AGENCY SAFETY PLAN

Rev. 2 - 2026

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Chapter 1: Transit Agency Information

Transit Agency Name:	Kitsap Transit
Transit Agency Address:	60 Washington Ave, Ste. 200, Bremerton, WA 98337
Accountable Executive:	John Clauson, Executive Director
Chief Safety Officer	Mary Pauly, Human Resources Director, and Chief Safety Officer
Mode(s) of Service Covered:	Fixed Route Bus; Paratransit
All FTA Funding Types:	5307, 5310, 5311, 5337, 5339
Mode(s) of Service Provided by the Transit Agency (directly operated or contracted service):	Kitsap Transit directly provides service and uses its employees to supply the necessary labor to operate revenue vehicles. Fixed Route Bus, Paratransit, Vanpool, and Passenger Ferry service modes of transportation are directly operated by this agency.
Does the agency provide transit services on behalf of another transit agency or entity?	No
Description of Arrangement(s):	Not Applicable
Name and Address of Transit Agency(ies) or Entity(ies) for Which Service Is Provided:	Not Applicable
Safety Plan Statement	Kitsap Transit's Agency 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. This document acts as the source document for Kitsap Transit's Safety Management System.

System Description & Organizational Structure

Kitsap Transit is a public transportation benefit area, authorized in Chapter 36.57A RCW, located in Kitsap County, Washington. Kitsap Transit began providing public transportation services in early 1983.

The 10-member Board is comprised of nine elected officials and a non-voting member who represents the agency's labor unions, as required by state law.

The nine elected officials are:

- Three members of the Legislative body of Kitsap County
- The Mayor of Bremerton
- The mayor or a member of the city council, chosen by the council for Bainbridge Island, Port Orchard, and Poulsbo
- A member of the Bremerton City Council, as appointed by the City Council President
- An at-large member is chosen by the Transit Board Chair from among the elected officials of the three smaller cities, Bainbridge Island, Port Orchard, and Poulsbo, who express an interest to the board chair.
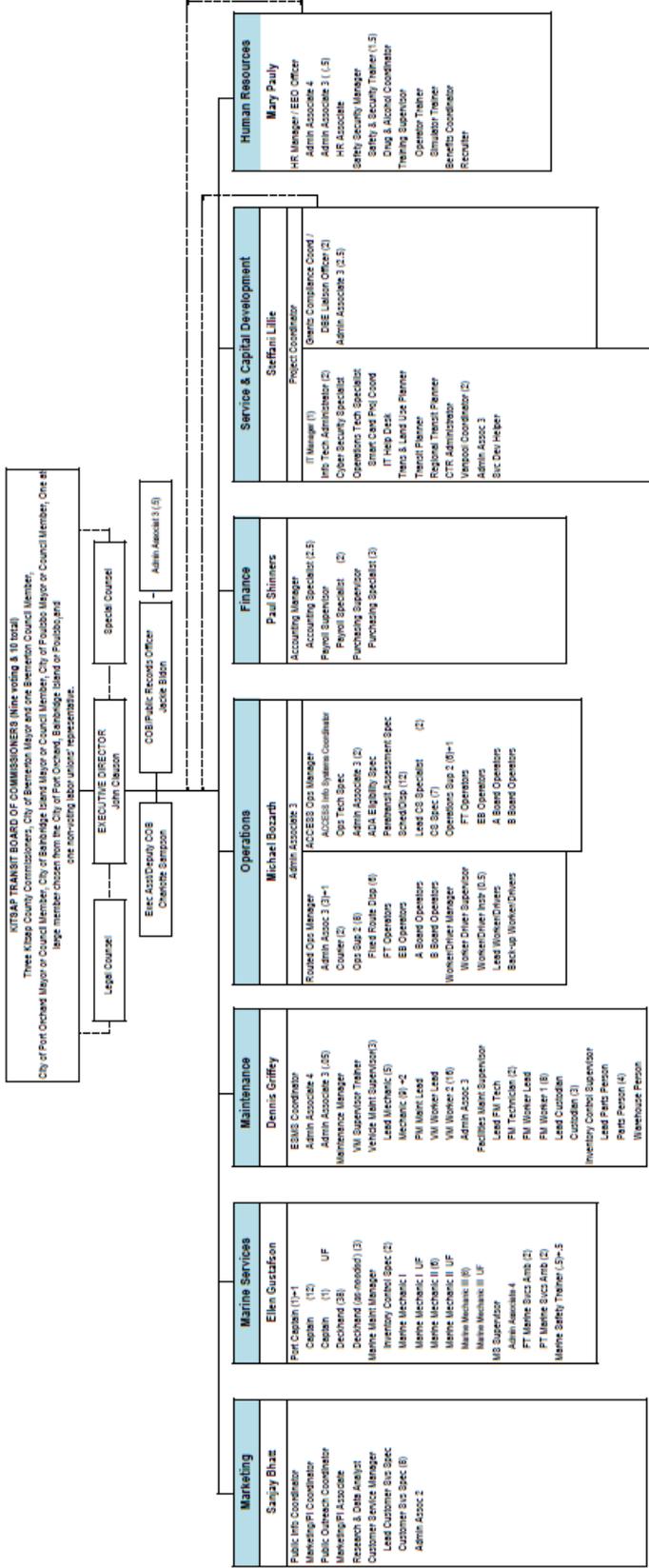
Kitsap Transit's Board of Commissioners holds monthly public meetings with both virtual and in-person options in central Bremerton, with the exception of August.

As of November 2025, Kitsap Transit employed a total of 540 employees.

Row Labels	ATU	IAM	Teamsters	Non- Union	Grand Total
Capital Development				5	5
Facilities Maintenance		16		1	17
General Admin (Exec, HR, Finance)				28	28
Marine Services				71	71
Marketing/Customer Service				15	15
Operations - ACCESS	100			33	133
Operations - Routed	131			21	152
Operations - Worker/Drivers			49	3	52
Service Development				16	16
Vehicle Maintenance		20	20	11	51
Grand Total	231	36	69	204	540

Kitsap Transit 2025 Organizational Structure and Staffing

Kitsap Transit
2026 Structure and Staffing

KITSAP TRANSIT BOARD OF COMMISSIONERS (Nine voting & 10 total)
Three Kitsap County Commissioners, City of Bremerton Mayor and one Bremerton Council Member,
City of Port Orchard Mayor or Council Member, City of Bainbridge Island Mayor or Council Member, City of Poulsbo Mayor or Council Member, One at large member chosen from the City of Port Orchard, Bainbridge Island or Poulsbo, and one non-voting labor unions' representative.

- Legal Counsel
- Special Counsel

EXECUTIVE DIRECTOR
John Clauson

COB/Public Records Officer
Jackie Bidon

Exec Asst/Deputy COB
Charlotte Sampson

Admin Associate 3 (.5)

Marketing
Sanjay Bhatt
- Public Info Coordinator
- Marketing/PI Coordinator
- Public Outreach Coordinator
- Marketing/PI Associate
- Research & Data Analyst
- Customer Service Manager
- Lead Customer Svc Spec
- Customer Svc Spec (6)
- Admin Assoc 2

Marine Services
Ellen Gustafson
- Port Captain (1)+1
- Captain (12)
- Captain (1) UF
- Deckhand (36)
- Deckhand (as-needed) (3)
- Marine Maint Manager
- Inventory Control Spec (2)
- Lead Mechanic (5)
- Marine Mechanic I
- Marine Mechanic I UF
- Marine Mechanic III (6)
- Marine Mechanic III UF
- Marine Mechanic III (R)
- Marine Mechanic III UF
- MS Supervisor
- Admin Associate 4
- FT Marine Svcs Amb (1)
- FT Marine Svcs Amb (2)
- Marine Safety Trainer (.5)+.5

Maintenance
Dennis Griffey
- EBMS Coordinator
- Admin Associate 4
- Admin Associate 3 (.05)
- Maintenance Manager
- VM Supervisor Trainer
- Vehicle Maint Supervisor(3)
- Lead Mechanic (5)
- Mechanic (9) +2
- FM Maint Lead
- VM Worker Lead
- VM Worker (16)
- Admin Assoc 3
- Facilities Maint Supervisor
- Lead FM Tech
- FM Technician (2)
- FM Worker Lead
- FM Worker 1 (8)
- Lead Custodian
- Custodian (3)
- Inventory Control Supervisor
- Lead Parts Person
- Parts Person (4)
- Warehouse Person

Operations
Michael Borzath
Admin Associate 3
- Routed Ops Manager
- Admin Assoc 3 (3)+1
- Courier (2)
- Ops Sub 2 (8)
- Fixed Route Disp (4)
- FT Operators
- EB Operators
- A Board Operators
- B Board Operators
- Worker/Driver Manager
- Worker/Driver Supervisor
- Worker/Driver Instr (0.5)
- Lead Worker/Drivers
- Backup Worker/Drivers
- ACCESS Ops Manager
- ACCESS Info Systems Coordinator
- Ops Tech Spec
- Admin Associate 3 (2)
- ADA Eligibility Spec
- Paratransit Assessment Spec
- Sched/Disp (12)
- Lead CS Specialist
- CS Spec (7)
- Operations Sup 2 (6)+1 (4)
- FT Operators
- EB Operators
- A Board Operators
- B Board Operators

Finance
Paul Shimmers
- Accounting Manager
- Accounting Specialist (0.5)
- Payroll Supervisor
- Payroll Specialist (2)
- Purchasing Supervisor
- Purchasing Specialist (3)

Service & Capital Development
Steffani Lillie
Project Coordinator
- IT Manager (1)
- Info Tech Administrator (2)
- Cyber Security Specialist
- Operations Tech Specialist
- Smart Devel Proj Coord
- IT Help Desk
- Trans & Land Use Planner
- Transit Planner
- Regional Transit Planner
- CTR Administrator
- Vanpool Coordinator (2)
- Admin Assoc 3
- Svc Dev Helper
- Grants Compliance Coord /
- DBE Liaison Officer (2)
- Admin Associate 3 (2.5)

Human Resources
Mary Pauly
- HR Manager / EEO Officer
- Admin Associate 4
- Admin Associate 3 (.5)
- HR Associate
- Safety Security Manager
- Safety & Security Trainer (1.5)
- Drug & Alcohol Coordinator
- Training Supervisor
- Operator Trainer
- Simulator Trainer
- Benefits Coordinator
- Recruiter

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Chapter 2: Plan Development, Approval, and Updates

Name of Entity That Drafted This Plan	Dustin Rodrigues, Kitsap Transit Safety Security Manager	
Signature by the Accountable Executive	**Signature of Accountable Executive**	**Date of Signature**
Safety Committee Review of Agency Safety Plan	**Signature of PTASP Safety Committee Representative (Labor)**	**Date of Signature**
	Signature of PTASP Safety Committee Representative (Management)	**Date of Signature**
Approval by the Board of Directors or an Equivalent Authority	**Name of Individual/Entity that Approved this Plan**	**Date of Approval**
	Kitsap Transit Board of Commissioners	
	Relevant Documentation (Title and Location)	
	The Human Resource Director and Chief Safety Officer for Kitsap Transit maintain on file a copy of Kitsap Transit Board Resolution #26-XX, which approves the Agency Safety Plan (ASP).	
Certificate of Compliance	**Name of Individual/Entity that Certified this Plan**	**Date of Certification**
	Relevant Documentation (Title and Location)	
	Steffani Lillie, Service and Capital Development Director	

Version Number and Updates			
Record the complete history of successive versions of this plan.			
Version Number	**Section/Pages Affected**	**Reason for Change**	**Date Issued**
1.0	N/A	Reissue - New document to meet FTA PTASP requirements	11/22/2024
2.0	Pg. 1 Pg. 3 Chapter 3	Update to FTA funding Type Update to Organizational Chart Update to Agency Safety Targets	

Annual Review and Update of the Agency Safety Plan
This Agency Safety Plan, including Annual Safety Performance Targets, will be reviewed, and updated by the Chief Safety Officer (CSO) in May of each year to ensure continuous improvement and compliance. The CSO will facilitate the necessary make changes and updates and verify alignment with current Kitsap Transit safety best practices. The CSO will ensure any corrective action plan (CAP) developed for continuous improvement of the Agency Safety Plan is applied to the revision in accordance with the expectations outlined within the applicable CAP. Further, the plan will be reviewed and approved by the Kitsap Transit PTASP Safety Sub-Committee and certified for compliance by the Service and Capital Development Director. The CSO will ensure the revised ASP is reviewed and approved by both the Accountable Executive and the Kitsap Transit Board of Commissioners. It is the overall responsibility of the CSO to provide all aforementioned reviewing and approving personnel adequate time to review and/or approve applicable ASP revisions, to include being afforded a prescribed period of time to provide feedback and response(s) to revisions.

Chapter 3: Annual Safety Performance Targets

Safety Performance Targets (SPTs)						
The targets below are based on a review of the previous three (3) years of Kitsap Transit's safety performance data. Incident rates are per 100,000 Vehicle Revenue Miles (VRM) driven.						
Mode of Transit Service	1a – Major Events (Total)	1b – Major Event Rate (Per 100K VRM)	1.1 – Collision Rate (Per 100K VRM)	1.1.1 - Ped Collision Rate (Per 100K VRM)	1.1.2 – Vehicular Collison Rate (Per 100K VRM)	2a - Fatalities (Total)	2b – Fatality Rate (Per 100K VRM)
Fixed Route Bus	≤ 7	≤ .4	≤ .09	3 years of data needed	≤ .09	0	0
Non-Fixed Route Bus	≤ 5	≤ .5	≤ .09	3 years of data needed	≤ .09	0	0
Mode of Transit Service	2.1 – Transit Worker Fatalities Rate (Per 100K VRM)	3a – Injuries (Total)	3b Injuries Rate (Per 100K VRM)	3.1 Transit Worker Injury Rate (Per 100K VRM)	4a – Assault on Transit Workers (Total)	4b – Assault on Transit Worker Rate (Per 100K VRM)	System Reliability (VRM/System Failures)
Fixed Route Bus	0	≤ 5	≤ .18	3 years data needed	3 years data needed	3 years data needed	≥ 70,000
Non-Fixed Route Bus	0	≤ 3	≤ .15	3 years data needed	3 years data needed	3 years data needed	≥ 168,000
Safety Performance Target Coordination						
Kitsap Transit's Accountable Executive shares the ASP, including annual safety performance targets (as outlined above), with the Metropolitan Planning Organization (MPO) in the service area each year after its formal adoption by the Kitsap Transit Board of Commissioners. Kitsap Transit's Accountable Executive also provides a copy of our formally adopted plan to the Washington State Department of Transportation (WSDOT) and the Federal Transit Administration (FTA). Kitsap Transit personnel are available to coordinate with Washington State DOT and the MPO in the selection of Washington and MPO safety performance targets upon request.						

Targets Transmitted to the State	State Entity Name	Date Targets Transmitted
	Washington State Department of Transportation	11/18/2024
Targets Transmitted to the Metropolitan Planning Organization(s)	Metropolitan Planning Organization Name	Date Targets Transmitted
	Puget Sound Regional Council, Metropolitan Planning Organization	11/18/2024

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Chapter 4: Safety Management Policy

Safety Management Policy Statement

Safety is Kitsap Transit's top priority - it is at the forefront of all transit operations and services. As a Company and transportation provider, we are committed to the safety of our passengers, transit workers, and the public. We are dedicated to building an effective *Safety Management System* that proactively identifies hazards and manages safety risks to prevent injuries, accidents, and other safety-related events.

Safety Commitment

To ensure the continued safety of the transit system, Kitsap Transit is committed to the following:

- Establishing annual safety objectives and safety performance targets.
- Providing the necessary resources to establish and maintain a fully functional safety management system.
- Continuously monitoring and measuring safety performance against annual safety performance targets.
- Building a culture of reporting that allows employees to communicate critical safety information, such as hazards, near-misses, and safety events.
- Supporting confidential employee reporting that is free from retaliation. Discipline will result when addressing *unacceptable behavior* – unacceptable behavior includes illegal acts, gross negligence, and deliberate or willful disregard for policies, procedures, or regulations.
- Implementing effective safety risk controls to mitigate hazards identified within the transit system.
- Continuously improving the transit system and the safety management system – to include reviewing the Agency Safety Plan annually.
- Establishing an effective risk reduction program in order to eliminate or mitigate identified safety risks.
- Continuously monitor existing operators and perform initial driving background checks for new operators.
- Maintaining and periodically exercising emergency response plans and procedures to ensure safe and effective collaboration with external emergency management services and law enforcement agencies.
- Support safety efforts by providing appropriate resources to ensure a proactive safety culture that encourages safe practices, effective employee safety reporting and communication.
- Complying with all applicable legislative and regulatory requirements or standards.

Safety Objectives

Kitsap Transit has established the following *Safety Objectives*:

- Protect employees by reducing injuries and maintaining zero fatalities, in alignment with Kitsap Transit's *Annual Safety Performance Targets.*
- Protect our assets by reducing vehicle damage events in alignment with *Annual Safety Performance Targets.*
- On an annual basis, identify a safety need for use towards the annual Washington State Transit Insurance Pool risk management grant.
- Complete all required internal safety and security audits annually in accordance with the *Internal Safety & Security Audit Program.*
- Conduct all required Safety Committee meetings in accordance with the *Safety Committee Charter.*

The Executive Director of Kitsap Transit serves as the Kitsap Transit Accountable Executive. The Accountable Executive is committed to the established Kitsap Transit *Safety Objectives* and all other safety commitments outlined within this Safety Management Policy Statement.

_____   _____

Kitsap Transit Executive Director   Date

4.1 Authorities, Accountabilities and Responsibilities

4.1.1 Safety Management Policy Communication
The Chief Safety Officer, who leads Kitsap Transit's Safety Management System activities, administers this plan at the Executive Director's direction.

Kitsap Transit staff incorporated Safety Management System principles with the introduction of the 2020 Agency Safety Plan. Kitsap Transit's Safety Management Policy Statement is distributed to each employee in the form of a mail-out flyer (with read receipt) upon the approval of the plan, annually. Kitsap Transit also posts copies of the Safety Management Policy on bulletin boards at Harborside, Charleston Base, North Base, and South Base, and in the operations and maintenance break areas of the operating division. The Safety Management Policy is also available for all employees on the internal company website. Kitsap Transit has incorporated review and distribution of the Safety Management Policy Statement into new-hire training and all-staff annual refresher training.

4.1.2 Accountable Executive
The Executive Director of Kitsap Transit serves as the Agency's Accountable Executive with the following authorities, accountabilities, and responsibilities under the Safety Management System (SMS) and Agency Safety Plan (ASP):
- Ultimately accountable for the safety performance of the Kitsap Transit system, and is responsible for the maintenance, implementation, communication, and overall effectiveness of the ASP.
- Designates required personnel to support the day-to-day operation of the ASP, including SMS processes, to include the Chief Safety Officer.
- Dedicates the necessary financial resources and personnel required to support the ASP and the continued safety of the transit system.
- Ensures action is taken to address substandard performance identified within the ASP, to include corrective action plans as applicable.
- Accepts safety risks associated with identified hazards and safety risk mitigation, as described in Chapter 5 – Safety Risk Management of this ASP.
- Reviews, as required, safety risk mitigations recommended by the Safety Committee for implementation or consideration, consistent with the *Safety Committee Charter* and regulatory requirements as applicable.
- Maintains responsibility for carrying out the agency's Transit Asset Management Plan.
- Sets the expectations for SMS implementation roles and responsibilities.
- Reviews the Safety Policy and Safety Objectives annually.

4.1.3 Chief Safety Officer
The Chief Safety Officer (CSO) is the designated authority for carrying out the day-to-day implementation and operation of Kitsap Transit's ASP and SMS processes therein.

The Chief Safety Officer holds a direct line of reporting to the Accountable Executive, and has the following authorities, accountabilities, and responsibilities under the ASP:

- Develops and updates Kitsap Transit's ASP policies and procedures at least annually.
- Manages Kitsap Transit's Employee Safety Reporting Program (ESRP) and analyzes safety performance data for relevant trends and/or opportunities for improvement.
- Advises the Safety Committee on matters relating to safety, including coordination and communication of Safety Committee activities with the Accountable Executive, Executive Team, and Kitsap Transit Board of Directors.
- Oversees the preservation and distribution of Safety Committee meeting minutes and other safety-related communications.
- Advises the Accountable Executive on safety performance and the need for corrective action(s), as required.
- Oversees the establishment and completion of relevant training and testing programs for all new employees.
- Ensures Kitsap Transit policies and procedures are consistent with Kitsap Transit's established *Safety Objectives* and that *Annual Safety Performance Targets* are pursued in good faith and are attainable.
- Identifies substandard safety performance across the transit system and implements additional safety risk mitigations and/or corrective action plans (CAP) plans to address performance, as required.
- Provides expertise and support to other Kitsap Transit personnel who conduct and oversee both safety risk management and safety assurance activities.
- Ensures effective promotion of relevant safety performance data and required safety training to maintain required training and competencies to support continuous improvement and transit system safety.

4.1.4 Executive Management Team
Executive Management, defined as Directors and above, are considered key staff and are responsible for day-to-day implementation of the ASP and associated SMS process within their assigned areas of responsibility within the Kitsap Transit system.

Kitsap Transit's Executive Management Team include:
- Kitsap Transit Executive Director
- Operations Director
- Maintenance Director
- Human Resources Director (also acts as Chief Safety Officer)
- Finance Director
- Service & Capital Development Director
- Marketing & Public Information Director

- Marine Services Director – (Reference Marine Services SMS and 33 Code of Federal Regulation (CFR) Chapter I)

The Executive Management personnel have the following authorities, accountabilities, and responsibilities:

- Participate in Kitsap Transit's Safety Committee meetings, as requested and/or required per the *Safety Committee Charter* and this ASP.
- Assign or designate applicable Managers, Supervisors, or Leads to attend Kitsap Transit's Safety Committee meetings as subject matter experts (SMEs) for technical advising on potential risks identified within the transit system.
- Participate in Quarterly Director's Meeting to review relevant safety performance data, trends, and emerging risks within the Kitsap Transit system; communicates presented safety performance data to affected personnel within their departments or functional areas of responsibility, as applicable.
- Complete assigned SMS and/or ASP training.
- Accountable for all assigned transit worker safety training performance within their respective departments or functional areas of responsibility – to include providing adequate time and resources for timely completion of training.
- Ensure applicable department-specific policies and procedures affecting transit worker safety and asset protection are developed in compliance with applicable regulatory standards, and internal requirements and are coordinated with the Kitsap Safety Team, as required.
- Ensure assigned transit workers have access to all applicable Kitsap Transit policies, procedures, training, safety promotions, and the Employee Safety Reporting Program (ESRP).
- Provide subject matter expertise to support the implementation of the ASP as requested by the Accountable Executive or the Chief Safety Officer - including safety risk management activities, safety assurance data requests and/or analysis, investigation of safety reports and events, development of safety risk mitigations and corrective action plans, and monitoring safety risk mitigation effectiveness.
- Accountable for the on-time completion of safety-related corrective action plans, and implementation of approved safety risk mitigations Accountable for the development of site-specific emergency response plans, as applicable.

4.1.5 Managers and Supervisors

Managers and Supervisors are responsible for the daily execution and implementation of the ASP and associated SMS processes affecting the safety of the transit system. They have direct interaction with frontline transit workers within the Kitsap Transit system, and therefore hold responsibilities and oversight that directly impact transit worker safety on a day-to-day basis. Managers and Supervisors are responsible for the following:

- Execution of ASP requirements and SMS processes within their respective departments, in accordance with Executive Management's implementation strategy.

- Ensure employees are trained to complete anticipated work activities prior to performing them.
- Ensure employees have completed all assigned safety training; and have completed all Manager and Supervisor ASP and/or ASP training, as required.
- Ensure employees are knowledgeable about immediate work area emergency response actions and expectations upon initial assignment and on a recurrent basis as described in applicable emergency response plan requirements.
- Responsible for providing necessary time and resources for employees within their department to submit safety reports, as needed.
- Develop department-specific policies and procedures to support the continued safety of the transit system, including specific policies and procedures for the overall management, planning, execution, and communication of Kitsap Transit operations and/or vehicle maintenance program requirements.
- Ensure accurate and timely documentation of all applicable operations and/or vehicle maintenance program requirements, for both Company and regulatory-driven programs.
- Provide subject matter expertise to support the implementation of the ASP and associated SMS processes, as requested by the Executive Management or the Safety Team - including safety risk management activities, safety assurance data requests and/or analysis, investigation of safety reports and events, development of safety risk mitigations and corrective action plans, and monitoring safety risk mitigation effectiveness.
- Responsible for implementing corrective action plan requirements in their affected areas of responsibility, including the implementation of safety risk mitigations, as assigned.

4.1.6 Transit Workers (frontline employees)

Transit workers, or frontline employees, are responsible for safely executing their operational duties in accordance with the ASP, and other regulatory safety program requirements, as applicable. In order to do this, the following items are considered the responsibility of each transit worker within the Kitsap Transit system:

- Upholding the highest levels of safety within our transit system and workplaces
- Complying with all policies and procedures, including all applicable regulatory requirements and guidelines.
- Reporting hazards, near-misses, safety events, and other safety concerns as identified, in accordance with Chapter 5 - *Employee Safety Reporting Program* of this ASP.
- Provide subject matter expertise to support the implementation of the SMS as requested by the Executive Management, Managers and Supervisors, and/or the Safety Team - including safety risk management activities, safety assurance data requests and/or analysis, investigation of safety reports and events, development of safety risk mitigations and corrective action plans, and monitoring safety risk mitigation effectiveness.

- Being knowledgeable and proficient in emergency response procedures, actions, and responsibilities, as applicable to their work areas and/or assigned role(s).
- Completing assigned safety trainings.

4.1.7 Safety Team

The Safety Team is considered key staff and is critical to the successful implementation and maintenance of Kitsap Transit's ASP, associated SMS processes, and other regulatory safety programs, as applicable. The Safety Team is responsible for the following:

- Administration and maintenance of the *Employee Safety Reporting Program* (ESRP), including report management, safety risk management for ESRP-identified hazards and/or detected changes, and analyzing ESRP safety assurance data.
- Performs follow-up actions and investigation activities for safety reports, as required per the Kitsap Accident Prevention Program (APP) and this ASP.
- Ensures confidential reporting processes are followed.
- Ensures accurate collection and analysis of safety performance data; to include research to effectively perform safety risk management and analysis.
- Facilitates the safety risk assessment process in collaboration with the Safety Committee and other relevant stakeholders and/or risk owners.
- Prepares and presents applicable safety performance data, ESRP report information, and Safety Risk Assessment packages for Safety Committee review.
- Acts as an interface between Kitsap Transit and regulatory agencies on all matters involving safety management.
- Maintains the *Kitsap Transit Emergency Response Plan* to address emergency conditions.
- Facilitates the safety risk assessment and corrective action process in collaboration with the Kitsap Transit Safety Committee and applicable stakeholders and/or risk-owners.
- Monitors safety risk mitigation effectiveness through normal assurance monitoring programs and targeted assurance plans, as required.
- Communicates safety performance data and advisement to the Chief Safety Officer, Kitsap Safety Committee, and other affected personnel as required, in accordance with this ASP.
- Act as subject matter experts in all matters relating to safety management.
- Maintain all safety management system records and documentation, as required.
- Develops safety promotions and distributes to affected departments, as needed.
- Collaboratively monitors safety-related corrective action plan (CAP) progress with CAP-owners and communicates statuses, as required to ensure optimal safety performance.
- Develops, coordinates, and delivers safety training as required and/or requested.
- Reviews the ASP annually in collaboration with the Chief Safety Officer.

4.1.8 Safety Committee

Safety Committee members are considered key staff and are an integral part of the SMS process and overall safety of the transit system and transit workers. The Safety Committee acts as an interface between frontline employees and the Executive Team, to include the Chief Safety Officer and Accountable Executive. The Safety Committee full duties and responsibilities are outlined within the *Kitsap Safety Committee Charter*, but will include at a minimum the following:

- Participating in scheduled Safety Committee meetings.
- Participate in the safety risk management process, as required.
- Review, evaluate, and assess risks presented at Safety Committee meetings.
- Assist in determining the need for additional safety risk mitigations, in collaboration with the Chief Safety Officer and Safety Team, as required.
- Communicate applicable safety-critical information from transit workers to the Chief Safety Officer and/or Safety Team during Safety Committee meetings.
- Communicate applicable safety-critical information from the Executive Team, Chief Safety Officer, or Safety Team to affected transit workers, as identified in respective Safety Committee meetings.
- Complete required safety training, as applicable.

Chapter 5: Employee Safety Reporting Program

5.1 Purpose

The Employee Safety Reporting Program (ESRP) is a critical element of Kitsap Transit's Agency Safety Plan (ASP) and overall *Safety Management System* (SMS). The ESRP is primarily used for safety reporting by transit workers. It is a comprehensive reporting system used by all employee groups to communicate hazards, safety events, near-misses, and general safety concerns or opportunities for improvement within the transit system. The ESRP acts as a hazard identification program, is used for detecting changes within the transit system, and provides safety assurance data for monitoring safety risk mitigation effectiveness and measuring safety performance to reduce overall safety risk throughout the transit system.

5.2 Reporting Expectations

Per the Kitsap Transit Safety Management Policy Statement, as described in Chapter 4 – *Safety Management Policy*, all employees are required to report hazards, unsafe behavior, injuries and illnesses, property damage, and vehicle accidents as soon as it is safe and reasonable to do so. Supervisors and Managers will ensure employees are afforded the time and resources to report hazards, safety events, and safety concerns as described within this policy.

5.3 Good Faith Reporting and Disciplinary Action

The ESRP supports confidential employee reporting and is considered a non-punitive reporting program, as described within this policy. Kitsap Transit encourages participation in the ESRP by protecting transit workers who submit safety reports in good faith, without fear of retribution, in accordance with the Safety Management Policy Statement and this ESRP Policy. In some instances, Kitsap Transit *may* be required to take disciplinary action if the report involves any of the following conditions:

- Willful participation in illegal activity or gross negligence.
- Malicious intent to mislead or defraud.
- Deliberate or willful disregard for Company policy, procedures, or training.
- Violations of Kitsap Transit's Drug and Alcohol Policy.
- Premeditated or intentional acts of violence.
- Willful destruction of property, damage to equipment and/or vehicles, or vandalism.

5.4 Confidential Reporting

Kitsap Transit supports confidential employee safety reporting. To further reinforce this commitment, employees are given the option to submit safety reports anonymously. For a report to remain confidential, the conditions of the report must meet the requirements outlined in the *Good Faith Reporting and Disciplinary Action* section of this chapter. Confidential safety reports will:

- Be kept confidential to the extent possible while still being able to effectively respond to, investigate, and/or correct hazards identified from the original report.

- Provide employee protections through the ***Whistle Blowing Policy*** – available on the Kitsap Transit Pride internal site: https://www.kitsaptransitpride.com/employee-resources/human-resources/policies-other/Whistleblower.pdf
- Be documented in the Safety Risk Register in a deidentified state to the extent possible – removing the reporting employee's name and other intuitive identifiers when appropriate.

5.6 Types of Safety Reports

The ESRP allows transit workers to report various types of safety information, which can be categorized as hazards, near-misses, safety events, and general safety concerns. Kitsap Transit has also established procedures within this chapter for escalating reported hazards that could pose an imminent threat to life, cause serious injury, or cause substantial damage to assets if not immediately corrected or mitigated. The ESRP is designed to facilitate the following types of employee safety reporting:

5.6.1 Hazards

Hazard reporting includes the identification of conditions, actions, processes, procedures, training, or a singular source within the transit system that has the potential to cause harm to transit workers or damage to assets.

5.6.2 Near-Misses

The Federal Transit Administration defines a *near-miss* as a narrowly avoided safety event (per 49 CFR part 673). The Occupational Safety and Health Administration describes a *near-miss* as a potential hazard or incident in which no property was damaged and no personal injury was sustained but where, given a slight shift in time or position, damage or injury easily could have occurred. In addition to ESRP reporting, Kitsap Transit also uses data acquired through driver safety monitoring programs to identify near-misses resulting from driver behaviors.

5.6.3 Safety Events

Safety event reporting includes, but is not limited to, the following events:
- Work-related injuries and illnesses
- Assaults/workplace violence
- Vehicle accidents
- Property damage
- Criminal activity
- Spills or accidental releases

5.6.4 General Safety Concerns

General safety concern reporting is reserved for all other safety-related reporting that may not meet the criteria of a hazard or safety event. These reports may also identify areas within the transit system where safety systems may be improved to further reduce safety risk.

5.7 Safety Reporting Methods

The ESRP supports various methods for reporting, which includes *verbal*, *paper*, and *online* reporting options based on the report type and/or urgency of the report. The following describes the available employee reporting options:

5.7.1 Verbal – verbal safety reports will be communicated to either a Dispatcher or a Lead at a minimum. However, transit workers can also verbally report to Supervisors, Managers, to a member of the Safety Team, or the Safety Committee as appropriate or applicable. Verbal reporting *should* be reserved for those circumstances where escalation is required to prevent injury, damage, or worse if not immediately corrected. – see *Escalating Hazards* section within this chapter.

5.7.2 Paper – paper versions of safety reports can be completed in person with a member of the Safety Team if an employee is unable to access the online reporting system, or if the system is down or area is experiencing an outage affecting online reporting.

5.7.3 Online - online reporting options are available through the Transit Pride website. This digital reporting platform is accessible to all transit workers and is the preferred method of safety reporting – Transit Pride website: Employee Safety Reporting Portal

NOTE: Reporting procedures and applicable paper forms used for employee safety reporting are available on the Kitsap Transit Pride website. For more information, contact a member of the Safety Team.

5.8 Escalating Hazards

Hazards identified within the transit system that pose an imminent threat to life, may cause serious injury, or may cause substantial damage to assets if not immediately corrected, *must* be reported immediately. Transit workers will follow the below basic *guidelines* when escalating this type of hazard:

5.8.1 *Stop* – as safe to do so, transit workers should discontinue the hazardous activity and/or remove themselves from the identified hazard. This may require initiating approved emergency shut-down procedures and/or relocating affected equipment and vehicles as safe to do so.

5.8.2 *Communicate* - Immediately notify the Dispatcher (if reported from a Kitsap Driver), a Lead, Supervisor, Manager, or a member of the Safety Team.

5.8.3 *Control* - As safe to do so, restrict access to the identified hazard or hazardous condition until the hazard has been corrected or mitigated.

5.8.4 *Report* - Submit an employee safety report when it is safe and practical to do so.

CAUTION: Approved emergency response requirements and/or actions supersede the below basic guidelines for escalating hazards that involve emergency conditions.

5.9 Safety Report Follow-Up

Employees submitting online safety reports have the option to request a call-back when filing the report. Employees will also receive a *Letter of Acknowledgement* from the Safety Team by either inter-office mail or email indicating that the online report has been received and is under review. Once a safety report has been reviewed, actioned, and/or closed, the employee will receive a *Letter of Disposition* informing them of the report's status and safety actions taken, as applicable.

Employees who verbally report a hazard, near-miss, safety event, or other general safety concern will submit a corresponding online report as soon as practical, to ensure the report is documented and reviewed by the Safety Team. Employees are encouraged to follow up with a Lead, Supervisor, Manager, or the Safety Team directly for updates on verbal safety reports.

Supervisors and/or Managers should follow up on *known* safety reports impacting their functional areas of responsibility, and when requested by transit workers. Some reports may require additional follow-up or investigation depending on the nature of the report. Employees are encouraged to be as helpful as possible, providing additional information or details as requested.

5.10 Other Safety Report Communication

Kitsap Transit communicates safety actions taken resulting from reported safety hazards and concerns through the following methods:
- Safety Meetings
- Safety Committee Meeting
- Department Meetings
- Quarterly Director's Meeting
- Posted Meeting Minutes
- Letters of Disposition
- Safety Alerts
- Quarterly Safety Newsletter

5.11 Training

To ensure the success of this Employee Safety Reporting Program, and the continued safety of the transit system, all transit workers will be trained and competent in the following:
- The Kitsap Transit Safety Management Policy
- The Employee Safety Reporting Program requirements
- Hazard Identification; and
- Reporting procedures

Chapter 6: Safety Risk Management

6.1 Purpose

The primary purpose of safety risk management (SRM) is to proactively address safety risk(s) associated with hazards that may result in transit worker injuries, assaults, and/or damage to assets or property if not properly managed. SRM is a formalized and repeatable process for managing safety risk through hazard identification, safety risk assessment based on likelihood and severity of the consequence(s) of the hazard, and implementation of effective safety risk mitigation(s) to reduce overall safety risk within the transit system.

6.2 Risk Reduction

Kitsap Transit applies the safety risk management process and implementation of safety risk mitigations across the transit system to reduce transit worker injuries, vehicle accidents, and assaults on transit workers.

To ensure the SRM process remains effective, the Chief Safety Officer develops risk reduction strategies that support the Agency's established *Safety Objectives* and *Annual Safety Performance Targets*, as described in this Agency Safety Plan (ASP) and will ensure the Kitsap Transit Safety Committee remains an active participant in the SRM process.

Moreover, Kitsap Transit will endeavor to reduce vehicular and pedestrian safety events involving transit vehicles, to include any missed safety performance target(s) set by the Safety Committee under 49 CFR § 673.19(d)(2).

This is done by investigating and implementing infrastructure aimed at visibility impairments for transit vehicle operators that contribute to accidents, including retrofits to vehicles in revenue service and specifications for future procurements that reduce visibility impairments.

Additionally, Kitsap Transit has implemented an assault awareness and prevention training course that is provided to operators and maintenance personnel to improve assault risk awareness and reduce the number of assault-related safety events.

Kitsap Transit's Executive Management Team will continue to support the Safety Committee's 2023 risk analysis by implementing effective assault prevention barrier infrastructure to aid in protecting transit workers from assaults, to include technology barriers to restrict the unwanted entry of individuals and objects into the workstations of bus operators.

The Safety Committee will participate in the recommendation and development of effective safety risk mitigations as outlined within 49 CFR § 673.25 and 49 CFR § 673.19. Safety risk mitigations that have been implemented and/or recommended in support of these safety risk

reduction efforts will be documented in their respective Safety Risk Assessment(s) (SRAs) maintained in the Safety Risk Register

6.3 Regulatory Safety Programs

In support of reducing overall safety risk within the transit system, including those risks not involving vehicular and pedestrian hazards or assaults on transit workers, Kitsap Transit has established an Accident Prevention Program (APP) comprised of regulatory safety programs applicable to the transit system.

The APP provides comprehensive guidance and direction to transit workers regarding occupational safety, health, and emergency response requirements specific to the Kitsap Transit workplace (See APP for more information).

These regulatory safety programs are designed to provide specific workplace safety guidance to transit workers in the daily execution of their transit duties.

Kitsap Transit evaluates the effectiveness of these regulatory safety programs in mitigating safety risk and identifying hazards; they are monitored and evaluated through safety compliance inspections and audits, completion of required safety training, the Employee Safety Reporting Program (ESRP), and other safety assurance outputs.

6.4 Safety Risk Management (SRM) Process

The Chief Safety Officer leads Kitsap Transit's SRM process with support from the Safety Team, the Safety Committee, the Executive Management Team, and Accountable Executive, as required.

The SRM process will be initiated when conditions within the transit system identify the following SRM triggers:

- Identification of new hazards or ineffective safety risk mitigations
- Implementation of new systems
- Revisions to existing systems
- Development of operational procedures
- Revisions to existing operational procedures
- Changes to the operating environment (transit system)
- Leadership initiated – Director level and above, as requested.

The SRM process is comprised of the following elements:

- Hazard Identification
- Hazard Investigation
- Safety Risk Assessment
- Safety Risk Mitigation
- Risk Acceptance
- SRM Documentation

6.5 Hazard Identification

The Federal Transit Administration defines a hazard as 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.

To ensure safety risk management is consistently applied and remains effective, Kitsap Transit monitors following programs and processes as a means to identify new hazards, ineffective safety risk mitigations, and changes within the transit system:

- Employee Safety Reporting Program (ESRP) reports
- Safety investigation reports
- Internal Safety & Security Audit Program (ISSAP) reports/compliance
- Facilities Maintenance and inspection reports/compliance
- Vehicle inspections and preventative maintenance program(s)
- Regulatory safety program compliance
- Driver Safety Monitoring Program(s)
- Safety Surveys
- Company meetings and Change Management process(es)
- Emergency Response Plan compliance and drill performance reports
- Public Health Program(s) (e.g., Infectious Diseases Control Plan)
- External data sources and notifications
- Safety assurance trending and data analysis

6.6 Hazard Investigation

When a hazard is identified, regardless of the source, it must be reported to the Safety Team. Upon notification of the identified hazard, the Safety Team will review the reported hazard information and determine if additional follow-up or investigation is required to support the safety risk assessment (SRA) process.

For the purpose of this ASP, follow-up or investigations may include, but are not limited to the following activities:

- Reaching out to the reporter, if applicable, to gather all known information about the reported hazard.
- Conducting a walkthrough of the affected area, assessing hazardous conditions, generating visual documentation (photographs and/or video), and taking any measurements deemed necessary.
- Conducting interviews with employees in the area to gather potentially relevant information on the reported hazard.
- Reviewing any documentation associated with the identified hazard (records, reports, procedures, inspections, technical documents, training, etc.)
- Contacting other departments that may have exposure to, or knowledge involving, the reported hazard.

- Reviewing any past documented hazards of a similar nature, including a review of applicable safety risk mitigations to assist in determining effectiveness.
- Evaluating tasks, policies, procedures, and/or processes associated with the reported hazard.
- Researching relevant hazard information within regulatory or industry data where the hazard is applicable (national statistics, case studies, industry risk assessments, studies, etc.)
- Consulting technical advisors, regulatory agencies, or oversight authorities as required – including participation in joint investigations with regulatory agencies, as applicable.

6.7 Safety Risk Assessments

The FTA defines safety risk assessments as the formal activity whereby a transit agency determines Safety Risk Management priorities by establishing the significance or value of its safety risk. Kitsap Transit assesses safety risks associated with identified hazards through the safety risk assessment process, using the Kitsap Transit Safety Risk Matrix to calculate hazard risk ratings.

The Kitsap Transit Safety Risk Assessment (SRA) Matrix is the approved risk calculation tool used for determining safety risk and evaluates both probability and severity of the potential consequence(s) of a hazard (see section 6.9 – *SRA Matrix* on next page). The SRA Matrix was developed to provide a consistent and objective means to determine hazard risk ratings and actions required as a result.

Initial risk assessments should only include existing safety risk mitigations that are already implemented into the transit system. If the initial safety risk assessment requires additional safety risk mitigations, the safety risk assessment process will be applied with newly proposed safety risk mitigations considered.

To ensure the safety risk assessment process is effective, Kitsap Transit ensures that appropriate data gathering, and analysis processes are consistently applied when evaluating the potential consequence(s) of hazards identified.

The data gathering and analysis process includes reviewing both quantitative and qualitative data related to the hazard, the potential consequences, or outcomes, and the expected or known effectiveness of safety risk mitigation(s). This may include considering data from Kitsap Transit safety assurance programs, previous safety risk management efforts, and external data from regulatory agencies, transit industry partners, and/or recognized organizations as appropriate.

6.8 Safety Risk Mitigations

Safety risk mitigations are defined by the FTA as a method or methods to eliminate or reduce the severity and/or likelihood (probability) of a potential consequence of a hazard.

The Kitsap Transit SRM process requires that the Kitsap Transit Safety Committee participate in the safety risk assessment process, including recommendations and/or development of safety risk mitigations associated with the transit risk reduction provisions outlined in 49 CFR § 673.25. The Safety Committee collaborates with risk owners and the Safety Team to determine the anticipated effectiveness of proposed safety risk mitigations, as identified.

New safety risk mitigations are applied to the Safety Risk Matrix and the residual risk ratings are calculated. This process will continue until the residual risk is accepted by the appropriate level of risk owner, as outlined in the Kitsap Transit Safety Risk Matrix.

When identifying safety risk mitigations related to vehicular and pedestrian safety events involving transit vehicles, Kitsap Transit must consider safety risk mitigations to reduce visibility impairments for transit vehicle operators that contribute to accidents, including retrofits to vehicles in revenue service and specifications for future procurements that reduce visibility impairments. Additionally, these Safety Committee-recommended safety mitigations, and those related to assaults on Kitsap Transit workers, are incorporated by reference, in the ASP.

Safety Committee-recommended safety risk mitigations that are *not applicable* to pedestrian and vehicular events or hazards, or assaults on transit workers, still *must be considered* by the Accountable Executive for implementation. However, if these safety mitigations are ultimately rejected, the Accountable Executive must provide a written statement explaining their decision and present this explanation to the Safety Committee and Kitsap Transit Board of Commissioners.

6.9 Kitsap Safety Risk Assessment (SRA) Matrix

Safety Risk Assessment Matrix		SEVERITY			
		1. Catastrophic	2. Critical	3. Marginal	4. Negligible
PROBABILITY	a. Frequent	High (1a)	High (2a)	Serious (3a)	Medium (4a)
	b. Probable	High (1b)	High (2b)	Serious (3b)	Medium (4b)
	c. Occasional	High (1c)	Serious (2c)	Medium (3c)	Low (4c)
	d. Remote	Serious (1d)	Medium (2d)	Medium (3d)	Low (4d)
	e. Improbable	Medium (1e)	Medium (2e)	Medium (3e)	Low (4e)
	f. Eliminated	Eliminated / No Associated Risk			

6.10 Hazard Severity

Hazard severity is the determination of the worst case that could be anticipated to result from human error, design inadequacies, component failure or malfunction. The categories of hazards based on the modified MIL-STD-882 are as follows:

- **Category 1 Catastrophic -** Operating conditions are such that human error, design deficiencies, element, subsystem or component failure or procedural deficiencies may

cause death or major system loss and require immediate termination of the unsafe activity or operation.

- **Category 2 Critical** - operating conditions are such that human error, subsystem or component failure or procedural deficiencies may cause severe injury, severe occupational illness or major system damage and require immediate corrective action.

- **Category 3 Marginal** - Operating conditions are such that they may result in minor injury, occupational illness or system damage and are such that human error, subsystem or component failures can be counteracted or controlled.

- **Category 4 Negligible** - Operating conditions are such that human error, subsystem or component failure or procedural deficiencies will result in less than minor injury, occupational illness, or system damage.

The categorization of hazards is consistent with risk-based criteria for severity; it reflects the principle that not all hazards pose an equal amount of risk to personal safety.

6.11 Hazard Probability

	Probability Level	Likelihood of event in specific item	MTBE* in Operating Hours	Occurrence in time	Occurrence Description
a	**Frequent**	Will occur frequently	< 1,000 oh	1 per month	Continuously Experienced
b	**Probable**	Will occur several times	1,000 – 100,000 oh	1 per year	Will likely occur
c	**Occasional**	Likely to occur sometimes	100,000 – 1,000,000 oh	1 per 2 years	Will occur several times
d	**Remote**	Unlikely but possible to occur	1,000,000 - 100,000,000	1 per 5 years	Unlikely, but can be expected to occur
e	**Improbable**	So unlikely, occur may not be experienced.	> 100,000,000 oh	1 per 10 years	Unlikely to occur, but possible
f	**Eliminated/ No Hazard**	Risk removed / eliminated	Never	N/A	Will not occur
*Mean Time Between Events The likelihood that hazards will be experienced during the planned life expectancy of the system can be estimated in potential occurrences per unit of time, events, population, items, or activity.					

The probability of a particular event or a specific hazard occurring may be defined as a nondimensional ratio of the number of times that a specific event occurs to the total number of trials in which this event will occur during the planned life expectancy of a system.

Generally, hazard probability is described qualitatively in potential occurrences per units of time, miles, trips/runs or passengers carried. A hazard probability may be derived from the analysis of transit system operating experience, evaluation of Kitsap Transit's safety data, the analysis of reliability and failure data, or from historical safety data from other bus systems.

6.12 Hazard Severity/Probability Criteria

Severity	Catastrophic	Critical	Marginal	Negligible
System Disruption	> 24 hrs	12 - 24 hrs	4 – 12 hrs	< 4 hrs
Service/ Operation	Substantial or total loss of operation	Partial shutdown of operation	Brief disruption to operation	No disruption
Financial	> $ 1,000,000	< $ 1,000,000	< $ 250,000	< $ 100,000
Legal and Regulatory	Significant breach of the law. Individual or company lawsuits.	Breach of law; report / investigation by authority. Attracts compensation/ penalties/ enforcement action	Breach of regulatory requirements; report / involvement of authority. Attracts administrative fine	Technical noncompliance. No warning received. No regulatory reporting required
Environment	Permanent impact; affects a whole region; highly sensitive environment	Lasting months; impact on an extended area, area with some environmental sensitivity	Lasting weeks; reduced area, no environmentally sensitive surroundings	Lasting days or less; limited to small area, low significance/ sensitivity
Social	Major widespread social impacts	Significant, ongoing social issues	Some impacts on local population, mostly repairable	Minor disturbance of culture/social structures
Reputation	Noticeable reputational damage; national /International public attention and repercussions	Suspected reputational damage; local / regional public concern and reactions	Limited, local impact. concern/complaints from certain groups / organizations	Minor impact, awareness/concern from specific individuals
Injury	Death (not include suicides or by natural causes)	Fracture, Severe Bleeding, Brain injury, Dismemberment	Bruising, Abrasions, Bleeding (Ambulance transport)	Bruising, Abrasions, Sprains (No Ambulance transport)
Health	Exposure with irreversible impacts with loss of quality of life of a numerous group / population or multiple fatalities	Exposure with irreversible impact on health with loss of quality of life or single fatality	Exposure with reversible impact on health or permanent change with no disability or loss of quality of life	Exposure to health hazard resulting in symptoms requiring medical intervention, with full recovery
Safety	Severe accident with major service disruption or loss of life, Potential Federal agency involvement, damages over $250,000	Accident with serious injuries, damages exceed $100,000	Reportable accident with over $25,000 in damages	Incident with minor damage

Severity	Catastrophic	Critical	Marginal	Negligible
Technology	KT Technology infrastructure, Applications that are categorized in the Critical infrastructure and system(s): cannot be accessed via Primary or DR infrastructure which includes data and major fiscal loss.	KT Technology infrastructure, Applications that are categorized in the Critical infrastructure and system(s): has an outage, but KT can restore services at the primary or DR datacenter site in an allotted SLA timeframe. Causing Operations and fiscal loss.	KT Technology infrastructure, Applications that are categorized in the Critical infrastructure and system(s): has an outage, but KT can restore services at the primary or DR data center site in an allotted SLA timeframe. Causing No Operations nor fiscal loss.	KT Technology infrastructure, Applications that are categorized in the Critical infrastructure and system(s): or not on list, has a brief outage that is not noticed by the users, nor affects any Operation, nor causes fiscal loss.
Information Security	A breach of patron, KT employee information, network infrastructure, security systems: where PII/PCI data is exposed / accessed by malware, virus or ransomware, an external or internal hacker, employee abusing trusted elevated permissions and breach is of nonencrypted data or cause the encryption of data causing data loss	A breach of patron, KT employee information, network infrastructure, security systems: where no PII/PCI data is exposed/accessed by malware, virus or ransomware, an external or internal hacker, employee abusing trusted elevated permissions and breach is of non-encrypted data or cause the encryption of data. Data is recoverable by backup or DR.	A breach of patron, KT employee information, network infrastructure, security systems: where No PII/PCI data is exposed/accessed by malware, virus or ransomware, an external or internal hacker, employee abusing trusted elevated permissions and breach is of non-encrypted data information, but quickly fail over to DR site.	Malware or other type of Virus is identified on a PC, Server, or another network node, but does not affect any process nor accesses data, and is quickly eliminated.
Security / Police	Criminal or terrorism attack of system resulting in death or serious bodily harm to customers. Violent attack/ terrorism at KT business unit or administrative facility with grave loss of life or significant bodily harm to multiple employees.	Non-life-threatening workplace violence incident or significant targeted criminal damage to business unit facilities, vehicles, or KT critical infrastructure.	Suspicious package resulting in minor system delays; or trespasser (suicide) on the alignment (classified as security incident).	Assault of employee or customer; minor criminal activity on system or at business unit/ administrative facility.

6.13 Safety Risk Outcomes

The results of the safety risk assessment process will be represented based on the residual safety risk outcome. Safety risk outcomes align with the risk levels contained within the SRA Matrix in section 6.8 and will determine appropriate risk acceptance authority and applicable outcome actions. See below table:

Risk Outcome	Accepted By	Risk Outcome Action(s)
High	**Accountable Executive**	Notify the Accountable Executive immediately, or as soon as reasonably practical. Safety risk mitigations **must** be applied to reduce risk to lower risk outcome category - **OR** - to as low as reasonably practical (ALARP). If unable to reduce risk within the High-risk outcome category, the Accountable Executive **must** consider discontinuing affected operation(s)
Serious	**Director and above**	Notify the Chief Safety Officer immediately, or as soon as reasonably practical. Safety risk mitigations required to reduce risk to as low as reasonably practical (ALARP); the decision to continue affected operation(s) at the discretion of Executive Management and/or the Accountable Executive.
Medium	**Director and above**	Additional safety risk mitigation recommended; CSO must review safety risk assessment.
Low	**Manager and above**	Additional safety risk mitigation encouraged; recommended that CSO review safety risk assessment.
Eliminated/ No Hazard	**No Acceptance Required**	No hazard present – or – hazard was eliminated. Justification of no hazard determination must be clearly documented in the safety risk assessment.

6.14 Hazard Resolution and Elimination

Hazard resolution is defined as the analysis and subsequent actions taken to reduce to the lowest level practical, the risk associated with an identified hazard. Hazard resolution is not synonymous with hazard elimination. In a transit environment, there are some hazards, which are impossible to eliminate and others, which are highly impractical to eliminate. Reduction of risk to the lowest practical level can be accomplished in a variety of ways from protective and warning devices to special procedures:

1. Design out or design to minimize hazard severity. To the extent permitted by cost and practicality, identified hazards will be eliminated or controlled by the design of equipment, systems, and facilities.

2. Hazards that cannot reasonably be eliminated or controlled through design will be controlled to the extent practicable to an acceptable level through the use of fixed, automatic, or other protective safety design features or devices. Provisions will be made for periodic functional checks of safety devices and training for employees to ensure that system safety objectives are met.

3. When design and safety devices cannot reasonably nor effective, eliminate or control an identified hazard, safety warning devices will be used (to the extent practicable) to alert persons to the hazards.

6.15 Risk Acceptance

Once a safety risk assessment is complete, the safety risk must be communicated to the applicable risk owner(s) and any notifications made in accordance with applicable safety risk outcome actions, as applicable. Initial communication of the completed safety risk assessment, and any applicable notifications, should be documented through verifiable means, i.e. email, noted in the safety risk assessment document, or within the Safety Risk Registry record.

If the affected risk owner(s) concurs with the safety risk assessment, they will accept the safety risk outlined within the safety risk assessment and complete any required safety risk outcome actions and implement safety risk controls as applicable.

If the risk owner does not agree with the safety risk assessment, or requests additional safety risk mitigations be applied before accepting the risk, additional safety risk management is required – **or** – risk acceptance must be elevated to the next higher level of risk acceptance authority in accordance with the Kitsap Transit Safety Risk Assessment Matrix.

Risk acceptance must be accomplished at the appropriate level of risk acceptance authority per the requirements outlined within section 6.13 Safety Risk Outcomes.

All safety risk acceptance activity must be documented in the completed safety risk assessment and applicable Safety Risk Register record.

6.16 Safety Risk Management Documentation
All aspects of the safety risk management process will be documented and retained in approved company recordkeeping systems, which may include both paper and electronic/digital mediums. Safety risk management records will be maintained in accordance with minimum FTA requirements.

Chapter 7: Safety Assurance

7.1 Purpose

Kitsap Transit has implemented the following safety assurance processes to measure the safety performance of the transit system and to evaluate the effectiveness of its safety management system (SMS) through continuous and targeted safety assurance monitoring. These safety assurance processes allow Kitsap Transit to verify that the SMS is operating as intended, with the goal of reducing safety risk across the transit system.

7.2 Normal Safety Assurance Monitoring

Kitsap Transit has established the following normal assurance programs and processes for the purpose of continuously monitoring overall safety performance across the transit system. The safety assurance processes and programs below are used to identify new hazards, detect changes, and assess the effectiveness of safety risk mitigations within the transit system. Normal assurance monitoring used for continuous monitoring includes, but is not limited to, the following:

7.2.1 Employee Safety Reporting Program (ESRP)

Available assurance data consists of employee report narratives involving safety events, near-misses, and other relevant safety concerns as described in Chapter 4 – *Employee Safety Reporting Program*. Data is collected through the digital employee safety reporting portal. The data is managed and analyzed by the Safety Team to identify safety performance trends and incident rates (e.g., slips, trips, falls), new hazards or changes within the transit system, deviations from policies and procedures, and effectiveness of safety risk mitigations.

7.2.2 Internal Safety & Security Audit Program (ISSAP)

Available data includes audit compliance data of relevant transit system policies, procedures, and processes. At a minimum, applicable ISSAP audit performance data encompasses audits of Operations and Vehicle Maintenance Departments, as well as Safety Management processes.

Data is collected through documented observations, relevant record reviews, employee feedback, and interviews in accordance with the ISSAP. This audit data is collected at the completion of applicable ISSAP audits and analyzed by the Safety Team for non-compliance, potential new hazards, changes within the transit system, and ineffective safety risk mitigations.

7.2.3 Workplace Safety Inspections (Facilities & Equipment)

Available data includes safety equipment compliance rate totals, condition compliance rates (e.g., fire extinguisher inspections, eye wash station inspections, etc.),

housekeeping compliance rates, compliance with established policies and procedures, (e.g., Lock Out/Tag Out), regulatory compliance (e.g., marked fire exits, machine guarding, etc.), applicable training requirements, and compliance knowledge surveys, etc.

Each department is responsible for performing relevant Workplace Safety Inspections in accordance with the Kitsap Accident Prevention Program (APP) and/or regulatory requirements, as applicable. In addition to department-led inspections, other relevant workplace safety inspections are performed by the Safety Team; inspection documentation and supplemental data will be provided to the Safety Team upon request for the purpose of assurance data analysis and safety risk management, as required.

7.2.4 Driving Safety Monitoring

Available data consists of driving performance metrics associated with accepted safe driving practices, collision statistics, near misses, and telematics reporting. Data is initially collected by a third-party provider who provides the data to the Kitsap Safety Team.

The Safety Team analyzes the data for relevant safety performance trends, identification of new hazards, or ineffective safety risk mitigations, including ineffective training. Data analysis outputs are shared with appropriate Operator Trainers, who are then responsible for additional training analysis and development of corrective actions based on identified patterns and trends.

7.2.5   Drug and Alcohol Program Monitoring

Data collection consists of the frequency of contractor compliance with regulatory standards, analysis of safety-sensitive employees, drug and alcohol testing compliance metrics, and the reporting frequency of positive tests.

The Drug and Alcohol Program Manager is responsible for collecting and analyzing performance data and developing corrective action plans associated with the collected data as needed. This data is available through a third-party provider, with limited access restricted to authorized Kitsap personnel. Compliance and performance data are shared with the Safety Team, and immediate concerns are communicated to the Chief Safety Officer as required.

7.2.6 Advanced Operator Training (AOT)

Data collected includes attendance, completion rates, and proficiency assessments through a review of applicable training records. The AOT Team tracks training compliance and performance through trainer observation and data from the digital training management portal and training records.

The AOT Team communicates with the Safety Team monthly to discuss training safety performance trends, including the identification of new hazards, ineffective safety risk

mitigations, and changes within the system that require modifications or improvements to provided training, including the addition of new training topics – new or changed training may require safety risk management, as described in Chapter 6 – *Safety Risk Management*

7.2.7 Inventory Control

Inventory Control data may include outputs from safety risk assessments or hazard analysis and compliance assessments performed by the Safety Team resulting from procurement of potentially hazardous chemicals and products, tools, equipment, and/or personal protective equipment or similar products/items that are introduced into the transit system that may have safety-critical impacts to employees. Additional Inventory Control data may include notification of product recalls or discontinuation of use, as well as notification of new or updated Safety Data Sheets, as applicable.

Requests for safety risk analysis are communicated to the Safety Team as needed. Relevant product safety data and/or safety-critical notifications from manufacturers are provided to the Safety Team via normal office notification processes and established Change Management requirements with safety risk management applied as required.

7.2.8 Safety Investigations

Safety data associated with investigations may include investigation report narratives and conclusions/recommendations, analysis of applicable safety event and near-miss report data, root cause analysis outputs, identification of new hazards, corrective action target rates, the effectiveness of existing safety risk mitigations, training compliance rates, past audits, supplemental industry or regulatory agency data, and overall compliance with established policies and procedures.

The Safety Team partners with the affected departments to conduct investigations as required and share collected data related to the investigations throughout the investigative process (as needed) and at the conclusion of the investigation.

Data is collected from completed reports, training management system reports, and investigation findings. All formal/documented safety investigations and subsequent outputs are entered into digital tracking for analysis by the Safety Team, regardless of the investigating department.

7.2.9 Change Management

Data available typically includes data and process outputs from: *normal safety assurance monitoring*, *targeted safety assurance monitoring*, *hazard identification programs and processes*, and associated *safety risk management efforts*. Additional change management data sources may include stakeholder engagement and regulatory compliance metrics and notifications, general compliance rates, incident rates, near-misses, survey data, and other safety reporting metrics/data as applicable.

Data managed and collected by the Safety Team is analyzed for detectable changes and trends and then communicated to affected departments in accordance with the change management section of this chapter; other transit system departments will ensure they collect data for their respective areas of responsibility and communicate relevant safety-critical change data to the Safety Team and other departments in accordance with established departmental Change Management processes, and processes identified within the Change Management process as described in section 7 of this chapter.

7.2.10 Preventative Maintenance Program(s)

Preventative maintenance/inspection logs and major mechanical breakdown data are generated by the Vehicle Maintenance Department. This data provides insight into current transit vehicle statuses, maintenance schedules, vehicle serviceability, and failure trends.

The Vehicle Maintenance Department collects and analyzes this data for the purpose of maintenance forecasting, schedule planning, and inventory management of critical and non-critical components. Trends impacting vehicle operation and/or maintenance performance are communicated through regular Operations Department and Vehicle Maintenance Department collaboration meetings to include relevant data with potential safety-critical impacts as part of internal department change management processes.

Additionally, safety-critical changes are communicated to the Safety Team in accordance with this chapter. The Safety Team makes requests to Vehicle Maintenance for specific maintenance data, as required, to support normal assurance monitoring and targeted assurance monitoring efforts to assess safety performance.

7.2.11 Safety Surveys

Available data includes safety culture and employee engagement metrics, safety perceptions measurements, resource availability, policy and procedure awareness, and agency safety plan awareness, and confidence in safety culture and safety reporting. Data is collected via digital platforms designed specifically to provide metrics related to the referenced data. The Safety Team is responsible for the collection and analysis of this data, and resulting metrics included in evaluating overall safety performance of the transit system, to include evaluation of the Kitsap Transit *Safety Management System*.

7.2.12 External Assurance Data Sources

The Safety Team periodically monitors transit industry and Regulatory Agency/Oversight Authority safety trends and other relevant data including manufacturer notifications and updates, as available. Example Regulatory Agency data includes new and/or updated *General Directives*, *Special Directives*, *Safety Advisories*, *Safety Bulletin,* and/or *Notices of Proposed Rule Making* announcements made available through automated email distribution(s) and/or mailed notifications. Additional data may be collected via open-source industry information pages or membership subscriptions, as appropriate.

The Safety Team periodically collects and analyzes the data as described in 7.2.12 of this section as applicable to the transit system. This information is vetted for applicability, ingested as safety assurance data, communicated as required through cross-departmental sharing of data and change management processes, and safety risk management applied as required.

Other transit system departments will follow internal department processes for receiving similar external data and communicate applicable safety-critical data in accordance with departmental change management processes, and the change management requirements of this chapter.

7.3 Targeted Assurance Monitoring

In addition to continuous monitoring through normal assurance processes, Kitsap Transit has also implemented processes for targeted assurance monitoring to address specific areas within the transit system where performance trends indicate the need for appropriate safety action.

Targeted assurance monitoring allows Kitsap Transit to develop safety assurance plans that are developed with specific performance criteria and thresholds that are typically temporary in nature. Targeted assurance plans are most effective when applied to:

- An existing safety risk mitigation in the transit system that is *perceived* as not performing as intended but requires additional monitoring to verify effectiveness and/or to determine the need for safety risk management; or
- A new safety risk mitigation that is recommended during SRM, and verification of its effectiveness is needed; or
- Leadership directs further analysis into a specific area of the transit system where performance trend(s) are not meeting expectations.

Targeted safety assurance plans are most effective when the following criteria are included within the plan:

- What is being monitored and why?
- How it will be monitored? (i.e., source of safety assurance data)
- Who will collect and analyze the data?
- Duration and frequency of monitoring period(s)
- How performance will be evaluated during the monitoring period and expectations at the conclusion of the monitoring period?

7.4 Safety Performance Monitoring and Measurement

Safety assurance processes (normal or targeted) will be used to monitor, measure, and evaluate the following:
- Safety Performance
- Effectiveness of Safety Risk Mitigations

- Compliance with Policies and Procedures
- Changes within the Transit System
- Identification of New Hazards
- Effectiveness of the Safety Management System

7.4.1 Safety Performance

Safety performance will be continuously monitored through normal assurance processes to ensure the transit system is meeting performance expectations. Overall safety performance of the transit system will be measured against established Annual Safety Performance Indicators and Targets (SPIs/SPTs), as described in this Agency Safety Plan.

As needed, additional *short-term* or temporary SPIs/SPTs may be developed for areas within the transit system where safety performance is not meeting expectations; the purpose of these temporary SPI/SPTs is to provide additional performance oversight in areas not meeting safety performance expectations.

Temporary, short-term, or performance-driven SPI/SPTs established for the purpose of additional oversight do not supersede or alleviate obligations to established Annual SPI/SPTs as outlined within this Agency Safety Plan.

Safety performance will be monitored at least monthly through normal safety assurance processes to ensure appropriate actions are taken when safety performance is not meeting expectations. Safety performance will be communicated at both Safety Committee Meetings and Quarterly Director's Meetings by the Chief Safety Officer, or their designee.

When safety performance is not meeting expectations or fails to meet established annual SPIs/SPTs:
- The Safety Committee will partner with the Chief Safety Officer and affected subject matter experts, as required, to develop a corrective action plan (CAP) of the appropriate scope to address identified safety deficiencies; and
- Affected Directors and the Accountable Executive, as required, will allocate resources for and implement assigned corrective actions to continually improve overall safety performance.

7.4.2 Effectiveness of Safety Risk Mitigations

Safety risk mitigations will be monitored for effectiveness through normal assurance processes to ensure the transit system is meeting safety risk management expectations.

Ineffective safety risk mitigations will be communicated to applicable risk owners and/or affected department Directors, as identified through normal assurance monitoring and/or targeted assurance plan requirements.

Existing safety risk mitigations within the transit system that are identified as ineffective through normal assurance monitoring require notification of the risk owner that the safety risk mitigation is not performing as intended, and SRM is required.

Newly implemented safety risk mitigations that do not meet targeted safety assurance plan performance expectations will be communicated to risk owners and/or affected department Directors per assurance plan requirements.

However, if it is determined during the plan's monitoring period that the plan should be modified or extended for better measurement of effectiveness, the targeted assurance plan may be modified or extended with Chief Safety Officer approval. The justification for targeted assurance plan modifications must be documented in the assurance plan notes or description, and risk owner briefed as soon as practical. Additionally, the Safety Committee will be notified of the modified plan at the next regularly scheduled Safety Committee meeting.

Once a newly implemented safety risk mitigation has met the established targeted assurance plan expectations, it will be transitioned to continuous monitoring through normal assurance processes, and targeted assurance monitoring will no longer be applied.

In cases where the any safety risk mitigation (existing or new) clearly fails to meet performance expectations, the risk owner will be notified and SRM re-engaged to ensure adequate safety risk mitigation is applied to the associated hazard, as required by Chapter 6 – Safety Risk Management.

Risk owners and/or affected department Directors will be briefed on targeted assurance monitoring plans at the completion of the monitoring period, and periodically throughout as described in the assurance plan criteria.

At a minimum, overall safety risk mitigation performance should be communicated during monthly Safety Committee meetings and Quarterly Director's Meetings by the Chief Safety Officer, or their designee. Communication should include the status of newly implemented safety risk mitigation relative to their targeted assurance plans, as well as general information regarding the identification of existing safety risk mitigations that have been determined ineffective.

7.4.3 Compliance with Policies and Procedures
Compliance with established policies and procedures will be monitored through normal assurance monitoring processes to ensure consistent application of safety risk mitigations within the transit system.

When safety assurance (normal or targeted) data indicates non-compliance with established policies and procedures, the Safety Team, Safety Committee, and/or affected department representatives will:

- Investigate the root-cause of the non-compliance.
- Determine if SRM is required.
- Implement corrective action(s) as needed.
- Return the area of non-compliance to continuous assurance monitoring; and/or
- Develop targeted assurance plan(s), as applicable.

7.4.4 Changes within the Transit System

The primary purpose of change management is to ensure that changes to baseline operations within the transit system are reviewed for conformance with established Kitsap Transit policies and procedures and regulatory requirements and to identify potential hazards prior to implementing the change(s).

Change management is required when detecting changes that impact the safety of the transit system, including but not limited to safety-critical changes involving:

- Key personnel and Organizational structure.
- Documents (checklist, work instructions, policies and procedures, manuals, etc.)
- Transit facilities and equipment.
- Operation or vehicle maintenance of revenue and non-revenue vehicles.
- Transit routes.
- Introduction of specialized equipment, vehicles, machinery, tools, training, and/or personal protective equipment or devices; and/or

For the purpose of this Agency Safety Plan, *safety-critical changes* include the changes listed in section 7.4.4 of this chapter, as well as any changes that meet SRM initiation criteria as described in Chapter 6 – Safety Risk Management.

To ensure safety-critical changes within the transit system are properly identified and assessed, Kitsap Transit will continuously monitor for changes to the transit system through normal and targeted assurance monitoring processes, cross-departmental exchanging of information, Regulatory Agency communications and promotions, and application of safety risk management processes.

When changes are detected, those changes must be communicated to affected department Directors and the Safety Team as soon as reasonably practical, in accordance with this section and Chapter 6 – *Safety Risk Management*.

Notification of identified changes will vary based on the method, source of discovery, and nature of the change(s).

Changes detected through established safety assurance monitoring processes (normal or targeted) will be communicated to the affected department(s) by the Safety Team, as identified, through regular notification processes (i.e., email, telephone, inter-office mail, verbal communication, company meetings).

Changes not detected through established safety assurance monitoring processes (normal or targeted) will be managed through established departmental change management procedures. In instances where changes are not detected through established safety assurance processes, the identifying department, change owner/initiator, or Project Manager (as applicable) must notify the Safety Team of the detected, planned, or suspected change within the transit system, prior to implementing the safety-critical change.

Notification to the Safety Team of applicable changes will be done through regular notification processes (i.e., email, telephone, inter-office mail, verbal communication, or company meetings)

Regardless of change detection method or source, the Safety Team must be included in applicable change management processes when the change has reasonable cause to create potential impacts to safety-critical items as outlined in 7.4.4 of this chapter and/or meet the SRM initiating criteria as described in Chapter 6 – *Safety Risk Management*.

For the purpose of effective change management, the Safety Team will be included in the following processes, at a minimum:
- Initial proposals for new projects to be implemented into the transit system that have safety considerations, to include subsequent project meetings for the duration of the project lifecycle with relevant safety-critical changes.
- Pre-change implementation reviews and communicated status updates.
- Associated safety risk management efforts, implementation of safety risk mitigations, and targeted assurance plan development, as applicable.
- Any changes that meet the initiation criteria of the Safety Risk Management process must be communicated to the Safety Team prior to the implementation of the applicable change(s).

It is the obligation and responsibility of the change-owning department Director, or their designee, to notify the Chief Safety Officer and/or member of the Safety Team of safety-critical changes, as identified or anticipated.

The Chief Safety Officer will ensure that SRM is applied to any applicable safety-critical changes to the transit system as identified, in accordance with the requirements of Chapter 6 – Safety Risk Management.

The Safety Team, and affected departments, will ensure that relevant and effective safety assurance monitoring processes (normal or targeted) are in place to monitor the safety performance of transit systems affected by safety-critical changes, to include targeting assurance monitoring plans to evaluate the effectiveness of safety risk mitigations implemented as a result of subsequent safety risk management requirements.

Change management efforts requiring SRM will be documented and tracked within the Safety Risk Register, and the applicable status will be briefed at monthly Safety Committee Meetings and Quarterly Directors Meetings, as applicable.

Change management efforts that do not exhibit perceived safety-critical changes, as described in this chapter, and/or meet the initiation criteria for SRM, will be documented and tracked at the department level in accordance with established department change management processes and procedures.

7.4.5 Identification of New Hazards

To ensure new hazards are identified within the transit system, Kitsap Transit will continuously monitor for new hazards through normal assurance monitoring processes, and targeted assurance monitoring as applicable.

When new hazards are suspected based on safety assurance data, upon notification, the Safety Team will coordinate immediate containment action and/or coordination of subsequent investigation with affected departments, as necessary.

Safety Team notification of the suspected hazard will follow established reporting procedures, to include immediate escalation of hazards posing immediate threat to life or limb of a transit worker or passenger, as applicable.
If a new hazard is identified through established safety assurance monitoring processes (normal or targeted), the Safety Team will initiate the safety risk management process in accordance with Chapter 6 – *Safety Risk Management*.

7.4.5 Effectiveness of the Safety Management System

To ensure the safety management system remains effective, Kitsap Transit will use collective safety assurance data from both normal and targeted assurance monitoring processes to determine if SMS policies, procedures, and processes are operating as intended and in accordance with FTA requirements.

SMS effectiveness will be measured against the following, at a minimum:
- Overall safety performance relative to established SPI/SPTs.
- SMS-specific Internal Safety and Security Audit Program performance.
- Regulatory enforcement action performance.

When any of the above measurement(s) do not meet performance expectations, the Chief Safety Officer must communicate observed SMS performance to the Executive Leadership Team and the Accountable Executive through normal notification processes (i.e., email, inter-office mail, telephone, company meetings, etc.)

When SMS performance does not meet expectations, the Chief Safety Officer and Safety Team will partner with the Safety Committee to develop a comprehensive corrective action plan of the appropriate scope to address systemic issues identified

within the SMS, to include follow-on safety assurance monitoring plan(s) to determine the effectiveness of the corrective actions implemented.

This plan will be communicated to the Executive Leadership Team and the Accountable Executive for approval, and subsequent allocation of necessary resources to ensure its successful implementation and continual safety improvement of the agency's transit system.

7.5 Corrective Action Plans

Corrective Action Plans (CAPs), also referred to as corrective actions, are utilized to resolve deviations or violations in rules, agency policy, plans, or procedures. Further, corrective action plans are utilized to address the elimination or resolution of potential safety risks identified within the transit operation. Sources of a finding that require CAPs include but are not limited to, event investigations, inspections, rules and compliance testing, operational or mechanical failures, audits, reviews, NTD reporting, NTSB reports, and FTA advisories.

Corrective action plans are also applied to the transit system when safety performance is not meeting expectations.

7.6 Continuous Improvement

FTA defines continuous improvement as a process by which a transit agency examines safety performance to identify safety deficiencies and carry out a plan to address the identified safety deficiencies.

Kitsap Transit ensures continuous improvement efforts are driven by both safety performance relative to the established SPI/SPTs as identified within the Agency Safety Plan, as well as instances where improvement efforts can be used to reduce risk and improve performance beyond performance expectations to low as reasonably practical, as able.

Safety performance is communicated at monthly and quarterly intervals to the Safety Committee and affected Directors in accordance with this chapter for the identification and correction of safety deficiencies or safety performance trends that are not meeting expectations.

Safety performance is also reviewed annually in conjunction with the annual review of the Kitsap Transit Agency Safety Plan and the annual Operational Safety Report. The Chief Safety Officer communicates safety performance relative to the previous year's performance to the Safety Committee and Accountable Executive to determine the need for adjustment of SPI/SPTs in the interest of continual improvement.

Corrective Action Plans (CAP) may be required to ensure continuous improvement efforts are implemented as intended for the purpose of reducing safety risk and improving the overall safety posture of the transit system.

The Chief Safety Officer has overall responsibility for the development of applicable corrective action plans to address these deficiencies and works directly with the Safety Team and the

Safety Committee, when appropriate, to develop applicable CAPs; the CAP is then communicated to the Executive Leadership team and Accountable Executive for approval.

For CAPs directed at continuous improvement efforts relative to annual SPI/SPTs established in the Agency Safety Plan specifically, Kitsap Transit's Accountable Executive must ensure the appropriate resources are set aside to ensure effective implementation of the associated CAP.

7.7 Communication

Safety performance, to include normal and targeted assurance monitoring, will be communicated to the Kitsap Transit Safety Committee, affected Director(s), and the Accountable Executive as required.

The Safety Committee will be briefed on safety assurance data at regularly scheduled Safety Committee meetings, as held in accordance with the Kitsap Safety Committee Charter.

Affected Director(s) and the Accountable Executive will be briefed on safety assurance data and overall safety performance at the Quarterly Director's Meetings. Additionally, these members of the Executive Leadership will also be sent monthly performance reports following monthly Safety Committee meetings or more frequently if required by targeted assurance plans or directed by the Accountable Executive.

Affected Managers and Supervisors will be briefed on relevant safety performance data by Department Directors, Safety Committee representatives, and/or the Safety Team as needed, or if required by targeted assurance plan(s).

7.8 Safety Assurance Documentation

All aspects of the safety assurance process will be documented and retained in approved company recordkeeping systems, which may include both paper and electronic/digital mediums. Safety assurance records will be maintained in accordance with minimum FTA requirements.

Chapter 8: Safety Promotion

8.1 Purpose

Kitsap Transit has implemented the following safety promotion processes and requirements to ensure that applicable Kitsap Transit workers are provided with and maintain essential safety-related training and competencies to successfully perform their anticipated duties in a safe manner, in accordance with established Company and regulatory agency requirements. Additionally, Kitsap Transit ensures that safety promotion efforts are effectively communicated throughout the organization relative to anticipated transit worker roles and responsibilities and will identify, at a minimum, any relevant hazards and safety actions taken to reduce safety risk within the transit system.

8.2 Training and Competencies

Kitsap Transit has established a comprehensive safety training program that includes both regulatory safety training requirements, as well as those training and competencies related to the implementation of Kitsap Transit's *Safety Management System* (SMS).

Kitsap Transit will ensure that the necessary provisions are available to effectively identify, develop, source, and/or administer relevant safety training program requirements, including training on SMS roles and responsibilities. The scope of Kitsap Transit's safety training programs includes initial, recurrent, and refresher training in various training environments to include in-person, hybrid, and computer-based opportunities, as applicable. Transit worker proficiency may be measured via trainer observation, tests or quizzes, or through completion of course requirements.

The Safety Team, in conjunction with the Human Resources training group and affected department subject matter experts (as needed), determines what safety training is required based on transit worker roles and responsibilities within the transit system, to include skill-based training, SMS training, and regulatory safety program training (i.e. occupational safety and health-related training).

Training assignments are regularly evaluated during the annual Safety Training Matrix review to ensure that all employees maintain currency with all applicable safety-related training requirements.

Basic safety training requirements for Kitsap Transit workers, to include assignment, frequency, and scope of training, are documented in Kitsap Transit's Safety Training Matrix, the Kitsap Transit Employee Handbook, and the Accident Prevention Program (APP) as applicable.

Operations safety-related training includes the following:
- Employee Safety Reporting Program training
- New-hire bus vehicle operator classroom and hands-on skill training,
- Bus vehicle operator refresher training

- Bus vehicle operator retraining (recertification or return to work, as applicable)
- De-escalation and Assault Awareness training Classroom and on-the-job training
- Classroom and in-service training for operations supervisors and managers
- Accident investigation training for Operations supervisors and managers

Vehicle and facility maintenance safety-related training includes the following:
- Employee Safety Reporting Program training.
- Ongoing vehicle and facility maintenance technician skill training.
- Ongoing skill training for vehicle and facility maintenance supervisors.
- De-escalation and Assault Awareness training program.
- Accident investigation training for vehicle and facility maintenance supervisors.
- Ongoing hazardous material training for vehicle and facility maintenance technicians, vehicle maintenance worker II, and supervisors.
- Training provided by vendors.

Kitsap Transit's Accountable Executive, Chief Safety Officer, Agency Leaders (Managers) and the Executive Management Team must also complete the FTA's online SMS Awareness training.

> **NOTE:** Kitsap Transit operates and maintains its transit system in accordance with applicable State, Federal, and other regulatory agency/oversight authority laws, regulations, and requirements, to include the assignment and satisfactory completion of required occupational safety and health training. These regulatory safety training programs and/or requirements are based on anticipated occupational safety and health-related hazard exposures and are detailed within the Kitsap Transit Accident Prevention Program (APP).

8.3 Safety Communication

Kitsap Transit's Accountable Executive and Chief Safety Officer are ultimately responsible for ensuring safety-related information is communicated throughout the transit system. These safety-related communications are a crucial means to inform transit workers about relevant hazards within the transit system. The safety communications also indicate what safety actions were taken to reduce safety risk and/or reinforce existing safety risk mitigations necessary to improve transit worker safety.

The Safety Team is the primary focal point for the identification, development, and distribution of internal safety-related communications. The Safety Team may re-distribute or forward safety communications from external parties as applicable to the transit system, as authorized to do so.

The Safety Team may at times partner with, and/or support, the development and distribution of Department-specific safety-related promotion efforts, such as providing safety-related content or guidance, or if requesting redistribution of information already developed by the Safety Team or an approved/recognized external source.

As applicable, Departments may receive external communications from vendors, manufacturers, regulatory agencies, and/or reliable transit industry organizations that communicate potential hazards and/or safety risks that would be otherwise unknown to the Safety Team.

In these scenarios, Departments are required to report the information through normal safety reporting processes or forward external communication(s) to the Safety Team directly for review and relaying pertinent safety information to other affected Departments or affect transit workers. External data received may require initiation of the safety risk management process, as applicable.

Kitsap Transit's safety communication efforts are primarily focused on safety performance, safety hazards, associated safety risks, and actions taken to mitigate safety risks or identified safety deficiencies. This includes communicating the results of Safety Committee cooperation and/or activities, in accordance 49 CFR part 673.29(b).

8.3.1 Safety Performance Communication
Typical safety performance information communicated to transit workers may include, but is not limited to:
- Monthly injury rates
- Monthly vehicle accident rates
- Monthly assault rates
- Monthly Safety Committee activity and/or cooperative efforts

8.3.2 SMS Performance Communication
Typical SMS performance information communicated to transit workers may include, but is not limited to:
- Number of risk assessments completed.
- Employee reporting rates.
- Safety report response rates/time to respond to employee.
- Number of risks accepted.
- Number of safety risk mitigations implemented.
- Number of ineffective risk controls or new hazards identified.
- Safety training completion rates – upcoming and overdue safety training.

8.3.3 Safety Hazards and Risks
Typical hazard and safety risk information communicated to transit workers may include, but is not limited to:
- Immediate or time-critical safety/hazard information.
- Hazards identified within the transit system.
- Ineffective safety risk mitigations identified within the transit system.
- Informing employees of safety actions taken in response to reports submitted through the ESRP.
- *Lessons Learned* from past or recent safety events.

- Upcoming events that may impact Kitsap Transit's service or safety performance.
- Responses to transit worker suggestions.
- Outputs of transit worker safety surveys.
- SMS implementation updates.
- Transit industry hazard or risk information, as applicable.
- Regulatory/oversight agency hazard or risk information, as applicable.
- Manufacturer or product distributor safety information, updates, recalls, alerts, bulletins, or similar.
- SRM efforts (new, on-going, recently completed)
- Changes within the Kitsap Transit system that may impact safety performance.

8.4 Safety Assurance Documentation

All aspects of the safety promotion will be documented and retained in approved company recordkeeping systems, which may include both paper and electronic/digital mediums. Safety assurance records will be maintained in accordance with minimum FTA requirements.

Key Terms/Acronyms and Definitions

Terms	
Term	**Definition**
ACCESS	Kitsap Transit's Paratransit service.
Accident	An event that involves any of the following: A loss of life; a report of a serious injury to a person; a collision of public transportation vehicles; a runaway train; an evacuation for life safety reasons; or any derailment of a rail transit vehicle, at any location, at any time, whatever the cause.
Accountable Executive	A single, identifiable person who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a transit agency; responsibility for carrying out the transit agency's Transit Asset Management Plan; and control or direction over the human and capital resources needed to develop and maintain both the transit agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the transit agency's Transit Asset Management Plan in accordance with 49 U.S.C. 5326.
Assault on a Transit Worker	As defined under 49 U.S.C. 5302, a circumstance in which an individual knowingly, without lawful authority or permission, and with intent to endanger the safety of any individual, or with a reckless disregard for the safety of human life, interferes with, disables, or incapacitates a transit worker while the transit worker is performing the duties of the transit worker.
Chief Safety Officer	An adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer. A Chief Safety Officer may not serve in other operational or maintenance capacities, unless the Chief Safety Officer is employed by a transit agency that is a small public transportation provider as defined in this part, or a public transportation provider that does not operate a rail fixed guideway public transportation system.
Corrective Action Plan	plan that describes actions an taken to minimize, control, correct, or eliminate risk and hazards identified within the transit operation
Equivalent Entity or Authority	An entity that carries out duties similar to that of a Board of Directors, for a recipient or subrecipient of FTA funds under 49 U.S.C. chapter 53, including sufficient authority to review and approve a recipient or subrecipient's Public Transportation Agency Safety Plan.
Hazard	Any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.
Injury	Any harm to persons as a result of an event that requires immediate medical attention away from the scene.
Investigation	The process of determining the causal and contributing factors of an accident, incident, or hazard, for the purpose of preventing recurrence and mitigating risk.
National Public Transportation Safety Plan	The plan to improve the safety of all public transportation systems that receive Federal financial assistance under 49 U.S.C. chapter 53.
Near-Miss	A narrowly avoided safety event.
Occurrence	An Event without any personal injury in which any damage to facilities, equipment, rolling stock, or infrastructure does not disrupt the operations of a transit agency.
Operator	A provider of public transportation as defined under 49 U.S.C. 5302.
Performance Measure	An expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets.
Performance Target	A quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time period required by the FTA.
Potential Consequence	The effect of a hazard.

Terms	
Term	**Definition**
Public Transportation Agency Safety Plan	The documented comprehensive Agency Safety Plan for a transit agency that is required by 49 U.S.C. 5329 and Part 673.
Safety Assurance	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 Committee	the formal joint labor-management committee on issues related to safety that is required by 49 U.S.C. 5329 and this part.
Safety Event	an unexpected outcome resulting in injury or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.
Safety Management Policy	A transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities for the management of safety.
Safety Management System	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 Indicator	A performance measure related to safety management activities
Safety Performance Target	A performance target related to safety management activities.
Safety Promotion	A combination of training and communication of safety information to support SMS as applied to the transit agency's public transportation system.
Safety Risk	The composite of predicted severity and likelihood of a potential consequence of a hazard.
Safety Risk Assessment	The formal activity whereby a transit agency determines Safety Risk Management priorities by establishing the significance or value of its safety risks.
Safety Risk Management	A process within a transit agency's Agency Safety Plan for identifying hazards and analyzing, assessing, and mitigating safety risk.
Safety Risk Mitigation	A method or methods to eliminate or reduce the effects of hazards.
Transit Agency	An operator of a public transportation system.
Transit Asset Management Plan	The strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost-effective, and reliable public transportation, as required by 49 U.S.C. 5326 and 49 CFR Part 625.
Transit Worker	any employee, contractor, or volunteer working on behalf of the transit agency.

Acronyms	
Acronym	**Word(s) or Phrase**
APP	Accident Prevention Plan
AOT	Advanced Operator Training
ASP	Agency Safety Plan
CAP	Corrective Action Plan
CFR	Code of Federal Regulations
DOT	Department Of Transportation
ESRP	Employee Safety Reporting Program
FTA	Federal Transit Administration
NTSB	Nation Transportation Safety Board
MARSEC	Maritime Security
MPO	Metropolitan Planning Organization
OSHA	Occupational Safety and Health Administration
Part 673	49 CFR Part 673 (Public Transportation Agency Safety Plan)
SMS	Safety Management System
SRM	Safety Risk Management
U.S.C	United States Code
USCG	United States Coast Guard
VRM	Vehicle Revenue Miles
WSDOT	Washington State Department of Transportation
WSTIP	Washington State Transit Insurance Pool