
Social Media
Company Email and Internet Use
Company Property
Others with Whom We Do Business
Retaining Intermediaries (Consultants, Lobbyists)
Unlawful Payments
Political Contributions and Activities
Insider Information
A Special Message to Senior Management

You may always obtain a **complete copy** of the Code of Business Conduct on request or view it on the Transdev North America, Inc. website (the information contained in this Handbook is not the complete version of each topic covered in the Code of Business Conduct Policy). You are responsible for becoming familiar with its contents and complying with its requirements. Any violation of the Code of Business Conduct can result in discipline up to and including termination from employment.

The Code of Business Conduct is a statement of certain fundamental principles and policies that govern employees of Transdev North America, Inc., and its subsidiaries, as well as the conduct of third parties with whom we do business with. It is not intended to create and does not create any rights in any

employee, customer, vendor, subcontractor, competitor, shareholder or any other person or entity. The Company reserves the right to amend, alter, or terminate this Code of Business Conduct at any time.

The Ethical Decision-Making Process

Ethics is a key decision-making process. More than a simple statement of values or adherence to a set of rules, ethics is a way of thinking and acting that promotes and protects the values we hold highest. While this Code of Business Conduct is both a statement of Company values and rules that must be adhered to as a condition of employment, it is not intended to stand alone in guiding the individual. It cannot answer every possible question an employee may confront. Good ethical decision-making is a process – combining adherence to rules, utilizing one’s own instinctive sense of right and wrong, and, often, asking the following questions:

Is the decision consistent with Company policies, this Code of Business Conduct and the Law?

What does my own personal sense of right and wrong tell me?

Would my decision be one that I could comfortably share (if permitted) with my family, my friends, and others who I respect the most?

How would the decision look if it were made public?

If the answer is not already clear, who among my supervisors and/or co-workers could I consult with who might know the answer or whose judgment might best help me in the decision-making process?

When still uncertain, employees are encouraged to discuss and even debate ethical issues among fellow employees. Inviting alternative views and entering into dialogue with others is a learning activity that can increase knowledge and awareness of the risks involved in the decision we make. Asking questions and speaking up on important ethics and compliance issues are essential duties we have to ourselves, each other, and our Company, helping to strengthen an ethical culture.

Where questions may be too sensitive for open discussion, employees are encouraged to speak with a supervisor, manager, Human Resources Representative, or anyone within the executive group of the Company. Or, if an employee prefers, they may contact Transdev’s General Counsel, who serves as the Company’s Chief Compliance Officer, who will treat your question in confidence, if requested, and will try to help resolve it. Remember, too, there is always our Ethics & Compliance Hotline.

Reporting a Suspected Violation

If you know or in good faith suspect that a material violation of the law or this Code has occurred or is at risk for occurring, you are encouraged to immediately report the suspected violation to the Company. You can do this in a variety of ways: by contacting your supervisor or other member of management, or, if you are uncomfortable doing so, you may contact the Legal Department or Human Resources Department directly. Our General Counsel is our Chief Compliance Officer. Any suspected financial irregularities should be reported to the Company’s Chief Financial Officer or General Counsel. Above the CFO and General Counsel are our Chief Executive Officer and Board of Directors, who you may also contact.

You may also report a suspected violation to the Company through the Transdev North America, Inc. Ethics & Compliance Hotline at [1-866-850-3033](tel:1-866-850-3033), also available online from our website at

www.transdevna.com. This Ethics & Compliance Hotline is available 24/7 and is operated by a third-party company – Global Compliance – that specializes in receiving such reports. By using the Ethics & Compliance Hotline, you may choose to remain anonymous. For a matter to be fully and fairly resolved, however, you may be asked to disclose your identity, provided more details, or cooperate in an investigation, although disclosure of your identify is not required. In all instances, reported matters will be treated confidentially to the extent possible in conducting and concluding a proper investigation. Regardless of the outcome of any investigation, you can be assured that no retaliation against you from any sources will be tolerated where you have reported a violation or suspected violation in good faith.

Other contact Information:

Executive Vice President and General Counsel Transdev North America, Inc.

720 E. Butterfield Rd. Suite 300

Lombard, IL 60148 1-331-315-2086 jennifer.coyne@transdev.com SVP Human Resources

Transdev North America, Inc.

720 E. Butterfield Rd. Suite 300

Lombard, IL 60148 1-630-382-1088

anita.skotnicki@transdev.com

No Retaliation

An essential part of an effective ethical compliance program includes providing employees the means to report in good faith known or suspected violations of this Code of Business Conduct, the law, or Company policies and procedures without fear of retaliation from any sources. Therefore, we will not tolerate any action taken in whole or in part in retaliation against anyone who has raised a question or concern in good faith about a violation of this Code of Business Conduct, the law, or any Company policy or procedure. At the same time, the integrity of the reporting system and the respect we have for one another means that those who act in bad faith and knowingly make a false report will be subject to discipline up to and including termination from employment. To the extent possible, we will maintain the confidentiality of anyone who reports a suspected violation or participates in the investigation of it.

Safety

Uncompromising Safety is the Credo of our Company, our deepest conviction, and our highest priority in conducting our business. Compliance with laws and rules intended to protect life and property is essential, but equally important is our ethical and moral obligation to conduct our business in a manner that protects the well-being of ourselves, our fellow employees, our passengers and all who live and work within the communities we serve.

In the business of transportation people, we constantly face risks to life and property. Maintaining a strong safety culture, therefore, is a responsibility shared by all of us. Every decision we make, individually and collectively, must take into account the safety of others and ourselves. Every manager has the duty to assess, train, encourage the reporting of safety violations and risks, and discipline and

reward the employees they manage with a commitment to safety. Likewise, every employee has a duty to assess, be trained, comply with safety rules, report observed violations and risks, and keep safety foremost in their mind. We are committed to doing all we can to keep a constant focus on the safety of our employees and passengers, pedestrians, other motorists, and the community at large.

We cannot manage what we do not measure. We cannot be vigilant in safety without identifying where our risks lie and are the greatest. Therefore, we will accurately monitor and measure our performance in areas of risk reduction and safety improvements and will use the information we gather to our best advantage in designing and improving our safety practices. Where we can identify risks that are within the control of others, we will undertake to educate and persuade others to mitigate or eliminate those risks.

Honoring Our Commitments

Promoting and protecting our reputation for meeting the needs of our clients and the communities we serve requires that we honor our contractual and legal obligations to our customers, vendors, subcontractors and all those with whom we contract or do business.

Accordingly, before entering into any contractual relationship, we will undertake a thorough and competent review and have a good understanding of the terms and provisions of the contracts and the commitments we make.

We will make no commitment that we are not capable or willing to fully honor, or willfully fail to perform any contract without legal justification.

We will honor these same commitments to our vendors and subcontractors, whose products and services we rely upon for our success.

Fair Competition

The well-being of democratic institutions and the free enterprise system depends upon adherence to the concept of fair competition. Faithful adherence to the principles of honesty and integrity in our dealings with all stakeholders within the communities we serve is paramount.

Consistent with these principles, we will strictly comply with all anti-trust and unfair competition laws and will never enter into any kind of agreement or understanding with a competitor, express or implied, written or unwritten, involving:

Prices, costs, profits, terms and conditions of our services;

Territories and market share;

Limitations on services;

Customer or supplier allocation or selection;

Any action that affects, limits, or restricts competition.

Exceptions are allowed for reasonable restrictive covenants that are part of a bona fide acquisition, sale, or joint venture relationship but only upon approval of the Legal Department and CEO of the Company.

Appearances are important; for this reason, we advise that all contacts with competitors, including with former business associates who are working with competitors, be limited. Private meetings with a competitor should not be held without first advising senior management and contacting the Legal Department. In addition, the Company does not participate in any trade associations, national or local, without first securing formal approval from senior management and the Legal Department.

We need to know our competitors and marketplace, but we will not receive or use the confidential or proprietary information of a competitor or vendor unless we know the competitor or vendor intends for us to receive or use it.

Fair competition means that we will not disparage our competitors. While statements about our competitors based upon published or known facts and made for the purpose of fairly distinguishing our Company from our competitors are sometimes appropriate, any such statements should first be discussed with and approved by senior management.

Our Financial Integrity

We will always be honest in our records and reports of financial information. All financial books, records, reports and accounts will conform to accepted accounting principles and will fully and accurately state what they purport to show. We will not record entries that knowingly conceal or disguise the true nature of a transaction. Each and every employee will properly record and report all required material information with respect to his or her employment and areas of responsibility.

Any submission to a third party of a proposal, offer, or other document that is false, incomplete, or misleading is prohibited, because it is wrong and because it can result in civil and/or criminal liability for our Company, the involved employee, and the supervisors who permitted such practices.

Transdev has issued a Financial Code of Ethics. While applicable to all senior management, some of the Code is also relevant to every employee who in any way is involved in recordkeeping and reporting internally. Consequently, every employee is required to:

Act with integrity at all times, avoiding any conflicts of interest, real or apparent, in their professional and personal relationships, or where such conflicts cannot be avoided reporting them to their immediate supervisor;

Provide information on the Company business which is comprehensive, true, exact, objective, understandable and communicated within the required deadlines;

Act in good faith and in a responsible manner, with competence and diligence such as to present a true and fair view of the major facts and events concerning the Company;

Protect the confidentiality of information concerning the Company in the absence of specific authorizations and/or obligations and without using information held by the Company for personal interests;

Preserve their independent judgment and act in an objective and impartial manner;

Share their knowledge and know-how within the Company, in accordance with applicable legal provisions;

Encourage ethical behavior among employees under their supervision;

Make sure that the Company responsibly uses and maintains control over all assets and resources with which it is entrusted.

As a Company, we will not tolerate the failure to honor these commitments in ourselves or in others. Any suspected or known violation will be immediately reported to supervisory personnel and/or the Finance or Legal Department, or other reporting means available.

Conflicts of Interest

Honesty and integrity are the highest principles we can adhere to in our business. Our success is dependent upon the public's continued trust and confidence in us as well as the examples we set for each other. Any potential or actual conflict of interest must be avoided whenever possible, including, without limitation:

Prices, costs, profits, terms and conditions of our services.

Accepting or giving any gift or gratuity that might impair or give the appearance of impairing an employee's independent judgment in the performance of his or her job responsibilities, or that violates

Company policies and procedures; if in doubt, consulting with Senior Management or the Legal Department is advisable.

Having a position with or investment (greater than 1% in a publicly-traded company) in a competing business.

Having any outside activity or relationship that competes with the Company, utilizes or diverts Company resources, impairs an employee's independent judgment, or hinders giving full time and attention to his or her job.

Having a personal relationship with another employee that interferes with the objective performance of either employee in his or her job. This includes, without limitation, prohibitions on romantic relationships between employees in direct reporting relationship with each other.

The concept of "corporate opportunity" means that no employee may appropriate or divert to any other person or entity a business or financial opportunity that the employee learns of or develops in the course of employment and knows or should know the Company might want to pursue.

No employee (or member of his or her family) may directly or indirectly have any business relationship with the Company or any of its subsidiaries or affiliates, without the prior written approval of the Company CEO and Legal Department.

It is not possible to enumerate all situations that constitute a conflict of interest; the facts of each case will determine whether there is an actual or potential conflict. A potential conflict of interest arises in any situation in which an employee has a personal interest that influences or appears to influence the employee's judgment or action in conducting the Company's business. This may put an employee's objectivity in doubt when working with suppliers, competitors, government officials, or customers, or in performing his or her own duties. Any situation that creates the appearance of a conflict, even when an actual conflict does not exist, can have adverse consequences for the Company and individual employee, and should be carefully considered and avoided when possible. Employees should consult with Human Resources or the Legal Department to clarify any uncertainty over a potential conflict of interest, and any known or suspected conflict of interest should be reported immediately to a supervisor, Human Resources Director or the Legal Department.

Maintaining Confidentiality

Maintaining the confidentiality of the information and exchanges of the Company and its business partners is one of the Guiding Principles of Transdev. We will be careful to protect the Company's internal communications, confidential proprietary and trade secret information from unauthorized disclosure, including, without limitation:

Operating results, pricing, costs, other financial data;
Strategic business plans and marketing strategies;
Client lists;
Personnel and medical records and information;
Company-developed software;
Information regarding acquisitions and divestitures;
Processes and methods;
Internal communications, including email and other electronic messages, records and information.

In the same manner, to the extent permitted by law, we will maintain the confidentiality of information belonging to any employee, client, vendor, competitor or other third party received by us with the express or implied understanding of confidentiality, or that became known to us by reason of prior employment with another Company. At some of the Company's operations, we may have to deal with medical patient information. We will not use or disclose confidential patient information that would violate the patient's privacy under applicable laws and regulations.

We will immediately report any suspected crossing of these lines to supervisory personnel, Human Resources or the Legal Department.

Compliance with Employment Laws

The people with whom we work every day are the most important part of our business. Transdev North America, Inc. and all of its subsidiaries recognize the responsibility that we, as individuals and as a Company, have toward the well-being of our fellow employees. We will maintain a workplace environment that respects the dignity of every employee and that is free of unlawful discrimination and harassment.

We will not engage in, or allow a workplace atmosphere tolerant of:

Unlawful discrimination or harassment based upon race; color; sex; religion; age; national origin; marital, parental or family status; sexual orientation; veteran status; pregnancy; disability or any other legally protected status.

A pattern of deliberate or intentional verbal or physical conduct that a reasonable person would find threatening, intimidating, humiliating or the gratuitous sabotage or undermining of a person's work performance under applicable law and standards of behavior in the workplace.

Sexual advances or inappropriate behavior (including jokes, comments or other offensive behavior), which could be labeled sexual harassment or creating a hostile workplace environment.

We will educate ourselves, train each other, and honor both the letter and spirit of all laws and Company policies pertaining to employee rights and obligations, and freedom from discrimination and harassment in the workplace.

We will immediately report any suspected crossing of these lines to supervisory personnel, the Human Resources Department or the Legal Department.

Employee Health and Safety

Consistent with our commitment to safety and to the health and well-being of our fellow employees, we will:

Strive to provide all employees with working conditions that protect their health and safety, both physical and emotional.

Educate ourselves and train others on Company health and safety procedures and will strictly comply with them.

Identify and implement the best health and safety practices and procedures.

Never operate vehicles or equipment we know pose a health or safety risk for ourselves or other employees.

Not engage in or tolerate violence or threats of violence in the workplace at any time.

Hire only subcontractors and use only vendors who share our commitment to health and safety in the workplace.

Immediately report any suspected threat to the health and wellbeing of any one or more employees.

Illegal drugs, inappropriate use of legal drugs, and alcohol, have no place in the workplace. We will not tolerate their use, consistent with Company drug and alcohol free workplace rules.

Drug and Alcohol-Free Workplace

The importance of maintaining a Drug and Alcohol-Free Workplace for the health and safety of our employees, customers, passengers and the citizens of the communities we serve justifies the special attention we give it here in our Code of Business Conduct.

Company policies and procedures, and, where applicable, federal and state laws, prescribing a drug and alcohol-free workplace, must be fully respected and obeyed. We will not tolerate the use of alcohol or illegal drugs in the workplace. Likewise, we will not tolerate the inappropriate use of legal drugs in the workplace.

We will immediately report to supervisory personnel any suspected violations of the law or Company policies or procedures.

Company Property

Company property includes all tangible items and intangible items such as electronic systems in the workplace, including but not limited to vehicles, equipment, facilities, computers, computer software, copy machines, faxes, email content, electronic data files, telephones, cell phones, wireless devices, stationery, supplies, postage, etc. It also includes the “good will” and good nature of the Company, and the fruits of the labor and investment made on behalf of the Company.

We will take all appropriate measures to preserve and protect Company property from misappropriation and waste. Company property may only be used for legitimate Company purposes. We will not use Company property for personal benefit, except in limited circumstances that are approved and documented in advance by a responsible supervisor. Use of Company telephones and email for non-Company purposes will be kept to a minimum consistent with Company policies.

Because it is Company property, we have no expectation of privacy in its use, including the use of email, telephones and electronic communications and media. The Company reserves the right to inspect Company property whenever and wherever it is used or located.

Others with Whom We Do Business

Adherence to the guiding principles of honesty and integrity also applies to our relationships with our business partners, customers, vendors and subcontractors. We must always be honest and fair in our dealings with others with whom we do business, honoring our contractual obligations to them and respecting the contributions they make to our success and their right to make a fair profit. This obligation includes treating them professionally, respectfully and courteously. All information provided to us by a vendor or subcontractor must be considered confidential in respect to their competitors

unless otherwise stipulated, and protected to the same extent as we would protect our equivalent information.

Care should be taken in selecting the individuals and businesses with whom we do business. We will select vendors and subcontractors who provide the best value to the Company, but their reputations for honesty and integrity reflect upon us. We will not do business with customers, vendors or subcontractors who do not strictly comply with the law or whose business conduct does not conform to the standards of ethical conduct we expect of ourselves. We will not knowingly allow anyone working with us or for us to violate any laws or standards of ethical conduct.

Third parties with whom we do business must adhere to universally recognized fair business and labor practices, comply with health and safety workplace standards for their employees, and strictly comply with environmental laws and regulations. In terms of sustainable development, it is important that our business partners contribute to our initiatives, in particular by reducing energy consumption, water, air and soil pollution, and waste of resources as they conduct their work activities.

We do not accept personal benefits of any kind from a vendor or subcontractor or allow anyone else to do so, on our behalf. We may offer to or receive entertainment from a customer, vendor or subcontractor provided it is done for the purpose of developing or reinforcing a business relationship, but only with a reasonable rate of frequency and within modest boundaries. We do not give or receive extravagant invitations unless they are part of a promotional event open to others and then only after consultation with senior management or the Legal Department.

All permitted purchases of goods and service by the Company from a former employee must be performed under conditions equivalent to those of the market. Approval from a supervisor must be obtained for any transaction planned with an employee about to leave the Company or who has left the company within the past five years, or with a Company in which the employee in question has direct or indirect interests.

Unlawful Payments

We will not participate in offering, giving, receiving, or arranging for a bribe, kickback or promise of any future benefit, nor use procedures that might conceal or cover up bribery, kickbacks, or any other illegal or improper payments, regardless of the state or country we are operating in. The U.S. Foreign Corrupt Practices Act and the OECD Convention on Combating Bribery or Foreign Public Officials in International Business Transactions prohibit companies from such unethical practices wherever they are conducted. We will not use third parties to facilitate such payments nor allow third parties to act unethically on our behalf.

All payments made by the Company to any third party must be in exchange for fair value in goods or services and for a real and legitimate business purpose. Honesty, integrity and fairness must govern all business dealings.

All transactions must be documented fully in accordance with Company-established bookkeeping practices and established accounting practices. No transactions on behalf of the Company will be permitted that are not properly recorded and disclosed.

Insider Information

Use of material, non-public (“insider”) information about the Company, Caisse des Depots et Consignations, Veolia, Transdev Group, or any of their subsidiaries or affiliates (or any unrelated company) for the financial benefit of an employee or other person is unethical and illegal and can subject the employee, other person, or anyone aiding and abetting such conduct, to criminal and civil liability. Therefore, we will not engage or tolerate anyone else engaging in such unlawful conduct.

We will not trade in or permit anyone else who has received insider information to trade in the stock of the Company or a parent company (“Company stock”) until after the insider information has been made public. If there is any doubt about whether the information we possess is material or whether it has yet been disclosed to the public, we will not trade in Company stock.

We will take all appropriate measures to ensure that material, non-public information is released only to those employees or others who have a legitimate right and need to know. We will immediately report any known or suspected crossing of these lines to supervisory personnel, or the Finance or Legal Department.

Open Door Policy

The Company believes that its employees are its most important resource. Therefore, open communication within an atmosphere of mutual trust is of prime importance. Realizing that effective communication is always a two-way street, the Company values its employees’ constructive opinions and suggestions. Because, we sincerely believe in an open atmosphere, we encourage employees to meet with management to discuss suggestions, problems or concerns.

In most cases, talking with your supervisor is the most effective way to deal with a problem or suggestion. However, you may discuss problems or suggestions with a higher level manager instead of, or in addition to, your supervisor. Usually, this would be a more senior level person at your facility, within the region, or your Human Resources Representative. Use of the Transdev North America, Inc. Ethics & Compliance Hotline is always available to every employee.

Non-Solicitation/Distribution Policy

It is the policy of the Company to maintain a secure, efficient work environment and to avoid disruptions in the workplace caused by solicitation and distribution by employees or non-employees. The following represents Transdev North America, Inc. policy on Non-Solicitation and Distribution:

Generally, the Company does not allow selling, solicitation, distribution of literature, or political activities by our employees during work time in work areas.

Employees may solicit each other and distribute literature during non-work time in non-work areas.

Employees are not permitted to sell goods or services for personal gain on Company property. Our customers also may have rules and restrictions related to these subjects.

Please refer to our on-line policy and your local management for further guidance and sources of information. These guidelines are interpreted and enforced in a manner consistent with all applicable laws and regulations. It is the responsibility of each Company employee to advise any outside solicitor of our policy. For the purpose of this policy, "work time" means the work time of the employee doing the solicitation and the employee being solicited. An employee who is not on work time should not distribute literature to an employee who is on work time. It does not include the employees break periods or mealtimes.

Employees are not allowed to use Company property or facilities such as, stationery copiers, messenger services, computers, facsimile machines, or telephones to solicit or conduct business on behalf of non-work related organizations, associations, individuals or groups. All violations of this policy must be reported to your immediate supervisor.

Employment



Employment At-Will

Employment with the Company is "at-will." This means that either party has a right to terminate the employment relationship at any time with or without notice or cause. At-will employment applies provided there is no express contract for a definite term governing the employment relationship and the employee is not governed by a collective bargain agreement.

As an at-will employee, you are not guaranteed, in any manner, that you will be employed for any set period of time. No one in the Company, except the CEO can make any representation or promise to you that you are other than an at-will employee. Any employee, manager or supervisor who makes such a representation or promise to you is not authorized to do so. The Company may alter your employment status, employment hours, or schedule, or reassign you at its discretion with or without notice or cause.

If you have any questions regarding employment at-will, please contact your Regional or Corporate Human Resources Department.

Offer Letters

A job offer is an important commitment with legal and ethical implications for the Company and the employee. Therefore, job offer letters are issued only after review and approval in accordance with Company policies.

After internal review, the hiring manager will verbally discuss a conditional offer of employment with the candidate and confirm the pay rate, start date, position location, etc.

Following discussion of the conditional offer, the hiring manager will confer with Company managers in accordance with policy to confirm the offer has been made and accepted. A formal, written conditional offer letter addressed to the candidate regarding the terms and conditions of employment and pre-employment testing (i.e., drug/alcohol tests, background check and verification of employment) will be sent thereafter. Until a formal job offer letter is received, no final offer of employment has been made by the Company. No applicant for employment or internal transfer should rely on any employment discussions until a formal job offer letter is received from the Company. Offer letters do not alter the at-will employment relationship unless expressly stated therein.

Employment Classifications

This handbook applies to all employees. Employees are hired on either a full-time or part-time basis, and may be categorized as follows:

Probationary: up to the first 90 days of employment may be considered an introductory period during which time Transdev North America, Inc. evaluates you to see if your performance is satisfactory for the job. Benefits, where applicable, are accrued and may not be paid during this period.

Full-Time Regular Employees: an employee who has completed his or her probationary period, who regularly works 30 hours or more per week. Full-Time Regular employees are typically eligible for employment benefits as specified in this handbook and local policies.

In addition, full time employees are further classified as either “exempt” or “non-exempt”. This distinction is established by law to identify those employees who qualify to be paid at an overtime rate for hours they work in excess of 40 hours in a work week (or as otherwise specified by state law). Only non-exempt employees are entitled to receive overtime pay.

Non-exempt employees are typically paid by the hour and may include laborers, office assistants, clerical, operators, some supervisors and others as defined by Fair Labor Standards Act regulations or by state law.

Exempt employees are typically paid a salary. Exempt employees may include managers, administrative, accounting, finance, marketing and others who qualify under Fair Labor Standards Act regulations or state law.

Part-Time Regular Employees: an employee who has completed his or her probationary period, who regularly works less than 30 hours per week. Part-Time employees are typically entitled to vacation, sick days and statutory benefits only on a pro-rata basis unless other terms are provided under a collective bargaining agreement. Part-Time employees typically are not entitled to all the employment benefits described in this Handbook.

Employment classifications can be changed by the Company from time to time depending upon Company needs and changes in the law. For more information, please contact your supervisor or your Regional or Corporate Human Resources Department.

Job Descriptions

Job responsibilities, and the knowledge, skills, abilities or special requirements, including work schedules, to successfully perform a job, are contained in Company-prepared job descriptions. Job descriptions are used as one criterion in employee selection, as a basis for “help wanted” advertisements, and as a tool in evaluation of employee performance relative to the job requirements.

Job responsibilities, like employment classifications, can change from time to time, based upon changes in the needs of the Company or reorganizing for improved efficiencies and performance.

Americans with Disabilities Act and State Laws

The Americans with Disabilities Act (ADA) and the Americans with Disabilities Amendments Act (ADAA) (collectively the "Act") require employers to reasonably accommodate qualified individuals with disabilities.

It is the policy of Transdev to comply with all federal, state and local laws concerning the employment of persons with disabilities. The Company will not discriminate against qualified individuals with disabilities in regard to application procedures, hiring, advancement, discharge, compensation, training, or other terms, conditions, and privileges of employment.

Consistent with the Act, the Company will provide a reasonable accommodation to a qualified individual who is an employee or job applicant who can perform the essential functions of the job, with or without an accommodation. Under the Act, the employee or an applicant to whom a conditional offer of employment has been made, must make known to the Company his or her need for a reasonable accommodation and cooperate with the Company in the interactive process. During the interactive process, Transdev will identify the potential range of accommodations that will enable the individual to perform the essential functions of his or her job and whether the accommodation requested or available is reasonable.

All employees are required to comply with safety standards designed to protect the employee and public and, in certain situations, to conform to the law. The Act permits employers to establish qualification standards that will exclude individuals who pose a direct threat -- a significant risk of substantial harm -- to the health or safety of the individual or of others, if that risk cannot be eliminated or reduced below the level of a direct threat by reasonable accommodation. Applicants who pose a direct threat or significant risk of substantial harm to the health or safety of themselves or other individuals in the workplace, which risk cannot be eliminated by reasonable accommodation, will not be hired for the applicable job. Current employees who pose a direct threat or risk of substantial harm to the health or safety of themselves or the other individuals in the workplace, which risk cannot be eliminated by reasonable accommodation, will be placed on appropriate leave or moved into another job position if available, until an organizational decision has been made in regard to the employee's longer term employment situation and whether a further reasonable accommodation is possible. The Human Resources and Legal Departments should be consulted in such circumstances.

Any individual with a need for a reasonable accommodation should contact a Human Resources representative within the Company. Questions surrounding this policy, including the resolution of a reasonable accommodation request, safety-related issue, or undue hardship imposed on the Company should be addressed with the respective Regional Human Resources Director and the Legal Department.

For more information, please contact your local or Corporate Human Resources Representative.

Probationary Status

Depending on the property location, employees may begin their employment in probationary status. Probationary periods vary by location and are typically 30, 60 or 90 days in duration. Operators are typically evaluated at 30, 60 or 90 days after the beginning of their employment, receive an annual on-board evaluation each year thereafter and, when necessary, diagnostic evaluations.

For more information, please contact your immediate supervisor or your Regional or Corporate Human Resources Department.

Employment Applications

Transdev North America, Inc. relies upon the accuracy of information contained in the employment application, as well as the accuracy of other data presented throughout the hiring process and employment. Any omission, misstatement or inclusion of false information on the application or any document used to secure employment with Transdev North America, Inc. shall be grounds for rejection of your application or for immediate discharge if you are already employed, regardless of the time that may have elapsed before discovery.

Background Checks and Driving Records

It is the policy of the Company to perform a criminal background check of all applicants for employment. Each applicant for employment must provide written authorization for the background check which is conducted for the Company by a third-party contractor. The Company's general policy requires a seven (7) year look-back for felony or misdemeanor convictions in all jurisdictions in which the employee has resided for the look-back time period. The Company's client contracts may specify a longer look-back period which will govern in such cases. The possession of a criminal record is not a bar to employment. Each employee's criminal record will be individually evaluated during the selection process to determine if the criminal activity renders the employee unsuited to the specific job assignment. As part of this

evaluation, the applicant or employee will provide an opportunity to explain the circumstances surrounding the criminal conduct.

Employee criminal background checks are updated not less than every four (4) years or more frequently if required by a specific client contract.

In like manner, employee driving records are checked and periodically updated to ensure conformance to the Company's and its clients' minimum safe driving record requirements.

Reference Checks

It is Company protocol to conduct reference checks for internal and external employment candidates interested in applying for positions in the Company. This is an essential part of the interview process. Internal candidates will be required to complete an internal job posting application and have their supervisor or manager approve it to ensure the individual wishing to transfer is capable of handling the position that they are applying for.

An internal candidate who is on a performance improvement plan may not be eligible to apply for any open position until their performance has improved.

For more information regarding the internal reference process, please contact your Regional or Corporate Human Resources Department.

DOT/Employment Physical

Employees whose job duties require that they possess a commercial driver's license must maintain a current Department of Transportation physical qualification card. Following a Company offer of employment, all non-exempt and some exempt employees must pass a pre-employment physical examination.

Immigration Law Compliance/I-9 Form

The Immigration Reform and Control Act of 1986 requires the Company to only employ United States citizens and non-citizens who are currently authorized to work in the United States. This practice applies to both first-time and re-hired employees in all positions.

As a condition of employment, employees must properly complete, sign and date the first section of the Immigration and Naturalization Service Form I-9 and provide documentation to prove both their identity and their employment eligibility in a timely manner as required by governing law.

Pay Practices

The Company compensates its employees on a bi-weekly basis unless applicable state law requires weekly pay. If a holiday falls on a pay date, all efforts will be made to have paychecks distributed the day prior to the holiday. Non-exempt (hourly) employees will be paid for hours shown on the time sheets dated for the preceding (two (2) week) pay period. Supporting time sheets are required prior to receiving compensation. Employees governed by a collective bargaining agreement will be paid in accordance with the schedule set forth therein.

Transdev North America, Inc. Payroll Distribution Program

This program includes two FAST, EASY and SAFE ways to get paid:

Option 1 - Direct Deposit to a Personal Bank Account: If you have a personal checking or savings account, your pay can be delivered to that account via direct deposit every payday.

Option 2 - ADP TotalPay® Card and Money Network™ Check Program (“Program”): If you don’t have a personal bank account, your pay will be loaded directly into a TotalPay® Card and Money Network Check Program Account (“Account”) every payday. This easy-to-use payroll service enables you to access your funds by using Money Network™ Checks or an optional TotalPay® Card. You may write a check to yourself and cash it for free to get up to 100% of the funds in your Account, withdraw cash for free at thousands of InNetwork ATMs nationwide, pay bills, make purchases and more.

The payroll department does not guarantee funds will be immediately available on the regularly scheduled payday because posting times may vary by individual bank.

An employee may cease and terminate automatic deposits at any time by giving the Company written notice a minimum of one (1) week prior to the next regularly scheduled payday.

Garnishments

As the result of legal actions (including child support enforcement, collection of judgments, etc.) the Company may be required by law to withhold an employee's pay or portions thereof and remit the withheld wages to a court or governmental agency. This process is called "Garnishment." For purposes of this policy, the Company shall react to and only consider garnishments that are not stopped (Quashed) prior to the actual withholding of money. In cases where the garnishment is to be stopped, the employee should obtain an Official Quash Order (or other evidence that the garnishment has been officially quashed) and present it to the General Manager or the Human Resources Department prior to the withholding of money. Employees are encouraged to take immediate action at the first notification of an impending garnishment to resolve the debt, either through payment or by working out other arrangements for payment. Employees are responsible for any administrative fees involved with processing the garnishment.

Final Pay

When an employee leaves the Company voluntarily, the last paycheck will be issued on the regularly scheduled payday, or in accordance with local and/or state regulations. In case of involuntary termination, the final paycheck will be available in accordance with local and state regulations regarding payment of final pay.

In order to maintain accurate tax, payroll and benefit records employees must immediately report any change in their name, address, telephone number, marital status, dependent status, insurance beneficiary, or person(s) to notify in case of accident or emergency.

See your supervisor for the proper form or forms to be used in order to make such changes.

Overtime

The Company will compensate non-exempt employees working overtime hours in accordance with all applicable state and federal laws and or collective bargaining agreements. It is the intent of the Company's overtime policy to comply with the Fair Labor Standards Act (FLSA).

In cases where the state law is more favorable to the employee, it will supersede federal law. Overtime will be paid at a rate of one and one-half (1-1/2) the normal hourly rate for all hours worked in excess of forty (40) hours in a work week, unless precluded by state law or collective bargaining agreement.

All overtime must be approved by a supervisor or manager prior to it being worked. Overtime work may be voluntary or assigned by the supervisor and mandatory. Employees who work overtime without authorization will be paid but will be counseled accordingly as to the rules of this policy; this behavior is expected to not be repeated. Time off in lieu of paying overtime is not an approved Company practice.

Non-working hours for which an employee is entitled to be paid (such as paid time off, vacation, holidays, bereavement, jury duty, etc.) will not be considered as time worked for the purpose of computing overtime, unless precluded by state law or collective bargaining agreement.

Outside Employment

Transdev North America, Inc. recognizes that employees may perform additional work outside of their job. Employees are permitted to engage in outside work or hold other jobs, subject to certain restrictions outlined in this policy; however, the Company must be considered as the employee's primary employer.

Outside employment refers to an employee providing products or services to persons or entities other than the Company for money or in-kind benefits. Outside employment includes providing labor or services as an independent contractor, business proprietor, or being an employee of a person or entity other than the Company.

Full-time employment with Transdev North America, Inc. requires the full-time attention of each employee. Outside employment must not interfere with an employee's work for the Company or employee safety or the safety of others, which includes exceeding the number of allowable driving hours under Department of Transportation Hours of Service Guidelines.

Activities and conduct away from the job must not compete with, conflict with or compromise the Company's interests or adversely affect job performance and the ability to fulfill all responsibilities to the Company. Employees are prohibited from performing, on behalf of themselves or others, any services to the Company's clients or customers or prospective clients or customers without the express written approval of Company management, Vice President level or higher. This prohibition also extends

to the use of any Company tools or equipment, the services of other Company employees, and the use or application of any confidential information, for any nonCompany purpose. In addition, employees may not solicit or conduct any outside business during paid work time.

Employees are cautioned to carefully consider the demands that additional work activity will create before accepting outside employment. Outside employment will not be considered an excuse for poor job performance, absenteeism, tardiness, leaving early, or refusal to travel for the Company.

Performing any outside employment activity while on a leave of absence (excluding military leave) or while receiving Workers' Compensation benefits from the Company is not permitted. If outside work activity causes or contributes to job-related problems, it must be discontinued, and if necessary, normal disciplinary procedures will be followed to deal with the specific circumstances.

Neptism and Personal Relationships

Transdev North America, Inc.'s standards for employment decisions are based on qualifications for the position, ability and performance. The Company strives to avoid favoritism, the appearance of favoritism and conflicts of interest in employment decisions.

The hiring of relatives is prohibited if the employment of such an individual would result in the creation of:

A supervisor/subordinate relationship between a relative and an employee. If a direct supervisory or managerial relationship would be established, relatives of a currently employed worker cannot be considered as applicants for an open position.

An actual conflict of interest or the appearance of a conflict of interest. Generally, this bars the hiring or employment of an employee's relatives in any position that has an auditing or control relationship to the employee's job.

Relatives are defined as a spouse, parent, child, sibling, in-law, grandparent, grandchild, aunt, uncle, niece, nephew, cousin, step-relatives or any individual with whom an employee has a close personal relationship, such as a domestic partner, co-habitant or significant other.

Employees who marry or establish a close personal relationship can continue in their current positions as long as a prohibited employment relationship (as noted above) is not created. If one of the

prohibited situations does occur, attempts will be made to find another position within the Company to which one of the employees can transfer provided they are qualified. All practical efforts will be made to arrange such transfer at the earliest possible time.

All issues and variances to this policy relating to an employment-of-relatives situation or concern should be addressed to the applicable Human Resources Director and Vice President. Employees who become subject to this policy's provisions due to marriage or commencement of a close personal relationship must inform their supervisor as soon as practical.

Personal Relationships

Transdev desires to avoid misunderstandings, actual or potential conflicts of interest, complaints of favoritism, possible claims of sexual harassment, and the employee morale and dissention problem that can potentially result from romantic relationships involving employees in the Company.

Accordingly, managers and supervisors are discouraged from fraternizing or becoming romantically involved with one another or with any other employee of Transdev North America, Inc. Additionally, all employees, both managerial and non-managerial, are discouraged from fraternizing or becoming romantically involved with other employees, when, in the opinion of the Company, their personal relationship may create a conflict of interest, cause disruption, create a negative or unprofessional work environment, or present concerns regarding supervision, safety, security or morale.

An employee involved with a supervisor or fellow employee should immediately and fully disclose the relevant circumstances to their Manager so that a determination can be made as to whether the relationship presents an actual or potential conflict of interest. If an actual or potential conflict exists, Transdev may take whatever action appears appropriate according to the circumstances, up to and including transfer or discharge. Failure to disclose facts may lead to disciplinary action, up to and including termination.

Those relationships to which this policy applies are those relationships which go beyond what a person of ordinary sensibilities would believe to be a professional relationship.

All employees should also remember that Transdev North America, Inc. maintains a strict policy against unlawful harassment of any kind, including sexual harassment. Transdev will enforce this policy consistent with all applicable state, federal and local laws.

Standards of Performance



Progressive Discipline

The Company has adopted a progressive discipline policy to identify and address employee and employment related problems where appropriate. This policy applies to any and all employee conduct that the Company, in its sole discretion, determines must be addressed by discipline. No discipline policy can be expected to address each and every situation requiring corrective action that may arise in the workplace. Therefore, the Company takes a comprehensive approach regarding discipline and will attempt to consider all relevant factors before making decisions regarding discipline. Prior to deciding to impose discipline, the manager will meet with the employee to hear the employee's responses to the alleged infraction.

Most often, employee conduct that warrants discipline results from unacceptable behavior, poor performance or violation of the Company's policies, practices or procedures. However, discipline may be issued for conduct that falls outside of those identified areas.

Equally important, the Company need not resort to progressive discipline, but may take whatever action it deems necessary to address a specific issue. This may mean that more or less severe discipline may be imposed in a given situation. Likewise, some Company polices contain specific discipline procedures.

Progressive discipline may be utilized with respect to an employee in circumstances where an employee subsequently violates a different policy than he/she previously violated. That is, violations of different rules may be treated as repeated violations of the Company's policies and serve as a basis for progressive action.

The Company will normally adhere to the following progressive disciplinary process:

Verbal Warning - In cases of misconduct which may not be considered serious as a single incident but could become serious if a pattern develops, the supervisor/manager should discuss the issue with the employee, tell the employee that the discussion is a verbal warning and document the discussion.

Written Warning - If a pattern of misconduct develops or a serious incident occurs requiring more than a verbal warning, a written warning may be utilized. A written warning should document the incident/misconduct and the reasons why the Company considers the infraction serious. Additionally, the written warning should state what the employee must do to avoid similar misconduct, and indicate future misconduct of any sort may result in further discipline or termination. Written warnings are to be maintained in an employee's personnel file.

Suspension - In some cases, while immediate discharge for repeated offenses or a single serious offense would be too severe, suspension without pay may be appropriate. Unpaid suspensions should be no more than five (5) days and should be discussed with the applicable Regional Human Resources Director. Once the appropriate suspension document is prepared and signed, the supervisor/manager should meet with the employee to attempt to:

Explain why the incident requires discipline, especially how the conduct is not in accordance with acceptable standards;

Review prior disciplinary actions relating to this new discipline;

Indicate the length of the suspension without pay; and

Document that termination for any additional misconduct is the next step in progressive discipline. Suspension documents are to be maintained in an employee's personnel file.

Termination - If progressive discipline fails to improve an employee's conduct or another type of misconduct occurs, termination may result. All terminations must be discussed with the applicable Human Resources Director in accordance with Company policy.

Again, while the Company will generally take disciplinary action in a progressive manner, it reserves the right, in its sole discretion, to decide whether and what disciplinary action will be taken in a given situation. Union employees should consult their collective bargaining agreements for progressive discipline guidelines.

Standards of Behavior

All employees of the Company, sub-contractors and others who come into Company premises are expected to meet acceptable performance standards and otherwise conduct themselves in an appropriate manner during their course of employment or association with the Company. The following examples of unacceptable conduct are not meant to be all-inclusive. Violations of these standards, depending on severity may result in discipline up to and including termination of employment.

Any material violation of the Code of Business Conduct.

Misappropriation (unauthorized transfer or removal, utilization, storage in person's personal belongings or elsewhere in the building) or theft of client, employee, lessee, or Company property including items found on Company premises.

Safety Violations – failure to observe Company rules and general safety practices and regulations. Neglecting the safety of others or committing unsafe acts in the use and care of Company property. Driving on Company business with a revoked or suspended driver's license or while being classified as "non-insurable."

Committing any type of crime while working in a Company vehicle or in a Company uniform.

Supplying false or misleading information when applying for employment or at any time during employment.

Possessing dangerous or deadly weapons on Company property or while in the performance of Company duties.

Unauthorized use of a Company vehicle or transporting unauthorized passengers.

Misuse of Time – failure or being unable to perform work of an acceptable standard or neglecting job duties. Abusing personal telephone or Internet privileges, being inattentive to job performance,

unauthorized selling of articles or services, distributing or posting literature, canvassing, polling, or petitioning.

Violation of Transdev's Company drug and alcohol policy (zero tolerance).

Insubordination – refusing to follow/obey a direct order or instruction of a supervisor relating to an employee's/lessee's duties. Failure or refusal to perform reasonable work assignments and/or follow management work directives or policies.

Disrespectful conduct – discourteous comments or treatment, or using vulgar, abusive language or gestures to co-workers, clients or to the general public. Excessive arguing, violent disagreement, fighting or inflicting bodily harm to another person; gambling; using or possessing illegal drugs; being under the influence of or testing positive for drugs/alcoholic beverages; committing immoral or illegal acts; committing violent acts; or using language that adversely affects morale, production, or maintenance of discipline.

Abusing, defacing or destroying Company property or the property of co-workers, clients, or management.

Fraud or Dishonesty – misusing or abusing Company policy such as excused absences or leaves of absence; falsifying time sheets or expense reports; accepting wage overpayments without notifying the Company of such; failing to give complete information for Human Resources and/or security records; or making false statements, either oral or written about the Company other employees, supervisors, yourself, or your work situation. Altering or falsifying work/manifests, time records, or any other official Company document. This includes altering a client bill, credit voucher, or forging tips to a client credit card.

Sleeping or dozing on the job, except during scheduled breaks in designated areas.

Failure to maintain accurate or proper accountability and control of cash banks, excessive or continuous cash shortages or other irregularities.

Soliciting gratuities from co-workers. Accepting gratuities or any kind of favors for altering work assignments or the anticipated reward of additional work or the unfair distribution of work.

Making or publishing false (except as may be protected concerted labor activity), vicious, or malicious statements concerning co-workers, supervisors, clients, or the Company.

Excessive absenteeism or tardiness.

Failure to observe established fire or common safety practices. Failure to report an on-the-job injury. Creating or contributing to any unsanitary or unsafe condition.

Failure to report an accident or follow proper procedures concerning accidents.

Failure to perform work or job assignments satisfactorily, safely, and efficiently.

Removal, duplication, transferring possession or loss of Company master keys or vehicle keys.

Failure to follow Company dress code or grooming standards.

Discussing confidential Company, client, or co-worker matters with unauthorized personnel or in public areas where others could over hear conversation. Giving information to the media or anyone outside the organization.

Discrimination or unlawful harassment against clients or co-workers because of race, gender, sexual orientation, marital status, age, religion, color, creed, national origin, ancestry, genetic characteristics, veteran or military status, disability, domestic violence victim status, or any other factor prohibited by applicable state, federal or local law.

Violation of any other established Company/departmental or state and federal regulation or action not in the best interest of co-workers, our clients, or the Company.

Sexual Harassment or harassment of any kind.

Holding another position with another Company is considered outside employment that may constitute a conflict of interest to an employee's present position.

For more information, please contact your supervisor or your Regional or Corporate Human Resources Department.

Attendance and Punctuality

To provide on-time performance for our customers, it is important that employees be at work whenever scheduled. We realize, however, that an employee may occasionally be absent due to illness or other personal emergency events that may occur outside the work environment. Therefore, it is your responsibility to notify your supervisor each day and as far as possible in advance of your scheduled workday/shift, whenever you will be late or absent, to state the reason for such lateness or absence, and to advise your supervisor when you expect to return to work. Under no circumstances is it appropriate or acceptable to leave a message with a co-worker unless your direct supervisor and/or department policy and procedures states otherwise. Authorized absences must be pre-approved by your supervisor. Unauthorized or excessive absences or tardiness will not be tolerated and may result in discipline up to and including termination. Employees who are absent from work for more than three (3) consecutive days and have failed (in accordance with local policy) to communicate with their immediate supervisor to receive approval for this absence, will be considered to have abandoned their job and voluntarily resigned their employment.

Employees who are members of a union should refer to their collective bargaining agreement.

Dress Code/Uniforms/Appearance

An extremely important part of maintaining the Company's reputation is our personal appearance. A well-groomed personal appearance, which includes proper hygiene and appropriate attire, is essential to our operation whether you are in the office or on the road. Managers reserve the right to determine if uniforms are required in specific areas and to counsel employees regarding their appearance if they believe it may be objectionable to our customers or presents an unsafe working condition. Often employees in customer contact positions will be required to wear a Company uniform. Please direct your questions to your site supervisor for information about obtaining uniform and related costs.

Identification/Security Badges

You may be issued an identification badge by the Human Resources Department at the time of your employment. This badge must be worn conspicuously on an outer garment at all times in all areas of the facility and while on duty. Your badge will be used to gain entry to various parts of the facility. In some locations, employees could be charged for replacement of lost badges.

Office Staff

All clothing must be neat and clean and of appropriate length and fit to assure a professional image. Depending on the location, some office staff may have the option of wearing a uniform. Otherwise, business attire is the rule for all non-customer contact positions. Tight fitting, provocative or revealing attire is not appropriate.

When certain items are worn to conform with religious requirements, they will be permitted within reason at the discretion of Company management.

For all questions regarding the dress code at your facility, please contact your supervisor or Regional or Corporate Human Resources Department. [Social Media Policy](#)

Social media (including personal and professional websites, blogs, chat rooms and bulletin boards; social networks, such as Facebook, LinkedIn, Twitter and Instagram (which are registered trademarks of others); video-sharing sites such as YouTube; and e-mail) are a part of the daily lives of many of our employees as well as increasingly useful tools in marketing and communications. The Company respects the rights of its employees to use social media and is committed to ensuring that it is used consistent with Company values and this Code of Business Conduct both inside and outside of work. The same general rules that apply to our internal communications in the workplace and our communications via traditional media outside of the Company apply to the use of social media. In addition, the following Guidelines must be followed.

Nothing in this policy or Code of Business Conduct is intended to limit or restrict any employee's right to participate in conversations that are protected by the National Labor Relations Act regarding wages,

benefits or working conditions. The rights of our employees to engage in protected labor activity are as important as any rights recognized by this Code of Business Conduct.

In respect to the use of Social Media, it is important to understand the following rules. Failure to adhere to them can result in discipline up to and including termination from employment:

Communications through social media concerning the Company and other Company employees must not violate this Code of Business Conduct or any other Company policy, especially as they relate to discrimination, unlawful harassment, or immoral, unethical or illegal activities.

Social media sites are not the appropriate place to make a complaint regarding alleged unlawful discrimination, harassment, or safety issues within the Company. Such complaints must be made promptly in accordance with the Company's established complaint procedures.

Blogs and other forms of social media communications are individual interactions, not Company communications. Employees can be held personally liable for their posts. For this reason, employees should exercise caution with regards to exaggeration, obscenity, guesswork, copyrighted materials, legal conclusions, and derogatory remarks or characterizations. Give credit where credit is due and do not violate the rights of others. Do not claim authorship of something that is not yours or use the copyrights, trademarks, publicity rights, or other rights of others without the permission of the rightful owners.

Because social media and networking activities are public, your Company e-mail address and Company assets should be used only to perform job-related activities, which may include professional networking and limited personal social networking as explained above, consistent with the Company's written email and internet use policies. Use of social media while at work must be very limited and not interfere with the full performance of an employee's job duties.

Information and communications that are published on online sites should never be attributed to the Company or appear to be endorsed by, or to have originated from, the Company unless authorized by the Company. Using an individual's name and a Company e-mail address may imply that the employee is acting on the Company's behalf. Always be clear in your communications that you do not speak for the Company unless you are authorized to do so as part of your job.

If you discuss the Company or its services in social media, you must disclose your name and affiliation with the Company. It is never acceptable to use aliases or otherwise deceive people. You must identify yourself and include the following disclaimer on published public communication if you discuss the Company or Company employees publicly:

"The opinions expressed here are the personal opinions of [your name]. Content published here is not monitored or approved by the Transdev before it is posted and does not necessarily represent the views and opinions of the Company."

You may not disclose any sensitive, proprietary, confidential, or financial information about the Company or any affiliates of the Company. The use of Company logo, trademarks, or branding is

prohibited. You may not post anything related to the Company inventions, strategy, financials, products, etc. that has not been made public.

While you may respectfully disagree with the Company actions, policies, or management decisions, you may not attack personally or post material that is obscene, defamatory, discriminatory, harassing, libelous, or threatening about the Company or other Company employees. As stated above, this Policy is not intended to restrict or prohibit any Company employee from engaging in protected concerted activity under the National Labor Relations Act.

Benefits



Vacation, Sick Leave and Holidays

The Company recognizes that employees have diverse needs for paid time off from work. As such, all eligible employees are entitled to paid time off. Vacation, Sick Leave and Holidays vary from location to location. Our clients typically require that our observance of holidays align with the holidays that they recognize. Paid time off may include one or more of the following types of benefits:

Vacation

Holiday

Sick

Personal

Each location has its own rules regarding the accumulation and use of vacation, sick leave and/or paid time off. For those workers represented by a union, the rules regarding accumulation and use of vacation, sick leave and/or paid time off are established by the collective bargaining agreement. The accumulation and use of vacation, sick and paid time off leave by all employees must conform to the rules established locally or via the collective bargaining agreement. Unless otherwise provided in a collective bargaining agreement or governed by applicable state law, vacation or paid time off is “use it or lose it”, meaning that any vacation or paid time off not used in the calendar year it is accrued cannot be carried forward to subsequent years. Upon termination from employment for any reason, any accrued but unused vacation is paid to the departing employee unless written and published Company policy at the location or applicable state law provides otherwise.

Holidays will be observed as established by local guidelines, policy, or practice.

Bereavement

The Company will provide paid time off for making arrangements, settling family affairs, bereavement for the loss of an immediate family member and/or attending the funeral or memorial service of a member of an employee’s immediate family. All employees who wish to take time off due to the death of a family member should notify his/her supervisor as soon as possible. The Company reserves the right to require documentation.

The definition of immediate family member and the amount of time that may be taken in bereavement situations is established locally by management or via the local collective bargaining agreement. Employees should contact their immediate supervisor or their Regional or Corporate Human Resources Department for clarification or additional information.

Jury Duty

Jury duty is an important civic responsibility. In compliance with federal and state laws, the Company protects its employees' right to serve as jurors and will not prohibit, threaten or coerce any employee who is summoned for duty.

The employee should notify his/her supervisor upon receipt of notification from the state or federal courts of an obligation to serve on a jury or to act as a court witness and provide copies of the jury summons to his/her payroll department.

An employee summoned for jury duty will be excused to serve for up to fifteen (15) work days and be paid at their regular base salary for such service. For an employee serving on a jury in which the trial extends beyond fifteen (15) paid work days, his/her absence will be excused but unpaid leave until the trial is completed.

Employees not required to be in court or released from jury duty during the course of the day are expected to resume their regular duties as soon as released. Upon returning to work from jury duty, employees must present documentation of those days served on jury duty to their immediate supervisor.

If an employee is summoned to testify as a witness in any civil or criminal proceeding, he/she should contact his/her manager for a determination of whether an absence from duty will be excused and the circumstances thereof.

Religious Accommodation

Federal and state laws prohibit employers from discriminating on the basis of religion or religious practice or need, and require that steps be taken to accommodate the religious practices and needs of their employees.

Religious practice or need is defined by federal and state laws in a broad way that includes moral and ethical beliefs as to what is right and wrong that are sincerely held by the individual with the strength of more traditional religious views. The Company recognizes many different traditional religions may be practiced among the Company's employees. Employees who believe that their work interferes with a religious practice or who otherwise require an accommodation in order to practice their religious beliefs should contact their supervisor or a representative of the Human Resources Department so that arrangements and options for observing a religious practice can be considered and evaluated.

It is recognized that individuals of certain religions observe their holidays on days that have not been designated as legal holidays by state or federal law. If an employee requires time off to observe a religious practice, he or she can use vacation or personal leave, or leave without pay. The employee should make arrangements in advance with his or her supervisor or a representative of the Human Resources Department for such time off.

For more information, please contact your immediate supervisor or your Regional or Corporate Human Resources Department.

Military Leave

The Company complies with the Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA) and applicable state laws pertaining to military leave. Transdev North America, Inc. is committed to protecting the job rights of employees absent on military leave. In accordance with federal and state law, it is the Company's policy that no employee or prospective employee will be subjected to any form of discrimination on the basis of that person's membership in or obligation to perform service for any of the Uniformed Services of the United States. Specifically, no person will be denied employment, reemployment, promotion or other benefit of employment on the basis of such membership. Furthermore, no person will be subjected to retaliation or adverse employment action because such person has exercised his or her rights under this policy.

In accordance with USERRA, Company employees who perform service in the uniformed services (as defined by USERRA) are entitled to a military leave of absence from their positions, subject to the limitations and restrictions set forth in federal and state law. Upon receiving an assignment for military service, employees should promptly provide notice to their supervisors prior to going on military duty, unless precluded by military necessity.

For more information regarding benefits and re-employment, please contact your supervisor or the Regional or Corporate Human Resources Department.

Scheduling and Flexible Work Hours

Reporting promptly for work and maintaining regular attendance as scheduled is expected of all Company employees. Our attendance policies are adopted to provide a method of fair and consistent treatment ensuring that office and operational functions are not degraded by poor attendance or tardiness. Attendance guidelines do not preclude the manager from exercising sound business judgment in establishing flexible schedules and creative scheduling alternatives. Employees are responsible for knowing and adhering to the attendance policy in effect at each property location. Each job is critical to our operation. In order to provide the superior quality of service for which the Company is known, we need each employee to be on the job performing the critical duties for which she/he was hired. Each employee must be aware that failure to meet the Company's standards for attendance will result in disciplinary action, up to and including termination.

It is recognized that flexibility is a way to define how and when work gets done and how careers are organized. It is a critical ingredient to overall workplace effectiveness. The Company may use flexible work hours, split shift scheduling and telecommuting, also known as working remotely from the main work site, to overcome the constraints of location, time on work and as a tool for improving recruitment and retention, for managing workload, and for responding to employee diversity.

For further information, contact your immediate supervisor or the Regional or Corporate Human Resources Department.

Family and Medical Leave Act (FMLA)

It is the Company's policy to grant up to 12 weeks (or up to 26 weeks of military caregiver leave to care for a covered service member with a serious injury or illness) of family and medical leave during any 12-month period to eligible employees, in accordance with the Family and Medical Leave Act of 1993 (FMLA) and any applicable state laws. The leave may be paid, unpaid or a combination of paid and unpaid leave, depending on the circumstances of the leave and as specified in this policy.

This handbook provides employees with a general description of their FMLA rights. In the event of any conflict between the handbook or the detailed policy and the applicable law, employees will be afforded all rights required by law. FMLA generally applies to illnesses or injuries of a serious and long-term nature, resulting in recurring or lengthy absences.

If an employee takes paid sick leave for a condition that progresses into a serious health condition and the employee requests unpaid leave as provided under this policy, the Company may designate all or some portion of related leave taken as leave under this policy, to the extent that the earlier leave meets the necessary qualifications.

Employees with questions about what illnesses are covered under FMLA or under the Company's sick leave policy are encouraged to consult with their Human Resources designee.

Eligibility

Employees are eligible for this leave if they have been employed by the Company for at least 12 months, have worked at least 1250 hours during the previous 12 months, and are employed in a facility that has at least 50 employees in a 75-mile radius. The employee is required to provide thirty (30) days' notice when leave is foreseeable.

The employee must have worked for the company for 12 months or 52 weeks.

The 12 months or 52 weeks need not have been consecutive. Separate periods of employment will be counted, provided that the break in service does not exceed seven years. Separate periods of

employment will be counted if the break in service exceeds seven years due to National Guard or Reserve military service obligations or when there is a written agreement, including a collective bargaining agreement, stating the employer's intention to rehire the employee after the service break. For eligibility purposes, an employee will be considered to have been employed for an entire week even if the employee was on the payroll for only part of a week or if the employee is on leave during the week.

The employee must have worked at least 1,250 hours during the 12-month period immediately before the date when the leave is requested to commence.

The principles established under the Fair Labor Standards Act (FLSA) determine the number of hours worked by an employee. The FLSA does not include time spent on paid or unpaid leave as hours worked. Consequently, these hours of leave should not be counted in determining the 1,250 hours eligibility test for an employee under FMLA.

The employee must work in a worksite where 50 or more employees are employed by the company within 75 miles of that office or worksite.

The distance is to be calculated by using available transportation by the most direct route. The employee must work at a location in the United States or in any territory or possession of the United States.

Reasons for Taking Leave

In order to qualify as FMLA leave under this policy, the employee must be taking the leave for one of the reasons listed below:

The birth of the employee's child in order to care for that child. An expectant mother may take leave before the birth of the child for prenatal care or if her condition makes her unable to work or comply with safety regulations.

The placement of a child for adoption or foster care and to care for the newly placed child.

The care of an immediate family member (spouse, domestic partner, child, or parent with a serious health condition (described below).

Serious health condition of the employee (described below). An employee may take leave because of a serious health condition that makes the employee unable to perform the functions of the employee's position.

A serious health condition is defined as an illness, injury, impairment, physical or mental condition that involves:

An illness of three (3) days which requires continuing treatment by a health care provider

In patient care in a hospital, hospice or residential medical care facility including any period of incapacity of any subsequent treatment in connection with such inpatient care or a condition that requires continuing care by a licensed health care provider.

Continuing treatment by a health care provider for a chronic or long term condition.

Qualifying exigency leave for families of members of the National Guard or reserves or of a regular component of the armed forces when the covered military member is on covered active duty or called to covered active duty.

An employee whose spouse, domestic partner, son, daughter or parent either has been notified of an impending call or order to covered active military duty or who is already on covered active duty may take up to 12 weeks of leave for reasons related to or affected by the family member's call-up or service. The qualifying exigency must be one of the following:

Short-notice deployment (deployment notice on 7 or less days)

Military events and activities

Child care and school activities

Financial and legal arrangements

Counseling

Rest and recuperation

Post-deployment activities

Additional activities that arise out of active duty provided that the employer and employee agree, including agreement on timing and duration of the leave.

Care for a Military Member's Parent who is incapable of self-care

The term "covered active duty" means:

In the case of a member of a regular component of the Armed Forces, duty during the deployment of the member with the Armed Forces to a foreign country; and

In the case of a member of a reserve component of the Armed Forces, duty during the deployment of the member with the Armed Forces to a foreign country under a call or order to active duty under a provision of law referred to in section 101(a)(13)(B) of title 10 United States Code.

The leave may commence as soon as the individual receives the call-up notice. (Son or daughter for this type of FMLA leave is defined the same as for child for other types of FMLA leave except that the person does not have to be a minor). This type of leave would be counted toward the employee's 12-week maximum of FMLA leave in a 12-month period.

Military caregiver leave (also known as covered service member leave) to care for an injured or ill service member or veteran.

An employee whose son, daughter, parent or next of kin is a covered service member may take up to 26 weeks in a single 12-month period to take care of leave to care for that service member.

Next of kin is defined as the closest blood relative of the injured or recovering service member.

To care for a military member's parent who is incapable of self-care when the care is covered in active duty. Such care may include arranging for alternative care, providing care on an immediate need basis, admitting or transferring the parent to a care facility, or attending meetings with staff at a care facility.

The term “covered service member” means:

A member of the Armed Forces (including a member of the National Guard or Reserves) who is undergoing medical treatment, recuperation, or therapy, is otherwise in outpatient status, or is otherwise on the temporary disability retired list, for a serious injury or illness; or

A veteran who is undergoing medical treatment, recuperation, or therapy, for a serious injury or illness and who was a member of the Armed Forces (including a member of the National Guard or Reserves) within the past 5 years preceding the date on which the veteran undergoes that medical treatment, recuperation, or therapy.

A caregiver may take leave up to five (5) years after the covered service member leaves the military and for a pre-existing injury or illness that was aggravated in the line of duty. **The term “serious injury or illness” means:**

In the case of a member of the Armed Forces (including a member of the National Guard or Reserves), means an injury or illness that was incurred by the member in line of duty on active duty in the Armed Forces (or existed before the beginning of the member's active duty and

was aggravated by service in line of duty on active duty in the Armed Forces) and that may render the member medically unfit to perform the duties of the member's office, grade, rank, or rating; and

In the case of a veteran who was a member of the Armed Forces (including a member of the National Guard or Reserves) at any time during a period when the person was a covered service member, means a qualifying (as defined by the Secretary of Labor) injury or illness that was incurred by the member in line of duty on an active duty in the Armed Forces (or existed before the beginning of the member's active duty and was aggravated by service in line of duty on active duty in the Armed Forces) and that manifested itself before or after the member became a veteran.

In the case of a veteran who has a physical or mental condition that has received a VA Service Related Disability Rating (VASRD) of 50% or greater and the rating is based on whole or part, on the condition precipitating the need for a caregiver leave.

In the case of a veteran's physical or mental condition that impairs the ability to secure an occupation by reason of disability related to military service or treatment.

In the case the veteran has been enrolled in the Department of Veterans Affairs Program of Comprehensive Assistance for Family Caregivers.

Amount of Leave

An eligible employee can take up to 12 weeks for the FMLA circumstances (1) through (6) above under this policy during any 12-month period. The company will measure the 12-month period as a rolling 12-month period measured backward from the date an employee uses any leave under this policy. Each time an employee takes leave, the company will compute the amount of leave the employee has taken under this policy in the last 12 months and subtract it from the 12 weeks of available leave, and the balance remaining is the amount the employee is entitled to take at that time.

An eligible employee can take up to 26 weeks for the FMLA circumstance (6) above (military caregiver leave) during a single 12-month period. For this military caregiver leave, the company will measure the 12-month period as a rolling 12-month period measured forward. FMLA leave already taken for other FMLA circumstances will be deducted from the total of 26 weeks available.

An eligible employee can take up to 15 days to spend with a covered military member who is on short-term temporary, rest and recuperation leave during deployment.

Special Provisions Regarding Leave

If an employee and their spouse or domestic partner both work for Transdev they are entitled only to a combined total of twelve (12) weeks of leave for the birth or placement of a child for adoption or foster care or to care for a sick parent (but not a parent "in-law") with a serious health condition. However, each employee is entitled to up to twelve (12) weeks of leave due to the employee's own serious health condition, to care for the spouse, domestic partner, or to care for a sick child. If a husband and wife both work for the company and each wish to take leave to care for a covered injured or ill service member, the husband and wife may only take a combined total of 26 weeks of leave.

Employees should make a reasonable effort to schedule planned medical treatment (either the employee's own or that of a seriously ill immediate family member) so that the treatments do not unduly disrupt the business operations. A leave of absence for the birth of a child or placement of a child for adoption or foster care must be concluded within one (1) year of the adoption or birth, and must be taken on a continuous basis.

Use of Paid and Unpaid Leave

An employee who is taking FMLA leave because of the employee's own serious health condition or the serious health condition of a family member must use all paid vacation, personal and/or sick leave prior to being eligible for unpaid leave. Sick leave may be run concurrently with FMLA leave if the reason for the FMLA leave is covered by Transdev North America, Inc.'s established sick leave policy.

Disability leave for the birth of the child and for an employee's serious health condition, including workers' compensation leave (to the extent that it qualifies), will be designated as FMLA leave and will run concurrently with FMLA. For example, in a 6-week pregnancy disability leave, the six weeks will be designated as FMLA leave and counted toward the employee's 12-week entitlement. The employee may then be required to substitute accrued (or earned) paid leave as appropriate before being eligible for unpaid leave for what remains of the 12-week entitlement. An employee who is taking leave for the adoption or foster care of a child must use all paid vacation, personal or family leave prior to being eligible for unpaid leave.

An employee who is using military FMLA leave for a qualifying exigency must use all paid vacation and personal leave prior to being eligible for unpaid leave. An employee using FMLA military caregiver leave must also use all paid vacation, personal leave or sick leave (as long as the reason for the absence is covered by Transdev's sick leave policy) prior to being eligible for unpaid leave.

Intermittent or Reduced Workweek Leave

Employees taking leave due to their own or a relative's serious health condition may take leave on an intermittent (in separate blocks of time or a day periodically when needed over the year) or under certain circumstances use the leave to reduce the workweek or workday, resulting in a reduced schedule (decreased number of hours per week). If an employee takes leave on an intermittent or reduced schedule, the leave will be reduced pro-rata and only the amount of leave time actually taken will be counted against the employee's twelve (12) week allowance. In all cases, the leave may not exceed a total of 12 workweeks (or 26 workweeks to care for an injured or ill service member over a 12-month period).

Transdev has the right to transfer the employee to a job with equivalent pay and benefits in order to better accommodate the request for an intermittent or reduced workweek schedule.

Certification of a Serious Health Condition

Transdev requires medical certification to support a leave due to a serious health condition of an employee, employee family member qualifying exigency for military family leave or the serious injury or illness of the covered service member. A fitness-for-duty report is necessary for any employee returning to work after a serious personal health condition. The employee must respond to such requests within 15 days of the request or provide a reasonable explanation for the delay. Failure to provide certification may result in denial of continuation of leave.

Certification of the serious health condition shall include: the date the condition began, its expected duration, diagnosis, and a brief statement of treatment. In a medical leave for the employee's own medical condition, the certification must also include a statement that the employee is unable to perform work of any kind or a statement that the employee is unable to perform the essential functions of the employee's position. For a seriously ill family member, the certification must include a statement the patient requires assistance and the employee's presence would be beneficial or desirable.

The company may directly contact the employee's or the employee's family member's health care provider for verification or clarification purposes using a health care professional, an HR professional, leave administrator or management official. Transdev will not use the employee's direct supervisor for this contact. Before the company makes this direct contact with the health care provider, the employee will be given an opportunity to resolve any deficiencies in the medical certification. In compliance with HIPAA Medical Privacy Rules, the company will obtain the employee's permission for clarification of individually identifiable health information.

Transdev has the right to ask for a second opinion if it has reason to doubt the certification. The company will pay for the employee to get a certification from a second doctor which the company will select. If necessary, to resolve conflict between the original certification and the second opinion, the company will require the opinion of a third doctor. Transdev and the employee will jointly select the third doctor and the Company will pay for the opinion. This third opinion will be considered final.

The company may deny FMLA leave to an employee who refuses to release relevant medical records to the health care provider designated to provide a second or third opinion. The employee will be provisionally entitled to leave and benefits under the FMLA pending the second and/or third opinion.

If a Family Leave of Absence exceeds twelve (12) weeks on a rolling twelve (12) month period (or up to 26 weeks of military caregiver leave to care for a covered service member with a serious injury or illness) the employee employment status may be in jeopardy, which could result in termination of employment. Exceptions are if state allows more than the designated twelve (12) or twenty-six (26) weeks off in a rolling twelve (12) month period.

If the employee plans to take intermittent leave or work a reduced schedule, the certification must also include dates and duration of treatment and a statement of medical necessity for taking intermittent leave or working a reduced schedule.

Recertification

While on leave, employees are required to report periodically to the Company regarding the status of the medical condition and their intent to return to work. Such reports may not be asked of the employee more than once every 30 days unless it is known that an employee's condition has changed, if the employee receives information casting doubt on the reason given for the absence or if the employee seeks an extension of his or her leave.

The company may request recertification for the serious health condition of the employee or the employee's family member every six months in connection with an FMLA absence. The company may provide the employee's health care provider with the employee's attendance records and ask whether need for leave is consistent with the employee's serious health condition.

All employees desiring to return to work following their leave must provide a fitness-for-duty report or doctor's statement releasing them to full duty.

Requesting Leave

When foreseeable, all employees requesting leave under this policy must submit the request in writing to their immediate supervisor and the local HR designate. When the need for FMLA leave is

unforeseeable, the employee must comply with the company's usual and customary notice and procedural requirements for requesting leave, absent unusual circumstances.

When an employee plans to take leave under this policy, the employee must give 30 days' notice. If it is not possible to give 30 days' notice, the employee must give as much notice as is practical. An employee undergoing planned medical treatment is required to make a reasonable effort to schedule treatment to minimize disruption to the operations.

If an employee fails to provide 30 days' notice for foreseeable leave with no reasonable excuse for the delay, the leave request may be denied until at least 30 days from the date the Company receives notice.

Designation of FMLA Leave

After an employee has submitted the appropriate certification form, the HR designate will complete and provide the employee with a written response to the employee's request for FMLA leave

Intent to Return to Work from FMLA Leave

On a basis that does not discriminate against employees on FMLA leave, Transdev may require an employee on FMLA leave to report periodically on his/her status and their intent to return to work.

For more information, please review the full FMLA Policy, contact your supervisor or the Regional or Corporate Human Resources Department.

Other Leave

Some state and local laws allow employees leave for reasons other than enumerated above. Examples are leave to vote, leave to donate blood, and under certain circumstances leave for mothers nursing infants. Company policy is to strictly adhere to such state and local laws where applicable. Employees should consult with their local Human Resources Representative for further information regarding what laws may be applicable to their location. Employees are encouraged to bring to management's attention

any instances where the employee believes the Company is not fully honoring state or local laws relating to leave provision of federal, state or local law.

Health and Welfare Benefits

Full-time employees of the Company are typically entitled to health and welfare benefits. The type of benefits offered, the cost of said benefits to the employee, and the rules regarding eligibility for such benefits vary from location to location. In addition, those employees covered by a collective bargaining agreement are typically afforded benefits as contained in the collective bargaining agreement. For these reasons, each employee must determine what benefits are offered locally and the associated eligibility requirements by contacting his or her local Human Resources Department or reviewing the applicable collective bargaining agreement.

Generally, benefits offered include group health insurance for the employee with optional coverage for the employee's spouse and children; group life insurance with optional coverage for employee spouse and children; vision coverage, dental coverage and disability coverage. Not all benefits may be offered at all locations.

Generally, an employee is not eligible for health and welfare benefits until the employee has completed the local probationary period or other locally established waiting period. In most cases, the Company subsidizes a portion of the benefit cost and the employee pays the remaining cost of the health and welfare benefits by payroll deduction payments.

Upon termination of employment under most circumstances an employee may continue health benefits for a limited period under the provisions of the Consolidated Omnibus Budget Reconciliation Act (COBRA). While COBRA enables the extension of benefits, the employee is obligated to pay the full COBRA cost of the benefits.

Travel Expense Reimbursement

Employees traveling on Company business will be reimbursed (subject to policy limits) for their actual, reasonable and properly documented business expenses including transportation, lodging, meals and other necessary expenses incurred when conducting Company business. The traveler is responsible for complying with the Company's travel and expense guidelines, to justify exceptions and use his or her best efforts to minimize travel expenses with this policy.

All travel arrangements are to be made according to the Company's Travel and Expense policy available on the Company intranet. Depending upon employee's job assignment, an employee will be designated to use either the Company web-based travel program or contact the Corporate Travel Coordinator.

For more information on air travel, hotel accommodations, rental cars, meals, the use of personal automobile expenses, travel advances, and reimbursable expenses, please contact your supervisor or your Regional or Corporate Human Resources Department.

Administrative Matters



Personnel/Human Resources Records

It is Company policy to maintain a personnel/human resources file containing pertinent employee information about each employee. Employee files are confidential and are treated as such. Access to employee files is limited to the following:

Each employee may review his or her own personnel file in the presence of a person designated by Human Resources or their immediate supervisor by appointment. No material is to be removed except as specifically authorized by Human Resources.

Other employees of the Company may have access to personnel files only on a need to know basis. This means access is limited to:

Human Resources staff needing access in the course of their normal duties.

Supervisors/managers considering an employee for promotion or transfer into their departments or location.

Union representatives (for employees represented by the union).

Individuals who are not employees of the Company may not, except with specific authorization, have access to the files themselves. Generally, such access would be granted only upon advice of counsel (for example, in response to a subpoena, summons, or request for information from a federal administrative or law enforcement agency). Unless specifically authorized by appropriate officials, no one should extract information from personnel records and/or disclose opinions or assessments of employee job performance or give opinions or assessments of employee job performance or attitudes.

Employees are responsible for notifying management of changes in address, telephone number and/or family status (births, marriage, death, divorce, legal separation, etc.) as income tax status and group insurance may be affected by these changes.

The Company will not release information from employee personnel records, including, but not limited to, information pertaining to medical/health, salary, etc. or disseminate such information to individuals who have no legitimate business need to know.

Employment and Income Verifications/References

On occasion, an employee may need to provide verification of his or her income to third parties. Employment and income verifications may be required when applying for a mortgage or loan, for reference checking, leasing an apartment, establishing credit, or any other instance where proof of employment or income is needed. It is the policy of the Company to protect the privacy of each employee. Employees who wish to provide employment verification to an entity should direct the entity to the Company's automated external employment verification service.

At the present time, the Company uses The Work Number® to provide automated employment and income verifications on its employees. The Work Number® is an automated service that can be used anytime, anywhere – available 24 hours a day, 7 days a week. It provides employees with the ability to quickly provide proof of their employment or income. The individual employee controls the process and is responsible for authorizing the access and release of his/her information to the verifying organization.

Information for Employees:

Transdev North America, Inc. Employer Code:	13173
The Work Number® Access Information:	www.theworknumber.com 1-800-367-2884
The Work Number® Customer Service:	1-800-996-7566 1-800-424-0253 (TTY-Deaf)

Information for Verifiers:

Transdev North America, Inc. Employer Code:	13173
The Work Number® Access Information:	www.theworknumber.com 1-800-367-5690
The Work Number® Customer Service:	1-800-996-7566 1-800-424-0253 (TTY-Deaf)

Information for Social Services Agencies:

Transdev North America, Inc. Employer Code:	13173
The Work Number® Access Information:	www.theworknumber.com 1-800-660-3399
The Work Number® Customer Service:	1-800-996-7566 1-800-424-0253 (TTY-Deaf)

All employment and income verification requests are expected to use this automated service. The Company will provide federal, state, and local government agencies any employee information required by law.

No Company employee who is not designated by the Human Resources Department to provide employment information is prohibited from releasing employment or income verification information and must direct inquiries to Human Resources. Human Resources Representatives may handle a variety of confidential matters regarding other employees, clients, and other information. When doing so, it is their responsibility to respect the privacy of fellow employees. This policy is designed to protect the Company and employee from any potential liability.

In the event The Work Number® cannot be utilized for verification, upon verbal inquiry of any individual, the following information may be released regarding a current or former employee without written authorization:

Name of the employee

Current or former job title

Length of employment

All other requests for written confirmation to employment reference/verification inquiries must contain the current or former employee's signature authorizing the release of his/her compensation history, DOT or training record information. Any information provided on current or former employees shall be job-related, required by federal or state regulations, and factual and demonstrable from the records of the employee.

The Company will not respond to questions of character, credit worthiness, likelihood of continued employment, personality, reason for leaving Company service, evaluation of performance, and eligibility for rehire or other questions of a similar nature.

Internal Placement and Transfers

The Company encourages employee placement into vacant higher-level positions when qualified employees are available, interested, deemed suitable in all respects and when it is determined the promotion is in the best interest of the employee's department and the Company.

Promotion/Placement Eligibility

Employee eligibility for promotion or position transfer may be determined by:

The requirements of the new job following the interview process

Employees must have held their current position for at least 12 months

Employees must have a satisfactory performance record

No disciplinary actions for the preceding six (6) months

Property Transfers

Employees require approval to transfer between properties. Employees desiring to laterally move from one location to another should meet the following requirements:

Must have held his/her current position for at least 12 months, or

Must have left employment with Transdev North America, Inc. for at least six (6) months, or

Is receiving a promotion, or

Transferring employee has received approval from the Regional Vice Presidents that oversees the affected contracts

Employees transferring to a new property for a temporary basis (less than three (3) months) only require the approval of the General Manager.

For more information regarding the internal reference process, please contact your Regional or Corporate Human Resources Department.

International Mobility

International mobility is one of the factors that support's Transdev's development success. It cements the Company's international culture by appropriately linking our employee's expertise. It provides employees with a new scope of responsibility and professional experience.

Performance Reviews and Evaluations

The performance review and evaluation is an important method by which the job performance of each employee is evaluated, (generally in terms of quality, quantity, cost, and time) typically by the corresponding hiring manager or supervisor. A performance appraisal is an important part of guiding and managing employee career development. It is the process of obtaining, analyzing, and recording information about the relative worth of each employee to the organization. An employee performance review and evaluation will:

Give employees feedback on performance

Identify employee training needs

Document criteria used to allocate organizational rewards

Form a basis for personnel decisions: salary increases, promotions, disciplinary actions, bonuses, etc. •
Provide the opportunity for an employee's manager/supervisor to diagnosis and development

Facilitate communication between employee and administration

Validate selection techniques and human resource policies to meet federal Equal Employment
Opportunity requirements

All exempt and non-exempt employees typically receive an annual review. In addition, it is also the policy at Transdev North America, Inc. to continuously observe and evaluate the safety performance of employees in safety sensitive positions and to provide feedback and expectations for improvement when performance standards are compromised.

For more information please contact your supervisor or your Regional or Corporate Human Resources Department.

Bulletin Boards

Company bulletin boards are an essential component of official information maintained for the purpose of communicating Company announcements, memos, matters of Company business required by law, and items related to the personal interest and benefit of employees.

Bulletin boards are Company property and, as such, the Company reserves exclusive control over their access and use. Approval for all postings outside of daily operational memorandums must be made through the local General Manager or his/her designee.

Upon approval, personal notices may be posted provided that adequate space is available and such notices do not violate the Company's no-solicitation rule. Company postings will always receive priority.

No ads of a commercial nature may be posted, nor will any posting be allowed that is derogatory or in any other way offensive to the Company, our clients or our employees.

This does not apply to Union bulletin boards which are governed by the terms and conditions of the local Collective Bargaining Agreement.

For more information, please contact your supervisor or the Regional or Corporate Human Resources Department.

Social Security Number Privacy

It is the policy of the Company to protect the security of Social Security Numbers and any other personal identifying information required by law to be maintained confidentially. All executives, managers and employees are expected to rigorously adhere to this policy. Any employee violating the provisions of this policy and its operating procedures will be disciplined in accordance with Company rules.

Social Security Numbers and other personal identifying information will be collected from applicants and employees as required in order to meet federal and/or state reporting requirements. These purposes include to:

Conduct pre-employment background checks

Verify eligibility for employment

Withhold federal and state taxes

Comply with state new-hire reporting

Facilitate enrollment into Company benefit plans

If this Company policy and operating procedures conflicts with a state law in any state in which the Company operates, the state law shall supersede.

For more information regarding storage and disposal of Social Security and other personal identifying information, please contact your Regional or Corporate Human Resources Department.

Email, Internet, and General Computer Usage Policy

The Company's email and computer systems are essential business tools intended to be used for legitimate Company purposes only, although occasional personal use is permitted consistent with the Company's written email and internet use policies. All employees using the Company's email and computer systems must be familiar with and adhere to the Company's written policies governing its email, internet and computer systems. All existing Company policies, including but not limited to the use of intellectual property, insider trading, misuse of Company property, discrimination, harassment, sexual

harassment, information, data security, and confidentiality, apply equally to employee conduct in connection with use of email and the internet. More simply said, the use of the Company email and computer systems should at all times be consistent with Transdev's Values and this Code of Business Conduct.

All email accounts and all email content created, sent, received or stored on the Company's email system, whether business or personal, are the sole property of the Company and are not the property of the employee or other personnel. There is no expectation of privacy in any email or internet content transmitted over or stored in the system. Email retained on the Company email system remains the property of the Company and users are forbidden to delete email from the system before or upon leaving the employment of the Company.

Highly confidential or sensitive information should not be sent through email. Email should be used in a manner that will not risk the disclosure of Company proprietary and other information to persons outside the Company. Email messages may need to be saved and may be required to be produced in litigation. Strict adherence to any directives of the Legal Department or Senior Management to preserve email content is required.

For more information regarding this policy, please contact your Regional Human Resources Representative, Corporate Human Resources, or the Legal Department.

Cellular Telephone and Other Electronic Devices

This policy sets forth Company rules and limitations on the use of use of cellular telephones and other electronic devices in any motor vehicle while on Company time, including during meal or rest periods. Distinctions are made in this policy between cellular telephones and other electronic devices issued by the Company for work-related purposes and personal devices belonging to the employee.

Cellular telephones: means any cellular telephone as the term is commonly understood, but including other communication devices such as, without limitation, Nextel devices, Blackberries, Smart Phones, I pads, electronic tablets, pagers and text messaging devices, with or without hands-free capability.

Other electronic devices: means any device that is capable of being handheld and has an on-off switch, including but not limited to MP3 and other music players, electronic games and GPS devices.

Company vehicle: means any motor vehicle used in the performance of a contract, whether owned, rented, leased or otherwise made available to the Company, including but not limited to revenue vehicles, services vehicles, supervisor and management vehicles.

When seated at the wheel of a Company vehicle, the use of cellular telephones and/or other electronic devices is limited as follows:

In all situations, use of a Company-provided or personal cellular telephone or other electronic device while seated at the wheel of a Company vehicle is prohibited where and when prohibited by law.

The use of any personal cellular telephone and any other personal electronic device while seated at the wheel of a Company vehicle is prohibited. These devices must be powered off at all times when an employee is seated at the wheel, regardless of whether the vehicle is powered on or off.

Paratransit and other On-Demand Transportation Service Operators: Company-provided cellular telephones and Company-provided other electronic devices may not be used for any purpose other than for work-related purposes while seated at the wheel of any vehicle, regardless of whether the vehicle is powered on or off, and then only to the minimum extent necessary. As much as practical, said devices may only be used when the vehicle is not in motion. Whenever the use of a cellular telephone or other electronic device presents a risk to safe driving, use of the device is not permitted. No personal use of such devices while seated at the wheel of a Company vehicle is permitted.

Managers and Road Supervisors: Company-provided cellular telephones and other Company-provided electronic devices may not be used for any purpose other than for work-related purposes, and then only to the minimum extent necessary. No personal use of such devices while seated at the wheel of a Company vehicle is permitted. When the use of a cellular telephone or other electronic device presents a risk to safe driving, use of the device is not permitted. As much as practical, said devices should be used only when the vehicle is not in motion. Managers or road supervisors are prohibited from the use of a cellular telephone and other electronic device when operating a revenue service vehicle at any time, in or out of revenue service.

Nothing herein shall limit the ability of the Company to impose greater restrictions on cellular telephone or other communication device possession or use during working hours on a location by location basis. Any such policies must first be approved in writing by the Legal Department.

Employees must comply with Transdev's Cellular Telephone and Other Electronic Devices Policy.

Specific directives are provided in the Transdev Cellular Telephone and Other Electronic Device Policy. Failure to comply with any portion of this policy is cause for discipline up to and including termination of employment.

Company Automobiles/Non-Revenue Vehicles

The use of Company automobiles, non-revenue vehicles and car allowances is limited to designated positions within the Company and will be managed by the Senior Vice President of Human Resources (SVP-HR) in consultation with the Chief Executive Officer (CEO) and the Chief Operating Officer (COO). Details of this program are defined in the Automobile policies posted on the Transdev North America, Inc. intranet. Participants in the program are expected to use their vehicle to transport clients, prospective clients, and other employees of the Company. As such, the Company reserves the right to establish vehicle requirements and conditions for participation in the program.

Media Relations

It is the policy of the Company not to grant interviews or release information to the media (television, radio or newspaper reporter) without prior approval of the Chief Executive Officer, General Counsel, Chief Operating Officer, Regional Vice President, or General Manager depending on the nature of the media contact and subject matter.

Any requests for interviews or information by the media should be referred to the General Counsel (if applicable). Courtesy and common sense should always dictate in dealing with media requests. In no case should any information be volunteered to outside sources.

An employee approached by the media should:

Ask the reporter for his or her name, the name of the publication or Company, a telephone number and the topic in issue

Then contact the General Counsel with the information

In the event the General Counsel is unavailable, the employee should make direct contact with an appropriate officer of the Company.

This policy excludes those circumstances dealing with local media events (i.e., rodeos, marketing events, etc.).

Glossary of Transit and Rail Terms



*The terms in this glossary are not all inclusive and some may not be used at your facility.
They are to be used as a reference guide only.

A

AAR – Association of American Railroads

Above Grade - The location of a structure or transit guide way above the surface of the ground (also known as elevated or aerial).

Accessible Service - Buses operating in regular service with wheelchair lifts, ramps, kneeling functions or other devices that permit disabled passengers to use the service.

Accessibility - (1) The extent to which facilities are barrier free and useable by disabled persons, including wheelchair users. (2) A measure of the ability or ease of all people to travel among various origins and destinations.

Accident/incident - An unplanned occurrence, which could have or did result in personal injury and/or property damage.

Activity Center - An area with high population and concentrated activities which generate a large number of trips (e.g., CBD, shopping centers, business or industrial parks, recreational facilities; also known as trip generator).

ALARP – As low as reasonably practicable, term used to describe reducing risks.

Alight - To get off a transit vehicle. Plural: “*alightings*.”

Alignment - The horizontal and vertical ground plan of a roadway, guide way, transit route or other facility. The horizontal alignment refers to the location of the guide way as described by curves or any straight portion of an alignment. The vertical alignment refers to the vertical orientation of the guide way. (i.e., below grade, at grade or above grade).

Allocation - An administrative distribution of funds, for example, federal funds among the states; used for funds that do not have legislatively mandated distribution formula.

Alternative Fuels/Energy - These refer to vehicle engine fuels other than standard gasoline or diesel. Typically, alternative fuels such as methanol, ethanol, and compressed natural gas are much cleaner. They produce reduced emissions of greenhouse gases that contribute to global warming.

AM Peak - The morning commute period, about two hours, in which the greatest movement of passengers occurs, generally from home to work; the portion of the morning service period where the greatest level of ridership is experienced and service is provided. Synonyms: *Rush hour, Early Peak, Morning Peak, Morning Rush, Morning Commission*

Americans with Disabilities Act of 1990 (ADA) - The law passed by Congress in 1990 which makes it illegal to discriminate against people with disabilities in employment, services provided by state and local governments, public and private transportation, public accommodations and telecommunications.

Amtrak – The National Railroad Passenger Corporation

APP AR - An abbreviation for “approximate arrival” time point.

Appropriation - An act of Congress that permits federal agencies to incur obligations and make payments for specific purposes.

APTA - American Public Transportation Association

Arterial Street - A major thoroughfare, used primarily for through traffic rather than for access to adjacent land, that is characterized by high vehicular capacity and continuity of movement.

Assignment Number - Unique identification number given to a collection of runs representing a week's worth of work for a single operator.

At Grade - The location of a structure or transit guideway at the same level as the ground surface.

Authorization - Basic, substantive federal legislation that established or continues the legal operation of federal program agencies, either indefinitely or for a specific period of time.

Automatic Passenger Counts (APC) (predates "smart technology") - A technology installed on transit vehicles that counts the number of boarding and alighting passengers at each stop while also noting the time. Passengers are counted using either pulse beams or step treadles located at each door. Stop location is generally identified through use of either global positioning systems (GPS) or signpost transmitters in combination with vehicle odometers. Synonym: *Smart Counters*

Automatic Vehicle Location (AVL) - A system that senses, at intervals, and monitors the realtime location of transit vehicles using electronic equipment that communicates a signal back to a central control facility locating the vehicle and providing other information about its operations or about its mechanical condition.

B

Block - Trips operated by a single bus.

Block Number - The number used to identify an individual block schedule. A good block numbering system is "smart coded" to reveal the route number it starts on and the sequence number by pullout time. For example, the second bus leaving the garage on route 26 might be given a block number 2602.

Block Sheet - Listing of all trips and time-points on a single block.

Block Summary Sheet - Start and end times of each block illustrated on a time-scale to be used in the Run-Cutting process.

Board - To go onto or into a transit vehicle. Plural: “*Boardings.*”

Branch - One of multiple route segments served by a single route.

Bus - A rubber-tired road vehicle designed to carry a substantial number of passengers (i.e., 10 or more), commonly operated on streets and highways for public transportation service.

Bus Bay - Bus berthing area in a facility such as a transit center or rail station.

Bus Hours - The total hours of travel by bus, including both revenue service and deadhead travel. Synonym: *Vehicle Hours*

Bus Lane - A lane of roadway intended primarily for use by buses, either all day or during specified periods. Synonym: *Transit Priority Lane*

Bus Miles - The total miles of travel by bus, including both revenue and deadhead travel. Synonym: *Vehicle Miles*

Bus Number - Vehicle number assigned to a piece of equipment.

Bus Rapid Transit (BRT) - A term applied to a variety of public transportation systems using buses to provide faster, more efficient service than an ordinary bus line. Often this is achieved by making improvements to existing infrastructure, vehicles and scheduling and using larger specialized buses.

Bus Shelter - A structure constructed near a bus stop to provide seating and protection from the weather for the convenience of waiting passengers.

Bus Stop - A curbside place where passengers board or alight transit.

Bus Turnout - Cutout in the roadside to permit a transit vehicle to dwell at a curb, typically at a Bus Stop.

Busway - A special roadway designed for exclusive use by buses. It may be constructed at, above, or below grade and may be located in separate rights-of-way or within highway corridors.

C

Capital - Long-term assets, such as property, buildings, roads, rail lines, and vehicles.

Capital Costs - Costs of long-term assets of a public transit system such as property, buildings, vehicles, etc.

Capital Improvement Program - The list of capital projects for a five to seven year programming period.

Capital Project - Construction and/or procurement of district assets, such as transit centers, transit vehicles and track.

Car Pool - An arrangement where people share the use and cost of a privately owned automobile in traveling to and from pre-arranged destinations.

Central Business District (CBD) - An area of a city that contains the greatest concentration of commercial activity, the "Downtown". The traditional downtown retail, trade, and commercial area of a city or an area of very high land valuation, traffic flow, and concentration of retail business offices, theaters, hotels and services.

CFR - Code of Federal Regulations.

Configuration Management – A process that ensures, as much as possible, that the configurations of all property, equipment, and system design elements are accurately and completely documented.

Contractor - An entity that performs safety sensitive tasks or provides safety sensitive services on behalf of the railroad.

Corrective Action Plan - A written plan developed by the railroad that describes the actions the railroad or other responsible party will take to address system safety program deficiencies or to minimize, control, correct, or eliminate hazards, and the schedule for implementing those actions.

Corridor - A broad geographical band that follows a general directional flow or connects major sources of trips. It may contain a number of streets and highways and many transit lines and routes.

Crosstown Route - Non-radial bus service that normally does not enter the Central Business District (CBD).

Crush Load - The maximum passenger capacity of a vehicle, in which there is little or no space between passengers (i.e., the passengers are touching one another) and one more passenger cannot enter without causing serious discomfort to the others.

Curb-to-Curb Service - The most common designation for paratransit services, the transit involves picking up and discharging passengers at the curb or driveway in front of their home or destination. The driver does not assist or escort passengers to the door.

D

Deadhead - There are two types of deadhead or non-revenue bus travel time:

- (1) Bus travel to or from the garage and a terminus point where revenue service begins or ends;
- (2) A bus's travel between the end of service on one route to the beginning of another.

Synonym: *Non-Revenue Time*

Deboard - To get out of or off of a transit vehicle.

Demand-Responsive Service - A non-fixed-route service, typically using vans or small buses, with passengers calling the agency in advance (usually 24 hours) to arrange a trip within a transit system's service area.

Deviated Fixed-Route Service - Service that allows on-request, limited-distance deviation (usually up to three-quarters of a mile) off a regular bus route in order to provide service to a low density area or for those who experience difficulty getting to bus stops. Planning for these routes often involves the use of computers and GPS systems to aid the driver.

Disabled - With respect to an individual, a physical or mental impairment that substantially limits one or more of the major life activities of such an individual; a record of such an impairment; or being regarded as having such an impairment.

Discretionary - Subject to the discretion of legislators or an administrator.

Dispatcher - Refers to an individual who combines bus operators and run assignments, and/or controls the movement of buses in service.

Dispatch Sheet - A list of all assignments to be operated on a particular day of the week.

Door-to-Door Service - A form of escorted paratransit service that includes passenger assistance between the vehicle and the door of his or her home or other destination but does not entail the driver going inside the destination. Assistance is also provided, as needed, with the passenger's belongings (e.g. bags, etc.).

E

Emergency - An event or condition that requires an immediate, active response to prevent, mitigate, and/or control threats to life and property.

Emergency Preparedness Plan - Transdev's written plan on preparedness and response in dealing with a passenger train emergency.

Emergency Responder: A member of a police or fire department, or other agency charged with providing or coordinating emergency services. **EPA** – Environmental Protection Agency.

Escorted Transportation - Any public transportation service which requires the use of a person to assist the passenger over the course of a trip. Such services can be classified as curb-to-curb, door-to-door, or door-through-door service.

Exclusive Right-of-Way - A right-of-way that is fully grade separated or access controlled and is used exclusively by transit.

Express Bus Service - Express service is deployed in one of two general configurations:

- (1) A service generally connecting residential areas and activity centers via a high speed, non-stop connection, e.g., a freeway, or exclusive right-of-way such as a dedicated busway with limited stops at each end for collection and distribution. Residential collection can be exclusively or partially undertaken using park-and-ride facilities.
- (2) Service operated non-stop over a portion of an arterial in conjunction with other local services. The need for such service arises where passenger demand between points on a corridor is high enough to separate demand and support dedicated express trips.

Extra Board - Refers to operators who have no standing run assignment run but are used to cover unassigned runs or runs left open because of an absence of assigned operators. Unassigned or extra board work is posted and typically rotates on a daily basis.

F

Facility - The physical place that is used by a transit agency.

Fare - Payment in the form of coins, bills, tickets and tokens collected for transit rides.

Fare Box - A device used in a public transport system for the deposit and securement of fares; typically fitted with a slot for receipt of coins and a second slot for receipt of paper bills.

Fare Box Recovery Ratio - A measure of the proportion of transit operating expenses covered by passenger fares. It is calculated by dividing a transit operator's fare box revenue by its total operating expenses. Synonym: *Fare Recovery Ratio*

Fare Box Revenue - The value of cash, tickets and pass receipts given by passengers as payment for public transit rides.

Fare Card - A card that is paid for in advance and can be used as fare on mass transit: it can be printed or electronic.

Fare Collection System - The method by which fares are collected and accounted for in a public transportation system.

Fare Elasticity - The extent to which ridership responds to fare increases or decreases.

Fare Structure - The system set up to determine how much is to be paid by various passengers using the system at any given time.

Federal Transit Administration (FTA, formerly UMTA, Urban Mass Transit Administration) - A division of the U.S. Department of Transportation (DOT) which administers the federal program of financial assistance to public transit.

Feeder Service - Service that picks up and delivers passengers to a regional mode at a rail station, express bus stop, transit center, terminal, Park-and-Ride, or other transfer facility.

Fixed Cost - An indirect cost that remains relatively constant irrespective of the level of operational activity.

Fixed-Guide way System - A system of vehicles that can operate only on its own guide way constructed for that purpose (e.g., rapid rail, light rail, bus rapid transit). Federal usage in funding legislation also includes exclusive right-of-way bus operations, trolley buses, and ferryboats as "fixed-guide way" transit.

Fixed-Route Service - A service provided on a repetitive basis along a specific route according to a pre-arranged, published schedule with vehicles stopping to pick up and deliver passengers to specific locations. Each trip is run on a fixed route, servicing the same origins and destinations.

FRA – Federal Railroad Administration

Frequency - The amount of time scheduled between consecutive buses or trains on a given route segment; in other words, how often the bus or train comes (also known as Headway).

FTA – Federal Transit Administration.

Full Funding Grant Agreement (FFGA) - An agreement executed by the federal government with a public transit operator that assures the operator of the federal government's intention to fully fund the federal share of a New Starts project.

Fully Implemented- All elements of a system safety program as described in the system safety program plan are established and applied in the day to day safety management of the railroad.

G

Garage - The place where revenue vehicles are stored and/or maintained and from where they are dispatched and recovered for the delivery of scheduled service. *Synonyms: Barn, Base, Depot, District, Division, O/M Facility (ops/maintenance), Yard*

GCOR – General Code of Operating Rules.

Gillig - Refers to a manufacturer of transit buses. The Gillig Corporation is located in Hayward, California.

Global Positioning Satellite - Technology that tracks the current location of buses, taxis, and vans to assist in maintaining schedules and dispatching is maintained through a network of global positioning satellites (GPS), which is the term used to describe the system used to automatically track vehicle locations.

Grade Crossing - A crossing of the track at grade (or street) level over a roadway. Grade crossings are not necessarily protected by automatic warning devices.

Grade Separated - A crossing of two forms of transportation paths (e.g., light rail tracks and a highway) at different levels to permit unconstrained operation.

H

Hazard - Any real or potential condition (as defined in the railroads hazard management process) that can cause injury, illness, or death; damage to or loss of a system, equipment or property; or damage to the environment.

Hazard Probability - The likelihood of an event occurring.

Hazard Resolution - The analysis and subsequent actions taken to reduce, to the lowest practical level, the risk associated with an identified hazard.

Hazard Severity - The consequences of an event occurring.

Headway - Number of minutes between two trips on a route. For example, if a route has a trip every 30 minutes it is said to have a "30-minute headway". Headways can vary by time of day. Synonyms: *Frequency, Schedule, Vehicle Spacing*

Headway Sheet - A single schedule showing all trips on a route in time order. A headway sheet will show the block number for each trip, the garage times for each block, and the times each trip reaches a time-point.

Head Sign - the sign above the front windshield of a bus describing the line number or its line name and destination.

Highway Crossing - See Grade or Level Crossing.

High Occupancy Vehicle (HOV) - Vehicles that can carry more than two persons. Examples of high occupancy vehicles are a bus, vanpool and carpool.

HOV Lane - A traffic lane in a street or highway reserved for high occupancy vehicles, which may include two person vehicles in some applications.

Hybrid Bus - A bus that runs on hybrid propulsion (fossil fuel combined with electric power). An onboard generator powered by an internal combustion engine or fuel cell supplies electricity.

I

Incident - Traffic or passenger accident that include collisions with other vehicles, pedestrians or fixed object, and passenger accidents while boarding, on-board, or disembarking the transit vehicle or any unusual circumstance encountered in operation.

Interlining - Interlining is used in two ways: Interlining allows the use of the same revenue vehicle and/or operator on more than one route without going back to the garage. Interlining is often considered as a means to minimize vehicle requirements as well as a method to provide transfer

enhancement for passengers. For interlining to be feasible, two (or more) routes must share a common terminus or be reasonably proximate to each other (see DEADHEAD). Synonyms: *Through Routes, Interlock Routes, Interlocking*

Intermodal - Switching from one form of transportation to another.

Intermodal Facility - A building or site specifically designed to accommodate the meeting of two or more transit modes of travel.

Investigation- The process used to determine the causal and contributing factors of an accident.

J

Joint Development - Development of land or airspace by a public or private entity at RT property where the RT Board has determined that there is excess property rights and the proposed development will not interfere with the existing or planned transit use of the property.

Joint Powers Authority - A group of representatives from several entities that have agreed to undertake a joint venture.

K

Kiss and Ride - A place where commuters are driven and left at a station to board a public transportation vehicle.

Kneeling Bus - A feature on a bus that lowers the floor to the curb or to near-curb level to make it easier for passengers to board, especially for seniors and persons with disabilities.

L

Layover Time - Refers to time built into a schedule between arrival and departure for bus drivers for schedule recovery. Layovers normally occur at each end of a route to allow for a driver's break and schedule recovery, but they may be scheduled at other points to allow for timed transfer connections. Synonym: *Recovery Time*

Level Crossing - Intersection of highway and railway, at same "level" or grade.

Limited-Stop Service - An express service, usually on a larger bus, that operates on a fixed route either parallel to an existing fixed route, or supplementing several existing routes. Its purpose is to provide quicker service to destinations with less frequent stops.

Linked Passenger Trips - A linked passenger trip is a trip from origin to destination on the transit system. Even if a passenger must make several transfers during a one way journey, the trip is counted as one linked trip on the system. Unlinked passenger trips count each boarding as a separate trip regardless of transfers.

Liquidated Damages - When the parties to a contract agree to the payment of a certain sum as a fixed and agreed upon satisfaction for not doing certain things particularly mentioned in the agreement, the sum is called liquidated damages.

Load Factor - The ratio of passengers actually carried versus the total passenger seating capacity of a vehicle. A load factor of greater than 1.0 indicates that there are standees on that vehicle.

Local Service - A type of operation that involves frequent stops and consequent low speeds, the purpose of which is to deliver and pick up transit passengers as close to their destinations or origins as possible.

Loop - A portion of a bus line where the driver operates a segment in one direction only. Passengers may only board on one side of the loop. Loops are sometimes required due to lack of pavement accessibility, or when no off street turn-around is available.

Low Floor Vehicle - Refers to a bus that does not have steps. Building a bus floor at one level between the front to rear doors allows passengers to enter and exit more quickly. The addition of steps usually adds boarding and alighting time, especially for passengers with limited mobility.

M

Manifest - List of passengers by name/address for a vehicle run—typically encountered in paratransit service.

Mass Transit - Another name for public transportation. Transportation by bus, rail, or other conveyance, either publicly or privately owned, which provides to the public general or special service on a regular and continuing basis.

Maximum Load Point - The location(s) along a route where the vehicle passenger load is the greatest. The maximum load point(s) generally differ by direction and may also be unique to each of the daily operating periods. Long or complex routes may have multiple maximum load points.

Minibus - A rubber-tired road vehicle designed to carry a small number of passengers (i.e., 12 or less), commonly operated on streets and highways for public transportation service.

Miss Out - The failure of an operator to report on-time for a work assignment. The operator, upon arrival, will receive a shift/run available on the extra board.

Missed Trip - A schedule trip that did not operate for a variety of reasons including operator absence, vehicle failure, dispatch error, traffic, accident or other unforeseen reason.

Mode - A particular form of travel (e.g., bus commuter tail, train, bicycle, walking or automobile).

Mode Split - The proportion of people that use each of the various modes of transportation. Also describes the process of allocating the proportion of people using modes. Frequently used to describe the percentage of people using private automobiles as opposed to the percentage using public transportation.

Model - An analytical tool (often mathematical) used by transportation planners to assist in making forecasts of land use, economic activity, and travel activity.

Monthly Pass - A prepaid farecard or ticket, valid for unlimited riding within certain designated zones for one-month period.

Multi-destination Network — A bus route network that is designed to make it easy to travel by transit between any two points in the service area.

Multimodal - The availability of multiple transportation options, especially within a system or corridor. A multimodal approach to transportation planning focuses on the most efficient way of getting people or goods from place to place by means other than privately owned vehicles; by bus, trolley, light rail, streetcar, cable car, and/or ferry systems.

N

New Start Passenger Railroad – A railroad not previously operating a passenger rail system regulated by the FRA.

Network - The configuration of streets or transit routes and stops that constitutes the total system.

New Starts - Federal funding granted under Section 5309 (B) of the United States Code. These discretionary funds are made available for the construction of new fixed guide way systems or extensions of existing fixed guide way systems.

NORAC - Northeast Operating Rules Advisory Committee

No Show - The passenger is not available for the operator to provide services for the scheduled trip.

NTSB - National Transportation Safety Board - An independent federal agency that investigates and analyzes major transportation accidents (railroads, aviation, highway, marine, etc.) and prepares a public report on its findings, conclusions, and recommendations.

O

Off-Peak - Non-rush periods of the day when travel activity is generally lower and less transit

service is scheduled.

Operating - Maintaining the ongoing functions of an agency or service. "Operating expenses" include wages, benefits, supplies, and services. "Operating assistance" is used to pay for the costs of providing public transit service.

Operating Cost - The total costs to operate and maintain a transit system including labor, fuel, maintenance, wages and salaries, employee benefits, taxes, etc.

Operating Expense - Monies paid in salaries and wages; settlement of claims, maintenance of equipment and buildings, and rentals of equipment and facilities.

Operating Ratio - A measure of transit system expense recovery obtained by dividing total operating revenues by total operating expenses.

Operating Revenue - Revenue derived from passenger fares. See also Farebox Revenue.

Operating Speed - The rate of speed at which a vehicle is safely operated under prevailing traffic and environmental conditions.

Operator - An employee of a transit system who spends his or her working day in the operation of a vehicle, e.g., bus driver, streetcar motorman, trolley coach operator, etc.

Organizational Safety Culture - The product of individual and group values, attitudes, perceptions, competencies, and patterns of behavior that determine the commitment to, and the style and proficiency of, an organization's health and safety management.

Origin - The location of the beginning of a trip or the zone in which a trip begins. Also known as a "Trip End."

Origin-Destination Study - A study of the origins and destinations of trips made by vehicles or passengers.

OSHA - Occupational Safety and Health Administration - A federal agency within the United States Department of Labor responsible for establishing and enforcing standards for the exposure of workers to safety hazards or other harmful materials that they may encounter in the work environment, as well as other matters that may affect the safety and health of workers. **Overtime** - The number of hours paid at a time and one-half rate.

Owl - Service that operates during the late night/early morning hours or all night service, usually between 10:00 p.m. and 6:00 a.m.

P

Paddle - An individual operator schedule showing trips to be operated for a particular run number.

Paratransit - The word "paratransit" alternative modes of flexible passenger transportation that do not follow fixed routes or schedules—paratransit service is typically provided to a person who is unable to use the fixed route system due to a disability.

Park-and-Ride - A parking area for automobile drivers who then board vehicles, shuttles or carpools from these locations.

Pass - A means of transit prepayment, usually a card that carries some identification that is displayed to the driver or conductor in place of paying a cash fare.

Passenger - A person who rides a transportation vehicle, excluding the driver.

Passenger Check - A check (count) made of passengers arriving at, boarding and alighting, leaving from, or passing through one or more points on a route. Checks are conducted by riding (ride check) or at specific locations (point check). Passenger checks are conducted in order to obtain information on passenger riding that will assist in determining both appropriate directional headways on a route and the effectiveness of the route alignment. They are also undertaken to meet FTA Section 15 reporting requirements and to calibrate revenue-based ridership models.

Passenger Lift - A mechanical device, either a lift or ramp, which allows wheelchair or scooter users, as well as other mobility-impaired passengers, to board a bus without climbing the steps.

Passenger Miles - A measure of service utilization which represents the cumulative sum of the distances ridden by each passenger. It is normally calculated by summation of the passenger load

times the distance between individual bus stops. For example, ten passengers riding in a transit vehicle for two miles equals 20 passenger miles.

Passenger Operations - The period of time when any aspects of railroad operations are initiated with the intent to carry passengers.

Passenger Revenue - Fares paid by passenger traveling aboard transit vehicles.

Pattern - Unique, non-branching, ordered sequence of time points, street links, or public transportation stops to be followed by a transit vehicle in scheduled service.

Pay Time - The number of hours a driver is compensated.

Peak Hour/Peak Period - The period with the highest ridership during the entire service day, generally referring to either the peak hour or peak several hours (peak period).

Peak Service - Typically weekday a.m. and p.m. service during commute hours to carry a maximum number of passengers. Commute or peak hours are typically defined as time between 6 and 9 a.m. in the morning, and between 4 and 7 p.m. at night.

Pick - The selection process by which operators are allowed to select new work assignments, i.e., run or the Extra Board in the next (forthcoming) schedule; can also refer to other operator selections conducted in seniority order, for example, "vacation pick".

Pick Sheets - Sheet that displays by assignment number, the number of work assignments from which a driver may choose.

Platform Time - Number of hours a bus operates from pull-out to pull-in.

Program - (1) *verb*, to assign funds to a project; (2) *noun*, a system of funding for implementing transportation projects or policies.

Public Transit System - An organization that provides transportation services owned, operated, or subsidized by any municipality, county, regional authority, states, or other governmental agency, including those operated or managed by a private management form under contract to the government agency owner.

Public Transportation - Transportation by bus, rail, or other conveyance, either publicly or privately owned, that provides general or special service to the public on a regular and continuing basis.

Pull-In Time - The non-revenue time assigned for the movement of a revenue vehicle from its last scheduled terminus or stop to the garage. Synonyms: *Turn-In Time*, *Deadhead Time*, *Run-off Time*

Pull-Out Time - The non-revenue time assigned for the movement of a revenue vehicle from the garage to its first scheduled terminus or stop. Synonyms: *Deadhead Time, Run-on Time*

Pull-Out Sheet - A list of runs in pull-out time order showing the bus number assigned to each run.

R

Radial Service - Local or express service designed primarily to connect the Central Business District with outlying areas.

Recovery Time - Recovery time is distinct from layover, although they are usually combined together. Recovery time is a planned time allowance between the arrival time of a just completed trip and the departure time of the next trip in order to allow the route to return to schedule if traffic, loading, or other conditions have made the trip arrive late. Recovery time is considered as reserve running time and typically, the operator will remain on duty during the recovery period.

Synonym:

Layover Time

Revenue - Receipts derived from or for the operation of transit service including farebox revenue, revenue from other commercial sources, and operating assistance from governments. Farebox revenue includes all fare, transfer charges, and zone charges paid by transit passengers.

Revenue Time - Number of hours a bus operates in live service picking up passengers.

Revenue Vehicle Hour - The measure of scheduled hours of service available to passengers for transport on the routes, equivalent to one transit vehicle traveling in one hour in revenue service, excluding deadhead hours but including recovery/layover time. Calculated for each route.

Revenue Service - When a revenue vehicle is in operation over a route and is available to the public for transport.

Revenue Miles - Miles operated by vehicles available for passenger service.

Revenue Passenger - A passenger from whom a fare is collected.

Reverse Commute - Movement in a direction opposite to the main flow of travel, such as from the Central City to a suburb during the morning commute hour.

Ridesharing - A form of transportation, other than public transit, in which more than one person shares in the use of the vehicle, such as a van or car, to make a trip.

Ridership - The number of rides taken by people using a public transportation system in a given time period.

Right-of-Way (ROW, R/W) - The land over which a public road or rail line is built. An exclusive right-of-way is a road, lane, or other right-of-way designated exclusively for a specific purpose or for a particular group of users, such as light rail vehicles or buses.

Risk - is the potential harm that may arise from some present process or from some future event. It is often mapped to the probability of some event, which is seen as undesirable. Usually the probability of that event and some assessment of its expected harm must be combined into a believable scenario (an outcome) which combines the set of risk, regret and reward probabilities into an expected value for that outcome.

Road Call - A mechanical failure of a bus in revenue service that causes a delay to service, and which necessitates removing the bus from service until repairs are made.

Road Supervisor - The individual who is responsible for keeping buses or trains on schedule.

Rolling Stock - The vehicles used in a transit system, including buses and rail cars. Synonym: *Fleet*

Roundtrip - The two-way directional travel of a bus from its starting point to the other end of the route and back to the starting point.

Route - A specified path taken by a transit vehicle usually designated by a number or a name, along which passengers are picked up or discharged. Synonym: *Line*

Route Miles - The total number of miles included in a fixed route transit system network.

Run - Driver assignments for a particular day of the week.

- *Split* - a split run consists of an AM and PM assignment in which the driver is off work between the two runs.
- *Early Straight* - a single, full time piece of work starting with the morning pull out.
- *Late Straight* - a single, full time piece of work starting after the morning peak.
- *Night* - a single, full time piece of work starting at the PM peak.
- *Owl* - A single, full time piece of work starting after the PM peak, usually working through the night and early morning.

Run Cut - The process, normally performed two to four times a year, of generating daily bus driver work assignments in a cost-efficient manner to meet all service requirements. Run-cutting software is used to generate assignments that may be reset until they fulfill the requirements of all participating parties.

Running Time - The time assigned for the movement of a revenue vehicle over a route, usually done on a [route] segment basis by various time of day. Synonym: *Travel Time*

S

Safety - Freedom from harm resulting from unintentional acts or circumstances.

Safety Certification - A process applied to a safety system to ensure that the system meets all applicable requirements and is certified safe for operation.

System Safety Program - A comprehensive process for the application of engineering and management principles, criteria, and techniques to optimize safety. The system safety program:

- (1) assesses and manages risk;
- (2) provides methods for evaluating and responding to all safety issues;
- (3) includes proactive hazard management methods that support continuous safety improvement;
- (4) Ensures that applicable federal, state, and local safety regulations and safety requirements are identified and addressed.

The program reflects the railroad's safety philosophy and cultivates a robust safety culture from the most senior officer throughout all levels of the organization.

Schedule - A document that, at a minimum, shows the time of each revenue trip through the designated time points. Many properties include additional information such as route descriptions, deadhead times and amounts, interline information, run numbers, block numbers, etc. Synonyms: *Headway, Master Schedule, Timetable, Operating Schedule, Recap/ Supervisor's Guide*

Scheduling — The planning of vehicle arrivals and departures and the operators for these vehicles to meet consumer demand along specified routes.

Service Area — A geographic area which is provided with transit services. Service area is now defined consistent with ADA requirements.

Service Span — The span of hours over which service is operated, e.g., 6 a.m. to 10 p.m. or 24 hour (owl). Service span often varies by weekday, Saturday, or Sunday.

Service Standards — A benchmark by which service operations performance is evaluated. These standards are provided in the Short Range Transit Plan.

Shuttle Bus - A public transport bus service designed to quickly transport people between two points. Such a bus will 'shuttle' backwards and forwards between the two points, normally without any intermediate stops and with a high frequency of trips. Such services are often designed to serve specific customers, such as park and ride routes or airport bus services.

Skip-Stop Service - A public-transportation service pattern in which not all vehicles make every stop along a designated route. While all vehicles may stop at every major hub station, some express buses or trains may serve only a few stops. This system attempts to reduce travel time and crowding at boarding stations.

Smart Card - One of many different kinds of automatic fare collection systems beyond the single-use or limited-use fare card.

Spread Penalty - Number of hours paid at overtime beyond a designated spread period. For example, a 12-hour spread penalty would mean any driver operating a bus 12 hours after they started work would be paid at an overtime rate.

Stop - A location where public transport customers may board or alight from a transit vehicle in revenue service.

Subsidy — Funds granted by federal, state or local government.

System Safety Program Plan (SSPP) - A document developed by the railroad, describing its safety policies, goals, objectives, responsibilities, and procedures.

System Security Plan (SSP) – A document developed by the railroad, describing its prevention-oriented approach to security.

System Safety - The application of operating, technical, and management techniques and principles to the safety aspects of a system throughout its life cycle to reduce hazards to the lowest practical level through the most effective use of the available resources.

T

Taxi Stand - Also called taxi rank, cab stand, taxi stand, cab rank, or hack stand is a queue area on a street or on private property where taxicabs line up to wait for passengers.

Time-Point - A designated location and time that a bus can arrive before – but not leave earlier than – the stated time as indicated in the route schedule.

Timed Transfer - A point or location where two or more routes come together at the same time to provide positive transfer connections. A short layover may be provided at the timed transfer point to enhance the connection. Timed transfers have had increasing application as service frequencies have been reduced below 15 to 20 minutes and hub-and-spoke network deployment has grown.

Total Miles - The total miles includes revenue, deadhead, and yard (maintenance and servicing) miles.

Transfer - A slip of paper issued to a passenger that gives him or her the right to change from one transit vehicle to another according to specified limitations.

Transfer Cluster - A collection of one or more public transportation stops where transfer between routes is convenient.

Transfer Passenger - A passenger who transfers to a line after paying a fare on another line.

Transfer Point - Refers to a point where bus lines intersect and passengers can transfer to another line.

Transit Center - A fixed location where passengers transfer from one route to another.

Transit Corridor - A broad geographic band that follows a general route alignment such as a roadway or rail right-of-way and includes a service area within that band that would be accessible to the transit system.

Transit Dependent - Someone who must use public transportation for his/her travel.

Transit Mall - A street, or set of streets, in a city or town along which automobile traffic is prohibited or greatly restricted and only public transit vehicles and pedestrians are permitted.

Transit Priority - A means by which transit vehicles are given an advantage over other traffic, e.g., preemption of traffic signals or transit priority lanes.

Transit Priority Lane - See Bus Lane

Transit System - An organization providing local or regional multi-occupancy vehicle passenger service, whether privately or publicly held. Organizations that provide service under contract to another agency are generally not counted as separate systems.

Transportation Authority - These are the local component agencies designated by your state, commonwealth, or territory to be responsible for a specific geographic area, such as a state, a city, a county, or multi-county district.

Travel Time - The time allows for an operator to travel between the garage and a remote relief point.

Trip - The one-way directional travel of a bus from its starting time-point at one end of the route to its ending time-point at the other end of the route.

U

Unlinked Passenger Trips - The total number of passengers who board public transit vehicles. A passenger is counted each time he/she boards a revenue vehicle even though the boarding may be the result of a transfer from another route to complete the same one-way journey. Where linked or unlinked is not designated, unlinked is assumed.

Urban Mass Transportation Administration - See Federal Transit Administration.

V

Van - See Minibus.

Van Hool Bus - Refers to a Euro-style bus manufactured in Antwerp, Belgium.

Variable Cost - A cost that varies in relation to the level of operational activity.

Vehicle Miles - The number of miles traveled by a vehicle, and are usually calculated by mode.

W

Wheelchair Lift - A device used to raise and lower a platform in a transit vehicle for accessibility by handicapped individuals.

Y

Yard - An area where buses and rail are stored, parked, or repaired.

ACKNOWLEDGEMENT

I have received and read my copy of the Employee Handbook and was provided an opportunity to review and discuss its contents. Any questions that I may have had were discussed, answered and explained to me by my supervisor or a member of the Human Resources Department to my satisfaction. I am fully aware that this handbook is to be used as a guide. There may be occasions when Transdev North America, Inc. may amend, modify or cancel this handbook as well as any policies, rules, or procedures with or without notice. In addition, I understand that Transdev North America, Inc. may interpret the policies and procedures differently than me.

By Employee:

Date

Employee Name (Please Print)

Location

Employee Signature

I have discussed, answered and explained all questions with the above employee with regard to the policies, practices and benefits as contained in the Employee Handbook.

By Employer:

Date

Employer Name (Please Print)

Location

Employee Signature

Please return the acknowledgement form to the Human Resources Department.

CONNECTING COMMUNITY



Concord Kannapolis Area Transit

**PUBLIC
TRANSPORTATION
SYSTEM SAFETY PLAN (PTSSP)**

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INTRODUCTION-ESTABLISHING THE PARATEMETER OF THE PUBLIC TRANSPORTATION SYSTEM SAFETY PLAN

1.1. - AUTHORITY

The authority for implementing the Public Transportation System Safety Plan (PTSSP) resides with the Transit Director, City of Concord Emergency Management Team, City of Concord City Manager's Office, and City of Concord City Council.

1.2. - PURPOSE

This PTSSP defines our process for addressing safety, security and emergency preparedness as:

System Safety – The application of operating policies and procedures to reduce vulnerability to safety-related hazards

System Security – The application of operating policies and procedures to reduce vulnerability to security threats

Emergency Preparedness – The system of policies and procedures that assure rapid, controlled and predictable responses to a wide variety of safety and/or security incidents

The PTSSP supports Rider Transit's efforts to address and resolve critical incidents on our property and within our community.

Critical Incidents may include accidents, natural disasters, crimes, terrorism, sabotage, civil unrest, hazardous materials spills and other events that require emergency response. Critical incidents require swift, decisive action from multiple organizations, often under stressful conditions. Critical incidents must be stabilized prior to the resumption of regular service or activities.

The overall purpose of the Rider Transit PTSSP is to optimize—within the constraints of time, cost and operational effectiveness—the level of protection afforded to Rider Transit passengers, employees, volunteers and contractors, and any other individuals who come into contact with the system, both during normal operations and under emergency conditions.

This PTSSP demonstrates Rider Transit’s commitment to do the following:

Prepare

- Identify assets essential to our mission
- Identify key players of our mission
- Identify key threats facing our agency and our community
- Establish reactive policies, procedures and protocols
- Coordinate with emergency response organizations

Prevent

- Take steps to protect system assets and eliminate threats where possible
- Increase training and awareness

Respond

- React quickly and decisively to critical events and incidents

Recover

- Assess incident response actions
- Repair and replace critical assets
- Plan for the future based on lessons learned

The PTSSP provides Rider Transit with a safety, security and emergency preparedness capability that:

Ensures that safety, security and emergency preparedness are addressed during all phases of system operation, including the hiring and training of agency personnel; the procurement and maintenance of agency equipment; the development of agency policies, rules and procedures; and coordination with local public safety and community emergency planning agencies

Promotes analysis tools and methodologies to encourage safe system operations through the identification, evaluation and resolution of threats and vulnerabilities, and the ongoing assessment of agency capabilities and readiness

Creates a culture that supports employee safety and security and safe system operations (during normal and emergency conditions) through dedicated compliance with agency rules and procedures and the appropriate use and operation of equipment and resources

1.4. - OBJECTIVES

In this new environment, every threat cannot be identified and eliminated, but Rider Transit takes steps to be more aware, to better protect passengers, employees, facilities and equipment, and to stand ready to support community needs in response to a critical incident. To this end, our PTSSP has five objectives:

1. Achieve a level of security performance and emergency readiness that meets or exceeds the operating experience of similarly sized agencies around the nation.
2. Partake in and strengthen community involvement and participation in the safety and security of our system.

3. Develop and implement a Threat Vulnerability Assessment program and, based on the results of this program, establish a course of action for improving physical safety and security measures and emergency response capabilities.

4. Expand our training program for employees, volunteers and contractors to address safety and security awareness and emergency management concerns.

5. Enhance our coordination with partner agencies regarding safety, security and emergency preparedness issues.

1.5. - DEFINITION

In this PTSSP, the terms “transit vehicle” or “bus” are used to describe all types of transit surface conveyances, including 35’ Hybrid HD LF BRT New Flyer and Gillig Buses, Ford E450 LTV’s, and Ford Transit 350 Vans.

2 SYSTEM OVERVIEW-WHO WE ARE AND WHAT WE DO

2.1. - ORGANIZATIONAL DESCRIPTION

Rider is a joint project of the cities of Concord and Kannapolis, North Carolina, but is a department within the City of Concord. Rider has ten hybrid buses with an eye-catching bright green and royal purple paint scheme travel seven local routes and one regional route to the J W Clay Light Rail Station. All eight routes depart and arrive at the Transit Center located at 45 Transit Court, NW in Concord, NC 28025 with 60-75-minute frequency. Rider Transit operates Monday-Friday 5:30 am-8:30 pm and Saturday and Sunday 8:30 am-8:30 pm. All buses are ADA-accessible.

In addition to providing service to many local neighborhoods, Rider carries passengers to and from many popular destinations in Cabarrus County such as the Amtrak Station, Carolina Mall, Atrium Cabarrus, Concord Mills Mall, Rowan

Cabarrus Community College, and serves all 3 Walmart's and the Target in Cabarrus County. The buses also stop at many of the area's major employers, allowing employees the flexibility of taking public transportation rather than cars to jobs.

2.2. - MISSION STATEMENT

Connecting Communities and People

2.3. - ORGANIZATIONAL STRUCTURE

A detailed listing of all personnel is included in Appendix B and C

An Organizational Chart is included in Appendix D

2.4. - SERVICE AREA

Rider Transit serves the Cities of Concord and Kannapolis, North Carolina.

2.5. - SERVICE DESIGN

Rider Transit employs the following services:

1. Local Fixed Route
2. Complementary ADA Paratransit

2.6. - VEHICLES AND FACILITIES

Rider Transit's administrative office and Transit Center is located at 45 Transit Court NW Concord, North Carolina, 28025. Rider Transit owns and maintains a fleet of 10 35' Hybrid vehicles with ramps deployment available upon request. Rider Transit also owns and maintains 4 Ford LTV's and 3 Ford Transit Vans. They are housed at Transdev's Maintenance Facility at 2030 Wilshire Court SW, Concord, NC 28025.

A “FLEET ROSTER” is found in the section of this document entitled APPENDIX E PTSSP SUPPORTING DOCUMENTS.

3 SAFETY AND SECURITY ROLES AND RESPONSIBILITIES –WHO HAS RESPONSIBILITY FOR ADDRESSING RISK

3.1. - PHILOSOPHY

Rider Transit makes all efforts to ensure that, if confronted with a safety or security event or major emergency, Rider Transit personnel will respond effectively, using good judgment, ensuring due diligence and building on best practices identified and exercised whenever opportunities arise.

This level of proficiency requires the establishment of formal mechanisms to be used by all Rider Transit personnel to identify safety or security threats and vulnerabilities associated with Rider Transit operations, and to develop controls to eliminate or minimize them. The PTSSP also requires Rider Transit to:

Coordinate with local law enforcement and other public safety agencies to manage response to any incident that occurs on a transit vehicle or affects transit operations

Identify a process for integrating Rider Transit resources and capabilities into the community response effort to support the management of a major safety or security event affecting the community

Rider Transit management expects all of our employees and contractors to support this PTSSP.

3.2. - DIVISION OF RESPONSIBILITIES

**City Manager’s Office/Transit Director /Transit Manager/ ADA
Coordinator/Contracted Service Provider Admin Staff**

The Transit Manager and ADA Coordinator have the overall authority to develop and execute the Rider Transit PTSSP and the Transit Director has ultimate accountability for its implementation. In addition, the Transit Manager and ADA Coordinator are responsible for the following specific activities:

Providing proactive leadership, which supports safety, security and emergency preparedness planning

Ensuring that sufficient resources and attention are devoted to the PTSSP, including:

- Development of standard operating procedures related to employee safety and security duties
- Development and enforcement of safety and security regulations
- Development of emergency operating procedures to maximize transit system response effectiveness and minimize system interruptions during emergencies
- Provision of proper training and equipment to employees to allow an effective response to safety/security incidents and emergencies, including vehicle evacuation

Developing an effective notification and reporting system for safety/security incidents and emergencies

Designating a Point of Contact (POC) to manage the PTSSP

Supporting and communicating safety, security and emergency preparedness as top priorities to all employees

Developing relations with outside organizations that may participate in and contribute to the PTSSP, including local public safety and emergency planning agencies

Contracted Service Provider Admin Staff specific responsibilities include:

Be responsible for successfully administering the SSEPP and establishing, monitoring, and reporting on the company's security and emergency preparedness objectives

Review current company safety, security and emergency policies, procedures, and plans, and identifying needed improvements on a semi-annual basis

Develop and implement plans for addressing identified improvements

Coordinate with local public safety agencies, local community emergency planning agencies, and local human services agencies to address security and emergency preparedness; including participation in formal meetings and committees

Develop, publish, and enforce reasonable procedures pertinent to company activities for security and emergency preparedness

Provide adequate driver training and continuing instruction for all employees (and volunteers and contractors) regarding safety, security and emergency preparedness

Review new company purchases to identify safety and security related impacts

Ensure performance of at least one emergency exercise annually

Having full knowledge of all standard and emergency operating procedures

Ensuring that drivers make safety, security and emergency preparedness a primary concern when on the job

Complying fully with the PTSSP regarding any accident investigations, as well as listening and acting upon any safety or security concerns raised by the drivers

Immediately reporting security concerns to the Transit Operations Manager or his/her point of contact

In addition, when supporting response to an incident, Transit Manager, ADA Coordinator, and Contracted Service Provider Admin Staff:

Provide leadership and direction to employees during safety and security incidents

Determine when to call for assistance

Make decisions regarding the continuance of operations (City of Concord and City of Kannapolis)

Respond to safety or security-related calls with police officers when required, victim/witness information gathering and general on-scene assistance

Complete necessary safety and security-related reports

Coordinate with all outside agencies at incident scenes

Assist employees in proactive planning for their family's safety during a community emergency

Set up callout procedures to be used during normal operating hours and after normal operating hours

Contracted Service Provider Admin Staff responsibilities include:

Ensuring all pre-employment screening processes are carried out effectively

Being aware of employee disciplinary action that may result in the affected employee becoming a risk to Rider Transit facilities, systems, passengers, employees or other assets

Educating employees on employee safety and security policy and procedures

Ensuring that all training materials are current and reflect the best practices established by the transit industry

Providing accurate and timely information regarding safety, security and emergency response incidents and activities

Road Supervisors

Supervisors are responsible for communicating the company's safety, security and emergency preparedness plan and procedures to all employees, volunteers and contractors. For this reason, supervisors must have full knowledge of all safety and security rules and policies. Supervisors must communicate those plans and procedures to operations personnel in a manner that encourages them to incorporate emergency management practices into their everyday work. The specific responsibilities of supervisors include the following.

Having full knowledge of all standard and emergency operating procedures and will be trained in the National Incident Command System (NIMS).

Ensuring that drivers make safety, security and emergency preparedness a primary concern when on the job.

Cooperating fully with the SSEPP regarding any accident investigations as well as listening and acting upon any safety or security concerns raised by the drivers.

Immediately reporting safety & security concerns to the SSEPP POC.

Contracted Service Provider Drivers

In addition to the general responsibilities identified for all personnel, drivers are responsible for exercising maximum care and good judgment in identifying and reporting suspicious activities, in managing safety/security incidents and in responding to transit and community emergencies.

Each driver:

Conduct vehicle security inspections

Take charge of a safety or security incident scene until the arrival of supervisory or emergency personnel

Collect fares in accordance with company policy (if applicable)

Attempt to handle minor non-threatening rule violations

Respond verbally to complaints

Attempt to defuse minor arguments

Determine when to call for assistance

Maintain control of the vehicle

Report all safety and security incidents to dispatch

Complete all necessary security related reports

Support community emergency response activities as directed by company policies, plans and procedures

Contracted Service Provider Dispatchers

Receive calls for assistance

Dispatch supervisors and emergency response personnel

Coordinate with law enforcement and emergency medical service communications centers

Notify supervisory and management staff of serious incidents

Establish on-scene communication

Complete any required security related reports

Provide direction to on-scene personnel

Contracted Service Provider Maintenance Department

Conduct vehicle safety & security inspections

Report suspicious behavior, packages, or situations

Report vandalism

Report threats and vulnerabilities of vehicle storage facilities

Provide priority response to safety and security critical items such as lighting

Maintain facility security & alarm systems

All Personnel

It is important that Rider Transit personnel understand and adopt their specific roles and responsibilities, as identified in this PTSSP, thereby increasing their own personal safety and security and that of their passengers during normal operations and in emergency conditions.

To ensure the success of the PTSSP, the following functions are performed by Rider Transit personnel:

All suspicious activity, no matter how insignificant it may seem, is reported to the Transit Director or Transit Manager or his/her designee.

All security incidents are immediately reported.

Proper judgment is used by following crisis management guidelines when managing dangerous passengers and potentially volatile situations.

All security and emergency preparedness training, including drills and exercises, is attended.

Personnel review and become familiar with, and operate within, all security and emergency preparedness procedures for the assigned work activity.

The Contracted Service Provider Admin Staff or his/her designee is notified when a physical or mental condition, or required medications or therapies, may impair the ability of an employee to perform security or emergency preparedness functions.

4 CRITICAL ASSETS– IDENTIFYING THE IMPORTANT ELEMENTS OF OUR ORGANIZATION REQUIRING PROTECTION

4.1. - OVERVIEW

In security terms, Rider Transit's assets are broadly defined as people, information and property. In public transportation, the people include passengers, employees, visitors, contractors, vendors, nearby community members and others who come into contact with the system. Information includes operating and maintenance procedures, vehicle control and power systems, employee information, computer network configurations and passwords, and other proprietary information. Assets are critical when their loss either endangers human life or impacts Rider Transit's ability to maintain service. In reviewing assets, the transportation system has prioritized which among them has the greatest consequences for the ability of the system to sustain service. These critical assets may require higher or special protection.

4.2. - ASSET ANALYSIS

In identifying and analyzing critical assets for the entire system under the full range of operational conditions, a simple process called “asset criticality valuation” has been performed by Rider Transit. This process helps Rider Transit’s management to prioritize the allocation of limited resources in protecting the most vital elements of its operation. In this asset analysis, Rider Transit has considered the following:

The value of the asset, including current and replacement value

The value of the asset to a potential adversary

Where the asset is located

How, when and by whom an asset is accessed and used

If these assets are lost, what is the impact on passengers, employees, equipment, public safety organizations, the general public and our transportation operation?

4.3 ANALYZING HAZARDS AND THREATS

While safety addresses the day-to-day issues of transporting passengers in the community safely and without accident, security deals with the entire transit system and the potential for threats against it. Security also includes Rider Transit as part of the larger community and the response within the community to environmental hazards, criminal or terrorist acts, or natural disaster.

The Rider Transit Threat and Vulnerability Assessment provides an analytical process that considers the likelihood of a specific threat endangering the system. These assessments use a combination of quantitative and qualitative techniques to identify security requirements, including historical analysis of past events, intelligence assessments, physical surveys and expert evaluation. Effective Threat and Vulnerability Assessments include:

1. Human and physical asset analysis
2. Risk Assessment
3. Threat Identification and Assessment
4. Vulnerability Assessment
5. Consequence Assessment

6. Calculation of Risk

7. Prioritizing Needs

1. What Is a Risk Assessment?

A risk assessment evaluates and compares consequences, vulnerabilities, and threats of potential attacks on critical infrastructure. Development of risk data provides an ability to identify critical assets and their vulnerabilities to threats, to develop and implement countermeasures, and to monitor and improve program effectiveness. This analysis is guided by clear investigation of three critical questions:

Which assets can we least afford to lose?

What is our responsibility to protect these assets?

Where do we assume total liability for risk, and where do we transfer risk to local public responders, technical specialists, insurance companies, and the Federal government?

2. Threat Identification and Assessment

A threat is any action with the potential to cause harm in the form of death, injury, destruction of property, interruption of operations or denial of services. Rider Transit's threats include accidents and incidents, hazardous materials, fires, acts of nature or any event that could be perpetrated by criminals, disgruntled employees or terrorists.

Threat analysis defines the level or degree of the threats by evaluating the probability and impact of the threat. The process involves gathering historical data about hazardous or threatening events and evaluating which information is relevant in assessing the threats against Rider Transit. Some of the questions answered in our threat analysis include:

How safe are vehicles and equipment?

How secure is the transportation facility?

What event(s) or act(s) of nature has a reasonable probability of occurring?

Have similar-sized agencies been targets of criminal or terrorist acts in the past?

How significant would the impacts be?

The next step is to identify a set of viable threats to your Elements of Operation. Rider Transit uses a method used to identify the threats to the company's Elements of Operation is the collection of historical data through incident reports submitted by drivers and supervisors and information provided by local law enforcement and contractors, events which have occurred to other companies, and terrorist acts and activities that could affect company operations.

Information resources include the following:

Driver incident reports

Risk management reports

Facility security inspection reports

Bus maintenance reports

Marketing surveys

Passengers' communication ex. complaints, survey comments

Management's written concerns

Staff meeting notes

Federal, state and local law enforcement and Homeland Security Advisories

National Threat Levels determined by the Department of Homeland Security

Statistical reports

Special requests

Type of incidents

Crimes against persons
Crimes against property
General incidents
Disposition of incidents

The threats that are most likely to occur include the following disruptive incidents:

 Drunkenness
Disorderly conduct
Disputes
Minor assaults

Other potential occurrences include:

 Road Rage
Robberies
Hijacking
Improvised Explosive Devices
Biological or Chemical Weapons

Threats are evaluated on the relative likelihood of a criminal or terrorist act occurring. However, this is not likelihood in the traditional sense of the word, since there are not sufficient historical data to know the probabilities of any future terrorist acts; it is simply used as a good substitute.

3. Vulnerability Assessment

A vulnerability is anything that can make an agency more susceptible to a threat. This includes vulnerabilities in safety/security procedures and practices involving transit facilities, transit equipment and transit staff. Vulnerability analysis identifies specific weaknesses to hazards and threats that must be mitigated.

The next step is to evaluate the vulnerability of the Elements of Operations to each of the identified threats.

Security testing and inspections are conducted to assess the vulnerability of Rider Transit's Element of Operations to each threat. Testing and inspection includes the following three-phase approach:

Equipment preparedness - to ensure that security equipment is operable and in the location where it belongs

Employee proficiency - To ensure that employees know how and when to use security equipment

System effectiveness - To evaluate security by employing security system exercises, including exercises with governmental/law enforcement agencies.

Safety Risk and Threat Vulnerability Assessment

Elements of Operations (Assets)	Unacceptable Passenger Behavior	Attack on Passenger	Attack on Driver	Robbery	Hijacking	Bomb	Radiological	Biological	Chemical	Fire	Flood	Earthquake	Hurricane	Tornado	Snow/Sleet/Ice
<i>*Maintenance Facility</i>	4E	4E	4E	3D	2E	2E	2E	2E	2E	2D	3D	3E	3D	2C	3C
<i>*Rider Transit Center (All)</i>	3C	3D	3D	3D	2E	2E	2E	2E	2E	2D	3D	3E	3D	2C	3C
<i>*Fixed Route Vehicles</i>	3C	3D	3D	2D	2E	2E	2E	2E	2E	2D	3E	3E	3D	2C	3C
<i>*LTVs</i>	3D	3E	3E	3D	2E	2E	2E	2E	2E	2D	3E	3E	3D	2C	3C
<i>*Transit Vans</i>	3D	3E	3E	3D	2E	2E	2E	2E	2E	2D	3E	3E	3D	2C	3C
<i>*Non-Revenue Vehicles</i>	4E	4E	4E	3E	2E	2E	2E	2E	2E	2D	3E	3E	3D	2C	3C

In the Vulnerability Matrix above, Rider Transit can make ongoing assessments concerning the vulnerability of each Element of Operation to each identified threat. Vulnerability ratings should be based on an evaluation of current security procedures, equipment, and training.

Threat Severity Matrix Scoring System

Using a scale of 1 to 4, rate each element of Rider Transit’s vulnerability to all identified threats, with one being the least vulnerable, to four being the most vulnerable (attack is likely to significantly impact the element of operations). Ratings should be based on an evaluation of current security procedures, equipment, and training. Notes should be kept for each asset, identifying specific vulnerabilities or security gaps.

Category	Severity	Characteristics
1	Catastrophic	Death or System Loss
2	Critical	Severe Injury, severe occupational injury, or major system damage > \$250,000
3	Marginal	Minor injury, minor occupational injury, or minor system damage < \$250,000
4	Negligible	No injuries, illness or service impact

Vulnerability/Probability Matrix Scoring System

Using a scale of A to E, rate each element of Rider Transit’s vulnerability to all identified threats, with A being most likely to occur, E being the least likely/highly improbable. Ratings should be based on an evaluation of current security procedures, equipment, and training. Notes should be kept for each asset, identifying specific vulnerabilities or security gaps.

Description	Level	Specific Individual/Item	Fleet or Inventory
Frequent	A	Likely to Occur	Continuously experience
Probable	B	Will occur several times in the life of an item	Will occur frequently
Occasional	C	Like to occur at some time in the life of an item	Will occur several times
Remote	D	Unlikely but possible to occur	Unlikely but reasonably expected to occur
Improbable	E	So unlikely that it can be assume may not be experienced	Unlikely, but possible

Threat & Vulnerability Resolution Matrix

Using a scale of 1 to 4, rate each the relative consequence of each identified threat against each element of Rider Transit’s operations, with one representing the least consequence, to four representing the greatest consequence. Consequence ratings should be based on an evaluation of all potential impacts, including: casualties, business impact, economic impact, and replacement cost.

Frequency of Occurrence

Vulnerability Categories

	Catastrophic	Critical	Marginal	Negligible
Frequent	1A	2A	3A	4A
Probable	1B	2B	3B	4B
Occasional	1C	2C	3C	4C
Remote	1D	2D	3D	4D
Improbable	1E	2E	3E	4E

	Unacceptable
	Unacceptable (Management decision required)
	Acceptable with review by Management
	Acceptable without review

4. Consequence Assessment

The next step in the risk assessment is to evaluate the consequence of each of the identified threats to the Elements of Operations. The consequence of an event will include a number of impacts to Rider Transit customers and the Cities of Concord and Kannapolis, including: casualties, business impact, economic impact, and replacement cost.

5. Calculation of Risk

The final step in the risk assessment is to calculate a level of relative Risk for each of the identified threats against each Element of Operations. The level of relative Risk is calculated as the product of the Threat rating, the Vulnerability rating, and the Consequence rating.

$$\text{Risk} = \text{Threat} \times \text{Vulnerability} \times \text{Consequence}$$

6. Prioritizing Needs

The last step is to decide which vulnerabilities need to be addressed, the order in which they should be addressed, and the relative value of various risk mitigation solutions.

High-risk threats to Elements of Operations should be identified and prioritized. Reviewing the notes that were developed as part of the vulnerability assessment, specific risk reduction measures should be identified. These measures include security systems or devices, personnel, response capabilities, training, or exercises with the ultimate goal of reducing those risks.

5 REDUCING VULNERABILITIES

5.1 OVERVIEW

Rider Transit follows the guidelines provided by the Federal Transit Administration's (FTA) description of Core Elements addressing Model Transit Vehicle Safety Programs in our internal focus on safety and the FTA's Public Transportation System Security and Emergency Preparedness Planning Guide in our internal focus on security.

5.2 HIRING AND TRAINING

DRIVER SELECTION

Driver selection is critical to Rider Transit's safe transit operations. The driver of a Rider Transit vehicle is directly responsible for the safety of his or her passengers and also the safety of other drivers who share the road with the transit vehicle. It is the responsibility of the Contracted Service Provider to hire and maintain records consistent with their individual Employee Policies and Procedures and Rider Transit's policies and procedures.

DRIVER TRAINING

Driver training is critical to Rider Transit's safe transit operations. The driver of a Rider Transit vehicle is directly responsible for the safety of his or her passengers and also the safety of other drivers who share the road with the transit vehicle.

All personnel will receive emergency response and evacuation training for facility and service vehicle related events **and view the Run Hide Fight – Active Shooter video (with NCDPS intro) during new hire training.**

All personnel will view **“System Security Awareness for Transit Employees – Warning Signs”** and **“The Mark”** video presentations (Federal Transit Administration / National Transit Institute) **during new hire training.**

All employees will receive **“System Security Awareness for Transit Employees – Warning Signs”** and **“The Mark”** refresher training on an annual basis.

All applicable personnel will receive **Transit Watch Training** as soon as possible after hire.

A mock system shutdown or a mock local security incident will be scheduled to monitor company and employee preparedness and to determine areas for improvement. A review of all security incidents will be conducted on an annual basis to identify improvements to training and exercising. Any improvements identified will be incorporated into future employee training and exercising.

5.3. - STRATEGIES TO MINIMIZE KNOWN THREATS AND VULNERABILITIES

Key strategies that Rider Transit employs to minimize the types of threats and vulnerabilities that potentially exist include:

Development and deployment of policies and procedures that address known hazards, threats and vulnerabilities

Discussion of other actions, strategies and procedures that might help safeguard against unknown/unforeseen threats and vulnerabilities

Training of drivers and other agency staff on all safety and security policies and procedures

Training of drivers and other agency staff on methodologies for handling safety and security emergencies

Training of drivers and staff on proper and effective use of emergency equipment and communication technologies and protocol

Purchasing sufficient insurance to adequately finance employee, customer and community-related medical expenses, along with replacement value of equipment and property loss after a safety/security incident

5.4. - IDENTIFIED TRANSIT SYSTEM HAZARDS AND THREATS

Rider Transit has completed a Threat and Vulnerability Assessment for the following hazards and threats as defined by Rider Transit Policies and Procedures:

Accidents and Incidents

Acts of Nature

Critical Infrastructure

Hazardous Materials

Criminal Activity

Terrorism

Cyber Attacks

5.5. - STRATEGIES TO MINIMIZE UNKNOWN THREATS AND VULNERABILITIES

Rider Transit initiates discussions about the types of security threats and vulnerabilities not yet defined that might impact its transit operations, and it provides for periodic discussions to maintain a focus on safety/security. Mitigation strategies include:

Emphasis on company personnel awareness

Participation in local law enforcement and emergency response training and drills

Review of local law enforcement and emergency response materials

Analysis of safety and security incidents and suspicious activities to refine and improve courses of action including:

Identifying potential and existing problem areas

Developing and refining action plans

Implementing the plans

Measuring results

Hosting an annual meeting with local law enforcement

Annual meeting with local emergency management agency

Review of company emergency plans

Review of TSA documentation on system security and emergency preparedness

Coordinate with DHS/TSA

Posting of contact data for law enforcement and DHS/TSA

Conducting security surveys as a formal threat and vulnerability analysis process and sharing the results with local law enforcement

Local police notification/participation in employee discharge and/or discipline process as needed

Evaluation of safety/security/emergency response procedures for completeness and accuracy

Participation by local law enforcement in training of new drivers as requested to increase awareness in security matters

Presentations by local police and company personnel to employees, the public or other groups interested in security matters

Development and distribution of crime prevention information on company brochure for passengers and the public

Conducting criminal background investigations of employment applicants

Conducting inspections of facilities

Conducting security awareness training for employees, contractors and volunteers

Conducting safety & security inspections

Identifying and purchasing necessary security technologies

Conducting crisis training for employees

Defining system shutdown protocols

Conducting mock system shutdown

Coordinating with public emergency response organizations

Conducting Business Continuity Exercise

Practical exercises such as Accident/Incident response, bomb threat procedures, fire drills and other relevant training activities

6 POLICIES AND PROCEDURES

6.1. - OSHA REQUIREMENTS

Rider Transit inspects its facilities and staff working conditions in order to ensure that the agency is a safe working environment and compliant with all applicable OSHA requirements.

6.2. - EMERGENCY OPERATIONS POLICIES

Rider Transit has procedures in place that address emergency response. Particular attention is given to the following issues:

Checking Weather and Other Hazardous Conditions

At Rider Transit, management is responsible for checking weather and other reports to ensure it is safe to send vehicles on the road. Drivers performing their routes continuously assess road conditions, evaluating weather, construction, accidents and other situations to ensure it is safe to proceed. Every effort is made to avoid sending drivers on routes if it is unsafe to do so. However, if a condition arises requiring a driver to abort a route, the dispatcher will contact the driver (or the driver will alert the dispatcher), and the dispatcher will provide instructions on how to proceed.

Communication Systems

Rider Transit Radio and communication procedures are listed below.

To ensure the safety of our drivers and passengers and to enhance the performance of our operations, all Rider Transit employees are familiar with two-way radio 19

operations and we have provided for continued operation of our communication system after normal office hours. Basic radio operation procedures are as follows:

Staff, using the two-way radio, follows the standard use practices of the FCC.

Profanity, abusive language, or other inappropriate transmissions are not allowed, and could result in disciplinary action.

All transmissions are as brief as possible.

All base stations and vehicle units are tuned to the appropriate assigned frequency at all times.

Staff initiates communications by first stating who they are calling, and then who is making the call.

Except in the event of an emergency, all staff listens for five seconds before transmitting to ensure there are no transmissions in progress. Other units' transmissions are not interrupted unless it is an emergency.

When an emergency is declared, all non-emergency transmissions will cease until a supervisor clears the emergency.

In the event of an emergency, communications are established on the primary frequency and are then immediately shifted to the secondary frequency. The nature of the emergency and what assistance is required is stated. To ensure appropriate help arrives promptly, staff transmits the following items as soon as possible:

- Who they are and their location, in detail
- What assistance they need
- How many passengers they have and the nature of their condition(s)

Staff not involved with the emergency stay off the radio; communications are between Dispatch and the unit requesting assistance. After initial contact, emergency communications may also take place between a supervisor and the unit, or between Dispatch and a supervisor.

Normal Hours Emergency Response Policy

When an outside emergency occurs in the community and specifically designated officials declare a state of emergency, which requires transit agency participation, response, or awareness, the City of Concord Division of Emergency Management or City of Concord City Manager's office will contact the Transit Director or his Designee. During normal hours the policy followed is:

Initial contact is made by the, using the City of Concord Division of Emergency Management or City of Concord City Manager's office.

The most senior person on duty is the initial Rider Transit Emergency Response Coordinator (ERC). The ERC gives the individual calling a telephone number (or other means through which the ERC will remain constantly available) for updated emergency information communications during the emergency.

The ERC performs the following functions:

Contacts the most senior person on duty with the Contracted Service Provider

Coordinates contacting all on-duty vehicles (by radio) to notify them that they are needed for an emergency response

Directs all affected drivers to unload their passengers at a designated point and proceed to the staging area designated by Rider Transit

Records an approximate time of arrival (estimated time of arrival - ETA) at that staging area with notification upon arrival

Calls employees on the emergency phone list, informing them that Rider Transit is responding to a community emergency.

The ERC remains in charge of all response activities throughout the emergency unless relieved by a more senior manager.

The ERC has the authority to allocate all Rider Transit personnel and equipment as necessary to respond to the emergency at hand.

The ERC continues to make efforts to contact all Rider Transit personnel.

The ERC provides personnel and resources in the quantities requested and to various locations as may be directed by the emergency manager or his/her designee.

The ERC remains on-duty in an active status until relieved or directed by the City of Concord Division of Emergency Management or City of Concord City Manager's office that the transit agency's participation in the emergency response is no longer required.

After Hours Emergency Response Policy

When an outside emergency occurs in the community that requires transit agency participation, response, or awareness, the local emergency manager contacts Rider Transit. After normal operating hours, the policy followed is:

Initial contact is made by the City of Concord Division of Emergency Management or City of Concord City Manager's office using the emergency contact list Rider Transit has supplied.

Either the person receiving the call or the most senior person available is the initial Rider Transit Emergency Response Coordinator (ERC). The ERC gives the individual calling a telephone number (or other means) by which the ERC remains available for communications during the emergency.

The ERC begins to call persons listed on the internal contact list, informing them that Rider Transit is responding to a community emergency. During this stage, the ERC coordinates the opening of the transit facility where Rider Transit vehicles are located.

The ERC remains in charge of all response activities throughout the emergency unless relieved by a more senior manager.

The ERC has the authority to allocate all Rider Transit personnel and equipment as necessary to respond to the emergency at hand.

The ERC continues to contact all Rider Transit personnel.

The ERC provides personnel and resources in the quantities requested and to various locations as may be directed by the emergency manager or his/her designee.

The ERC remains on duty in an active status until relieved or directed by the City of Concord Division of Emergency Management or City of Concord City Manager's office that the transit agency's participation in the emergency response is no longer required.

The ERC maintains time annotated log of all activities as well as contact log.

6.3. - DRUG AND ALCOHOL POLICIES

A critical element of Rider Transit's commitment to safe operations is ensuring that our employees are not impaired due to the misuse of alcohol, prescription drugs, or over-the-counter medications or the abuse of illegal drugs. Rider Transit's Contracted Service Providers follow specific drug and alcohol protocols.

Rider Transit's Contracted Service Providers follow the requirements set forth under 49CFR Part 655 and 49CFR Part 40 Amended as mandated by the FTA and by the City of Concord Drug and Alcohol Policy in City of Concord Human Resources

Department Personnel Policies and Procedures Version 4.10.2020. The bottom line is protection of the riding public and transit employees, and all efforts are geared toward this end.

7 VEHICLE READINESS

7.1. – ON-BOARD SAFETY EQUIPMENT

It is the policy of Rider Transit to maintain fully stocked spill kits, fire suppression equipment, vehicle emergency equipment and emergency instructions in all vehicles.

7.2. – DRIVER'S VEHICLE CHECKLIST

Rider Transit drivers complete a vehicle pre-trip inspection checklist via ZONAR when putting a vehicle into service. This pre-trip inspection is consistent with safety and security requirements consistent with Contracted Service Provider's and Rider Transit's policies and procedures.

7.3. - VEHICLE MAINTENANCE

Rider Transit provides proper maintenance of fixed-route vehicles, paratransit vehicles, and equipment critical to the continued safe operation of the transit system. Unsafe vehicles present unnecessary hazards to drivers, passengers and other vehicles on the road. Basic vehicle maintenance practices regularly address safety-related vehicle equipment to ensure that no unsafe fixed-route vehicles are dispatched for service. Safety-related vehicle equipment includes:

Service brakes and parking brake

Tires, wheels and rims

Steering mechanism

Vehicle suspension

Mirrors and other rear vision devices (e.g., video monitors)

Lighting and reflectors or reflective markings

Lifts and ramps

On-board camera surveillance systems

Most safety-related equipment is inspected during a pre-trip inspection to ensure that the vehicle is fit for service. Rider Transit has an established formal plan to address the maintenance requirements of our vehicles and equipment. The fixed-route vehicle maintenance program addresses the following categories:

Daily servicing needs – This relates to fueling, checking and maintaining proper fluid levels (oil, water, etc.), vehicle cleanliness, pre- and post-trip inspections and maintenance of operational records and procedures.

Periodic inspection – These activities are scheduled to provide maintenance personnel an opportunity to detect and repair damage or wear conditions before major repairs are necessary. Inspection items include suspension elements, leaks, belts, electrical connections, tire wear and any noticeable problems.

Interval-related maintenance – This focus is to identify wear, alignment or deterioration problems of parts or fluids. Replacement intervals of these items are determined through transit agency experience and manufacturer recommendations.

Failure maintenance - Regardless of the preventative maintenance activities, in-service failures will occur. When a failure is encountered that makes the vehicle unsafe or unable to continue operation, the vehicle is removed from service and returned to the garage for repair.

8 VEHICLE STORAGE

Rider Transit fixed-route vehicles are stored in a well-lighted fenced-in area outdoors. Paratransit vehicles are also in a well-light area, outdoors, but without a fence. The facility at 2030 Wilshire Court SW Concord, NC 28025 also has a recorded video surveillance system.

8.1. OVERVIEW

Rider Transit is committed to focusing on organizational emergency planning activities and preparing its transit staff to react to any potential threatening event. We understand that hazard and threat reaction planning and preparation is a dynamic and ongoing process, which requires constant attention and organizational energy.

8.2. HAZARD AND THREAT REACTION

Rider Transit has established procedures and trains employees on appropriate reaction to hazards and threats in a manner consistent with information in Contracted Service Provider's and Rider Transit's policies and procedures and training address the following hazards and threats:

- Accidents and Incidents - Transit vehicle accidents
- Transit passenger accidents
- Employee accidents and incidents

Acts of Nature - Floods

- Winter weather
- Tornadoes
- Thunderstorms
- Fires

Organizational Infrastructure - Vandalism and trespassing

- Theft and burglary
- Workplace violence
- Vehicle fires
- Facility fires
- Bomb threats and dangerous mail

Hazardous Materials - Blood-borne pathogens

- Toxic incidents
- Fuel-related events

Criminal Activity - Conflict, violence or shooter on vehicle

- Hostage situations on vehicle

Domestic or International Terrorism - Improvised explosive devices

- Chemical, biological and radiological release

8.3. HAZARD AND THREAT PROTOCOLS

Rider Transit developed specific protocols to address hazards and threats based on an identification of our vulnerabilities.

Specific protocols addressed are:

Serious transit vehicle accident/incident

Contractor serious accident/incident

Transit vehicle fire

Suspicious item on transit vehicle

Suspicious item on or near transit facility

Dangerous person(s) on transit vehicle

Dangerous person(s) on transit property

Shooter or hostage situation on transit vehicle

Community evacuation

Transit system shutdown

8.4 TRANSIT INCIDENT MANAGEMENT

Rider Transit frontline employees may be responsible for managing security incidents and threats (potential or actual). These employees are taught to assess the situation and decide on the appropriate action. It is also their responsibility to manage incidents and threats until emergency responders arrive. They are instructed to serve as a resource to emergency responders until the incident or threat is resolved.

Rider Transit follows the procedures and trains employees on incident management based on the methodologies and practices including:

Incident management priorities

Incident management requirements

Incident management constraints

Incident management steps

Emergency information dissemination

Incident recovery

9 ACTIVATING AND UPDATING PTSSP

9.1. OVERVIEW

Rider Transit management is committed to provide safe, secure and reliable services for its passengers and employees. It is committed, as well, to be a safety, security and emergency preparedness resource to the community, region and state. Toward this end, the PTSSP is an important and ongoing cornerstone of this system's transit operation.

9.2. ACTIVATION

This PTSSP has been activated through a Memorandum of Executive Approval, which has been shared with all employees of Rider Transit and all key officials and stakeholders within the community.

9.3. EVALUATION AND MODIFICATION OF THE PUBLIC TRANSPORTATION SYSTEM SAFETY PLAN

This PTSSP is a "living document" and addresses issues associated with system security and emergency preparedness on a timely and proactive basis. It is incumbent upon all appropriate personnel of the Rider Transit to constantly

evaluate the effectiveness of this PTSSP and the effectiveness of its implementation.

The PTSSP is thoroughly reviewed periodically (annually at a minimum). Any changes in information are updated more frequently, on an as-needed basis. Rider Transit management is responsible for this review. The review includes the following factors:

Reviewing factual information, including names and phone numbers contained in the plan

Reevaluating employee knowledge and awareness

Revising programs and procedures included in the PTSSP

Performing an annual review of chain of command and updating information as appropriate

Coordinating with designated backup locations that are to be used for operational relocation during an emergency, ensuring they are cognizant of agreements in place

In addition to regular, periodic reviews, certain events may require revision to the PTSSP, including, for example, the following:

The addition of new members to the organization and outside the organization with specific roles identified in the PTSSP

New operations or processes that affect the PTSSP

New or renovated facilities or changes in layout

Changes in relationships with outside agencies

Changes in the identification of potential threats and accompanying vulnerabilities

Following use of the PTSSP in emergency situations, Rider Transit Management reviews the organization's response against the procedures and requirements outlined in the PTSSP. Based on this review, Management identifies areas that can be improved or adjusted in the plan to ensure more effective responses in the future.

9.4. UPDATING **THE PUBLIC TRANSPORTATION SYSTEM SAFETY PLAN**

After internal and external evaluations, and based upon PTSSP review findings, Rider Transit management will revise this PTSSP and any supporting documentation and training requirements to reflect new practices, policies and procedures. The revised PTSSP accompanied by a Minutes with approval of adoption from the Concord Kannapolis Transit Commission, City of Concord City Council, and the Cabarrus Rowan Metropolitan Planning Organization, and will then be shared with all transit employees and all key officials and stakeholders within the community.

Capabilities Assessment Section

Section 1: Security Awareness & Threat Management

1. Does your system check the Homeland Security Advisory Threat Condition (<http://www.whitehouse.gov/homeland/>)?

Yes No N/A Comment:

Rider Transit also receives communication from Surface Transportation Information Sharing and Analysis Center (ST-IAC)

2. Has your system performed a Terrorism Vulnerability Self-Assessment, as recommended by the Federal Bureau of Investigation (FBI), in cooperation with local law enforcement?

Yes No N/A Comment

3. Does your system receive threat information and warnings from local law enforcement, state agencies, or other systems regarding local threat levels?

Yes No N/A Comment

4. Do personnel at your system keep informed of major community activities and events?

Yes No N/A Comment

5. Are personnel at your system aware of ongoing law enforcement concerns regarding specific communities or events that may be targeted for terrorist activity?

Yes No N/A Comment

6. Have system personnel been trained to challenge people who do not appear to belong in restricted areas or who do not have the appropriate identification displayed?

Yes No N/A Comment

7. Does the system have procedures in place for reporting these occurrences in a manner that supports appropriate evaluation and decision-making by supervisors and management?

Yes No N/A Comment

8. Does your system have policies in place to ensure that security, operations or maintenance personnel routinely check unattended public or open areas, such as rest rooms, stairways, parking garages, and elevators for unusual, out-of-place, or abandoned items?

Yes No N/A Comment

9. Has the system trained personnel on recognizing and reporting unusual, out-of-place, or unattended objects?

Yes No N/A Comment

10. Has your system reviewed its policies for managing these objects (i.e., identifying lost-and-found items and reporting suspicious objects to management for further review)?

Yes No N/A Comment

11. Has your system incorporated security checks into policies for pre-trip inspections, vehicle cleaning, and vehicle fueling?

Yes No N/A Comment:

Pre and Post-Trip Inspection involves security checks.

12. Have appropriate personnel at your system received and reviewed security and emergency management materials from the FTA?

Yes No N/A Comment

Section 2: Security & Preparedness Planning

1. Has management accepted responsibility for security vulnerabilities during the design, engineering, construction, testing, start-up, and operation of the transportation system related to rehabilitations, extensions, and modifications?

Yes No N/A Comment

2. Has Executive Management endorsed a policy to ensure that security vulnerabilities are identified, communicated, and resolved through a process promoting accountability for decisions made?

Yes No N/A Comment

3. Does your system have clear and unambiguous lines of authority and responsibility for ensuring that security is addressed at all organizational levels within the operation (including contractors)?

Yes No N/A Comment

4. Does your system have access to personnel with security management experience, knowledge, skills, and abilities?

Yes No N/A Comment

5. Does your system ensure that resources are effectively allocated to address security considerations?

Yes No N/A Comment

6. Is the protection of passengers, employees, contractors, emergency responders, and the general public a priority whenever activities are planned and performed at the system?

Yes No N/A Comment

7. Wherever possible, does your system guide design, engineering, and procurement activity with an agreed-upon set of security standards and requirements (including design criteria manuals, vehicle specifications, and contracting guidelines)?

Yes No N/A Comment

8. Does your system routinely evaluate its capabilities to provide adequate assurance that the public and employees are protected from adverse consequences?

Yes No N/A Comment

9. Has your system committed to developing security mitigation measures to prevent and manage security vulnerabilities?

Yes No N/A Comment

10. Has your system appropriately documented its security measures in plans, procedures, training, and in project requirements, specifications, and contracts?

Yes No N/A Comment

11. Does your system have a formal system security program documented in a system security program plan?

Yes No N/A Comment

12. If yes, is the security plan current, reflecting current security operations and system configuration?

Yes No N/A Comment

13. If no, does your system have plans in place to develop a security plan?

Yes No N/A Comment

14. If no, prepare a brief list of all activities performed at your system that address security and preparedness concerns. (Include procedures for handling difficult people, workplace violence program, bomb threat management plan, procedures for identifying and reporting unusual occurrences, facility and vehicle evacuation and search procedures, coordination with local law enforcement, etc.)

Yes No N/A Comment

Section 3: Security & Preparedness Management

1. Does your system have a police or security department to implement the security program?

Yes No N/A Comment

If yes, please describe organization and existing capabilities of this department? Attach description. Cities of Concord and Kannapolis Police Departments are available for security needs.

2. If no, does your system use adjunct security personnel to support security for administrative and non-revenue facilities?

Yes No N/A Comment

3. If no, describe the activities performed by your system to coordinate security response with local law enforcement? Include MOUs and any reports that may be received regarding the occurrence of crime at the transportation system.

Yes No N/A Comment

Attach description.

4. Does your system have specific plans for managing bomb threats, threats regarding the release chemical, biological or radioactive materials, and/or threats against specific individuals?

Yes No N/A Comment

5. Does your system have specific plans to guide facility and vehicle evacuations and searches for unusual, out-of-place, or unattended packages?

Yes No N/A Comment

6. Does your system coordinate with local law enforcement to ensure timely and effective response to identify a potential explosive device or other hazardous material?

Yes No N/A Comment

7. Does your system coordinate its security activities with neighborhood watch programs, other community and business security programs, and school safety programs to support integrated and coordinated approaches to shared problems?

Yes No N/A Comment

8. Has your system reviewed its procedures for managing mail and deliveries to assess security considerations?

Yes No N/A Comment

9. Are your employees trained to recognize and report threatening behavior and those activities that could be associated with the placement of an explosive device or the potential release of a hostile agent into the transportation environment?

Yes No N/A Comment

10. Do your employees understand their roles and responsibilities for protecting passengers, other employees, and the general public from security threats?

Yes No N/A Comment

11. Have your employees received security-related training for dispute resolution and conflict management?

Yes No N/A Comment

12. Has your system developed a program to address workplace violence?

Yes No N/A Comment

13. Has your system provided local law enforcement and public safety organizations with transportation awareness training?

Yes No N/A Comment

Section 4: Threat & Vulnerability Assessment

1. Has your system ever conducted a formal threat and vulnerability assessment?

Yes No N/A Comment

2. Does your system have a current listing of its critical assets?

Yes No N/A Comment

3. Does your system have a current description of physical and procedural security measures in place to protect these assets?

Yes No N/A Comment

4. Does your system have a current assessment of specific threats to its operation?

Yes No N/A Comment

5. Has your system identified worst-case scenarios regarding security vulnerabilities to acts of terrorism and extreme violence?

Yes No N/A Comment

6. Has your system ever assessed its capabilities to identify and manage those activities that may indicate the release of a hostile agent in the transportation environment or placement of an explosive device?

Yes No N/A Comment

7. Does your system have a prioritized listing of current security vulnerabilities?

Yes No N/A Comment

8. Does your system have a current program in place to implement security measures that address these vulnerabilities?

Yes No N/A Comment

Section 5: Physical Security

1. Does your system provide access control systems to protect administrative and non-revenue facilities?

Yes No N/A Comment

2. Does your system require that employees wear badges or other forms of identification?

Yes No N/A Comment

3. Does your system have procedures in place to verify access authorization for visitors, contractors, and delivery personnel?

Yes No N/A Comment

4. Does your system have procedures to log non-routine entries (e.g., visitors, personnel during off-shift, and personnel not normally assigned) to administrative and non-revenue facilities?

Yes No N/A Comment

5. Does your system have procedures to verify the identity of a visitor before issuing a badge, pass, or credential?

Yes No N/A Comment

6. Does your system have procedures to verify the access authorization of vehicles before they can be parked within 50 feet of administrative and non-revenue facilities?

Yes No N/A Comment

7. Does your system have inventory control procedures for access badges, uniforms, and equipment?

Yes No N/A Comment

8. Does your system have procedures for reporting stolen badges, uniforms, or equipment?

Yes No N/A Comment

9. Does your system issue advisories or bulletins regarding potential security threats?

Yes No N/A Comment

10. Does your system screen personnel and packages before providing access to secure facilities (control center, revenue collection facilities, etc.)?

Yes No N/A Comment

11. Does your system authorize the search of hand-carried items or packages entering or leaving a security area?

Yes No N/A Comment

12. Does your system provide perimeter controls for administrative and non-revenue facilities, including fencing, gates, motion-detected lighting systems, etc.?

Yes No N/A Comment

13. Does your system routinely patrol and/or inspect exterior security area perimeter barriers to verify integrity and detect unauthorized objects or conditions (e.g., excessive soil erosion under fence)?

Yes No N/A Comment

14. Does your system follow pre-determined procedures to lock down and open administrative, non-revenue and passenger facilities each day?

Yes No N/A Comment

15. Does your system have procedures to control the issuance of keys and combinations to locks and control panels?

Yes No N/A Comment

16. Are your administrative and non-revenue facilities protected with intrusion detection alarm systems?

Yes No N/A Comment

17. Are your administrative and non-revenue facilities covered by CCTV?

Yes No N/A Comment

18. Identify other security systems in place to protect your system's administrative and non-revenue facilities?

Yes No N/A Comment

19. Does your system use security technology to support monitoring and management of passengers in stations, terminals, and on vehicles (examples include CCTV, emergency telephones, designated passenger waiting areas; emergency alarms on buses, alarms and intercoms on trains, and public address systems in stations)?

Yes No N/A Comment

20. Describe this technology. Attach description. If yes, please describe

CCTV at Rider Transit Center and Transdev Maintenance and Operations Facility, Silent Alarms on buses, emergency alarm on radios, video recording systems on buses, CAD/ALV and ZONAR

21. Has your system conducted blast hardening or mitigation as part of the station and administrative facility design or renovation process?

Yes No N/A Comment

22. Do vehicle barriers, blast barriers, or other perimeter controls that limit or deny direct vehicle access to critical assets protect your facilities?

Yes No N/A Comment

23. Please describe the security technology used by your police or security department (if applicable). Attach description.

Emergency alarm on all radios and emergency button in all vehicles to contact 911 – contact Cities of Concord and Kannapolis Police Departments for other measures

Section 6: Emergency Response Capabilities

1. Does your system have an emergency plan?

Yes No N/A Comment

2. Does your system have emergency operating procedures?

Yes No N/A Comment

3. Does your system have an incident response plan for terrorism, as an appendix to the emergency plan or as a separate plan?

Yes No N/A Comment

4. Does your system coordinate with local public safety organizations on the development, implementation, and review of the emergency plan and procedures?

Yes No N/A Comment

5. Does your emergency plan specify use of the incident command system?

Yes No N/A Comment

6. Have your employees been trained in the emergency plan and procedures?

Yes No N/A Comment

7. Does your system conduct routine simulation drills, tabletop exercises, and refresher training?

Yes No N/A Comment

8. Does your system coordinate its drilling and training for emergency response with local public safety organizations?

Yes No N/A Comment

9. Does your system conduct briefings of after-action reports to assess performance during the simulation drill or exercise and identify areas in need of improvement?

Yes No N/A Comment

10. Have members of your system participated in domestic preparedness training programs sponsored by the federal government (FEMA, FBI, DOD, etc.)?

Yes No N/A Comment

11. Has your system participated in capabilities assessment readiness (CAR) exercise programs supported by the local EMA?

Yes No N/A Comment

Section 7: Previous Experience

1. Has your system experienced an emergency in the last 12 months?

Yes No N/A Comment:

Tornado Warning which required shelter-in-place

2. If yes, were you satisfied with the system's level of response?

Yes No N/A Comment

3. Has your system received a bomb threat in the last 12 months?

Yes No N/A Comment

4. Has your system evacuated its facilities in the last 12 months as the result of a bomb threat?

Yes No N/A Comment

5. Has your system conducted a physical search of a facility in response to a bomb threat

Yes No N/A Comment

Critical Asset Analysis

Critical Assets	Level of Criticality (Rate as High, Medium, or Low)	Level of Vulnerability (Rate as High, Medium, or Low)
Gillig 35' Hybrid HD LF BRT	Medium	Medium
New Flyer Gillig 35' Hybrid HD LF BRT	Medium	Medium
Ford E450	Medium	Medium
Ford Transit 350	Medium	Medium
Non-Revenue Vehicles	Low	Low
SPX Genfare Odyssey Automated Farebox System	Low	Low
CAD/AVL System	Low	Low
Digital Fare Collection System	Low	Low
Electronic Vehicle Inspection System	Low	Low
Surveillance System on-board vehicles	Medium	Low
Building Surveillance System	Medium	Low
Maintenance Operations Center	Medium	Low
Transit Center	Medium	Low
Office Facilities and Equipment	Medium	Low
Bus Stops	Medium	Medium
Bus Shelters	Medium	Medium
Operations Staff	High	Low

Maintenance Staff	Medium	Low
Admin Staff	Low	Low

Appendix



Emergency

Operations Plan

Concord, NC

Purpose

The purpose of this Emergency Operations Plan is to ensure the safety and preservation of lives and property, as well as an efficient, orderly return to normal conditions after an emergency.

This plan identifies the roles of the staff of Transdev of Concord in the event of an operational or facility emergency, both during and after business hours. It also details the roles and responsibilities of each department.

Transdev of Concord's Emergency Management Plan provides the fundamental guidelines for emergency situations and should be utilized in conjunction with good judgment and experience.

Arnie Hisle, General Manager

In the event of any emergency the General Manager will be notified immediately.

Bomb Threat

Take any/all threats seriously

Review the emergency procedures and keep this policy in an easily accessible location.

If a bomb threat is received:

Stay as calm as possible

Listen carefully to the person making the threat

Ask the questions on the Bomb Threat Checklist

Notify the appropriate Supervisor and/or Dispatch. If the bomb threat is for the building, do a quick search of the area for any unusual articles or packages. Do not disturb anything located; contact the appropriate Supervisor. The Dispatcher will evacuate the building following the procedures in the Facility Emergency Management Plan additionally, then proceed to notify law enforcements as well as the proper members of management.

If the bomb threat involves a bus, contact Emergency Services (911) and follow their directions. Do not notify the bus Operator until instructed to do so. Notify the appropriate Supervisor and the General Manager.

Inclement Weather/Local Emergency

In the event of a severe thunderstorm, tornado, or flash flood warning, a notice will be broadcast over the bus radios on the citywide channel. If such a message is broadcast, Dispatch will call all buses with the following message:

“Attention all Operators, should you encounter weather conditions that pose a health and safety threat to you and your passengers, please use your good judgment to take immediate and appropriate steps for the safety of everyone on your bus, including informing Dispatch. However, management will work closely with the City of Concord’s Transit Director should any further updates, warnings or closures be necessary. Operators will be notified via radio and/or Dispatch.” If you encounter an emergency situation are unsure what to do notify dispatch or the road supervisor for instructions.

When storm damage has been confirmed, the message to operators will be as follows:

“Storm damage has been reported in our area. Should you encounter weather conditions that pose a health and safety threat to you and your passengers please take immediate action for your protection. If you should encounter any damage, debris or flooding that affects your route and/or schedule, please contact dispatch; you may be re-routed, or a Supervisor will be sent to your location to assist.”

Emergency Situations or Hazards Which May Threaten the Cities of Concord and Kannapolis

Cabarrus County is exposed to a variety of hazards, all of which have the potential to disrupt the community, cause damage and create casualties. Potential hazards that Concord and Kannapolis may face include:

Major fires

Floods/Dam failure

Tornados/Severe Thunderstorms

Severe Winter Storms

Hurricanes

Power Failure

Drought

Earthquake

Mass Casualty/Fatality

Hazardous Material Incident
National Security Emergency
Civil Disorder
Sabotage/Terrorism
Aircraft Crash (civilian/military)
Severe Bridge Damage/Collapse
Public Utility Damage (phone, electricity, water, sewer, etc.)

In the event it becomes necessary to plan and implement disaster response or short-term recovery operations utilizing local resources, the City of Concord's Emergency Operations Center will contact the necessary departments. The City Manager, in coordination with Fleet Services and Transdev, will make public transportation resources available, as necessary, to assist in evacuation or other emergency efforts.

In the event the Cities of Concord and/or Kannapolis require emergency response assistance utilizing public transportation resources, the Emergency Operations Center will contact the General Manager, who will then call each department head. Department heads will notify employees in their respective departments, as needed.

If the telephone network is inoperable, notification will be made by the most expedient means necessary.

The General Manager, who will be in direct contact with the Emergency Operations Center, will direct the activities of each department.

Fire on the Bus

The most obvious signs of fire include:

Burning odor/smell

Smoke

Flames

When any of these signs of fire are detected, the Operator should take the following steps to best ensure the safety of themselves and their passengers:

Stop the bus in a safe location

Check for fire

Contact Dispatch

Evacuate the bus if necessary

Stop the bus:

Pull the bus over and stop in a safe location. Do not place passengers at further risk by obstructing traffic or stopping in a dangerous location. Place the bus in neutral, set the parking brake and turn off the bus. Contact Dispatch and inform them of what's going on. Make sure you give them the proper location of the bus, as well as any other information Dispatch may need. Remain calm. If you remain calm, it will reassure passengers and help prevent panic.

Check for Fire:

Always take the fire extinguisher with you when checking for fires. The most immediate danger is inside the bus, so check there first. Then check the engine compartment and the tires, including the inside tires. There is always an elevated risk of fire after a collision. If you are involved in an accident, proceed as though a fire will occur.

If a Fire is detected:

Stay calm and act promptly to put out the fire. If you are unable to put out the fire there is a fire suppression system latch behind the driver's seat, immediately pull latch to activate the system. If this fails passengers must be evacuated immediately.

Evacuation:

Briefly state the emergency and the need for orderly evacuation

Reassure your passengers to prevent panic

Give clear directions. Point to the exits for the hearing impaired.

Open both doors and, if necessary, the emergency exits as well.

Direct the evacuation. Assist the elderly, the disabled and children.

If time and safety allow, check through the bus to make sure that no one is left on the bus.

The most important factor in a safe and successful evacuation is the ability of the Operator to remain calm with the appearance of control.

Until other authorities arrive and assume responsibility, the emergency is not over. The Operator is still responsible for protecting passengers, the bus and Transdev. After evacuating the bus, make sure passengers wait a safe distance away. A minimum of 100 feet is considered safe. If there are injured passengers, make them as comfortable as possible until Emergency Services arrives at the scene. Do not provide first aid unless you are trained and willing to do so.

Onboard Emergency

If an Operator experiences an incident on the bus that could be endangering/life threatening, the following procedure should be followed:

Trigger the Emergency switch in the driver's compartment to notify Emergency Services

Call Dispatch using radio code "Unit ___ to base, 10-33 Code (1, 2 or 3)".

Dispatch will respond "All Buses - CODE 33. Unit ___, are you 11-40?"

All other Operators should stay off the radio to allow Dispatch to communicate with the Operator who is Code 33.

Dispatch will direct the Operator who is Code 33 to turn to Channel 2. Dispatch will call Emergency Services and coordinate a response.

When it is safe the Operator who is Code 33 should stop the bus in a safe location, give the location, unit number and bus number, as well as a brief description of the situation. In some cases, the bus should not stop in the location where the incident occurred. For example, if gunshots have been fired at the bus it is imperative that the bus and passengers be removed from harms way. The Operator should continue driving, and relay to Dispatch and/or Emergency Services what street they are on and their direction of travel. The Operator should only stop when and where it is safe to stop.

Safety of your passengers and yourself should always be your first priority

Employee Threat

Definition:

An employee threat refers to the threat of an angry/disgruntled employee which implies or may lead to violence in the workplace.

Preparations:

Identify circumstances that may lead to the possibility that an employee will act in a threatening manner. Some examples include:

Recent reprimand or poor evaluation report

Disagreement regarding any policy or procedural changes

Previous disputes with supervisors and/or other employees

In case of employee threat:

Take all threats seriously and report them to the appropriate supervisor.

If an employee threat occurs in the workplace, try and remain as calm as possible. Do not do anything to jeopardize the safety of any one person, if necessary report the incident to Emergency Services (911) otherwise report the incident to the appropriate supervisor. Have witnesses to write a statement:

what happened,

what was said,

what the employee's attitude seemed to be, and

Any other relevant information.

If the police are notified, witnesses must be available. If a crime is committed, preserve the crime scene until the police arrive.

Facility Emergency

In the event of any emergency that requires evacuation, all personnel will go directly to the bottom of the driveway near 2030 Wilshire Court SW and stay a safe distance away from the facility. The following individuals will be responsible for ensuring that ALL employees are safe and accounted for: Additionally, staff members at the transit center will be warned of the situation as well as a precaution.

General Manager – Arnie Hisle

Assistant General Manager (AGM) – L. Patrice Gilliam- Miller

Maintenance Manager – Jay Schleimer

Safety Manager- Jonathan Roddin

HR Generalist – Deborah Osborne

Para Reservationist- Terrance McIntyre

Road Supervisors: Harold McKenzie, Frank Rhyne, LaSonya Morgan, Robin Shaver, Stephanie Mitchell, Sandra Gurley-Todd

In the event of an emergency during regular business hours (8am-5pm), the following personnel will be responsible for the direction of any emergency, including evacuation in their area.

Maintenance Area:

Maintenance Manager – Jay Schleimer

Mechanic – Conley Cooper, Ray Morgan

During normal business hours the Maintenance Manager or their designee will direct any emergency plan or evacuation for the Maintenance Department and provide assistance for the system. Although the sequence and the procedures listed may vary depending on the location and severity of the emergency, the procedures must be followed.

Before Emergency Occurs

Make sure that all fire extinguishers are in proper working order and that all employees are familiar with their proper use.

Ensure that all employees are familiar with the location of fire extinguishers and exit doors (Diagram of building with evacuation routes).

Conduct training on hazardous waste and keep MSDS books up-to-date and accessible.

Ensure that all employees are aware of the location outside the facility away from danger for all employees to assemble for a head count.

During Emergency Situation

Notify Dispatch of situation or Emergency Services (911) directly.

If hazardous waste is involved, inform Emergency Services/Fire Department and have an MSDS book available.

Use fire extinguisher(s) to keep the fire under control if possible; however, DO NOT take any unnecessary risks.

Evacuate employees when necessary. Make sure all employees are accounted for.

After regular business hours, Maintenance personnel (Mechanic, Utility) will advise Dispatch of the situation. Maintenance personnel will notify Emergency Service (911) directly if the Dispatcher is unavailable, as well as the Maintenance Manager.

Dispatcher/Administrative Area:

During service hours (4:30 a.m. - 9:00 p.m.), Dispatch and/or AGM will notify Emergency Services (911) to assist as necessary. If the emergency is in the Dispatch/Administrative area, the following personnel will direct the response to any emergency:

General Manager – Arnie Hisle

Assistant General Manager (AGM) – L. Patrice Gilliam-Miller

Para Reservationist- Terrance McIntyre

Road Supervisors: Harold McKenzie, Frank Rhyne, LaSonya Morgan, Robin Shaver, Stephanie Mitchell, Sandra Gurley-Todd

During Emergency Situation:

Notify Emergency Services (911).

Use fire extinguisher(s) to keep the fire under control if possible; however, DO NOT take any unnecessary risks.

Evacuate all employees when necessary. Make sure all employees are accounted for.

When an emergency occurs after regular business hours, the Dispatcher on duty will direct any emergency in the Dispatcher/Administrative area. The Dispatcher will notify the **Assistant General Manager** and **General Manager** as soon as the situation allows.

Bomb Threat Checklist

Exact time of call: _____

Exact words of caller: (ex. I left my bomb for you on bus 403)

Questions to ask:

When is the bomb set to go off?

Where is the bomb?

What does the bomb look like?

What type of bomb is it?

What will cause it to explode?

Did you place the bomb?

Why are you doing this?

What is your location?

What is your name?

Callers Voice: Circle All That Apply:

Male

Female

Young

Middle Age

Elderly

Accent

Calm	Stutter	Giggling	Disguised	Slow	Nasal
Sincere	Excited	Crying	Loud	Stressed	Angry
Lisp	Normal	Squeaky	Slurred	Rapid	Broken
Deep	Other:				

If the voice is familiar, who did it sounds like?

Where there any background noises? If so, describe:

Remarks:

Person Receiving call: _____

Telephone number _____

Call received at: _____

Threat reported immediately to: _____

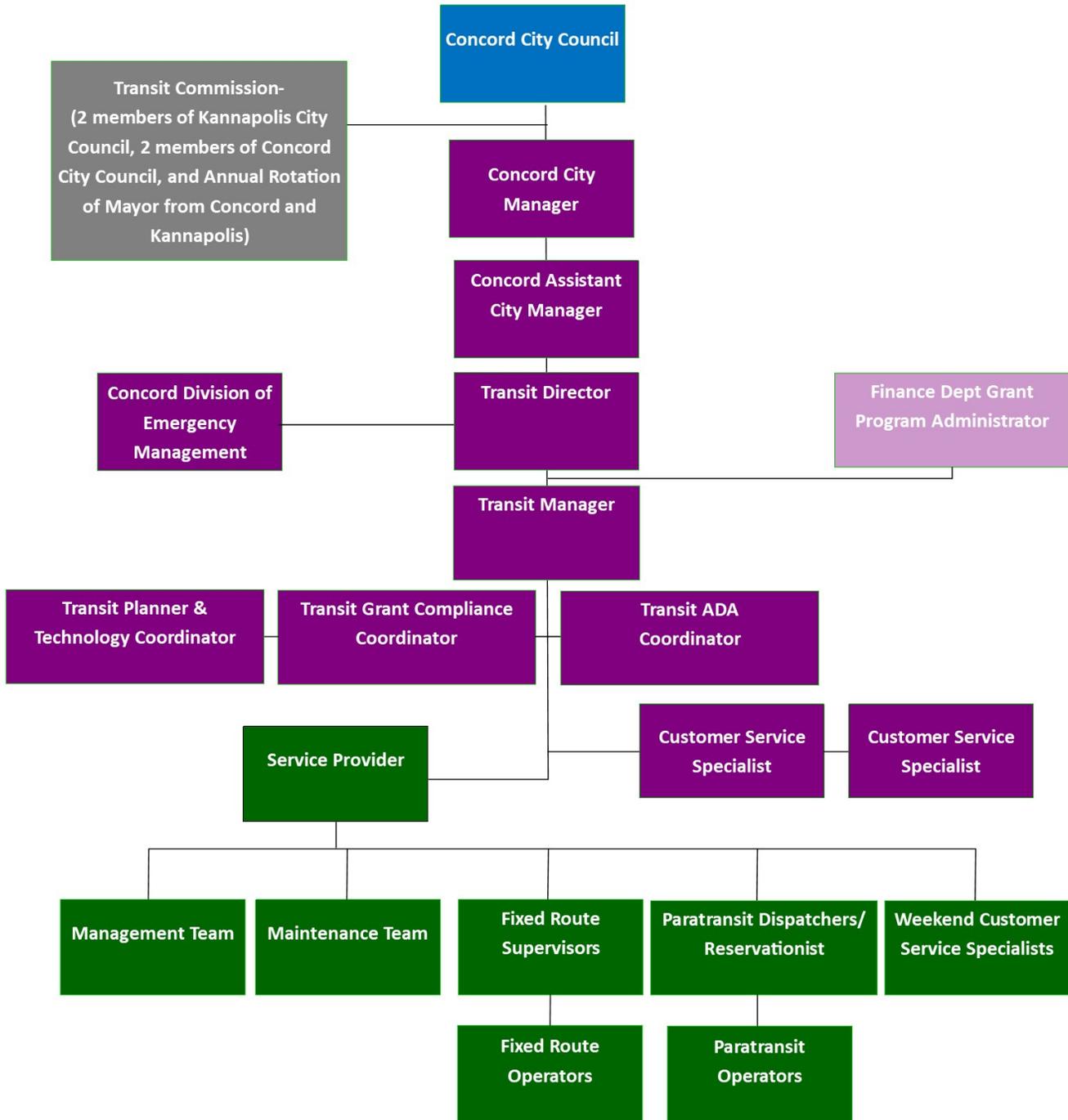
Internal Contact List

Name	Title	Work Phone	Cell Phone (if provided)
L.J. Weslowski	Transit Director	704-920-5878	704-701-3453
Andy Christy	Transit Manager	704-920-5875	704-953-5965
Jaime Tippett Poe	ADA Coordinator	704-920-5876	919-665-7930
Jacky Horton	Grants Compliance Coordinator	704-920-5877	
Michelle Hunt	Senior Customer Service Specialist	704-920-7433	
Charlotte Thatch	Senior Customer Service Specialist	704-920-7433	
Lloyd Payne	City Manager	704-920-5209	704-701-4600
LeDerick Blackburn	Assistant City Manager	704-920-5206	980-277-2812
Ian Crane	Emergency Management	704-920-5211	704-619-5833

External Contact List

Name	Title	Office Phone	Cell Phone
Arnold Hisle	Transdev General Manager	704-920-5853	502-424-2755
Patrice Gilliam-Miller	Transdev Assistant General Manager	704-920-5854	704-925-9164
Justin Schleimer	Transdev Maintenance Manager	704-920-5855	704-925-9605
Jonathan Roddin	Transdev Safety & Training Manager	704-920-5857	704-273-6989 704-493-9193
Deborah Osborne	Transdev HR/Generalist	704-920-5856	(704) 213-1519

Concord Kannapolis Area Transit (Rider) Organizational Chart



Appendix E-Fleet Roster

Agency Asset ID	Asset Class	Funding Source	Date of Purchase/Rental	VIN #	Model Year	Make (Chassis)	Model	Ambulatory Seats	Non-Ambulatory Seats	June 1, 2020 Odometer	Asset Owner	Age (Years)	Replacement Cost
413	CU - Cutaway Bus	5307U-Urban	9/30/2017	1FDFE4FS2HDC53025	2017	Ford	E450	15	2	44538	Agency	3	\$79,149.00
414	CU - Cutaway Bus	5307U-Urban	9/30/2017	1FDFE4FS6HDC53027	2017	Ford	E450	15	2	69965	Agency	3	\$84,699.00
415	CU - Cutaway Bus	5307U-Urban	9/30/2017	1FDFE4FS6HDC53030	2017	Ford	E450	11	2	70465	Agency	3	\$84,699.00
416	CU - Cutaway Bus	5307U-Urban	9/30/2017	1FDFE4FS8HDC53031	2017	Ford	E450	11	2	28533	Agency	3	\$79,149.00
501	BU - Bus	5307U-Urban	1/9/2014	15GGB3011E1181994	2014	Gillig	35' Hybrid HD LF BRT	32	2	185926	Agency	6	\$625,867.00
502	BU - Bus	5307U-Urban	1/9/2014	15GGB3013E1181995	2014	Gillig	35' Hybrid HD LF BRT	32	2	150657	Agency	6	\$625,867.00
503	BU - Bus	5307U-Urban	1/9/2014	15GGB3015E1181996	2014	Gillig	35' Hybrid HD LF BRT	32	2	34148	Agency	6	\$625,867.00
504	BU - Bus	5307U-Urban	1/9/2014	15GGB3017E1181997	2014	Gillig	35' Hybrid HD LF BRT	32	2	281930	Agency	6	\$625,867.00
505	BU - Bus	5307U-Urban	1/9/2014	15GGB3019E1181998	2014	Gillig	35' Hybrid HD LF BRT	32	2	103674	Agency	6	\$625,867.00
506	BU - Bus	5307U-Urban	1/9/2014	15GGB3010E1181999	2014	Gillig	35' Hybrid HD LF BRT	32	2	315841	Agency	6	\$625,867.00
507	BU - Bus	5307U-Urban	1/9/2014	15GGB3011E1182000	2014	Gillig	35' Hybrid HD LF BRT	32	2	128304	Agency	6	\$625,867.00
508	BU - Bus	5307U-Urban	1/9/2014	15GGB3013E1182001	2014	Gillig	35' Hybrid HD LF BRT	32	2	131023	Agency	6	\$625,867.00
509	BU - Bus	5307U-Urban	9/30/2017	5FYH8KR19HF051945	2017	New Flyer	35' Hybrid HD LF BRT	32	2	191941	Agency	3	\$653,182.00
510	BU - Bus	5307U-Urban	9/30/2017	5FYH8KR19HF051946	2017	New Flyer	35' Hybrid HD LF BRT	32	2	214700	Agency	3	\$653,182.00
T301	VN - Van	5307U-Urban	7/29/2016	1FTBW3XM6GKB25018	2016	Ford	Transit 350	8	2	112649	Agency	4	\$69,781.00
T302	VN - Van	5307U-Urban	8/8/2016	1FTBW3XM0GKB25015	2016	Ford	Transit 350	8	2	110041	Agency	4	\$69,781.00
T303	VN - Van	5307U-Urban	10/28/2016	1FTBW3XM1HKA11641	2016	Ford	Transit 350	8	2	110017	Agency	4	\$69,781.00
ST1	Non Revenue/Service Automobile	5307	1/8/2004	1FDNF20LX4EB25294	2004	Ford	Ford F250	2	0	57920	Agency	16	\$3,000.00
T024	Non Revenue/Service Automobile	Local	1/7/2002	2FMZA50462BA62407	2002	Ford	Ford Windstar van	7	0	75088	Agency	18	\$1,000.00
T001	Non Revenue/Service Automobile	5339	7/8/2016	1FM5K8B80HGA04288	2016	Ford	Ford Explorer	7	0	19049	Agency	3	\$28,568.00
T002	Non Revenue/Service Automobile	5339	3/21/2018	1N4AZ1CP7JC305882	2018	Nissan	Nissan Leaf	5	0	3853	Agency	2	\$25,000.00

